PROPOSED MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
JANUARY 12, 2012
(approved February 9, 2012)

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, January 12, 2012.

Present:	Board:	K. Benavidez, Chair	R. Kirsh
		K. Crear	M. Saunders
		R. Ence	C. Reese
		Y. Yturralde	S. Bilbray-Axelrod
		S. Moulton	R. Wadley-Munier
	Counsel:	G. Welt	
	Absent:		
	Staff:	Jeanne Goodrich, Executive Director Numerous Staff	
	Guests:	Lisa Conner, UPromise College Fund Marc Futterman, CIVICTechnologies, Inc.	

K. Benavidez, Chair, called the meeting to order at 6:04 p.m.

Roll Call and Pledge of Allegiance (Item I.)

All members listed above represent a quorum. Appendix A.

Trustee Kirsh led attendees in the Pledge of Allegiance.

Chair Benavidez welcomed new Trustee Robin Wadley-Munier to the Board. Wadley-Munier, who was appointed by City of Las Vegas Councilwoman Tarkanian, said she was very excited about her appointment as she had been interested in getting involved for a number of years. She hoped she would be a good addition to the Board.

Public Comment (Item II.)

None.

Agenda (Item III.)

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

Discussion and possible Board action regarding the District providing an additional education-related benefit: UPromise College Fund 529 Plan. (Item IV.A.)

Human Resources Director Jerilyn Gregory said that one of her staff's goals is to continually review the benefit plans available to employees to determine if there are additional or alternative plans that would more closely meet staff needs. Recently, an additional benefit has become available to the District's staff, the UPromise College Fund 529 Plan.

Ms. Gregory explained that a 529 plan is a savings plan designed to encourage saving for future college costs. It can be used to meet costs of qualified educational institutions nationwide. Contributions are made with an employee's after-tax dollars through direct deposit to the UPromise College Fund. Although contributions are not deductible on an employee's federal tax return, their investment grows tax-deferred

and distributions to pay for the beneficiary's college costs are exempt from federal taxes.

The UPromise College Fund 529 Plan is administered by the Board of Trustees of the College Savings Plans of Nevada, chaired by Nevada State Treasurer Kate Marshall. Gregory emphasized that the benefit will cost the District nothing to implement and there are no additional costs or reporting requirements.

Ms. Gregory then introduced Lisa Conner, a representative from UPromise, to answer any questions Trustees may have about the proposed 529 plan.

Chair Benavidez asked what would happen to the money if the child decided not to attend college. Ms. Conner explained that all 529 accounts are set up with an owner and a beneficiary. The owner could designate a new beneficiary (which could be another child, relative or themselves) or maintain the money in the account indefinitely as there are no age limitations on when the money in the account is used. If the money is withdrawn from the 529 account and NOT used for qualified education expenses, the withdrawal will be considered a "non-qualified withdrawal" and treated in much the same way as an early withdrawal from an IRA account. The interest on earnings in the account will be taxed and a 10% penalty will possibly be charged. If the beneficiary receives a full scholarship or attends military school, then the money can be withdrawn from the 529 account without penalty, though the interest will be taxable.

Trustee Kirsh asked if the money must be used only at four year schools. Ms. Conner explained that money from a 529 account may be used at any institution that is eligible to participate in the federal financial aid program. This will include two and four year schools plus trade and technical schools.

Trustee Ence wanted to confirm that there would be no additional costs to the District. Ms. Conner explained that UPromise does not charge a startup fee and the contributions to an employee's 529 account are handled in the same way as a direct deposit to the employees financial institution. As all contributions are after-tax dollars, there is no work involved for Human Resources to reconcile figures or need to report the contributions on an employee's W-2 form.

Trustee Bilbray-Axelrod asked about any other similar plans offered by the District. Ms. Gregory explained that this was the first 529 plan offered to District employees.

Trustee Moulton asked about the history of 529 plans and also wanted to know more about UPromise. Ms. Conner said that 529 plans came into existence in the late 1990s after the IRS regulations were changed to allow this type of deferred savings account. UPromise has been in existence for 10 years and is a national company with its home office in Boston and programs in 13 states. New York is Upromise's largest state and Nevada is its oldest state. Ms. Conner added that each state has its own plan, and UPromise handles the marketing and administration in those states where it has a presence. All plans are

required to have an investment manager – Vanguard is Upromise's investment manager.

Trustee Saunders moved to allow the District to provide an additional education-related benefit: UPromise College Fund 529 Plan, subject to review by counsel. There was no opposition and the motion carried.

Approval of Proposed Minutes of the Finance and Audit Committee Meeting, November 10, 2011 and of the Regular Session, November 10, 2011. (Item V.A-B.)

Trustee Saunders moved to approve the Minutes of the Finance and Audit Committee Meeting held November 10, 2011. Trustee Wadley-Munier abstained. There was no opposition from Committee members and the motion carried.

Trustee Reese moved to approve the Minutes of the Board of Trustees Meeting held November 10, 2011. Trustees Wadley-Munier and Yturralde abstained. There was no opposition and the motion carried.

Chair's Report (Item VI.)

Chair Benavidez extended her wishes for a Happy New Year to all in attendance.

Executive Director's Report (Item VII.A.)

Adding to her written remarks, Executive Director Goodrich noted the extensive coverage the District has received in the most current issue of *Library Journal* (LJ), the leading independent publication for the profession. Ms. Goodrich was quoted in several stories and Development Director Danielle Milam was quoted as well. This was due to their presentation and participation at the LJ-sponsored Director's Summit. Ms. Goodrich also had an opportunity to interview extensively with LJ publisher Ian Singer about the *CommunityConnect* project which will be discussed later in the meeting.

Ms. Goodrich then updated Trustees on the current strategic planning process. Library planning consultants Joan Frye Williams and George Needham will be making a presentation at both the February and March 2012 Board meetings as well as working with library staff and community stakeholders in both February and March. In addition, Ms. Williams and Mr. Needham will be facilitating a community vision meeting on March 7. The idea behind the meeting is to bring together various members of the community to talk about the direction in which the community is headed so that District services can be aligned with the priorities of the community. Staff will utilize the CommunityConnect data, information gathered at meetings of the Trustees and library staff, as well as information from the community vision meeting in putting together the District's next strategic plan.

Ms. Goodrich continued her report by discussing the upcoming FY 2012-2013 budget process. District staff will be notified soon about the budget planning process and projections for next year. Staff is monitoring the current budget very closely and believe, at this point, that both District revenues and expenditures will come in close to projections. CFO Fred James has begun the process of projecting revenues for the next fiscal year. The proposed FY 2012-2013 budget will be basically status quo, with several additions in areas staff feels

are crucial, and a continued emphasis on managing expenditures closely.

Ms. Goodrich continued to say that staff will be contacting members of the Finance and Audit Committee to schedule a meeting on March 28, 29 or 30 once the District has received property tax projections from the state. The meeting will provide an opportunity to share staff's budget recommendations with Trustees prior to filing the tentative budget with the state in April. All Trustees are welcome to attend the Committee meeting.

Ms. Goodrich then advised Trustees that she and Mr. James will be attending the first meeting of the Interim Study Group appointed by the 2011 Legislature. The Interim Study Group has been tasked to conduct a study of the Local Tax Distribution Account to determine whether formulas used to allocate money from the account results in an equitable allocation to all governmental entities, including any local library districts that do not currently receive such an allocation (the North Las Vegas Library District is the only district that doesn't receive CTax monies due to the enabling legislation that formed the district), and, if not, to consider possible alternative methodologies to achieve a more equitable allocation. The taxes being distributed are commonly referred to as the Consolidated Tax or CTax.

Ms. Goodrich explained that the current formula allocates the tax on the basis of assessed valuation and the consumer price index and is designed to distribute future revenue increases to areas in the county with the highest percentage increase in growth. About 26% ($15,200,000) of District revenue comes from the CTax, so staff will be following the work of this study group very carefully. Goodrich and Mr. James have been talking to Tom Fay, Director of the Henderson Library District as well as with City and County staff. Goodrich emphasized the importance of everyone being on the same page regarding an equitable distribution. She will update Trustees regularly on this issue.

Trustee Moulton had a question on the Human Resources Report – see the appropriate section.

Trustee Moulton 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.)

Accepted.

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

Accepted.

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

Trustee Moulton asked about the increase in employees between November and December 2011 and also wanted to know whether that trend would continue. Ms. Gregory said, for the current fiscal year, there was some money to fill positions that were on hold due to natural attrition and previous budget issues, and this accounts for the increase

in staff. Moulton then asked if the District will be able to continue to fill these positions. Gregory said that the District would continue to fill positions as staff leaves.

Accepted.

Technology Report (Item VII.A.4.)

Accepted.

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

Accepted.

Marketing Report (Item VII.A.6.)

Accepted.

Development Report (Item VII.A.7.)

Accepted.

Unfinished Business

***Community Connect* Web Tools presentation by Marc Futterman and Development Director Danielle Milam. (Item VIII.)**

Development Director Danielle Milam and Marc Futterman, CEO of CIVICTechnologies, Inc., presented information on the *CommunityConnect* web tools currently used by the District staff. This presentation is attached as Exhibit B.

Several Trustees asked questions and prefaced their remarks with comments about how impressed they were with the quantity and quality of the data and how useful the information would be for District staff to make decisions, apply for grants, work with District partners in the community and put together the new strategic plan.

Chair Benavidez requested that future branch presentations include information on how branch staff is reaching the different market segments in their service area.

Trustee Reese asked how often the data used to compile the *CommunityConnect* web tools is updated so staff can see their progress. Ms. Milam explained that the library data (circulation statistics and new patron figures) is updated monthly. The census and market segmentation data is updated annually.

Trustee Saunders wanted to confirm that the District is the first to develop and use these web-based tools. Ms. Milam agreed, noting that CIVICTechnologies has done studies for other clients which were static, done at a point in time. Now that the District has pioneered this web-based technique, other libraries are following our lead.

Trustee Saunders then asked if *CommunityConnect* is entirely grant funded and also, the length of the contract. Ms. Milam explained that 10% of the first grant from the Nevada State Library and Archives was required to be matched by the District. That money came out of the District's operating fund. The rest of the money is all grant-funded. Annual ongoing maintenance costs which are insubstantial compared to the development cost are the District's responsibility.

Trustee Kirsh asked if the data is available to the Trustees. Ms. Milam said staff will forward this information to the Trustees.

Trustee Saunders asked if the information has been made available to staff. Ms. Milam explained that branch managers were trained in August and YPL staff was trained in December. Milam is also going to branches for additional training upon request. Over a year and half of data is in the system right now and she believed that the information is filtering through all library staff due to the work done by managers even before they were trained.

Trustee Yturralde asked how staff planned to expose particularly challenged areas to new, innovative ideas that other areas, not so challenged, are using. Ms. Milam explained that the FIND CUSTOMER tab in *CommunityConnect* is used to identify those areas without current library cardholders. Staff can concentrate their efforts, using this information, and add new cardholders. The service plan is the same in all areas of the District. This allows each branch to do a little more tailoring to their patrons, but standards of service remain the same throughout.

Ms. Milam then explained that the INCREASE SERVICE tab in *CommunityConnect* is used to identify the existing District patrons and allows the user to see what these existing patrons prefer, be it print materials, DVD's or some other method. The user then can identify the topics the patron prefers, be it health, education, popular fiction or any other subject. The branch staff can then highlight those areas of interest in displays, guides or programs, making it easier for the patron to find the materials they want. Branch managers have reported that this information has helped them set up displays of "quick-pick" material close to self-check so that busy patrons coming in to pick up their holds can easily find other items they would be interested in. Staff has said they believe this will drive up use of library materials.

Trustee Yturralde added that she was excited about the potential to expand District patrons in the *Up and Coming Families* segment, an area with little market penetration at this time. Ms. Milam commented that there were several market segments, like *Up and Coming Families*, which provide the District with the opportunity to increase patrons. Several are family-focused and several are different senior segments. Paying attention to these underserved areas will allow the District to serve its community.

Trustee Bilbray-Axelrod asked to clarify who can access the information in the branch and develop different ideas on how to reach different segments, such as the branch manager who went to door to door in part of her service area. Ms. Milam noted that the information is available to all staff and explained that managers are leading their branch teams to develop these ideas.

Trustee Bilbray-Axelrod then asked if branch managers are sharing ideas about best practices in their different market segments. Ms. Milam said that with 49 market segments in the District, a large number to get one's arms around, Deputy Director Robb Morss pulled the top five for the District and then looked at the top five for each

branch. Some interesting patterns are emerging. Staff at the Sunrise, West Charleston and Whitney libraries might all be working on the same market segments together, even though these branches are located in different areas of the District with, one might think, a different clientele. These branch managers are reaching out to others with the same market segments with the best practices from their areas.

Trustee Saunders asked how the literacy data was compiled. Mr. Futterman explained that the data came from the *National Adult Literacy Survey* and the *Basic Pro Skills Literacy Survey*, two nationally recognized benchmarks. These two methodologies have similar characteristics using certain demographic indicators of literacy. He then explained how the information is compiled. From actual surveys the information is then cross-referenced with demographic characteristics. Through regression analysis, the user can get a really good idea of what these characteristics are. The results are then run through a methodology and examined with certain key demographic variables which are then applied to census block group data. The specific results are then assigned values and levels are established to create a score for each census block group in the District. Finally, each census block group is ranked against other census block groups in the District (not against another community). The resulting data is local and relative. Ms. Milam added that the surveys utilize census data one would expect such as the levels of English proficiency and educational attainment.

Trustee Moulton asked what staff is doing to share the data with other educational entities and other library districts in Clark County. Ms. Milam said that staff considers the data a major tool to bring to the table with District partners. Ms. Goodrich said that she discussed the data at her recent meeting with Nevada Development Authority President Somer Hollingsworth and he was very interested by the way this data could be used.

Ms. Goodrich also explained that this is the second grant year and one of the grant requirements is to work with other jurisdictions, so staff have talked to City of Las Vegas and Clark County staff, colleagues in other district and have presented this information to the Nevada State Library and Archives Board, emphasizing that staff see this as a tool with many uses throughout the community. Ms. Milam added that she has spoken to the United Way and Workforce Connections about different uses for the data and added that the next iteration of the program would add household occupation to help develop workforce development programs.

Trustee Moulton asked if the District is unique, with 49 market segments out of 65 market segments used nationally represented. Mr. Futterman said that the high number was a measure of the District's diversity. Since the market segments are not simply racial or ethnic, the large number of segments means a whole range of education, income, skill levels and interest are represented. Futterman added that with the large number of segments, it is interesting to see some interesting groups right next to each other. For example a lower-

income family group will be right next to an upper-level middle class group of retirees. This pattern is repeated throughout the District.

Trustee Moulton commented that one of things she has preached for years is that the local community is so under-educated. Among major communities in the nation, the District's area has a lower level of degrees in higher education. The data shows this graphically.

Chair Benavidez asked how open the Clark County School District has been to receiving this information. Ms. Milan said that communication has just begun but inroads have been made with School District staff. Ms. Goodrich added that Superintendent Jones, at her initial meeting with him last year, told her that when he was the Colorado Commissioner of Education, he was also responsible for libraries and is a big supporter. Youth Services Coordinator Mary Nelson Brown works with her counterpart at the School District and reports that, since Jones arrived, it has been easier to get in to work with schools on the summer reading program. With this data in hand, District staff can go back to the School District and partner on programs to serve, for example, the large number of homeless students in the Whitney Library service area. Goodrich added that librarians have known intuitively about their patron's habits and interests, but now staff has hard data to back this up and go forward.

Ms. Milam concluded her remarks by saying that, by the end of this grant, she hopes to add early literacy data to the picture. Currently, the District's method has the adult information only. Staff will go to the School District and determine which areas contain low-performing schools, go to the Health District to discover birth to teen mom information and integrate that data with the adult information. She thanked Trustees for their attention and comments.

This presentation was for information only.

Discussion and possible Board action to approve revisions to the District's *Internet and Wireless Use Policy*. (Item IX.A.)

Deputy Director Robb Morss explained that the Board of Trustees first adopted the District's *Internet Use Policy* on September 14, 2000. The policy was revised when the District began offering wireless access in urban branches on January 13, 2005.

Public Services staff is proposing revisions to the current policy which include:

- Clarifying language that coincides with the District's practice of requiring parental/guardian acceptance, for children under the age of 18, to use an unfiltered internet station. All computers in the District's Young People's Libraries (YPL) are filtered. If a parent/guardian does authorize access to an unfiltered computer via a signed permission slip, a red dot is placed on the child's library card.

- The requirement that minor children must have their library card in their possession when accessing an unfiltered station. Several branches have patrons place their cards in a slot by the computer to ensure the child is using their own card and that the dot is visible.

- Updated informational websites for parents/guardians to help guide their children's use of the Internet.

In addition to these changes staff has also simplified and clarified certain passages of the policy which have been deemed as vague when being interpreted by patrons and staff. Staff would implement the revised policy immediately upon adoption.

Chair Benavidez asked whether the permission slip has an expiration date. Mr. Morss explained that there is no expiration date but that the parent/guardian may withdraw their permission at any time. Parent/guardian names are linked to the child's library card in the system. Once the patron turns 18, they are an adult and no permission is required.

Trustee Kirsh questioned how the District can ensure that the library cards with the red dots stay with the child it belongs to. Mr. Morss explained that the District does not cross-reference patron records with other forms of identification, but that this has not been too much of a problem as there are very few young patrons whose parent/guardian have approved unfiltered access and staff know their regular patrons.

Chair Benavidez asked Mr. Morss if he could tell Trustees the total number of young patrons with permission to access unfiltered computers. Mr. Morss will need to run a report and will provide that information at the next meeting.

Trustee Moulton asked whether content from the unfiltered computer would still be visible to other patrons. Mr. Morss noted that most unfiltered computers are in computer labs and contained in recessed desks so that other patrons may not see the content. Ms. Goodrich emphasized that children with permission to access unfiltered computers would not be doing it in the YPL area, as these computers are all filtered. The underage patrons who have permission to access the unfiltered computers would be in the computer labs and other children would not be able to view the content.

Trustee Saunders moved to adopt the *Internet and Wireless Use Policy* with proposed revisions effective immediately upon adoption. There was no opposition and the motion carried.

Announcements (Item X.)

The next Board Meeting will be held Thursday, February 9, 2012 in the Rainbow Library at 6:00 p.m.

Public Comment (Item XI.)

None.

Executive Session (Item XII.)

Removed from Agenda.

Adjournment (Item XIII.)

Chair Benavidez adjourned the meeting at 7:18 p.m.

Respectfully submitted,

Keiba K. Crear, Secretary

2012 ATTENDANCE

Appendix A

January 12, 2012 Regular Board Meeting

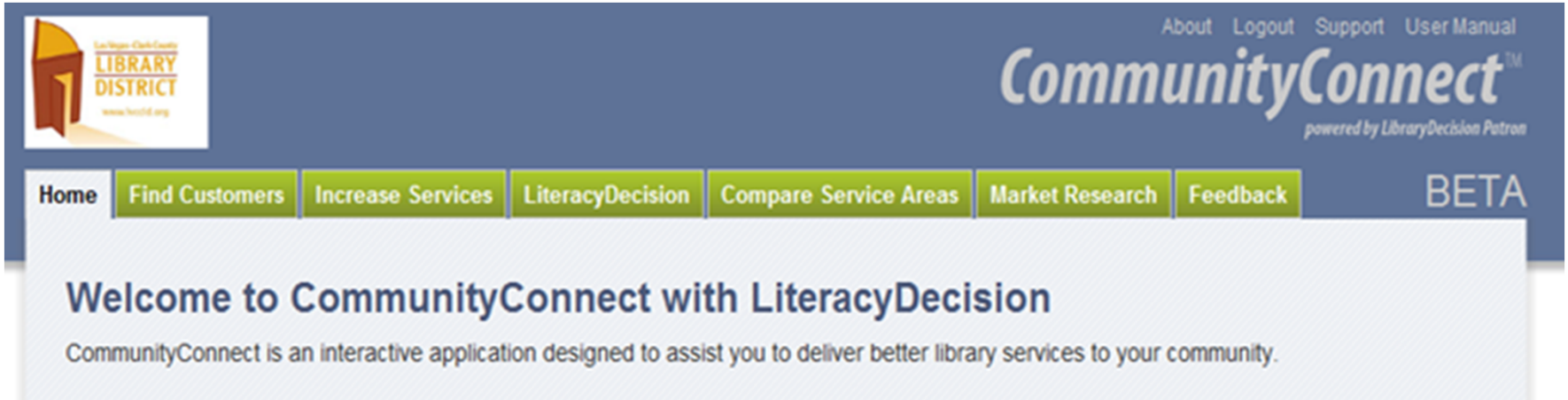
	2012	January 12 Regular Board Meeting																
Benavidez	Kelly	p																
Bilbray-Axelrod	Shannon	p																
Crear	Keiba	p																
Ence	Randy	p																
Kirsh	Ron	p																
Moulton	Sheila	p																
Reese	Carol	p																
Saunders	Michael	p																
Wadley-Munier	Robin	p																
Yturralde	Ydoleena	p																

attended Committee meeting but not a member

A-E Excused Absence
A-U Unexcused Absence
as of January 13, 2012

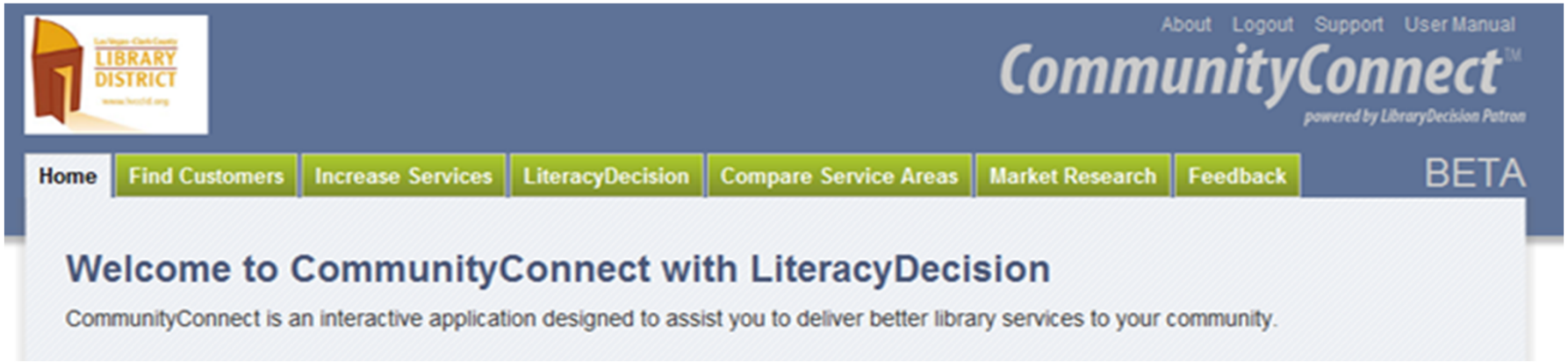
COMMUNITY CONNECT

WEB TOOLS THAT IMPROVE CUSTOMER SERVICE



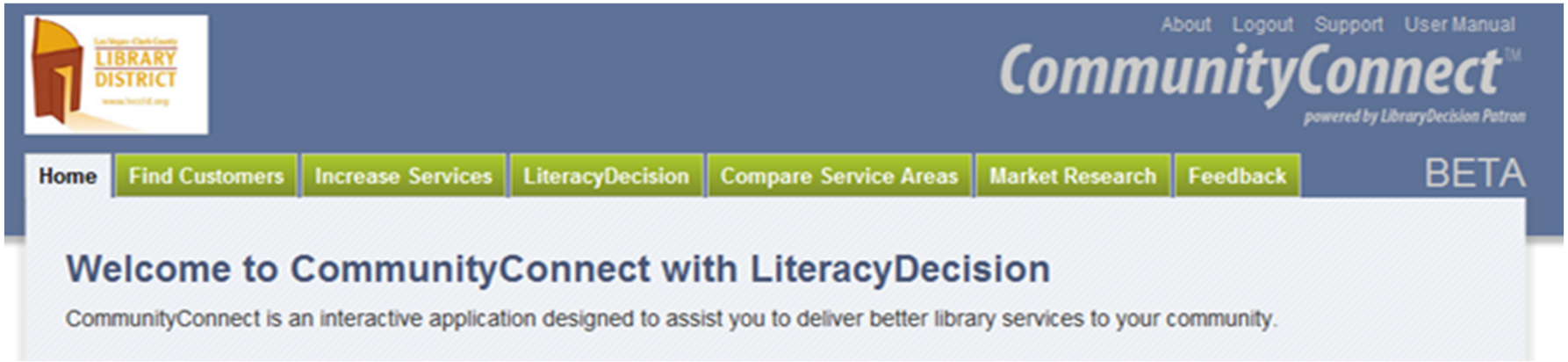
Presentation to the LVCCLD Board of Trustees
January 12, 2012

Danielle Milam, LVCCLD Development Director and
Marc Futterman, CEO, CIVICTechnologies, Inc.

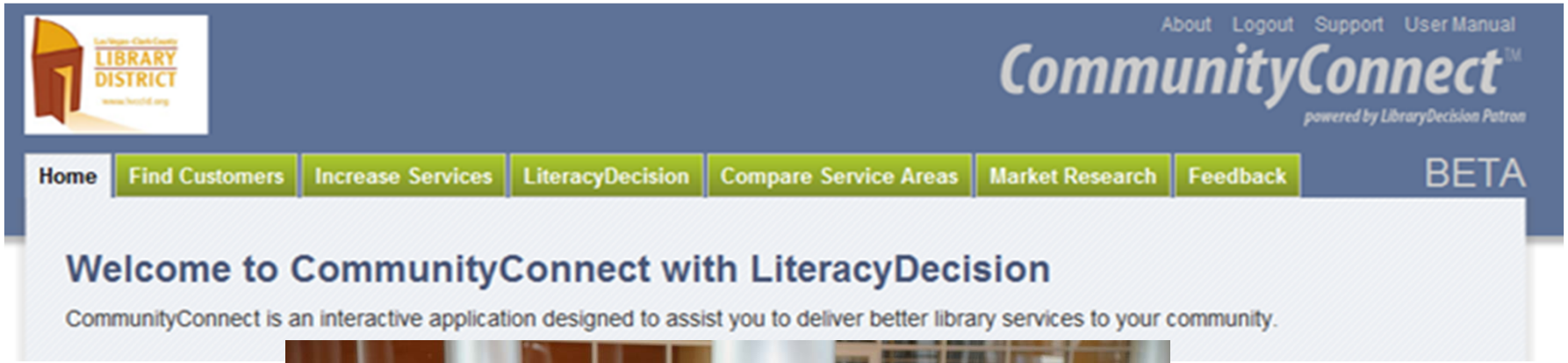


WHY DEVELOP THESE PLANNING TOOLS?

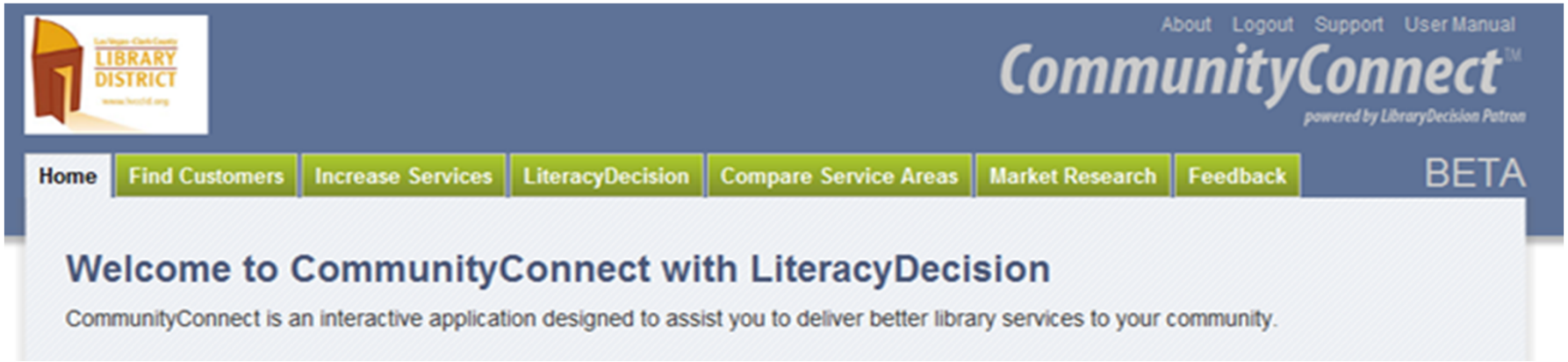
- Civic Rationale – Community in Distress
- Fiscal Rationale – Revenues Down/Need more bang for every buck
- Industry Rationale – Business of Libraries is changing – new roles, technology, partnership opportunities
- Organizational Rationale – What is the most strategic position for the library today and in the future?



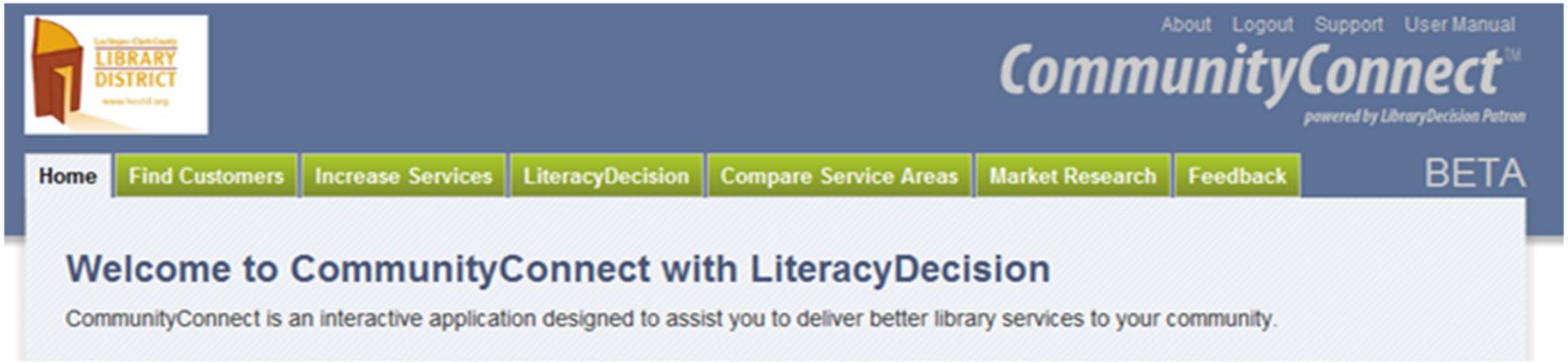
Stronger connections to the community!


LIBRARY DISTRICT
About Logout Support User Manual
CommunityConnect™
powered by LibraryDecision Patron
Home
Find Customers
Increase Services
LiteracyDecision
Compare Service Areas
Market Research
Feedback
BETA
Welcome to CommunityConnect with LiteracyDecision
CommunityConnect is an interactive application designed to assist you to deliver better library services to your community.

RELEVANT

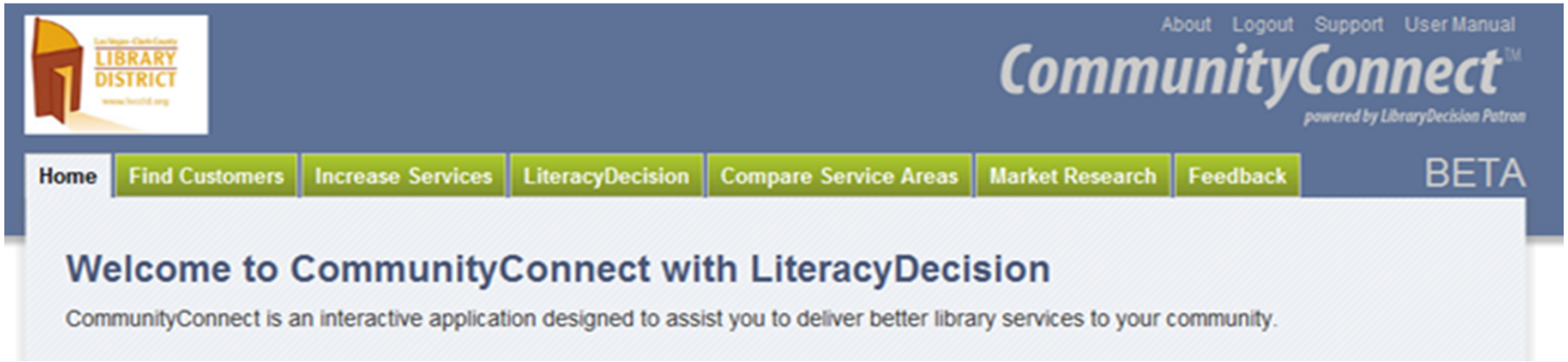


EFFICIENT & EFFECTIVE



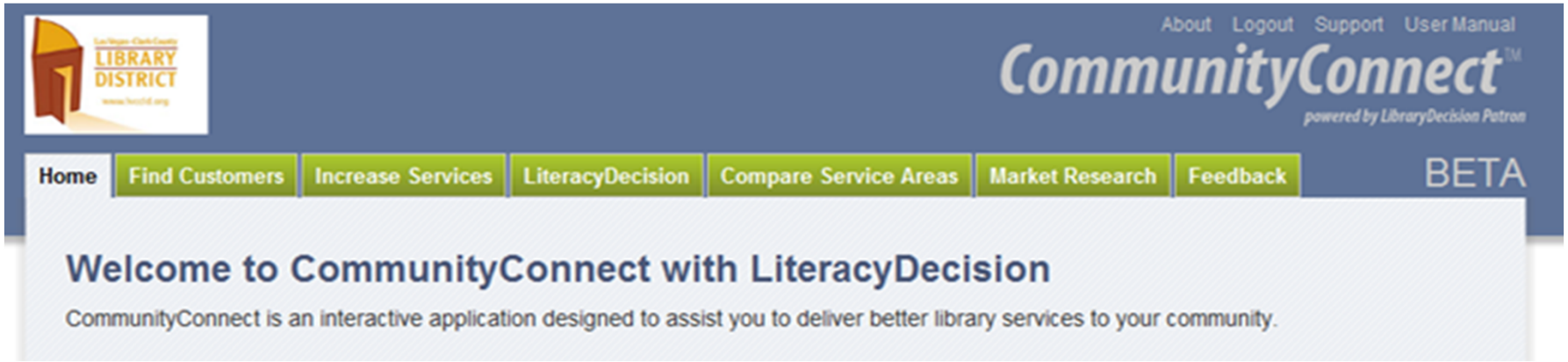
WEB-BASED TOOLS

- Give all staff access to data and maps that describe diverse and fragmented service populations
- Align service delivery strategies with customer interests and needs
- Benchmark service strategy success – finding new customers and increasing use of library resources by existing customers



DATA SOURCES

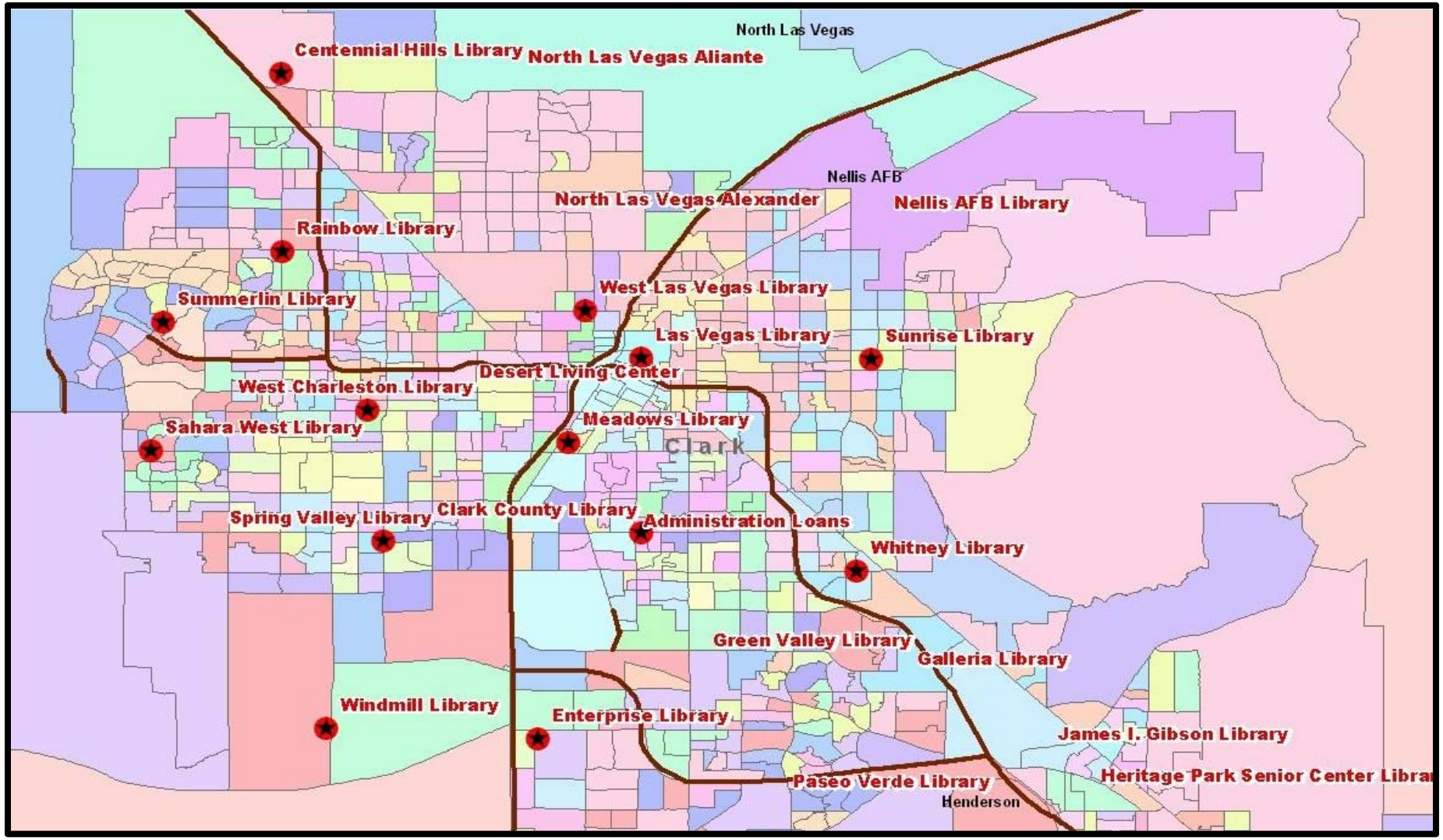
- Library Data – cardholder transactions
- Census Data – demographics from 2010 ACS
- Market Segment Data – corporate source that aggregates consumer spending data
- Literacy Data – based on national methodology for determining adult literacy levels



MARKET SEGMENT DATA

- Groups household by common characteristics related to life style, life stage and consumer behaviors
- Predicts customer interests & communication preferences
- Helps organizations align product mix with customer interests

Of 65 national segments Clark County has 49



MARKET SEGMENT SAMPLES

12 Up and Coming Families

L9 *Family Portrait*
U7 *Suburban Periphery I*
Married Couples w/Kids
31.9
Upper Middle
Prof/Mgmt
Some College; Bach Degree
Single Family
White

Eat at Chick-fil-A
Have new car loan
Own a dog
Watch cable TV
Drive 20,000+ miles annually

285,853

16 Enterprising Professionals

L2 *Upscale Avenues*
U3 *Metro Cities I*
Mixed
32.4
Upper Middle
Prof/Mgmt
Some College; Bach/Grad
Multiunits; Townhome
White; Asian

Jog, bike, practice yoga
Have personal education loan
Go online frequently
Read computer magazines
Own/Lease Honda

123,844

38 Industrious Urban Fringe

L8 *Global Roots*
U5 *Urban Outskirts I*
Family Mix
29.0
Middle
Skilled/Services
No HS Diploma; HS Grad
Single Family
White; Hispanic

Order products from Avon
Use credit union
Fly kites, play soccer
Listen to Hispanic radio
Own/Lease SUV

97,624

24 Main Street, USA

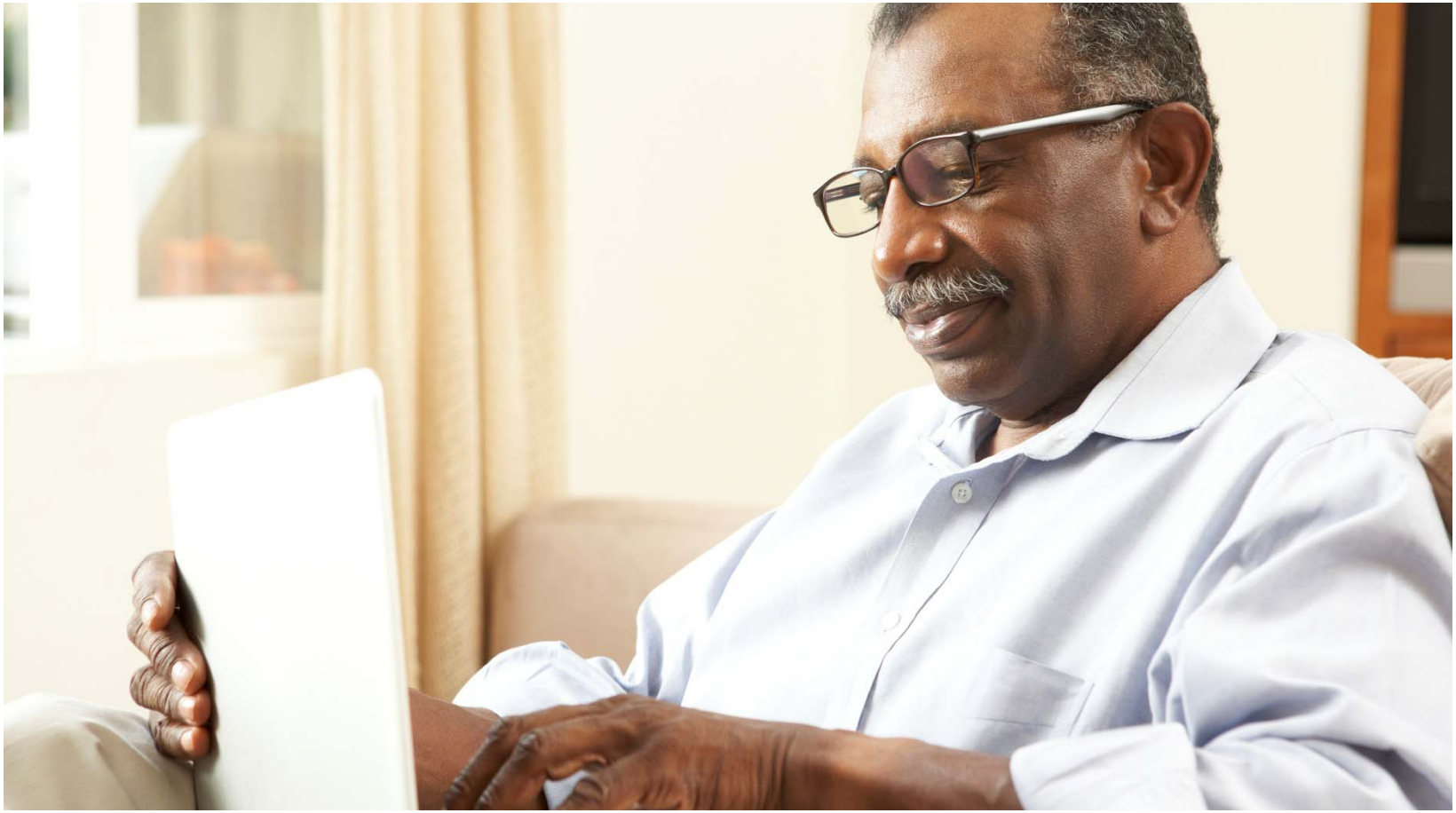
L10 *Traditional Living*
U5 *Urban Outskirts I*
Mixed
36.8
Middle
Prof/Mgmt/Skilled/Srvc
Some College
Single Family; Multiunits
White

Buy children's toys, games, clothes
Consult financial planner
Rent movies on DVD
Watch court shows on TV
Own/Lease sedan

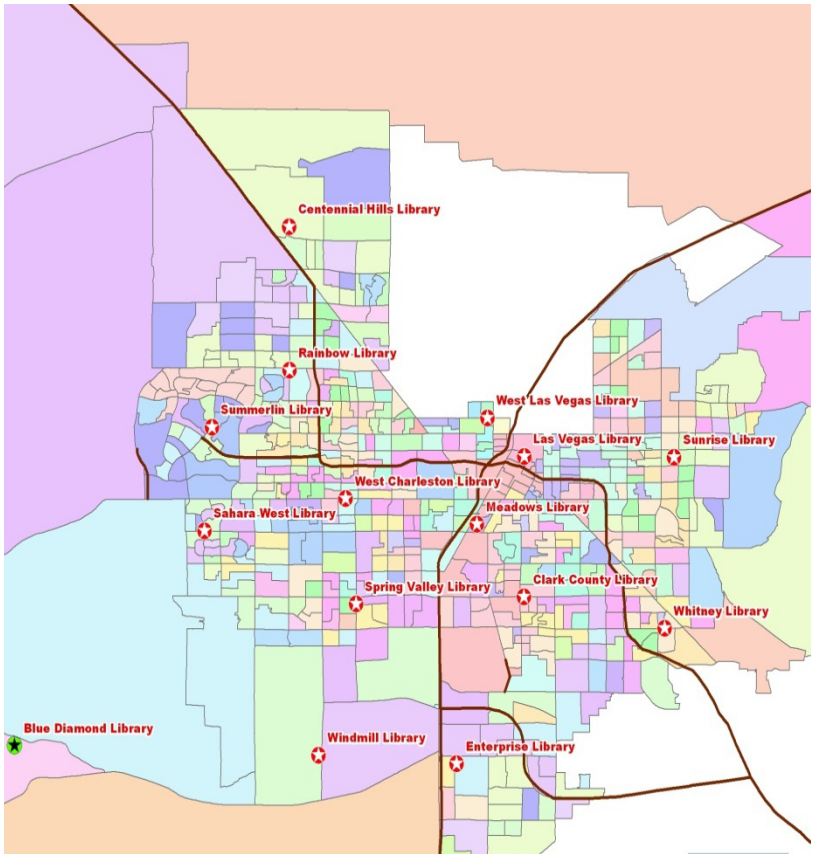
82,858

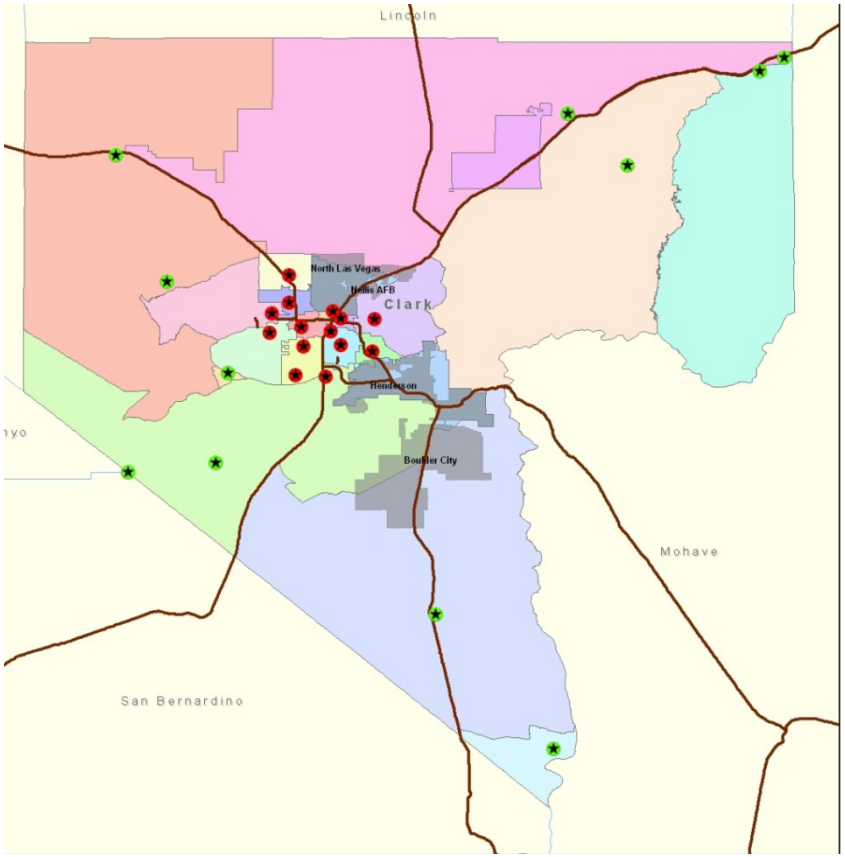
26 Segments = Family Households

13 Segments = Senior Households

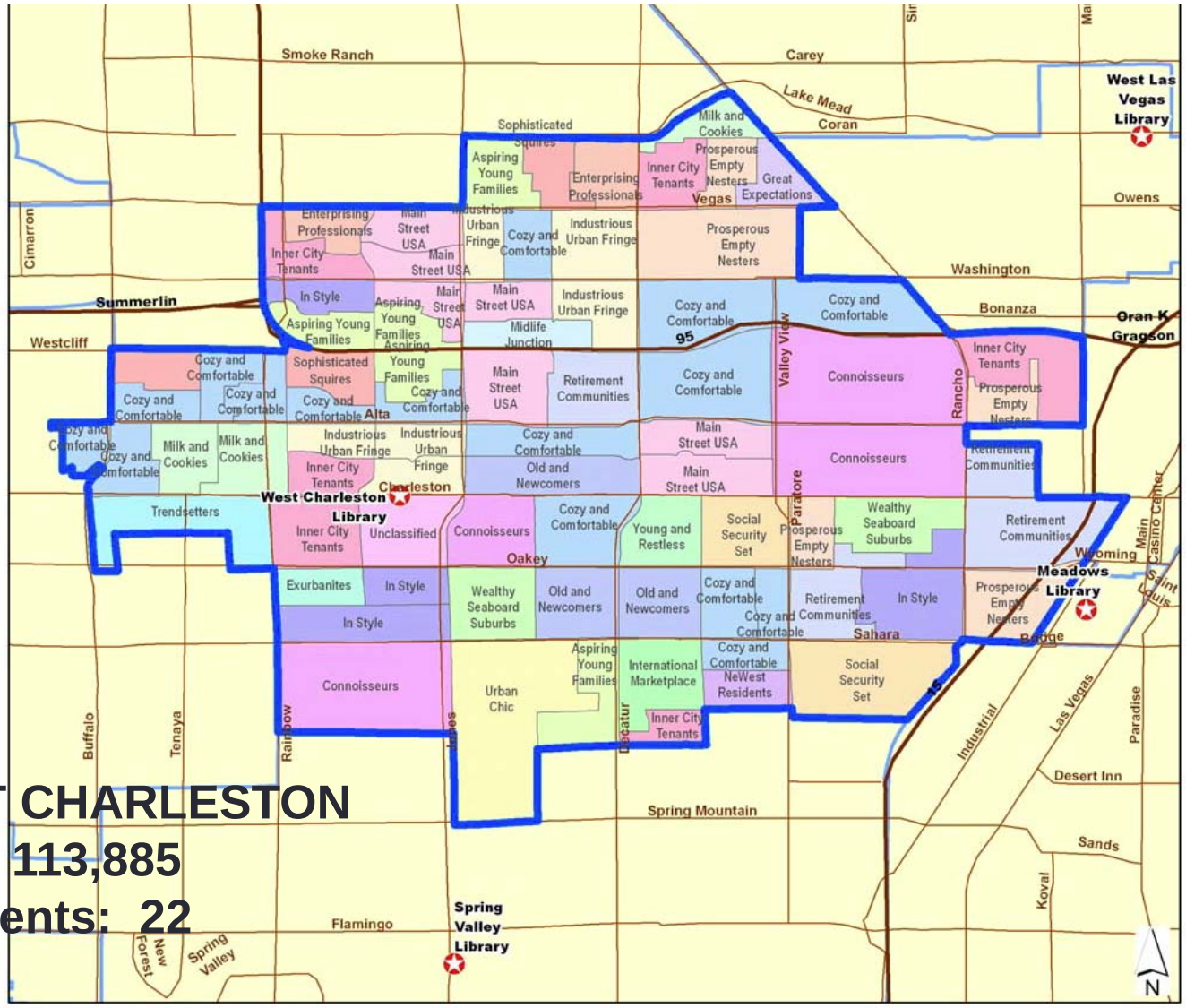


DATA AGGREGATES BY CENSUS BLOCK





DATA AGGREGATES BY BRANCH



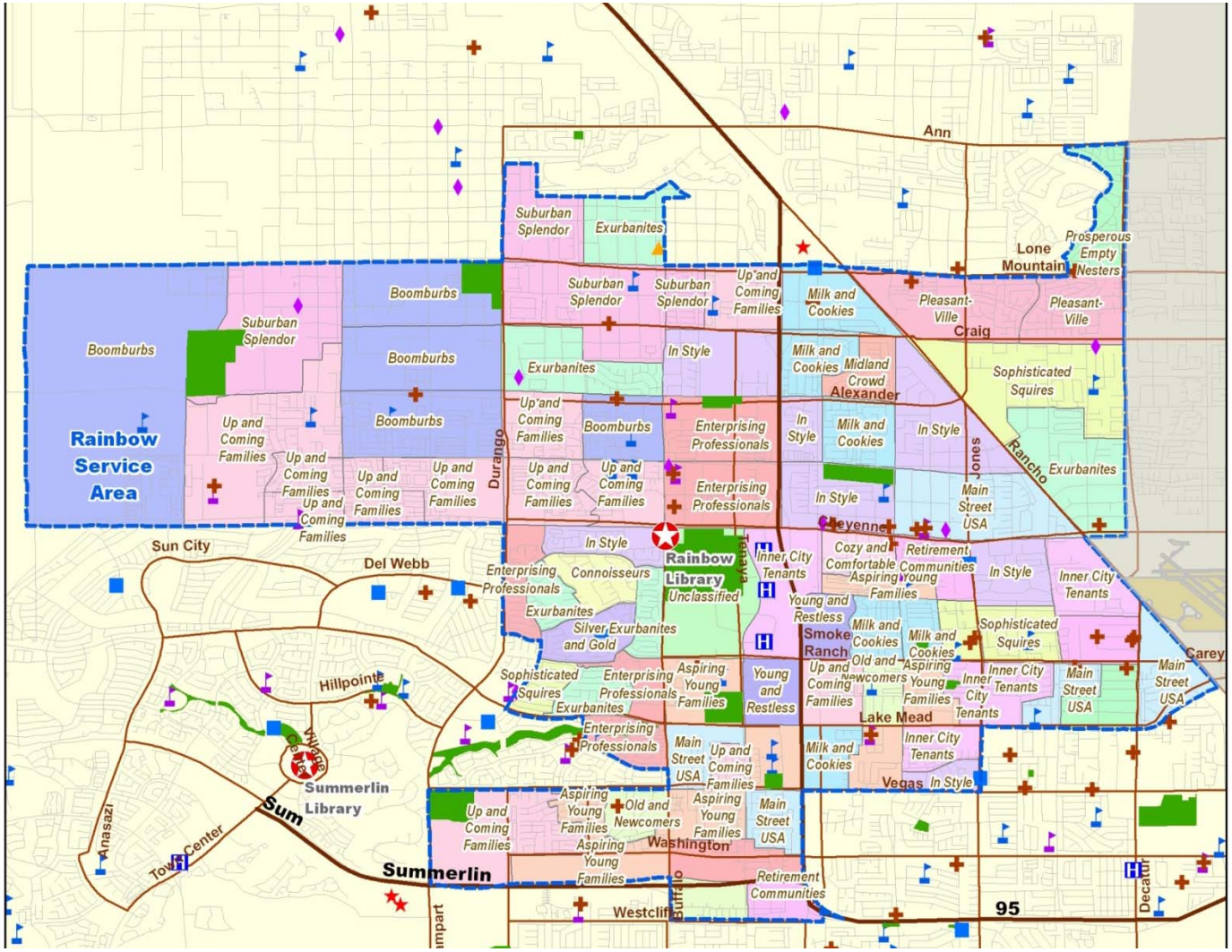
WEST CHARLESTON
POP: 113,885
Segments: 22

DATA AGGREGATES BY BRANCH

RAINBOW BRANCH

Pop: 143,257

21 Segments

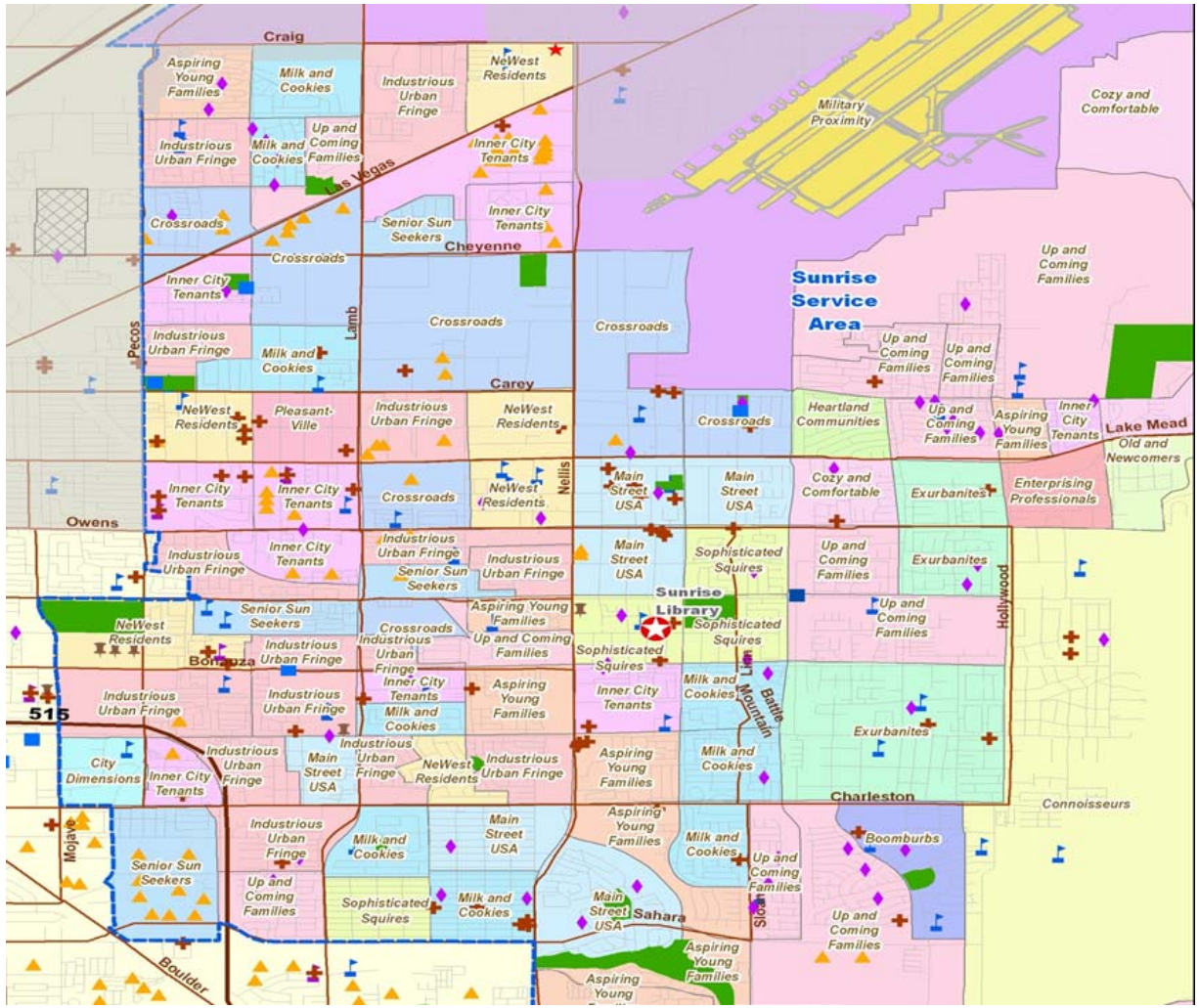


DATA AGGREGATES BY BRANCH

SUNRISE BRANCH

LARGEST POPULATION 207,664

20 Segment

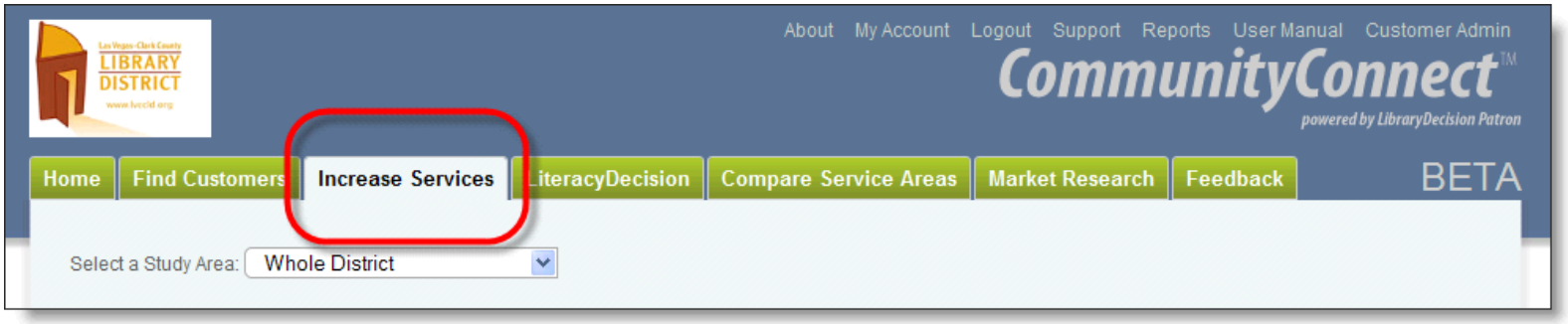


FIND CUSTOMERS ANSWERS THESE QUESTIONS:

- WHERE ARE OUR EXISTING CUSTOMERS?
- WHAT ARE THEIR HOUSEHOLD CHARACTERISTICS?
- WHERE CAN WE FIND NEW CUSTOMERS?

About Logout Support User Manual
CommunityConnect™
powered by LibraryDecision Patron
Home
Find Customers
Increase Services
LiteracyDecision
Compare Service Areas
Market Research
Feedback
BETA
Select a Study Area: West Charleston Library
West Charleston Library
Summary
Finding new customers will help the library strengthen communities, increase return on investment, and build political support. Information provided in this section pin-points where to find new customers. In the Summary tab, you can see a range of statistics by
Data at a Glance - West Charleston Library
Basic Stats
Population 113,885 5.8%
Patrons 45,999 7.3%
Checkouts 1,158,341
Market Share 67,886 59.6%
Average Checkouts per Patron 25.18
Use Rate 2.48
Segments
Summary
Opportunities
View and organize segments:
Drag and drop to set field order:
Population
Patrons
Checkouts
Market Share
Market Potential
Patron Potential
Checkout Potential
Refresh Data
[+] Table Chart Toggle View: By Statistic By Area
Segment Name | Population | Patrons | Market Share | Market Potential | Patron Potential
Aspiring Young Families | 9,626 | 4,024 | 0.42 | 0.58 | 5,603
Connoisseurs | 3,241 | 1,489 | 0.46 | 0.54 | 1,754
Cozy and Comfortable | 16,539 | 7,772 | 0.47 | 0.53 | 8,767
Enterprising Professionals | 2,517 | 1,000 | 0.40 | 0.60 | 1,519
Exurbanites | 156 | 68.0 | 0.44 | 0.56 | 89.0
Great Expectations | 502 | 299 | 0.60 | 0.40 | 204
In Style | 5,172 | 2,721 | 0.53 | 0.47 | 2,453

Segment Name	Population	Patrons	Checkouts	Market Share	Market Potential	Patron Potential
Up and Coming Families	285,853	73,579	1,740,680	0.26	0.74	212,390
In Style	178,977	61,927	1,554,465	0.35	0.65	117,052
Exurbanites	112,962	38,378	1,015,021	0.34	0.66	74,556
Inner City Tenants	125,668	43,783	1,002,603	0.35	0.65	81,937
Enterprising Professionals	123,844	40,381	918,077	0.33	0.67	83,472
Main Street USA	82,585	34,239	763,699	0.42	0.58	47,305
Old and Newcomers	68,853	31,293	754,967	0.45	0.55	37,595
Boomburbs	74,766	28,600	701,987	0.38	0.62	46,132
Aspiring Young Families	74,918	28,081	616,268	0.37	0.63	46,825
Industrious Urban Fringe	97,624	23,016	504,128	0.24	0.76	74,586
Rural Resort Dwellers	52,158	16,309	497,152	0.31	0.69	35,834
Cozy and Comfortable	47,892	19,396	438,905	0.41	0.59	27,596
Milk and Cookies	45,818	19,899	410,725	0.43	0.57	25,934
Young and Restless	43,872	15,994	353,848	0.36	0.64	27,860
Sophisticated Squires	43,842	15,337	343,922	0.35	0.65	28,498
NeWest Residents	74,299	13,413	306,009	0.18	0.82	60,852



"INCREASE SERVICES" ANSWERS THESE QUESTIONS:

- **What services should we offer our customers based upon their needs and interests?**
- **What services are customer segments currently using?**
- **Do segments use services similarly in different service areas across the District?**
- **How can we align and target collection development activities with segmentation data?**
- **How can we market to reach the target segment audience?**

Performance | Opportunities

Select to analyze the data:
- Old and Newcomers
- Pleasant-Ville
- Senior Sun Seekers
- Sophisticated Squires
- Up and Coming Families

Select data range:
- All Data
- Select Data

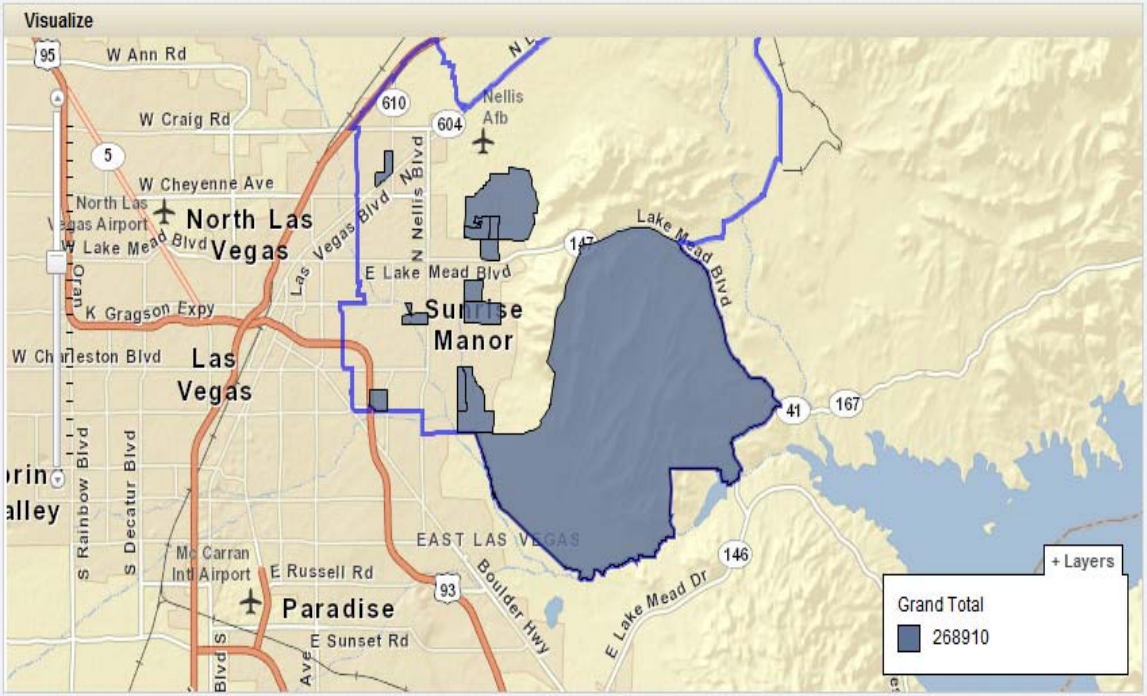
Refresh Data

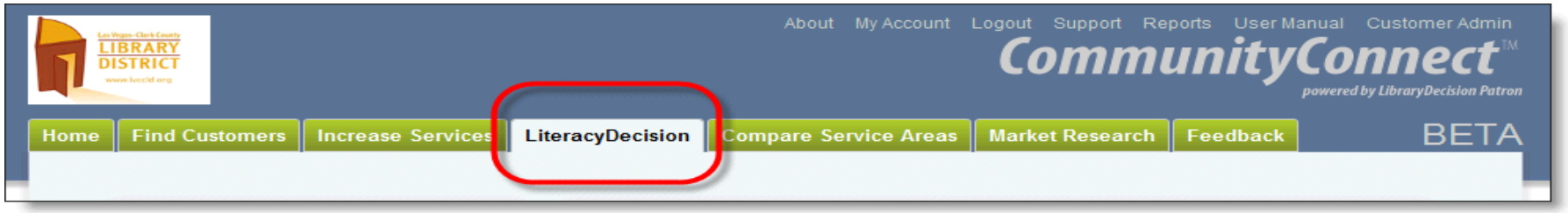
Select services: Item Types -- By Category

Select a data variable:
- Fiction
- General
- Non Fiction
- Specialized
- Young Adult
  - Print
  - AV
- Other

[+] Table Chart Toggle View: Item Types Up and Coming Families

Item Type	Up and Coming Families	Total
Grand Total	268,910	268,910
Adult	142,920	142,920
Adult Print	59,131	59,131
Adult Print Fiction	30,949	30,949
Adult Print Non-Fiction	28,182	28,182
Adult AV	83,789	83,789
Adult AV General	77,731	77,731
Adult AV Specialized	6,058	6,058
Juvenile	108,218	108,218





LITERACY DECISION ANSWERS THESE QUESTIONS:

- **Where do people live who are literacy-challenged?**
- **How challenged are they?**
- **How do demographic and market segment data describe them?**
- **Do they currently use the library?**

- Moapa Town Library
- Moapa Valley
- Mount Charleston Library
- Rainbow Library
- Sahara West Library
- Searchlight Library
- Spring Valley Library
- Summerlin Library
- Sunrise Library

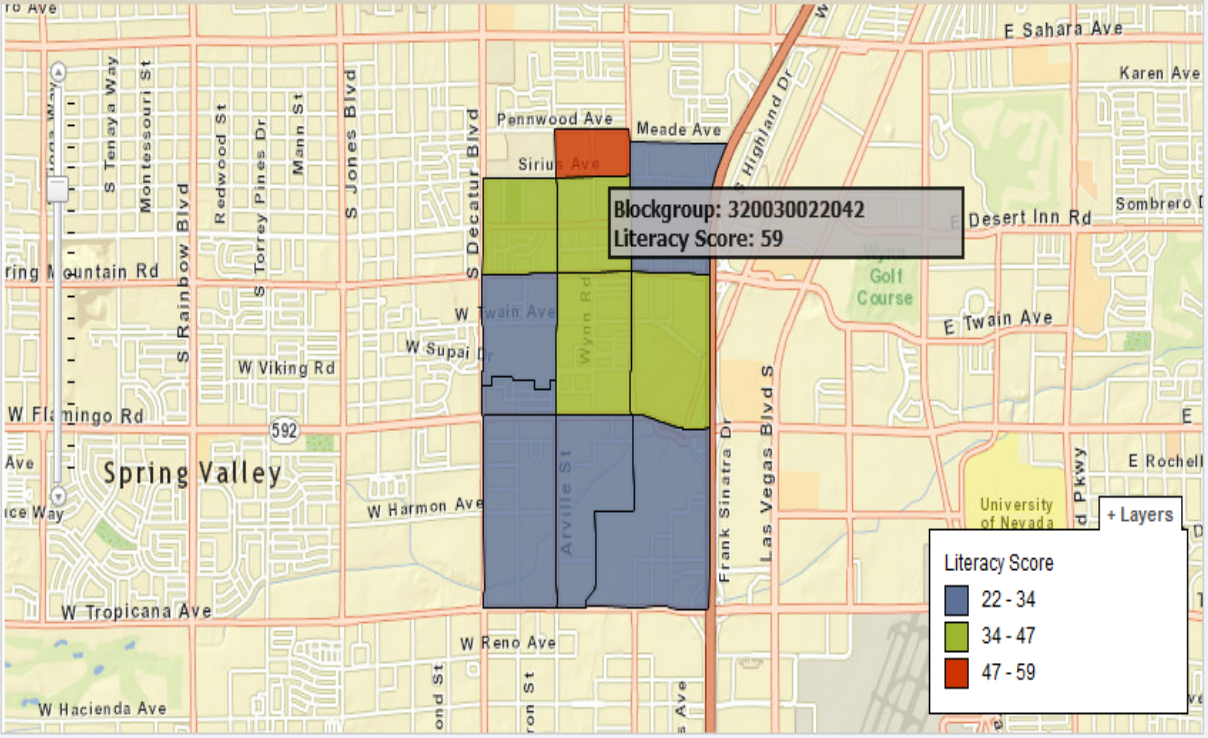
check all

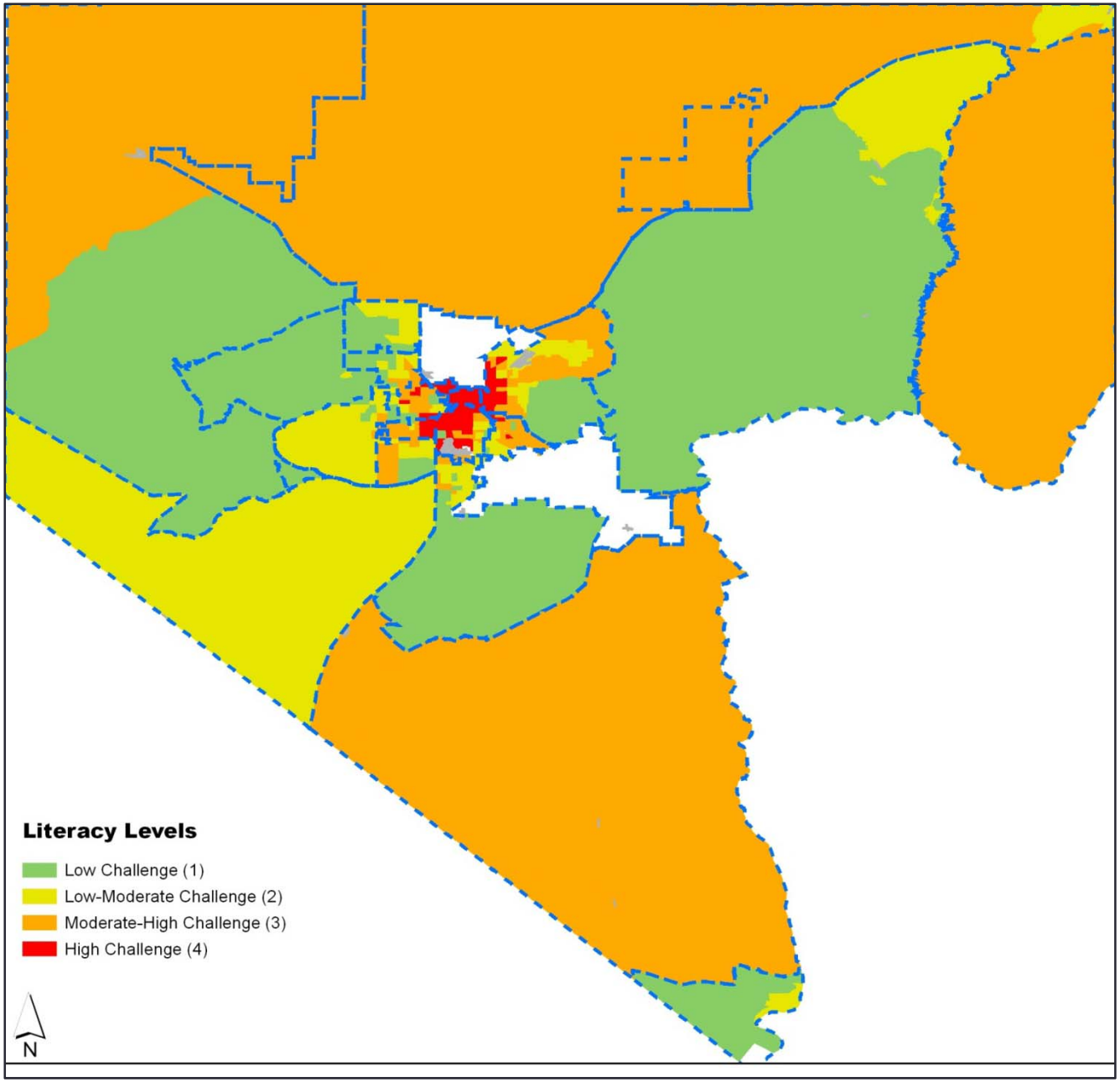
- [x] Literacy: High Challenge
- [ ] Literacy: Moderate/High Challenge
- [ ] Literacy: Low/Moderate Challenge
- [ ] Literacy: Low Challenge

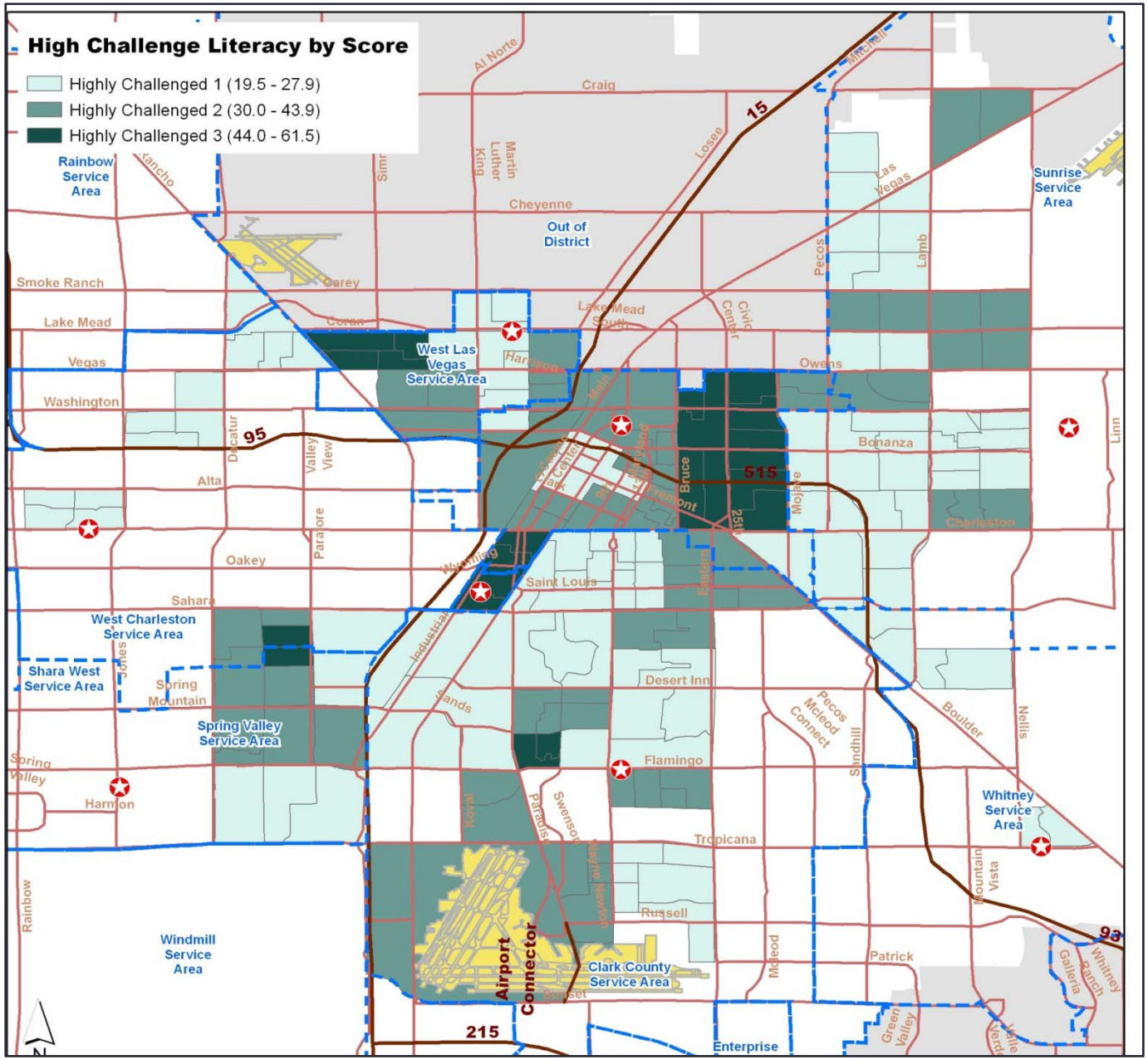
Refresh Data

Block Group No.	320030022013	320030022042	320030022052
Literacy Score	21.8	59.4	41.6
Literacy Level	Literacy: High Challenge	Literacy: High Challenge	Literacy: High Challenge
Segment	Unclassified	Inner City Tenants	Aspiring Young Families
Population	2.00	845	2,465
Percent Of Population	0.00	0.58	1.70
Patrons	37.0	348	1,399
Market Potential	-1,750%	59%	43%

Visualize




Literacy Levels
Low Challenge (1)
Low-Moderate Challenge (2)
Moderate-High Challenge (3)
High Challenge (4)
N

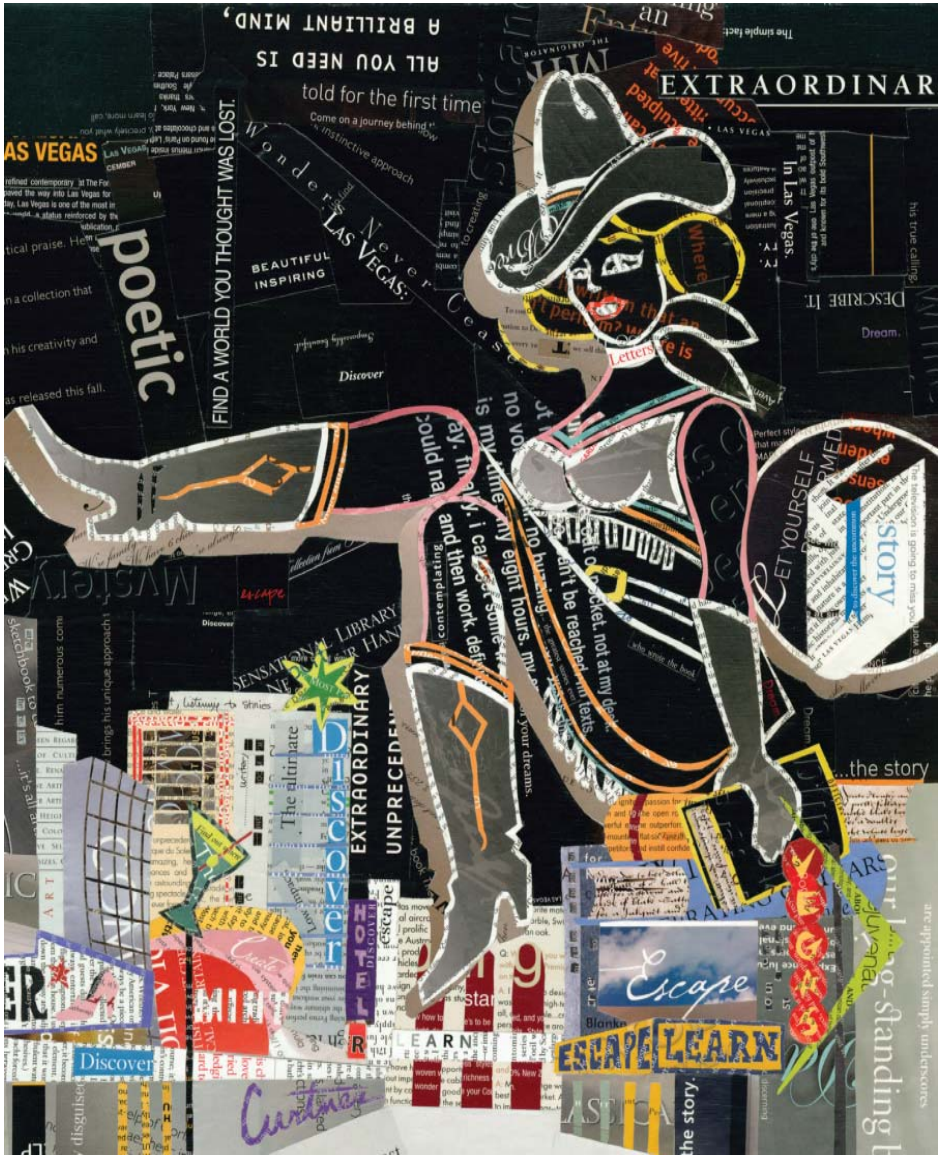

High Challenge Literacy by Score
Highly Challenged 1 (19.5 - 27.9)
Highly Challenged 2 (30.0 - 43.9)
Highly Challenged 3 (44.0 - 61.5)
Rainbow Service Area
Sunrise Service Area
Out of District
West Las Vegas Service Area
West Charleston Service Area
Shara West Service Area
Spring Valley Service Area
Whitney Service Area
Windmill Service Area
Clark County Service Area
Enterprise
Airport Connector
Craig
Cheyenne
Smoke Ranch
Lake Mead
Vegas
Washington
Alta
Oakey
Sahara
Spring Mountain
Spring Valley
Harmon
Flamingo
Tropicana
Russell
Patrick
Desert Inn
Saint Louis
Bonanza
Charleston
Owens
Boulder
Nellis
Mountain Vista
Whitney Ranch
Galleria
Green Valley
Valle Verde
Rainbow
Decatur
Valley View
Paradise
Jones
Industrial
Sandhill
Pecos
Lamb
Las Vegas
Losee
Martin Luther King
Simmons
Carey
Corbett
Lake Mead South
Civic Center
Bruce
Mojave
Fremont
Eastern
Swenson
Paradise
Koval
Maryland Parkway
McLeod
Pecos McLeod Connect
Mitchell
Al Norte
Rancho
15
95
515
215
93

CUSTOMER OUTCOMES:

- **Better Customer Service**
  - **Collection and services match needs and interests of households**
  - **Customers know about and utilize our services**
  - **Communication strategies are effective**
- **Expand reach to un-served and underserved populations**

ORGANIZATIONAL OUTCOMES:

- All staff have access to data
- Prioritize resource expenditures and target populations
- Better align resources, services and communications
- Prepared for strategic plan development
- More visible and engaged community position
- Ability to benchmark performance with data



COMMUNITY OUTCOMES

- Libraries used more – more local transformations
- Perception of public value rises
- Libraries seen as valuable partners in education and economic development
- Literacy levels rise