



## **ALL DISTRICT MEMO**

---

**TO:** All District Employees  
**FROM:** Fred James, Acting Executive Director  
**DATE:** June 18, 2020  
**SUBJECT:** All District Update

Hello Everyone. At the Thursday, June 11, 2020, Board of Trustees meeting of the Las Vegas-Clark County Library District, I was appointed Acting Executive Director. As I mentioned at that meeting, I'm not sure if that is an honor, but I am excited to lead this organization over the next six months as the Board conducts an Executive Director search.

In my new position, I will be issuing an All-District Memo every other week, to keep us all informed about the changing work and work conditions of the Library District as we move through the COVID-19 pandemic and beyond. As we all know, this is an unprecedented time of turbulence and uncertainty in our public library business, community, and national economic and social conditions.

We need the commitment and creativity of every employee to navigate the road ahead. We will need to align our efforts, use our resources wisely, and be prepared to operate in unprecedented ways to meet critical community needs. This bi-weekly memo will address questions, ideas, or suggestions that come from you, along with updates on changes in operations, budget situations, and other issues.

I apologize for the length of this email, but things are happening quickly, and in an effort to be transparent and supportive, I would like to share these details with you.

My thanks goes out to each and every one of you for the talent and energy you bring to this organization. Working together, we will continue to provide our community with strong and relevant public library services.

### **LEADERSHIP CHANGES**

I am happy to announce two leadership changes to the organization.

**Jeff Serpico, HR Director.** First, I get to give up my hat as Acting Human Resources Director. At the end of May, Jeff Serpico was hired by former Executive Director Dr. Ron Heezen as Human Resource Director, following a nation-wide search. Jeff comes to the Library District from Tampa, Florida, where he was Senior Director of Human Resources at Tampa General Hospital. He has a senior level certification from the Society for Human Resource Management and has been an Adjunct Professor of Human Resources at the University of South Florida's School of

Public Administration. He has experience in organizational development, employee relations, compensation, staffing analysis, labor relations, and talent management. He also sat on the Board of Directors of the CareerSource of Tampa Bay which oversees workforce development pipelines, partnerships, and practices. Jeff is excited about this job and working with all of you. Because of the pandemic and business disruption, he views this as an important time to build stronger organizational alignment and staff development supports.

**Floresto Cabias, Acting Chief Financial Officer.** The second leadership change is the appointment of Floresto Cabias as Acting Chief Financial Officer of the Library District. This avoids any conflict I would have had wearing both hats and makes Floresto your ongoing contact for all financial matters of the District. I have witnessed Floresto's command of the Library District budget, finance practices, and leadership of the Finance Office team. I have full confidence that he will maintain the Library District's high bar for forecasting and budget practices that have proven resilient and effective even in years like this. All finance matters should now be directed to Acting CFO Floresto at [cabiasf@lvccld.org](mailto:cabiasf@lvccld.org).

Until the new Executive Director is chosen and in place, new department directors will be given "Acting Director" titles. All "Acting Directors" will need to compete for their position through an open application process in order to receive the formal title of Director under the new Executive Director.

## **BUDGET UPDATE**

It should be noted that the fiscal year (FY) 19-20 Library District budget was flexible enough to support continued employment of **all** Library District staff during the 75 days of Governor Steve Sisolak's "Stay Home Nevada" orders.

Nonetheless, because of the unprecedented shuttering of The Strip and other Las Vegas, Clark County businesses, the CTX (local sales tax revenue source) went flat in March and remained flat until the Governor allowed limited new business activity in Phases One (mid May) and Phase Two (early June) of the Nevada Road To Recovery plan. CTX represents 25% of the Library District's annual budget revenues.

In light of this unanticipated drop in CTX, Financial Services ran the projected revenue projections in early April and estimated a gap of \$10 to \$12 million in the next two fiscal years (reflecting the deep and extended drop in CTX revenues in FY 20-21 and delays in property tax collections in FY 21-22).

To close the gap quickly, the Executive Council met in early April to reduce the FY 20-21 budget by \$5 million. The actions they took included the following:

- \$1.1 million in existing positions are eliminated, no new positions will be created, and as positions become vacant, they will be frozen and filled on a case-by-case basis, based on operational needs
- \$1.2 million was cut from service and supplies
- All branch Master Facilities Plan renovation projects were put on hold, even as the Library District completed schematic design of 13 branch renovations to

bring in the V.2020 service model of East Las Vegas and Mesquite library branches

- The Library District's rebranding campaign led by Branding & Marketing department was suspended
- Many capital project funds were cut to operational minimums (for example, replacement funds for buildings, technology, performing arts centers, and vehicles)
- Creation of a Voluntary Employee Separation Package (VESP) program to buy out senior employees who wish to leave the Library District voluntarily and to accrue the savings from those positions by delaying replacements and organizational restructuring

At the April 16<sup>th</sup> Library District board meeting, the Board of Trustees was made aware of the above-described \$2.3 million in budget cuts, along with the need to ask the union for \$2.7 million in economic concessions to prepare for anticipated revenue shortfalls which will be verified in August, 2020, as official revenue reports become available.

### **UNION NEGOTIATIONS**

Following the April 16<sup>th</sup> Board meeting, Teamsters Local Union No. 14 was notified of the need for economic concessions. On June 5, 2020, the Library District Board of Trustees approved a Memorandum of Understanding that laid out the terms of concessions agreed on by both parties:

- No 2020 annual pay increase for FY 20-21
- No Merit Increases for FY 20-21
- No increases in employee health insurance premiums for single and family coverage for FY 20-21
- Both parties agreed that the Union contract can be reopened on or before April 15, 2021, to discuss economic terms
- Both the Union and Library District agreed to extend the current CBAs for one additional year, FY 22-23, on the same terms as currently provided by the CBAs for FY 21-22.

The Executive Council also agreed that the terms of the union contract will apply to all Library District staff, including administration and non-represented employees, in order to achieve the needed \$2.7 million in immediate budget cuts.

### **PHASED RE-OPENING**

As Dr. Heezen mentioned in his newsletters before his resignation, there are many teams that have been actively engaged in helping the Library District navigate this turbulent health, economic, and business environment. Special thanks goes out to Library Operations Director **Jennifer Schember** and her team, who crafted the four-phase Library ReOpening Plan adopted by the Board of Trustees on April 28, 2020. This plan is available on Voyager and the staff COVID-19 Information webpage.

With the help of IT and General Services, Library Operations staff launched Phase One curbside services on May 16 and Phase Two services on Monday June 1<sup>st</sup> in Mesquite and Thursday June 4<sup>th</sup> in a majority of our remaining branches. Staff and Board Trustees report the happiness of customers who have been waiting for library services to return.

Our gratitude also goes out to General Services Director **Steve Rice's** team and the **Health and Safety Mitigation Taskforce** led by Assistant General Services Director **John Vino** that quickly researched and implemented best practices and CDC-recommended safety, PPE, and signage initiatives throughout the District. This team remains in place, making sure the District reopening activities continue to meet the highest levels of public safety and hygiene.

### **MOVING FORWARD**

We feel proud to be among the first libraries in Nevada and the nation to safely bring on curbside and critical community services such as access to computers and WiFi. We are now aligning our ReOpening Plan with the most recent Governor's guidelines for the State of Nevada's Road To Recovery Phase Two, to allow for some activities that were identified in the Library District's ReOpening plan Phase Three. All new activities will meet the Governor's Phase Two critical guidelines of:

1. Group sizes under 50 people
2. Facilities operating at under 50% capacity
3. Restrictions on interactive activities and live programs
4. All activities done within the parameters of social distancing required under the Governor's guidelines.

This allows us to flexibly phase in new customer experiences beginning June 24, including browsing, meeting and study room use, customer seating, and other activities that are in compliance with the social distancing and other requirements of the Governor's Road To Recovery guidelines.

With vital input from all of you in the field, the Executive Council will continue to tweak the existing reopening plan to adapt to new community conditions and customer demand.

### **NEW BUSINESS**

Ultimately, the short story here is that our business will not return to "normal." Future work and working conditions in the Library District will be different and each of us will have to anticipate and adapt to new pandemic job, service, and safety requirements to maintain the health and safety of staff and the public.

Despite pandemic constraints, we are finding new ways to connect with our customers. Thanks to IT Director/CIO **Al Prendergast** and his team for driving digital business when the branches closed:

- Access Services Manager **Sufa Anderson** reports a total of 4,491 new e-card sign-ups during the months of April and May
- Head of Collections and Bibliographic Services **Rebecca Colbert** reports record download activity. Downloads in the months of March through May

2020 were up by 30% (192,007 items) from the previous year, for a total of 830,907 downloads from the library's digital collections.

We recognize the teams of Community Engagement Director **Matt McNally** and Branding and Marketing Director **Betsy Ward** for finding new ways to partner and promote the Summer Challenge and Food for Thought programs. For the first time, the Clark County School District is partnering with the Library District to keep students learning over the summer.

Amazing new virtual programs have been developed by a number of youth librarians as well as adult and outreach program staff under the direction of Youth Services Manager **Shana Harrington**, Programming and Venue Services Manager **Ryan Neely**, and Outreach Services Manager **Glenda Billingsley**, and aided by Sr. Marketing Associate **Paula Loop** and the video production expertise of EV Makerspace Specialist **Alex Acosta de Leon**. Virtual programs can be found on the Library District's new YouTube channel.

We know that there is a big adjustment required for these new working conditions. For staff who do not feel comfortable returning to work right away, there is a voluntary temporary Furlough program that has been extended. We also have the Employee Assistance Program for staff who may need additional kinds of support to adapt and successfully return to work. Please contact HR for more information.

Thanks for your attention and creative adaptation! Working together and sharing information and experiences, we WILL move forward successfully!