



**STATE OF NEVADA
COMMISSION ON ETHICS**
<http://ethics.nv.gov>

NOTICE OF PUBLIC MEETING

NAME OF ORGANIZATION: NEVADA COMMISSION ON ETHICS
DATE & TIME OF MEETING: Wednesday, October 20, 2021 at 9:30 a.m.
PLACE OF MEETING: This meeting will be held at the following location:

**Nevada State Capitol Building
Guinn Room
101 N. Carson Street, Second Floor
Carson City, NV 89701**

***Commissioners may appear via Zoom (virtually or telephonically).**

In addition to in-person attendance at the noticed location, the public may attend via Zoom telephonically, as follows:

Zoom Meeting Information

<https://us06web.zoom.us/j/82104238959?pwd=Z2pESHFDU053VkdYbkh6M2l3dTlrZz09>

Zoom Meeting Telephone Number: 669-900-9128*

Meeting ID: 821 0423 8959

Passcode: 935222

*Please Note: If you choose to participate telephonically, your telephone number may be displayed in the Zoom public platform.

MEMBERS OF THE PUBLIC ARE ALSO INVITED TO SUBMIT WRITTEN PUBLIC COMMENT WHICH WILL BE SUBMITTED INTO THE RECORD OF THE PUBLIC MEETING.

AGENDA

NOTES:

- Two or more agenda items may be combined for consideration.
- At any time, an agenda item may be taken out of order, removed, or delayed.
- Public comment will be accepted at the beginning of the open session and again before the conclusion of the open session of the meeting. Comment and/or testimony by the public may be limited to three (3) minutes. No action may be taken on any matter referred to in remarks made as public comment. Members of the public may also submit written public comment to the Commission at ncoe@ethics.nv.gov.

	1. Call to Order, Roll Call, and Pledge of Allegiance to the Flag.
	2. Public Comment. Comment and/or testimony by any member of the public will be limited to three (3) minutes. No action will be taken under this agenda item.
For Possible Action	3. Approval of Minutes of the September 15, 2021 Commission Meeting.

For Possible Action	4. Discussion and approval of a Proposed Stipulation concerning Ethics Complaint No. 20-010C regarding Bonnie Weber, Councilmember, City of Reno, State of Nevada.
For Possible Action	5. Discussion and approval of a Proposed Stipulation concerning Ethics Complaint No. 19-095C regarding Jim Alworth, Councilmember, City of Ely, State of Nevada.
For Possible Action	6. Discussion and approval of a Proposed Stipulation concerning Ethics Complaint No. 20-063C regarding Danielle Milam, Planning and Development Director, Las Vegas-Clark County Library District, State of Nevada.
For Possible Action	7. Confirmation of Commission Chair's appointment of Tracy Chase, Commission Counsel, as acting interim Executive Director, for all administrative matters, including without limitation, agency operations, advisory opinion matters and certain ethics complaint matters.
For Possible Action	8. Confirmation of Commission Chair's appointment of Elizabeth Bassett, Associate Counsel, to fulfill the duties of the Executive Director during the interim on certain matters relating to Ethics Complaint cases.
For Possible Action	9. Report by Commission Counsel, as Acting Executive Director, on agency status and operations and possible direction thereon. Items to be discussed include, without limitation: <ul style="list-style-type: none"> • FY22 Budget Status • Status of processing of Jurisdictional Reviews, Investigations and Complaints • Update on Current Caseload • Executive Director Recruitment • Commission Meeting Status • Update on Education and Outreach
	10. Commissioner Comments on matters including, without limitation, identification of future agenda items, upcoming meeting dates and meeting procedures. No action will be taken under this agenda item.
	11. Public Comment. Comment and/or testimony by any member of the public may be limited to three (3) minutes. No action will be taken under this agenda item.
For Possible Action	12. Adjournment.

NOTES:

- ❖ The Commission is pleased to make reasonable accommodations for any member of the public who has a disability and wishes to attend the meeting. If special arrangements for the meeting are necessary, please notify the Nevada Commission on Ethics, in writing at 704 W. Nye Lane, Ste. 204, Carson City, Nevada 89703; via email at ncoe@ethics.nv.gov or call 775-687-5469 as far in advance as possible.
- ❖ To request an advance copy of the supporting materials for any open session of this meeting, contact Acting Executive Director Tracy L. Chase, Esq. at ncoe@ethics.nv.gov or call 775-687-5469.
- ❖ This Agenda and supporting materials are posted and are available not later than the 3rd working day before the meeting at the Commission's office, 704 W. Nye Lane, Ste. 204, Carson City, Nevada, or on the Commission's website at www.ethics.nv.gov.
- ❖ Any meeting or hearing held by the Commission pursuant to NRS 281A.760 to receive information or evidence regarding the conduct of a public officer or employee and deliberations of the Commission concerning an ethics complaint are exempt from the provisions of NRS Chapter 241, Nevada's Open Meeting Law. As a result, these agenda items, or any portion of them, may be heard in closed session.

This Notice of Public Meeting and Agenda was posted in compliance with NRS 241.020 before 9:00 a.m. on the third working day before the meeting at the following locations:

- Nevada Commission on Ethics, 704 W. Nye Lane, Suite 204, Carson City
- Nevada Commission on Ethics' website: <http://ethics.nv.gov>
- Nevada Public Notice Website: <http://notice.nv.gov>

Agenda Item 3



**STATE OF NEVADA
COMMISSION ON ETHICS**

<http://ethics.nv.gov>

**MINUTES
of the meeting of the
NEVADA COMMISSION ON ETHICS**

The Commission on Ethics held a public meeting on
Wednesday, September 15, 2021, at 10:00 a.m.
Virtually via Zoom as follows:

Zoom Meeting Information:

<https://us06web.zoom.us/j/81292073978?pwd=SXRpOFNKeVpDSnRNbjluYktnSGtFQT09>

Zoom Meeting Telephone Number: 669-900-9128

Meeting ID: 812 9207 3978

Passcode: 288278

These minutes constitute a summary of the above proceedings of the Nevada Commission on Ethics. A recording of the meeting is available for public inspection at the Commission's office.

1. Call to Order and Roll Call.

Chair Kim Wallin, CPA, CMA, CFM appeared via videoconference and called the meeting to order at 10:01 a.m. Also appearing via videoconference were Vice-Chair Brian Duffrin and Commissioners Barbara Gruenewald, Esq., Teresa Lowry, Esq., James Oscarson, Damian Sheets, Esq., Thoran Towler, Esq. and Amanda Yen, Esq. Present for Commission staff in Carson City were Executive Assistant Kari Pedroza. Commission Counsel Tracy L. Chase, Esq., Associate Counsel Elizabeth J. Bassett, Esq., Investigator Erron Terry, and Senior Legal Researcher Darci Hayden appeared via videoconference.

The pledge of allegiance was conducted.

2. Public Comment.

There was no public comment.

3. Approval of Minutes of the July 21, 2021 Commission Meeting.

Chair Wallin stated that except for Commissioner Sheets, who was excused from the meeting and would abstain from participating on this item, all other Commissioners were present for the July 21 meeting and could participate on this item.

Commissioner Yen moved to approve the July 21, 2021 Commission Meeting Minutes as presented. Commissioner Oscarson seconded the motion. The Motion was put to a vote and carried as follows:

Chair Wallin:	Aye.
Vice-Chair Duffrin:	Aye.
Commissioner Gruenewald:	Aye.
Commissioner Lowry:	Aye.
Commissioner Oscarson:	Aye.
Commissioner Towler:	Aye.
Commissioner Sheets:	Abstain.
Commissioner Yen:	Aye.

4. Report by Executive Director on agency status and operations and possible direction thereon. Items to be discussed include, without limitation:

- Update on Commission Operations
- FY22 Budget Status
- Update on Current Caseload
- Update on Education and Outreach

Update on Commission Operations: Commission Counsel Chase as Acting Executive Director provided an update on Commission Operations including the status of the PDI Case Management Contract and the Executive Director position recruitment process.

FY22 Budget Status: Commission Counsel Chase informed the Commission that staff is monitoring the Commission's budget through projections and the Commission is within its budgetary authority for the Fiscal Year with cost savings in Travel and Court Reporting budget categories.

Update on Current Caseload: Commission Counsel Chase stated that the Commission would continue to review cases through the review panel process and could expect review panel hearings in the month of October. She also informed the Commission that there may be a need for an adjudicatory hearing in October as well.

Update on Education and Outreach: Commission Counsel Chase thanked Chair Wallin for volunteering to provide training to the UNLV Graduate Class on September 27. Commission Counsel Chase reported that she reached out to Senior Deputy Attorney General Rosalie Bordelove to coordinate the October 21 State Boards and Commissions Ethics Training.

Commissioner Lowry asked that all resumes submitted for the Executive Director vacancy be provided to all Commissioners.

Commissioner Oscarson moved to accept the Executive Director's agency status report as presented. Commissioner Lowry seconded the motion. The motion was put to a vote and carried unanimously.

5. Consideration and direction on the Fiscal Year 2021 Annual Report presented by the Executive Director pursuant to NAC 281A.180(2).

Commission Counsel presented the Fiscal Year 2021 Annual Report draft included in the Meeting Materials. She offered that Commissioners would provide proposed changes to staff via electronic mail and the report could be finalized at a future Commission Meeting.

Chair Wallin proposed the Annual Report be finalized at the November 17 Commission Meeting to allow her fellow Commissioners time to review the report and provide revisions to staff.

Vice-Chair Duffrin made a motion to continue the 2021 Annual Report Agenda Item until the November 17 2021 Commission Meeting. Commissioner Yen seconded the motion. The motion was put to a vote and carried unanimously.

6. Commissioner comments on matters including, without limitation, identification of future agenda items, upcoming meeting dates and meeting procedures. No action will be taken under this agenda item.

Vice-Chair Duffrin thanked the Commissioner staff for their hard work.

7. Public Comment.

There was no public comment.

8. Adjournment.

Commissioner Yen made a motion to adjourn the public meeting. Commissioner Lowry seconded the motion. The Motion was put to a vote and carried unanimously.

The meeting adjourned at 10:31 a.m.

Minutes prepared by:

/s/ Kari Pedroza

Kari Pedroza
Executive Assistant

/s/ Tracy L. Chase, Esq.

Tracy L. Chase, Esq.
Acting Executive Director

Minutes approved October 15, 2021:

Kim Wallin, CPA, CMA, CFM
Chair

Brian Duffrin
Vice-Chair

Agenda Item 4



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C

_____ Subject. /

PROPOSED
STIPULATED DEFERRAL AGREEMENT

1. **PURPOSE:** This Stipulated Deferral Agreement resolves Ethics Complaint Case No. 20-010 before the Nevada Commission on Ethics (“Commission”) regarding alleged misconduct of Bonnie Weber (“Weber”), Councilmember, City of Reno (“City”), Nevada.

2. **JURISDICTION:** At all material times, Weber served as a public officer for the City, as defined in NRS 281A.160 and 281A.182. The Ethics in Government Law (“Ethics Law”) set forth in NRS Chapter 281A gives the Commission jurisdiction over elected and appointed public officers and public employees whose conduct is alleged to have violated the provisions of NRS Chapter 281A. See NRS 281A.280. Accordingly, the Commission has jurisdiction over Weber in this matter.

3. **PROCEDURAL HISTORY**

- a. On or about February 10, 2020, the Commission received Ethics Complaint No. 20-010C (“Complaint”).
- b. A redacted version of the Complaint¹ provided to Weber alleges that private meetings Weber held with North Valley’s stakeholders, including property developers and builders, violated the Ethics Law—at least in part because the meetings included privately paid for lunches and were attended by certain City staff. The confidential Requester checked boxes on the complaint form alleging

¹ The Ethics Complaint was redacted to keep the identity of the Requester confidential pursuant to NRS 281A.750.

- that Weber violated NRS 281A.400(1), (2), (5) and (7) and NRS 281A.420(1) and (3).
- c. On March 26, 2020, the Commission issued its *Order on Jurisdiction and Investigation* directing the Executive Director to investigate allegations that Weber violated NRS 281A.400(1), (2) and (7), and inviting Weber to provide a written response to the allegations in the Complaint.
 - d. On April 2, 2020, the Commission issued its *Amended Notice of Complaint and Investigation* pursuant to NRS 281A.720, noting Commissioner Yen's disclosure and abstention from these proceedings.
 - e. On April 2, 2020, the Commission issued its *Amended Order on Jurisdiction and Investigation* dismissing allegations that Weber violated NRS 281A.400(5) and NRS 281A.420(1) and (3) for lack of sufficient evidence in the Complaint.
 - f. On May 5, 2020, Weber voluntarily waived the statutory time limits for the Executive Director to complete the investigation, and for the review panel to render an opinion.
 - g. On June 29, 2020, Weber submitted documentary evidence, sworn statements, and a *Response to Notice of Complaint and Investigation* to the Commission. Weber argues and maintains that she did not violate NRS 281A.400(1), (2) or (7) by using City letterhead for a private event or accepting payment for lunches from developers who had land-use matters before City Council.
 - h. On August 18, 2021, the Executive Director presented a recommendation relating to just and sufficient cause to a Review Panel ("Panel") consisting of Vice-Chair Brian Duffrin and Commissioners Barbara Gruenewald, Esq. and James Oscarson pursuant to NRS 281A.720. The Panel reviewed: (1) Ethics Complaint No. 20-010C; (2) Order on Jurisdiction and Investigation in Ethics Complaint No. 20-010C; (3) Weber's Response to the Complaint; (4) Executive Director's Recommendation to the Review Panel with Summary of Investigatory Findings; and (5) Relevant Evidentiary Exhibits.
 - i. The Panel unanimously concluded that the facts established credible evidence to support a determination that just and sufficient cause existed for the

Commission to render an opinion in the matter regarding the alleged violation of NRS 281A.400(1), (2) and (7).

- j. Pursuant to its *Review Panel Determination and Referral Order* dated August 18, 2021, the Panel referred the Complaint to the Commission for further proceedings, including rendering an opinion on whether Weber violated NRS 281A.400(1), (2) and (7) with regard to accepting a gift which would tend improperly to influence a reasonable person in the public officer's position to depart from the faithful and impartial discharge of the public officer's public duties, using her position to secure unwarranted privileges, preferences or advantages, and improperly using governmental time, property, equipment or resources, including use of public staff, to benefit a significant personal or pecuniary interest.
- k. On August 31, 2021, the Commission issued its *Notice of Hearing and Scheduling Order* authorizing the parties to engage in continued investigation of facts and exchange of written discovery, including interrogatories, requests for production, requests for admission, and depositions, as permitted by NRS Chapter 281A and NAC Chapter 281A.
- l. On September 1, 2021, the Commission issued its *Revised Notice of Hearing and Scheduling Order*, correcting the date for the adjudicatory hearing, and reaffirming its prior order ("Scheduling Order").
- m. Pursuant to the Scheduling Order, the Executive Director continued the investigation of the facts and the parties engaged in discovery.
- n. During the course of the Executive Director's investigation and the parties' discovery efforts, Weber was transparent, forthcoming, and cooperative with the Commission investigator and counsel, including without limitation, voluntarily meeting with the investigator and counsel to answer questions, providing documentary evidence, identifying potential witnesses and persons with knowledge, producing City policies and procedures, and coordinating with City officers and employees and Commission staff and counsel.

PROPOSED

- o. Upon completion of the Executive Director’s investigation and the parties’ discovery, the undisputed evidence shows that Weber did not use City letterhead for private events and did not accept payment for lunches from developers who had land-use matters before City Council.
- p. With regards to claims that Weber improperly used City staff to benefit a significant personal or pecuniary interest, the evidence shows that City of Reno, Policies and Procedures, No. 401, Ethical Standards (“Policy No. 401”), does not adequately address situations where City staff attend meetings that are hosted or organized by elected officials, but not open to the general public.
- q. While Weber did invite City staff to a series of private events, the evidence shows that—similar to other private events hosted by industry groups and trade associations—City staff asked for and accepted invitations, attended, presented, engaged in discussions, and answered questions in furtherance of their public duties and City business. Specifically, City staff chose to participate in Weber’s events to educate and engage the development community in North Valleys, elicit input and feedback on City policies and procedures, exchange information, and discuss mutual problems and solutions. See, e.g., *In re Public Officer*, Comm’n Opinion No. 11-36A (2012). In light of the public benefit derived from City staff’s participation, coupled with the fact that Weber did not direct, order, or otherwise compel City staff to attend or participate in any meeting, there is insufficient evidence to conclude that Weber used City staff to benefit her personal or financial interests, or the personal or financial interest of others.
- r. In light of the insufficiency in Policy No. 401, Weber’s commitment to transparency and public integrity, and the parties’ desire to clarify and improve public officers’ ethical standards of conduct, Weber and the Commission agree to enter into this Stipulated Deferral Agreement (“Agreement”).

4. TERMS AND CONDITIONS: Weber and the Commission agree and stipulate as follows:

- a. The Commission hereby dismisses with prejudice all claims that Weber violated NRS 281A.400(1) and (2) and claims that she violated NRS 281A.400(7) by using City letterhead for a private event.
- b. The Commission will defer all claims that Weber otherwise violated NRS 281A.400(7) by using City staff to benefit her personal or financial interests, or the personal or financial interest of others, for a period of 90 days from the Effective Date of this Agreement or as may be extended pursuant to the terms of this Deferral Agreement (the "Deferral Period").
- c. Weber agrees to waive applicable time limitations set forth in NRS Chapter 281A and defer her defense to claims that Weber violated NRS 281A.400(7) by using City staff to benefit her personal or financial interests, or the personal or financial interest of others for the Deferral Period.
- d. During the Deferral Period, Weber agrees to work with the City Manager, the City Attorney's Office, and the Executive Director or duly authorized designee to: (i) update and revise Policy No. 401 to address situations where City staff attend meetings that are hosted or organized by elected officials, but not open to the general public; and (ii) update and revise Citywide training on Policy No. 401 and encourage impacted City officials and employees to receive training on Policy No. 401.
- e. The Executive Director or duly authorized designee may elect to extend the Deferral Period up to 30 days.
- f. All remaining claims are dismissed with prejudice upon the expiration of the Deferral Period unless the Executive Director or duly authorized designee notifies Weber in writing prior to the expiration of the Deferral Period that (s)he objects to the City's revisions to Policy No. 401, and the grounds for the objection.

5. **ACCEPTANCE:** We, the undersigned parties, have read this Stipulated Agreement, understand each and every provision therein, and agree to be bound thereby. The parties orally agreed to be bound by the terms of this agreement during the regular meeting of the Commission on October 20, 2021 (the "Effective Date").

DATED this ____ day of _____, 2021. DRAFT
Bonnie Weber

The above Stipulated Agreement is approved by:

FOR BONNIE WEBER

DATED this ____ day of _____, 2021. DRAFT
Paul A. Lipparelli, Esq.

DATED this ____ day of _____, 2021. DRAFT
Jonathan D. Shipman, Esq.
Reno City Attorney's Office

FOR EXECUTIVE DIRECTOR,
NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Elizabeth J. Bassett, Esq.
Associate Counsel

///

///

///

Approved as to form by:

FOR NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Tracy L. Chase, Esq.
Commission Counsel

The above Stipulated Agreement is accepted by the Commission.²

By: DRAFT
Kim Wallin, CPA, CMA, CFM
Chair

By: DRAFT
Thoran Towler, Esq.
Commissioner

By: DRAFT
Teresa Lowry, Esq.
Commissioner

By: ABSTAIN
Amanda Yen, Esq.³
Commissioner

By: DRAFT
Damian R. Sheets, Esq.
Commissioner

² Vice-Chair Duffrin and Commissioners Gruenewald and Oscarson participated in the Review Panel hearing for Ethics Complaint No. 20-010C and are therefore precluded from participating in this Stipulated Agreement pursuant to NRS 281A.220(4).

³ After consulting with Commission Counsel and in compliance with NRS 281A.420, Commissioner Yen has and continues to disclose that she is a partner with the law firm of McDonald Carano and the law firm either represents the City of Reno ("City") or is involved in litigation associated therewith, which litigation does not involve the present Complaint. Commissioner Yen has a commitment in a private capacity pursuant to NRS 281A.065(5) based upon the business relationship existing between the City and the law firm. Given the Subject is an elected official of the City, under both the Ethics Law and the Nevada Code of Judicial Conduct, the independence of judgment of a reasonable person in Commissioner Yen's situation would be materially affected by the private commitment and she is abstaining from these proceedings.



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C

Subject. /

NOTICE OF HEARING TO CONSIDER STIPULATED DEFERRAL AGREEMENT
NRS 281A.745

PLEASE TAKE NOTICE, the Nevada Commission on Ethics ("Commission") will hold a public meeting to consider a **Proposed Stipulated Deferral Agreement** regarding the allegations submitted in Ethics Complaint No 20-010C at the following time and location:

When: Wednesday, **October 20, 2021** at **9:30 a.m.**

Where: Nevada State Capitol Building
Guinn Room
101 N. Carson Street, Second Floor
Carson City, NV 89701

and via Zoom at:

<https://us06web.zoom.us/j/82104238959?pwd=Z2pESHFDU053VkdYbkh6M2l3dTIrZz09>

Meeting ID: 821 0423 8959
Passcode: 935222

Subject has waived the personal notice requirements of NRS 241.033 (Nevada's Open Meeting Law).

DATED: October 12, 2021

/s/ Tracy L. Chase
Tracy L. Chase, Esq.
Commission Counsel

CERTIFICATE OF SERVICE

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I transmitted a true and correct copy of the **Notice of Hearing to Consider Stipulated Deferral Agreement** in Request for Opinion **No. 20-010C** via electronic mail to the Parties as follows:

For the Executive Director:

Elizabeth J. Bassett, Esq.
Associate Counsel

Email: ebassett@ethics.nv.gov

Kari Pedroza, Executive Assistant
704 W. Nye Lane, Suite 204
Carson City, NV 89703

Email: k.pedroza@ethics.nv.gov

For the Subject:

Karl S. Hall, Esq.
Reno City Attorney
Jonathan D. Shipman, Esq.
Assistant City Attorney
Reno City Attorney's Office
P.O. Box 1900
1 E. 1st Street
Reno, NV 89505

Email: hallk@reno.gov

Email: shipmanj@reno.gov

Paul A. Lipparelli, Esq.

Email: paul.lipparelli@gmail.com

DATED: October 12, 2021



Employee of the Nevada Commission on Ethics



Submitted Electronically on 02-10-2020

NEVADA COMMISSION ON ETHICS

ETHICS COMPLAINT

[Sec. 3.6 to 13, inclusive, of S.B. 84 \(2017\)](#)

1. Provide the following information for the public officer or employee you allege violated the Nevada Ethics in Government Law, NRS Chapter 281A. *(If you allege that more than one public officer or employee has violated the law, use a separate form for each individual.)*

Name: <i>(Last, First)</i>	Weber, Bonnie	Title of Public Office: <i>(Position)</i>	Councilwomen
Public Entity: <i>(Name of the entity employing this position)</i>	Reno City Council		
Address:	PO Box 1900	City, State, Zip Code:	Reno, NV 89505
Telephone:	<i>Work:</i>	<i>Other (home/cell):</i>	Email: renodirect@reno.gov
	775-334-4636		

2. Describe in specific detail the public officer's or employee's conduct that you allege violated NRS Chapter 282A. *(Include specific facts and circumstances to support your allegation: times, places, and the name and position of each person involved.)*

After extensive research we had found some very questionable connections of City of Reno, Councilwomen Bonnie Weber to the "Developers" of the North Valley's. Attached you will find a letter stating, she has had quarterly meetings with these developers at "paid" luncheons by those developers on City of Reno Councilwoman Bonnie Weber Letter Head with Reno mailing address on it. The amount of donations from those folks is questionable. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

proprietor of the establishment stated [REDACTED] Ms. Weber paid for the Luncheon so it's private. However as you will see it was on her City Letterhead. If she paid for it as stated then from what funds? Why where citizens not included who received invite? City of Reno staff

attended this meeting? (to make matter worse Angela Fuss the City of Reno Staffer use to represent Stonegate a development in the North Valley's.) Everything about this Councilwomen looks unethical which means it should be gone through with a fine tooth comb. We have brought this to the attention of City of Reno as you will see but nothing has come of it and she has continued to complete very questionable acts. These type of people need to be held accountable for their actions of assisting the developers instead of the constituents they represent. I would like to make one connection Donald Pattalock and Steve Hartman of Vidler water. One of Ms. Weber's tax returns she has a time share which is owned by Mr. Pattalock. How did she acquire that time share? Was it done legally? This is very questionable with the development of such magnitude as Stonegate and Vidler Water. Please help the people of the North Valley's from the corruption we are seeing and feeling. Thank you for your time [REDACTED]

3. Is the alleged conduct the subject of any action or matter currently pending before another administrative or judicial body? If yes, describe:

not that I know of

4. NRS 281A requires public officers and employees to hold public office as a public trust and avoid conflicts between public duties and private interests. (NRS 281A.020) What provisions of NRS Chapter 281A are relevant to the conduct alleged? **Please check all that apply.**

<input checked="" type="checkbox"/> NRS 281A.400(1)	Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for himself or person to whom he has a commitment in a private capacity which would tend improperly to influence a reasonable person in his position to depart from the faithful and impartial discharge of his public duties.
<input checked="" type="checkbox"/> NRS 281A.400(2)	Using his position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for himself, any business entity in which he has a significant pecuniary interest, or any person to whom he has a commitment in a private capacity.
<input type="checkbox"/> NRS 281A.400(3)	Participating as an agent of government in the negotiation or execution of a contract between the government and himself, and any business entity in which he has a significant pecuniary interest or any person to whom he has a commitment in a private capacity.
<input type="checkbox"/> NRS 281A.400(4)	Accepting any salary, retainer, augmentation, expense allowance or other compensation from any private source for himself or any person to whom he has a commitment in a private capacity for the performance of his duties as a public officer or employee.
<input checked="" type="checkbox"/> NRS 281A.400(5)	Acquiring, through his public duties or relationships, any information which by law or practice is not at the time available to people generally, and using the information to further the pecuniary interests of himself or any other person or business entity.
<input type="checkbox"/> NRS 281A.400(6)	Suppressing any governmental report or other document because it might tend to affect unfavorably his pecuniary interests, or any person to whom he has a commitment in a private capacity.
<input checked="" type="checkbox"/> NRS 281A.400(7)	Using governmental time, property, equipment or other facility to benefit his significant person or financial interest, or any person to whom he has a commitment in a private capacity. <i>(Some exceptions apply)</i>
<input type="checkbox"/> NRS 281A.400(8)	A State Legislator using governmental time, property, equipment or other facility for a nongovernmental purpose or for the private benefit of himself or any other person, or requiring or authorizing a legislative employee, while on duty, to perform personal services or assist in a private activity. <i>(Some exceptions apply)</i>
<input type="checkbox"/> NRS 281A.400(9)	Attempting to benefit his personal or financial interest or any person to whom he has a commitment in a private capacity through the influence of a subordinate.

<input type="checkbox"/> NRS 281A.400(10)	Seeking other employment or contracts for himself or any person to whom he has a commitment in a private capacity through the use of his official position.
<input type="checkbox"/> NRS 281A.400(1)	Representing or counseling a private person for compensation on an issue pending before the agency while employed, or within 1 year after leaving the service of the agency, including before any state agency of the Executive or Legislative Department. (State and local legislators and part time public officers and employees may represent/counsel private persons before agencies they do not serve, except local legislators may not represent/counsel private persons before other local agencies within the same county.)
<input checked="" type="checkbox"/> NRS 281A.420(1)	Failing to sufficiently disclose his acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person that is reasonably affected by an official matter.
<input checked="" type="checkbox"/> NRS 281A.420(3)	Failing to abstain from acting on an official matter which is materially affected by his acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person.
<input type="checkbox"/> NRS 281A.430	Negotiating, bidding on or entering into a government contract in which he has a significant pecuniary interest.
<input type="checkbox"/> NRS 281A.500	Failing to file or timely file a Nevada Acknowledgement of Ethical Standards for Public Officers form.
<input type="checkbox"/> NRS 281A.510	Accepting or receiving an improper honorarium.
<input type="checkbox"/> NRS 281A.520	Requesting or otherwise causing a governmental entity to incur an expense or make an expenditure to support or oppose a ballot question or candidate during the relevant timeframe.
<input type="checkbox"/> NRS 281A.550	Negotiating or accepting employment from a business or industry regulated by or contracted with former public agency within one year after leaving the service of the agency. (Failing to honor the applicable "cooling off" period after leaving public service).

*Pursuant to NRS 281A.065, a public officer or employee has a commitment in a private capacity to the following persons:

1. Spouse; domestic partner
2. Household member
3. Family member within 3rd degree of consanguinity
4. Employer or spouses/domestic partners employer
5. Substantial and continuing business partner/associate
6. Substantially similar relationships

5. YOU MUST SUBMIT EVIDENCE TO SUPPORT YOUR ALLEGATIONS. Attach all documents or items you believe support your allegations. [NAC 281A.400\(6\)](#) defines evidence which supports the allegation as any reliable and competent form of proof provided by witnesses, public and private records, audio or visual recordings, documents, exhibits, concrete objects, and such forms of proof that support a reasonable belief in the truth of the allegation. A newspaper article or other media report will not support your allegations if it is offered by itself, but may be included with evidence that corroborates the article on report.

6. Witnesses: Identify all persons who have knowledge of the facts and circumstances you have described, as well as the nature of the testimony the person will provide.

Name and Title:	[REDACTED]		
Address:		City, State, Zip:	[REDACTED]
Telephone:	<i>Work:</i> [REDACTED]	<i>Other (home/cell):</i> [REDACTED]	Email: [REDACTED]
Nature of Testimony:	[REDACTED]		

Name and Title:	[REDACTED]		
Address:		City, State, Zip:	[REDACTED]

Telephone:	<i>Work:</i> [REDACTED]	<i>Other (home/cell):</i>	Email:	
Nature of Testimony:	[REDACTED]			

7. Requesters Information:

Your Name:	[REDACTED]			
Your Address:		City, State, Zip:	[REDACTED]	
Your Telephone:	<i>Day:</i> [REDACTED]	<i>Evening:</i>	Email:	[REDACTED]

* NOTE: Your identity as the Requester and a copy of this Complaint will be provided to the Subject if the Commission accepts jurisdiction of the matter, unless:

Pursuant to Sec. 8 of S.B. 84, I request that my identity as the requester of this Ethics Complaint remain confidential because (please check appropriate box)

I am a public officer or employee who works for the same public body, agency or employer as the subject of this Ethics Complaint. Provide evidence of your employment with the same public body, agency or employer.

OR

I can show a reasonable likelihood that disclosure of my identity will subject me or a member of my household to a bona fide threat of physical force or violence. Describe the facts and circumstances which support a reasonable likelihood of a bona fide threat of physical force or violence.

[REDACTED] [REDACTED] I have been threatened by the 2 different developers of this area previously. [REDACTED] [REDACTED]

The Commission may decline to maintain the confidentiality of your identity as the Requester for lack of sufficient evidence of your employment status with the same public body, agency or employer, or proof of a bonafide threat of physical harm.

If the Commission declines to maintain my confidentiality, I wish to:

Withdraw my Complaint, **OR**

Submit the Complaint understanding that the Subject will know my identity as the Requester.

By my signature below, I affirm that the facts set forth in this document and all of its attachments are true and correct to the best of my knowledge and belief. I am willing to provide sworn testimony regarding these allegations. I acknowledge that, pursuant to NRS 281A, this Ethics Complaint, the materials submitted in support of the allegations, and the Commissions investigation are confidential unless and until the Commissions Review Panel renders a determination. The Commission's Investigatory File remains confidential.

Signature: [REDACTED]

Print Name: [REDACTED]

Date: 02/10/2020

You must submit this form bearing your signature to:
 Executive Director
 Nevada Commission on Ethics
 704 W. Nye Lane, Suite 204
 Carson City, Nevada 89703
 Or through the Commissions website: www.ethics.nv.gov



**STATE OF NEVADA
COMMISSION ON ETHICS**
704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C
Confidential

Subject. /

AMENDED NOTICE OF COMPLAINT AND INVESTIGATION

NRS 281A.720 and NAC 281A.410

(Footnote no. 1 denotes Amendment)

NOTICE IS HEREBY GIVEN that, pursuant to NRS 281A.710, the Nevada Commission on Ethics ("Commission") received an Ethics Complaint on February 10, 2020, alleging that you may have engaged in conduct contrary to certain provisions of Nevada Revised Statutes ("NRS") Chapter 281A, the Nevada Ethics in Government Law ("Ethics Law"). The Commission conducted its jurisdictional and evidentiary review and issued its *Order on Jurisdiction and Investigation* on March 26, 2020, which order instructed the Executive Director to conduct an investigation regarding your alleged violations of the following provisions of the Ethics Law.¹

- NRS 281A.400(1)** Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for yourself or person to whom you have a commitment in a private capacity which would tend improperly to influence a reasonable person in your position to depart from the faithful and impartial discharge of your public duties.
- NRS 281A.400(2)** Using your position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for yourself, any business entity in which

¹ After consulting with Commission Counsel and in compliance with NRS 281A.420, Commissioner Yen is disclosing that she is a partner with the law firm of McDonald Carano and the law firm either represents the City of Reno ("City") or is involved in litigation associated therewith, which litigation does not involve the present Complaint. Commissioner Yen has a commitment in a private capacity pursuant to NRS 281A.065(5) based upon the business relationship existing between the City and the law firm. Given the Subject is an elected official of the City, under both the Ethics Law and the Nevada Code of Judicial Conduct, the independence of judgment of a reasonable person in Commissioner Yen's situation would be materially affected by the private commitment and she is abstaining from these proceedings.

you have a significant pecuniary interest, or any person to whom you have a commitment in a private capacity.

NRS 281A.400(7) Using governmental time, property, equipment or other facility to benefit your significant personal or financial interest, or any person to whom you have a commitment in a private capacity.

Pursuant to NRS 281A.720, you may respond to the allegations in writing to the Executive Director, Yvonne M. Nevarez-Goodson, Esq., at the Nevada Commission on Ethics at 704 W. Nye Lane, Suite 204, Carson City, NV 89704.² The Executive Director will present your response as well as a recommendation to a review panel. The review panel will determine whether the investigation yields just and sufficient cause for the Commission to hold a hearing and render an opinion in the matter, or whether the matter will be dismissed. Alternatively, the review panel may approve a deferral agreement pursuant to NRS 281A.730. Unless an extension is granted pursuant to NRS 281A.720 and the waiver of statutory timelines related to the investigation is received by the Commission, any response to the allegations must be submitted on or before:

April 28, 2020

A copy of the Ethics Complaint is attached as well as forms for waiving a determination by a review panel and/or the time limits for an investigation and recommendation to a review panel as set forth in NRS 281A.725 and NRS 281A.730. Please see NRS Chapter 281A and NAC Chapter 281A for State law and regulatory provisions applicable to administrative matters before the Commission available on the Commission's website at ethics.nv.gov or the Nevada Legislature's Law Library.

Pursuant to NRS 281A.750 and NAC 281A.410, the Commission has directed that the identity of the Requester of the Complaint be maintained as confidential. Accordingly, the enclosed Complaint has been redacted. For the purposes of providing a response, the complaint alleges that you used accoutrements of your public office for a private event, such as indicia of City letterhead to send invitations to a private luncheon, and accepted payment for lunches at prior private events from developers who have land-use matters before the City of Reno implicating NRS 281A.400(1), (2) and (7).

Except as otherwise provided in NRS Chapter 281A, the Commission and its staff will hold its activities in response to this Ethics Complaint (including the fact that it received the Ethics Complaint) confidential until a review panel determines whether just and sufficient cause exists for the Commission to hold a hearing and render an opinion. However, the Commission has no authority to require the Requester to maintain the confidentiality of this matter. As a result, information may appear in the public or the media. The Commission will not be the source of any public information and will neither confirm nor deny the existence of this Ethics Complaint until a review panel has completed

² The purpose of the response is to provide the Executive Director with any information relevant to the matter that the public officer or employee believes may assist the Executive Director in conducting the investigation and the review panel in its determination of just and sufficient cause whether the Commission should hold a hearing and render an opinion. The public officer or employee is not required in the response or in any proceeding before the review panel to assert, claim or raise any objection or defense, in law or fact, to the allegations against the public officer or employee and no objection or defense, in law or fact, is waived, abandoned or barred by the failure to assert, claim or raise it in the response or in any proceeding before the review panel. NRS 281A.720.

its review and rendered its determination. You will be provided notice of the review panel's determination.

If you have any questions regarding this notice, please contact me at (775) 687-5469 or ynevarez@ethics.nv.gov.

Dated this 2nd day of April, 2020.

/s/ Yvonne M. Nevarez-Goodson
Yvonne M. Nevarez-Goodson, Esq.
Executive Director

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, a true and correct copy of the foregoing **Amended Notice of Complaint and Investigation**, addressed as follows:

Bonnie Weber
Councilmember
Reno City Council
P.O. Box 1900
Reno, NV 89505

Cert. Mail No.: 9171 9690 0935 0037 6360 02

Dated: 4/2/20



Employee, Nevada Commission on Ethics



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C
Confidential

Subject. /

AMENDED ORDER ON JURISDICTION AND INVESTIGATION
Pursuant to NRS 281A.715

(The added footnote denotes amendment)

The Nevada Commission on Ethics ("Commission") received an Ethics Complaint on February 10, 2020 regarding Bonnie Weber ("Subject"), Councilmember, City of Reno. On March 26, 2020, pursuant to the requirements of the Nevada Ethics in Government Law set forth in NRS Chapter 281A ("Ethics Law") and NAC 281A.405, the Commission conducted its jurisdictional and evidentiary review of the record, including the Ethics Complaint, supporting evidence and the recommendation of the Executive Director.¹

IT IS HEREBY ORDERED:

Based upon sufficient evidence, the Commission directs that the identity of the Requester be maintained as confidential pursuant to NRS 281A.750. Further, the Commission accepts jurisdiction of this Ethics Complaint and directs the Executive Director to conduct an investigation regarding Subject's alleged violations of the following provisions of the Ethics Law for using indicia of government letterhead (government property/accoutrements of office) for a personal purpose and seeking or accepting paid luncheons from private developers who may appear before the City Council:

NRS 281A.400(1) Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for herself or person to whom she has a commitment in a private capacity which would tend improperly to influence a reasonable person in her position to depart from the faithful and impartial discharge of her public duties.

¹ After consulting with Commission Counsel and in compliance with NRS 281A.420, Commissioner Yen is disclosing that she is a partner with the law firm of McDonald Carano and the law firm either represents the City of Reno ("City") or is involved in litigation associated therewith, which litigation does not involve the present Complaint. Commissioner Yen has a commitment in a private capacity pursuant to NRS 281A.065(5) based upon the business relationship existing between the City and the law firm. Given the Subject is an elected official of the City, under both the Ethics Law and the Nevada Code of Judicial Conduct, the independence of judgment of a reasonable person in Commissioner Yen's situation would be materially affected by the private commitment and she is abstaining from these proceedings.

NRS 281A.400(2) Using her position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for herself, any business entity in which she has a significant pecuniary interest, or any person to whom she has a commitment in a private capacity.

NRS 281A.400(7) Using governmental time, property, equipment or other facility to benefit her significant personal or financial interest, or any person to whom she has a commitment in a private capacity.

However, the Commission declines to investigate allegations that Subject had a conflict of interest in acting or voting on pending matters before the City Council involving a developer who is alleged to have deeded a timeshare to Subject in 2009. The Complaint lacks sufficient evidence to support that any developer deeded the property to the Subject, and the Complaint fails to identify any matter or agenda item that Subject is alleged to have acted or voted on that affects such a developer. Accordingly, these allegations are dismissed.²

The Commission directs the Executive Director to serve this order with a Notice of Complaint and Investigation as required by NRS 281A.720.

DATED this 2nd day of April, 2020.

NEVADA COMMISSION ON ETHICS

/s/ Cheryl A. Lau

Cheryl A. Lau, Esq.
Commission Chair

²The Complaint lacks sufficient evidence to support the allegations that this conduct implicates NRS 281A.400(5) and 281A.420(1) and (3), as required by NRS 281A.710(2). Accordingly, these allegations are dismissed.

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, a true and correct copy of the foregoing **Amended Order on Jurisdiction and Investigation**, addressed as follows:

Bonnie Weber
Councilmember
Reno City Council
P.O. Box 1900
Reno, NV 89505

Certified Mail: 9171 9690 093500037 6360 02

Dated: 4/2/20



Employee, Nevada Commission on Ethics



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C

Subject. /

**REVIEW PANEL DETERMINATION AND
REFERRAL ORDER**

NRS 281A.730; NAC 281A.440

The Nevada Commission on Ethics ("Commission") received Ethics Complaint No. 20-007C on February 10, 2020, regarding the alleged conduct of Bonnie Weber ("Weber"). On March 26, 2020, the Commission instructed the Executive Director to investigate alleged violations of NRS 281A.400(1), (2) and (7).

Weber is a public officer as defined in NRS 281A.160, and the Commission has jurisdiction over this matter pursuant to NRS 281A.280 because the allegations contained in the Complaint relate to Weber's conduct as a public officer and have associated implications under the Ethics Law.

On August 18, 2021, a Review Panel ("Panel") consisting Vice-Chair Brian Duffrin (Presiding Officer) and Commissioners Barbara Gruenewald, Esq. and James Oscarson, reviewed the following: (1) Ethics Complaint No 20-010C (2) Order on Jurisdiction and Investigation in Ethics Complaint No. 20-010C; (3) Weber's Response to the Complaint; (4) Executive Director's Recommendation to the Review Panel with Summary of Investigatory Findings and (5) Relevant Evidentiary Exhibits.¹

The Review Panel unanimously finds and concludes that the facts establish credible evidence to support a determination that just and sufficient cause exists for the Commission to render an opinion in the matter regarding the alleged violation of NRS 281A.400(1), (2) and (7).

IT IS HEREBY ORDERED:

Based upon the just and sufficient cause determination, the Review Panel refers Ethics Complaint No. 20-010C to the Commission for further proceedings, which may include rendering an opinion on whether Subject Weber violated NRS 281A.400(1), (2) and (7) with regard to accepting a gift which would tend improperly to influence a reasonable person in the public officer's position to depart from the faithful and impartial discharge of the public officer's public duties, using her position to secure unwarranted

¹All materials provided to the Panel, except the Ethics Complaint and the Order on Jurisdiction and Investigation, represent portions of the investigatory file and remain confidential pursuant to NRS 281A.750.

privileges, preferences or advantages, and improperly using governmental time, property, equipment or resources, including use of public staff, to benefit a significant personal or pecuniary interest.

Dated this 18th day of August, 2021.

REVIEW PANEL OF THE NEVADA COMMISSION ON ETHICS

By: /s/ Brian Duffrin
Brian Duffrin
Chair/Presiding Officer

By: /s/ James Oscarson
James Oscarson
Commissioner

By: /s/ Barbara Gruenewald
Barbara Gruenewald, Esq.
Commissioner

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I transmitted a true and correct copy of the foregoing **REVIEW PANEL DETERMINATION** via U.S. Certified Mail and electronic mail addressed as follows:

Bonnie Weber
c/o Jonathan D. Shipman, Esq.
Assistant City Attorney
Reno City Attorney's Office
P.O. Box 1900
1 E. 1st Street
Reno, NV 89505

Email: shipmanj@reno.gov

Certified Mail No.: 9171 9690 0935 0037 6363 23

Dated: 8/19/21



Employee, Nevada Commission on Ethics



**STATE OF NEVADA
BEFORE THE NEVADA COMMISSION ON ETHICS**

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C

Subject. /

**WAIVER OF NOTICE REQUIRED UNDER NRS 241.033(1) TO
CONSIDER CHARACTER, MISCONDUCT, OR COMPETENCE
OF SUBJECT IN ETHICS COMPLAINT PROCEEDINGS**

The Nevada Commission on Ethics ("Commission") may be holding various hearings, meetings, judicial review or appellate proceedings and other proceedings to consider the Subject's character, misconduct or competence as related to the above referenced Consolidated Ethics Complaints (collectively "Proceedings"). If the Proceedings are not exempt from Nevada's Open Meeting Law pursuant to NRS Chapters 241 or 281A, NRS 241.033(1) requires notice be personally served on Subject of the time and place of the meeting at least 5 working days before the meeting or sent by certified mail to the last known address at least 21 working days before the meeting. Subject has provided a limited waiver of the sixty (60) day statutory timeline to conduct the adjudicatory under NRS 281A.745 until January 31, 2022.

During the waiver period, Subject agrees to comply with all noticed deadlines and scheduled dates for the Proceedings, including those noticed by a posted public agenda, scheduled with the parties or set forth in a Notice of Hearing and Scheduling Order and other issued Orders, including any amendments thereto.

I, Bonnie Weber, understand the statutory notice requirements of NRS 241.033 and hereby knowingly and voluntarily waive my rights thereto associated with any Proceedings. In doing so, I expressly consent to any discussion of my qualifications, competence and character in the Proceedings. Prior to signing this waiver, I either had the opportunity to discuss this matter with my attorney or have voluntarily determined to proceed on my own accord, thereby waiving the right to consult with an attorney.

Dated this 7th day of October, 2021.

By: Bonnie Weber
Bonnie Weber



**STATE OF NEVADA
COMMISSION ON ETHICS**

704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Bonnie Weber**, Councilmember,
City Council, City of Reno,
State of Nevada,

Ethics Complaint
Case No. 20-010C

Subject. /

**LIMITED WAIVER OF STATUTORY TIME
REQUIREMENTS: ADJUDICATORY HEARING**



I, Bonnie Weber, the above Subject, affirm that I am represented by counsel and have read the provisions of NRS 281A.745 and hereby freely and voluntarily waive the sixty (60) day statutory time limit until January 31, 2022, for the Commission to hold the adjudicatory hearing and render an opinion in this matter on any date which is hereafter agreed to by my counsel of record or set forth in a Notice of Hearing and Scheduling Order issued in these proceedings.

Dated: 10/07/21

Bonnie Weber
Bonnie Weber

Date received: 10/11/21

Doreen Hays
Employee of the Commission

Agenda Item 5



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No. 19-095C

_____ Subject. /

PROPOSED STIPULATED AGREEMENT

1. **PURPOSE:** This Stipulated Agreement resolves Ethics Complaint Case No. 19-095C before the Nevada Commission on Ethics ("Commission") concerning Jim Alworth ("Alworth"), Councilmember, City of Ely ("City"), Nevada.

2. **JURISDICTION:** At all material times, Alworth served as a City of Ely Councilmember and was a public officer as defined in NRS 281A.160. The Ethics in Government Law ("Ethics Law") set forth in NRS Chapter 281A gives the Commission jurisdiction over elected and appointed public officers and public employees whose conduct is alleged to have violated the provisions of NRS Chapter 281A. See NRS 281A.280. Accordingly, the Commission has jurisdiction over Alworth in this matter.

3. **PROCEDURAL HISTORY BEFORE COMMISSION**

- a. On November 25, 2019, the Commission issued a Confidential Advisory Opinion in Case No. 19-049A (Alworth) in response to an advisory request received from Alworth.
- b. On or about October 1, 2019, the Commission received Ethics Complaint No. 19-095C ("Ethics Complaint") from a member of the public ("Requester"), alleging that Alworth used his public position to secure or grant unwarranted privileges or advantages for himself (NRS 281A.400(2)) and attempted to benefit a significant personal or pecuniary interest through the influence of a subordinate (NRS 281A.400(9)).
- c. On November 18, 2019, the Commission issued its *Order on Jurisdiction* accepting jurisdiction and directing the Executive Director to investigate this matter.

- d. On November 18, 2019, staff of the Commission issued a *Notice to Subject* under NRS 281A.440(2), stating that the Commission accepted jurisdiction to investigate the allegations regarding alleged violations of NRS 281A.400(2) and (9) and whether Alworth acted in contravention of a confidential written opinion issued to Alworth in violation of NRS 281A.685. Alworth was provided an opportunity to provide a written response to the Ethics Complaint.
- e. On or about December 9, 2019, Alworth provided a response to the Ethics Complaint.
- f. Alworth was served with a Notice of Additional Issues and Facts (“Notice”) on July 15, 2021, providing Alworth with notice that the Commission’s investigation had identified additional issues and facts concerning alleged violations of NRS 281A.420(1) and (3) for failing to disclose a conflict of interest and abstain from voting on matters during Ely City Council meetings. Alworth was provided an opportunity to provide a written response to the Notice.
- g. On July 26, 2021, Alworth provided a response to the Notice.
- h. The Executive Director presented a recommendation on August 18, 2021 relating to just and sufficient cause to a three-member review panel pursuant to NRS 281A.720.
- i. A Panel Determination issued on August 18, 2021:
 - 1) Determined that credible evidence supported just and sufficient cause for the Commission to render an opinion in the matter regarding the alleged violations of NRS 281A.400(2) and (9), NRS 281A.420(1) and (3) and NRS 281A.685 related to Alworth’s conduct associated with his participation in Ely City Council matters regarding the Ely Fire Department and Ely Volunteer Fire Department; and
 - 2) Referred the matter to the Commission for further proceedings.
- j. In lieu of an adjudicatory hearing before the Commission, Alworth and the Commission now enter into this Stipulated Agreement.

4. STIPULATED FACTS: At all material times, the following facts were relevant to this matter:¹

- a. Alworth is a member of the Ely City Council and a public officer pursuant to NRS 281A.160.
- b. Alworth was previously a 36-year active member of the Ely Volunteer Fire Department (“EVFD”).
- c. On June 10, 2019, Alworth requested an advisory opinion from the Commission regarding his disclosure and abstention obligations under the Ethics Law as a councilmember associated with his continuing volunteer affiliation with the EVFD.²
- d. As a volunteer for the EVFD, Alworth has been provided stipends, insurance coverage, training, and other benefits for his service. Alworth received his fire and EMT training from the Ely Fire Department (“EFD”), attended conferences and additional training paid for by the EVFD, and when he was volunteering, he would receive a small stipend from the City of Ely for services provided to the EFD.
- e. Alworth indicated in his request for an advisory opinion that as a member of the Ely City Council he anticipated considering ordinances, contracts (including collective bargaining agreements for career staff), budgets, administrative and personnel matters and other matters pertaining to the EVFD and EFD.
- f. The Commission advised and Alworth specifically recognized in his request for the advisory opinion that he must disclose and abstain pursuant to NRS 281A.420 on any personnel matters affecting his status and working conditions as a volunteer.
- g. Alworth changed to inactive status with EVFD in November 2019. Inactive members are not required to attend EVFD meetings or trainings and are not subject to regular call-out requirements but continue to enjoy all the privileges

¹ Stipulated Facts do not constitute part of the “Investigative File” as that term is defined by NRS 281A.775. All statutory and common law protections afforded to the Investigative File shall remain and are not affected by this Stipulated Agreement.

² Alworth hereby voluntarily waives the confidentiality of the Advisory Opinion issued by the Commission in Case No. 19-049A (Alworth) pursuant to NRS 281A.685(1)(b).

of EVFD membership and can still be called out to assist EFD in the event of large fires or other events that require additional personnel.

- h. At subsequent City Council meetings, Alworth discussed and/or voted on matters relating to the EFD and/or the EVFD without properly disclosing his affiliation, conflict of interest or recusing himself from participation on the following dates: January 9, 2020, June 25, 2020, July 23, 2020, and August 13, 2020.

5. **TERMS / CONCLUSIONS OF LAW**: Based on the foregoing, Alworth and the Commission agree as follows:

- a. Each of the stipulated facts enumerated in Section 4 of this Stipulated Agreement is agreed to by the parties.
- b. Alworth, as a public officer, was required to commit himself to avoid conflicts between his private interests and those of the general public whom he served. NRS 281A.020.
- c. A public officer must sufficiently disclose his pecuniary interest or commitment in a private capacity to the interest of another person that is reasonably affected by an official matter (NRS 281A.420(1)). Alworth violated NRS 281A.420(1) by failing to publicly disclose the full nature and extent of his pecuniary interests in presenting and participating in matters related to the EFD and EVFD. See *In re Murnane*, Comm'n Op. No. 15-45A (2016) (Appointed public officer must disclose information regarding a conflict that is sufficient to inform the public body and public attending a public meeting), citing *In re Buck*, Comm'n Op. No. 11-63C (2011) (A public officer must disclose the conflict "at the time the matter is considered" and relying on a prior disclosure fails to properly comply with NRS 281A.420(1)).
- d. Allegations that Alworth violated NRS 281A.400(2) and (9) and NRS 281A.685 are hereby dismissed for lack of sufficient evidence to support a violation by a preponderance of the evidence.
- e. Alworth now understands that he must disclose and abstain pursuant to NRS 281A.420 each time any matter comes before the Ely City Council regarding

- the EFD and/or the EVFD despite Alworth's transfer to inactive status with the EVFD.
- f. Alworth's actions constitute a single course of conduct resulting in one violation of the Ethics Law, implicating the provisions of NRS 281A.420(1) and (3), as interpreted and applied in accordance with the provisions of NRS 281A.020(1).
 - g. Based upon the consideration and application of the statutory mitigating criteria set forth in NRS 281A.775, the Commission concludes that Alworth's violation in this case should not be deemed a willful violation pursuant to NRS 281A.170 and the imposition of a civil penalty is not appropriate for the following reasons:
 - 1) Alworth has not previously been the subject of any violation of the Ethics Law.
 - 2) Alworth properly completed and filed his Acknowledgement of Statutory Ethical Standards as required by NRS 281A.500(3).
 - 3) Alworth has completed Ethics training and has encouraged other City public officials and employees to complete Ethics training. Alworth did not receive any financial benefit as a result of his conduct.
 - 4) The City Council Meeting Minutes reflect Alworth made partial, if improper, disclosures during many of the identified meetings.
 - 5) Alworth has been diligent to cooperate with and participate in the Commission's investigation and resolution of this matter.
 - 6) Alworth was not aware that his change to inactive status with the EVFD did not change his disclosure and abstention requirements on City Council matters pertaining to the EVFD and EFD.
 - h. This Stipulated Agreement depends on and applies only to the specific facts, circumstances and law related to the Ethics Complaint now before the Commission. Any facts or circumstances that may come to light after its entry that are in addition to or differ from those contained herein may create a different resolution of this matter.
 - i. This agreement is intended to apply to and resolve only this specific proceeding before the Commission and is not intended to be applicable to or create any admission of liability for any other proceeding, including administrative, civil, or

criminal, regarding Alworth. If the Commission rejects this Stipulated Agreement, none of the provisions herein shall be considered by the Commission or be admissible as evidence in a hearing on the merits in this matter.

6. WAIVER

- a. Alworth knowingly and voluntarily waives his right to a hearing before the full Commission on the allegations in Ethics Complaint Case No. 19-095C and all rights he may be accorded with regard to this matter pursuant to NRS Chapter 281A, the regulations of the Commission (NAC Chapter 281A), the Nevada Administrative Procedures Act (NRS Chapter 233B) and any other applicable provisions of law.
- b. Alworth knowingly and voluntarily waives his right to any judicial review of this matter as provided in NRS 281A, NRS 233B or any other applicable provisions of law.

7. ACCEPTANCE: We, the undersigned parties, have read this Stipulated Agreement, understand each and every provision therein, and agree to be bound thereby. The parties orally agreed to be bound by the terms of this agreement during the regular meeting of the Commission on October 20, 2021.³

DATED this ____ day of _____, 2021. DRAFT
Jim Alworth

The above Stipulated Agreement is approved by:

FOR EXECUTIVE DIRECTOR,
NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Elizabeth J. Bassett, Esq.
Associate Counsel

³ Subject waived any right to receive written notice pursuant to NRS 241.033 of the time and place of the Commission's meeting to consider his character, alleged misconduct, professional competence, or physical or mental health.

Approved as to form by:

FOR NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Tracy L. Chase, Esq.
Commission Counsel

The above Stipulated Agreement is accepted by the Commission:⁴

By: DRAFT
Kim Wallin, CPA, CMA, CFM
Chair

By: DRAFT
Thorán Towler, Esq.
Commissioner

By: DRAFT
Teresa Lowry, Esq.
Commissioner

By: DRAFT
Amanda Yen, Esq.
Commissioner

By: DRAFT
Damian R. Sheets, Esq.
Commissioner

⁴ Vice-Chair Duffrin and Commissioners Gruenewald and Oscarson participated in the Review Panel hearing for Ethics Complaint No. 19-095C and are therefore precluded from participating in this Stipulated Agreement pursuant to NRS 281A.220(4)



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No. 19-095C

Subject. /

NOTICE OF HEARING TO CONSIDER STIPULATED AGREEMENT

NRS 281A.745

PLEASE TAKE NOTICE, the Nevada Commission on Ethics ("Commission") will hold a public meeting to consider a **Proposed Stipulated Agreement** regarding the allegations submitted in Ethics Complaint No 19-095C at the following time and location:

When: Wednesday, **October 20, 2021** at **9:30 a.m.**

Where: Nevada State Capitol Building
Guinn Room
101 N. Carson Street, Second Floor
Carson City, NV 89701

and via Zoom at:

<https://us06web.zoom.us/j/82104238959?pwd=Z2pESHFDU053VkdYbkh6M2l3dTIrZz09>

Meeting ID: 821 0423 8959

Passcode: 935222

Subject has waived the personal notice requirements of NRS 241.033 (Nevada's Open Meeting Law). If the Proposed Stipulated Agreement is approved, it will serve as the final written opinion in this matter pursuant to NRS 281A.135.

DATED: October 12, 2021

/s/ Tracy L. Chase

Tracy L. Chase, Esq.
Commission Counsel

CERTIFICATE OF SERVICE

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I transmitted a true and correct copy of the **Notice of Hearing to Consider Stipulated Agreement** in Request for Opinion **No. 19-095C** via electronic mail to the Parties as follows:

For the Executive Director
Elizabeth J. Bassett, Esq.
Associate Counsel
Kari Pedroza, Executive Assistant
704 W. Nye Lane, Suite 204
Carson City, NV 89703

Email: ebassett@ethics.nv.gov

Email: k.pedroza@ethics.nv.gov

Jim Alworth
Councilmember Seat 4
City of Ely
P.O. Box 151291
Ely, Nevada 89315

Email: CouncilSeat4@cityofelynv.gov

DATED: October 12, 2021



Employee of the Nevada Commission on Ethics



NEVADA COMMISSION ON ETHICS ETHICS COMPLAINT

Sec. 3.6 to 13, inclusive, of S.B. 84 (2017)

1. Provide the following information for the public officer or employee you allege violated the Nevada Ethics in Government Law, NRS Chapter 281A. ***(If you allege that more than one public officer or employee has violated the law, use a separate form for each individual.)***

NAME: <small>(Last, First)</small>		TITLE OF PUBLIC OFFICE: <small>(Position)</small>	
PUBLIC ENTITY: <small>(Name of the entity employing this position)</small>			
ADDRESS:		CITY, STATE, ZIP CODE	
TELEPHONE:	Work:	Other: <small>(Home, cell)</small>	E-MAIL:

2. Describe in specific detail the public officer's or employee's conduct that you allege violated NRS Chapter 281A. ***(Include specific facts and circumstances to support your allegation: times, places, and the name and position of each person involved.)***

Check here if additional pages are attached.

3. Is the alleged conduct the subject of any action or matter currently pending before another administrative or judicial body? If yes, describe:

4. NRS Chapter 281A requires public officers and employees to hold public office as a public trust and avoid conflicts between public duties and private interests. (NRS 281A.020) What provisions of NRS Chapter 281A are relevant to the conduct alleged? Please check all that apply.

	Statute	Statutory Summary:
	NRS 281A.400(1)	Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for himself or person to whom he has a commitment in a private capacity which would tend improperly to influence a reasonable person in his position to depart from the faithful and impartial discharge of his public duties.
	NRS 281A.400(2)	Using his position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for himself, any business entity in which he has a significant pecuniary interest, or any person to whom he has a commitment in a private capacity.
	NRS 281A.400(3)	Participating as an agent of government in the negotiation or execution of a contract between the government and himself, and any business entity in which he has a significant pecuniary interest or any person to whom he has a commitment in a private capacity.
	NRS 281A.400(4)	Accepting any salary, retainer, augmentation, expense allowance or other compensation from any private source for himself or any person to whom he has a commitment in a private capacity for the performance of his duties as a public officer or employee.
	NRS 281A.400(5)	Acquiring, through his public duties or relationships, any information which by law or practice is not at the time available to people generally, and using the information to further the pecuniary interests of himself or any other person or business entity.
	NRS 281A.400(6)	Suppressing any governmental report or other document because it might tend to affect unfavorably his pecuniary interests, or any person to whom he has a commitment in a private capacity.
	NRS 281A.400(7)	Using governmental time, property, equipment or other facility to benefit his significant personal or financial interest, or any person to whom he has a commitment in a private capacity. (Some exceptions apply).
	NRS 281A.400(8)	A State Legislator using governmental time, property, equipment or other facility for a nongovernmental purpose or for the private benefit of himself or any other person, or requiring or authorizing a legislative employee, while on duty, to perform personal services or assist in a private activity. (Some exceptions apply).
	NRS 281A.400(9)	Attempting to benefit his personal or financial interest or any person to whom he has a commitment in a private capacity through the influence of a subordinate.
	NRS 281A.400(10)	Seeking other employment or contracts for himself or any person to whom he has a commitment in a private capacity through the use of his official position.
	NRS 281A.410	Representing or counseling a private person for compensation on an issue pending before a public agency while employed, or within 1 year after leaving the service of a public agency, including before any state agency of the Executive or Legislative Department. (State and local legislators and part-time public officers and employees may represent/counsel private persons before agencies they do not serve, except local legislators may not represent/counsel private persons before other local agencies within the same county.)
	NRS 281A.420(1)	Failing to sufficiently disclose his acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person that is reasonably affected by an official matter.
	NRS 281A.420(3)	Failing to abstain from acting on an official matter which is materially affected by his acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person.
	NRS 281A.430	Negotiating, bidding on or entering into a government contract in which he has a significant pecuniary interest. (some exceptions apply).
	NRS 281A.500	Failing to file or timely file a Nevada Acknowledgement of Ethical Standards for Public Officers form.
	NRS 281A.510	Accepting or receiving an improper honorarium.
	NRS 281A.520	Requesting or otherwise causing a governmental entity to incur an expense or make an expenditure to support or oppose a ballot question or candidate during the relevant timeframe.
	NRS 281A.550	Negotiating or accepting employment from a business or industry regulated by or contracted with former public agency within one year after leaving the service of the agency. (Failing to honor the applicable "cooling off" period after leaving public service).

*Pursuant to NRS 281A.065, a public officer or employee has a commitment in a private capacity to the following persons:

1. Spouse; domestic partner
2. Household member
3. Family member within 3rd degree of consanguinity
4. Employer or spouse's/domestic partner's employer
5. Substantial and continuing business relationship, i.e. partner or associate
6. Substantially similar relationships

5. YOU MUST SUBMIT EVIDENCE TO SUPPORT YOUR ALLEGATIONS.

Attach all documents or items you believe support your allegations. [NAC 281A.400\(6\)](#) defines “evidence which supports the allegation” as “any reliable and competent form of proof provided by witnesses, public and private records, audio or visual recordings, documents, exhibits, concrete objects, and such forms of proof that support a reasonable belief in the truth of the allegation.” A newspaper article or other media report will not support your allegations if it is offered by itself, but may be included with evidence that corroborates the article or report.

State the total number of additional pages attached (including evidence) _____.

6. Witnesses: Identify all persons who have knowledge of the facts and circumstances you have described, as well as the nature of the testimony the person will provide. Check here if additional pages are attached.

NAME and TITLE: (Person #1)				
ADDRESS:			CITY, STATE, ZIP	
TELEPHONE:		Work:	Other: <i>(Home, cell)</i>	E-MAIL:
NATURE OF TESTIMONY:				
NAME and TITLE: (Person #2)				
ADDRESS:			CITY, STATE, ZIP	
TELEPHONE:		Work:	Other: <i>(Home, cell)</i>	E-MAIL:
NATURE OF TESTIMONY:				

7. REQUESTER INFORMATION:

YOUR NAME:				
YOUR ADDRESS:		CITY, STATE, ZIP:		
YOUR TELEPHONE:	Day:	Evening:	E-MAIL:	

***NOTE*: Your identity as the Requester and a copy of this Complaint will be provided to the Subject if the Commission accepts jurisdiction of the matter, unless:**

Pursuant to Sec. 8 of S.B. 84, I request that my identity as the requester of this Ethics Complaint remain confidential because (please check appropriate box):

I am a public officer or employee who works for the same public body, agency or employer as the subject of this Ethics Complaint. Provide evidence of your employment with the same public body, agency or employer.

OR

I can show a reasonable likelihood that disclosure of my identity will subject me or a member of my household to a bona fide threat of physical force or violence. Please describe the facts and circumstances which support a reasonable likelihood of a bona fide threat of physical force or violence below.

The Commission may decline to maintain the confidentiality of your identity as the Requester for lack of sufficient evidence of your employment status with the same public body, agency or employer, or proof of a bonafide threat of physical harm.

If the Commission declines to maintain my confidentiality, I wish to:

Withdraw my Complaint OR

Submit the Complaint understanding that the Subject will know my identity as the Requester.

By my signature below, I affirm that the facts set forth in this document and all of its attachments are true and correct to the best of my knowledge and belief. I am willing to provide sworn testimony regarding these allegations. I acknowledge that this Ethics Complaint, the materials submitted in support of the allegations, and the Commission's investigation are confidential unless and until the Commission's Review Panel renders a determination. The Commission's Investigatory File remains confidential pursuant to Sec. 9 of S.B. 84.

Signature:

Date:

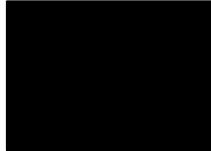
Print Name:

You must submit this form bearing your signature to:
Executive Director
Nevada Commission on Ethics
704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
Or through the Commission's website: www.ethics.nv.gov

Nevada Commission on Ethics
704 W. Nye Lane
Suite 204
Carson City, NV 89703

RECEIVED
SEP 23 2019
COMMISSION
ON ETHICS

Marian O'Donnell



September 17, 2019

TO WHOM IT MAY CONCERN;

I wish to file a complaint that took place at Ely Fire Department, Ely, NV September 6, 2019.

I was handling emergency calls and City Council Member Jim Alworth came in my place of employment yelling profanities. When I'm at the Ely Fire Station dispatching I'm there as a volunteer for the City of Ely.

Jim was yelling as to the way I was paging and I was going to kill someone because of my actions. Before Jim was thru he was threatening with his City Council Powers. I feel I handled myself in a very professional way and will continue to do so in the future.

I feel for a public official to behave in such a manner creating a hostile environment is inappropriate and very unprofessional.

I have attached a statement that I read in an open meeting of the members of the Ely Volunteer Fire Department.

Thanking you in advance for your attention in this matter.

Sincerely

A handwritten signature in blue ink that reads "Marian O'Donnell".

Marian O'Donnell

cc: Nathan Robertson, Mayor City of Ely
Phone: 289-2430

September 6, 2019

Present: Marian, Brett, Jacob and Charlie

Before I get started there are a lot of false rumours going around on what took place at the Fire Station on September 6, therefore I will read this in order not to say anything out of context. We hadn't had hardly a call for a week and then on September 6 in a little over a two hour period we had six calls and I personally feel they were handled in a very professional and timely manner. We Rocked

Jim Alworth came into the Fire Station screaming he was at the volleyball game and someone came in and said there was a terrible accident on Great Basin Blvd. He never got a page for the last two accidents. Someone is going to die because of the way I'm paging. This is a bunch of F----- This Fire Department is going to (I not sure his exact words at that time were other than F--- He is F----- sick and tired of Bodie and all his F----- changes.

Jacob was standing by the counter and handled his self in a very professional manner and was trying to communicate with him and asked him if his pager had been reprogrammed recently and Jim said he had been programmed. Jim stated he was monitoring Ely Fire's Channel. Jacob got out the paper with the channels on and suggested that Jim try another channel so he would get the calls. Jim grabbed the piece of paper and wadded it up and threw it on the floor and stated he didn't need an F----- piece of paper to tell him what to do. The whole time Jim had never quit yelling or using all of his four letter words.

Jim yelled that F---- Ross better get his F----- S----- together and do something because this department is going F----- .no where This department has been here for 106 years and we got along fine and we didn't have this F----- new paging system and we didn't need it now.

At that time he started yelling louder and threw his arm in the air and said you can mark my word I'm going to use my Council Powers and this F----- new program was not going into effect and I'm using my Council Powers to get rid of Bodie and all his F-----actions.

Jim stated he was so sick of the Bull Shit of the elite group that were the only ones that knew what was going on in the department.

When the call that I handled so poorly came into the station I had three members present and I asked them if the three of them wanted to respond to the scene. They said they would take rescue 6 and Rescue 1. When they were headed to the bay area April had called in and said she was headed to the scene and I informed them of that. I took 3 more calls two of them wanting to know what I needed help with. I advised go to the scene Rescue 6 and Rescue 1 would be en route. Rescue 3 was on the radio talking to dispatch stating that his patient and refused treatment and he would clear the scene and head to the accident. When Rescue 3 was thru talking to Dispatch I informed Rescue 3 that rescue 6 and Rescue 1 would be en route. At that time Dispatch toned out that all units could cancel as there was negative injuries. Rescue 1 got on the radio and asked Dispatch if she knew if the vehicles were blocking the road way and she stated she would find

out. Rescue 1 said he would continue and see if we were needed. Due to the call being cancelled so quick the ambulance never left the Station.

According to the Cad Report from the time we were toned out and cancelled was approximately 3 minutes and no more than 4 minutes.

When the first accident call came in (it was our 5th call) it was a motorcycle accident out in the gap. Chuck and Jarred had returned to the Station from their last call and said they would go I asked Chuck he wanted me to get Rescue 4 en route and he said they would be O.K where it was a motorcycle accident. McGill and Lackawanna had both been toned out .I went over to the radio and paged out the call and I neglected to pay attention that I was on WPC and not Ely Fire. My Bad

Do I want a personal apology from Jim no way because by now I've joined Bodie on the hit list maybe not today or tomorrow but believe you me I 'm on the list. He is not using his Council Power to take me down. I feel I acted in a very professional manner and I will continue to do so in the future.

City of Ely By-Laws read in Article XIV Penalties

Section 4. Any member who shall conduct himself in such a manner as to bring disgrace on the Department can be expelled by a majority vote of those present.

Section 5. No member shall be expelled from the Department unless both the accused and the accuser are heard at a regular meeting, then by a formal secret ballot of members at a regular meeting, so decided by two-thirds (2/3) majority of members present vote to retain or expel accused member.



**STATE OF NEVADA
COMMISSION ON ETHICS**

704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No. 19-095C
Confidential

Subject. /

NOTICE OF COMPLAINT AND INVESTIGATION
NRS 281A.720 and NAC 281A.410¹

NOTICE IS HEREBY GIVEN that the Nevada Commission on Ethics (“Commission”) received an Ethics Complaint on October 1, 2019, alleging that you may have engaged in conduct contrary to certain provisions of Nevada Revised Statutes (“NRS”) Chapter 281A, the Nevada Ethics in Government Law (“Ethics Law”). The Commission conducted its jurisdictional and evidentiary review and issued its Order on Jurisdiction and Investigation on November 18, 2019, which order instructed the Executive Director to conduct an investigation regarding your alleged violations of the following provisions of the Ethics Law:

- NRS 281A.400(2)** Using your position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for yourself, any business entity in which you have a significant pecuniary interest, or any person to whom you have a commitment in a private capacity.
- NRS 281A.400(9)** Attempting to benefit your personal or financial interest or any person to whom you have a commitment in a private capacity through the influence of a subordinate.

The Commission also directed the Executive Director to provide you with a copy of the confidential written opinion issued in *In re Alworth*, Comm’n Op. No. 19-049A (2019) (“Advisory Opinion”) and request that you provide a response to whether: (1) you acted in contravention of the advice rendered in the Advisory Opinion; and (2) the Commission should declare the request for opinion to be public as a result of your conduct. See NRS 281A.685(3)(a).

Pursuant to NRS 281A.720, you may respond to the allegations and whether you acted in contravention of the Advisory Opinion in writing to the Executive Director, Yvonne M. Nevarez-Goodson, Esq., at the Nevada Commission on Ethics at 704 W. Nye Lane, Suite 204, Carson City, NV 89704.² The Executive Director will present your response as

¹ See Approved Regulation of the Commission on Ethics, LCB File No. R108-18, effective August 30, 2018.

² The purpose of the response is to provide the Executive Director with any information relevant to the matter that the public officer or employee believes may assist the Executive Director in conducting the investigation and the review panel in its determination of just and sufficient cause whether the Commission should hold a hearing and render an opinion. The public officer or employee is not required in the response

well as a recommendation to a review panel. The review panel will determine whether the investigation yields just and sufficient cause for the Commission to hold a hearing and render an opinion in the matter, or whether the matter will be dismissed. Alternatively, the review panel may approve a deferral agreement pursuant to NRS 281A.730.

Unless an extension is granted pursuant to NRS 281A.720 and the waiver of statutory timelines related to the investigation is received by the Commission, any response to the allegations must be submitted on or before:

December 23, 2019

A copy of the Ethics Complaint and the Advisory Opinion are attached, as well as forms for waiving the time limits set forth in NRS 281A.725, NRS 281A.730, and NRS 281A.745. Please see NRS Chapter 281A and NAC Chapter 281A for State law and regulatory provisions applicable to administrative matters before the Commission available on the Commission's website at ethics.nv.gov or the Nevada Legislature's Law Library.

You are entitled to be represented by an attorney of your selection. Please notify the Commission if you will be represented by counsel.

Except as otherwise provided in NRS Chapter 281A, the Commission and its staff will hold its activities in response to this Ethics Complaint (including the fact that it received the Ethics Complaint) confidential until a review panel determines whether just and sufficient cause exists for the Commission to hold a hearing and render an opinion. However, the Commission has no authority to require the Requester to maintain the confidentiality of this matter. As a result, information may appear in the public or the media. The Commission will not be the source of any public information and will neither confirm nor deny the existence of this Ethics Complaint until a review panel has completed its review and rendered its determination. You will be provided notice of the review panel's determination.

If you have any questions regarding this notice, please contact me at (775) 687-5469 or ynevarez@ethics.nv.gov.

Dated this 18th day of November, 2019.

/s/ Yvonne M. Nevarez-Goodson
Yvonne M. Nevarez-Goodson, Esq.
Executive Director

or in any proceeding before the review panel to assert, claim or raise any objection or defense, in law or fact, to the allegations against the public officer or employee and no objection or defense, in law or fact, is waived, abandoned or barred by the failure to assert, claim or raise it in the response or in any proceeding before the review panel. NRS 281A.720.

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, and transmitted via email, a true and correct copy of the foregoing **Notice of Complaint and Investigation**, addressed as follows:

Jim Alworth
City of Ely
501 Mill Street
Ely, Nevada 89301

Cert. Mail No.: 9171 9690 0935 0037 6385 25

Dated: 11/18/19



Employee, Nevada Commission on Ethics



**STATE OF NEVADA
BEFORE THE NEVADA COMMISSION ON ETHICS**

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No. 19-095C
Confidential

Subject. /

ORDER ON JURISDICTION AND INVESTIGATION
Pursuant to NRS 281A.715

The Nevada Commission on Ethics ("Commission") received an Ethics Complaint ("Complaint") on October 1, 2019, regarding Jim Alworth ("Subject"), Councilmember, City of Ely, State of Nevada, alleging a violation of the Nevada Ethics in Government Law set forth in NRS Chapter 281A ("Ethics Law"). On November 18, 2019, pursuant to the Ethics Law and NAC 281A.400, the Commission conducted its jurisdictional and evidentiary review of the record, including the Complaint, supporting evidence and the recommendation of the Executive Director.¹

IT IS HEREBY ORDERED:

The Commission accepts jurisdiction of this Ethics Complaint and directs the Executive Director to conduct an investigation regarding the Subject's alleged violations of the following provisions of the Ethics Law:

NRS 281A.400(2) Using his position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for himself, any business entity in which he has a significant pecuniary interest, or any person to whom he has a commitment in a private capacity.

NRS 281A.400(9) Attempting to benefit his personal or financial interest or any person to whom he has a commitment in a private capacity through the influence of a subordinate.

The Commission directs the Executive Director to serve this Order with a Notice of Complaint and Investigation as required by NRS 281A.720.

DATED this 18th day of November, 2019.

NEVADA COMMISSION ON ETHICS

/s/ Cheryl A. Lau

Cheryl A. Lau, Esq.
Commission Chair

¹ NRS 281A.710(2) requires an ethics complaint be submitted with sufficient evidence to support the allegations as that term is defined by Section 11 of Approved Regulation of the Commission on Ethics, LCB File No. R108-18, effective August 30, 2018.

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, a true and correct copy of the foregoing **Order on Jurisdiction and Investigation**, addressed as follows:

Jim Alworth
Member
Ely City Council
802 Ave. I
Ely, Nevada 89301

Cert. Mail No.: 9171 9690 0935 0037 6385 25

Dated: 11/18/19



Employee, Nevada Commission on Ethics



**STATE OF NEVADA
COMMISSION ON ETHICS**

704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Jim Alworth**,
Councilmember, City of Ely,
State of Nevada,

Ethics Complaint
Case No. 19-095C
Confidential

Subject. /

NOTICE OF ADDITIONAL ISSUES AND FACTS

Pursuant to NRS 281A.720, NAC 281A.410 and NAC 281A.415

In addition to the *Notice to Subject* provided to Subject Jim Alworth on November 18, 2019, NOTICE IS HEREBY GIVEN that the Nevada Commission on Ethics ("Commission") has identified relevant issues and facts beyond those presented in the original Ethics Complaint. Accordingly, Subject is hereby notified that the Commission's investigation has identified additional issues and facts concerning alleged violations of NRS 281A.420(1) and (3) for failing to disclose a conflict of interest regarding the Ely Fire Department and the Ely Volunteer Fire Department and failing to abstain from voting on matters concerning the Ely Fire Department and the Ely Volunteer Fire Department during Ely City Council meetings on January 9, 2020, June 25, 2020 (closed session), July 23, 2020, and August 13, 2020.

Pursuant to NAC 281A.415 and NRS 281A.720, Subject may respond to these additional issues and facts in writing to the Commission addressed to 704 W. Nye Lane, Suite 204, Carson City, NV 89704, or via Email to my attention at davidhall@ethics.nv.gov, not later than 30 days after receipt of this notice. A lack of response is not deemed an admission that the allegations are true.

Except as otherwise provided in NRS Chapter 281A, the Commission and its staff will hold its activities in response to the Ethics Complaint (including the fact that it received the Ethics Complaint) confidential until a review panel determines whether just and sufficient cause exists for the Commission to hold a hearing and render an opinion. However, the Commission has no authority to require the Requester to maintain the confidentiality of this matter. As a result, information may appear in the public or the media. The Commission will not be the source of any public information and will neither confirm nor deny the existence of this Ethics Complaint until a review panel has completed its review and rendered its determination. You will be provided notice of the review panel's determination.

///

///

///

If you have any questions regarding this notice, please contact me at (775) 687-5469 or [davidhall@ethics.nv.gov](mailto: davidhall@ethics.nv.gov).

Dated this 15th day of July, 2021.

/s/ David R. Hall

David R. Hall, Esq.
Executive Director

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, and transmitted via email, a true and correct copy of the foregoing **Notice of Additional Facts and Issues**, addressed as follows:

Jim Alworth
Councilmember Seat 4
City of Ely
P.O. Box 151291
Ely, Nevada 89315
jalworth@elycity.com

Cert. Mail No.: 9171 9690 0935 0037 6389 90

Dated: 7/15/21



Employee, Nevada Commission on Ethics



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No. 19-095C

Subject. /

REVIEW PANEL DETERMINATION AND REFERRAL ORDER

NRS 281A.730; NAC 281A.440

The Nevada Commission on Ethics ("Commission") received Ethics Complaint No. 19-095C on October 1, 2019, regarding the alleged conduct of Jim Alworth ("Alworth"). On November 18, 2019, the Commission instructed the Executive Director to investigate alleged violations of NRS 281A.400(2) and (9). The Commission further directed the Executive Director to investigate whether Alworth acted in contravention of the confidential written opinion issued to Alworth ("Advisory Opinion").¹

During the investigation of this matter additional issues and facts were identified concerning Alworth's alleged violation of NRS 281A.420(1) and (3). Pursuant to NAC 281A.415 and NRS 281A.720, Alworth was served with a Notice of Additional Issues and Facts on July 15, 2021 and given notice of these additional allegations.

Alworth is a public officer as defined in NRS 281A.160, and the Commission has jurisdiction over this matter pursuant to NRS 281A.280 because the allegations contained in the Complaint relate to Alworth's conduct as a public officer and his compliance obligations with the Nevada Ethics in Government Law set forth in NRS Chapter 281A ("Ethics Law").

On August 18, 2021, a Review Panel ("Panel") consisting of Vice-Chair Brian Duffrin (Presiding Officer) and Commissioners Barbara Gruenewald, Esq. and James Oscarson reviewed the following: (1) Ethics Complaint No. 19-095C (2) Order on Jurisdiction and Investigation in Ethics Complaint No. 19-095C; (3) Alworth's Response to the Complaint; (4) Notice of Additional Issues and Facts; (5) Alworth's Response to the Notice of Additional Issues and Facts; and (6) Executive Director's Recommendation to the Review Panel with Summary of Investigatory Findings.²

The Review Panel unanimously finds and concludes that the facts establish credible evidence to support a determination that just and sufficient cause exists for the Commission to render an opinion in the matter regarding the alleged violations of NRS 281A.400(2) and (9) and NRS 281A.420(1) and (3). The Review Panel further finds and concludes that there is sufficient credible evidence to support a determination that just and sufficient cause exists for the Commission to render an opinion in the matter regarding the allegations pertaining to NRS 281A.685(3)(a) regarding whether Alworth

¹ The specific number of the Advisory Opinion is not listed in order to maintain the confidentiality of the opinion until such time as the Commission makes its determinations under NRS 281A.685.

² All materials provided to the Review Panel, except the Ethics Complaint and the Order on Jurisdiction and Investigation, represent portions of the investigatory file and remain confidential pursuant to NRS 281A.750.

waived the confidentiality provisions of NRS 281A.685(1) by acting in contravention of the Advisory Opinion.

IT IS HEREBY ORDERED:

Based upon the just and sufficient cause determination, the Review Panel refers Ethics Complaint No. 19-095C to the Commission for further proceedings, which may include rendering an opinion on whether Alworth violated NRS 281A.400(2) and (9) and NRS 281A.420(1) and (3) by attempting to secure unwarranted privileges and failing to disclose and abstain pursuant to NRS 281A.420 on any personnel matters before the Ely City Council for both paid and volunteer staff of the Ely Fire Department and Ely Volunteer Fire Department. In addition, the Review Panel finds just and sufficient cause to refer to the Commission the determination of whether Alworth waived the confidentiality provisions of NRS 281A.685 by acting in contravention of the Advisory Opinion.

Dated this 18th day of August, 2021.

REVIEW PANEL OF THE NEVADA COMMISSION ON ETHICS

By: /s/ Brian Duffrin
Brian Duffrin
Vice-Chair/Presiding Officer

By: /s/ James Oscarson
James Oscarson
Commissioner

By: /s/ Barbara Gruenewald
Barbara Gruenewald, Esq.
Commissioner

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited a true and correct copy of the foregoing **REVIEW PANEL DETERMINATION** with the Nevada State Mail Room to be sent via U.S. Certified Mail addressed as follows:

Jim Alworth
Councilmember Seat 4
City of Ely
P.O. Box 151291
Ely, Nevada 89315
CouncilSeat4@cityofelynv.gov

Certified Mail No.: 9171 9690 0935 0037 6363 30

Dated: 8/19/21



Employee, Nevada Commission on Ethics



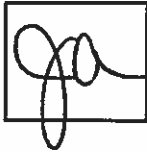
STATE OF NEVADA
COMMISSION ON ETHICS
704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No.19-095C

Subject. /

WAIVER OF STATUTORY TIME REQUIREMENTS: ADJUDICATORY HEARING



I, Jim Alworth, the above Subject, affirm that I am represented by counsel and have read the provisions of NRS 281A.745 and hereby freely and voluntarily waive the sixty (60) day statutory time limit for the Commission to hold the adjudicatory hearing and render an opinion in this matter on any date which is hereafter agreed to by my counsel of record or set forth in a Notice of Hearing and Scheduling Order issued in these proceedings.

Dated: 9-8-2021

Jim Alworth
Jim Alworth

Date received: 9/8/20

Casey Hays
Employee of the Commission



**STATE OF NEVADA
BEFORE THE NEVADA COMMISSION ON ETHICS**

In re **Jim Alworth**, Councilmember,
City of Ely, State of Nevada,

Ethics Complaint
Case No.19-095C

Subject. /

**WAIVER OF NOTICE REQUIRED UNDER NRS 241.033(1) TO
CONSIDER CHARACTER, MISCONDUCT, OR COMPETENCE
OF SUBJECT IN ETHICS COMPLAINT PROCEEDINGS**

The Nevada Commission on Ethics ("Commission") may be holding various hearings, meetings, judicial review or appellate proceedings and other proceedings to consider the Subject's character, misconduct or competence as related to the above referenced Consolidated Ethics Complaints (collectively "Proceedings"). If the Proceedings are not exempt from Nevada's Open Meeting Law pursuant to NRS Chapters 241 or 281A, NRS 241.033(1) requires notice be personally served on Subject of the time and place of the meeting at least 5 working days before the meeting or sent by certified mail to the last known address at least 21 working days before the meeting. Subject agrees to comply with all noticed deadlines and scheduled dates for the Proceedings, including those noticed by a posted public agenda, scheduled with the parties or set forth in a Notice of Hearing and Scheduling Order and other issued Orders, including any amendments thereto.

I, Jim Alworth, understand the statutory notice requirements of NRS 241.033 and hereby knowingly and voluntarily waive my rights thereto associated with any Proceedings. In doing so, I expressly consent to any discussion of my qualifications, competence and character in the Proceedings. Prior to signing this waiver, I either had the opportunity to discuss this matter with my attorney or have voluntarily determined to proceed on my own accord, thereby waiving the right to consult with an attorney.

Dated this 8TH day of Sept., 2021.

By: Jim Alworth
Jim Alworth

Agenda Item 6



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Danielle Milam**, Planning and
Development Director, Las Vegas-Clark
County Library District, State of Nevada,

Ethics Complaint
Case No. 20-063C

Subject. /

**PROPOSED
STIPULATED AGREEMENT**

1. **PURPOSE:** This Stipulated Agreement resolves Ethics Complaint Case No. 20-063C before the Nevada Commission on Ethics (“Commission”) concerning Danielle Milam (“Milam”), Planning and Development Director, Las Vegas-Clark County Library District, Nevada.

2. **JURISDICTION:** At all material times, Milam was a public employee as defined in NRS 281A.150. The Ethics in Government Law (“Ethics Law”) set forth in NRS Chapter 281A gives the Commission jurisdiction over elected and appointed public officers and public employees whose conduct is alleged to have violated the provisions of NRS Chapter 281A. See NRS 281A.280. Accordingly, the Commission has jurisdiction over Milam in this matter.

3. **PROCEDURAL HISTORY BEFORE COMMISSION**

- a. On or about September 8, 2020, the Commission received Ethics Complaint No. 20-063C (“Ethics Complaint”) from an employee of the District and member of the public, who requested that his/her identity remain confidential (“Requester”).¹
- b. On October 26, 2020, the Commission issued its *Order on Jurisdiction* accepting jurisdiction and directing the Commission’s Executive Director to investigate Milam’s alleged violations of NRS 281A 400(1), (2) and (10) and NRS 281A.420(1).

¹ The identity of the Requester has been kept confidential pursuant to NRS 281A.750.

- c. On or about November 30, 2020, Milam submitted her written response to the Ethics Complaint through her legal counsel, Mitchell Stipp, Esq., to the Commission's Executive Director, disputing the allegations contained in the Ethics Complaint and providing an acknowledgement from Milam's supervisor, Dr. Ronald Heezen, that he was informed of and consented to Milam's private consulting relationship with the District vendor at issue in the Ethics Complaint.
- d. A Panel Determination was issued by a Review Panel of the Commission ("Review Panel") on January 19, 2021, which determined that credible evidence supported just and sufficient cause for the Commission to render an opinion regarding the allegations. Rather than refer the matter to the Commission for further proceedings, the Review Panel provided the Commission's Executive Director and Milam an opportunity to resolve the Ethics Complaint through a Deferral Agreement (as defined in NRS 281A.082).
- e. After good faith efforts, the Commission's Executive Director and Milam failed to enter into a Deferral Agreement which was accepted by the Review Panel. As a result, and with the agreement of Milam, the Review Panel referred the matter to the Commission for further proceedings.
- f. Milam and the Commission now enter into this Stipulated Agreement to resolve the Ethics Complaint.

4. **TERMS / CONCLUSIONS OF LAW**: Milam and the Commission agree as follows:

- a. After further investigation, the allegations that Milam violated NRS 281A 400(1), (2) and (10) and NRS 281A.420(1) are hereby dismissed for lack of evidence to support such violations by a preponderance of the evidence, which standard of proof is set forth in NRS 281A.790(9).
- b. This Stipulated Agreement depends on and applies only to the specific facts, circumstances and law related to the Ethics Complaint now before the Commission. Any facts or circumstances that may come to light after its entry that are in addition to or differ from those contained herein may create a different resolution of this matter.

- c. This Stipulated Agreement is intended to apply to and resolve only this specific proceeding before the Commission and is not intended to be applicable to or create any liability for any other proceeding, including administrative, civil, or criminal, regarding Milam. If the Commission rejects this Stipulated Agreement, none of the provisions herein shall be considered by the Commission or be admissible as evidence in a hearing on the merits in this matter.

5. WAIVER

- a. Milam knowingly and voluntarily waives her right to further proceedings before the Commission on the Ethics Complaint and all rights she may be accorded with regard to this matter pursuant to NRS Chapter 281A, the regulations of the Commission (NAC Chapter 281A), the Nevada Administrative Procedures Act (NRS Chapter 233B) and any other applicable provisions of law, except as these provisions of Nevada law pertain to the enforcement of this Stipulated Agreement.
- b. Milam knowingly and voluntarily waives her right to any judicial review of this matter as provided in NRS 281A, NRS 233B or any other applicable provisions of law, except as these provisions of Nevada law pertain to the enforcement of this Stipulated Agreement.

6. ACCEPTANCE: We, the undersigned parties, have read this Stipulated Agreement, understand each and every provision therein, and agree to be bound thereby. The parties orally agreed to be bound by the terms of this agreement during the regular meeting of the Commission on October 20, 2021.²

DATED this ____ day of _____, 2021. DRAFT
Danielle Milam

The above Stipulated Agreement is approved by:

FOR DANIELLE MILAM, Subject

DATED this __ day of _____, 2021. DRAFT
Mitchell Stipp, Esq.
Counsel for Subject

² Subject waived any right to receive written notice pursuant to NRS 241.033 of the time and place of the Commission's meeting to consider her character, alleged misconduct, professional competence, or physical or mental health.

FOR EXECUTIVE DIRECTOR,
NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Elizabeth J. Bassett, Esq.
Associate Counsel

Approved as to form by:

FOR NEVADA COMMISSION ON ETHICS

DATED this ____ day of _____, 2021. DRAFT
Tracy L. Chase, Esq.
Commission Counsel

The above Stipulated Agreement is accepted by the Commission.³

By: DRAFT
Kim Wallin, CPA, CMA, CFM
Chair

By: DRAFT
James Oscarson
Commissioner

By: DRAFT
Barbara Gruenewald, Esq.
Commissioner

By: DRAFT
Thorán Towler, Esq.
Commissioner

By: DRAFT
Teresa Lowry, Esq.
Commissioner

³ Vice-Chair Duffrin and Commissioners Sheets and Yen participated in the Review Panel hearing for Ethics Complaint No. 20-063C and are therefore precluded from participating in this Stipulated Agreement pursuant to NRS 281A.220(4).



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Danielle Milam**, Acting Deputy Director,
Las Vegas-Clark County Library District,
State of Nevada,

Ethics Complaint
Case No. 20-063C

Subject. /

NOTICE OF HEARING TO CONSIDER STIPULATED AGREEMENT

NRS 281A.745

PLEASE TAKE NOTICE, the Nevada Commission on Ethics ("Commission") will hold a public meeting to consider a **Proposed Stipulated Agreement** regarding the allegations submitted in Ethics Complaint No 20-063C at the following time and location:

When: Wednesday, **October 20, 2021** at **9:30 a.m.**

Where: Nevada State Capitol Building
Guinn Room
101 N. Carson Street, Second Floor
Carson City, NV 89701

and via Zoom at:

<https://us06web.zoom.us/j/82104238959?pwd=Z2pESHFDU053VkdYbkh6M2l3dTIrZz09>

Meeting ID: 821 0423 8959

Passcode: 935222

Subject has waived the personal notice requirements of NRS 241.033 (Nevada's Open Meeting Law).

DATED: October 12, 2021

/s/ Tracy L. Chase

Tracy L. Chase, Esq.
Commission Counsel

CERTIFICATE OF SERVICE

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I transmitted a true and correct copy of the **Notice of Hearing to Consider Stipulated Agreement** in Request for Opinion **No. 20-063C** via electronic mail to the Parties as follows:

For the Executive Director:

Elizabeth J. Bassett, Esq.
Associate Counsel
Kari Pedroza, Executive Assistant
704 W. Nye Lane, Suite 204
Carson City, NV 89703

Email: ebassett@ethics.nv.gov

Email: k.pedroza@ethics.nv.gov

For the Subject:

Mitchell Stipp, Esq.
Law Office of Mitchell Stipp
1180 N. Town Center Drive,
Ste. 100
Las Vegas, NV 89144

Email: mstipp@stipplaw.com

DATED: October 12, 2021

Employee of the Nevada Commission on Ethics



Received September 8, 2020

**NEVADA COMMISSION ON ETHICS
ETHICS COMPLAINT**

NRS 281A.700 to 281A.790

1. **SUBJECT OF THE COMPLAINT** (person you allege violated provisions of NRS Chapter 281A, the Nevada Ethics in Government Law. *(Please use a separate form for each individual.)*)

Subject NAME:	Danielle Milam		TITLE OF PUBLIC OFFICE: <i>(Position)</i>	Acting Deputy Director
PUBLIC ENTITY: <i>(Name of the entity employing this position)</i>	Las Vegas-Clark County Library District			
ADDRESS:	7060 W. Windmill Lane	CITY, STATE, ZIP CODE	Las Vegas, NV 89113	
TELEPHONE:	Work: (702)507-6179	Other: <i>(Home, cell)</i>	EMAIL:	milamd@lvccld.org

2. Describe the alleged conduct of the public officer or employee (subject) that you believe violated NRS Chapter 281A. *(Include specific facts and circumstances to support your allegation: times, places, and the name and position of each person involved.)*

Check here if additional pages are attached.

3. Is the alleged conduct currently pending before another administrative, law enforcement or judicial body? If yes, describe:

4. NRS Chapter 281A requires public officers and employees to hold public office as a public trust and avoid conflicts between public duties and private interests. (NRS 281A.020) What provisions of NRS Chapter 281A are relevant to the conduct alleged? Please check all that apply.

	Statute	Statutory Summary:
<input type="checkbox"/>	NRS 281A.400(1)	Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for himself or person to whom he has a commitment in a private capacity which would tend improperly to influence a reasonable person in his position to depart from the faithful and impartial discharge of his public duties.
<input checked="" type="checkbox"/>	NRS 281A.400(2)	Using his position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for himself, any business entity in which he has a significant pecuniary interest, or any person to whom he has a commitment in a private capacity.
<input type="checkbox"/>	NRS 281A.400(3)	Participating as an agent of government in the negotiation or execution of a contract between the government and himself, any business entity in which he has a significant pecuniary interest or any person to whom he has a commitment in a private capacity.
<input type="checkbox"/>	NRS 281A.400(4)	Accepting any salary, retainer, augmentation, expense allowance or other compensation from any private source for himself or any person to whom he has a commitment in a private capacity for the performance of his duties as a public officer or employee.
<input type="checkbox"/>	NRS 281A.400(5)	Acquiring, through his public duties or relationships, any information which by law or practice is not at the time available to people generally, and using the information to further the pecuniary interests of himself or any other person or business entity.
<input type="checkbox"/>	NRS 281A.400(6)	Suppressing any governmental report or other document because it might tend to affect unfavorably his pecuniary interests or the interests of any person to whom he has a commitment in a private capacity.
<input type="checkbox"/>	NRS 281A.400(7)	Using governmental time, property, equipment or other facility to benefit his significant personal or pecuniary interest, or any person to whom he has a commitment in a private capacity. (Some exceptions apply).
<input type="checkbox"/>	NRS 281A.400(8)	A State Legislator using governmental time, property, equipment or other facility for a nongovernmental purpose or for the private benefit of himself or any other person, or requiring or authorizing a legislative employee, while on duty, to perform personal services or assist in a private activity. (Some exceptions apply).
<input type="checkbox"/>	NRS 281A.400(9)	Attempting to benefit his personal or pecuniary interest or the interests of any person to whom he has a commitment in a private capacity through the influence of a subordinate.
<input type="checkbox"/>	NRS 281A.400(10)	Seeking other employment or contracts for himself or any person to whom he has a commitment in a private capacity through the use of his official position.
<input type="checkbox"/>	NRS 281A.410	Representing or counseling a private person for compensation on an issue pending before a public agency while employed, or within 1 year after leaving the service of a public agency, including before any state agency of the Executive or Legislative Department. (State and local legislators and part-time public officers and employees may represent/counsel private persons before agencies they do not serve, except local legislators may not represent/counsel private persons before other local agencies within the same county.)
<input type="checkbox"/>	NRS 281A.420(1)	Failing to sufficiently disclose his acceptance of a gift or loan, pecuniary interest, commitment in a private capacity to the interest of another person or the nature of any representation or counseling provided to a private person for compensation before another agency in the preceeding year that is reasonably affected by an official matter.
<input type="checkbox"/>	NRS 281A.420(3)	Failing to abstain from acting on an official matter which is materially affected by his acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person.
<input type="checkbox"/>	NRS 281A.430	Bidding on or entering into a government contract in which he has a significant pecuniary interest. (Some exceptions apply).
<input type="checkbox"/>	NRS 281A.500	Failing to file or timely file a Nevada Acknowledgment of Ethical Standards for Public Officers form.
<input type="checkbox"/>	NRS 281A.510	Accepting or receiving an improper honorarium.
<input type="checkbox"/>	NRS 281A.520	Requesting or otherwise causing a governmental entity to incur an expense or make an expenditure to support or oppose a ballot question or candidate during the relevant timeframe.
<input type="checkbox"/>	NRS 281A.550	Negotiating or accepting employment from a business or industry regulated by or contracted with former public agency within one year after leaving service of the agency. (Failing to honor the one-year "cooling off" period after leaving public service, exceptions).

* Pursuant to NRS 281A.065, a public officer or employee has a commitment in a private capacity to the following persons/entities:

1. Spouse; domestic partner.
2. Household member.
3. Family member within 3rd degree of consanguinity/affinity.
4. Employer or spouse/domestic partner/household member's employer.
5. Substantial and continuing business relationships, i.e. partner, associate, or business entity.
6. Substantially similar relationships to those listed above, including close, personal relationships akin to family and fiduciary relationships to business entities.

5. YOU MUST SUBMIT EVIDENCE TO SUPPORT YOUR ALLEGATIONS. (NRS 281A.710 through 281A.715.)
Attach all documents or items you believe support your allegations, including witness statements, public or private records, audio or visual recordings, documents, exhibits, concrete objects, or other forms of proof.

State the total number of additional pages attached (including evidence) _____.

6. Witnesses: Identify persons who have knowledge of the facts and circumstances you have described, as well as the nature of the testimony the person will provide. Check here if additional pages are attached.

NAME and TITLE: (Person #1)				
ADDRESS:			CITY, STATE, ZIP	
TELEPHONE:		Work:	Other: (Home, cell)	E-MAIL:
NATURE OF TESTIMONY:				
NAME and TITLE: (Person #2)				
ADDRESS:			CITY, STATE, ZIP	
TELEPHONE:		Work:	Other: (Home, cell)	E-MAIL:
NATURE OF TESTIMONY:				

7. REQUESTER INFORMATION:

YOUR NAME:	[REDACTED]		
YOUR ADDRESS:	[REDACTED]	CITY, STATE, ZIP:	[REDACTED]
YOUR TELEPHONE:	Day: [REDACTED]	Evening: [REDACTED]	E-MAIL: [REDACTED]

Your identity as the Requester will be provided to the Subject if the Commission accepts jurisdiction of this matter, unless:

Pursuant to NRS 281A.750, I request that my identity as the requester of this Ethics Complaint remain confidential because (please check appropriate box):

I am a public officer or employee who works for the same public body, agency or employer as the subject of this Ethics Complaint. Provide evidence in the text box below, or as an attachment, of your employment with the same public body, agency or employer.

OR

I can show a reasonable likelihood that disclosure of my identity will subject me or a member of my household to a bona fide threat of physical force or violence. Describe in the text box below, or in an attachment, the facts and circumstances that support a reasonable likelihood of a bona fide threat of physical force or violence.

A copy of this Complaint will be provided to the Subject. If your request for confidentiality is approved by the Commission, the Complaint will be redacted to protect your identity as the Requester. The Commission may decline to maintain the confidentiality of your identity as the Requester for lack of sufficient evidence of your employment status with the same public body, agency or employer, or proof of a bona fide threat of physical force or violence.

If the Commission declines to maintain my confidentiality, I wish to:

Withdraw my Complaint OR

Submit the Complaint understanding that the Subject will know my identity as the Requester.

By my signature below, I affirm that the facts set forth in this document and all of its attachments are true and correct to the best of my knowledge and belief. I am willing to provide sworn testimony regarding these allegations. I acknowledge that this Ethics Complaint, the materials submitted in support of the allegations, and the Commission's investigation are confidential unless and until the Commission's Review Panel renders a determination. Certain Commission proceedings and materials, including the Investigatory File remain confidential pursuant to NRS 281A.750 through 281A.760.

[REDACTED]

Signature:

[REDACTED]

Print Name:

9/2/20

Date:

You may file a Complaint using the Commission's **online form** submission at ethics.nv.gov (Preferred) or You must submit this form bearing your signature to the Executive Director via: **delivery/mail** to Nevada Commission on Ethics, 704 W. Nye Lane, Suite 204, Carson City, Nevada, 89703, **email** to NCOE@ethics.nv.gov, or **fax** to (775) 687-1279

Executive Director's Staff Day Message



Dr. Ronald R. Heezen
Executive Director

I am pleased to welcome all of you to Staff Day 2017. The Staff Day Committee has worked hard to make this a day to remember. Enjoy the activities and the company of your colleagues during this special day. I am grateful to the Board of Trustees for allowing us to come together. It is a special opportunity for us to be able to come face to face with colleagues who might otherwise be just a name, as well as gather to celebrate our strengths, face our challenges, and be energized by our opportunities to serve our growing and changing community.

Dr. Ronald R. Heezen
Executive Director

Guest Speakers



Keynote Speaker
9:30 a.m. to 11 a.m.

KRISTI STAAB

Kristi Staab is a leadership expert who has worked with a wide range of companies, teaching those at the top of their fields to become industry Rock Stars. After 20 years of corporate experience and earning her Executive MBA, Staab created Kristi Staab's Rock Star Training. She encourages participants to be a model of excellence, strive for their best performance, and "Put the rock in your role." Staab has been a featured speaker at TEDx Chennai's 2012 Life by Design event, has a column published on the Phoenix Business Journal, and is included in the book *Mastering the Art of Success*.



Vision 2020 Speaker
3 p.m. to 4 p.m.

MARGARET SULLIVAN

Margaret Sullivan, a LEED® 2.0 Accredited Professional, of Margaret Sullivan Studio (NYC) is a leader in visioning, programming, and designing innovative cultural centers with a focus on public libraries. She skillfully collaborates with stakeholders and the design team to represent a holistic understanding of the 21st century public library delivery service model and is a leader in translating these innovations into physical spaces. Sullivan has worked for several prestigious architecture firms over her career prior to establishing her own firm in 2014. The firm is currently working on projects with several public libraries including New York Public Library (NY), Richland Library (SC), Las Vegas-Clark County Library District (NV), and Salt Lake City Public Library System (UT) to name a few.

Program Schedule

8 a.m. to 9 a.m.	Registration
9 a.m. to 9:30 a.m.	Welcome Executive Director Dr. Ronald R. Heezen
9:30 a.m. to 11 a.m.	Kristi Staab - Keynote Speaker
11 a.m. to 11:15 a.m.	Break
11:15 a.m. to 12 p.m.	Service Awards Presentation
12 p.m. to 2 p.m.	Lunch
12 p.m. to 3 p.m.	Employee Perks Fair
2 p.m. to 3 p.m.	Community Service Project
3 p.m. to 4 p.m.	Margaret Sullivan - Vision 2020 Speaker
4 p.m. to 4:15 p.m.	Closing

Staff Day Committee

"TK" Rysuke Abe	Jocelyn Bates	Lenika Coleman	Jett Reed
Jacinta Allen	James Bean	Joey Hines	Tricia Skibickyj
Tam Anderson	Nicole Carroll	Rona Johnson	Phil Smith
Stefanie Bailey	Marci Chiarandini	Tina Morris	Glodia Thomas
Tasha Baker	Scott Clonan	Jennifer Pagan	Tracy Thomas

SERVICE AWARDS 2017

30 Years of Service

Becky Monaco – SW

25 Years of Service

Natividad Alons – CBS
Denel Bejarano – CBS
Migdalia Carbonai – LO
Jay Collins – LO
Florence Jakus – WC

20 Years of Service

John Filipazzo – GS
Judi Fioli – WH
Carla Land – SM
Morgan Lin – EN
Thomas Olson – LV
Suzanne Scott – PVS
Suzanne Segal – CC
Leo Segura – WV
Lucia Taylor – RB
Susan Thurnbeck – SW

15 Years of Service

Tanya Brown-Wirth – LA
Melanie Cisneros – SU
Lenika Coleman – SV
Erin Collins – WH
Luis Domingo – RB
Maria Eufemio – SM
Brad Galod – SW
Jenny Gomez – SW
Jennifer Jost – RB
Sharon Kale – WC
Reinelle (Ann) Lagazo – SU
Ardella Martin – LV
Lorinda McCormick – WM
Helen Morgan – WH
John Peterson – SU
Michael Singleton – PVS
Lorinda Soto – SW
Anthony Weitz – IT
Silvia Zuniga – CC

10 Years of Service

Sara Allen – MQ
Latoya Brookins – SV
April Bryant – SW
Michelle Caron – WV
Thelma Carter – LV
Sheri Cassella – SV
Cherrie Delaney – FS
Christine Dinino – HR
Christina Earon – MV
Marisa Eytalis – Youth Services
Christopher Felipe – SV
Mikako Harding – SW
Naomi Harris – MV
Rona Johnson – WH
Ignacio Lucero – LV
Selina Lujan-Gonzalez – WH
Scott Milledorf – WC
London Porter – HR
Diana Rizo – SU
Ernest Sargent – GS
Melissa Scavetta – SU
Natalia Tabisaura – SU
Tracy Thomas – LA
Stephanie Tietze – WC
Faina Tselnik – CH
Zusie Umali – LV
Theresa Villegas – RB
Valerie Warren – SW
Christopher Wing – GS
Christopher Zahedi – EN

5 Years of Service

Anthony Allen – SU
Bee Aspinall - Gallery Services
Heaven Alsbeha – SV
Christina Bejarano – SV
Melanie Berrin – MQ
Imelda Bondoc – SM
Alexandria Coffee – CH
John Culliver – RB
Loretta Dudley – RB
Megin Dunn – WH
Adora Dy – WM
Melanie Felipe – WV
Jonathan Freshwater – GS
John Gabaldon – CC
Leane Genilo – WM
Guillermo Gomez – LV
Suzanne Gorum – WC
Sharie Heier – CH
Cynthia Hernandez – SU
Eric Howes – WM
Kenneth Land – IT
Hyunhee "Amy" Lee – WM
Catherine Lo – LV
Betsy Lutes-Eadeh – LV
Anna Marie Macalino – GS
Alexander Manley – WM
Nipaporn Muenseeprom – SV
Glenn Orr – WC
Khai Pham – LV
Aimee Potts – MV
Penlipa Premslit – WV
Marguerite Ranney – LA
Ermal Reinhardt – LA
Rebecca Richardson – CH
Tanner Rush – WC
Sherry Sell – SW
Carl Terreros – SV
Tyler Young – WC

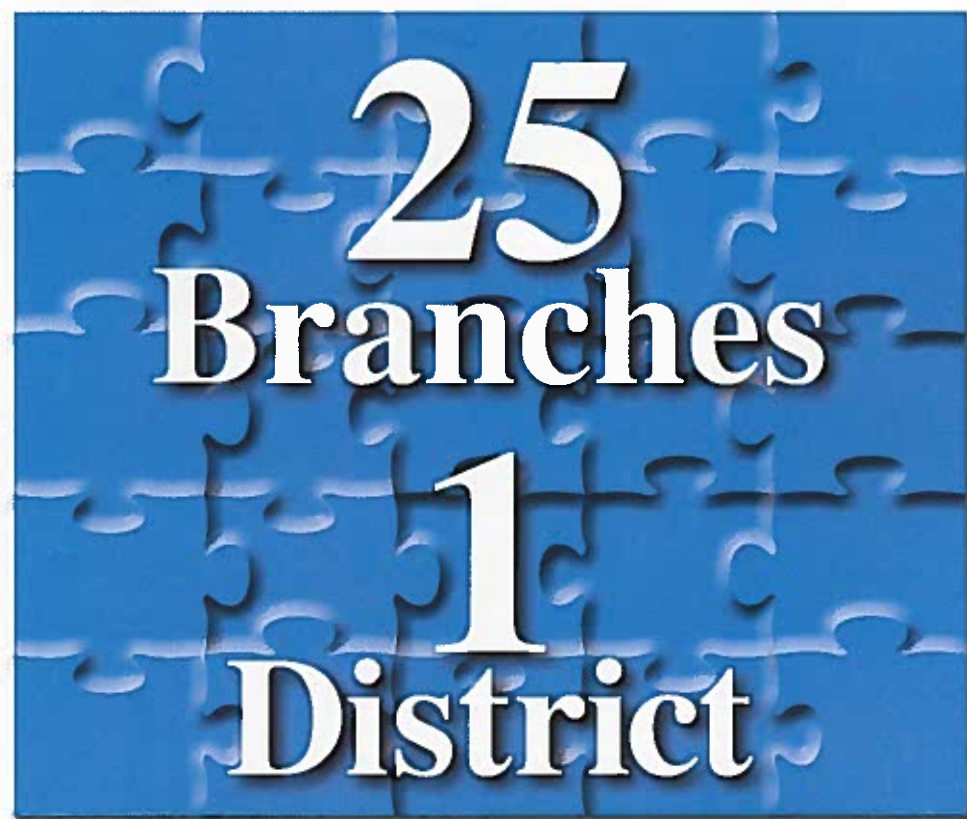
Las Vegas-Clark County
LIBRARY
DISTRICT
www.lvccld.org

Las Vegas-Clark County Library District

STAFF DAY

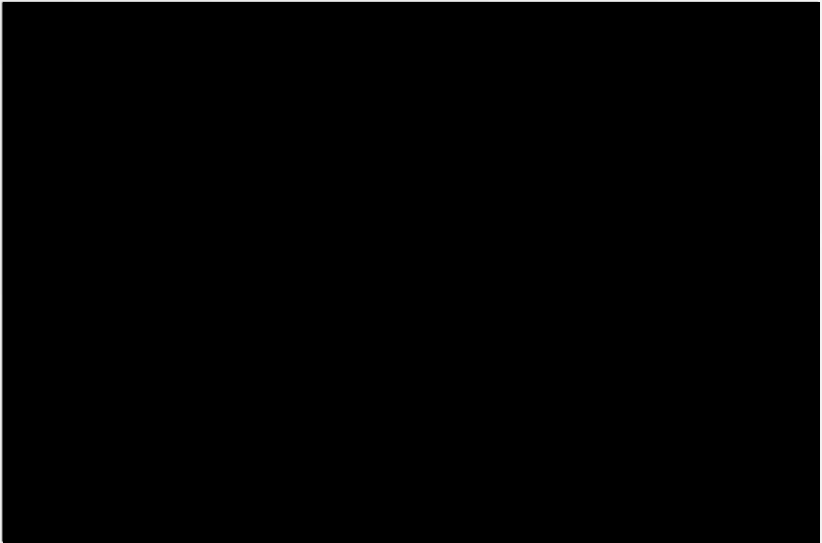
Monday, October 9, 2017

Suncoast Hotel & Casino



Las Vegas-Clark County Library District Board of Trustees

Randy Ence, Chair
Sheila Moulton, Vice Chair
Shannon Bilbray-Axelrod, Secretary
Robin Wadley-Munier, Treasurer
Kelly D. Benavidez
Marilyn Francis Drake
Elizabeth Foyt
Jose L. Melendrez
Felipe A. Ortiz
Ydoleena Yturralde





**Anne Arundel County
Public Library**

**Strategic
Planning
Services**

Request for Proposal No. 18-01
6 March 2018

Margaret Sullivan Studio

Table of Contents

01 **Qualifications and Experience**

Project Understanding
Project Experience

02 **Project Team**

Firm Profile
Consultants
Resumes

03 **Work Plan and Time Table**

Methodology
Project Plan

04 **References**

Request for Proposal No. 18-01
Anne Arundel County Public Library
Strategic Planning Services
March 6, 2018



1 Qualifications and Experience

Project Understanding

We understand this project to be a strategic planning process to align the 21st century library services of the Anne Arundel County Public Library with community needs and institutional goals. We understand the process will result in a concise and focused Strategic Plan that will include:

- Values, Mission and Vision Statement
- A focused list of desired outcomes
- Definitive strategies to produce desired outcomes

We understand that the plan will need to be intentional and specific to drive impact and be flexible to meet the needs of the rapidly changing world and changing community conditions. Therefore, the process will be designed to build institutional capacity by developing strategies that will foster institutional culture and habits to be nimble, flexible and synergistic. The process will also be designed to build capacity within the organization in order that all staff, led by the strategic planning team, will develop the tools to continually assess impactful institutional strategies, priorities, and implementation tactics to respond efficiently and effectively to community needs and patron expectations. Staff will be empowered to implement, prototype and execute with the tools and confidence to realize positive outcomes. Our team's strength is that we will facilitate the co-creation of the Strategic Plan, critical to successful consensus, buy-in, deep understanding and implementation for the Library's preferred future.

Our team is uniquely qualified for this project. Margaret Sullivan Studio, Maureen Sullivan, Danielle Milam and Patrick Quattlebaum of studioPQ, have been collaborating extensively with public libraries throughout the country to assist in developing



Library as Studio Workshop, Richland Library

strategic plans and implementation strategies. Collectively, our approach is designed for libraries to clearly define institutional goals rooted in community-based, evidence-based, outcome-based, positive customer experiences to achieve maximum impact. Our process is highly interactive and collaborative, employing service design techniques and most critically, will be customized for the Anne Arundel County Public Library. This will ensure relevancy and appropriateness. Inherently nimble and flexible, our process will model many of the tools and techniques that will build capacity for the system to implement strategic initiatives effectively upon adoption.

STATEMENT OF NEED

Like so many public, cultural and learning institutions, the Anne Arundel County Public Library is reacting to the catalysts for change resulting from altering economic and social service policies, demographic shifts, a re-definition of the 21st century learning culture for a 21st century knowledge economy and a revolutionary change in the tools and technology necessary to support this complexity.

THE WORLD IS CHANGING AND SO ARE LIBRARIES!

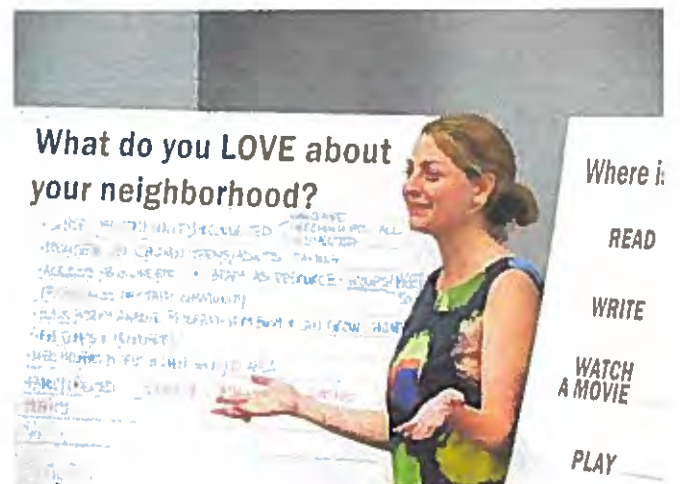
The public library is a social condenser of contemporary society and must be re-designed across every channel intentionally to foster community advancement. Our service model with increased active programming, staffing model, delivery systems of materials and physical spaces were never designed to support this new paradigm. Individual and community needs and expectations are constantly changing, community partnerships and collaborations are evolving, and most critically, the book that the library was built to house and distribute is not the primary vehicle for the dissemination of knowledge. Also, knowledge is not the only product of the 21st century public library. Our work, in fact, sets as the basis and the strongest asset of the contemporary library is the delivery of empathy as the vehicle to foster and advance community.

Anne Arundel County Public Library is experiencing the rapid forces of change that many national library systems are experiencing. This Strategic Planning process will allow library leadership to be intentional about enabling staff and the institution to respond. We understand that the Library is seeking the right partners to recommend how to better deliver contemporary services, to provide a vision for how the institution should transform as a result, and to provide the tools for Anne Arundel County Public Library vision to be implemented.

This Strategic Planning process will result in a flexible framework to align services, staffing models, and physical spaces to reflect the priorities of the library. The plan will also identify needs for organizational re-alignments and organizational cultural shifts.

Specifically, the Strategic Plan will result in a clarity of "People, Places and Platforms" by developing the following:

1. A deeper understanding of Individuals that need library services – how their needs are being met and how we design through the lens of an elevated customer experience. This includes articulating individuals being served, their needs and aspirations, outcomes and experiences envisioned for their positive experience, "Tools and Enablers" to support these experiences, and institutional techniques to create the "feedback loop."
2. Community Assets by developing deeper relationships with community partners, enabling a strong foundation for Community Advancement.
3. An organizational Strategic Framework with clear and concise priorities and a roadmap guide with a set of project tools to enable an institution to re-focus its service model from providing transactions to creating customer experiences.



Margaret Sullivan Facilitating a Community Meeting

Project Experience

This team has the collective experience of conducting hundreds of Strategic Plans in our careers. Many of these have been collaborative endeavors and many of these have been separate. With each project, we customize the approach with our clients, empowering their leadership and staff to collaborate in the process.

This approach produces remarkable results for the organizations we have had the privilege to assist in envisioning THEIR preferred futures. The following pages represent projects that MSS has completed with the team members, as well as architectural applications that were the result of the work.

Also included is the Annapolis Public Library project sheet. MSS, in collaboration with Melanie Huggins, conducted visioning and programming with many representatives of the Anne Arundel County Public Library system. Although this process resulted in a building program, the approach we engaged in was rooted in articulating Community Need, Strategic Goals, Experience Principles and Activities and Programs to generate maximum impact. The process was highly participatory, collaborative, and interactive. Our Strategic Planning approach may incorporate similar techniques.

We also want to highlight the expertise of Maureen Sullivan, a national leader in working with public, academic and specialty libraries. Maureen continues to refine and improve the strategic planning process to be relevant to her clients. A few of her most recent successes have been working with Transylvania County (NC) Library, Warren County (KY) Public Library and the Daniel Boone Regional Library System (MO), all of which employed Aspen Institute resources. In those three examples, what distinguished these projects was that Maureen's work resulted in an exponential increase to capacity, staff ownership, buy-in, and pride in creating successful implementation strategies.



Richland Library Cooper, Columbia, SC



Rendering, Richland Library Southeast, Columbia, SC



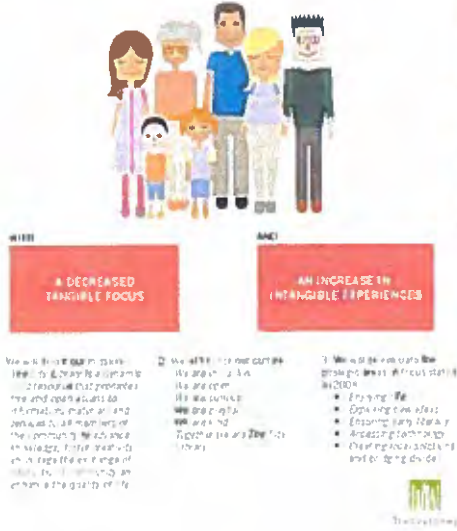
Rendering, Richland Library Sandhills, Columbia, SC

SALT LAKE CITY PUBLIC LIBRARY STRATEGIC VISIONING AND ROADMAP SALT LAKE CITY, UT

CLIENT: Salt Lake City Public Library
COMPLETION: 2017-2018

STRATEGIC FRAMEWORK DIAGRAM

We are an organization continuing to transform from generating transactions to creating relationships.



NAVIGATOR TEAM WORKSHOP

STRATEGIC ROADMAP DIAGRAM

Margaret Sullivan Studio and studioPQ were hired by the Salt Lake City Public Library to engage in a strategic visioning process that is resulting in a more nimble, flexible institution with a focus on realizing strategic initiatives through a strategic lens.

The City Library’s “Roadmap” approach reflects an awareness that the world is a very different place than it was 20, or even 10 years ago. The Strategic Roadmap process was intentionally designed to develop an organizational infrastructure to accommodate rapid change and future forces.

The Roadmap is The City Library’s answer to the question of how to survive and thrive. First, the Library identified their immutable core values and recommitted to the mission,

which will continue as our North Star, guiding The City Library through uncharted waters. Second, The City Library is committed to turning outward towards the community every day, breathing life into the mission through the creation of engaging experiences and outcomes for our customers, partners, and the community. Employing the skills and methodologies of service design thinking, The City Library is learning to pay attention in a new way by conducting deep dive one-on-one interviews, mapping customer journeys, and convening community conversations to develop a deep, broad understanding of shifting customer needs and motivations.

The City Library’s Roadmap is a flexible framework that empowers staff to be highly responsive and take ownership in creating meaningful

outcomes and experiences for all. The City Library has used this process to build a culture of agility and a deep capacity for experimentation, assessment, and learning.

The Roadmap process will continue to be informed by input from individual patrons and community organizations. The Strategic Roadmap is more than a plan, it is The City Library’s promise to the community and to each other that the staff will contribute to the health and vitality of Salt Lake City. It is a commitment to continue the Library’s evolution from a transactional approach to a human-centered approach — to focus on the potential for self-directed transformation that exists in each individual and the potential for collective transformation that exists in our community.

STRATEGIC FRAMEWORK DIAGRAM

THE CITY LIBRARY IS A PLATFORM FOR COMMUNITY AND INDIVIDUAL TRANSFORMATION



WE WILL LIVE UP TO THESE PRIORITIES BY EMBRACING:

- CUSTOMER EXPERIENCE CENTRICITY
- PROVIDING ACCESS TO PEOPLE AND RESOURCES
- INSPIRATION & EXPERIMENTATION

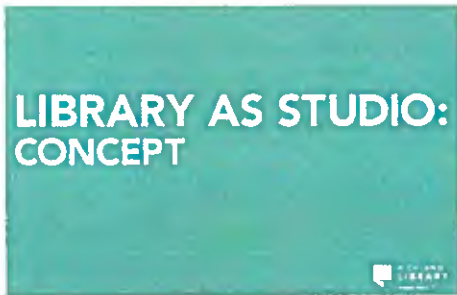
THE STRATEGIES WE COMMIT TO WILL RESULT IN:

- Meaningful customer experiences that support personal growth.
- Empowered and engaged staff creating greater impact.
- Increased and enhanced participation in programs and services.



RICHLAND LIBRARY BRANCH VISIONING STUDY COLUMBIA, SOUTH CAROLINA

CLIENT: Richland Library
COMPLETION: 2014



LIBRARY AS STUDIO

Margaret Sullivan Studio and studioPQ are engaged with the Richland Library system in Columbia, South Carolina on a series of projects. The Studio is working collaboratively with the library’s progressive leadership, specifically Executive Director Melanie Huggins, as well as design teams, to re-envision the Main Library and its ten branch locations with the goal of serving the community of Richland County library users with a contemporary library experience.

The first project the Studio completed for Richland Library was a Branch Visioning Study. Rooted in the study is the recognition that the 21st century library customer is not simply a consumer but a Learner, Creator (Maker), and Sharer (Performer). The concept of “Library as Studio” was born from the question, “How will the spaces support activities to create intentional outcomes?”

The Library, as a true community center, is a place where individuals can craft and develop skill sets and ideas that will take them far beyond the walls of the library. The primary goals of the study were two-fold:

- To create a revised approach to library programming and design to reflect the contemporary library.
- To apply this methodology to Richland Library’s Main location and its ten branch locations.



Resulting in the “Library as Studio” methodology, this new approach to library programming is based on service design and human-centered design principals. Working with Adaptive Path, a service design firm from San Francisco, we created a new adaptable framework for both customer service and physical space design that will displace the standard template library programmers have been using for the past 50 years.

The application of this new programming methodology has resulted in the following:

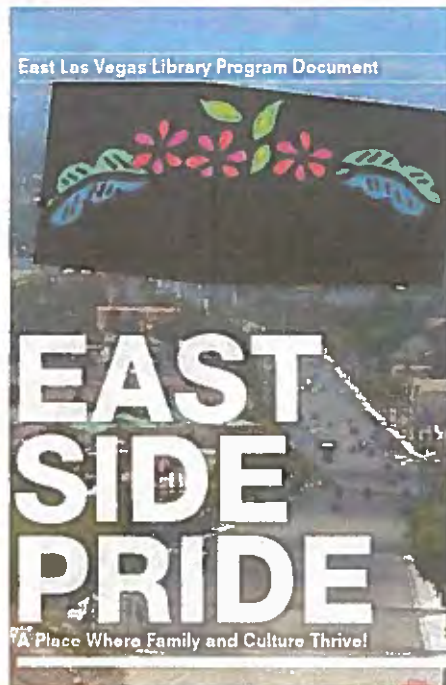
- An approach to physical design rooted in the Strategic Goals of Richland Library.
- An approach to design that considers unique qualities of each branch, to reflect passions and aspirations of its users and staff; and to be both hyper-local and a destination.
- A framework for architects and designers to apply to the specific renovation.
- A framework for the library to develop the findings for the future, and to see the building project as an enabler or a catalyst for the branch locations to continue to adapt to serve its community of users more effectively.



Both specific and universal this new methodology will serve as a framework for eliciting innovations and transformation, service and physical, that can be applied to all public libraries.

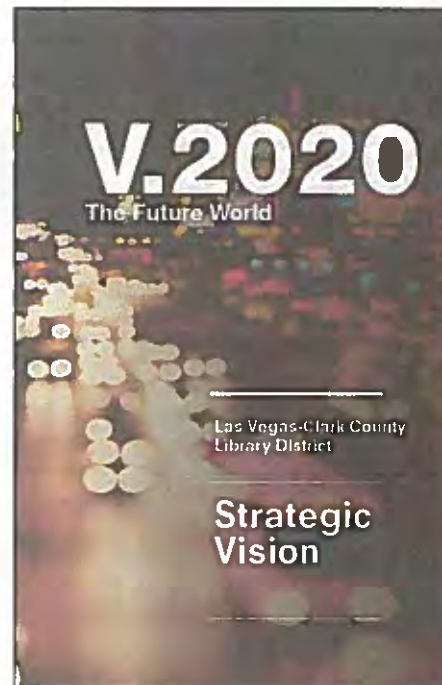
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT VISIONING, STRATEGIC PLANNING, RENOVATIONS AND EXPANSIONS LAS VEGAS, NV

CLIENT: Las Vegas-Clark County Library District
COMPLETION: 2015-2017



Margaret Sullivan Studio was hired in 2015 by the Las Vegas-Clark County Library District (LVCCLD) to engage in Strategic Planning and Visioning, to develop two building programs for new public library buildings and to verify and consult on programming during construction phases. The Studio engaged in a series of intense stakeholder meetings and focus groups, often meeting with community civic leaders and leading educators in Las Vegas, working closely with Director of Development, **Danielle Milam**.

What quickly became apparent in the work was how extreme and urgent the needs of the community are and how important the Library can be at providing a safety net for basic life resources. As a result of these initial findings of needs, the Studio developed a strategic



planning process and programming process that created an innovative approach to serving the community and will be more effective than if we had engaged in a more traditional process.

At the core of the work is the acknowledgment that success and empowerment in the 21st century will require a set of skills such as critical thinking, problem solving, creativity and innovation, communication and collaboration, visual literacy, and the LVCCLD will need to be a robust "People's University" in order to advance the community. The District must be designed to respond to "Future Forces" at all times to be continually relevant to the community.

The specific program that we completed for the new East Side branch will be designed for a



predominately Latino community, whose needs are extreme and include the need for access to basic social and government services, access to literacy and education, ELA language acquisition, and access to technology. Yet, there is a commitment to providing their families access to a better quality of life and the District believes very strongly that it is the responsibility of the Library to provide that platform.

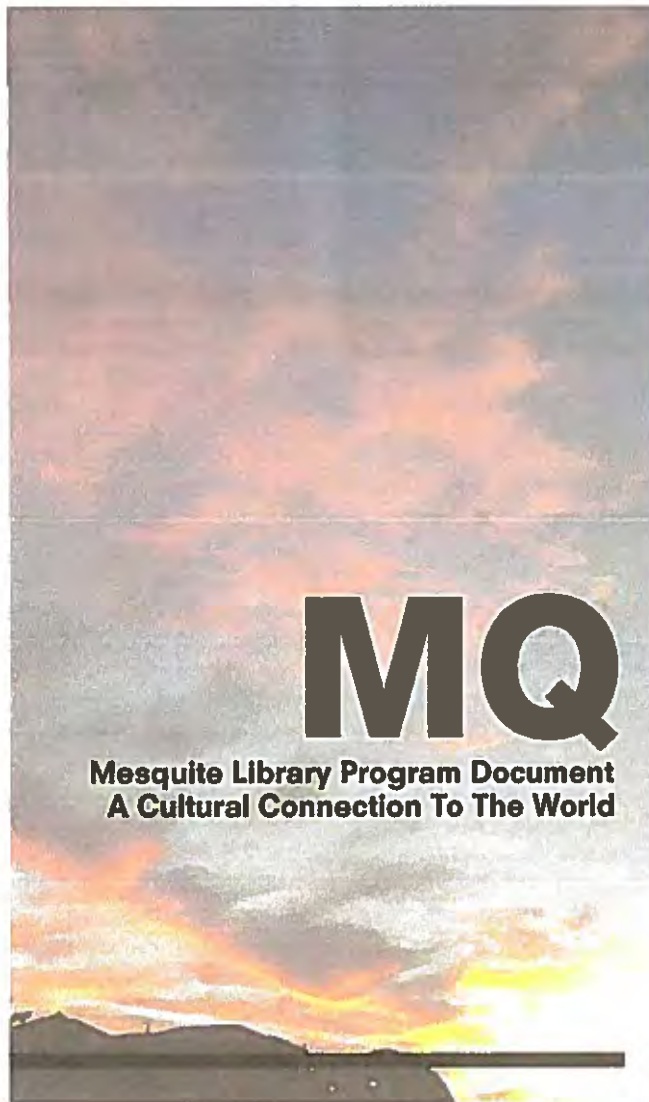
As part of the process, the Studio also generated a document, "The Library Building of Our Future" whose primary goal is to describe a methodology based on Community Place-making Principles, Learning Outcomes and Customer Service-centered design goals, articulating a design methodology the District will apply to all of its future projects.



Mesquite Branch Rendering, Living Room



Mesquite Branch Rendering, Children's Area



MQ

Mesquite Library Program Document
A Cultural Connection To The World



Mesquite Branch Rendering, Cafe



Mesquite Branch Rendering, Welcome Desk

RICHLAND LIBRARY TEN BRANCH LOCATIONS: RENOVATIONS AND EXPANSIONS COLUMBIA, SOUTH CAROLINA

CLIENT: Richland Library
COMPLETION: 2016-2018



Margaret Sullivan Studio was hired as the Library Programmer and Interior Designer for ten branch location renovations for the Richland Library.

The renovations reflect our approach to the 21st Century library as a place of unique learning journeys, built around experiences, activities and accomplishments of customers, not around linear feet of shelving. Based around the 21st century learning experience: "learn, create, share," each branch design allowed us to further develop the Library as Studio methodology to identify a variety of library "prototype" plans based on community's goals. The Library as Studio concept results in a customized recipe of services, spaces and interior character reflecting the unique communities these libraries serve.

Using inspirational metaphors of place and customized experience principles, we designed unique, vibrant interiors tailored to each community. These include: "Library as Bookstore" (Cooper), "Library as World's Fair" (Southeast), "Library as World Marketplace" (Northeast), "Library as Learning Lab" (North Main) and Library as Camp Ballentine (Ballentine).

The branches, each with their own distinct character, have been designed to have their own set of services, brand identity and physical look and feel. The Aspen Institute's "People, Places and Platforms" model enables us to design the public library building as an anchor in a community whose service extends beyond its physical bounds. Core services can be offered consistently, technology is a great equalizer, and the

application of the Library as Studio methodology further innovates the branch locations to more specifically serve their communities. One library will focus on Workforce Development and Small Business Entrepreneurship; one library will focus on Educational Growth.

Margaret Sullivan Studio has been involved in every project, from visioning and programming to interior design and furniture specification. With an innovative, progressive client, a community of devoted library users, and restrained budgets requiring creativity, efficiencies and a careful use of resources, these series of projects have informed a new approach to library design: user-centered, community-centered, innovative, adaptive and resourceful.



Richland Library Cooper Interior Rendering



Richland Library Cooper Grand Opening Photos

NEW YORK PUBLIC LIBRARY MASTER FACILITIES PLANNING AND PROGRAMMING NEW YORK, NY

CLIENT: New York Public Library
COMPLETION: 2017



Program Summary

The right kind of space, when used well, is a powerful tool for a diverse community. The programming that a library can provide is only as good as the space that it occupies. The right kind of space, when used well, is a powerful tool for a diverse community. The programming that a library can provide is only as good as the space that it occupies.

SERVICE TYPES

WELCOMING
A welcoming atmosphere that with a variety of seating options and comfortable furniture.

SUPPORTING
A variety of programming that supports the needs of the community, including job fairs, career counseling, and financial literacy.

INFORMING
A variety of programming that provides information and resources to the community, including ESL classes, job training, and career counseling.

INTERVIEWING
A variety of programming that provides a space for job interviews and career counseling.

CELEBRATING
A variety of programming that provides a space for community events and celebrations.



In 2016, Margaret Sullivan Studio was hired by New York Public Library to engage in a six-month project to create Design Standards for the system’s 39 Carnegie library branches and to create building programs for five Carnegie branches. Each of the branches—East Harlem and Washington Heights (Manhattan), Melrose and Hunt’s Point (the Bronx), and Port Richmond (Staten Island)—provide critical services to the communities they serve.

The Studio designed a methodology customized to address the specific challenges of the Carnegie buildings and the critical needs of the diverse neighborhoods these libraries anchor. The Studio’s goals for the project were to create a set of clear and concise space standards for NYPL to apply to all Carnegie branches, yet with an inherent flexibility to allow for the buildings to be optimally utilized. The branches range from approximately 8,000 sq. ft. to 30,000 sq. ft. with three

to four floors and service spaces with caretakers’ apartments. In a city where real estate values are at a premium and the library serves residents with essential needs, every square foot of the buildings needed to be activated.

Our methodology focused on a series of six workshops: the first two with NYPL leadership to establish strategic goals, learning outcomes, and brand experiences for the branches, and four with branch staff and regional branch leadership to articulate priority services, core services, and the unique applications to the branches. These highly participatory, interactive workshops allowed us to gain a deeper level of programmatic knowledge than a conventional interview process, and it provided an opportunity for institutional ownership for NYPL.

Similar to many other libraries with which the Studio has worked, the NYPL branches’ significant physical

space challenges result from an increase in public programming and a community-centric focus. Unlike other libraries, the Carnegie buildings’ design present an additional formal challenge, rooted in a very specific design intent and service model. Designed to house books and promote readers, the libraries’ double-height reading rooms are not as easily adapted for the critical ESL, Homework Help and Tutoring, Job and Career Resources and community gathering programs like movie nights, poetry slams and job resource fairs that staff is programming despite space constraints. They are also challenged to provide adequate spaces for “messy” programming for the Makers and Creators to support a 21st century Creative City service model.

However, we identified that the Carnegie buildings can thrive as vibrant community living rooms, connecting individuals to their passions, as well as each



Leadership and Branch Workshops

other, in one of the most diverse communities in the world. We replaced the 20th century Carnegie model - "Come In and Read and Be Quiet" - with a new 21st century Carnegie mantra - "Come In and Learn and be Heard!" We created a recipe of flexible components that will activate a Carnegie building with scale-able standards that allow each building and branch to flourish for its community. These components will allow the spaces to become the creative media lab, homework help centers, technology teaching labs and messy craft spaces at the times of day these programs are being offered, both formally and informally. Our approach allowed the Carnegie's physical integrity

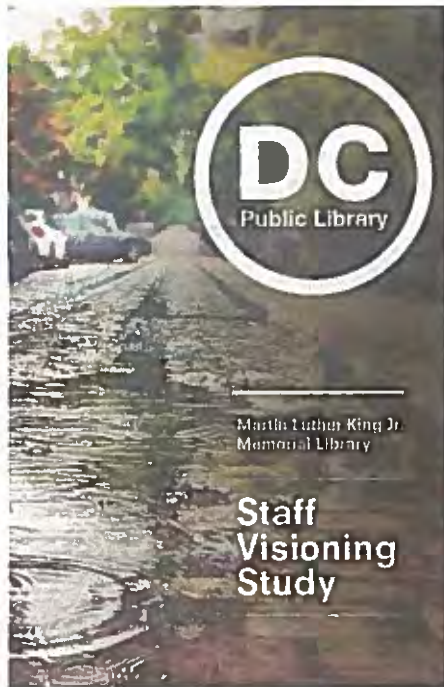
to remain, but provided a set of components for NYPL to execute critical programming effectively. We also created a set of standards for the service priority programs: Storytime, ESOL, Language Conversation, Out-of-School Homework Time, Classroom Visits, Tech Connect, and Workforce Development, generating ideal layouts to foster positive learning outcomes. If a branch's building can't accommodate the ideal layout, then NYPL has a guideline to provide that service at an adjacent location. Due to New York City's density, patrons often use multiple branches, allowing a comprehensive set of services to be distributed among adjacent branches.

The Studio served as a sub consultant to two architecture firms: Mitchell Giurgola Architects and CannonDesign. These firms are implementing the programs in the five branches to be renovated.

This process resulted in a clear set of program standards that NYPL will not only apply to the Carnegies, but to all branch programs. It also generated a feeling of institutional ownership, giving leadership and staff the opportunity to genuinely contribute to their physical spaces' future success.

MARTIN LUTHER KING JR. MEMORIAL LIBRARY WASHINGTON, DC

CLIENT: DC Public Library
COMPLETION: 2015



What It Means to be a Library in The Nation's Capital

Visitors have high expectations • We are also a state library • We are a tourist destination • We are thought of as a visitor center • We have to compete with other cultural institutions • Users expect us to have state-of-the-art technology • We are a model for sustainability • We are the nation's hub • We are an international bridge • We are a connector between Federal and State • We are looked at for inspiration • We must be excellent at what we do

City's Forum



City's Classroom



Margaret Sullivan Studio was hired by the DC Public Library in 2015 to engage in a Workshop and Strategic Planning process to envision, illustrate, and articulate the goals of the Staff Leadership Group for the renovation of the Martin Luther King Jr. Memorial Library.

The Studio worked with a group of early adopters to establish goals for the project based on real customer experiences and the innovative programming that they develop each and every day. Up to that point, the conversation about the renovation had centered on external aspects such as the project's funding, the DC approval process, and various external political and stakeholder forces.

The Studio engaged in a series of intense workshops with one of the most talented and innovative library staff groups in the country to develop a strategic framework with a set of guiding design principles. The design team has incorporated these conceptual design principles in the renovation design for the re-envisioned Martin Luther King Jr. Memorial Library.

The most important revelation for this project was the multi-layered meaning of the building. It is a national symbol and a municipal library; it is a resource for the community and a living memorial to the most important civil rights leader of our country. Yet even with that burden and privilege, at a very basic

level, it is a place where an individual can and should have access to the tools they need for success, and by achieving that, the living legacy of this institution is genuinely accomplished.

As one of the most important public projects in the country, the Studio was honored to be involved to advance the goals of the DC Public Library to enable a more appropriate architectural design.

SANTA MONICA PUBLIC LIBRARY SANTA MONICA, CA

CLIENT: Santa Monica Public Library
COMPLETION: 2015



Margaret Sullivan Studio and Maureen Sullivan collaborated with Santa Monica Public Library in 2015 to facilitate Strategic Planning. Margaret Sullivan conducted interactive visioning workshops with the staff.

Core concepts that emerged through the public process, continue to inform and shape library policy and operations in last next three years and are congruent with the Council's Learn & Thrive Strategic Goal of promoting lifelong learning and educational partnerships as well as support the City's Cradle to Career Initiative and Wellbeing Project. As part of implementation the library created a Strategic Planning Implementation Team whose charge it is to align projects and initiatives to the focus areas.



ANNAPOLIS LIBRARY ANNAPOLIS, MD

CLIENT: Anne Arundel County
COMPLETION: 2018
AREA: 32,220 sq. ft.
BUDGET: \$13,655,000



Annapolis Library Rendering, Entrance

In 2015, **Margaret Sullivan Studio** (MSS), in collaboration with WGM Architects and Louis Cherry Architecture, was hired to generate a library building program for the new 30,000 sq. ft. Annapolis Library for Anne Arundel County Public Library (AACPL). The Annapolis Library serves a depressed socio-economic community and much of the programming work was designed to assist the library board and foundation to envision a 21st century library for Annapolis to accommodate the need for resources for a diverse population including youth, families, job seekers and those in need of basic services. The design team utilized a highly interactive engagement process

with AACPL staff and leadership intentionally designed to create a 21st century library building program by and for the Annapolis community.

Rooted in identifying real community needs, designing for positive customer service experiences and creating spaces for 21st century library activities, programs and learning outcomes, the Annapolis Library building program is a customized recipe of spaces, places, technology and collections that is uniquely Annapolis, intentionally designed to be flexible, nimble and adaptable for the future. Due to open in 2018, MSS is also responsible for the interior design.

The library will provide the greatest possible convenience, ease of use, self-service, and security for customers and staff. The new library be a premiere building that will be regarded throughout Maryland as a modern, state-of-the-art, inspirational facility supporting educational growth and enriching activities. It will embody the library's mission to educate, enrich, and inspire. It will manifest in physical form AACPL's vision to expand life's possibilities by sharing resources for knowledge, entertainment, and community engagement; to provide discovery tools and innovative spaces to expand minds and create learning opportunities from early childhood through adulthood.



Annapolis Library Rendering, View Into Popular Collections



Annapolis Library Rendering, Technology And Tinker Lab



Annapolis Library Rendering, Early Childhood Area

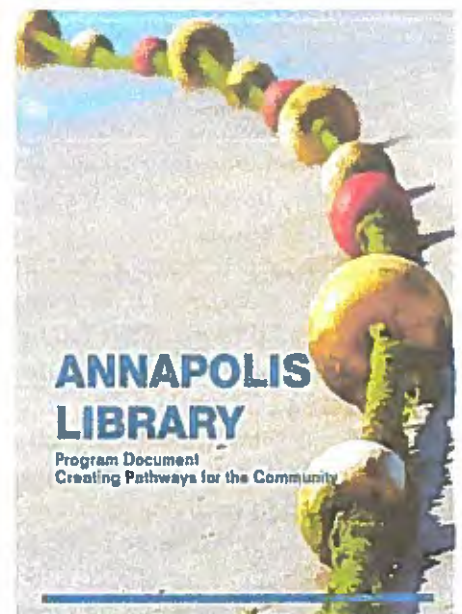


Annapolis Library Rendering, Discovery Dock

The new library will be a Center for the Community – a tangible expression of the vibrant life and opportunity in Annapolis and Anne Arundel County.

Known as “America’s Sailing Capital,” the city radiates natural beauty. Situated on the Chesapeake Bay, light reflecting off the surrounding water is a common setting enjoyed by local residents. This concept will be carried throughout the library by utilizing and maximizing natural daylight and through the selection of color palette and materials. Annapolis’s

physical qualities include its notable institutions, the Navy and shipbuilding industry, which will be referenced in materials and finishes that evoke richness of experience and interior character. Maryland’s capital is also steeped in rich Colonial history, producing a sense of place for the Annapolis community, which will be reinforced through place-making and scale.



2 Project Team

The Team

Our team will be led by Margaret Sullivan of Margaret Sullivan Studio (MSS) and Maureen Sullivan, with Danielle Milam and Patrick Quattlebaum of studioPQ serving as consultants. Margaret will serve as the project manager and Margaret and Maureen will design and facilitate all workshops. MSS will serve as prime consultant and is currently in the process of registering our business in the state of Maryland. Danielle's role will be to conduct and analyze community and library-centric data to identify community-centric needs and will be involved in the initial phases. Patrick's role will be to consult in workshoping throughout to incorporate service design techniques, but will play a more critical role at the implementation workshops in Phases II and IV. MSS will be responsible for producing the final deliverables, in collaboration with the client group's content creation.

Margaret and Maureen have previously collaborated together on strategic planning and library industry projects and will bring experience, organizational context, innovation, and expertise in successful collaborative processes.



*Staff Visioning Workshop, Las Vegas Clark County Library District
Las Vegas, NV*

Margaret and Danielle have been working together over the past four years on designing and implementing Las Vegas-Clark County Library District's Vision 2020 Strategic Plan across all channels of service. Danielle and Maureen have worked together on a series of industry initiatives over the past 20 years.

In 2014, Patrick partnered with MSS to formalize the Library as Studio framework based on their work with Richland Library. They have since conducted presentations together at NEXT Library and annual PLA conferences on how to use service design to transform service delivery approaches. In the last six months, Patrick and Margaret have worked together on several library projects - Richland Library, Hartford Public Library, Salt Lake City Public Library, and Memphis Public Library - to learn and apply service design techniques in their cultures.

MAUREEN SULLIVAN

Maureen Sullivan is a widely-recognized leader and educator in the library profession. Her career has included positions as the human resources administrator at two major research libraries, the University of Maryland and Yale University and as a consultant and trainer with the Association of Research Libraries. She has served as a consultant to numerous academic and public libraries on the development of their strategic plans and their programs to redesign work and create new organizational structures. She has designed and led many leadership development programs, including the TALL Texans program, the New England Library Leadership Symposium, and the Maryland Library Leaders Institute.

During her term as president of the American Library Association (ALA) in 2012-2013, she launched *The Promise of Libraries Transforming Communities*, a partnership with The Harwood Institute for Public Innovation, to prepare librarians to be conveners of community engagement and public innovators in their communities. She also worked with the Harvard Graduate School of Education to establish the first *Library Leadership in a Digital Age* institute and created ALA's first national leadership institute, *Leading to the Future*.

Maureen was a member of The Aspen Institute's Working Group on the Future of Public Libraries and she has continued to serve as an advisor to The Aspen Institute on the implementation of its report and Action Guide, *Rising to the Challenge: Re-Envisioning Public Libraries*. She is a frequent guest speaker on a variety of topics that relate to the transformation and future of libraries, nationally and internationally.

DANIELLE PATRICK MILAM

Danielle Patrick Milam brings a wealth of experience working in many levels of the public library industry. First, as Development Director for the San Antonio Public Library Foundation, she developed a multi-million dollar "Now and Later" campaign with local business and foundation support to build the collection and an endowment for future collection sustainability. From 2000 to 2008, she was the Sr. VP. of Program and Development for the Urban Libraries Council, then located in Chicago, IL. There, she worked with industry leaders (directors of 150 large libraries in the U.S. and Canada) to conduct conferences, research, leadership development, diversity, and futures initiatives that shifted the focus and expanded the capacity of public libraries to contribute to individual and community vitality and well-being. She is the author and editor of

many publications on public library best practices related to economic development, community diversity, finance practices, community engagement, early learning, project-based learning, and youth development. In her current job as Director of Development and Planning of the Las Vegas-Clark County Library District she oversees the development and implementation of the Library District's v.2020 Strategic Plan, raises money through grants and gifts, develops service innovation projects, and sits on the executive team of the Library District and Foundation.



GRIT Lab Workshop, Bronx, NY



Margaret & Patrick Developing Library as Studio, Richland Library

In months one and two, Danielle will lead the following activities:

1. Staff Survey - develop, conduct, and synthesize data for a survey of staff to collect data on values (personal and organizational), external forces shaping the industry, community challenges, service priorities now, barriers to effective services now, and services that should be developed and delivered in the future. White papers to stimulate cross organizational conversations may be developed from this data.
2. Branch Manager Survey - develop, conduct, and synthesize data from a survey of branch managers to collect information on community populations, community challenges, core customers, service priorities, service barriers, and service or resources gaps.
3. Conduct dialogues with cross-organizational strategic plan team and branch manager team to get feedback on survey data synthesis.

In months one through six, Danielle will also assist and support Margaret and Maureen with logistics,

facilitation, publication, events, presentation development, or any other support needed for the team to deliver an actionable, catalytic strategic plan, with staff ready for implementation.

studioPQ

Patrick Quattlebaum is a world-recognized consultant, practitioner, speaker, and author in the fields of service design and design strategy. In his 18 years of consulting, he has partnered with organizations to re-imagine customer and employee experiences, architect new approaches to service delivery, and build new capabilities that make organizations more human-centered, creative, and effective. He speaks regularly on design strategy and service design at conferences and events in North America and Europe. This fall, Patrick and co-author Chris Risdon's "Orchestrating Experiences" (Rosenfeld, 2017) will be published.

Before opening his own firm, Patrick was Managing Director at Adaptive Path, an experience strategy and design firm (acquired by Capital One in 2014), where he led a 20-person service design team. Prior to Adaptive Path, Patrick was Chief Experience Officer at Macquarium, an experience design consultancy in



Teens/Tweens Community Engagement Session, Pleasant Hill Library, Pleasant Hill, CA

Atlanta, GA. His clients over the last 10 years have included Airbnb, Lowe's Home Improvement, USAA, REI, General Electric, Georgia Institute of Technology, Estee Lauder, Emory University, and UPS. StudioPQ has three areas of focus: service design for commercial and non-profit organizations, design teaching and publishing, and service experience transformation for 21st century libraries. Core to Patrick's methodology is deeply involving stakeholders throughout the strategy and design process. This human-centered approach leverages co-design, storytelling, facilitation, and active empathy to ensure service are needs based, understandable, and actionable. Current corporate clients include Cox Communications and State Farm.

MARGARET SULLIVAN AND MARGARET SULLIVAN STUDIO

The primary focus of MSS has been public libraries and innovative educational institutions with two primary areas of focus: public library strategic planning and visioning and physical space design for the 21st century library. With a focus on service design, user-experience and participatory



Staff Programming Workshop, Annapolis Library

process, Margaret Sullivan leads a firm of six design professionals trained in this unique design methodology.

All members of the consultant team are national leaders in community-driven, user-centered, outcome-driven design for libraries of the 21st century. Collectively, the team brings decades of service design, strategic visioning and physical space design for libraries, academic and corporate institutions, with expertise in implementing service and organizational capacity recommendations, strategic plans, program visions and interior design to reflect the strategic goals, learning experiences and outcomes valued by the client group.

Our collaborative team specializes in responding to the catalyst of institutional change, designing a customized process for the client to articulate a renewed vision, and providing both strategic and implementable recommendations that will address the Anne Arundel County Public Library's 21st century challenges and opportunities.

With Danielle Milam's involvement in the Urban Library Council's Urban Agenda, and with Maureen's involvement with the Aspen Institute's report, [Rising to the Challenge: Re-Envisioning Public Libraries](#), this team is at the forefront of creating the "looking outward" guidelines rooted in customer-driven, community-tailored strategic initiatives. We are also the leaders in its application. We designed this team, with its rich experience, skills, talents, and spirit of future transformation through relevant innovation, to be specific for the Anne Arundel County Public Library.

We applaud the Anne Arundel County Public Library's leadership for undertaking this holistic, pro-active, strategic and visionary study to create the Strategic

Services Plan that will enable the following potential project goals:

- To align the Strategic Goals, Brand Promises and Service Vision with institutional culture.
- To design a Flexible Framework for Anne Arundel County Public Library and library staff to adapt to the ever-changing needs of the community, patrons, and other users at every channel of service delivery.
- To be a nexus for community advancement through the variety of tools and technologies, programs and partnerships that will continue to evolve, but that were not the basis of the service delivery model that many of the staff were originally trained.
- To ensure Anne Arundel County Public Library's Strategic Services Plan be designed from the customer experience and that it embodies the library's mission.

We are strategy AND implementation. We envision, implement and train. Unique from other strategic and service design firms and as trained architects,



ImaginOn, the Joe and Joan Martin Center, Charlotte, NC

interior designers, urban planners, service designers, and library professionals with deep knowledge of the library industry, we will always have the implementation as the final outcome that makes our process more meaningful and efficient.

We also have multiple tools available to recommend where the highest return on investment will result in the largest gains, whether it is through a technology, physical or staff solution.

We design to evoke the experiences you envision for your community of users. We do not end at strategy. We know implementation. We believe this is critical for two important reasons:

1. Our experience in the design implementation stage provides us with real and recent knowledge on how challenging, but also rewarding, it will be to execute on the recommendations the Strategic Services Plan will articulate. In many ways, the visioning is the easy part! Our team is fortunate to have clients that have allowed us to both envision and then take the risks required to implement and design new services, proving that the process must be iterative to optimize the goals. Our understanding of this iterative approach will exponentially enrich this initial process.
2. In the ever-evolving 21st century library world, the strategic recommendations cannot be a static document. The Strategic Plan that we will develop together will inevitably need to evolve, and the deliverable and the process will be designed for this critical characteristic. This process will build organizational capacity.

To re-iterate, an added value of this team is that our process will also create on-going organizational capacity for the Anne Arundel County Public Library. Our interactive design process draws upon human-centered service design techniques and participatory design strategies, and we will teach the client group how to utilize and implement these techniques after this phase of the project is completed.



Cafe at Ives Innovation Commons, New Hope Free Public Library



*CLOUD901 Teen Learning, Benjamin L. Hooks Central Library
Memphis, TN*



Business & Career Center, Richland Library, Columbia, SC

Team Resumes

Margaret Sullivan will serve as Project Manager, with Maureen Sullivan as Principal-in-Charge, collaborating with library industry expert, Danielle Milam, and service design expert, Patrick Quattlebaum. Sharing senior leadership, both Margaret and Maureen will attend all meetings and workshops. The design strategists will be a team of

MSS designers. Jade Esplin, of Margaret Sullivan Studio, will coordinate the day-to-day among the client and staff. We are a skilled and insightful team of experience, talent and vision. Margaret and Maureen are delighted to present this customized group to work with the Anne Arundel County Public Library on this important project.



MARGARET SULLIVAN
Strategic Planner
Project Manager



MAUREEN SULLIVAN
Strategic Planning &
Organization
Development
Consultant



DANIELLE MILAM
Community Analysis
Consultant



PATRICK QUATTLEBAUM
Service Design Strategist
& Consultant



JADE ESPLIN
Interior Design Strategist

MARGARET SULLIVAN STRATEGIC PLANNER & PROJECT MANAGER



Margaret Sullivan is a leader in visioning, programming and designing innovative cultural centers with a focus on public libraries, theaters and museums. She skillfully collaborates with stakeholders and the design team to represent a holistic understanding of the institution's service model and is a leader in translating these design goals into strategic plans.

RELEVANT PROJECTS

- Salt Lake City Public Library, Branch Library Space and Architectural Study for 3 Branches, Management Staff Day, Strategic Visioning and Roadmap, Renovation for Sprague Branch | Salt Lake City, UT
- Richland Library, Library as Studio, Program Methodology | Columbia, SC
- Richland Library, 10 Library Branch Renovations | Columbia, SC
- Las Vegas-Clark County Library District, Facilities Master Plan, Staff Day Workshop, Visioning & Programming Study, and Standard Urban & Rural Programming, East Las Vegas Programming and Renovation, and Mesquite Programming & New Building | Las Vegas, NV
- New York Public Library, Design Standards and Programming at 5 Carnegie Branches | New York, NY
- D.C. Public Library, Visioning and Programming | Washington, D.C.
- Contra Costa County Library, Pleasant Hill Branch, New Building | Pleasant Hill, CA
- Charlotte Mecklenburg North County Regional Library, Library Programming and Preliminary Design | Huntersville, NC
- Hartford Public Library, Staff Day Workshop and Service Desk Design | Hartford, CT
- Anne Arundel County, Annapolis Library Programming and Renovation | Annapolis, MD
- Jacksonville Public Library, Highlands Regional Library and Charles Webb Wesconnett Regional Library Children's Area Renovations | Jacksonville, FL
- Hillsborough County Library System, Urban Library of the Future Report | Tampa, FL
- New Victory Theater, Lobby Renovation | New York, NY
- New Haven Free Public Library, Programming Study, Innovation Commons on the Green Design & Development | New Haven, CT
- Mauney Memorial Library, Visioning and Site Study | Kings Mountain, NC
- Studio Museum in Harlem, Office Space Design | New York, NY
- Lycee Francais de New York, Visioning | New York, NY
- The Bridge Golf Foundation, Visioning and Makerspace | New York, NY
- Salt Lake County Library Services, Keams Library Programming and Design, Daybreak Library Programming and Design, and Staff Engagement Workshops | Salt Lake City, UT
- Boulder Public Library, Community Needs Assessment and Benchmark Comparison Study | Boulder, CO
- Benjamin L. Hooks Central Library, CLOUD901 Teen Learning Lab | Memphis, TN
- Statesboro Regional Libraries, Richmond Hill and Pembroke Visioning | Richmond Hill, GA and Pembroke, GA
- Sno-Isle Libraries, Facilities for the Future Report | Marysville, WA
- Greenville County Library, Five Forks Branch, New Building | Greenville, SC
- GRIT Lab, James and Judith K. Dimon Foundation, Visioning Study | South Bronx, NY
- Urban Assembly Maker Academy, Space Planning & Interior Design | New York, NY
- Wichita Central Library, New Building | Wichita, KS
- Los Angeles Public Library, Maker Space | Los Angeles, CA
- Urban Libraries Council Headquarters, Renovation | Washington, DC
- DreamYard Art Center and YOUmedia Lab | Bronx, NY

CAREER

- 2014 - Founded Margaret Sullivan Studio
New York, NY
- 2009 - H3 Hardy Collaboration Architecture
New York, NY
- 2008 - Acting Executive Director at OHNY
New York, NY
- 2004 - Holzman Moss Architecture
New York, NY
- 1999 - Hardy Holzman Pfeiffer Associates
New York, NY
- 1997 - Alan Gaynor and Co.
New York, NY
- 1996 - Neal-Prince and Partners
Greenville, SC

EDUCATION

- 2001 - Library Planning and Design Program
Harvard Graduate School of Design
Cambridge, MA
- 1996 - Bachelor of Architecture
Clemson University
Clemson, SC
- 1994 - B.A., Art History
Wake Forest University
Winston-Salem, NC
- 1994 - National Building Museum
Washington, DC
- 1993 - Institute of European Studies
Vienna, Austria

ACCREDITATION

LEED® 2.0 Accredited Professional

- ImaginOn, The Joe & Joan Martin Center, New Building | Charlotte, NC
- New York Public Library, Mid-Manhattan Branch Competition | New York, NY
- Grand Rapids Public Library, Renovation and Expansion | Grand Rapids, MI
- Middle Country Public Library | Centereach and Selden, NY
- St. Paul Public Library, Branch Study Master Facilities Plan | St. Paul, MN
- George A. Purefoy Municipal Center and Public Library | Frisco, TX
- U.S. Military Academy Jefferson Library and Learning Center | West Point, NY
- University of Miami School of Music Library, Interior Renovation and Addition | Miami, FL
- Georgia College, Ina Dillard Russell Library, Special Collections, New Building | Milledgeville, GA
- Vassar College Library, Interior Renovation and Addition | Poughkeepsie, NY
- Teachers College, Columbia University, Interior Renovation - Cowin Conference Center | New York, NY

PROFESSIONAL ACTIVITIES

- openhousenewyork | Board Member, Former President
- NY State Council for the Arts, Architecture, Planning and Design | Panelist
- Clemson Uni. School of Architecture Advisory Panel | Founding Member
- American Library Association | Member
 - Functional Space Planning Committee | Member
 - Library Interiors Discussion Group | Chair
 - Teen Space Guidelines Task Force | Member
- Public Library Association | Member
- Urban Libraries Council | Member
- Association of College & Research Libraries | Member
- Clemson University | Juror
- Pratt Institute, School of Interior Design | Juror
- Young Adult Library Services Association (YALSA) Teen Space Guidelines | Task Force Member

SPEAKING ENGAGEMENTS

- Library Journal Webinar, "From Grassroots to Groundbreaking" | Panelist | 2017
- Public Library Association (PLA) Conference, "Designed for Experience: Re-imagining Spaces and Services" | Pre-conference Speaker | 2016
- Next Library Conference, "Library As Studio" | Featured Speaker | 2015
- American Library Association (ALA) Annual Conference, "Fund Teens: Fund Your Library!" | Featured Speaker | 2015
- ALA Annual Conference, "Integrating the Arts Successfully into Your Library" | Featured Speaker | 2015
- Next Library Conference, "Library As Studio" | Featured Speaker | 2014
- ALA Conference, "Teen Spaces 201" | Featured Speaker | 2014
- YALSA "The Future of Library Services for and with Teens: A Call to Action" | Featured Speaker | 2014
- ALA "Design the Perfect Business Incubator in Your Library" | Featured Speaker | 2014
- ALA Conference, "Fusion Libraries: New Libraries for New Times" | Featured Speaker | 2013
- ALA "Capturing Kapow: Transform Your Teen Space to Transform Your Teen" | Featured Speaker | 2010
- PLA Conference, "Designing for Early Childhood Learning Environments," | Pre-conference Speaker | 2010
- PLA Conference, "Teen Space Design Table Talk" | Featured Speaker | 2010
- ALA Conference, "Block by Block: A Walking Tour of Washington DC Libraries" | Pre-conference Chair

PUBLICATIONS

- Interior Design Magazine, "40 at 40: No longer under the radar, these young firms are on the up and up" | November 2017
- Demco Interiors Guest Blogger, "Designing for Community: 10 Essential Spaces for Your Library" | 2017
- Library Journal, "The Future of Futures: Designing the Future" | 2016
- Contributor, Building Blocks for Planning Functional Library Space. American Library Association, published by Scarecrow Press | 2011
- Public Library Association conference, "Teen Space Design Table Talk" | 2010

MAUREEN SULLIVAN STRATEGIC PLANNING & ORGANIZATION DEVELOPMENT CONSULTANT



Maureen Sullivan is a consultant to libraries and other information organizations on the full range of organization and human resource development programs, including: planning and managing organizational change; search and recruitment processes; organizational assessment; creating a learning organization; job satisfaction and learning needs assessment; team building; staff development and learning programs; leadership development programs; management skills development; position classification systems; identification and development of core competencies; board development; organizational restructuring; work redesign and process improvement; innovative approaches to organization development; and strategic planning programs.

SELECTED PROJECTS

- Adelphi University Library, Strategic Planning, 2017-2018
- Loeb Library, Graduate School of Design, Harvard University, Strategic Planning, 2017
- Countway Library of Medicine, Harvard University, Strategic Planning, 2017
- Transylvania County (NC) Library, Strategic Planning, 2016-2017
- Daniel Boone Regional Library (MO), Strategic Planning, 2016-2017
- Colgate University Libraries, Organizational Development in response to an External Review Report, 2015-March 2017
- University of Rhode Island Graduate School of Library and Information Science, Strategic Planning for Re-accreditation, 2016
- Warren County Public Library (Bowling Green, KY), Strategic Planning, 2015
- Auraria College Library (Denver CO), Scenario Planning for the Future Library, 2015
- Santa Monica (CA) Public Library, Strategic Planning, 2015
- Falmouth (MA) Public Library, Planning for a Possible Expansion or Replacement of the North Falmouth Branch, 2015
- Fletcher Free Library (Burlington, VT), Strategic Planning, 2014-2015
- Panhandle Library Access Network (Panama City, FL), Strategic Planning, 2014-2015
- Cary Library (Lexington, MA), Strategic Planning, 2012-2013
- Greenwich (CT) Library, Strategic Planning, 2011-2012
- Iowa City, Iowa Public Library, Strategic Planning Sessions with the Board and Staff, 2009
- The Boston Public Library, Strategic Planning Initiative, 2009
- National Library of Medicine, Library Operations, Strategic Planning, 2008-2009
- State Library of Iowa, Strategic Planning, 2008
- Ohio State University, Library Planning, 2008
- Boston Public Library, Neighborhood Services Initiative, 2007-2008
- Elmhurst Public Library, Strategic Planning, 2008
- Oak Park Public Library (Illinois), Strategic Planning, 2007
- West Hartford Public Library (Connecticut), Strategic Planning, 2007
- Peninsula Library System, Collaborative Planning for the Consolidation of Systems, 2006
- Bucknell University, Strategic Planning and Organization Development, 2005
- Cleveland Heights-University Heights Library, Strategic Planning, 2004-2005
- University of Iowa, Strategic Planning and Work Redesign, 2003
- Johns Hopkins University, Strategic Planning, 2005
- Columbus Metropolitan Library System, Strategic Planning, 2003
- Urban Libraries Council, Librarians for America's Neighborhoods Program Evaluation, 2008

CAREER

1999 - Present
Independent Consultant

2013 - Present
Aspen Institute, Advisor

2006 - 2015
Simmons College, School of Library and Information Science, Professor of Practice, Ph.D. Program in Managerial Leadership

1983 - 1991
Yale University Library, Human Resources Administrator, Library Personnel Services

1980 - 1983
Association of Research Libraries, Management Training Program Specialist

1979 - 1980
University of Maryland, Assistant Director of Libraries for Personnel

1977 - 1979
University of Maryland, Assistant Personnel Librarian

EDUCATION

1976 - Master of Library Science,
University of Maryland

1974 - Bachelor of Arts, History, Magna
Cum Laude, University of Maryland

Margaret Sullivan Studio

- University of California, Los Angeles, Assessment of the Implementation of an Integrated Model for Public Services, 2004

PROFESSIONAL ACTIVITIES

- American Library Association
 - President, 2012 - 2013
 - Co-Chair, Emerging Leaders Initiative, 2006-2010, 2013-2018
 - Member, Competencies for Librarians Task Force, 2000-2002
 - Chair, Office for Library Personnel Resources Advisory Committee, 1991-93
 - Chair, Minority Fellowship Program Advisory Board, 1989-1995
 - Consultant, Advisory Committee to the Office for Library Outreach Services, 1988-1995
- Association of College and Research Libraries
 - President, 1998 - 1999
 - Member, Board of Directors, 1997 - 2000
 - Personnel and Staff Development Officers Discussion Group, 1978-2000
 - University Libraries Section Program Planning Committee, 1987
 - Member, Search Committee for the Executive Director, 1984
 - Chair, Search Committee for the Executive Director, 1990
 - Chair, ACRL/Harvard Leadership Institute Advisory Committee, 1999-2004
 - Ex-officio member, ACRL/Harvard Leadership Institute Advisory Committee, 2005
 - Library Leadership and Management Association
 - President, 1988 - 1989
 - Member of the Executive Committee, 1987-90
 - Chair, Personnel Administration Section, 1984-85
 - Member, Nominating Committee, 1990-1991
- Society for Human Resources Management, Member, 2008 - 2015
- Connecticut Governor's Conference on Libraries and Information Services Planning Committee, 1989 - 1990

HONORS AND AWARDS

- Recipient of 2016 Joseph W. Lippincott Award from the American Library Association
- Recipient of the 2014 John Jacob Astor Award in Library and Information Science
- Named 2013 Distinguished Alumnus in Information Studies by the University of Maryland
- Recipient of the Emerson Greenaway Distinguished Service Award for Librarianship by the New England Library Association in 2012
- Named the 2010 Academic/Research Librarian of the Year by the Association of College and Research Libraries
- Chicago Public Library's 2006 Charlotte Kim Scholar in Residence: The Promise of Appreciative Inquiry in Library Organizations
- Recipient of the American Library Association's Elizabeth Futas Catalyst for Change Award, 1999

PUBLICATIONS

- Developing Library Leaders: A How-To-Do-It Manual for Coaching, Team Building and Mentoring Library Staff with Robert D. Stueart. New York: Neal-Schuman Publishers, Inc., 2010
- Organization Development in Libraries. Library Administration and Management (Fall 2004)
- The Promise of Appreciative Inquiry in Library Organizations. Library Trends (Summer 2004)
- Mapping the Process, with Jan Hayes. Library Administration and Management (Spring 2003)
- Choosing the Road Less Traveled: The North Suburban Library System Creates a Learning Organization. Public Libraries (March/April 1999)
- Total Quality Management in Higher Education, Journal of Library Administration (Spring 1993)
- The Changing Role of the Middle Manager in Research Libraries. Library Trends (Fall 1992)
- A New Leadership Paradigm: Empowering Library Staff and Improving Performance. Journal of Library Administration (Volume 14, No. 2, 1991)
- Performance Analysis and Appraisal, with Robert D. Stueart. New York: Neal-Schuman Publishers, Inc., 1991
- Self-Management in Technical Services: The Yale Experience, with Gerald R. Lowell, Library Administration and Management (Winter 1989)
- Staff Development at Indiana State University: Providing the Competitive Edge, with Ronald G. Leach, Library Administration and Management (Summer 1990)

DANIELLE MILAM COMMUNITY ANALYSIS CONSULTANT



Danielle Patrick Milam is an urban planner, community developer, and organizational innovator. Her practice over the past 18 years has brought together the worlds of urban development, civic engagement, and urban public libraries. For this project, she will contribute expertise related to:

- Service Communities and Populations
- Future Thinking
- Identifying Metro and Neighborhood Challenges and Opportunities
- Executive Decision-Making that Aligns Library Resources for Maximum Individual and Community Impact
- Articulating the Connections Between the Anne Arundel County Public Library and Priority Community Agendas
- Positioning the Library as a Significant Contributor to Local Economic Development

RELEVANT PROJECTS

Service Innovation Initiatives

- Facilities Master Plan (Las Vegas-Clark County Library District – in progress). On the Executive team that is developing new models of service for 2.6 million people and 25 facilities in the Library District service area, including metro growth analysis, identifying community population and building service prioritization.
- Vision 2020 (Las Vegas-Clark County Library District 2014-2016). An urban public library strategic plan that positions the library as a platform for individual and community educational, economic, and social well-being.
- Raising Las Vegas (Las Vegas-Clark County Library District and Foundation 2014-2017). A collective action initiative of 15 “boots on the ground” organizations that work in the field of pre-K in the Las Vegas metro area of Nevada.
- Learning in Libraries (Institute for Museum and Library Services 2012-2015) to implement new service model based on teen self-directed, project-based learning.
- Executive Leadership Institute (Urban Libraries Council 2002-2007). A multi-level, 10-month institute that groomed the next generation of urban public library directors as effective community and industry leaders.
- Librarians for America’s Neighborhoods (Urban Libraries Council 2004-2006). An urban public library diversity initiative that built a pipeline of multi-cultural public librarians from a broad variety of professional backgrounds.
- Edwards Aquifer Preservation Trust (San Antonio, TX 1989-1996). A 30-member community collaborative to purchase preservation land, rewrite development regulations, and implement sustainable design.

Economic Development

- New Markets Tax Credits – East Las Vegas Library (Las Vegas-Clark County Library District and Foundation 2015-2017). Used innovative new funding from private sector investors for new libraries in low-income communities.
- Institute for Museum and Library Services and John D. and Catherine T. MacArthur Foundation National Leadership Grant (2012-2015)

- Bill & Melinda Gates Foundation, W. K. Kellogg Foundation, Carnegie Foundation, and C. S. Mott Foundation support for urban public library leadership development anticipating a wave of leadership turnover (2002-2007) and “Making Cities Stronger” publication (2007)
- Ford Foundation, Rockefeller Foundation, Conrad Hilton Foundation, Carnegie Foundation, Heinz Endowments, Hasbro Foundation, Brown Foundation, W. K. Kellogg Foundation, and Kronkowsy Foundation support for Latino two-generation early childhood development model implemented by national non-profit, AVANCE (1996-1998).
- Government Canyon Natural Area (Texas Parks & Wildlife 1989 – 1995). Establishment of the Texas’s first Natural Area, awarded Outstanding Project for Intergovernmental Cooperation, American Planning Association, 1995
- Urban Action Grant Program (City of San Antonio’s City Manager Office – 1986-1998). Public-private redevelopment of downtown San Antonio, Texas, including parks, hotels, and tourist destinations.

SPEAKING ENGAGEMENTS

- Library Journal – Public Library Think Tank, “Staying Relevant and Responsive – Iterative Market Research on Libraries and Literacies” | March 10, 2017
- Library Journal – Successful Library Marketing, Webinar Series, “Targeting the Right User at the Right Time” | November 15, 2016
- RIPL, “Assessing Community Needs” | July 22, 2015
- Institute of Museum and Library Services, FOCUS Gathering, “Engaging Communities by Assessing Community Needs” | June 2, 2015
- Bill & Melinda Gates Foundation Library Advisory Group | 2005-2008

PUBLICATIONS

- “Public Library Contributions to Economic Development,” author, ULC publication | 2000
- “Partnerships for Free Choice Learning,” editor, ULC and Urban Institute publication | 2001
- “Access for All: Public Library Contributions to Civic Connectivity,” author, National Civic Review | Fall 2001
- “Public Library Services to New Americans,” author, ULC publication | 2003
- “Revenue Structures and Strategies in Public Libraries: Data from the Field,” author, ULC publication | 2004
- “The Engaged Library: Chicago Stories of Community Building,” editor. ULC and Northwestern University publication | 2005
- “Making Cities Stronger: Public Library Contributions to Economic Development,” editor, ULC & Urban Institute | 2007
- “Welcome, Stranger: Public Libraries Build the Global Village,” co-author with Rick Ashton, ULC publication 2008
- “Public Library Strategies for Building Stronger Economies and Communities,” author, National Civic Review | Fall 2008
- “Learn to DJ: A Youth Career and Development Initiative,” co-author with Sal Avila, VOYA magazine | December 2014
- “Core Customer Intelligence: Public Library Reach, Relevance and Resilience,” co-author with Marc Futterman | March 2016

PATRICK QUATTLEBAUM SERVICE DESIGN STRATEGIST & CONSULTANT



Patrick Quattlebaum is a world-recognized thought leader and practitioner in the fields of service design and design strategy. In his 18 years of consulting, he has partnered with organizations to re-imagine customer and employee experiences, architect new approaches to service delivery, and build new capabilities that make organizations more human-centered, creative, and effective.

SELECTED PROJECTS

- Salt Lake City Public Library, Strategic Visioning and Roadmap | Salt Lake City, UT
- Library as Studio, Service Design Methodology | Columbia, SC
- Richland Library, Service Design Management Consulting | Columbia, SC
- Richland Library, Service Design Capability Building | Columbia, SC
- Richland Library, Service Design Strategy | Columbia, SC
- Grit Lab, Dimon Family Foundation, Visioning Study | South Bronx, NY
- Georgia Tech University, Experience Design Strategy and Architecture | Atlanta, GA
- Emory University, Experience Design Strategy and Architecture | Atlanta, GA
- Airbnb, Service Delivery Ecosystem Strategy | San Francisco, CA
- Lowe's Home Improvement | Service Experience Innovation | Charlotte, NC
- Lowe's Home Improvement, MyLowe's Experience Strategy and Architecture | Charlotte, NC
- Lowe's Home Improvement, Service Design Management Consulting | Charlotte, NC
- Capital One, National Expansion Service Design | San Francisco, CA
- Capital One, Service Design Management Consulting | Toronto, Canada
- Capital One, United Kingdom Service Experience Strategy | London, UK
- REI, Service Design Management Consulting | Seattle, WA
- USAA, Investing Service Design Strategy | San Antonio, CA
- USAA, Home Lending Service Design Strategy | San Antonio, CA

CAREER

- 2016 - Independent Consultant
Atlanta, Ga
- 2012 - Managing Director, Adaptive Path
San Francisco, CA
- 2010 - Chief Experience Officer, Macquarium
Atlanta, GA
- 2008 - Vice President, Experience Design,
Macquarium
Atlanta, GA
- 2007 - Director of Experience Design
Macquarium
Atlanta, GA
- 2004 - Experience Designer, Macquarium
Atlanta, GA
- 2002 - Co-Founder, Patavisions Design
Atlanta, GA
- 2000 - Graduate Research Assistant,
Georgia Tech,
Atlanta, GA

EDUCATION

- 2002 - M.S., Information, Design &
Technology
Georgia Institute of Technology
Atlanta, GA
- 1993 - B.A., English
University of South Carolina
Columbia, SC

SPEAKING ENGAGEMENTS

- UXI London, Instructor on Design Strategy and Service Design | 2016
- UXI DC, Instructor on Design Strategy and Service Design | 2016
- PLA Conference, "Designed for Experience: Re-imagining Spaces and Services", Pre-conference Speaker | 2016
- C1 Series, "Beyond Products: Creating Value, Differentiation and Impact through Service Design", Featured Speaker | 2016
- Toronto Mission Day, "Beyond Products: Creating Value, Differentiation and Impact through Service Design", Featured Speaker | 2016
- Experience Mapping San Francisco, "Mapping Experiences and Orchestrating Touchpoints", Featured Instructor | 2016
- Service Experience Conference, "Fireside Chat", Featured Speaker | 2015
- UXI Denver, Instructor on Design Strategy and Service Design | 2015
- Experience Mapping Dallas, "Mapping Experiences and Orchestrating Touchpoints", Featured Instructor | 2015

- UXI Copenhagen, Instructor on Design Strategy and Service Design | 2015
- Bloomberg Innovation Event, "Introduction to Service Design", Featured Speaker | 2015
- Next Library Conference, "Mapping the Experience: Go on a Service Safari," Featured Workshop Instructor | 2014
- UXI San Francisco, Instructor on Design Strategy and Service Design | 2014
- Service Experience Conference, "Everything You Always Wanted to Know About SX", Featured Speaker | 2014
- Experience Mapping Chicago, "Mapping Experiences and Orchestrating Touchpoints", Featured Instructor | 2014
- Experience Mapping San Francisco, "Mapping Experiences and Orchestrating Touchpoints", Featured Instructor | 2014
- UXI Brooklyn, Instructor on Design Strategy and Service Design | 2014
- Giant Conference, "Service Design Making", Featured Instructor | 2014
- Dublin Design Event, "The Softer Side of Design", Featured Speaker | 2014
- UXI Dublin, Instructor on Design Strategy and Service Design | 2014
- Service Experience Conference, "Experience Mapping", Featured Workshop Instructor | 2014
- UXI Seattle, Instructor on Design Strategy and Service Design | 2013
- Blend Conference, "Service Design Making", Featured Instructor | 2013
- Berlin Design Event, "On Service Design", Featured Speaker | 2013
- UXI Berlin, Instructor on Design Strategy and Service Design | 2013
- UXI Atlanta, Instructor on Design Strategy and Service Design | 2013
- UXI Amsterdam, Instructor on Design Strategy and Service Design | 2013
- Managing Experience Conference, "Why You Need a Service Experience Architecture", Featured Speaker | 2013
- EuroIA, "Orchestrate Against Atomism", Featured Speaker | 2012
- UX Week, "Mapping Experiences and Orchestrating Touchpoints", Featured Instructor | 2012
- IA Summit, "Orchestrate Against Atomism", Featured Speaker | 2012
- Charlotte Design Meet-up. "Building Bridges: Co-creating X-channel Experiences", Featured Speaker | 2011
- IA Summit, "The Engagement Experience - Examining Meeting Design, Personality Management, and Project Culture", Featured Instructor | 2011
- Charlotte Design Meet-up. "Integrating UX into the Business, Design & Development Process" Panel Speaker | 2010

PUBLICATIONS

- Orchestrating Experiences, Patrick Quattlebaum and Chris Risdon (Rosenfeld Media, Fall 2016)
- "Through the Looking Glass," Touchpoint Journal, Jamin Hegeman and Patrick Quattlebaum (2015)
- "Guide to Experience Mapping," Lead author (2013)
- Griffith in Context: A Multimedia Exploration of D. W. Griffith's The Birth of a Nation by Ellen Strain & Gregory VanHoosier-Carey with Patrick Ledwell and Patrick Quattlebaum (Norton, 2005)

JADE ESPLIN DESIGN STRATEGIST & INTERIOR DESIGNER



Leading the staff at Margaret Sullivan Studio and coordinating with the client, will be Jade Esplin, a graduate of Moore College of Art & Design who joined Margaret Sullivan Studio in 2016. Jade embodies a passion for place-making and experiential design. She also has a passion for yoga and is a certified instructor.

RELEVANT PROJECTS

- Salt Lake City Public Library, Strategic Visioning and Roadmap | Salt Lake City, UT
- Salt Lake City Public Library, Programming and Space Study for 3 Branches | Salt Lake City, UT
- Salt Lake City Public Library, Management Staff Day | Salt Lake City, UT
- Salt Lake City Public Library, Sprague Branch Renovation | Salt Lake City, UT
- Salt Lake County Library Services, Kearns Library Programming and Design | Kearns, UT
- Salt Lake County Library Services, Daybreak Library Programming and Design | South Jordan, UT
- Hillsborough County Library Services, Urban Library of the Future | Tampa, FL
- Jacksonville Public Library, Charles Webb Wesconnett Regional Library and Highlands Regional Library Children's Area Renovation | Jacksonville, FL
- New York Public Library, Design Standards | New York, NY
- New York Public Library, Melrose Library, Programming | New York, NY
- New York Public Library, Hunts Point Library, Programming | New York, NY
- New York Public Library, Fort Washington Library, Programming | New York, NY
- New York Public Library, Port Richmond, Programming | New York, NY
- New York Public Library, 125th Street Library, Programming | New York, NY
- Las Vegas-Clark County, Master Facilities Plan | Las Vegas, NV
- Las Vegas-Clark County, East Las Vegas Programming | Las Vegas, NV
- Las Vegas-Clark County, Mesquite Programming & New Building | Las Vegas, NV
- Las Vegas-Clark County, Standard Urban & Rural Programming | Las Vegas, NV
- New Haven Free Public Library, Visioning and Programming | New Haven, CT
- Annapolis Regional Library, Programming and Renovation | Annapolis, MD
- Boulder Public Library, Benchmark Comparison Study | Boulder, CO
- Richland Library Main Renovation | Columbia, SC
- Richland Library North Main Renovation | Columbia, SC
- Richland Library Cooper Renovation and Addition | Columbia, SC
- Richland Library Ballentine Renovation and Addition | Columbia, SC
- Richland Library Blythewood Renovation and Addition | Columbia, SC
- Richland Library Southeast Renovation and Addition | Columbia, SC
- Richland Library Northeast Renovation and Addition | Columbia, SC
- Richland Library Wheatley Renovation and Addition | Columbia, SC
- Richland Library St. Andrews Renovation | Columbia, SC
- Richland Library Sandhills Renovation and Addition | Columbia, SC

CAREER

2016 - Margaret Sullivan Studio
New York, NY

2015 - Barzilay Development
Philadelphia, PA

EDUCATION

2014 - Bachelor of Fine Arts
Interior Design
Moore College of Art & Design
Philadelphia, PA

PROFESSIONAL ACTIVITIES

- Twenty Two Home + Snake River Interiors, Jackson Hole, WY | Design Intern
- Equinox Block Party for the Arts, Philadelphia, PA | Co-Creator, Director

AWARDS & RECOGNITION

- QVC Award for Design Thinking and Social Responsibility | Moore, 2016
- Donghia Exhibition Candidate | 2015
- Tiffany & Co. Leadership Fellowship | Moore, 2014
- Degrees of Design Exhibition | Philadelphia Center for Architecture, 2015

3 Work Plan and Time Table

Methodology

The following describes our methodology in providing our library clients Strategic Planning services. Upon selection, the Consultant team will engage in a customized approach to designing the Appropriate Scope of Work, Project Work Plan and Implementation Strategy to fulfill the goals of the Project. The following outlines an initial workplan, based on the goals stated in the RFP and our experiences.

The strength of this partnership is that we strive for the innovative, unique and customized solution for our clients and will not rely on past products to create recommendations.

We believe that this project will be an important project, not just for the Anne Arundel County Public Library, but for all public libraries with similar challenges. AACPL is a nationally-recognized public library system that is experiencing rapid growth and development. Not only are the needs for services changing with community needs and aspirations, but the rapid growth rate is undoubtedly creating pressure, challenges, and also opportunities for the library's service model. Strategic Planning is an opportunity to re-align assets with needs to create the most impact, and in this 21st century model, to more deeply understand how the transition from transactional experiences to customer-centered services impacts the institution's operations.

We will also want to understand Anne Arundel County's goals and in keeping with the Aspen Institute's recommendations and with guidance from the library, will re-position the library as part of a community ecosystem. This approach will create a shared vision, aligning the library's contributions with the County's priorities and initiatives and amplifying impact and relevancy of the County's strategic goals.



Service Design Workshop #2, Hartford Public Library, Hartford, CT

ENVISIONING THE ANNE ARUNDEL COUNTY PUBLIC LIBRARY'S FUTURE!

The Consultant team will begin our work by gathering data and information about the community. The library's Strategic Planning Team will conduct research, study relevant resources, and review current library programs and services. The library may also want to engage in an all-staff survey, which the Consultant team has conducted with other libraries.

The Consultant team will develop a project management plan, incorporating the monthly reports and presentation to the Library Board of Trustees on September 20, 2018. It is our experience that weekly calls with primary library leadership and Project Manager(s) may also be desirable. On a monthly basis, the Consultant team will provide a Point-in-Time Deliverable, showing progress.

The Consultant team will also be available to present the goals, process, and intended outcomes to the full staff and work with the Strategic Planning Team on a library communications plan.



Library as Studio Workshop, Richland Library, Columbia, SC

To help institutions develop truly generative places with an impact, the Consultant team employs conventional best practices, such as SWOT analysis of the community and the library, but we also infuse our process with current innovations. Examples include the Aspen Institute's work, which Maureen Sullivan was instrumental in producing, and the work Margaret and Danielle have been doing developing the meaning of the "People, Places and Platform" definition in the Las Vegas-Clark County Vision 2020 Strategic Plan and the current Facilities Master Plan.

This methodology will intentionally be framed around outcomes. We will ask, "What is the tangible contribution this project can make to the Anne Arundel County Public Library's community and how can we use this process to amplify the Anne Arundel County Public Library's relevancy? What are the catalysts for real change? What internal systems will need to evolve and transform to enable the Strategic Plan?"

The methodology we employ will result in the goals identified in the RFP: to develop a Strategic Plan for the Anne Arundel County Public Library to more

effectively serve the Anne Arundel community in a dynamically evolving library environment. Based on a foundation of human-centered design, our methodology includes:

- understanding the needs of community stakeholders and service participants through qualitative and quantitative approaches;
- conducting co-design sessions with customers and employees to explore new service approaches;
- working with library leadership to create a tangible vision (a North Star) for the future;
- and defining strategies and roadmaps for move intentionally towards their North Star over time.

Specifically for this project and the scope described, we have outlined the following approaches identified in the RFP. Our work will employ techniques from the Aspen Institute's Action Guide, Five Stages of Service Design, the Stanford Social Collective and the Kretzmann and McKnight Asset Building and Community Building Model Action model, among other relevant resources.

At the conclusion of the outlined four phases, the Strategic Planning Team will have a foundational understanding of these concepts and implementation tactics.

In **Phase I: Information Gathering, Planning and Outreach**, the focus will be on creating a custom sense-making plan to elicit community feedback, explore the needs and stories of representative customers, and understand the needs and work flow of employees. Methods we employ and equip the staff to perform include the following techniques to result in a strong foundational understanding of relevant community need:

- Customer and Community Need
 - A Library Staff Values & Program survey
 - Readings and research
 - Community forum workshop

The consultant team will design and facilitate, in close consultation with the library strategic planning committee, a community forum. The forum will bring community leaders together to discuss the future of the community and serve as the foundation to an ecosystem approach to designing Anne Arundel County's preferred future.

- One-on-one interviews using directed storytelling, journey mapping, and personal ecosystem mapping
- Observation of customers in library space
- Management
 - Workshops and working sessions
 - One-on-one interviews
- Employees ("front stage" and "backstage")
 - Employee workshops (active interaction, not passive focus groups)
 - One-on-one interviews and contextual inquiry
 - Observation in library spaces
 - Conduct Branch Manager survey

In **Phase II: Develop Strategic Priorities**, the focus will be on evaluating the results of Phase I to further articulate and generate consensus among the Strategic Planning Team and community stakeholders of the community needs and strategic goals that will form the guiding principles for this work effort. Typically, with staff leadership groups, we will design the workshop with participatory exercises that will

generate consensus, leverage skill sets of "sense-making" and provide methods for identifying internal policies and barriers to achieving strategic goals. We will also introduce blueprinting as a methodology to design internal institutional transformation.

With community stakeholders, we have conducted expert sessions, one-on-one interviews and facilitated panel discussions. We advise determining the most effective approach with the Anne Arundel County Public Library when stakeholders are identified. The goals will be to create a community asset map which will illustrate the library in relationship to various community groups and identify mutually beneficial relationships. The goal at this phase is also to hear anecdotal scenarios in which community partners experience human-centered customer need.



*Staff Workshop, Community Needs Assessment
Boulder Public Library, Boulder, CO*

The results of this phase will be to apply the Phase I results to form the foundation for the subsequent phases, utilizing the iterative techniques that will also form the iterative service design culture for the Anne Arundel County Public Library's future.

In **Phase III: Designing Strategic Initiatives to the Strategic Priorities**, we will take a deep dive into blueprinting and introduce concepts such as “Start, Stop, and Continue” as the methodology to transform internal systems. We will also work with the Strategic Planning Team to develop prototype project(s) to apply service design techniques to improve upon services, enhancing identified strategic goals. We will also train the Strategic Planning Team on methods of identifying impacts, both in the individuals being served and work flow efficiencies within internal systems.

In **Phase IV: Create the Strategic Plan, Strategies and Toolkits for Implementation** we will synthesize findings into the deliverables outlined in the RFP and work with the Strategic Planning Team to prepare the final plan. We will also work with the library to develop a communications plan for the staff and community.

With a customized methodology designed specifically for Anne Arundel County Public Library, our goal will be to assist library leadership to more deeply understand the following:

- community patterns and trends (customer types, needs, behaviors, and journeys) that can inform a new vision and strategies for better serving the community;
- employee patterns and trends (needs, behaviors, mental models, and work flows) that can inform a new vision and strategies for aligning culture, roles, and operations with the service vision;
- experiential factors (context, emotions, flow, and so on) to incorporate into plans for improving or re-imagining library services, environments, channels, and Touchpoints;
- and opportunities for creating greater community impact and what would need to change



Programming Workshop, East Las Vegas Library, Las Vegas, NV
operationally (people, processes, technology, partnerships, and places) to seize those opportunities.

A METHODOLOGY INFORMED BY GUIDING PRINCIPLES

The consultant team will design a customized methodology for the Anne Arundel County Public Library. Outlined below are guiding principles that inform all of our work with examples of realized outcomes.

EMPLOYING THE DESIGN PROCESS TO REFINE, CLARIFY, AND EXPLORE

We will use the design project as a tool for the Anne Arundel County Public Library to discover and further develop its mission, vision, brand and culture. It is a holistic design process, which considers the organization’s future success. This methodology is inevitably iterative and further articulates the project through new findings, collaborative brainstorms, reassessments and breakthrough ideas. During this process we uncover new and innovative ways to advance the project’s mission using a variety of channels, whether via people, places, technology or platforms.

Engaging in this process can provide alternative opportunities and unexpected results. For example, one of our projects, GRIT Lab, a three-month study intended to result in a cultural center at the base of an affordable housing project, revealed that the most effective way to provide learning and workforce opportunities for youth aged 16-25 was to amplify existing networks and centers and provide a framework rather than investing in a stand-alone “third place.” Eventually the project will need a dedicated “Hub” because we discovered that youth in the South Bronx desperately need a safe place to call their own. But it will happen after a “pedagogy” and a curriculum is created with strong, invested community partners that will ensure success.

HUMAN-CENTERED DESIGN

Our methodology not only asks how the services, building and interior spaces might amplify the impact of project goals, but also how real people might respond to these places. We create workshops identifying specific users to explore the goals of the project through the lens of the customer. This human-centered service design process refines goals and envisions how they may be manifested most



Teen Workshop, GRIT Lab, Bronx, NY

effectively. In addition to providing us with the tools to create a functional experience, this design process provides the opportunity to create an evocative experience based on purposeful and meaningful customer “journeys.”

By asking the question, “How does the service support the activities and programs to evoke feelings and experiences?” we can create an experience for all participants that will improve and enrich their lives and, as a result, will advance the mission of the institution.

INTEGRATING MULTIPLE POINTS OF VIEW FOR INNOVATIVE OUTCOMES

To further uncover new issues and refine assumptions, we engage with the project’s spectrum of stakeholders and experts through the lens of breaking down silos. MSS and studioPQ’s techniques encourage that all voices and ideas are integrated holistically into the service design process to deepen the client’s strategic goals. We believe that breaking down barriers and challenging assumptions about conventional roles is critical to fostering innovative and relevant results.

A FLEXIBLE DESIGN FOR THE FUTURE

Particularly because we work with educational organizations and their communities, which face a myriad of issues, needs and conditions that can change over time, our methodology fosters places and programs to be responsive with designs that support successful human conditions. Our design methodology produces a flexible framework that enables an organization to inherently adapt, innovate and advance over time.

What we have discovered in our work with public libraries is that the human need for gathering, learning, collaboration, to have access to artifacts and information, is timeless. However, the programs,

activities, technology and artifacts may change. Meeting the basic need of human empathy is critical to the success of any 21st century public library. We find that when the staff understand that this is their greatest asset and the greatest “product” they can provide, their Strategic Lens alters exponentially and the foundation for the flexible framework of services is implicitly understood.

FOSTERING CONNECTIONS

As a client representative across disciplines and various stages of projects, we create connections. Because of the work we do, especially with prominent libraries, cultural and educational institutions throughout the country, we see opportunities that may not be apparent in a conventional process.

EXAMPLES OF SUCCESSFUL OUTCOMES

In addition to the success of the Library as Studio work for Richland Library and the recently completed Strategic Visioning and Roadmap for Salt Lake City Public Library, other examples of where we have recently seen this methodology proven successful is designing interest-based learning environments for youth in projects such as CLOUD901 Teen Learning Lab at the Benjamin L. Hooks Central Library in Memphis, TN, and creating early literacy environments for preparing youth in communities for kindergarten, such as with *ImaginOn*, the Joe and Joan Martin Center in Charlotte, NC. Integral to our practice is designing environments that advance communities by embracing future skill sets for success and well-being, incorporating educational principles such as the Institute of Museum and Library Services’ Museums, Libraries and 21st Century Skills, the MacArthur Foundation’s *YOUmedia* program and the Search Institute’s *Developmental Assets*. Each project is informed by a unique set of guiding principles to research and explore the educational, experiential, community

advancement and outcome strategies that will inform the service design.

IN CONCLUSION

When we are able to take a need and develop strategies with more advanced analysis, then we will be able to transform the Anne Arundel County Public Library with a methodology that will be ultimately inherent to the daily fabric of the institution, forming the basis of ALL services for the future! We love what we do and how we can use our skills and talents to enhance our client’s institutional goals. We would be honored to employ this methodology for the Anne Arundel County Public Library!



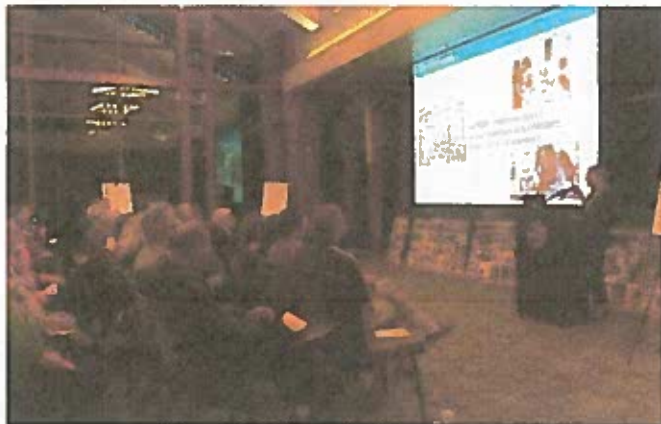
Teen Community Engagement Session, Charlotte North County Regional Library, Huntersville, NC

Project Plan

The following outlines a proposed Project Plan to achieve the Scope of Work outlined in the RFP. This plan may be adjusted as needed to maximize the goals of the Anne Arundel County Public Library.

The proposed work plan is intended to be completed over a six-month time frame. Based on experience, we envision four to five trips, each for two to three days, where the Consultants will be "on-site." We also work with our clients to have weekly telephone calls to provide updates and prepare for workshops. Because the work is highly participatory and interactive and because it is "aspirational" we enjoy staying connected to our clients both to plan and discuss ideas and concepts that are informing the process in "real time."

Deliverables will be a Strategic Plan document in electronic form, a service design toolkit for the Anne Arundel County Public Library to use in on-going service design implementation (in electronic form and organized with clear instructions), and any additional artifacts, collateral or presentations that were created during the process. Consultants will also be available to



*Community Town Hall Meeting, Pleasant Hill Library
Pleasant Hill, CA*

present to the Library Board of Trustees, staff, and any other members of the community throughout the process.

In a four-phase approach, we will guide your organization through a series of learn-make-evaluate iterations that will result in a strategic framework and plan that you can confidently implement. The first phase focuses on equipping your team with methods and tools to better understand the needs of your community and employees. These new insights are leveraged in the second phase, as we collaboratively create and evaluate (with the community) candidate strategic lenses. The third phase then explores what future experiences customers and employees will have if you commit to new strategic priorities. This phase also examines what the impact would be to operations and culture. Once this future vision is understood and bought into, the final phase defines approaches (what and when to start/stop/continue) to move towards the desired outcomes.

PHASE I: INFORMATION GATHERING, PLANNING AND OUTREACH

Library Roles and Responsibilities

- Identify Strategic Planning Team
- Identify community stakeholders
- Read background materials
- Research: needs of the community and trends in libraries
- Prepare a preliminary "brainstorm" list of focus areas, customer needs and staff needs & barriers

Consultant Roles and Responsibilities

- Workshop #1: Conduct a kick-off presentation

4 References

References

RICHLAND LIBRARY COLUMBIA, SC

Melanie Huggins
Executive Director
1431 Assembly Street
Richland, SC 29201
(803) 929-3422
mhuggins@richlandlibrary.com

Project: Library as Studio, Master Facilities Plan,
Interior Design - *In Collaboration with Patrick
Quattlebaum*

Services Provided: Library Specialist and Interior
Designer for a 200,000 SF interior renovation to
transform the Main branch. Utilizing the Library
as Studio (www.learncreateshare.vision), user-
centered, community-based, activity-centric design
methodology, this renovation will be the flagship of
a 10-location renovation and addition plan. MSS
is serving the role of Library Specialist and Interior
Designer for all 10 projects.

Start and Completion Dates: 2014 - 2018

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT LAS VEGAS, NV

Dr. Ronald R. Heezen
Executive Director
7060 W. Windmill Lane
Las Vegas, NV 89113
(702) 507-6184
heezenr@lvccld.org

Project: Strategic Planning, Interior Design, Facilities
Master Plan - *In Collaboration with Danielle Milam*

Services Provided: MSS began a collaborative
partnership with The District during the Vision 2020
Strategic Planning process, where we conducted
a series of workshops to facilitate a future vision
of the library. Simultaneously, MSS was hired to
program two new branches for the District: a new
East Las Vegas Branch (an "urban") and a new

Mesquite Branch, (a "rural"). The work was the
foundation to the "Standard Program" delivered
to the District which has provided guidelines
for activating the Vision 2020 goals and is a
"prototype" for the Facilities Master Planning,
Programming and Visioning that MSS is currently
engaged in with the District.

Start and Completion Dates: July 2015 - March
2018

SALT LAKE CITY PUBLIC LIBRARY SALT LAKE CITY, UT

Deborah Ehrman
Deputy Director
210 East 400 South
Salt Lake City, UT 84111
(801) 524-8204
dehrman@slcpl.org

Project: Branch Library and Architectural Study,
Management Staff Retreat, Strategic Visioning and
Roadmap - *In Collaboration with Patrick Quattlebaum*

Services Provided: MSS and studioPQ were
hired by the Salt Lake City Public Library to
engage in a strategic visioning process that is
resulting in a more nimble, flexible institution with
a focus on realizing strategic initiatives through
a strategic lens. The City Library's "Roadmap"
approach reflects an awareness that the world is
a very different place than it was 20, or even 10
years ago. The Strategic Roadmap process was
intentionally designed to develop an organizational
infrastructure to accommodate rapid change and
future forces. Prior to the Strategic Roadmap
project, MSS engaged with the library in a space
and architectural study for three branches, resulting
in the design contract for the future renovation of
the Sprague branch.

Start and Completion Dates: January 2017 -
February 2018

307 7th Avenue, Suite 504 New York, NY 10001

P 646 687 7923

E cheers@margaretsullivanllc.com

**Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services**

AFFIDAVIT

On behalf of Margaret McLeod Sullivan, LLC, I do solemnly declare and affirm, under penalty of
(Contractor/Bidder/Offeror)
perjury, that to the best of my knowledge, information, and belief:

1. Neither Margaret McLeod Sullivan, LLC, nor any of its officers, directors, or
(Contractor/Bidder/Offeror)
partners, or any of its employees who are directly involved in obtaining or performing contracts
with the State of Maryland, a unit of the State (as defined in '16-101 of the State Finance and
Procurement Article of the Maryland Annotated Code), or a local governmental entity in the
State, has:

(a) been convicted of bribery, attempted bribery, or conspiracy to bribe,
under the laws of any State or of the Federal Government;

(b) been convicted under a State or Federal law or Statute of any offense
enumerated in '16-203 of the State Finance and Procurement Article of the Maryland Annotated
Code; or

(c) been found civilly liable under a State or Federal Antitrust Statute as
provided in '16-203 of the State Finance and Procurement Article of the Maryland Annotated
Code.

2. Margaret McLeod Sullivan, LLC shall not knowingly enter into a contract with
(Contractor/Bidder/Offeror)
a public body under which a person or business debarred or suspended under Title 16, Subtitle
3 of the State Finance and Procurement Article of the Maryland Annotated Code will provide,
directly or indirectly, supplies, services, architectural services, construction related services,
leases of real property, or construction.

3. Neither Margaret McLeod Sullivan, LLC, nor any employee or
(Contractor/Bidder/Offeror)
representative of Margaret McLeod Sullivan, LLC :
(Contractor/Bidder/Offeror)

(a) agreed, conspired, connived, or colluded to produce a deceptive show of
competition in the preparation of the Proposal or offer being submitted; or

(b) has in any manner, directly or indirectly, entered into any agreement,
participated in any collusion to fix the price of the bid or proposal of any Offeror or offer of any
competitor, or otherwise taken any action in restraint of free competitive bidding in connection
with the contract for which the Proposal or offer is submitted;

4. The Contractor/Bidder/Offeror:

**Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services**

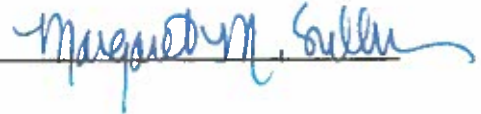
(a) Is not currently identified on the list created by the Maryland State Board of Public works as a person engaging in investment activities in Iran as described in Section 17-702 of the Maryland State Finance and Procurement Article; and

(b) Is not currently engaging in investment activities in Iran as described in Section 17-702 of the Maryland State Finance and Procurement Article.

If the person is unable to make the certification, it will provide the County, under penalty of perjury, a detailed description of the Contractor/Bidder/Offeror's investment activities in Iran.

Contractor/Bidder/Offeror: Margaret McLeod Sullivan, LLC

By: Margaret Sullivan



Title: Principal

Date: March 1, 2018

Subscribed and sworn to before me, a Notary Public of the State of New York, County or City of New York, this 1ST day of MARCH, 2018.



(Notary Public)

My Commission Expires: 07-23-2020



**Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services**

OFFICER'S CERTIFICATION FORM

Legal Name of Offeror: Margaret McLeod Sullivan, LLC

Trade Name of Offeror: Margaret Sullivan Studio

Street Address: 307 7th Avenue, Room 504

City: New York State: NY Zip: 10001

Phone Number: (646)-(687)-(7923) Fax Number: ()-()-()

Website: www.margaretsullivanllc.com / www.facebook.com/margaretsullivanstudio

Name of Officer Completing Form: Margaret Sullivan

Title of Officer Completing Form: Principal

Phone Number of Officer Completing Form: (646)-(785)-(9841)

Email Address of Officer Completing Form: margaret@margaretsullivanllc.com

I certify that our response to this RFP (Request for Proposal) is complete and accurate to the best of my knowledge and contains no material omissions or misstatements. I acknowledge that the Anne Arundel County Public Library will rely upon the information included in our response to make decisions concerning the award of any contract resulting from this RFP. I further certify that this Technical Proposal has been duly authorized and approved by all required organizational action of the Offeror. I have the legal and organizational authority to bind the Offeror to this Proposal.

It is further agreed that the necessary Agreement will be executed within ten (10) calendar days after our receipt of your written advice of the acceptance of our Proposal.



Signature

Principal

Title

March 1, 2018

Date

Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services

VENDOR INFORMATION FORM

Name of Offeror: Margaret McLeod Sullivan, LLC
Business Name (e.g., Corp., Inc., Co., T/A, DBA, etc.)

Federal Tax Identification or Social Security Number: 46-5315235

Street Address: 307 7th Avenue, Room 504

City and State: New York, NY Zip Code: 10001

Business Phone: (Toll Free #, if applicable): (646) 687-7923

Fax Number: N/A

Contact Name: Margaret Sullivan

Contact Title: Principal

Email Address: margaret@margaretsullivanllc.com

Website Address, if available: www.margaretsullivanllc.com

Registration # Issued by the MD Dept. of Assessment and Taxation*: Pending
(*See Section 1.13 Corporation Registration)

Does your firm qualify as a Minority Business Enterprise? Yes X No

MBE Designations: Black Male Black Woman Women Asian Hispanic None

ANNE ARUNDEL COUNTY PUBLIC LIBRARY
Finance Office
5 Harry S Truman Pkwy
Annapolis, MD 21401
410-222-7065

ADDENDUM NO. 1

February 16, 2018

RFP 18-01
STRATEGIC PLANNING SERVICES

TO ALL OFFERORS:

PLEASE NOTE THE FOLLOWING INFORMATION:

QUESTIONS:

1. Whether companies from Outside USA can apply for this? (like, from India or Canada)

ANSWER: There are no restrictions regarding where the company is located.

2. Whether we need to come over there for meetings?

ANSWER: The Successful Offeror is required to present the draft Strategic Plan in person to the Library's Board of Trustees. The Offeror should describe any other proposed in-person meetings in its Proposal, in particular as part of the response required in Section 4.4.3 – Workplan and Timetable.

3. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)

ANSWER: Subject to the requirement for one on-site presentation, there are no restrictions on where the work can be performed.

4. Can we submit the proposals via email?

ANSWER: No. Proposals must be submitted in the manner described in the RFP.

NOTE: THIS ADDENDUM AND ACKNOWLEDGEMENT SHALL ACCOMPANY THE PROPOSAL TO MAKE IT VALID. A PROPOSAL MAY BE REJECTED IF ANY ADDENDUM IS NOT SIGNED AND SUBMITTED WITH THE PROPOSAL.

Return to:

Anne Arundel County Public Library
Finance Department
5 Harry S Truman Parkway
Annapolis, MD 21401
Attn: Christy Potts

Sir/Madam:

This will acknowledge receipt of **Addendum No. 1 to RFP 18-01 STRATEGIC PLANNING SERVICES.**

Date: March 1, 2018

FIRM NAME: Margaret McLeod Sullivan, LLC

SIGNATURE: 

TITLE: Principal

ANNE ARUNDEL COUNTY PUBLIC LIBRARY
Finance Office
5 Harry S Truman Pkwy
Annapolis, MD 21401
410-222-7065

ADDENDUM NO. 2

February 23, 2018

RFP 18-01
STRATEGIC PLANNING SERVICES

TO ALL OFFERORS:

PLEASE NOTE THE FOLLOWING INFORMATION:

QUESTIONS:

1. My first question relates to listing our LLC with the State of Maryland Department of Assessments and Taxation. For projects in neighboring states, we have typically been told to wait until selection to finalize the filing process with the State. For your selection process, is the requirement that you be properly filled at the time of signing the contract, if awarded?

ANSWER: Per the terms of the RFP, the Offeror can register with the State after they are selected as the Successful Offeror. We suggest, but do not require, that an Offeror complete this registration before submitting a Proposal. If the apparent Successful Offeror cannot complete this registration, they will be disqualified. Prior registration could be in the best interest of both the Offeror and the Library.

2. My second question relates to the previous strategic plan for 2014-2018. To what degree was the AACPL satisfied with the final deliverable? Ideally, would a similar format be preferred by the board for this newer strategic plan?

ANSWER: Our previous strategic plan was managed completely in house without a strategic planning consultant. For the new plan, we are interested in a different process and are open to innovative approaches to planning the future of library services meeting the needs of our community.

3. Does this mean that the selected offerer would not be paid until the project completes in late September?

ANSWER: If the Offeror wishes to propose different payment terms, they should include that on the Exceptions Form, in accordance with Section 4.5 of the RFP. The Library will treat this as any other proposed Exception. Offerors are cautioned not to reference in any way their proposed cost in the Exceptions Form, only the payment terms. References to cost in the Exceptions Form could lead to a disqualification of their proposal.

4. Is a performance bond required for this project?

ANSWER: Not required

**Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services**

COST PROPOSAL FORM
(Submit Original and One Duplicate Copy)

TO: Anne Arundel County Public Library
Library Headquarters
5 Harry S Truman Pkwy
Annapolis, Maryland 21401
Attn: Finance Department

SECTION ONE - PRICING AND PAYMENT

In accordance with your Announcement and Request For Proposals dated March 6, 2018, and your General Information and Notice to Offerors bearing the same date, Margaret McLeod Sullivan, LLC wishes to quote the following firm, fixed, lump

(Name of Offeror)

sum price to complete the Scope of Work:

Sixty thousand Dollars and zero Cents (\$ 60,000 . 00).

Terms of Payment: accepted as stated

SECTION TWO – RATES FOR ADDITIONAL PROFESSIONAL SERVICES

Job Title: Principal

Rate per Hour: Two hundred fifty Dollars and zero Cents (\$ 250.00)

Job Title: Project Manager

Rate per Hour: One hundred seventy-five Dollars and zero Cents (\$ 175.00)

Job Title: Junior Designer

Rate per Hour: One hundred twenty-five Dollars and zero Cents (\$ 125.00)

SECTION THREE – CERTIFICATION

The Offeror certifies that this Cost Proposal Form has been duly authorized and approved by all required organizational action of the Offeror.

The person executing this Cost Proposal Form on behalf of the Offeror certifies that he or she has the legal and organizational authority to do so.

It is further agreed that the necessary Agreement will be executed within ten (10) calendar days after our receipt of your written advice of the acceptance of our Proposal.

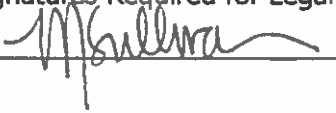
Anne Arundel County Public Library
Request For Proposals No. 18-01
Strategic Planning Services

Name of Offeror: Margaret McLeod Sullivan, LLC

Name of Agent: Margaret Sullivan

Title of Agent: Principal

(See Section 1.25 – Signatures Required for Legal Entities)

Signature of Agent: 



ANNE ARUNDEL COUNTY PUBLIC LIBRARY

STRATEGY 2022

Navigating innovations in service and success

**A special thanks to the Board of Trustees of the
Anne Arundel County Public Library**

OFFICERS

Donald Roland, Chairman
Joyce Miller, Vice Chairman
Barbara Maxwell, Secretary
Benjamin Birge, Treasurer
Kevin Best, Esq., Counsel

DIRECTORS

Deborah Baden
Tonya Baroudi
Keith Seay

MEMBERS

Joan Beck
Joseph Bles
Amalie Brandenburg
William Colquhoun
Penny Evans
James Harle
Charles Maher
Bert Rice
Jacqueline Seamon
Simmona Simmons
JanElaine Smith
Sanda Solomon
Gerald Starr
Fred Stielow
Ellan Thorson
Nathan Volke
Sharon Wible





Table of Contents

01 Introduction

02 The Process and Components

03 Strategic Environment

Overview of the Library

The Library's Strategic Environment

04 Our Values, Our Purpose, Our Vision

05 Our Goals

07 Acknowledgments

08 Appendix

A. Using Customer and Community Intelligence to Shape the Strategic Plan

B. Reference Data

C. Workshop Materials

D. Bibliography

E. Endnotes

Introduction

For almost 100 years, the Anne Arundel County Public Library, a system of community branch libraries, has been a much-loved part of our area. To fulfill the Library's purpose at the start of its second century of service, the Board of Trustees committed to a thorough and thoughtful study of the Library's role in the health and growth of Anne Arundel County. This knowledge informed the development of the vision and strategies to address our community's needs while meeting the public's expectations for library services.

The resulting Strategy 2022 will serve as a roadmap to respond to the evolving ways users depend upon their Library in the 21st century.

Strategy 2022 will guide planning and providing resources for innovative library services while preserving the core hallmarks upon which our county relies.

Strategy 2022 defines the Library's values, vision, purpose, and goals for the next four years. It will enable library planning and resource allocation so that the needs of the county are met through effective and efficient library services.

The Process and Components

The Process

Strategy 2022 is the result of a five-month process to develop a thorough understanding of Anne Arundel County, its people, places, and challenges, and the Library's role in serving that broad community.

In May 2018, the Library engaged Margaret Sullivan Studio for consultant services and support in developing this strategy. Three distinct advisory groups were formed. These included:

- The *Steering Committee*, comprised of Board of Trustees leadership, provided important insight into the governing body's goals and served in an advisory capacity.
- The *Strategic Thinking Group*, made up of senior library staff, performed much of the background research and crafted initial concepts for exploration.
- The *Staff Working Group*, comprised of front line staff, headquarters staff, and branch managers, conducted critical customer interviews, met several times to discuss ideas and analyze information, and provided real-time perspective.

THE PROCESS

The strategy development process involved four distinct but inter-related and iterative phases.

Phase I: Information Gathering, Planning, and Outreach

The Library explored the needs and stories of customers to develop a strong understanding of community needs and expectations. This work included:

- In-depth review of community demographics developed as part of the December 2017 Facilities Master Plan Study¹



- Extensive examination of the results and implications of the November 2017 library user and non-user surveys conducted by the Anne Arundel Community College Center for the Study of Local Issues²
- Relevant professional readings and research; in particular, the Aspen Institute's October 2014 report, [Rising to the Challenge: Re-Envisioning Public Libraries](#)³, which provides a nation-wide strategic context for the role of the modern public library
- Library staff values and internal program surveys
- Review of the success and shortcomings of the most recent strategic plan
- Community leadership forums
- One-on-one interviews with customers, using directed storytelling, journey mapping, and personal ecosystem mapping
- Observations of customers using the Library
- Strategy Development Workshops with senior Library leadership and staff at all levels and from all locations



Phase II: Developing Strategic Priorities

In this phase, the Library evaluated the studies in Phase I to identify the critical areas of need and to develop priorities to meet those needs. This work involved extensive, iterative consensus-building with all stakeholders to articulate the Library's values, vision, and purpose to align the Library's work to meet those priorities. In developing these priorities, the process focused on three key questions:

1. **Who do we serve?** – The Library developed a clear picture of the wide range of people who make up Anne Arundel County. The research revealed a vast span of economic situations and needs in the county, many of which lie unseen and under-appreciated. See Appendix for details on this study.
2. **Why do we do what we do?** – The research highlighted the Library's work in fulfilling needs in the community, spanning the urgent and life-changing to the purely entertaining and enriching. Simply put, it all comes down to people – the Library exists to serve their customers' needs whether simple or complex

through education, enrichment and inspiration. See Appendix for details on this study.

3. **What is our role in the community?** – The Library is one of many agencies working to improve the quality of life in the county. The Library's traditional role in literacy development was underscored during the strategy development process but newer, innovative roles were also identified. These areas of possible influence included the Library's contributions in developing the educational, economic, and civic health of the community. See Appendix for details on these roles.

Phase III: Developing Strategic Goals

The Library developed strategic goals to meet the needs identified in Phase II and the Strategic Thinking Group engaged key stakeholder groups in an iterative prototyping exercise to develop the five strategic goals identified in this document (see "Our Goals").



Phase IV: Creating the Strategy

During this phase, the Library, working with Margaret Sullivan Studio, developed this document and the associated implementation toolkit.



Components

Our Strategy features four major components:

1. **Our Values** – *“What We Believe”* – form the foundation on which we work for the community and conduct ourselves. The values underpin our work, how interact with each other, and which tactics we use to fulfill our purpose. They are the practices we use every day in everything we do.
2. **Our Purpose** – *“Why We Exist”* – defines the Library’s “mission” – our role in the life of our community.
3. **Our Vision** – *“How We See the Future”* – describes the outcome of our work in the community. It articulates the desired future for our community as a result of our efforts.
4. **Our Goals** – *“Where We Will Focus”* – spell out the specific goals for this strategy. These are the areas where we will concentrate resources to ensure the best outcome for our community.

Library leadership and staff at all levels take these four components together to develop operational (quarterly to yearly) and tactical (monthly to day-to-day) plans to meet community needs and expectations. These plans are informed by, and take their direction from, this strategy forming the basis for long-term resource requests and allocations.



Strategic Environment

Overview of the Library

Anne Arundel County⁴, Maryland, is a jurisdiction of approximately 573,235 residents.⁵ It stretches across 588 square miles and is part of the larger the Baltimore-Washington, DC metropolitan area. The county also boasts a diverse population. Its dynamic economic, historical, and social setting includes urban, suburban, rural, maritime, and recreational features as well as the state capital, Fort Meade, the U.S. Naval Academy, and Baltimore/Washington International Thurgood Marshall Airport (BWI).

The Anne Arundel County Public Library (AACPL) responds to this highly diversified environment with an array of sixteen community libraries. These branches are organized into three regions; there is no central library. Administrative offices are in a separate building. The operating budget for FY-2019 is \$26.2 million, with a materials budget of \$4.0 million. In FY-2018, the Library circulated 5.1 million items and was visited 2.0 million times.

An independent philanthropic arm, the AACPL Foundation, was chartered in 2006. Through its work in engaging the community, the Foundation builds relationships that bring public advocacy along with financial and other support from individuals, businesses, organizations and foundations to enhance the Library's strategic goals.

The Library's physical plant consists of 267,037 square feet in 16 buildings constructed between 1965 and 2004. Two branches have been scheduled and funded for replacement. In 2018, the existing Annapolis Library was demolished and construction began on a 32,500 square feet replacement. In 2019, the 10,500 square feet Riviera Beach Library built in 1971, will be demolished and construction will begin on a 20,000 square feet replacement. The Mountain Road Library has operated in a leased, 8,900 square feet storefront since 1994. The newest branch, Discoveries, opened in 2018 in a 3,100 square-foot storefront in the Westfield Annapolis Mall.



The Library's Strategic Environment

The strategic development process validated a singular, overarching theme that has been at the core of contemporary professional library literature: libraries in general – and AACPL in particular – need to meet new expectations for service in the 21st Century.

Traditionally, library services have been valued on outputs or transactions, such as the number of items circulated, the number of questions answered, and the number of books on the shelf. However, modern libraries are valued in terms of the impact the library has in the lives of people. The modern library achieves transformative outcomes – learning experiences – in its customers and with its partners, such as improvements in skills, knowledge gained, changes in status (employment, educational achievement), or change in life conditions (better health, quality of life). Accordingly, the Library plays a key role in the educational, economic, and civic health of the community.



Our work:

- Supports parents in preparing their children for school;
- Enriches the primary and secondary education experience for all students through enhanced resources and non-curricular educational programs;
- Positions young adults for success entering the workforce or higher education through preparatory programs and resources;
- Helps adults maintain and enhance workforce skills at every stage of their careers and aspirations;
- Provides a source of high-quality entertainment and enjoyment for all ages through books, CDs, DVDs and other materials; and
- Enriches the lives of all through health, educational, civic, and social engagement programs provided by both library staff and partner agencies.

In order to meet these new expectations for memorable, high-quality customer learning experiences, library services should strive to provide experiences focused on:

PEOPLE – The public library is a hub of civic engagement, fostering new relationships, and strengthening the human capital of the community. Library staff are actively engaged in shaping their community. They connect individuals to a vast array of local and national resources and serve as neutral conveners to foster civic health. They facilitate learning and creativity for children and adults alike.

PLACE – The public library is a welcoming space for a wide range of purposes: reading, communicating, learning, playing, meeting, and getting business done. Its design recognizes that people are not merely consumers of content but creators as well. Its physical presence provides an anchor for economic development and neighborhood revitalization, and helps to strengthen social bonds and community identity. The library is also a virtual space where individuals can gain access to information, resources and all the rich experiences offered.

PLATFORM – The public library is user-centered in both physical and virtual locations. The library enables the curation and sharing of the community's knowledge and innovation. A great library platform is a "third place" – an interactive entity that can facilitate operating individually as well as in groups – and supports the learning and civic needs of the community.

Taken together, these three elements – people, place, and platform – call for innovations in library services, spaces, and staffing. Therefore, the Library's Strategy seeks to realign its strengths and resources to meet current and emerging community needs through both traditional and innovative services provided by an agile, entrepreneurial staff. This alignment realizes the Library's core, distinctive skill: *we bring the immense, overwhelming world of information down to human scale, enabling all the opportunity to change their lives for the better.*



Our Values

Commitment

We work with passion and resilience, dedicated to our personal best.

Compassion

We are empathetic, patient, and kind.

Diversity

We celebrate the variety of backgrounds and experiences in our community and staff, treating everyone with respect.

Empowerment

We foster a community of learning and growth for people of all ages.

Informed Decision-making

We listen and are responsive to our community and staff.

Innovation

We encourage creativity, exploration, and a sense of adventure.

Integrity

We are honest, transparent, and accountable.

Teamwork

We work together in a spirit of cooperation.

Our Purpose

“To educate, enrich, and inspire.”

The planning process reaffirmed the Library’s mission statement that was adopted in 2015.

Our purpose rests on three pillars:

- 1. To Educate – the Library provides information resources and programs to support learning in all phases of life, in both traditional, curriculum-based settings, as well as in nontraditional, innovative, and experiential venues.**
- 2. To Enrich – the Library brings literature and information in written, verbal, and visual forms to all, for personal growth and enjoyment as well as to deepen understanding and awareness of personal, civic, and economic issues.**
- 3. To Inspire – the Library helps people realize their dreams, imagine possibilities beyond the everyday, and develop a path to self-improvement and fulfillment.**

Our Vision

“A welcoming, resilient community where all can realize life to its fullest potential.”

Our vision describes the desired outcome of the Library’s work in the county. It defines the future aspirations for our community as a result of our efforts.

This vision recognizes the great disparity of needs in our county. Anne Arundel is rich in economic resources, but even here, poverty amidst plenty exists. The Library plays an important role as the “Great Equalizer,” providing access to resources to enable every county resident the opportunity to achieve and enjoy a fulfilling life.

Our Goals

Our goals reflect community priorities identified in the strategic development process. They are broadly defined to allow senior library leadership and individual branch managers the latitude to develop locally tailored programs and services to meet each community's diverse needs.

Our Goals

**BETTER
COLLECTIONS,
BETTER ACCESS**

THRIVING MINDS

TAILORED SERVICES

**ENTREPRENEURIAL
STAFF**

**EFFECTIVE
PARTNERSHIPS**

Our Goals

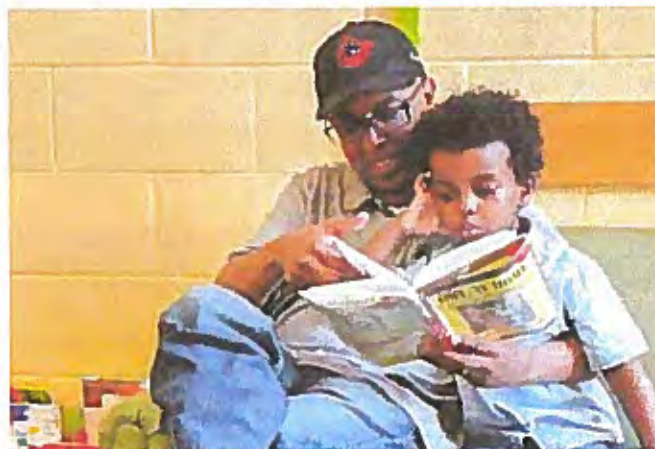
GOAL 1: BETTER COLLECTIONS, BETTER ACCESS

What this means:

- We provide materials in a variety of formats.
- We ensure Library collections are responsive to community interests and needs.
- We strive to eliminate all barriers to use, whether they be policy-, technical-, or ability-based.
- We connect Library collections to everything we do: all our other services and programs naturally lead to increased readership.

Potential outcomes from meeting this goal:

- Improved educational results and economic outlooks for individuals
- Engaged, informed and satisfied residents
- Increased customer satisfaction and increased use of library resources



GOAL 2: THRIVING MINDS

What this means:

- We develop engaging and diverse programming to young learners – Every Child Ready to Read, 1000 Books Before Kindergarten - to build on the success of the previous strategic plan.
- We provide welcoming spaces and appealing programs for teens to prepare them for college or career as well as provide a safe place.
- We provide services and programs to enable adults to enjoy life fully and continue to contribute to the health of the community.

Potential outcomes from this goal:

- Increased kindergarten readiness
- Increased High school graduation and college acceptance rates
- Agile, future-ready workforce
- An eager and available pool of mature, experienced adults who continue contributing to the community in retirement



GOAL 3: TAILORED SERVICES

What this means:

- We highlight community library services, including options to build specialized information collections on-site, in coordination with virtual holdings for the entire county.
- We provide the same core services through every branch and platform and allow flexibility for branch staff to adjust for local needs.
- We recognize and celebrate the diversity of community residents and their needs by providing access to a variety of high quality services and programs.
- We design all aspects of our services – how customers access our resources, material format, language, and program delivery – to meet needs at the local and individual scale.

Potential outcomes from this goal:

- Neighborhood residents tightly identify with and are connected to their branch
- Equitable access to services regardless of where a person lives
- Enhanced partnership opportunities and packages of services with local organizations and governmental agencies



GOAL 4: ENTREPRENEURIAL STAFF

What this means:

- We empower all staff, at all levels and at every position, to innovate and experiment.
- We are creative in developing initiatives and programs to meet local needs, while remaining true to library-wide goals and coordination with the Board of Trustees.
- We are dedicated to professional, organizational, and individual development.

Potential outcomes from this goal:

- A dedicated, engaged, and creative staff
- Already excellent customer service is taken to the next level
- Positioning the Library as an innovator



GOAL 5: EFFECTIVE PARTNERSHIPS

What this means:

- We “connect it all,” leveraging past success in building relationships with community partners, recognizing that needed services and programs are already provided by a variety of agencies and organizations and that the Library is best positioned to make these vital connections.
- We harmonize our services and programs with those of our partners to minimize duplications and take advantage of supporting opportunities.
- We use partnerships to their best effects, leveraging resources and talents to maximize the impact of the Library’s assets and our partners’ outcomes.

Potential outcomes from this goal:

- Reach and effectiveness of our partners is increased
- Resource “deserts” are eliminated.
- Positioning the library as a connector and vital community partner



Acknowledgments

Acknowledgments

This document would not have been possible without the contribution of the Board of Trustees, Anne Arundel Public Library staff members, and dedicated community members who engaged in interviews and workshop sessions to articulate the Strategic Goals of the Anne Arundel County Public Library system.

STRATEGIC PLANNING COMMITTEE

Fred Stielow, Chair, Strategic Planning Project

STEERING COMMITTEE

Fred Stielow

Benjamin Birge

Deborah Baden

Keith Seay

Karen Smith

SENIOR LEADERSHIP TEAM

Skip Auld, Chief Executive Officer

Terry Bowen, Chief, Human Resources

Christine Feldmann, Marketing and Communications Manager

Ann Glenn, Executive Director of Library Foundation

Cathy Hollerbach, Chief, Public Services & Branch Management

Rudy Rodela, Chief, Support Services

Scott A. Sedmak, Chief Financial Officer

LIBRARY TRANSFORMATION TEAM

Natalie Benjamin

Lorelei Bidwell

Carol Cason

Laurel Fisher

Mark Freeman

Jeb Hall

Darnice Jasper

Brandon Jones

Sarah Kachevas

Julie Kizer Ball

Aurelia Larrimore

Sheila Makell

Steve Mangum

Catherine McNamara

Miriam Melendez-Villalta

Rachel Myers

Angela Nambiar

Laura Namovicz

Stephanie Petruso

David Piper

Judy Poyer

Anne Pusey

Dan Ramirez

Heather Ravanbakhsh

Ashley Rogers

Jesse Roth	Lex Birney, The Brick Companies	Melissa Curtin, Community Foundation of Anne Arundel County
Robin Soma-Dudley	Kathryn Black, The ARC of the Central Chesapeake Region	Margaret Davis, Maryland Hall
Amanda Spino	Martha Blaxall, Arts Council of Anne Arundel County	Connie Del Signore, Visit Annapolis
Kathleen Zawodny	Jacqueline Boone Allsup, Anne Arundel County NAACP	JoAnne Dement, Anne Arundel County Literacy Council
Samantha Zline	Emily Brophy, Westfield Mall - Annapolis	Tony Diekemper, Skyline Technology Solutions
COMMUNITY LEADERSHIP	Bob Burdon, Anne Arundel County Chamber of Commerce	Frank DiVenti, Visit Annapolis
Duane Abrogast, The Children's Guild	Trenda Byrd, Banneker-Douglas Museum	Katie Dragos, Annapolis Pediatrics
Yousuf Ahmad, Northern Anne Arundel County Chamber of Commerce	Allen Carletta, Ph.D., Asbury United Methodist Church	Jim and Sylvia Earl, Helena Foundation
Tim Altomare, Anne Arundel County Police Department	Maria Casasco, Anne Arundel County Hispanic/Latino Outreach	Michael Ebeling, Summit School
EJ Amytot, The Y in Central Maryland	Doug Cashmere, Pasadena Business Association	Eric Edstrom, Leadership Anne Arundel
Rick Anthony, Anne Arundel County Recreation and Parks	Shauna Chabot, Hospice of the Chesapeake	Linda Eggbeer, Anne Arundel Women Giving Together
George Arlotto, Anne Arundel County Public Schools	Chelsea Chaney, The Chaney Foundation	Annette Fisher, Baltimore/Washington International Thurgood Marshall Airport (BWI)
Peter Baily, Association of Independent Maryland & DC Schools (AIMS)	Nancy Choice, Community Volunteer	Gaston Gamez, Anne Arundel County Public Schools
Victoria Bayless, AAMC	Betsy Chotine, Anne Arundel Women Giving Together	Carmen Gonzales, Maryland Live! Casino
Cathy Belcher, Community Volunteer	Rod Cofield, Historic London Town & Gardens	Bill Greene, Anne Arundel County Public Library Diversity Advisory Board
John Belcher, System Enterprise Solution	Katie Cooke, Community Volunteer	Roy Griffith, Rockbridge Academy
Julie Belkin, 3 Points Products, Inc.	Rosa Cruz, AAEDC	James Harvey, Rotary Club of Crofton
Mario Berninzoni, Arundel House of Hope		Robin Hatfield, Rotary Club of Southern Anne Arundel County
Justin Bieler, Anne Arundel County Department of Social Services		

Janice Hayes-Williams, City of Annapolis	Jennifer Lagrotteria, Boys and Girls Clubs of Annapolis and Anne Arundel County	Adrienne Mickler, Anne Arundel County Mental Health Agency
Heather Epkins, Governor's Office for Children	Jean Langston, Anne Arundel County Public Library Diversity Advisory Board	Barbara Moeller, Glen Burnie Improvement Association
Joe Hudson, Annapolis Police Department	Ray Langston, Anne Arundel County Public Library Diversity Advisory Board	Kirkland Murray, Anne Arundel County Workforce Development
Belinda Fraley, Huesman Chesapeake Arts Center	Adrianna Lee, Annapolis Hispanic Community Services	Julie Mussog, AAEDC
Brooke Hurman, Celebree Learning Centers	Matt Lewis, YWCA	Michael Naghdi, Rotary Club of Lake Shore and Severna Park
Alan Hyatt, Severn Bank	Dawn Lindsay, Ph.D., Anne Arundel Community College	Matthew Nespole, Key School
Mary Frances Isakov, M&T Bank	Lisa Lindsay, Ph.D., Boys and Girls Clubs of Annapolis and Anne Arundel County	LaToya Nkongolo, Worklife Urgent Care
Williams Joan, Ginger Cove	Michelle Lucente, Children's Theatre of Annapolis	Patrick Nugent, Annapolis Symphony Orchestra
Chad Jones, Department of the Army, Fort Meade Public Affairs Office	Corwin Macklin, Anne Arundel County Community Action Agency, Inc.	April Nyman, Arts Council of Anne Arundel County
Pam Jordan, Anne Arundel County Aging and Disabilities	Ben Marcantonio, Hospice of the Chesapeake	Karen Olscamp, University of Maryland, Baltimore Washington Medical Center
Pano Kanelos, St. Johns College	Jason Marshall, American Red Cross	Cindy O'Neil, Community Volunteer
Carolyn Kirby, Annapolis Summer Garden Theater	Derek Matthews, Anne Arundel County Director of Community and Minority Outreach	Mairead O'Reilly, Annapolis Orthodontics
Molly Knipe, YWCA of Annapolis & Ann Arundel County	Jo Ann Mattson, Lighthouse Shelter	Megan Orzechowski, Greater Severna Park and Arnold Chamber of Commerce
Terry Kokolis, Anne Arundel County Detention Facilities	Carol Ann McCurdy, Anne Arundel County Public Schools	Irene Padilla, Maryland State Library Agency
Milena Kornyl, Anne Arundel Workforce Development		Pamela Brown, Anne Arundel County Partnership for Children, Youth & Families
Raj Kuchadkar, The Central Maryland Chamber of Commerce		Shirley Panek, The Colonial Players
Douglas Lagarde, Severn School		

Jerry Parks, Jerome J. Parks Companies	Dr. Jane Snider, Heads-Up Consultants
Sandi Parrish, Pasadena Business Association	Cynthia Steinhoff, Anne Arundel Community College
Cheryl Phillips, Fort Meade Public Affairs	Christi Swanson, Westfield Mall - Annapolis
Frances Phillips, Anne Arundel County Department of Health	Kathy Swekel, Annapolis Opera Company
Ramond Robinson, Anne Arundel County Office of Transportation	Steven Thomas, Anne Arundel County Police, Crisis Response Team
Randy Rice, Community Volunteer	Mary Tillar, Anne Arundel County Public Schools
Jonathon Rondeau, The ARC of the Central Chesapeake Region	Reverend Stephen Tillett, Anne Arundel County NAACP
Honorable Bill Sanders, Mayor, Highland Beach	Tim O'Ferrall, Fort Meade Alliance
Robert Sartwell, Rotary Club of Western Anne Arundel County	Pat Troy, Next Wave Media Group
Kurt Schmoke, Anne Arundel County Public Library Diversity Advisory Board	Liz Vanden Huevell, Greater Annapolis Interfaith Network
Sean Schneider, Centro de Ayuda	Lisa Vernon, Anne Arundel County Literacy Council
Dan Scholfield, Greater Crofton Council	Carly Webb, NBCT, Monarch Academy Annapolis
Nancy Schrum, Anne Arundel County Office of the Executive	Sue Weber, Rotary Club of Annapolis
Susan Seifried, Visit Annapolis	Carnitra White, Anne Arundel County Department of Social Services
Lauren Silbermann, Historic London Town & Gardens	Mizetta Wilson, Community of Hope
Robert Smith, Rotary Club of Parole	Roxana, Caliente Grill
Stephanie Smith, Rockwell Collins	

Appendix

Appendix

“Using Customer and Community Intelligence to Shape the Strategic Plan” - This report was created by Danielle Milam for Anne Arundel County Public Library Steering Committee

Reference Data - used to inform Strategy 2022

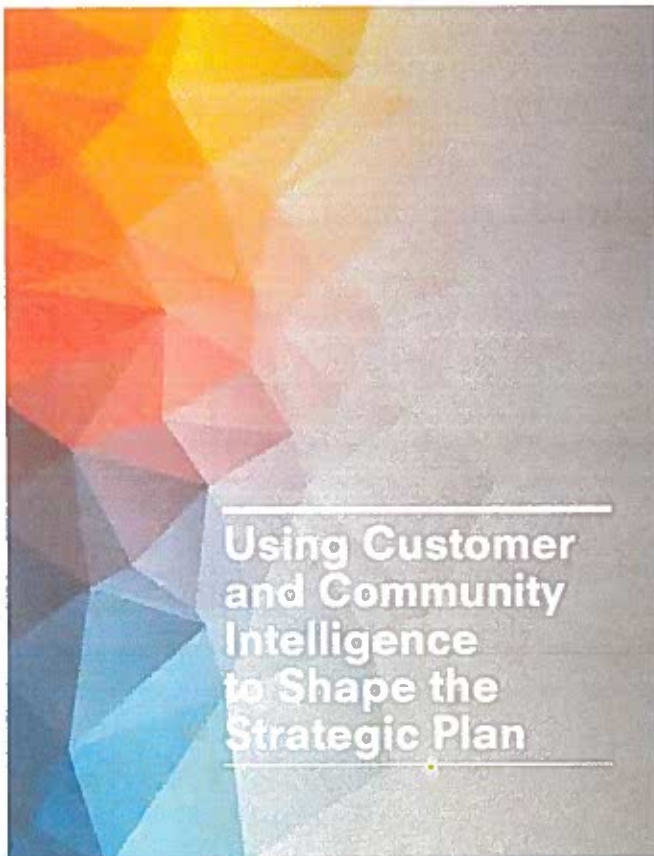
- a. User and Non-user Surveys
- b. Directed Storytelling Interviews
- c. Organizational Brief Results
- d. ESRI Tapestry
- e. Branch Manager Questionnaires

Workshop Materials Generated

- a. My AACPL Zine
- b. Persona Zines

Bibliography

Customer Intelligence Report



This report was created by Danielle Milam for Anne Arundel County Public Library Steering Committee. The full report can be found [here](#).

Reference Data

Reference Data - used to inform Strategy 2022

- a. User and Non-user Surveys
- b. Directed Storytelling Interviews
- c. Organizational Brief Results
- d. ESRI Tapestry Segments Presentation
- e. Branch Manager Questionnaires



FACILITIES: BROOKLYN PARK COMMUNITY LIBRARY

Building recommendations per 2017 Library Master Plan

- Comprehensive Assessment score – 05 (Poor)
- Currently 0.95 sf/capita
- Age of existing facility is 46 years.
- Serves an isolated section of the County (cut off by major highways and County border).

ACTION: This branch has excess capacity for its growing service population. Consider renovation to incorporate specialized services to match community needs. New "Route 0 Library & Innovation Center" in New Castle County, Delaware may be a model worth considering. A request for funds for a moderate renovation of this building should be considered.



BRANCH CHALLENGES: BROOKLYN PARK COMMUNITY LIBRARY

SAVANNAH – UTILIZATION

- Computer use (100 occ)
- Some children (20 bedtime, 20 occ)
- Download (25 digIt)
- Adult (20 bedtime)

STAFF SURVEY

- Poverty
- Digital divide
- Crime addition
- Lack of opportunity
- Homelessness
- No public transportation to this branch
- Lack of Internet access
- Youth are stressed

Questionnaire For the Branch Library

Our Branch is:
Annapolis Regional Library

Tap us about your branch:
 Branch manager/leader (check appropriate questions)
 Community Involvement Survey
 Meeting the Director's Challenge
 311 Challenge
 Funding My Future: 50c
 Word Star Collection
 Word Star Collection
 Feedback Sheet
 Quick Site Assessment
 Regional Library

60 Identify the benefits, but customer issues based on 600 from Change Day. Think about your customers and the issues profile. Tell us about them: what are their concerns, behaviors and challenges?

61 Describe the demographics of the neighborhood/ community you serve. What makes it unique and different?

62 What are the greatest needs you see in the community? (Early Literacy, Career Advice, Employment Assistance, Information Literacy Ability, Low income, Learning Assistance, Meeting Needs, Space, Social Resources)

*Please feel free to capture any comments on the back of the sheet.

Page 1

Zines

A one-page, foldable, pocket-sized zine was created for Workshop #3 as a summary of the Strategy for leadership and staff; the full size document can be found [here](#).



Zines

A one-page, foldable, pocket-sized customer persona was created for Workshop #4. Six persona zines were generated and can be viewed [here](#).

COOL IDEAS FOR ARMANDO

- ESL Classes
- Up-To-Date ESL Books and Audio Materials
- Financial Adviseмент
- Daycare Programs

THE CRITICAL NEEDS & MOTIVATIONS THAT THE LIBRARY CAN SUPPORT FOR THIS INDIVIDUAL:

MOTIVATIONS:

- An Accepting and Understanding Community Financial Literacy
- Post-education Opportunity
- English as a Second Language (ESL)

EDUCATIONAL COMMUNITY NEEDS:

- Need for Educational Support
- Need for Access To Resource
- Need for Post Job Search Support
- Need for Adult Education Success

ABOUT ARMANDO'S COMMUNITY

GLEN-BURNIE

- About The Branch
- Convenient
- Working middle class
- Serve the largest population in Anne Arundel
- Many individuals in crisis on a daily basis

FOR ARMANDO, WE NEED TO BE:

- Potential
- Hispanic Immigrant Partnerships
- Community College
- Understanding
- Welcoming

WE NEED TO HAVE:

- Classrooms
- Health/med rooms
- Computers
- ESL teachers
- City Commons
- Park & Recreation
- Handscribble Road

ESRI TAPESTRIES:

- Community College
- Understanding
- Welcoming
- Hispanic Immigrant Partnerships

NO 19:

- An carpenter from Nicaragua
- An immigrant
- Committed about learning

WHO ARE WE DOING THIS FOR AND WHY?

NO 19:

- An immigrant from Nicaragua
- Committed about learning
- Learn English
- Support his family
- Build a house for his family

Armando's Story

Armando is a Spanish-speaking immigrant from Nicaragua learning English while working full-time as a carpenter. Everyday, Armando faces challenges of handling a foreign environment. Armando lives with his brother, sister-in-law and their 3 kids. He is saving money to build a house for his family. Armando's brother told him that the library could help him learn English for free, and he can't believe it! He is excited but nervous to go visit for the first time. He takes the bus to the library and to search for some books and audios to learn English, and soon realizes he needs help. At first he is afraid to ask

because he has a hard time explaining what he needs. Luckily, he finds a staff member who speaks Spanish and he is so grateful! He never expected to find someone who could help him in his own language. Armando goes to check out the materials they found, but they told him he needs a library card. He is so confused and sad because he doesn't have what he needs to get a card. A couple days later, Armando returns to the library gets a card, and checks out his materials! He is grateful, happy, and feels fulfilled! He also learns about the free ESL class and can't wait to come back often!

A Zine About Armando

Bibliography

READING MATERIALS

The Aspen Institute, Rising to the Challenge: Re-Envisioning Public Libraries, 2014

Community Foundation of Anne Arundel County, Poverty Amidst Plenty: Striving to Achieve Progress For All, Fifth Edition, 2015

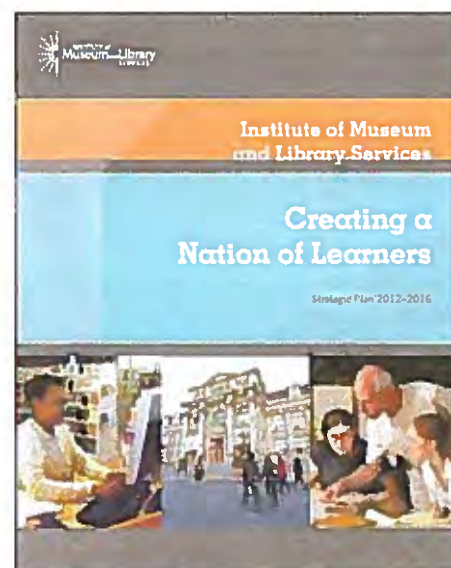
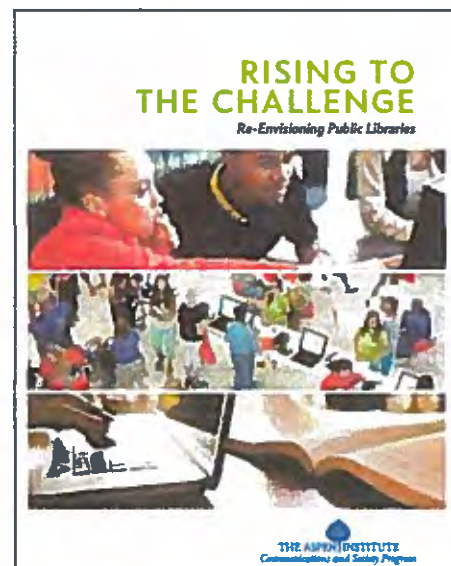
Urban Libraries Council, Making Cities Stronger: Public Library Contributions to Local Economic Development, 2007

Online Computer Library Center, Inc., The 2003 OCLC Environmental Scan: Pattern Recognition, 2003

Institute of Museum and Library Services, Creating a Nation of Learners: Strategic Plan 2012-2016, 2012

Bell, Steven. "From Change Management to Change-Ready Leadership: Leading From the Library." *Library Journal* 01 Mar 2018.

Institute of Museum and Library Services, Museums, Libraries, and 21st Century Skills, 2009



Endnotes

- 1 <https://www.aacpl.net/facilities-master-plan>
- 2 <http://www.aacc.edu/about/administrative-offices/sarbanes-center-for-public-and-community-service/center-for-the-study-of-local-issues/>
- 3 <http://csreports.aspeninstitute.org/documents/Aspen-LibrariesReport-2017-FINAL.pdf>
- 4 <https://www.aacounty.org/index.html>
- 5 <https://www.census.gov/quickfacts/fact/table/annearundelcountymaryland#viewtop>



Las Vegas-Clark County

**LIBRARY
DISTRICT**

www.lvccd.org

Personnel Policies and Procedures Manual

investigatory process to the extent consistent with adequate investigation and appropriate corrective action.

6. An employee who has in good faith filed a complaint related to a violation of this policy, or who has assisted in an investigation, will not be retaliated against in any way.





Contact Person: Human Resources Director or Human Resources Manager
Windmill Library and Service Center
7060 West Windmill Lane
Las Vegas, NV 89113
(702) 507-6241 or 507-6162

F. Smoking

The District maintains a smoke-free work environment (which includes vaping or e-cigarettes). Smoking is prohibited in all library buildings, meeting/conference rooms, private offices and District vehicles. Designated, outside smoking areas are reserved for the use of employees. Employees in violation of this policy are subject to discipline.

G. Conflict of Interest

No person will be employed by the District where such employment may create a possible conflict of interest. The following prohibitions and guidelines will be used in determining conflicts of interest:

1. No employee may directly or indirectly seek or accept any gift, service, favor, gratuity, employment, or economic opportunity that might influence the employee to depart from the faithful and impartial discharge of the employee's District duties. 
2. District employees may not use their positions to secure or grant unwarranted privileges, preferences, exceptions, or advantages for themselves or for others. 
3. No District employee may participate as an agent of the District in negotiating contracts between the District and any private business in which the employee or members of the employee's immediate family have a financial interest.
4. No employee may accept, either directly or indirectly, any cash, gift, service, favor, gratuity, employment, economic opportunity, or monetary gift from a private source for the performance of his or her duties as a District employee. No gift except a promotional item of *de minimis* value (up to \$40) is permitted to be given to an employee. 
5. District employees may not use confidential information gained through their work to further their own financial or personal interests or the interests of others. 

6. No supervisor will lend money to a subordinate or create any other situation leading to the indebtedness of a subordinate.

H. Outside Employment

1. District employees will not engage or invest in any outside employment, venture, or transaction that may interfere with the proper discharge of the employee's duties, and which might create a conflict of interest with the employee's work duties, which could bring the District or its employees into any general disrepute or discredit.
2. Employees will devote their full time and attention to District business during working hours.
3. For full-time employees, any requirements or requests for the employee to work beyond the regularly scheduled week will take precedence over the demands of outside employers. Outside employment is not considered a reason for poor performance, absenteeism, tardiness or refusal to work overtime.



I. Employment of Relatives/Fraternization

The Las Vegas-Clark County Library District wants to ensure that District practices do not create situations such as conflicts of interest or favoritism. This extends to practices that involve employee hiring, promotion and transfer.

For the purpose of this policy, relatives are defined as: mother, father, spouse, significant other, children, brother, sister, grandparents, grandchildren, mother-in-law, father-in-law, brother-in-law, sister-in-law, aunt, uncle, niece, nephew, great grandparents, and great grandchildren. The term "relatives" also includes domestic partners, individuals living in the same household and relationships which result from adoption and marriage.

Individuals will not be hired, promoted, or transferred into a position that would create a conflict with District policy. Under no circumstances will an employee supervise or have in his/her chain of command (regardless of whether a direct reporting relationship exists) any other employee who is a relative as defined by this policy.

1. If an employee and a supervisor who is within the employee's chain of command become related or involved in a dating relationship after the supervisor and employee have been appointed to their respective positions, the District shall ensure that, as soon as practical, the employees do not continue to hold positions in which one of the employees is in the chain of command of the other employee.
2. A supervisor who becomes related to or involved in a dating relationship with an employee in his/her chain of command shall notify the District within ten (10) working days after the supervisor and employee become related or involved in a dating relationship. Such notification shall be made to the supervisory employee's Deputy Director or Department Director.

1. Misconduct includes, but is not limited to, the following: intoxication; insubordination; disrespectful or abusive attitude; horseplay or pranks; any conduct which may potentially threaten the health or safety of others; fighting; gambling; sleeping on the job; failure to use safety devices or precautions; possession, distribution, sale, or use of illegal and/or illicit drugs; possession of a firearm or other lethal weapon on District property; suspension or revocation of a driver's license, when possession of a valid driver's license is a condition of employment; driving a District vehicle while intoxicated or under the influence of drugs or alcohol; driving a District vehicle when a license is suspended or revoked; foul, abusive, obscene or threatening language; abuse or destruction of District property; failure to observe District policies, rules, or regulations; refusal to cooperate with any lawful directive given by management, including participation in an investigation, audit or examination; failure to clock in or out; discourtesy toward or difficulty with co-workers, patrons, volunteers or visitors; outside employment which conflicts with or interferes with assigned duties; reporting for duty in an unfit or unsafe condition to work; acceptance or solicitation of a bribe or any other compensation; improper use of a position or employment for personal advantage; conviction of a crime; sexual, racial or other forms of harassment and/or discrimination, and retaliation.
2. Attendance problems include, but are not limited to, the following: abandonment of position (three (3) consecutive days of unexcused absence); chronic absenteeism (defined as greater than eight (8) occurrences in a twelve (12) month rolling calendar); unauthorized absence from the job; excessive or periodic tardiness and unsatisfactorily explained absences.
3. Dishonesty includes, but is not limited to, the following: theft; misuse of District funds, resources or property; fraud; falsifying employment or other official records or documents; falsifying payroll records; use of another employee's swipe card; working unauthorized hours; allowing employees to work unauthorized hours; allowing, with knowledge, an employee to violate any policy or procedure herein; withholding material information on personnel questionnaires and applications; cheating or practicing deception in employment testing; divulging confidential material or information (not including information regarding wages or other terms and conditions of employment) to unauthorized personnel; giving false information; making false accusations of harassment, discrimination or retaliation; lying; or obstructing an investigation.
4. Performance problems include, but are not limited to, the following: the inability to perform work in a satisfactory manner (including poor quality or quantity of work or failure to fulfill job requirements); failure to meet work performance standards; failure to follow directions; failure to maintain a license or certification required for employment; and failure to perform assigned duties.

*employee
conflict
interest
←
harassment
and
retaliation*

C. Progressive Discipline

The level or severity of discipline is dependent on the nature of the act

and circumstances. When a complaint against an employee does not warrant termination, the disciplinary action will be based on the severity of the complaint and may take the form of (1) oral counseling; (2) letter of concern; (3) written reprimand; (4) suspension with pay; (5) suspension without pay; (6) transfer; or (7) demotion. However, any of the above steps may be bypassed depending on the nature and severity of the offense.

Reasons for employee termination include, but are not limited to, the conduct listed under Misconduct, Attendance Problems, Dishonesty, and Performance Problems.

If an offense committed by an employee is deemed sufficiently egregious as to warrant termination, or if it is determined that there is sufficient evidence to terminate an employee, the employee may be suspended immediately with pay for up to five (5) working days, while an investigation is conducted concerning the nature of the offense and a determination made regarding discharge.

Notice of the suspension will be in writing and will state that the employee is subject to potential termination, the length of the suspension, and the nature of the offense.

This has started in order to build a case to fire me with fabricated accusations

D. Grievance Procedure

Any non-represented employee of the District, including a contract employee, who has reason to believe that his or her rights under this Personnel Policies & Procedures Manual have been adversely affected, may submit a grievance and have that grievance acted upon in accordance with the following procedures. Employees occupying positions covered by a collective bargaining agreement must submit a grievance in accordance with the provisions of that agreement. This grievance procedure is not applicable to disciplinary actions including suspension without pay, transfer, demotion, or termination, as the appeal procedures for these disciplinary actions are addressed elsewhere in this Chapter.

1. A grievance must be submitted in writing to the employee's immediate supervisor for resolution no later than ten (10) working days after events giving rise to the grievance, or ten (10) working days after the employee could have learned of the events. Said grievance must be signed and dated by the aggrieved employee.
2. If the grievance is against the employee's immediate supervisor, the grievance may be submitted to the next level of supervision. At no time shall a grievance be submitted to the Board of Trustees for resolution.
3. All grievances filed must include the (a) facts giving rise to the grievance, (b) section of this Manual that has been allegedly violated, (c) name of the aggrieved employee, and (d) remedy sought. A grievance may be denied if it is not timely filed, and/or if it does not contain the required information.
4. The immediate supervisor or person receiving the grievance as described

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
APRIL 9, 2015
(approved May 21, 2015)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Sahara West Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, April 9, 2015.

Present:

Board:	K. Crear, Chair	M. Saunders
	R. Ence	Y. Yturralde
	S. Bilbray-Axelrod	S. Moulton
	R. Wadley-Munier	M. Francis Drake
	F. Ortiz	

Counsel: G. Welt

Absent: J. Melendrez (excused)

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

Guests:

M. Saunders, Vice-Chair, called the meeting to order at 6:46 p.m. He presided over the meeting as Chair Crear attended via telephone.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Chair Crear and Trustee Wadley-Munier attended via telephone as did Counsel Welt. Trustee Wadley-Munier called in at 6:53 p.m. Trustee Melendrez had an approved absence. Appendix A.

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

Public Comment (Item II.) None.

Agenda (Item III.) Trustee Yturralde moved to approve the Agenda as proposed. There was no opposition and the motion carried.

Approval of Proposed Minutes Nominating Committee, March 12, 2015 and Regular Session, March 12, 2015. (Item IV.A-B.) Trustee Moulton moved to approve the Minutes of the Nominating Committee Meeting held March 12, 2015, and the Minutes of the Board of Trustees Meeting held March 12, 2015. There was no opposition and the motion carried.

Chair's Report (Item VI.) Nothing to report.

Executive Director's Report (Item VII.A.) Trustee Bilbray-Axelrod complimented staff upon their reports as she finds them interesting and informative. She then suggested that Trustees attending the Nevada Library Legislative Day in Carson City on Monday, April 13, 2015, reiterate the large amount of library usage by patrons. She pointed to District statistics showing the rise of virtual

library usage and that, as well, there still are a large number of books and magazines checked out. She wanted Trustees to emphasize that libraries are NOT going away.

Trustee Moulton requested that the Nevada State Council on Libraries and Literacy 2015 Report to the Governor and Legislature be provided to Trustees attending Nevada Library Legislative Day to give to legislators. Executive Assistant Boyer explained that the report, plus information on the District, will be included in packets provided to Trustees at the event for distribution to legislators.

Trustee Yturralde wanted to express her appreciation of the Outreach team as she appreciates all their efforts to make people aware of different library services.

Executive Director Heezen thanked all the staff at Sahara West for their work on the opening of Teens@, the new teen center at the branch, specifically branch manager Kim Clanton-Green and YPL Department head Valerie Marchalonis. He also thanked General Services Director Steve Rice, Assistant General Services Director John Vino, Youth Services Coordinator Mary Nelson and Assistant Public Services Director Jennifer Schember for their work on the project. Heezen believes the opening of this space is a giant step forward to help teens achieve their full potential.

Dr. Heezen then thanked Ms. Clanton-Green for showing up at 5 a.m. to host the Las Vegas Executives Association the previous day in The Studio. Heezen is a member of LVEA and used the group's meeting at the library to promote District services, the Food for Thought program (April 12-25) and National Library Week (April 12-18). LVEA members also enjoyed a talk by the artist currently exhibiting her work in The Studio, Linda Alterwitz (the District's official "Artist in Residence").

Dr. Heezen thanked staff members in Access Services and the Virtual Library for their work with patrons who had been notified about their past due items via prior to the start of the Food for Thought program.

Dr. Heezen then announced that Development Director Danielle Milam has been selected as one of "Las Vegas' Top 100 Women of Influence" by *My Vegas* magazine.

Dr. Heezen reported on his visit to Mesquite where he met with Mayor Allan Litman and staff to begin the process of discussions for a new location in Mesquite for a larger library. The city owns a piece of land in front of the current location and the District would like to negotiate an agreement with the city to deed to the District the land plus the space the Mesquite Library currently occupies. The District owns the building, not the land. Heezen noted that Mesquite had been identified 12 years ago as a location for a larger branch due to its population growth, but several issues, most notably the recession, prevented more than a temporary addition to the current space being built. He will attend the next Mesquite City Council meeting at which time the Council will vote on moving forward with the discussion.

Dr. Heezen then reported on his meetings with the city of Las Vegas staff on the land for the East Las Vegas building.

Dr. Heezen mentioned that the District would be participating in Library Snapshot Day on Thursday, April 16, 2015. He reported that he had promoted National Library Week activities and the Food for Thought program to the Clark County Commission this week and would be at the Las Vegas City Council meeting next week. He said the Clark County Fair would be taking place on April 11-12 in Logandale and that the Outreach Department would have a booth, supported by Moapa staff. Heezen then reported that Collection and Bibliographic Services Director Chris Britsch would be retiring in June and Accountant Keshi O'Neal had left to work for the city of Las Vegas.

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

**Public Services and
Security Report
(Item VII.A.1.)**

Trustee Francis Drake attended the Anime Fest on March 14, 2015, at the Sahara West Library and she acknowledged and thanked staff members who were involved. Staff members mentioned included Branch Manager Kim Clanton-Green and Youth Services Coordinator Mary Nelson along with Natalia Tabisaura, Soraya Silverman and Marisa Eytalis for their coordination of the entire event. The following staff members Valerie Marchalonis, Yvonne Bayles, Ryan Korn, Mayra Korn, Chelsea Snead, Stefanie Bailey, Tala Miranda, Amber Dennis, and Elizabeth Weist did a wonderful job setting up the various stations for the event. These stations included: Anime (Japanese animation production), Manga (Japanese comics), Cosplay (Costume play usually comic books, cartoon, video game or action film characters) and Comic Books. Drake said that other features included an Artist Alley with Disney, Universal as well as *The Simpsons* and *King of the Hill* artist, Carlos Nieto III, Cosplay Competition, Anime videos, Video Game Competition and an Animation Lab. Attendees also enjoyed Kuminari Taiko drummers and an onsite food truck. She thought the event was well organized and well attended. Drake and her husband both look forward to going again.

Trustee Wadley-Munier joined the meeting via telephone during Trustee Francis Drake's comments.

**Business Office
Report
(Item VII.A.2.)**

No questions.

**Human Resources
Report
(Item VII.A.3.)**

No questions.

**Information
Technology Report
(Item VII.A.4.)**

No questions.

**General Services
Report
(Item VII.A.5.)**

No questions.

Marketing Report No questions.
(Item VII.A.6.)

Development Report No questions.
(Item VII.A.7.)

Unfinished Business None.
(Item VIII.)

Discussion and possible Board action regarding contract award for library building consultant services to develop. (Item IX.A.)

General Services Director Steve Rice explained that a Request for Qualifications (RFQ) for a library building consultant was advertised in the *Las Vegas Review-Journal* and the community-based minority newspapers. Additionally, the RFQ notice was faxed to all minority Chambers of Commerce and to firms listed in the Clark County and city of Las Vegas MBE, WBE, SBE and PBE business directories. The services requested in the RFQ are considered professional services and award is made in accordance with the provisions of the Nevada Revised Statutes, Chapter 332, Purchasing: Local Governments, Section 332.115.

The consultant's services include conducting a needs assessment encompassing input and data gathering and an analysis of branch collection, staffing, seating, technology, and community meeting space requirements, and development of generic building programs for a typical urban and outlying branch. The generic building programs will break down all assignable space within each branch type and include a matrix of common and optional physical elements, facilities requirements, and adaptability criteria to meet future needs. For the proposed East Las Vegas Library, Mesquite Library and future branches as approved, the generic building programs will be refined to reflect the service and space needs of the specific community the branch will serve. It is anticipated that the consultant's services will commence the first part of May and be completed by the end of August.

A total of six submittals were received. A review committee comprised of members of the Executive Council performed the evaluation process. The committee evaluated the information provided by each consultant based upon the following criteria: qualifications, experience, project team, project approach and client references. The committee selected Pugsley.Simpson.Coulter. ARCHITECTS (PSC), whose project team includes Margaret Sullivan Studio (MS), as the consultant best suited to fulfill the requirements of the RFQ. PSC is a local design firm that has over 20 years experience planning and designing public libraries. MS is a design firm that focuses on civic and cultural institutions. They specialize in visioning, programming and designing libraries of the 21st century and are recognized as a national leader in the programming and interior design of the future public library.

Discussion ensued, with Trustees Bilbray-Axelrod, Yturralde, Moulton, Saunders, Ence and Ortiz asking questions about staff participation, need for the program, number of submissions, whether the contract would limit other architectural firms from designing the actual

11111

buildings, whether PSC has worked for the District on other projects, and use of the building program to cut costs.

Dr. Heezen, Mr. Rice and Counsel Welt participated in the discussion as Trustees wanted to ensure the staff Public Innovation Team participated in the planning, that the building programs covered staff and patron needs, that future RFQ's for building architects ensured that many firms had an opportunity to bid on their design, and that the libraries to be built did reflect their individual communities and future growth opportunities. They were very excited to see this process moving forward and did not want "monuments," but buildings to serve District patrons that reflect their neighborhoods.

Mr. Rice said that 26 firms picked up the District's submission for the plan and he was happy that they received six submissions. He added that, if programming documents were done correctly, any design architect could use them to lead their work. He noted that MS provided an example of their programming work as part of their submission and it ran to 250 pages, showing how much work goes into the final product. Dr. Heezen agreed that this was necessary as the programming must guide the architect in areas such as weight load, sight lines, storage, staff areas, etc. Heezen said that Ms. Sullivan, an experienced library designer knows the flexibility the library of the future needs to contain.

Trustee Bilbray-Axelrod moved to authorize staff to award a contract to Pugsley.Simpson.Coulter. ARCHITECTS not to exceed \$135,000, plus authorized reimbursable expenses, for library building consultant services to develop generic building programs for a typical urban and outlying branch to be used to guide the design of the District's proposed East Las Vegas Library and Mesquite Library as well as future branches, subject to final review by Counsel. There was no opposition and the motion carried.

**Public Hearing
regarding the
Proposed Interlocal
Agreement for the
transfer of the Las
Vegas Library
building and related
improvements to
the city of Las
Vegas.
(Item IX.B.)**

Vice Chair Saunders opened the Public Hearing for comments on the Proposed Interlocal Agreement for the transfer of the Las Vegas Library building and related improvements to the city of Las Vegas.

Mr. Rice explained that public notice was given on March 29 and 30 in the *Las Vegas Review-Journal*, that the Board of Trustees of the Las Vegas-Clark County Library District (the "Board") has adopted a Resolution to transfer the Las Vegas Library Building and related improvements, located (on Assessor's Parcel Number 139-27-708-017) at 833 Las Vegas Boulevard North, Las Vegas, Clark County, Nevada 89101, to the city of Las Vegas in exchange for 6.05 acres of city of Las Vegas-owned vacant real property (Assessor's Parcel Number 139-36-302-005), located at 2601 Sunrise Avenue, Las Vegas, Clark County, Nevada 89101, a capital contribution, and other consideration from the city of Las Vegas for construction of the new East Las Vegas Library by the Las Vegas-Clark County Library District. The terms of the proposed exchange are set forth in an Interlocal Contract for the Transfer of Land Between the city of Las Vegas and the Las Vegas-Clark County Library District ("Proposed Interlocal Agreement").

Minutes - Board of Trustees' Meeting
April 9, 2015
Page 6

Pursuant to NRS 277.050, a governing body of a political subdivision may exchange real property to another governmental entity without advertising for public bids on such terms as authorized by the Board after holding a public hearing at which objections by the public may be heard.

There were no comments from the public.

Vice Chair Saunders closed the Public Hearing.

Announcements
(Item X.)

The next Board Meeting will be held Thursday, May 21, 2015, in the Windmill Library at 6 p.m.

Trustee Bilbray-Axelrod reminded attendees that "Touch-a-Truck" will also be held on Saturday, April 11 and she thanked Outreach Librarian Joe Stoner and his staff for supporting this event which is hosted by Family to Family Connection.

Vice Chair Saunders and Dr. Heezen pointed out flyers were available for the Food for Thought program, Club Read, the District's summer reading program. In addition, discounts are available for library card holders at The Mob Museum and the District's most recent *Highlights* is also out, thanks to Public Relations Manager Karen Bramwell and the Marketing and Community Relations department. Trustees are encouraged to take flyers and information.

Public Comment
(Item XI.)

None.

Executive Session
(Item XII.)

Removed from Agenda.

Adjournment
(Item XIII.)

Vice Chair Saunders adjourned the meeting at 7:24 p.m.

Respectfully submitted,

Randy Ence, Secretary

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
March 9, 2017
(approved June 8, 2017)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Whitney Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, March 9, 2017.

Present: Board: M. Saunders, Chair R. Ence
Y. Yturralde
K. Crear S. Moulton
R. Wadley-Munier M. Francis Drake
F. Ortiz J. Melendrez

Counsel: G. Welt

Absent: S. Bilbray-Axelrod, Excused

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

Guests: Ericka Reynolds, BiblioCommons
Sean Coulter, Simpson|Coulter Studio
Brian Gordon, Applied Analysis

M. Saunders, Chair, called the meeting to order at 6:00 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Trustee Wadley-Munier attended via phone and called in at 6:02 p.m. Trustee Melendrez attended via phone and called in at 6:03 p.m. He left the meeting at 7:00 p.m. Appendix A.

Chair Saunders led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Chair Saunders removed Item IV.A-C, Approval of Proposed Minutes from the Agenda. Trustee Moulton moved to approve the Agenda as changed. There was no opposition and the motion carried.

Approval of Proposed Minutes Regular Session, October 13, 2016, Regular Session, January 12, 2017, and Regular Session, February 9, 2017. (Item IV.A-C.) Deferred until the next Board meeting.

Chair's Report (Item V.) Chair Saunders acknowledged that this meeting would be Trustee Crear's and his last meeting. There will be a formal recognition at the April 6th Regular Board Meeting. Saunders said it had been a tremendous honor and privilege to serve.

Minutes - Board of Trustees' Meeting

March 9, 2017

Page 2

**Library Reports
(Item VI.)**

Chair Saunders asked Dr. Heezen to give his report.

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

Executive Director Dr. Heezen told Trustees, in addition to his written report, there were several other items he wanted to mention.

Dr. Heezen said he had spent the last several days interviewing five well-qualified individuals who staff are considering for the Human Resources Director position.

The District received 45 applications for the position. Human Resources Director Jerilyn Gregory and Human Resources Counsel Scott Abbott worked with Heezen to select 14 for initial interviews. Ms. Gregory and Mr. Abbott handled that task and narrowed the field to seven finalists (two subsequently dropped out). The interviews for the finalists consisted of a meeting with Heezen, Abbott, and the Executive Council (without Ms. Gregory) and a meeting with members of the Human Resources team. Abbott and Heezen then handled the second interviews. Finally, Heezen is using the feedback provided by each staff member who participated in the interviews. Since that just finished today, Heezen is in the process of making a final decision which he will announce to Trustees soon. The person selected will then work with Gregory to get up to speed on several issues such the upcoming negotiations with Teamsters 14.

Dr. Heezen then shared what he described as a wonderful example of staff's ability to react to emergencies. On March 4 at the Sahara West Library, a male patron collapsed in the lobby and appeared to stop breathing. Scheduling and Production Services staff member Tony Wilson was there and immediately alerted Security and 911. Security Officer Peggy Staples alerted the Person in Charge (PIC), Adult Services Librarian Jamie Kragrud. Kragrud and Wilson rolled the patron on his back to perform CPR while Adult Services Librarians Josh Ruppert and Brad Golod arrived with the defibrillator to assist. Ruppert operated the defibrillator and that, along with the CPR, allowed the patron to start breathing again. Golod met the paramedics who arrived within several minutes. The patron's sister called the branch the next day to express her gratitude for the quick action of staff who administered aid to her brother. She reported that her brother suffered a heart attack but survived and is in stable condition. She said he was alive thanks to our staff who performed CPR and used the defibrillator.

Then, Dr. Heezen announced that the Mesquite Library Groundbreaking has been set for Wednesday, May 24 and he invited everyone to plan to attend. Heezen thanked Trustee Ence for all of his hard work towards this goal.

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

Chair Saunders said he was interested in the Wi-Fi to Go program mentioned in the Library Operations Report and wanted some more information. Library Operations Director Jennifer Schember explained that March 1st marked the start of a new District service, a mobile hotspot lending program, which will pilot for six months at the Clark County Library Computer Center. Patrons will be able to check out

Minutes - Board of Trustees' Meeting

March 9, 2017

Page 3

hotspots for a loan period of 21 days. Users must be 18 years of age or older, and be a District resident with a full service library card in good standing.

IT Director Al Prendergast and Schember worked closely with Regional Library Operations Manager Carlotta Dickerson and Clark County Library Branch Manager Marie Nicholl-Lynam, who both led this project. Schember thanked Prendergast, Dickerson and Nicholl-Lynam, in addition to the following staff, for their assistance:

Sufa Anderson (Access Services Manager)
Rebecca Colbert (Head of Collection and Bibliographic Services)
Karen Bramwell (Public Relations Manager)
Robbie DeBuff (Clark County Library Assistant Branch Manager)
Chris Carnell (Clark County Library Computer Center Department Head)
Paula Loop (Clark County Library Adult Services Assistant)
Claire Davies (Former Clark County Library Assistant Branch Manager)

Chair Saunders said he thought this was a very innovative program and he appreciated the work the District is doing to bridge the digital divide between the people who have this access at home and those who depend on the library for this critical service.

Chair Saunders said that the departure of Spring Valley Library Manager Nikki Winslow after 14 years, not to mention that of Human Resources Director Jerilyn Gregory, will be a loss to the District, but he knows that District staff epitomize library core values, so he has faith in staff to continue their excellent work.

Chair Saunders then recognized Trustee Ortiz and his work with the City Marshals during a recent incident at the West Las Vegas Library. Saunders was so thankful that it did not escalate. Trustee Ortiz said that Trustees, the Director and members of the Executive Committee always want to protect the District's patrons and staff. He acknowledged that the District is so large that it is hard to be prepared for every scenario, but that he always wants to ensure that the District is a place of safety and fun for patrons and staff.

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

No questions.

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

Trustee Moulton said that she has worked for at least seven years with a group, *Each One Read One*, which has partnered with Library District staff for a number of years. Currently, the District staff liaison is Youth Services Manager Shana Harrington, previously it was Harrington's predecessor, Mary Nelson Brown. The program encourages members of a community to read a particular book and brings in the book's author for special programming. This year, the author came to the Sunrise Library and read books to a group of second grade students from Stanford Elementary. Moulton said it was so exciting to see the staff working together with the Clark County School District and she

appreciates the collaboration. She also thanked Harrington and the Sunrise Library staff for their hard work on making the program so successful.

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

No questions.

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

No questions.

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

No questions.

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

Trustee Ortiz complimented General Services Director Steve Rice and the entire Facilities Department for their attention to preventive maintenance throughout the District. He noted that some agencies do not pay attention to this area; they let their facilities run down and then want to build new facilities. He felt spending small amounts now paid off in the future, with the District saving money in the long run.

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

No questions.

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

Unfinished Business (Item VII.)

None.

Discussion and possible Board action regarding authorization to appoint the auditor, Piercy Bowler Taylor & Kern, for auditing services for the fiscal year ending June 30, 2017. (Item VIII.A.)

Deputy Director/CFO Fred James explained that Nevada Revised Statutes (NRS 354.624) require the Board of Trustees to designate its auditor or firm no later than three months before the close of the fiscal year for which the audit is to be made. In March 2013, the Board approved Piercy Bowler Taylor & Kern as the District's auditors. The Request for Proposal called for an initial appointment for auditing services for the year ending June 30, 2013, with four one-year renewal options. This is the last of the four options to renew.

Staff wishes to appoint Piercy Bowler Taylor & Kern to audit the District's June 30, 2017 financial statements. Piercy Bowler Taylor & Kern's fees for the fiscal year ending June 30, 2017, are \$36,600 for audits and GFOA assistance and \$3,600 for any required Federal Financial Assistance Audit reports and procedures. The fees for the fiscal year ended June 30, 2016 were also \$36,600 for audits and GFOA assistance and \$3,600 for required Federal Financial Assistance Audit reports and procedures.

Trustee Moulton moved to authorize staff to appoint Piercy Bowler

Taylor & Kern for auditing services for the fiscal year ending June 30, 2017. There was no opposition and the motion carried.

Discussion and possible Board action regarding authorization to create a legal entity titled, "Library District Development Corporation, LLC" (known as a Qualified Active Low-Income Community Business (QALICB) under the New Markets Tax Credits Program) to qualify for New Markets Tax Credits. (Item VIII.B.)

Mr. James explained that he first heard about the New Markets Tax Credits program several years ago while the District was working with the city of Las Vegas to complete the land transfers which led to the acquisition of the land to build the East Las Vegas Library. In addition, Trustee Felipe Ortiz, who works for Councilman Coffin, has been enthusiastic about the program due to his experience with it at the city, and promoted it to District staff. Created in 2000, the New Markets Tax Credits (NMTC) program serves as a vehicle to attract investment capital into low-income neighborhoods that have been left behind by the traditional private marketplace. The Treasury Department administers the program through its Community Development Financial Institution Fund (CDFI Fund).

NMTC investments have financed more than 4,800 businesses, helped create or retain 197,000 jobs, and supported 164 million square feet of manufacturing, office, and retail space. The program is highly efficient, generating \$8 in private investment for every \$1 of cost to the government. It has spurred more than \$90 billion in funding to businesses in low-income communities, with \$31 billion in direct NMTC investments leveraging more than \$60 billion from public and private sources. Because of its success, the NMTC program was selected as a top 25 government program in the Harvard Kennedy School's Ash Center competition for the Innovations in American Government Award.

The program offers institutional and individual investors a 39 percent credit against their federal income tax, which is based on the amount invested and claimed over seven years. It requires investment in distressed areas, particularly those with high unemployment, high poverty rates, and low median incomes for residents. The credit can be used for commercial real estate development, working capital, and equipment financing.

In order for the Library District to participate in the NMTC program, the creation of a QALICB non-profit entity must be created, since government entities cannot participate directly in the program as a QALICB. By definition, a QALICB is defined as a for-profit or non-profit corporation or partnership. The creation of the QALICB will allow the Library District to receive from \$2M to \$4M dollars in NMTC toward the construction of the East Las Vegas Library based on the current estimated construction costs.

Mr. James added that the program has been used extensively on the East Coast, but is not so familiar on this part of the country. Dr. Heezen added that staff is modelling the District's actions on the city of Las Vegas as they have done several projects and are guiding and directing staff as they work through the process. James continued to say that the District's bank, Wells Fargo, has experience in the project as well. He diagrammed the process for the Board, explaining that it is very complicated, but it works out to the District's monetary benefit as well as providing tax credits to the investors. James explained that he

had also briefed Trustees about the process in detail in small groups in the weeks prior to this meeting. The East Las Vegas Library qualifies due to its location. There is potential for the Mesquite Library to qualify as well and staff will be pursuing that. The proposed QALICB entity, the Library District Development Corporation, LLC, must be created for all of this to occur. The cash the District will receive will be provided at the beginning of the construction and will be held on the books of both the QALICB (as a mortgage receivable) and the District (mortgage payable) for a period of seven years after the construction is completed. After the seven years is completed, the District will own the building.

Trustee Ortiz called the process convoluted, but at the same time, simple. He compared it to health insurance where the government lets you use your money for health and deduct it, but you give the money to the government first. It is a write-off to investors, who give their money to a non-profit, the QALICB, the District is trying to create, to help an underserved community where the population and income is very low. Ortiz believes the Mesquite area also qualifies.

Trustee Ortiz said that the government wants to ensure, at the end of the day, that the money goes to the non-profit, with the city of Las Vegas taking its cut because it is processing the paperwork for the federal government requirements. The District then receives its portion which can be used to supplement the construction costs. The QALICB, at the end of seven years, once it is paid off, deeds the building back to the public domain, the Library District. It looks convoluted, but it is designed to protect all the entities.

Trustee Ortiz continued to say that there are specific time frames to operate, create, and move forward with this process, as there are other entities asking for money. He is in full support as he knows the city of Las Vegas has funded six to seven projects with this process. He wants to ensure Trustees do have a comfort level with this admittedly complex program, but is in full support as he believes the program is workable and been thoroughly vetted by the city of Las Vegas and District staff.

Mr. James added that, for internal control, the District and the QALICB would enter into an agreement about the construction process and outline everyone's responsibilities, including that the General Services Director would retain his overall construction responsibilities and control.

Trustees Ence, Moulton, Wadley-Munier, Melendrez, Yturralde and Chair Saunders expressed their appreciation to Mr. James for his hard work to understand and explain the NMTC process to them. They feel much better with the briefing and many explanations provided to explain each facet of the program. They are in support, with Moulton stating that she felt it was time that Nevada saw more federal programs used to provide opportunities for Nevada's residents, which Wadley-Munier and Yturralde echoed. Trustees Ortiz and Wadley-Munier, who work for city of Las Vegas, had a high level of comfort with the program, having seen how it worked in the city. Trustee Yturralde, a former staff member, was also comfortable. Chair

Saunders was happy the District was open to exploring these types of opportunities.

Trustee Yturralde moved to authorize staff to create a non-profit entity called the "Library District Development Corporation, LLC" (known as a Qualified Active Low-Income Community Business (QALICB) under the New Markets Tax Credits Program) for the sole purpose of qualifying for New Markets Tax Credits to construct and renovate properties of the Las Vegas-Clark County Library District. There was no opposition and the motion carried.

Discussion and possible Board action regarding authorization to amend the current Bill Draft Request No. BDR 33-804 to allow the Board of Trustees to enter into a lease or a lease-purchase agreement to construct or remodel a building or facilities according to the specifications adopted by the Trustees; to lend money or convey property to an entity to construct or remodel a building or facilities in compliance with NRS 338.013 to 338.090 for the sole purpose of the Library District under the New Markets Tax Credits Program (NMTC). (Item VIII.C.)

Mr. James explained that, as discussed earlier, in order for the Library District to participate in the NMTC program, the creation of a Qualified Active Low-Income Community Business (QALICB) non-profit entity must be created, since government entities cannot participate directly in the program as a QALICB.

Staff and Counsel Welt also determined that the District does not have the authority to lend money or transfer property to a non-governmental entity (QALICB) or enter into a lease-purchase arrangement as may be required under the NMTC program.

To correct this problem, the attorney for the District recommends that Trustees approve amending the District's bill, BDR 33-804, that is currently pending before the Legislature in Carson City to address these issues.

Trustee Ortiz commented that Nevada libraries are a creature, like the state's cities and counties, of the state. There are only a few things that these entities are allowed to do under Home Rule. This item is asking the Nevada Legislature for permission to allow this to be done in Nevada statutes.

Trustee Ortiz moved to approve amendments to the District's current BDR 33-804 to allow the Board of Trustees to enter into a lease or a lease-purchase agreement to construct or remodel a building or facilities according to the specifications adopted by the Trustees; and to lend money or convey property to an entity to construct or remodel a building or facilities in compliance with NRS 338.013 to 338.090 for the sole purpose of the Library District under the New Markets Tax Credits Program.

Counsel Welt clarified that BDR 33-804, as originally written, would allow the District to transfer money to the already existing Library Foundation. Initially, it was written to allow the District to transfer the Widmeyer Trust bequest of \$3 million to the Foundation. This amendment would allow the District to give money to the QALICB created in the previous item.

There was no opposition to the motion and the motion carried.

Discussion and possible Board action regarding review and revision of the District's

The existing Naming Libraries Policy and Guidelines for the Naming Committee were adopted by the Library District Board of Trustees in 1992.

***Naming Libraries
Policy and
Guidelines for the
Naming Committee.
(Item VIII.D.)***

Chair Saunders reported that, earlier this evening, the Naming Libraries Policy Committee, a committee of the whole, met to discuss this item and provide the Board with a recommendation. Committee Chair Moulton asked Development and Planning Director Danielle Milam to speak. Ms. Milam thanked Committee Chair Moulton and members of the Committee for their work over several meetings to review the current policies and make suggestions and recommendations for their improvement.

Ms. Milam explained that the proposed policy does retain the essential Board powers which gives the Board the final authority for accepting, refining or rejecting any naming opportunities that come before the Board. It keeps in place the Naming Opportunities Committee and provides specifics on the process to follow for consideration as well as including specifics on how much of a donation will be required for naming specific areas. Geographic or functional names will be maintained for buildings and particular areas within a building while allowing for naming opportunities. A fundraising campaign process was included as well as adding a method to use when rescinding a naming agreements was necessary. At the suggestion of Trustee Ortiz, a process for managing naming agreements were included.

During the meeting earlier today, several amendments were proposed to clarify how the Naming Committee will be constituted. Ms. Milam said that that the Committee voted unanimously to recommend the draft Library District Naming Opportunities policy, with these two amendments:

- In the sixth paragraph of page 1 under the topic heading, "Process."

A Naming Committee, exclusively made up of Trustees from the Library Board, will be appointed by the Chair of the Board of Trustees, and will consist of at least one officer of the Library Board and two additional Trustees, one of which sits on the Library District Foundation Board of Directors.

- Page 2, third paragraph, ninth line, capitalize "Foundation."

Trustee Moulton moved to approve the draft, incorporating the proposed amendments listed above, *Library District Naming Opportunities Policy* which will replace the *Naming Libraries Policy and Guidelines for the Naming Committee*. There was no opposition and the motion carried.

The approved *Library District Naming Opportunities Policy* is attached as Exhibit B.

Trustee Moulton wanted to extend special thanks to Ms. Milam, stating that she made it easier for the entire Board to understand the changes and implications. Trustees gave Ms. Milam a round of applause.

**Discussion and
possible Board
action authorizing
the Executive**

Branding and Marketing Director Betsy Ward explained that the District's existing website was created in 2008, and while it has served the District well for a number of years, it has fallen behind best practice standards in the following ways: 1) it does not provide the

Director to execute a contract with BiblioCommons, subject to final review by Counsel, for the purpose of acquiring a new Software As A Service (SaaS) system that will upgrade the Library District's essential online services. (Item VIII.E.)

ease of use that patrons of all skill levels need and expect; 2) the events collector database is hard to find; and 3) the graphics and color palette are dated. The District's information Technology Plan included goals for redesigning the website, replacing the "home-grown" Events Collector, and expanding the District's social media presence. Redesigning the website was also part of the rebranding directive that was assigned to the Branding & Marketing Department. This solution will satisfy all of these identified goals.

For residents who are new to the District, the website is typically the first contact that they will have with the District brand, and these potential new patrons are judging us by this important first impression. Patrons' expectations have changed considerably over the past 10 years, and they expect a level of ease, engagement, and visual sophistication that is costly to achieve through a redesign or upgrade.

On the other hand, building a new website from scratch is a Herculean task, and library sites represent a unique brand of ecommerce that most web designers will have had no experience with. Design and testing of a typical site can take up to a year to complete. However, for library sites, where curated search results are the goal and thousands of transactions are processed daily, the complexity level jumps quickly along with the price, and in the end, there are also no guarantees that the new site will deliver seamless integration between our catalogue, databases, and events.

In search for a solution, staff decided on the following goals for the new site:

- Ease of use and the ability to discover new things that patrons never knew existed (especially events)
- Ability for staff to promote their interests and spotlight their expertise
- Ease of integration with social media and ways to promote engagement back and forth between social and the site

Staff began talking with the BiblioCommons in the summer of 2016, when the firm's CEO Beth Jefferson did a presentation to Website Search Team (CIO Al Prendergast, Branding and Marketing Director Betsy Ward, Electronic Resources Manager Jocelyn Bates, Public Relations Manager Karen Bramwell, Web Designer Gene Kilchenko, Collection and Bibliographic Services Manager Rebecca Colbert, Access Services Manager Sufa Anderson, Assistant IT Director Ron Melnar, and ILS Analyst Sloan Sakamoto. Here is what staff learned about the unique advantages that they offer:

1. Complete Integration --

- The BiblioCommons web platform works without silos like the rest of the web, offering a complete integrated experience across the catalogue, website, and events calendar.
- Working from the catalogue out, it offers patrons truly curated, seamless search results that introduce them to the unlimited possibilities that the library offers.

2. Low Risk, High Reward --

- BiblioCommons works exclusively with public libraries and has vast experience building fully integrated public library websites.
- Their systems and implementation processes are already tested and proven.
- Unlike working with a digital agency, there are no cost overruns with the BiblioCommons platform. The District's system will be migrating over to an existing platform that was designed exclusively for library needs.
- BiblioCommons is constantly improving its product and building new enhancements that are easily adaptable to rebranding and local content. Chicago Public changed their branding one year after they launched their new BiblioCommons platform.
- Staff conducted a random sampling among BiblioCommons' clients and Pima County, Chicago Public, and Edmonton Public, and each one was looking for a more flexible platform that would better engage patrons with the library's range of collections, services, and programs.
- According to Chicago Public, all of the BiblioCommons libraries generously share their training materials and best practices, and look to each other for ideas for content and workflow.
- The only downside mentioned was the resistance to change among staff and patrons, but this can be abated through training, as well as outreach through public relations and social media.

3. Investment --

- A library's website is its primary branding and communications tool. A great website serves as a library's cultural center and the engine that drives discovery of your catalogue, events, databases and services.
- The District invests \$10 million per year in our collection, but there is lost ROI if the public is not able to find the range of products and services that we offer.
- By signing on with BiblioCommons, the District would be investing an average of \$260,000 per year for three years -- or 2.5% of the annual catalogue budget -- to more effectively promote our products in a highly engaging and interactive environment.
- This new website will be play an important communications role as the District launches two new library buildings and a rebranding of the District.

4. ADA --

- As ADA online interfaces continue to evolve rapidly, it can be challenging for library websites to stay up-to-the-minute on the latest technology.
- Toward the goal of staying current on ADA technology, BiblioCommons is collaborating with an accessibility company. The firm tests for ADA compliance at multiple levels of BiblioCommons' product

development while also continuously adding new enhancements to keep up with the rest of the web.

5. Easy Customization --

- BiblioCommons suite of services offers the flexibility to seamlessly and consistently integrate the District's rebranding across the library's website, catalogue, and events.

- Once the rebranding is completed, it will be easy to update the look and feel later after the new District website is launched.

- For example, Chicago Public Library first went live with BiblioCommons in 2014 and implemented a complete rebranding campaign a year later. It was easily incorporated into the library's website and incurred no additional charges.

If the contract is approved by the Board, the staff expects to complete the District's migration over to the BiblioCommons before the end of 2017.

BiblioCommons will replace and redesign the District's existing website and migrate the catalogue over to the company's engaging, easy to use format, which offers easier catalogue access, curated search results, and an easy-to-use/continually updated events calendar. BiblioCommons' various services are currently enjoyed by library systems across the country, including Chicago Public, King County Library System, Multnomah County, Princeton Public, Seattle Public, and Boston Public, which will be going live very soon.

BiblioCommons will guide staff through the migration of the catalogue and website content over to their system. The District's start-up cost for this system, which will include implementation, software subscription, training, support, and upgrades, is not to exceed \$309,832 for Year One, and then annual operating and maintenance costs of \$251,197 for Year Two, and \$263,857 for Year Three.

These annual costs represent a 5% increase in years two and three, with a savings of approximately \$5,000 per year as a benefit for signing a multi-year contract. The 5% increase is broken down as follows:

- There is a 4% annual increase that covers BiblioCommons' continual investments and upgrades in their system, adding new features and expanding the user experience. The way to view this increase is to consider what it would cost the District to create and test new features to a new website year over year.

- BiblioCommons bases their costs on the population of a library's service area, so there is a 1% annual increase to account for anticipated population growth. This is calculated by averaging the population growth of the District's service area over the previous five years.

Ms. Ward introduced Erika Reynolds from BiblioCommons, to present further information about the product which amplified the above points and provided further information about the company and the product.

She also demonstrated the difference using the current District's website, compared to the BiblioCommons product.

Staff recommends adoption of the contract.

Trustee Crear asked about the ADA requirements for websites, noting that public libraries are very concerned about this area. Ms. Reynolds acknowledged that library websites must compete with commercial websites that do not have these requirements. She said that BiblioCommons has incorporated a concern for ADA issues into every aspect of testing, QA, and implementation process. She acknowledged this is a moving target, but that the company is committed to assist its clients in serving this population.

Trustee Francis Drake wondered if the patrons who have accounts on the current website will have to set up new accounts once BiblioCommons is implemented. Ms. Reynolds said that the information about patrons will be transferred over but that each person signing on to the website will be asked to register a new user name. This allows the District to familiarize patrons that everything the new system has to offer.

Trustee Yturralde said she was looking forward to these positive changes, especially the options for mobile phones, as this is an essential piece of equipment now for so many people. She also appreciates the integration of all the related library opportunities and the focus the company makes to accommodate ADA requirements.

Trustee Ortiz had several questions. He wanted to know if there would be a transition period for those people who do not like change. Ms. Ward answered that her department is planning a roll-out campaign across several platforms to make the process fun and exciting for patrons. This will include various options to educate patrons about the new system.

Trustee Ortiz' next question referred to the event management part of the system and wanted to know if collectible tickets could be considered as part of the new system. Community Engagement Director Matt McNally explained that the ticketing for outside events was currently run by the people renting the spaces, not by the District. The programs currently offered by the District are free and so tickets are generally not created. Ortiz suggested some thought be given to this at a later time.

Trustee Ortiz asked about patrons who want to use the new system to access books not in the District's collection and whether that would be possible. Information Technology Director Al Prendergast explained that books not currently in the District's collection would still be able to be accessed through the Interlibrary Loan program. Dr. Heezen added that patrons will also be able to access the collections of the North Las Vegas Library and Boulder City Library through BiblioCommons since the District has contracts with them.

Trustee Ence stated that he liked the fact that the BiblioCommons program was easily customizable and able to reflect changes without a complete redesign. Ms. Ward added that, since she needs to work on a

rebranding plan next, that the change would not have to wait, noting that one of the other BiblioCommons clients had completed a rebranding after they moved to the new site.

Trustee Moulton thought the whole idea was exciting and was happy to see that staff understand that there needed to be a transition and rollout process incorporated into the planning. In addition, she always appreciates the statistics about use and visitor counts and hopes to see that continued by staff after the change and would hope that increases. She also suggested that a new phrase should be, "what happens at the library, does not stay at the library."

Trustee Yturralde asked how this would affect access to the Business Decision program. Ms. Ward said that every area currently on the website would be evaluated by staff familiar with the area to ensure items that are helpful to patrons are retained.

Trustee Ortiz suggested that, perhaps in six months, staff could discuss how far posting the Board's agendas, minutes and other documents on the new site would go, in the interests of increased transparency for government entities. He knows staff is already working on this area.

Chair Saunders said the BiblioCommons program is very thorough and presents solutions to the many pain points experienced by users of the District's cumbersome website. He looks forward to seeing this rolled out.

Trustee Moulton moved to authorize the Executive Director to execute a contract, subject to final review by Counsel, for the purpose of acquiring a new SaaS website system including software subscription, training, support, and upgrades. The cost is not to exceed \$309,832 for Year One, and then annual operating and maintenance costs estimated at \$251,197 for Year Two, and \$263,857 for Year Three.

Discussion and possible Board action regarding contract award for facilities master planning services to establish the facilities needs of the District based on supporting the service initiatives identified in the District's Vision 2020 Strategic Plan. (Item VIII.F.)

General Services Director Steve Rice explained that The Facilities Master Plan will consist of three distinct areas of focus: Library Master Plan, Demographics Analysis, and Financial Modeling.

The Library Master Plan will consist of a continuation of the Vision 2020 work. It will include developing an implementation plan for the new library service model through workshops, surveys, and working directly with Library Operations and other District staff. The project team will also coordinate and integrate work from the rebranding effort that is anticipated to be completed in the Spring of 2017. The final portion of this scope will include developing conceptual programming, site and floor plans, sketches, and other necessary graphics of each library to create an efficient environment based on the new service model.

The Demographics Analysis includes demographics studies, interviews, and analysis to properly document the current demographic conditions within the District's jurisdiction, as well as develop 5- and 10-year demographic projections. Demographic information will be synthesized, narrated, diagrammed, and collated into the final Facilities Master Plan.

The Financial Modeling will be collaboration between the District's financial team and Applied Analysis. District staff will provide historical

Master
Facilities Plan

and projected financial performances based on the "status quo" market conditions. Scope includes evaluating financial projections and will be supplemented, as necessary, based on the demographic growth expectations, capital requirements, and other modeling requirements. Applied Analysis will work jointly with District staff to strategize financial opportunities for the District and its growth. Final documentation will be generated for incorporation into the final Facilities Master Plan.

A Request for Qualifications (RFQ) for Facilities Master Planning Consultant was advertised in the Review-Journal and the community based minority newspapers. Additionally, the RFQ notice was faxed to all minority Chambers of Commerce and to firms registered on the Nevada Government eMarketplace (NGEM). In accordance with NRS 332.115, professional services are exempt from competitive bidding. Additionally, in accordance with NRS 625.530, the selection of a registered architect must be made on the basis of the competence and qualifications of the architect and not on the basis of competitive fees.

A total of four submittals were received. A review committee comprised of members of the Executive Council performed the evaluation process. The review committee conducted a thorough evaluation of the information provided by each consultant based on the following criteria: qualifications, experience, project team, project approach, and overall quality and completeness of submittal. The review committee also interviewed each consultant.

The review committee selected the project team of Simpson Coulter|Studio (prime consultant), Margaret Sullivan Studio, and Applied Analysis. The selected project team demonstrated the most comprehensive and advantageous combination of qualifications and experience desired to fulfill the requirements of the project.

Mr. Rice introduced Mr. Sean Coulter, a principal of Simpson Coulter|Studio, and Brian Gordon, a principal of Applied Analysis, and said all three are available to answer any questions.

Trustee Ortiz strongly emphasized that consideration of this item is the most important decision he could make as a Trustee. He said we live in a community with consistent and constant change. In order to understand what changes are coming, Trustees and staff need accurate information to build the budget and plan for buildings and repairs and investments. He believes all three entities making up the recommended project team are the "best of the best" and applauds staff's recommendation which allows the Trustees and staff to plan carefully for the District's future.

Trustee Ence noted, not as a joke, that Trustees would have to approve the item in order to be able to talk about the information. He believed that all of the information that is will be gathered will be incredibly valuable to the District.

Mr. Rice commented that staff has spent the last several months refining the scope and determining fees for the project. He added that the plan is also flexible, so if staff needs to expand the plan or look at

something else, this can be done and staff will bring the expanded plan back to Trustees for their approval.

Trustee Moulton noted that Mr. Rice did not include the other firms or their proposed prices on the item, as he has done for past items requiring approval. Rice explained that this was a qualification based selection and the proposals from the four project teams did not include prices. Staff, once the choice had been made, would then sit down with the selected project team to refine the scope and then agree on a price. Usually, in a qualification-based project, the review team narrows down the choice based upon a scoring method. In this case, the Executive Council (EC) was the review team. When the EC reviewed the four proposals, they agreed that each project team deserved to move forward.

Mr. Rice said that each project team was invited to make a presentation and participate in a question and answer session with the EC and that was what the real decision came down to. The final decision was made based upon the fact that two members of the selected project team had worked on the Vision 2020 Plan and therefore did not have to spend time familiarizing themselves with it. They were also the only team that had a strong financial analysis as part of their proposal.

Trustee Moulton asked if the individual members of the project teams made their presentation as one team and Mr. Rice replied that they did. She also asked if any of the other teams who participated were local. Rice went through each of the project teams:

Michael Crowe, architect, who is local, was part of a team that included MSR Architects and SR Kent. Mr. Crowe spent many years at JMA Architecture Studios, the firm that designed both the Centennial Hills Library and Windmill Library and Service Center.

Aaron Cohen Associates worked with a team that included local company LGA Architects and CivicTechnologies. All have worked with, or are currently working with the District, on various projects.

PGA Architects, a local firm, worked with 720 Design, a library designer specialist.

Mr. Rice said that, while all of the prime members of the project teams were architectural design firms, what the members of the review team were concerned about were their master planning skills, which Rice believed is very different from designing buildings.

Trustee Wadley-Munier said she always thought that city of Las Vegas staff was great, but she has now concluded that library staff are far superior. She believed that, in this one meeting, Trustees have the opportunity to approve several items that are mind-blowing in the scope and progress to move the District forward. She said she was honored to be a part of the District and thanked everyone who participated in the project.

Chair Saunders asked Mr. Rice to clarify that the amount the Board is being asked to approve goes to the entire project team, not simply to

Simpson Coulter|Studio. Mr. Rice said that the \$695,000 amount was for the entire project team.

Trustee Ence moved to authorize staff to award a contract to Simpson Coulter|Studio not to exceed \$695,000, plus authorized reimbursable expenses, for facilities master planning services to establish the facilities needs of the District based on supporting the service initiatives identified in the District's Vision 2020 Strategic Plan.

**Announcements
(Item IX.)**

The next Finance and Audit Committee Meeting will be held on Thursday, April 6, 2017 at 4:30 p.m., in the West Las Vegas Library, 951 West Lake Mead Blvd., Las Vegas, Nevada 89106.

The next Board Meeting will be held Thursday, April 6, 2017, at 6:00 p.m. in the West Las Vegas Library, 951 West Lake Mead Blvd., Las Vegas, Nevada 89106.

Due to the early April meeting date, there will be no monthly reports presented. Monthly reports will resume at the May 18, 2017 meeting.

Trustee Crear, acknowledging that this her last meeting as a Trustee, said it had been of the greatest honors she has received to be a member of the District's Board of Trustees. She understands that Trustees are here to represent the public and to ensure the library provides the services needed to serve that public. One of her greatest pleasures has been to work with the staff. She thanked staff for their hard work and help over the past eight years. She is still part of the District as a member of the Foundation Board and looked to continuing to see everyone.

Trustee Ence said the Board would miss Trustee Crear as well as those in attendance applauded.

Chair Saunders agreed with Trustee Crear's comments saying they echoed his experience. He thanked staff for furthering the mission of the District to provide the finest information services to the community. He was very grateful that the Clark County Commission appointed him to serve as a Trustee and promised to keep an eye on the District. He also received a round of applause.

Dr. Heezen, on behalf of the staff, thanked Trustee Crear and Chair Saunders for their years of service to the District.

Dr. Heezen thanked staff who worked on the Board meeting this evening, Technical and Production Services members Brian Zawistowski and Noah Goddard, as well as Marci Chiarandini, the Scheduling and Production Services staff member at the Whitney Library.

Dr. Heezen asked to highlight one more item from his report, the contract with the Metropolitan Police Department (Metro) as he wanted to ensure the Trustees were aware of the change. After District staff participated in an RFQ process, Metro informed the District that the contract to provide library services to inmates is being transferred to the Clark County Law Library. In order to get the new contract set up, the District's service will be extended for up to three months after the

Minutes - Board of Trustees' Meeting

March 9, 2017

Page 17

current contract expires on June 30, 2017. Staff will update Trustees as more information becomes available.

Dr. Heezen then thanked Trustee Ortiz and Councilman Ricki Barlow for their response to the incident at West Las Vegas.

**Public Comment
(Item X.)**

None.

**Executive Session
(Item XI.)**

Removed from Agenda.

**Adjournment
(Item XII.)**

Chair Saunders adjourned the meeting at 7:48 p.m.

Respectfully submitted,

Ydoleena Yturralde, Secretary

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

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Centennial Hills Library, Las Vegas, Nevada, at 6:15 p.m., Thursday, June 14, 2018.

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

Counsel: None

Absent: M. Francis Drake, excused absence

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

Guests: Verona Ence
Brandon Lewis, USI Insurance Services

R. Ence, Chair, called the meeting to order at 6:21 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. M. Francis Drake had an excused absence. Counsel Welt was available via telephone if necessary. Appendix A.
Trustee Ortiz led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Chair Ence removed Item V.A-B. Trustee Wadley-Munier moved to approve the Agenda as changed. There was no opposition and the motion carried.

Presentation on Facilities Master Plan Decision Framework by Margaret Sullivan Studio. (For Discussion only) (Item IV.) Development and Planning Director Danielle Milam reminded Trustees that at the May 2018 board meeting, the Board heard a presentation by Jeremy Aguerro of Applied Analysis which addressed the broader trends in demographics that are part of the Facilities Master Plan decision-making framework. This month, another set of data informing the work on the Facilities Master Plan decision framework will be presented by Margaret Sullivan of Margaret Sullivan Studio, another consultant in the Facilities Master Plan team.

Margaret Sullivan has been instrumental in helping the District take the concepts of the Vision 2020 Strategic Plan and translate them into prototype building programs for rural and urban libraries. Those prototype building programs then became the foundational roadmap used by the design teams for the new Mesquite Library Campus and the East Las Vegas branch library. We saw many of the innovative Vision 2020 concepts showcased at the Mesquite Library opening, including the community living room, café, maker space, club room, and teen area, as well as the highly flexible, adaptable floor plan, furniture, and outdoor spaces. The fun and welcoming feel was

certainly a surprise and delight for the residents of Mesquite.

This briefing item is meant to inform and clarify the many elements of Vision 2020 implementation as it has evolved since the board adopted the strategic plan in January 2016. Part of the Facilities Master Plan team work over the past eight months has focused on refining Vision 2020 concepts for activation across all District branch facilities.

The draft Facilities Master Plan includes options for the implementation of Vision 2020 through renovations of existing facilities, in addition to options for future building projects.

The full Facilities Master Plan Decision Framework and set of capital project options and cost estimates will be presented to the board once it is completed. All specific decisions about future capital projects will be decided on a project basis by the Board once the Facilities Master Plan is adopted in its final form.

Ms. Sullivan began her briefing by saying that the Trustees are supporting a significant contribution to the national dialogue around the methodology that people such as Ms. Sullivan apply to designing libraries of the future. While still basking in the success of the Mesquite Library Campus opening two weeks prior, Sullivan added that so much of what Trustees can see in the Mesquite Library Campus, those elements will be analyzed and illustrated in her presentation. She added that all who work on the Facilities Master Plan must ensure it represents what the District wants to be in the future.

Ms. Sullivan's briefing is attached as Appendix B.

Trustee Ortiz spoke about his observations after hearing the presentation:

- It is most important that the District's facilities provide digital capacity.
- The project team should contact the state of Nevada department that is tasked with running all food services in public buildings. If the District is planning to open more cafes in its facilities, he believes this can be an area of cost recovery which is so important. He does not believe he can justify approving more building projects that cost so much per square foot. The District may want to have Starbucks' style cafes, but the buildings also have to make sense in terms of cost.
- Emphasis on local suppliers. Ortiz has heard from vendors that have had no opportunity to bid on different projects. The District needs to look for products that are cheaper, similar and local.

Ortiz liked what he has heard about the Facilities Master plan so far and believes it is on track and to everyone's benefit.

Trustee Benavidez also emphasized that local business vendors be used as much as possible as part of the plan.

In response to the above comments, Ms. Sullivan emphasized that what is being discussed is a conceptual facilities master plan. In order to ensure the use of local business vendors, the way to do this is to incorporate their use as a guiding principle.

Chair Ence said it has been exciting for him to be a part of the Board as this has been discussed. The District is on the front edge of the future and this

Minutes - Board of Trustees' Meeting

June 14, 2018

Page 3

proposed plan will ensure the patrons continue to benefit while making sure the District is up to date on current library practices. He also likes how well the proposed plan so far is tying into the District's Vision 2020 Strategic Plan.

Regarding the expenses the District will need to incur, Chair Ence commented on the need for prevailing wages to be paid, noting he was not in favor, but as this was a state of Nevada law, he understood it had to be paid. Trustee Bilbray-Axelrod went on the record as favoring prevailing wages.

This item is for discussion only.

**Approval of
Proposed Minutes
Regular Session,
November 9, 2017
and Regular
Session, May 24,
2018. (Item V.A-
B.)**

Removed from Agenda.

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

Chair Ence asked Trustee Yturalde to report on her experiences at the May Library Legislative Day conference in Washington, D.C.

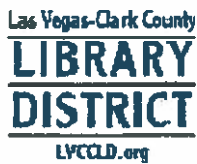
Trustee Yturalde thanked the District for the opportunity to attend and represent the District. The agenda was good, the material provided to a large number of library representatives was well-prepared and the briefings on the different issues such as appropriations and broadband were very informative. She thanked Ms. Milam for her work to prepare the team, and appreciated attending with Trustee Ortiz (his report was provided at the May meeting) who is so familiar with this type of group and the needed to be said. Yturalde thought that the Nevada group was well-received and they were very productive over the two day event. She really enjoyed the visit to Washington, D.C.

Executive Director Dr. Heezen then took over the meeting to acknowledge Chair Ence's service to the Board:

Dr. Heezen said he was unhappy to say goodbye to Chair Ence, a great leader, without whom, the District would not have been able to open a new library in Mesquite.

Ence was appointed in July, 2009 by the Clark County Commission (Commissioner Collins) to serve out the remainder of Ken Carter's term. At the time, Ence was also serving as a City Councilman in Mesquite. He was re-appointed by the Clark County Commission in March, 2011 and March, 2015 for two full four year terms.

Chair Ence has served as the Board's Secretary and Vice Chair, in addition to his current office of Chair. He also has served on the following Board committees: Finance and Audit Committee (2010-present), chaired the Risk Management Committee (2012-2014), served on several ad-hoc committees, chaired the Executive Committee, and served as an ex-officio member of all committees during his time as Chair.



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Friday, May 15, 2015 4:39 PM
To: Schember Jennifer K <schemberj@lvccld.org>
Cc: Milam Danielle <MilamD@LVCCLD.ORG>
Subject: FW: LVCCLD Programming
Importance: High

Jenn,

Below is information on the room setup and other support requests. Can you/Theron make this happen or will you need assistance? As a reminder, we will also need a projector for PowerPoint presentations.

Thank you,

Steve

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Christine Sheets [<mailto:csheets@pscarchitects.com>]
Sent: Friday, May 15, 2015 1:53 PM
To: Rice Stephen J
Cc: Sean Coulter; Margaret Sullivan
Subject: LVCCLD Programming

Thanks Steve for the images of the room.

Our team thinks it would be best Monday morning to have a roundtable conference type setup for the Executive Council, then in the afternoon more of a training room/classroom set up with tables and chairs facing the front of the room as close to the display of boards on easels as possible.

I plan to bring easels that we have, but would you have additional easels available for us to use that afternoon?

Also, we were hoping to use a masking-type tape to post up some of the reference boards in the background on the walls if that is allowable. If not, perhaps some extra easels, or we will just make it work!

We will plan to bring binder clips, foam core and some markers, but if you have markers already available, we might utilize a couple.

I will be picking Margaret up and planning to meet you at the front door of Las Vegas Library (833 Las Vegas Blvd N, Las Vegas, NV 89101) at 8:30am so we have an hour for set up.

Please also find attached the project progress report for your use.

Thanks Steve – we are excited to get started!!

Christine Sheets, IIDA

Interior Designer
NCIDQ Certificate #24732

**Pugsley.
Simpson.
Coulter.**
ARCHITECTS

1480 E. Tompkins Ave
Ste 1022
Las Vegas, NV 89101
702.425.1100
702.487.4942 Direct
<http://www.pscarchitects.com>

From: Margaret Sullivan [<mailto:margaret@margaretsullivanllc.com>]

Sent: Thursday, May 14, 2015 11:41 AM

To: Rice Stephen J

Cc: Sean Coulter; Christine Sheets

Subject: Re: Room Setup

We will have 24 x 36 "boards". It will be easiest for me to think about the set up if someone can snatch a quick picture or do a movie panorama of the room. Is that feasible?

Margaret Sullivan Studio
212 West 91st #1415
New York, NY 10024

p 646.785.9841

e margaret@margaretsullivanllc.com

On May 14, 2015, at 2:35 PM, Rice Stephen J <rices@lvccld.org> wrote:

Margaret,

How do you want the room seating configured? Other than the projector, is there anything else we need to provide, i.e. flip charts, markers, etc.?

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Tuesday, May 12, 2015 11:46 AM
To: 'Sean Coulter' <scoulter@pscarchitects.com>
Cc: Margaret Sullivan (margaret@margaretsullivanllc.com) <margaret@margaretsullivanllc.com>; Christine Sheets (csheets@pscarchitects.com) <csheets@pscarchitects.com>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>
Subject: FW: EE Count for LV and MQ.csv

Sean,

Attached are the current staffing numbers/positions for Las Vegas Library (staff transferring to East Las Vegas) and Mesquite Library.

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Gregory Jerilyn
Sent: Tuesday, May 12, 2015 11:04 AM
To: Rice Stephen J
Cc: Schember Jennifer K; Aguilar Mario D.
Subject: EE Count for LV and MQ.csv

Steve,
Attached is the breakdown of staff for the LV and MQ branches. I've included WV as a comparison since they also have a theater.

Please note that I broke out the staffing count by department for LV and then included a total at end. I also listed entire CALL department (LV and CC) and broke out count for each. Finally, at the end of CALL list I included total for LV to include CALL staff that is currently at LV.

For MQ I was unable to break out in detail since most library staff have same title whether they work in YPL or AS. If there is a need for greater detail I will get the information for you.

Please let me know if you need anything else.

J



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Tuesday, May 12, 2015 9:06 AM
To: Schember Jennifer K <schemberj@lvccld.org>
Subject: Circulation and Other Data for LV and MQ for Programming
Importance: High

Jenn,

Margaret Sullivan is asking for circulation data for LV and MQ. What about sending her the Monthly Statistics Report you generate for the Board, it has circulation and other stats that may be helpful. Can you run that report for an entire 12-month period, say April 2014 through March 2015?

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Tuesday, October 4, 2016 12:17 PM
To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>; Vino John E <vinoj@lvccld.org>
Cc: Boyer Allison <boyera@lvccld.org>; Lewis Denise <lewisd@lvccld.org>
Subject: Interview Schedule - RFQ No. 17-01 - Facilities Master Planning Consultant
Importance: High

To All:

Attached is the interview schedule. Please try to arrive 20 minutes early to go over the interview questions.

Thank you,

Steve

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

RFQ No. 17-01 – Facilities Master Planning Consultant
Interview Schedule

Thursday, October 6, 2016

10:00 a.m. - 12:00 noon Aaron Cohen Associates/LGA

Tuesday, October 11, 2016

9:30 a.m. – 11:30 a.m. PGAL/720 Design

1:30 p.m. – 3:30 p.m. Michael Crowe Architect/MSR/S.R. Kent

Wednesday, October 12, 2016

9:30 a.m. – 11:30 a.m. Simpson Coulter|STUDIO/Margaret Sullivan Studio

1:30 a.m. – 3:30 p.m. Review Committee Interview Debrief and
Consultant Selection

Location: Board Room, 2nd Floor, Windmill Library and Service Center

Format: First 60 Minutes – Presentation by Consultant on the qualifications and
facilities master planning experience of Consultant's project team and
of the respective key personnel to be assigned to the project,
Consultant's project approach, and any other information and "selling
points" Consultant feels are relevant.

Remaining 60 Minutes – Questions from the Review Committee



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberi@lvccld.org
Work: (702) 507-6297



From: Milam Danielle
Sent: Thursday, October 20, 2016 11:12 AM
To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>
Subject: RFP considerations

Hello Team:

Thanks, Steve, for the opportunity to give you my input after some reflection. After overnite consideration I feel even more strongly that we should consider the services of the complete Coulter team, for the following reasons:

- Their RFP was unique and well- thought out in the following ways:
 - a. **Applied Analysis:** They were the only team to talk specifically about issues important to the Board, such as an assessment growth in the Valley as an element of the plan’s section on new sites and projects; a viable outreach survey strategy to the non-user community stakeholders to gauge civic support and awareness through surveys; ability to convene key influential business people for in-depth conversations about the merits of the plan; and most importantly, for the Development and Planning Office, a well-thought out plan for funding the Master Plan once it is continued. While this could be contracted with separately, I feel there is great value to the iterative, team-assessment approach they presented at the interview. From a Development perspective, the work would leave us in a VERY different place in terms of visibility and credibility with other local funders, grant makers and philanthropists (Applied is working extensively on public, corporate and private sector philanthropy behaviors in our community in their work with Moonridge Group.)
 - b. **MSS** gives us a quick start and solid foundation for roll out of the V.2020 plan. We heard every team remark that they had not seen a Strategic Plan like ours. We even heard Susan Kent say that our plan was MUCH MORE specific in terms of space concepts and use than most plans she had seen. But we have to get the next part right. There may be benefit to having “fresh eyes” on the plan, but in terms of implementation, we have Margaret Sullivan ready to hit the ground running with Branch Managers who already know her and she knows where we will need to push our staff, struggle with our buildings, and manifest the intent of the V.2020 document in the next stage of detail. Any other team would require extensive executive staff discussions, onboarding, and prep before those branch conversations could

effectively take place. I hope we learned from ELV that we can not send "cold call" consultants into staff conversations. We will have to push our new V.2020 concepts, and I think both Coulter and MSS are the most experienced in this.

- c. Facilities Plan. Every team presented essentially the same format to the Facilities assessment part of the work. They will assess current facilities for existing needs, lifecycle building systems, and renovation project opportunities in each branch. I believe the team Sean proposes is just as qualified as the second team under consideration. We will do a lot of the work on prioritization of projects. Without the Applied Analysis input, we may not have all the info we need for aggressively activating the Facilities plan.

Of course I am happy to go with the decision that is made between you and Ron.

Danielle

DANIELLE PATRICK MILAM | DIRECTOR OF DEVELOPMENT AND PLANNING

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
WWW.LVCCLD.ORG

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT FOUNDATION
WWW.LVCCLDFOUNDATION.ORG

7060 W. Windmill Lane • LAS VEGAS • NEVADA • 89113
PH (702) 507-6179 | FX (702) 507-6180 | CELL (702) 250-3337

MILAMD@LVCCLD.ORG





Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Schember Jennifer K
Sent: Wednesday, December 7, 2016 2:42 PM
To: Sean Coulter (scoulter@simpsoncoulter.com) <scoulter@simpsoncoulter.com>; Margaret Sullivan (margaret@margaretsullivanllc.com) (margaret@margaretsullivanllc.com) <margaret@margaretsullivanllc.com>
Cc: Rice Stephen J <rices@lvccld.org>
Subject: MP Presentation for District Department Head Meeting

Hi Sean and Margaret,

Our next District Department Head meeting will be scheduled on Wednesday, January 25 at 9:30 a.m. Would you be available to conduct a kickoff presentation of our MP process? The meeting will occur at our Windmill Library location, in the Auditorium.

Thanks,
Jenn

Jennifer Schember
Library Operations Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
702.507.6297
702.507.6291 fax
schemberj@lvccld.org



www.lvccld.org

Follow Us — Books Movies & More!



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Sean Coulter [<mailto:scoulter@simpsoncoulter.com>]
Sent: Tuesday, January 10, 2017 1:33 PM
To: Schember Jennifer K <schemberj@lvccld.org>
Cc: Rice Stephen J <rices@lvccld.org>
Subject: RE: Masterplan Presentation at Dept Head Meeting

Jenn,

I spoke with Margaret. She and I will be in attendance on the 22nd of March. Looking forward to getting this kicked off!

Thanks,
Sean

From: Schember Jennifer K [<mailto:schemberj@lvccld.org>]
Sent: Tuesday, January 10, 2017 9:41 AM
To: Sean Coulter <scoulter@simpsoncoulter.com>
Cc: Rice Stephen J <rices@lvccld.org>
Subject: Masterplan Presentation at Dept Head Meeting

Hi Sean,

We had you scheduled to kick off our Masterplan process during our District Department Head meeting on January 25. However, I need to move you to the following meeting, which is scheduled on Wednesday, March 22 at 9:30 a.m. Will you and/or Margaret be available for this?

Thanks,
Jenn

Jennifer Schember
Library Operations Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113

702.507.6297
702.507.6291 fax
schemberj@lvccld.org

Las Vegas - Clark County

LIBRARY
DISTRICT



www.lvccld.org

Follow Us — Books Movies & More!



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Margaret Sullivan [mailto:margaret@margaretsullivanllc.com]
Sent: Monday, March 13, 2017 7:43 AM
To: Rice Stephen J <rices@lvccld.org>; Schember Jennifer K <schemberj@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>
Cc: Sean Coulter <scoulter@simpsoncoulter.com>; Brian Gordon <bgordon@appliedanalysis.com>; Lindsay McComas <Lindsay@margaretsullivanllc.com>
Subject: LVCCLD Master Planning Presentation

Morning Team!

We are excited about getting started with our work! In preparation of the Department Head meeting on the 21st, we'd like to schedule a conference call on Thursday or Friday of this week to confirm the messaging regarding goals, process and tactics. We will have a draft presentation that we can review as well.

Jenn, if you can jot down a few thoughts in the next couple of days of what you want to make sure that we present and convey to the staff, that will also be helpful. This is what I am thinking is the preliminary framework for the presentation:

The Master Planning Process:

- A. Why the District is engaging in a Master Planning Process
- B. The Team, Goals and Timeline
- C. Building on Vision 2020
- D. What to expect from the process
- E. What the role of the staff will be during the process
- F. What's Next!

Again, looking forward! As they say, Here we Go!
and we have to rally behind the hashtag: #wedon'tlibrarylikeweusedto!

All best,

Margaret

Margaret Sullivan

MARGARET SULLIVAN STUDIO

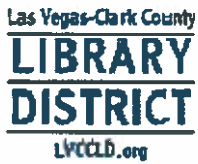
307 7th Avenue, Suite 504

New York, NY 10001

P 646 687 7923 x101

C 646 785 9841

E margaret@margaretsullivanllc.com



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Thursday, May 4, 2017 2:18 PM
To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>
Cc: Boyer Allison <boyera@lvccld.org>
Subject: FW: LVCCLD Master Plan: Project Schedule

To All:

Attached is the project schedule for the master planning process. Please review and let me know if you have questions or comments.

Thank you

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Aracely Rascon [<mailto:arascon@simpsoncoulter.com>]
Sent: Monday, May 1, 2017 8:54 AM
To: Rice Stephen J <rices@lvccld.org>
Cc: Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LVCCLD Master Plan: Project Schedule

Good Morning Steve,
Please find attached the project schedule for the LVCCLD Master Plan for your review and consideration. Please let us know if you should have any questions and/or comments.

Best,

ARACELY RASCON

Simpson Coulter | STUDIO

PLANNING · ARCHITECTURE · INTERIOR DESIGN

151 E Warm Springs Rd · Las Vegas, NV · 89119
702-435-1150 · www.simpsoncoulter.com



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J

Sent: Thursday, June 15, 2017 9:06 AM

To: Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; Ward Betsy <wardb@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>

Cc: arascon@simpsoncoulter.com; Margaret Sullivan (margaret@margaretsullivanllc.com) <margaret@margaretsullivanllc.com>; Sean Coulter <scoulter@simpsoncoulter.com>; DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>; Boyer Allison <boyera@lvccld.org>

Subject: FW: LVCCLD Master Plan : Attendees

Importance: High

To All:

The schedule below confirms the schedule sent to all of you by Danielle on June 7th. Please get these on your calendars, no Outlook meeting invites will be sent. Please be sure your respective staff members are invited and confirmed. The EC meeting on the 27th is set.

Meetings will be in the Boardroom.

Thank you

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Aracely Rascon [<mailto:arascon@simpsoncoulter.com>]

Sent: Thursday, June 15, 2017 7:45 AM

To: Rice Stephen J <rices@lvccd.org>; Milam Danielle <MilamD@LVCCLD.ORG>
Cc: Margaret Sullivan <margaret@margaretsullivanllc.com>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LVCCLD Master Plan : Attendees

Good morning Steve,

Please find below the list of proposed times and dates for the various sessions to be held on the week of June 26th. Note that Jenn and Betsy have to confirm their list of attendees for their pertaining sessions.

Monday, June 26th, 2:30pm – 5pm

Attendees: Matt, Jenn, DM, Betsy, Margaret Sullivan Studio & Simpson Coulter Studio

Tuesday, June 27th, 9am to Noon

Focus: Metro Branches

Attendees: Jenn, LO Team (**Jenn to confirm who will attend from the LO team**), Margaret Sullivan Studio and Simpson Coulter Studio.

Branches will update their v2020

Tuesday, June 27th, 2pm -5pm

Focus: District wide services

Attendees: EC (Please note EC to confirm if they would like to send representatives, list of attendees needed), Margaret Sullivan Studio and Simpson Coulter Studio.

We will review district-wide audiences and V2020 implementation ideas.

Wednesday June 28th, 10am -1pm

Focus: District-wide Services related to Community Engagement

Attendees: Matt, Shana Harrington, Jill Hersha, Darren Johnson, Ryan Neely, Margaret Sullivan Studio and Simpson Coulter Studio.

Thursday June 29th, 9am – Noon

Focus: District-wide services related to Marketing and Branding

Attendees: Betsy and members of Marketing team and social media ideator team, Margaret Sullivan Studio and Simpson Coulter Studio.

Issues to be developed: Master plan connection to marketing, branding, signage, other.

Please let me know if there are any conflicts that we need to work around. Look forward to your comments.

Best,

ARACELY RASCON, NCIDQ
INTERIOR DESIGNER

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Monday, July 17, 2017 3:35 PM
To: Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>
Subject: FW: LVCCLD Master Plan: Meeting Minutes

FYI

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Aracely Rascon [<mailto:arascon@simpsoncoulter.com>]
Sent: Monday, July 3, 2017 10:15 AM
To: Rice Stephen J <rices@lvccld.org>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LVCCLD Master Plan: Meeting Minutes

Hello,
Please find attached the meeting minutes for the scheduling meeting held on June 26th, for you review. Let me know if you should have any questions.

Best,

ARACELY RASCON, NCIDQ
Simpson Coulter | STUDIO

PLANNING · ARCHITECTURE · INTERIOR DESIGN



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Schember Jennifer K
Sent: Sunday, July 30, 2017 5:32 PM
To: DL_BRANCH MANAGERS <DL_BRANCH MANAGERS@lvccld.org>; DL_ASST_BRANCH MANAGERS <DL_ASST_BRANCH MANAGERS@lvccld.org>
Cc: Taylor Joanna I <taylorji@lvccld.org>; Allison Anthony J. <allisona@lvccld.org>
Subject: RE: Master Plan Visits
Importance: High

Hi all,

We finalized the MP schedule over the weekend. If possible, all BMs and ABMs should attend all day on Aug 22 and during the morning of Aug 23. Branch Department Heads are encouraged to attend as well (even if they're only able to attend one session, that's fine). We are trying to schedule at WMSC but may end up in one of the WM branch meeting spaces. More details to follow.

Thanks,
Jenn

From: Schember Jennifer K
Sent: Thursday, July 27, 2017 9:53 AM
To: DL_BRANCH MANAGERS <DL_BRANCH MANAGERS@lvccld.org>
Cc: DL_ASST_BRANCH MANAGERS <DL_ASST_BRANCH MANAGERS@lvccld.org>
Subject: Master Plan Visits
Importance: High

Hi all: please see note from Margaret below. Additionally, they are planning MP workshops from August 21-23 but the schedule is still being finalized. I'll send you more details early next week.

Dear Branch Managers,

As part of the Master Facilities Planning Study, Jade Esplin from Margaret Sullivan Studio will be visiting all of the Urban Branches this week. Some of you may have already had the visits! She will be staying for about an hour and will be observing how people are using the library and the activities.

In addition, she will be leaving a "poster" that we'd like you to post in the staff lounge and invite all of your staff to contribute to the questions. There are no right or wrong answers, and will serve as a way for us to learn more about each branch location.

We will also be sending questionnaires that we will need you and your staff to fill in and return to Jenn by Monday, August 14th.

Margaret Sullivan

MARGARET SULLIVAN STUDIO

307 7th Avenue, Suite 504

New York, NY 10001

P 646 687 7923 x101

C 646 785 9841

E margaret@margaretsullivanllc.com

Jennifer Schember
Library Operations Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
702.507.6297
702.507.6291 fax
schemberj@lvccld.org



www.lvccld.org

Follow Us — Books Movies & More!



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]
Sent: Monday, August 14, 2017 12:26 PM
To: Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; Ward Betsy <wardb@lvccld.org>
Cc: Margaret Sullivan <margaret@margaretsullivanllc.com>; Sean Coulter <scolter@simpsoncoulter.com>; Brian Gordon <bgordon@appliedanalysis.com>
Subject: LVCCCLD Master Plan: Upcoming Meetings

Good Morning,
With the upcoming meetings soon approaching, could you please confirm on which rooms these will take place as well as the complete list of attendees.

Meeting: Applied Analysis Presentation
Date & Time: August 18, 2017
Room: Please Confirm
(Please advise if it would be more convenient for AA to bring their laptop or USB for their slide presentation this Friday, depending on which room has been reserved.)

Meeting: Workshop #3
Date & Time: August 22nd -23rd
Confirm List of Attendees
Room:

Please note that all homework is due today, if you could please upload it for Margaret Sullivan to review, thank you!

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN.

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



Jennifer Schember
 Library Operations Director
 Library District Administrative Offices
 7060 W. Windmill Lane
 Las Vegas, NV 89113
schemberj@lvccld.org
 Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]
Sent: Tuesday, January 23, 2018 8:50 AM
To: Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Lindsay McComas <Lindsay@margaretsullivanllc.com>
Cc: Rice Stephen J <rices@lvccld.org>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LV-CCLD Facilities Master Plan: Prep for Community Engagement Meeting

Good Morning Everyone,
 I have listed below some of the target dates to help prep for the Community Engagement Meeting, let me know if you have any questions.

MSS to send agenda to LV-CCLD for comments by 01/19/2018.

LV-CCLD to give comments back to MSS regarding agenda by 01/26/2018.

MSS to send final agenda with comments integrated by 02/01/2018.

Invites to be sent out by LV-CCLD no later than 02/05/2018.

Sherry or Allison will be maintaining the list of attendees.

Community Engagement Meeting
 February 27th 8am – 10am
 @ Jewel Box Theater inside Clark County Library
 Breakfast will be served.

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING · ARCHITECTURE · INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com

From: Margaret Sullivan [<mailto:margaret@margaretsullivanllc.com>]
Sent: Sunday, January 21, 2018 6:47 PM
To: McNally Matt <mcnallym@lvccld.org>
Cc: Milam Danielle <MilamD@LVCCLD.ORG>; Jade Esplin <jade@margaretsullivanllc.com>; Aracely Rascon <arascon@simpsoncoulter.com>; Lindsay McComas <Lindsay@margaretsullivanllc.com>
Subject: Re: Community Engagement Meeting

Here you go! The invite is in draft form and needs editing and dates and times added.

The Agenda is a start point for us to hone and develop and refine. This is similar to what we did at Salt Lake, but we will want to work through it and develop the program for your audience. I was not assuming that we'd need to send the Agenda with the invite. The Agenda can follow.

Aracely, can you remind us of our target dates! Thanks!

Thanks!

Margaret Sullivan

MARGARET SULLIVAN STUDIO

307 7th Avenue, Suite 504

New York, NY 10001

P 646 687 7923 x101

C 646 785 9841

E margaret@margaretsullivanllc.com

From: McNally Matt <mcnallym@lvccld.org>
Sent: Friday, January 19, 2018 4:55 AM
To: Margaret Sullivan

Cc: Milam Danielle; Jade Esplin
Subject: Community Engagement Meeting

Margaret,

Are you still able to send us the invite draft language for the Community Engagement Meeting regarding the Master Plan? Danielle will be back next week. Her and I can sit down to review/edit the language and then get the invites out. Thanks!

Matt

Matt McNally
Community Engagement Director
Las Vegas-Clark County Library District
LVCCLD.org | 702.507.6288





memorandum

Fostering a Community-Centric Culture at the Las Vegas Clark County Library District

The Las Vegas Clark County Library District has been engaged with Simpson Coulter Studio, Margaret Sullivan Studio and Applied Analysis to develop a long range facilities master plan to ensure that the District's library buildings foster the District's strategic plan, Vision 2020. The methodology we have been applying is an engaging and interactive process with a community- and user-centric focus to identify community and library needs, goals, aspirations and desired outcomes.

As critical community partners, we invite you to participate in a conversation with other community experts on how might the library partner with the District's diverse community of nonprofit, business and entrepreneur leaders to foster a culture of community and shared learning. We are eager to contribute to the growing ecosystem of community engagement in the District, building on our reputation as a trusted institution by devoting time to incorporate your perspective into the strategic conversation.

We invite you to participate in our convening on XXXX from XXXX at XXXX to reveal the current vision and goals of the facilities master plan and to discuss and identify opportunities that may align with your organization's strategic goals. Breakfast will be served.

Margaret Sullivan of Margaret Sullivan Studio (New York, NY will be facilitating the process. For an introduction to the methodology and a project exemplar, refer to: (do we want to send Vision 2020?)

The results of this master facilities planning process will be to ensure that our library buildings can deliver on the great services and partnerships that are critical to our community.

Thanks in advance for the consideration! We will be delighted to have you join the conversation and look forward to the valuable contribution!



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]
Sent: Thursday, January 25, 2018 8:41 AM
To: Heezen Ronald R. <heezenr@lvccld.org>; Boyer Allison <boyera@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; 'Margaret Sullivan' <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LV-CCLD Facilities Master Plan: Community Engagement Meeting

Good Morning Everyone,
As we coordinate small details and work on finalizing the agenda for the community engagement meeting it seemed necessary to push the meeting onto the month of March to give the potential attendees notice at least a month in advance. With that said, could you please let me know what your availability is for the proposed dates listed below so that we can get this date set as soon as possible. I apologize for the inconvenience and thank you for your response.

- March 5th
- March 6th
- March 14th
- March 20th

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com

Las Vegas-Clark County

**LIBRARY
DISTRICT**

LVCCLD.org



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297

From: McNally Matt

Sent: Wednesday, January 31, 2018 12:46 AM

To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>

Cc: Boyer Allison <boyera@lvccld.org>

Subject: Master Planning Community Partners - DRAFT

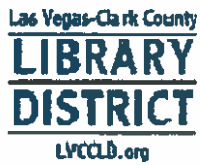
Greetings,

Attached is a select draft list partners, advocates, and community leaders that will be invited to the Master Planning Community Engagement meeting on March 14. The brunch meeting will occur at the Clark County Library from 8a-10a. Our consultant, Margaret Sullivan, will guide discussion for most of the meeting.

The purpose of the meeting is to introduce and share with community partners the V.2020 strategic directions, briefly explain where we are in the facilities master planning process, and to learn from participants where they see key intersections aligning with the work of the Library District. The list primarily focuses on individuals who would have connections to our urban, Mesquite, and Laughlin branches since our master facility plan focuses on these buildings. If you feel a partnership organization or individual should be added, please send me their contact information by the end of day on Thursday, February 1. It's possible that invitations to the meeting may be sent out as early as Friday, February 2.

Matt

Matt McNally
Community Engagement Director
Las Vegas-Clark County Library District
LVCCLD.org | 702.507.6288



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]

Sent: Wednesday, February 7, 2018 2:44 PM

To: Heezen Ronald R. <heezenr@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; James Frederick J <jamesf@lvccld.org>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>

Cc: Sean Coulter <scoulter@simpsoncoulter.com>

Subject: LV-CCLD Facilities Master Plan: Revised Project Schedule

Hello Everyone,

As discussed on our meeting today, I have attached our revised project schedule. This schedule is meant as a guideline that can be modified as needed to accommodate new meetings and/or workshops as we move forward. Please feel free to comment on potential deadlines and meetings that you see could be moved to better accommodate the planning process.

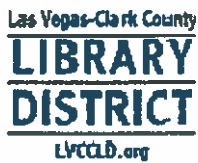
Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]

Sent: Monday, March 12, 2018 3:43 PM

To: Heezen Ronald R. <heezenr@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; James Frederick J <jamesf@lvccld.org>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>; Boyer Allison <boyera@lvccld.org>; Sean Coulter <scoulter@simpsoncoulter.com>; Ward Betsy <wardb@lvccld.org>

Subject: LV-CCLD Facilities Master Plan: Prioritization Workshops Agenda

Hello,
Please find attached the agenda for the prioritization workshops for the next two days.

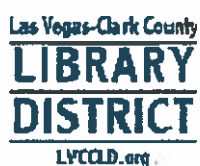
Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Wednesday, March 28, 2018 9:46 AM
To: Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>
Subject: FW: LV-CCLD Facilities Master Plan: Prioritization Workshop #2 Homework
Importance: High

Danielle, Jenn,

We need to discuss this "homework assignment" and its intended purpose, especially # 3 which is time consuming for the EC. Did either of you discuss this with Margaret ahead of time? It appears that much of this is rehashing previous discussions/input. PSC/Margaret are requesting additional fees (\$41,050) to conduct the prioritization workshops which aren't in the current scope of work. I want to be sure what is being covered in the workshops is relevant and necessary. We can meet in person to discuss or just provide your thoughts in writing.

Thank you,

Steve

Stephen J. Rice
General Services Director
Las Vegas-Clark County Library District
7060 W. Windmill Lane
Las Vegas, NV 89113
Phone: 702.507.6207
Fax: 702.507.6210
rices@lvccld.org

From: Aracely Rascon [<mailto:arascon@simpsoncoulter.com>]
Sent: Monday, March 26, 2018 9:30 AM
To: Heezen Ronald R. <heezenr@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle

<MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; James Frederick J <jamesf@lvccld.org>; Ward Betsy <wardb@lvccld.org>
Cc: Jade Esplin <jade@margaretsullivanllc.com>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LV-CCLD Facilities Master Plan: Prioritization Workshop #2 Homework

Good Morning,

I hope you are all doing well. Attached is a homework package on behalf of Margaret Sullivan Studio in preparation for prioritization workshop #2. We would like all of the EC to complete and submit all completed documents on the upcoming workshop on April 10th. Should you have any questions please feel free to let us know.

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



memorandum

Homework and Coordination for EC to complete before next Prioritization Workshop (April 10th):

- 1) Provide the following:
 - a. Gate Count Information/Per Hour
 - b. Working Staff Model (from Jenn)
- 2) Answer the following:
 - a. How far do people travel to their Library?
- 3) Building Visits:
 - a. Divide and Conquer (either groups or separately)
 - b. Take note of what you see, what activities people are doing, what are the interactions and how many people are in the space.
 - c. How are the buildings working to support v2020? How are they not?
- 4) Please fill out attached questionnaire

If you have any questions, concerns or remarks from the last workshop please feel free to reach out.

Facilities Master Planning Prioritization Questionnaire

My Name is:

Create a **preferred vision** for: the Buildings, Programs & Activities, Staffing, Technology, Collections, Marketing and Community Outreach, as it relates to V2020, and the role and purpose of the facilities.

The Buildings:

-
-
-
-

Programs & Activities:

-
-
-
-

Staffing:

-
-
-
-

Technology:

-
-
-
-

Collections

-
-
-
-

Marketing:

-
-
-
-

Community Outreach:

-
-

*Please feel free to continue any answers on the back of this sheet.

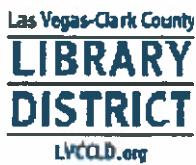
Facilities Master Planning Prioritization Questionnaire

What will success look like? What will success "need"?

What are the ideal elements to ensure excellence in customer experience and staff experience?

Identify the current experience principles of the Library District? How will these be delivered to foster the brand persona and brand promise for the Library District? I.e. If the product doesn't deliver on the brand promise of corporation, then the trust with the customer will be compromised.

*Please feel free to continue any answers on the back of this sheet.



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J
Sent: Wednesday, October 2, 2019 10:15 AM
To: Milam Danielle <MilamD@LVCCLD.ORG>; McNally Matt <mcnallym@lvccld.org>; Schember Jennifer K <schemberj@lvccld.org>
Cc: Heezen Ronald R. <heezenr@lvccld.org>; Ward Betsy <wardb@lvccld.org>; James Fred J <jamesf@lvccld.org>; Bean James H. <beanjh@lvccld.org>; Prendergast Albert "Al" <prendergasta@lvccld.org>; Boyer Allison <boyera@lvccld.org>; Rice Stephen J <rices@lvccld.org>
Subject: MP Program Verification Workshop Schedule
Importance: High

Danielle, Matt, Jenn:

Attached is the MP Program Verification Schedule for Workshops 1&2. Please plan on attending all workshops if your schedules permit. Let me know which workshops you won't be able to attend. Note that the workshops are held at each respective branch location.

Ron, Betsy, Fred, James, Al:

You are welcome to attend any/all workshops as your schedules permit. Note that the workshops are held at each respective branch location.

Thank you,

Steve



Stephen J Rice
General Services Director
Library District Administrative Offices
7060 W. Windmill Ln.
Las Vegas, NV 89113



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Rice Stephen J

Sent: Wednesday, December 11, 2019 9:06 AM

To: Jason Jorjorian (jjorjorian@lgainc.com) <jjorjorian@lgainc.com>; 'Emanuele Arguelles' <emanuele@kmearchitects.com>; clarsen@pgal.com

Cc: 'Lyna Vuong' <Lyna@margaretsullivanllc.com>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Schember Jennifer K <schemberj@lvccld.org>

Subject: MP January Workshop - Schedule

Importance: High

To All:

Attached is the schedule for the January workshops. Given how challenging it was for Jenn Schember to work this schedule out with Branch staffs, it is firm, so please make it work on your end. All meetings will be held in the Boardroom at the Windmill Service Center. An agenda will be provided in the next week or so.

Thank you,

Steve



Stephen J Rice
General Services Director
Library District Administrative Offices
7060 W. Windmill Ln.
Las Vegas, NV 89113
rices@lvccld.org
Main: (702) 507-6200 | Work: (702) 507-6207





Jennifer Schember
Library Operations Director
Library District Administrative Offices
 7060 W. Windmill Lane
 Las Vegas, NV 89113
schemberj@lvccld.org
 Work: (702) 507-6297



From: Schember Jennifer K
Sent: Thursday, April 2, 2020 12:47 PM
To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>
Cc: bookdoc@gmail.com
Subject: FW: Preparation for April Board Retreat
Importance: High

Steve, just confirming that the attached agenda is all we need for today's MP meeting.

The MP Framework and V.2020 docs are available here: <https://lvccld.org/publications/>.

I've also attached a couple of additional documents (core spaces and branch priorities).



Jennifer Schember
Library Operations Director
Library District Administrative Offices
 7060 W. Windmill Lane
 Las Vegas, NV 89113
schemberj@lvccld.org
 Work: (702) 507-6297



From: Rice Stephen J
Sent: Tuesday, March 24, 2020 4:13 PM
To: DL_EXECUTIVE_COUNCIL <DL_EXECUTIVE_COUNCIL@lvccld.org>
Subject: Preparation for April Board Retreat
Importance: High

To All:

Lyna and Margaret have developed a proposed work plan to prepare for the April Board retreat. It addresses a possible delay of the retreat as well as taking into account how the COVID 19 closures throughout the community may impact community needs and how that may require us to rethink certain services.

Please review email and attachment for tomorrow's EC meeting.

Thank you



Stephen J Rice
General Services Director
Library District Administrative Offices
7060 W. Windmill Ln.
Las Vegas, NV 89113
rices@lvccld.org
Main: (702) 507-6200 | Work: (702) 507-6207

From: Lyna Vuong [<mailto:Lyna@margaretsullivanllc.com>]
Sent: Tuesday, March 24, 2020 3:45 PM
To: Rice Stephen J <rices@lvccld.org>
Cc: Margaret Sullivan <margaret@margaretsullivanllc.com>
Subject: Re: LVCCLD checking in

Hi Steve,

Attached is our proposed work plan in preparation for the next Executive Retreat meeting.

For now we were working with the original April 28th meeting date; however, if that shifts, we propose that each item we are listing as Week 1, Week 2, Week 3... could continue as a plan moving ahead to be Month 1, Month 2, Month 3... to allow more time towards gathering and building on the strategy.

At the bottom of the document, we listed a few additional suggestions for this postponed scenario that we could work through together via teleconference calls.

Please call us if you have any questions, and we look forward to touching base after your meeting!

Thanks so much,
Lyna

Lyna Vuong

MARGARET SULLIVAN STUDIO
307 7th Avenue, Suite 504
New York, NY 10001

P 347 432 5081
E lyna@margaretsullivanllc.com



MARGARET SULLIVAN STUDIO

March 24, 2020

Executive Retreat Workplan

Target Date: April 28, 2020

Participants: Steve Rice

Fred James

Matt McNally

Danielle Milam

Jenn Schember

Week 1: March 31, 2020

Referencing the Decision-Making Framework

1. Community Need
 2. Urban growth and demographic change over the next 20 years
 3. Service model adaptation related to the Strategic Plan, V2020
 4. Renovation and maintenance needs of aging facilities and building infrastructure
 5. The availability of fiscal resources for capital requirements in the near- to mid-term (next five to 15 years)
-
- I. Where are we now?
 - II. Identify how the strategic work influences need and the decision-making framework.
 - III. Re-visit top three priorities at each branch
 - IV. Based on current events and financial impacts, what will the community needs be in the near- to long-term? (next 6, 12, 18 months)
 - V. How might we align community needs with impact?

Week 2: April 7, 2020

Re-prioritization: Neighborhoods, Programs, and Services

- I. Re-prioritization based on: Community need, Economic need, Educational need



MARGARET SULLIVAN STUDIO

- II. Identifying programs and services to support these needs

Week 3: April 14, 2020

Draft recommendation to the Board

- I. Schematic Design strategy for approval
- II. Prepare draft agenda for Executive Retreat

IF EXECUTIVE RETREAT IS POSTPONED

1. Re-evaluate the Schematic Design plans and how they align with community needs and priorities, branch by branch
2. Refine the plans and service plan strategy
3. Develop an approach to system-wide learning culture



Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]

Sent: Tuesday, April 24, 2018 4:32 PM

To: Rice Stephen J <rices@lvccld.org>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>; Sean Coulter <scoulter@simpsoncoulter.com>

Subject: LV-CCLD Facilities Master Plan: Work Plan Outline

Hello Everyone,

Please find attached the work plan outline per our conference call this morning, let me know if you have any questions.

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com

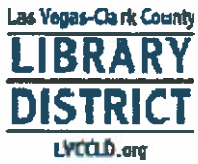
WORK PLAN OUTLINE

Las Vegas Clark County Library District - Facilities Master Plan

Conference Call	Date
Meeting with Jenn, Matt and Danielle for a comprehensive review of the program document. (Awaiting client's availability)	TBD
Standing Meeting - Project Update	Date
SCS, MSS, AA, Steve, Jenn, Matt and Danielle	5/3/2018
Standing Meeting - Project Update	Date
SCS, MSS, AA, Steve, Jenn, Matt and Danielle	5/10/2018
Standing Meeting - Project Update	Date
SCS, MSS, AA, Steve, Jenn, Matt and Danielle	5/17/2018
Prioritization Workshop #3	Date
Workshop with EC: Prioritization Synthesis	5/22/2018
Experience Principles	5/23/2018
Draft I of Final Report	Date
SC Studio to submit draft	5/22/2018
Board Meeting	Date
Applied Analysis to give brief presentation of demographics (population growth, growth densities, etc.) to the board.	5/24/2018
Draft I Comments	Date
LV-CCLD to submit comments to SC Studio	6/5/2018
Draft II of Final Report	Date
SC Studio to submit draft II with priority workshops data incorporated.	6/5/2018
Board Meeting	Date
Margaret Sullivan Studio to present methodology decision framework.	6/14/2018
Draft II Comments	Date
LV-CCLD to submit comments to SC Studio	6/26/2018*
FINAL REPORT	Date
SC Studio to deliver printed final report	7/2/2018*
Board Members - Educational Meetings	Date
Brief recap of the facilities master plan	7/9/2018 7/10/2018 7/11/2018
FINAL PRESENTATION	Date
Presentation of final report to the board	7/12/2018

* Dates are pending board submission requirements.





Jennifer Schember
Library Operations Director
Library District Administrative Offices
7060 W. Windmill Lane
Las Vegas, NV 89113
schemberj@lvccld.org
Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]

Sent: Monday, May 21, 2018 3:25 PM

To: Heezen Ronald R. <heezenr@lvccld.org>; Boyer Allison <boyera@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; James Frederick J <jamesf@lvccld.org>; Prendergast Albert G <prendergasta@lvccld.org>; Ward Betsy <wardb@lvccld.org>; Bean James H. <beanjh@lvccld.org>; Margaret Sullivan <margaret@margaretsullivanllc.com>; Jade Esplin <jade@margaretsullivanllc.com>; Brian Gordon <bgordon@appliedanalysis.com>; Chris Drury <cdrury@appliedanalysis.com>; Sean Coulter <scoulter@simpsoncoulter.com>

Subject: LV-CCLD Facilities Master Plan: Prioritization Synthesis Workshop Agenda

Hello Everyone,
Please find attached the agenda for tomorrow's workshop.

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
702-435-1150 • www.simpsoncoulter.com



Jennifer Schember
 Library Operations Director
 Library District Administrative Offices
 7060 W. Windmill Lane
 Las Vegas, NV 89113
schemberj@lvccld.org
 Work: (702) 507-6297



From: Aracely Rascon [mailto:arascon@simpsoncoulter.com]
Sent: Thursday, May 17, 2018 1:57 PM
To: Heezen Ronald R. <heezenr@lvccld.org>; Boyer Allison <boyera@lvccld.org>; Rice Stephen J <rices@lvccld.org>; Milam Danielle <MilamD@LVCCLD.ORG>; Schember Jennifer K <schemberj@lvccld.org>; McNally Matt <mcnallym@lvccld.org>; James Frederick J <jamesf@lvccld.org>; Prendergast Albert G <prendergasta@lvccld.org>; Ward Betsy <wardb@lvccld.org>; Bean James H. <beanjh@lvccld.org>
Cc: Margaret Sullivan <margaret@margaretsullivanllc.com>; Sean Coulter <scoulter@simpsoncoulter.com>
Subject: LV-CCLD Facilities Master Plan: Experience Principles Workshop

Hello,
 Please find attached the agenda for the experience principles workshop that will take place on May 23rd. Please disregard the supplies section, we will be bringing them. If you should have any questions please let us know.

Best,

ARACELY RASCON, NCIDQ

Simpson Coulter | STUDIO

PLANNING • ARCHITECTURE • INTERIOR DESIGN

151 E Warm Springs Rd • Las Vegas, NV • 89119
 702-435-1150 • www.simpsoncoulter.com



memorandum

TO: EC and Brand Experience Principles
Workshop Group
FROM: Margaret Sullivan Studio

DATE: May 16, 2018

SUBJECT: Brand Experience Principles
Workshop

As part of the Facilities Master Plan, we are designing Experience Principles to reinforce and provide guiding principles to the consistent positive experience you want to create for your customer.

The Master Plan has resulted in five distinct roles and purposes of the facilities that will allow the buildings to be effective at executing the goals of Vision 2020 and generate a positive customer experience in a 21st century library.

These roles are:

1. Intergeneration Living Room
2. Family Learning
3. School Support
4. Project-based Learning
5. Career Services

And for more information, please refer to this presentation:

<https://www.dropbox.com/s/1p8msu61g0xdqib/Prioritization%20Workshop%20II.pptx?dl=0>

As part of the Facilities Master Plan, we are conducting a Brand Experience Principles Workshop to identify the “feelings and outcomes” envisioned for the customers as aligned with these five distinct roles and purposes of the facilities.

Experience Principles are a set of guidelines that an organization commits to and follows from strategy through delivery to produce mutually beneficial and differentiated customer experiences. Experience Principles inform the many decisions required to define what experiences your product or service should create and how to design for individual, yet connected moments.

We will do more work to illustrate the above definition for LVCCLD in our workshop, but as we prepare, please remember the questions that we have been iteratively asking throughout the process. These will continue to be built upon in the workshop.

1. Who are we doing it for and why?
2. How will the spaces support the activities and programs we want for our customers to create the feelings and outcomes we envision?



memorandum

In preparation of the workshop, we are asking that staff participants do two things:

1. Prepare to discuss the programs and services that pertain to your area(s) of expertise related to the five role and purposes of the building.

Remember to think about the customers who use the programs, services and spaces. What do they need? What are the key outcomes envisioned? What kind of learning happens here? How have you as an organization developed this "learning culture?" What kinds of staff skills and talents make the experience ideal? What are the spaces, tools and equipment critical for success?

2. Provide 5-10 "insights" that describe experiences that the customers have based on the current use, even if it is a "negative" experience.
Examples of some "insights" are: "People find the application process confusing and not transparent." "Most kids don't want to do their homework first, they want a snack." "The folks we work with don't believe that they are capable of achieving success."

If you need help putting them together, feel free to reach out to MSS.

We are also recommending that all participants, including the EC and the staff representatives read the following article:

<https://www.wework.com/blog/posts/2018-wework-economic-impact-report>

Below is a preliminary agenda.

Groups will work in five small groups to design Experience Principles around the roles and purpose of the buildings. Each group will have at least one EC member.

- | | |
|---|------------------|
| I. Role and Purpose of the Building: Share Out! | 9:00 – 9:30 am |
| II. What are Experience Principles? | 9:30 – 9:45 am |
| III. Brainstorming around | |
| 1. What we envision for the Customer | 9:45 – 10:00 am |
| 2. What the customer expects | 10:00 – 10:15 am |

BREAK

- | | |
|---------------------------------------|---------------------|
| IV. Insights and Principle Exercise | 10:30 am – 12:00 pm |
| V. Write Your Experience Principle(s) | 12:00 – 1:00 pm |

Supplies:

- Flip Chart, Flair Pens, Post-its (from previous workshop)
- Presentation (MSS), Insight Cards (MSS), Experience Principle Worksheet (MSS)
- Take-Away: Role and Purpose Worksheet (MSS)

END OF MEMORANDUM



**STATE OF NEVADA
COMMISSION ON ETHICS**
704 W. Nye Lane, Suite 204
Carson City, Nevada 89703
(775) 687-5469 • Fax (775) 687-1279
ethics.nv.gov

In re **Danielle Milam**, Acting Deputy Director,
Las Vegas-Clark County Library
District, State of Nevada,

Ethics Complaint
Case No. 20-063C
Confidential

Subject. /

NOTICE OF COMPLAINT AND INVESTIGATION
NRS 281A.720 and NAC 281A.410

NOTICE IS HEREBY GIVEN that, pursuant to NRS 281A.710, the Nevada Commission on Ethics ("Commission") received an Ethics Complaint on September 8, 2020, alleging that you may have engaged in conduct contrary to certain provisions of Nevada Revised Statutes ("NRS") Chapter 281A, the Nevada Ethics in Government Law ("Ethics Law"). The Commission conducted its jurisdictional and evidentiary review and issued its *Order on Jurisdiction and Investigation* on October 26, 2020, which order instructed the Executive Director to conduct an investigation regarding your alleged violations of the following provisions of the Ethics Law.

- NRS 281A.400(1)** Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for yourself or person to whom you have a commitment in a private capacity which would tend improperly to influence a reasonable person in your position to depart from the faithful and impartial discharge of your public duties.
- NRS 281A.400(2)** Using your position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for yourself, any business entity in which you have a significant pecuniary interest, or any person to whom you have a commitment in a private capacity.
- NRS 281A.400(10)** Seeking other employment or contracts for yourself or any person to whom you have a commitment in a private capacity through the use of your official position.
- NRS 281A.420(1)** Failing to sufficiently disclose your acceptance of a gift or loan, pecuniary interest, or commitment in a private capacity to the interest of another person that is reasonably affected by an official matter.

Pursuant to NRS 281A.720, you may respond to the allegations in writing to the Executive Director, Yvonne M. Nevarez-Goodson, Esq., at the Nevada Commission on Ethics at 704 W. Nye Lane, Suite 204, Carson City, NV 89704.¹ The Executive Director will present your response as well as a recommendation to a review panel. The review panel will determine whether the investigation yields just and sufficient cause for the Commission to hold a hearing and render an opinion in the matter, or whether the matter will be dismissed. Alternatively, the review panel may approve a deferral agreement pursuant to NRS 281A.730. Unless an extension is granted pursuant to NRS 281A.720 and the waiver of statutory timelines related to the investigation is received by the Commission, any response to the allegations must be submitted on or before:

November 30, 2020

A copy of the Ethics Complaint is attached as well as forms for waiving a determination by a review panel and/or the time limits for an investigation and recommendation to a review panel as set forth in NRS 281A.725 and NRS 281A.730. Please see NRS Chapter 281A and NAC Chapter 281A for State law and regulatory provisions applicable to administrative matters before the Commission available on the Commission's website at ethics.nv.gov or the Nevada Legislature's Law Library. You are entitled to be represented by an attorney of your selection. Please notify the Commission if you will be represented by counsel in this matter.

Pursuant to NRS 281A.750 and NAC 281A.410, the Commission has directed that the identity of the Requester of the Complaint be maintained as confidential. Accordingly, the enclosed Complaint has been redacted to protect the identity of the Requester. For the purposes of providing a response, the complaint alleges that you may have acted in your public capacity in relation to a contract vendor of the Library District, Margaret Sullivan and/or Margaret Sullivan Studio, a person with whom you share a private business relationship and/or pecuniary interest. These allegations implicate the prohibitions set forth in NRS 281A.400(1), (2) and (10) and NRS 281A.420(1).

Except as otherwise provided in NRS Chapter 281A, the Commission and its staff will hold its activities in response to this Ethics Complaint (including the fact that it received the Ethics Complaint) confidential until a review panel determines whether just and sufficient cause exists for the Commission to hold a hearing and render an opinion. However, the Commission has no authority to require the Requester to maintain the confidentiality of this matter. As a result, information may appear in the public or the media. The Commission will not be the source of any public information and will neither confirm nor deny the existence of this Ethics Complaint until a review panel has completed its review and rendered its determination. You will be provided notice of the review panel's determination.

¹ The purpose of the response is to provide the Executive Director with any information relevant to the matter that the public officer or employee believes may assist the Executive Director in conducting the investigation and the review panel in its determination of just and sufficient cause whether the Commission should hold a hearing and render an opinion. The public officer or employee is not required in the response or in any proceeding before the review panel to assert, claim or raise any objection or defense, in law or fact, to the allegations against the public officer or employee and no objection or defense, in law or fact, is waived, abandoned or barred by the failure to assert, claim or raise it in the response or in any proceeding before the review panel. NRS 281A.720.

If you have any questions regarding this notice, please contact me at (775) 687-5469 or ynevarez@ethics.nv.gov.

Dated this 26th day of October, 2020.

/s/ Yvonne M. Nevarez-Goodson
Yvonne M. Nevarez-Goodson, Esq.
Executive Director

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, a true and correct copy of the foregoing **Notice of Complaint and Investigation**, addressed as follows:

Danielle Milam
Acting Deputy Director
Las Vegas-Clark County
Library District
7060 W. Windmill Lane
Las Vegas, NV 89113

Cert. Mail No.: 9171 9690 0935 0037 6388 08

Dated: 10/26/20



Employee, Nevada Commission on Ethics



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Danielle Milam**, Acting Deputy Director,
Las Vegas-Clark County Library
District, State of Nevada,

Ethics Complaint
Case No. 20-063C
Confidential

Subject. /

ORDER ON JURISDICTION AND INVESTIGATION

Pursuant to NRS 281A.715

The Nevada Commission on Ethics ("Commission") received an Ethics Complaint on September 8, 2020, regarding Danielle Milam ("Subject"), Acting Deputy Director, Las Vegas-Clark County Library District, State of Nevada. On October 26, 2020, pursuant to the requirements of the Nevada Ethics in Government Law set forth in NRS Chapter 281A ("Ethics Law") and NAC 281A.405, the Commission conducted its jurisdictional and evidentiary review of the record, including the Ethics Complaint, supporting evidence and the recommendation of the Executive Director.¹

IT IS HEREBY ORDERED:

The Commission directs that the identity of the Requester be maintained as confidential pursuant to NRS 281A.750. Further, the Commission accepts jurisdiction of this Ethics Complaint and directs the Executive Director to investigate Subject's alleged conduct associated with her significant pecuniary interests and private commitments related to Margaret Sullivan and Ms. Sullivan's private consulting firm doing business as Margaret Sullivan Studio, a contract vendor for the Las Vegas-Clark County Library, implicating the following provisions of the Ethics Law:

NRS 281A.400(1) Seeking or accepting any gift, service, favor, employment, engagement, emolument or economic opportunity for herself or person to whom she has a commitment in a private capacity which would tend improperly to influence a reasonable person in her position to depart from the faithful and impartial discharge of her public duties.

NRS 281A.400(2) Using her position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for herself, any business entity in which she has a significant pecuniary interest, or any person to whom she has a commitment in a private capacity.

¹ The following Commissioners participated in this jurisdictional review: Chair Wallin, Vice-Chair Duffrin and Commissioners Gruenewald, Lau, Lowry, O'Neill, Sheets and Yen.

NRS 281A.400(10) Seeking other employment or contracts for herself or any person to whom she has a commitment in a private capacity using her official position.

NRS 281A.420(1) Failing to sufficiently disclose her acceptance of a gift or loan, her significant pecuniary interest, or her commitment in a private capacity to the interest of another person that is reasonably affected by an official matter.

The Commission further directs the Executive Director to serve this order with a Notice of Complaint and Investigation as required by NRS 281A.720.

DATED this 26th day of October, 2020.

NEVADA COMMISSION ON ETHICS

/s/ Kim Wallin

Kim Wallin, CPA, CMA, CFM
Commission Chair

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I deposited for mailing, via U.S. Postal Service, certified mail, return receipt requested, through the State of Nevada mailroom, a true and correct copy of the foregoing **Order on Jurisdiction and Investigation**, addressed as follows:

Danielle Milam
Acting Deputy Director
Las Vegas-Clark County
Library District
7060 W. Windmill Lane
Las Vegas, NV 89113

Cert. Mail No.: 9171 9690 0935 0037 6388 08

Dated: 10/26/20



Employee, Nevada Commission on Ethics



STATE OF NEVADA

BEFORE THE NEVADA COMMISSION ON ETHICS

In re **Danielle Milam**, Acting Deputy Director,
Las Vegas-Clark County Library District,
State of Nevada,

Ethics Complaint
Case No. 20-063C

Subject. /

REVIEW PANEL DETERMINATION
NRS 281A.730; NAC 281A.440

The Nevada Commission on Ethics ("Commission") received this Ethics Complaint on September 8, 2020, regarding the alleged conduct of Subject Danielle Milam ("Milam"). On October 26, 2020, the Commission instructed the Executive Director to investigate alleged violations of NRS 281A.400(1), (2) and (10) and 281A.420(1).

Milam is a public employee as defined in NRS 281A.150, and the Commission has jurisdiction over this matter pursuant to NRS 281A.280 because the allegations contained in the Complaint relate to Milam's conduct as a public employee with the Las Vegas-Clark County Library District ("Library District") and have associated implications under the Ethics Law. Specifically, the Complaint alleged that Milam misused her public employment with the Library District to accept private consulting engagements with one of the Library District's contracted vendors.

On January 19, 2021, a Review Panel¹ consisting of Vice-Chair Brian Duffrin (Presiding Officer) and Commissioners Damian R. Sheets, Esq. and Amanda Yen, Esq. were assigned to review the following: (1) Ethics Complaint No 20-063C (2) Order on Jurisdiction and Investigation in Ethics Complaint No. 20-063C; (3) Milam's Response to the Complaint; (4) Investigatory Exhibits; and (5) Executive Director's Recommendation to the Review Panel.²

Under NAC 281A.430, the Review Panel unanimously finds and concludes that the facts establish credible evidence to support a determination that just and sufficient cause exists for the Commission to render an opinion in the matter regarding the alleged violations of NRS 281A.400(1), (2) and (10) and 281A.420(1). Nevertheless, pursuant to NRS 281A.730, the Review Panel reasonably believes that Milam's conduct may be appropriately addressed through corrective action under the terms and conditions of a deferral agreement instead of referring the allegations to the Commission for further proceedings. The Deferral Agreement must confirm Milam's acknowledgement of the following:

¹ Commissioner Sheets was originally assigned to participate in the proceedings of the Review Panel and was excused from the panel hearing due to a scheduling conflict. Pursuant to NAC 281A.177, the remaining two panel members have authority to act upon any pending matters before the Review Panel.

² All materials provided to the Review Panel, except the Ethics Complaint and the Order on Jurisdiction and Investigation, represent portions of the investigatory file and remain confidential pursuant to NRS 281A.750.

- A public admonishment from the Review Panel, defined in NRS 281A.785(2)(a) as "a written expression of disapproval of the conduct of the public officer or employee."
- Compliance with the Ethics Law for a specified period without being the subject of another complaint arising from an alleged violation of the Ethics Law and for which a review panel determines there is just and sufficient cause for the Commission to render an opinion in the matter.
- Milam will attend an ethics training within ninety days from the date the Deferral Agreement is accepted by the Review Panel.
- Milam will promote ethics training for employees of the Library District.
- Milam will consult with the Library District's legal counsel to determine whether a private consulting business relationship with a District vendor is appropriate under the Ethics Law and the Library District's secondary employment and conflict of interest policies and, if so, to prepare a sufficient statement of disclosure regarding such a relationship to the Board, Executive Director and/or the members of the Executive Committee and abstain from participating on any Library District matter that may affect the Subject's private pecuniary interests or the interests of the person to whom she has a private business relationship (commitment in a private capacity).
- The Executive Director's authority to monitor compliance with the Deferral Agreement.
- The Executive Director's submission of a copy of the Deferral Agreement to the Executive Director and Legal Counsel for the Library District.
- Milam will comply with the terms of the Deferral Agreement and acknowledge the consequences associated with noncompliance, including the authority of the Review Panel to refer the Complaint to the Commission for further proceedings, which could include an adjudicatory hearing on the merits.
- Upon satisfactory compliance with the Deferral Agreement, the Complaint will be dismissed.

///

///

///

Unless an extension of time is authorized or directed by the Commission Counsel on behalf of the Review Panel, the Executive Director and Subject shall provide a proposed Deferral Agreement to the Review Panel through its Commission Counsel on or before March 17, 2021, which deadline may be extended by Commission Counsel for good cause. If the Review Panel does not approve the Deferral Agreement or if the Subject declines to enter into a Deferral Agreement, the Review Panel will issue an order referring this matter to the Commission for further proceedings.

Dated this 19th day of January, 2021.

REVIEW PANEL OF THE NEVADA COMMISSION ON ETHICS

By: /s/ Brian Duffrin
Brian Duffrin
Vice-Chair/Presiding Officer

By: ABSENT
Damian R. Sheets, Esq.
Commissioner

By: /s/ Amanda Yen
Amanda Yen, Esq.
Commissioner

CERTIFICATE OF MAILING

I certify that I am an employee of the Nevada Commission on Ethics and that on this day in Carson City, Nevada, I transmitted a true and correct copy of the foregoing **REVIEW PANEL DETERMINATION** via U.S. Certified Mail and electronic mail addressed as follows:

Danielle Milam
c/o Mitchell Stipp, Esq.
Law Office of Mitchell Stipp
1180 N. Town Center Drive, Ste 100
Las Vegas, NV 89144

Certified Mail No.: 9171 9690 0935 0037 6400 78

Email: mstipp@stipplaw.com

Dated: 1/19/2021



Employee, Nevada Commission on Ethics

From: [Mitchell Stipp](#)
To: [Elizabeth Bassett](#)
Cc: [Tracy L. Chase](#); [Darci L. Hayden](#); [Kari Anne Pedroza](#)
Subject: Re: 20-063C (Milam)
Date: Wednesday, September 22, 2021 9:32:11 AM

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Ms. Milam will waive the notice requirements of NRS 241.033 for the meeting on October 20, 2021.



www.stiplaw.com

Mitchell D. Stipp

**Law Office of Mitchell Stipp, P.C.
1180 N. Town Center Drive, Suite 100
Las Vegas, Nevada 89144**

T: [702.602.1242](tel:702.602.1242) | **M:** [702.378.1907](tel:702.378.1907)

E: mstipp@stiplaw.com

On Wed, Sep 22, 2021 at 9:27 AM Elizabeth Bassett <EBassett@ethics.nv.gov> wrote:

Mr. Stipp-

Can you also confirm that you believe Ms. Milam will sign the open meeting law waiver that Ms. Chase attached to her earlier email so that the stipulation can be placed on and discussed at the Commission's October 20th meeting?

Thank you.

Elizabeth J. Bassett, Esq.

Associate Counsel

Nevada Commission on Ethics



704 West Nye Lane, Suite 204

Agenda Item 9

RFO No.	Date Filed	Jurisdiction	Local or State	Subject	Requester	Status
21-078C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-077C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-076C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-074A	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Submission/ Opinion
21-071C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-070C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-069C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Pending Jurisdictional Review
21-062C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
21-055A	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Opinion issued 9/9/21; Abstract Pending
↑ FISCAL YEAR 2022 ↑						
21-039C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
21-038C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
21-032C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
21-029C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending; Consolidated w/21-028C
21-028C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending; Consolidated w/21-029C
21-014C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Review Panel Pending
21-007C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Deferral Agreement 8/16/21; Compliance Period expires 8/16/23, Must Attend Ethics Training
21-006C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Deferral Agreement 8/16/21; Compliance Period expires 8/16/23, Must Attend Ethics Training
20-085C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-083C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-081C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-077C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-076C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-075C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-064C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Adjudicatory Proceedings Pending
20-063C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement Pending
20-060C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
↑ FISCAL YEAR 2021 ↑						
20-048C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-023C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-018C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
20-010C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement Pending
20-007C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Adjudicatory Proceedings Pending
20-001C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Review Panel Pending
19-126C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Investigation Pending
19-105C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement 9/3/20; Compliance Pending - \$6,500 Civil Penalty (\$966.67 Remaining as of 10/1/21); Consolidated with 19-081C & 19-082C
19-102C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Adjudicatory Proceedings Pending
19-095C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement Pending
19-088C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Adjudicatory Proceedings Pending
19-082C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement 9/3/20; Compliance Pending - \$6,500 Civil Penalty (\$966.67 Remaining as of 10/1/21); Consolidated with 19-081C & 19-105C
19-081C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement 9/3/20; Compliance Pending - \$6,500 Civil Penalty (\$966.67 Remaining as of 10/1/21); Consolidated with 19-082C & 19-105C
↑ FISCAL YEAR 2020 ↑						
19-044C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Deferral Agreement 2/20/20; Compliance Period expires 2/20/25
19-039C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Deferral Agreement 10/14/19; Compliance Period expires 10/14/21
19-018C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement 6/17/19; \$8,700 Civil Penalty paid in full
19-004C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Deferral Agreement 6/4/20; Compliance Period expires 6/4/22, Must Attend Ethics Training
18-060C	XXXXX	XXXXXX	XXXXX	XXXXXXXXXX	XXXXXXXXXX	Stipulated Agreement 11/18/19; \$13,881.36 Civil Penalty due 6/30/23 (\$10,299.04 Remaining as of 9/1/21)
↑ FISCAL YEAR 2019 ↑						