

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
JANUARY 14, 2016
Approved February 11, 2016

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the West Charleston Library, Las Vegas, Nevada, at 6:00 p.m., Thursday, January 14, 2016.

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

 Counsel: G. Welt

 Absent: M. Saunders, excused
 S. Bilbray-Axelrod, excused
 K. Crear, excused

 Staff: Fred James, Deputy Director/CFO
 Numerous Staff

 Guests:

R. Ence, Vice 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. Chair Saunders, Trustees Bilbray-Axelrod and Crear had excused absences. Appendix A.

Trustee Ortiz led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

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

Approval of Proposed Minutes Regular Session, October 8, 2015, Finance and Audit Committee Meeting, November 12, 2015 and Regular Session, November 12, 2015. (Item IV.A-C.) Trustee Wadley-Munier moved to approve in one motion, the Minutes of the Board of Trustees Meeting held October 8, 2015, the Minutes of the Finance and Audit Committee Meeting held November 12, 2015, and the Minutes of the Board of Trustees Meeting held November 12, 2015. There was no opposition and the motion carried.

Chair's Report (Item V.) Vice Chair Ence took the opportunity to send good wishes to Trustee Crear and Executive Director Dr. Heezen as both were not present due to health issues. He wished all attendees a Happy New Year and thanked staff for all their efforts to keep the District in the forefront for activities. Ence said he was always so impressed at the many events and programs at each District branch that are described in the monthly

reports. He felt staff's outreach is so impressive and knows the rest of the Board shares his appreciation.

**Library Reports
(Item VI.)**

Trustee Yturralde moved to accept Reports VI.A.1-3. There was no opposition and the reports were accepted.

**Executive Director's
Report
(Item VI.A.)**

Deputy Director/CFO Fred James, taking Dr. Heezen's place for the meeting, said he had no report, but did want to introduce a new member of staff. Jocelyn Bates is the District's newly hired Electronic Resources Manager, who started on January 4th. She came from the Yuma County Library District (Arizona), received her master's degree in Library Science from the University of Arizona and has nine years of information technology experience. Ms. Bates was welcomed with a round of applause.

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

No questions.

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

No questions.

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

No questions.

**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.)**

No questions.

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

No questions.

Unfinished Business None.
(Item VII.)

Discussion and possible Board action to approve a proposed "Food for Thought" food drive program that includes a waiver of \$2 of fines and fees for every food item a cardholder donates during the month of April 2016, in celebration of National Library Week.
(Item VIII.A.)

Community Engagement Director Matt McNally introduced the item and explained that the "Food for Thought" program would allow the District to celebrate National Library Week, April 10-16, 2016, by inviting the community to visit the library to obtain a library card and participate in a food drive, in partnership with Three Square food bank. The proposed food drive would occur during the entire month of April 2016, and provide current patrons with an opportunity to bring their accounts into good standing. Patrons would be able to return overdue items and have \$2 of their fines and fees waived for every canned and/or packaged food item they donate. Library cards that are lost or missing would also be replaced free of charge.

Mr. McNally continued to say that the current *Circulation Policy* charges fines for overdue materials up to a maximum of \$4 per item. Once a patron's account has \$10 in fines, the cardholder is blocked from checking out additional materials until the fines are paid and the materials are returned. The proposed program will allow patrons to return their cards to good standing, so they may resume borrowing library materials.

Mr. McNally then highlighted some key points about the program:

- First, eligible food donations would include canned and packaged food items only. These items would be distributed to Three Square, an organization that the District has had a strong partnership with for several years.
- The waiver would only apply to fines and fees for materials that have been returned or paid for. Patrons are not able to donate food items to pay for a lost item.
- There would be no limit on the dollar amount waived per patron, and no limit on the number of food items donated.
- Patrons without fines or fees on their account would still be able to donate food, but they cannot receive positive credit on their account for future use.
- Finally, library cards that have been lost or missing would also be replaced free of charge.

Last year, Mr. McNally said, the District piloted the "Food for Thought" program in April 2015, during a two-week period. Patrons returned 2,102 overdue items, valued at \$37,216.08, which included items that were overdue since 2009. Additionally, the District collected 33,204 pounds of donated goods, which provided 28,276 meals for people, and waived \$55,085.75. During a "regular" week, the District waives approximately \$2,000 per week. Food banks are at a shortage during the summer months, so launching the program in April to coincide with celebrating National Library Week is an ideal time period.

Due to the success of the program, and positive feedback received from staff and patrons, Mr. McNally said the District would like to

expand this program to a full month (April 1-30, 2016) to encourage goodwill and provide greater community impact.

Staff is recommending that the Board authorize the implementation of the proposed Food for Thought program as outlined.

Trustee Wadley-Munier said she thought this was a wonderful program and looked forward to the additional food that would be brought in by expanding it to a month. Vice Chair Ence concurred.

Trustee Wadley-Munier moved to approve the "Food for Thought" food drive program authorizing staff to waive \$2 of fines and fees for every eligible food item a cardholder donates during the month of April 2016, in celebration of National Library Week. There was no opposition and the motion carried.

**Discussion and
possible Board
action to approved
the Vision 2020
Strategic Plan.
(Item VIII.B.)**

In January 2015, the Development and Planning Director was tasked with updating the Library District's Strategic Plan. The process for developing the 2016-2020 plan differed radically from past strategic plan development efforts, which were conducted and developed by outside consultants. This planning effort was launched with a "Staff Idea Survey" which gathered data from all Library District employees on "outside forces that are impacting our industry," as well as employee suggestions for "cost" and "no cost" service improvements.

In February, Executive Director Ronald R. Heezen appointed a cross-organization team of 30 District employees to participate on Team Vision 2020. That group (roster included in attached briefing document) met nine times in 2015, systematically investigating the changing global and industry environment, local conditions and library service models to shape a draft Vision 2020 document. The team presented the draft at Staff Day in October 2015 to 690 District employees. Feedback on the plan was gathered and incorporated into the document presented to the Library District Board of Trustees today.

V.2020: The overarching vision that guides the plan is that the Las Vegas-Clark County Library District nurtures the social, economic and educational well-being of people and communities. This plan positions the District as a catalyst for transformation and in the business of advancing people and communities.

The Vision 2020 plan is abbreviated to V.2020, Building for the Future, to indicate that the Library is in continuous service improvement and refinement mode. The V.2020 plan is a strategic framework for building library relevance and responsiveness in changing times. This strategic framework positions the District as a community platform – open, free and accessible for all – in four arenas where the library already has significant resources and activities in place. The intent of this plan is to focus attention, resources and partnerships to make a bigger impact in these areas:

1. Limitless Learning
2. Business & Career Success

3. Connections to Government & Social Services

4. Community & Culture

The V.2020 document with additional details on each of these strategy areas is attached for your information. Each section contains the rationale for the strategy area, including current community conditions and environmental factors that impact the decision to strengthen the District's strategic focus and resources. The strategy sections outline the existing strengths of the District, as well as what can be improved and strengthened to have more individual and community impact.

Next Steps: As branch, department and division staff work on implementation of this plan, they will also reshape Library District measures of success. Overall, the library industry is moving away from output measures - general "counts" of transactions, traffic and participation at events - to look more closely at what impact the library is making. As implementation of the V.2020 plan moves forward, staff will be developing new measures of success that will more fully capture library cardholder experiences and engagement with the library resources they are using. District staff will be working with vendors to capture customer use data on downloads and new library products. Branch managers will shape plans based on individual and community interests and needs, and will shape outcome measures that capture library value among the broad and diverse mix of populations and partners who benefit from library services.

Once the document is approved by the Board of Trustees and a new Branding and Marketing Director is hired, this draft presentation will be refined into a document that can be easily shared with community partners and leaders, to align the District efforts with other community change and improvement initiatives. In the interim, the Executive Director, Community Engagement Director and Development and Planning Director will meet with community leaders and organizations to test the plan's relevance and to align work plans and resources for greater community impact and value.

Vice Chair Ence complimented Ms. Milam on her presentation.

Trustee Wadley-Munier asked Ms. Milam what she meant by the Board having more access to government agencies. Milam said that Trustees have large circles of influence and are invited to bring those connections to staff so that staff can vet the plan with important agency and community stakeholders. In this way, Trustees can help the District test the V.2020 vision with community leaders and other organizations to improve the quality and impact of 2020 strategies, impact measures and community partnerships.

Trustee Melendrez also complimented Ms. Milam and said he was very excited about the social, cultural and community engagement components of the proposed plan. He saw the recent article that was included in the board packet on the San Francisco Public Library and where they had hired a social worker to work with the homeless. He said it was exciting to see and hopes that staff can incorporate programs like that at the District. Milam agreed, saying that staff is very excited as well. She pointed to Downtown Achieves, the city of

Las Vegas project that has benefited so much from the involvement with students taking social work classes at UNLV. The District wants to investigate that, as well as looking at other national models with a number of different community partners. The most recent grant submitted to the Nevada State Library, Archives and Public Records proposes detailed work on this social services strategy.

Trustee Moulton said the first time reading the V.2020 plan wore her out. There is so much information contained in the plan and so much work to do, but appreciates that staff will have to let some things go and prioritize what they are doing for patrons. Moulton said she looks for adaptability and flexibility and that is what she sees in the proposed plan.

Trustee Moulton then asked if the District was able to work with other government and economic development agencies. Ms. Milam admitted that in this area, the District has work to do. Milam said that the District has attended UNLV's Center for Business and Economic Research (CBER) annual Economic Forecasts and worked with Jeremy Aguerro and his staff at Applied Analysis. Staff have also attended several Las Vegas Global Economic Alliance (LVGEA) meetings and met with staff. She believes that V.2020 will give the District a powerful platform to meet these agencies and developers on the action agenda. Whenever staff have met with business groups, there is a sense of astonishment about the District's services and ranking as one of the best libraries in the nation. Milam gave an example of the investigations into Workforce and One Stop programs, although the District already provides significant support to workforce and employment readiness activities. The proposed plan promotes new partnerships to augment and amplify the programs that are already in existence.

Trustee Moulton enjoyed hearing about the "messy studio" idea identified in the proposed plan. She also agreed with the idea that the library is a "third place" for children and families to explore. She did not see any mention of Veteran's services among the groups called out. Ms. Milam said it was a group identified under social services, but that it can be highlighted. Moulton also said she recognizes people are coming to understand that mental illness is not limited to certain people or areas and that libraries can help many of these patrons. Milam concurred, noting that District staff have observed that some students coming into branches to utilize the Tech Art studios do fall on the autism/aspergers spectrum. In the branch's tech arts studios, these students are teaching each other, learning from each other and are then able to go onto other activities and jobs.

Trustee Ortiz said that the presentation opens up a broad conversation and he would like to make several suggestions.

- Staff should look into adding more expensive art, such as that displayed at the Bellagio or Mandalay Bay galleries, to the District's galleries. He felt these would attract patrons who would be in a position to give the District money. The galleries could also serve as good locations for patrons to socialize with each other. At the same time, the galleries should also not forget to promote local

artists as they do need a place to show and need to be vested in the community.

- The plan could include programs that teach other nonprofits how to find their own money, perhaps a partnership with United Way so they can teach new groups how to raise money.
- Would like the plan to call out the need for strategies that increased sustainability. He felt the District's needs to increase capacity and infrastructure requires more bandwidth, electrical power, outlets, etc. and he wants to see that done in a sustainable fashion.
- Ms. Milam and Dr. Heezen should be involved in the ongoing work/conversation on the Clark County School District breakup. He said that it may not happen, but if it does, it will happen very quickly. He said that most public schools have no libraries and no resources so they use District resources. Ortiz said that is fine, but asked what the schools are bringing to the table? He said managing expectations is very critical. The District needs to insert itself in these conversations, pay close attention to what is going on, and be prepared for the changes.
- Use more surveys. He suggested that surveys be added for patron check-outs of materials. He does not know if making people answer a question or two prior to check-out would be considered a valid survey, but he thought the District would obtain valid information. For example, he would ask children if they had fun at the library. This would get patrons used to answering questions. Ortiz believes the District really needs the statistical backup. Ms. Milam said staff were thinking of adding surveys to the logout for computer usage, but will be looking at all areas and effective ways to gather program and customer feedback.
- Cost recovery. He said that as the District works with partners, staff needs to manage expectations that the District will cover all the costs. Staff needs to be upfront and honest about resources from each partner.

Trustee Ortiz concluded with a comment that these ideas may not all be able to be captured in V.2020 but hopes staff will review them. Ms. Milam assured Ortiz that all the elements he mentioned, while not explicitly called out in the V.2020 plan, are part of the thought process that went into its creation. For example, staff responses to the survey showed a high interest in sustainability and provided many suggestions for the V.2020 team to consider.

Trustee Yturralde appreciated the comments by the Trustees. She congratulated Ms. Milam and the V.2020 team for such a fabulous document containing so many great ideas. She said it was thorough and thanked Dr. Heezen and the Executive team for encouraging the participation of such a large number of District staff.

Trustee Yturralde moved to approve the Vision 2020 Strategic Plan. There was no opposition and the motion carried.

Ms. Milam's presentation is attached as Exhibit B.

Discussion and possible Board action regarding approval of terms and authorization to enter into an Interlocal Agreement with the Southern Nevada Regional Housing Authority (SNRHA) and the city of Las Vegas (CLV) for acquisition of the SNRHA parcels at 2851 E. Bonanza Road and approval of Resolution No. 15-02 regarding the same. (Item VIII.C.)

Facilities Director Steve Rice explained that in October 2015, the District transferred the Las Vegas Library building and related improvements to the CLV for a 6.05 acre parcel at 2601 Sunrise Avenue, a capital contribution, and other consideration. The Sunrise Avenue parcel was to become the site for the new East Las Vegas Library.

As part of the exchange agreement, the CLV agreed to take the lead on acquiring for the District the 8.5 acre SNRHA parcels at 2851 E. Bonanza Road as an alternative site for the new East Las Vegas Library. The SNRHA has agreed to transfer the E. Bonanza Road parcels to the District. Pursuant to NRS 277.050, the governing body of public agencies may exchange land for property or cash.

The terms of the Interlocal Agreement between the District, SNRHA, and the CLV are:

- 1) The SNRHA conveys its 8.41 acre E. Bonanza Road site to the District. Appraised value is \$1,320,000. The most recent appraisal was completed in December 2015.
- 2) The District conveys its 6.05 acre Sunrise Avenue site to the SNRHA. Appraised value is \$700,000. The most recent appraisal was completed in December 2015.
- 3) The CLV conveys a portfolio of its Neighborhood Stabilization Program houses to the SNRHA in the closest amount so equivalent value is exchanged. In this way, CLV is making up the majority of the difference in the appraised value of the properties.

Upon approval of the terms and authorization to enter into an Interlocal Agreement with the SNRHA and CLV for the exchange, the Board of Trustees will approve Resolution No. 16-01 - Transfer of District's 2601 Sunrise Avenue parcel to the SNRHA in exchange for its 2851 E. Bonanza Road parcels. Mr. Rice noted that the Resolution number has been changed from 15-02 to 16-01 as Resolutions are numbered based upon the calendar, not the fiscal year. Subsequently, a public hearing will be scheduled as part of the regularly scheduled meeting of the Board of Trustees on February 11, 2016, at which time objections to the exchange may be made.

Trustee Ortiz disclosed that he is an employee of the city of Las Vegas, but has no power and no vote with the city. He also disclosed he has no vested or financial interest in the outcome of this action item. Ortiz noted that this is an agreement between the District and the SNRHA and wanted to make the motion, if Counsel Welt approved. Welt said, in light of the disclosure, it would be acceptable for Ortiz to make the motions.

Trustee Ortiz moved to approve the terms and to authorize staff to enter into an Interlocal Agreement with the Southern Nevada Regional Housing Authority and the City of Las Vegas for acquisition of the Southern Nevada Regional Housing Authority's parcels at 2851 E. Bonanza Road, subject to final review of agreement by Counsel and completion of the due diligence. Counsel Welt added that due diligence is mainly to confirm that the land would be acceptable to the District.

There was no opposition and the motion carried.

Trustee Ortiz moved to approve Resolution No. 16-01 - Transfer of District's 2601 Sunrise Avenue parcel to the Southern Nevada Regional Housing Authority in exchange for its 2851 E. Bonanza Road parcels. There was no opposition and the motion carried.

Resolution No. 16-01 is attached as Exhibit C.

Discussion and possible Board action regarding authorization to purchase Herman Miller systems furniture (for the relocation of Programming and Venues Services Department staff) from Henriksen Butler at the previously bid contract rates of the U.S. Communities Government Purchasing Alliance contract #4400003403. (Item VIII.D.)

Mr. Rice explained that moneys were allocated in the Capital Projects Fund to purchase systems furniture for the relocation of Programming and Venues Services Department staff within the Windmill Service Center. The systems furniture specified will match the existing Herman Miller systems furniture installed throughout the Windmill Service Center. The purchase amount includes design, delivery, and installation.

The Programming and Venues Services Department was created in December 2013. It was formed by combining programming staff from Library Operations and technical staff from General Services. The work stations for these staff members remain scattered in locations related to the previous reporting structure. Relocating administrative and technical support staff of the Programming and Venues Services Department to the new location will improve managerial and department functionality, communication, and programming ability and will further strengthen the department by creating an identifiable department location. The new location will accommodate 24 staff members. Existing work stations being vacated will be reassigned for use by other departments.

Nevada statute and Board policy require that a request for bids be advertised for contracts exceeding \$50,000. In lieu of advertising a request for bids, the District may, in accordance with NRS 332.195, use a previously bid contract of a local government located within or outside the State of Nevada with the authorization of the contracting vendor. The County of Fairfax, Virginia currently has a contract with Herman Miller which is registered with the U.S. Communities Government Purchasing Alliance as contract #4400003403. The contract provides for significant discounts off list pricing. The District is a member of the U.S. Communities Government Purchasing Alliance. Henriksen Butler is the dealer for Herman Miller in Nevada and has authorized use of the contract.

Staff recommends approval.

Trustee Moulton moved to approve the purchase of Herman Miller systems furniture for the relocation of Programming and Venues Services Department staff from Henriksen Butler at the previously bid contract rates of the U.S. Communities Government Purchasing Alliance contract #4400003403 in the amount of \$99,837. There was no opposition and the motion carried.

Announcements (Item IX.)

The next Board Meeting will be held Thursday, February 11, 2016, in the West Charleston Library at 6:00 p.m.

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Public Comment None.
(Item X.)

Executive Session Removed from Agenda.
(Item XI.)

Adjournment Vice Chair Ence adjourned the meeting at 7:12 p.m.
(Item XII.)

Respectfully submitted,

Ydoleena Yturralde, Secretary

2016 ATTENDANCE

Appendix A

January 14, 2016 Regular Board Meeting

		2016	January 14 Regular Board Mtg								
Bilbray-Axelrod	Shannon	A-E									
Crear	Keiba	A-E									
Drake	Marilyn	P									
Ence	Randy	P									
Melendrez	Jose	P									
Moulton	Sheila	P									
Ortiz	Felipe	P									
Saunders	Michael	A-E									
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 14, 2016

V.2020

Building for the Future

Las Vegas-Clark County Library District Strategic Plan 2016-2020

**Presentation to the LVCCLD Board of Trustees
January 14, 2016**

Danielle Milam, Development & Planning Director



Acknowledgements

The creation of this document started with a January 2015 **Staff Idea Survey**, where staff from across the Library District contributed over 700 service and organizational improvements ideas.

The document would not have been possible without the contribution of the **Vision 2020 Team** comprised of 33 members that engaged in a year-long planning process to develop and articulate the 2016-2020 Strategic Plan for the Las Vegas-Clark County Library District: Mario Aguilar, Salvador Avila, Kevin Bowman, Tanya Brown-Wirth, Floresto Cabias, Kim Clanton-Green, Rebecca Colbert, Carlotta Dickerson, Steve Dimoulas, Larry Gaskin, Lisa Gibson, Jill Hersha, Gloria Jertberg, Paula Loop, Matt McNally, Danielle Milam, Demosthenes Papaeliou, London Porter, Ginger Lanier, Carla Land, Marie Reed, Carlito Sanchez, Leo Segura, Jenn Schember, Antony Smith, Joe Stoner, Natalia Tabisaura, Amanda Thomas, Tonya Thomas, John Vino, Anthony Weitz, Nikki Winslow and William Wirth.

Thanks also to consultant **Margaret Sullivan** and MS Studio, who joined the planning effort in July.

Our great appreciation goes to **Dr. Ronald R. Heezen, Executive Director**, who joined many of the Team 2020 planning sessions, and **Executive Council** members who support the implementation of this plan, including CFO Fred James, CIO Al Prendergast, General Services Director Steve Rice, HR Director Jerilyn Gregory, Library Operations Director Jenn Schember, Assistant Library Operations Director Mario Aguilar, Community Engagement Director Matt McNally and Planning and Development Director Danielle Patrick Milam.

Close to **700 Library District staff** were introduced to the draft plan in October 2015. This version reflects their feedback on details and general support for the strategic framework and focus.

Introduction

“We Don’t Library Like We Used To!” The world is changing quickly and profoundly and so are libraries. New technologies, new communications, new competitors, new models of service, ever-expanding customer expectations and interests all add up to the need for libraries to stay relevant; to be flexible and adaptable; and to innovate and grow public value as times change.

On one hand, libraries are urged to go national and international as a platform for digital content creation and exchange. On the other, libraries are urged to be a bridge for local social, economic and education connections that are critical to well-being and to be local hubs for learning, creativity and community engagement.

The fact is, libraries are already both global and local, material and digital, transformations and transactions, experiences and exchanges. This strategic plan, *Building for the Future*, is a guide for deploying library assets – virtual and physical – in ways that advance and amplify the talent and vitality of our region, making even more people successful, happy and engaged in learning, discovery, achievement.

THE WORLD IS CHANGING

SOCIAL – aging populations, increased diversity, customization, personalization, culture of experience, social media, face2face

LEARNING - engaged learning, connected learning, project-based learning, digital natives, anonymity, social media, online learning, Google Glasses

ECONOMIC – budget cuts, restructuring, alliances, community initiatives, agency services going online, continuous job evolution, economic diversification, small business impact, 21st Century workforce skills

TECHNOLOGY – exponential change, fast adoption, rising demand for downloads, devices, WiFi and cloud, mobile, apps, persistent digital divide

COMPETITION – Google, Amazon, FaceBook, Wikipedia, Starbucks



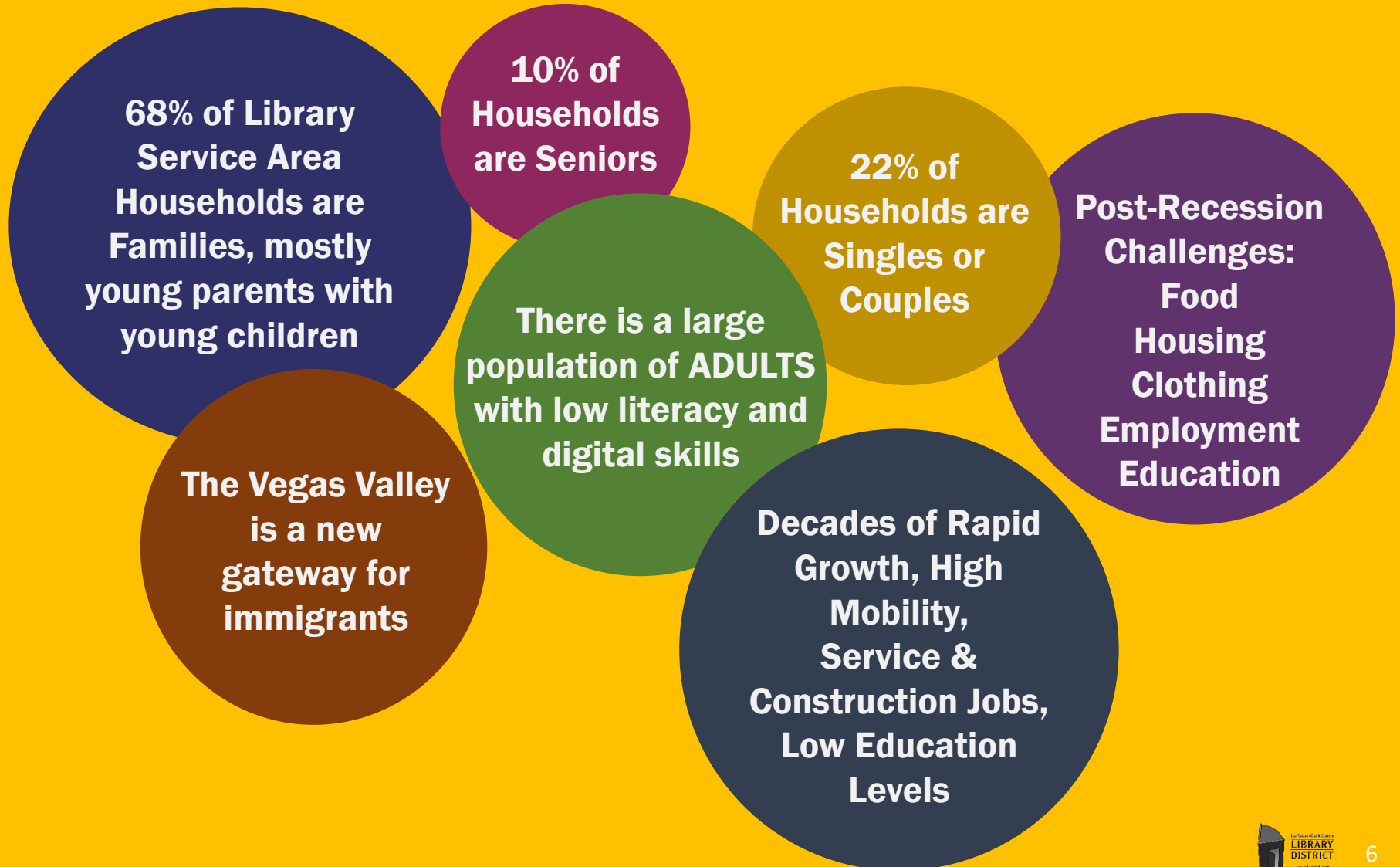
BUILDING FOR THE FUTURE

Need to **ADAPT QUICKLY** and avoid the fate of Kodak, Blockbuster, Sony, Sears, Yahoo (companies who had strong brands and core products, but did not see new technologies, markets, services or competitors coming)

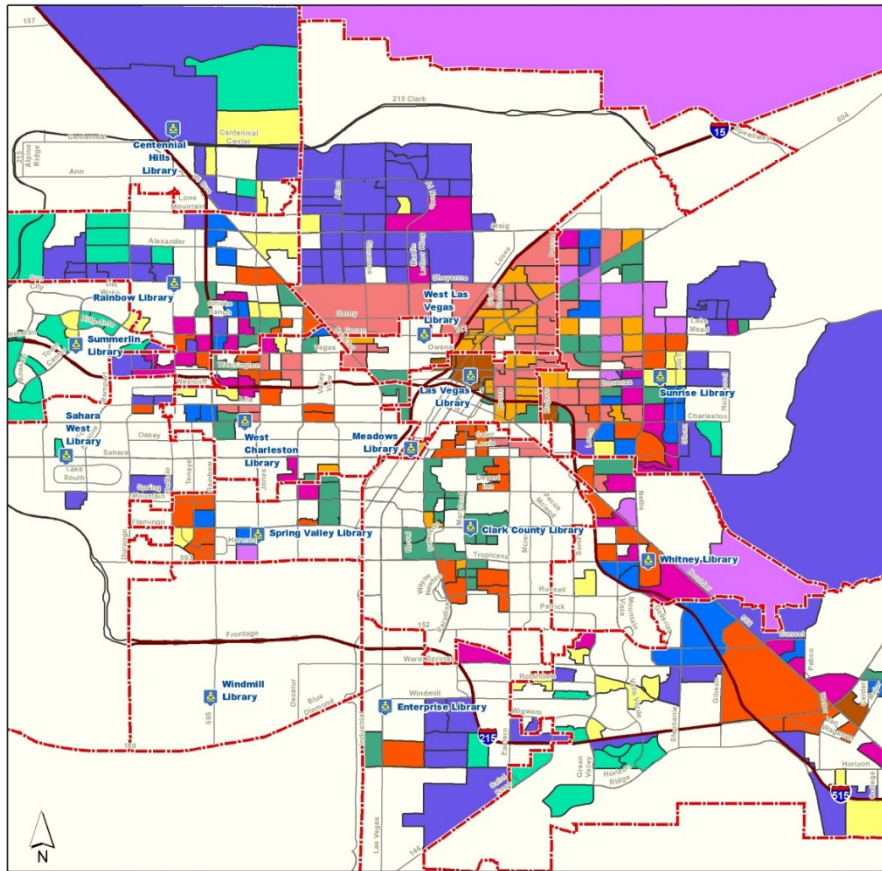
We must **PREPARE** for any number of scenarios

We must **FOCUS** on our preferred future

COMPLEX COMMUNITIES



COMMUNITY NEEDS ASSESSMENT



Segments in Families with Children Super Group



Las Vegas Clark County Library District

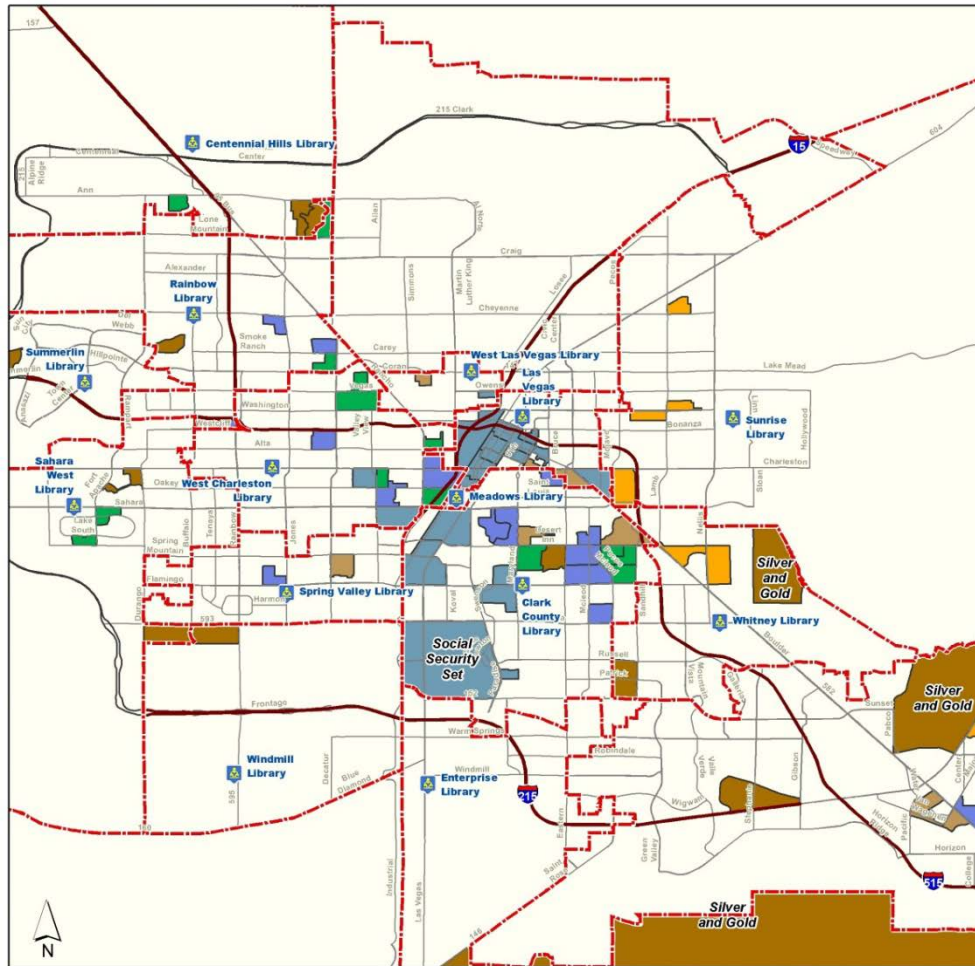
Prepared by CIVICTechnologies

January 2015

FAMILIES SUPERGROUP

- 68% of our population
- Distributed throughout the valley
- For all branches but 4 they make up at least 50% of population

COMMUNITY NEEDS ASSESSMENT



Segments in Seniors Super Group



Las Vegas Clark County Library District

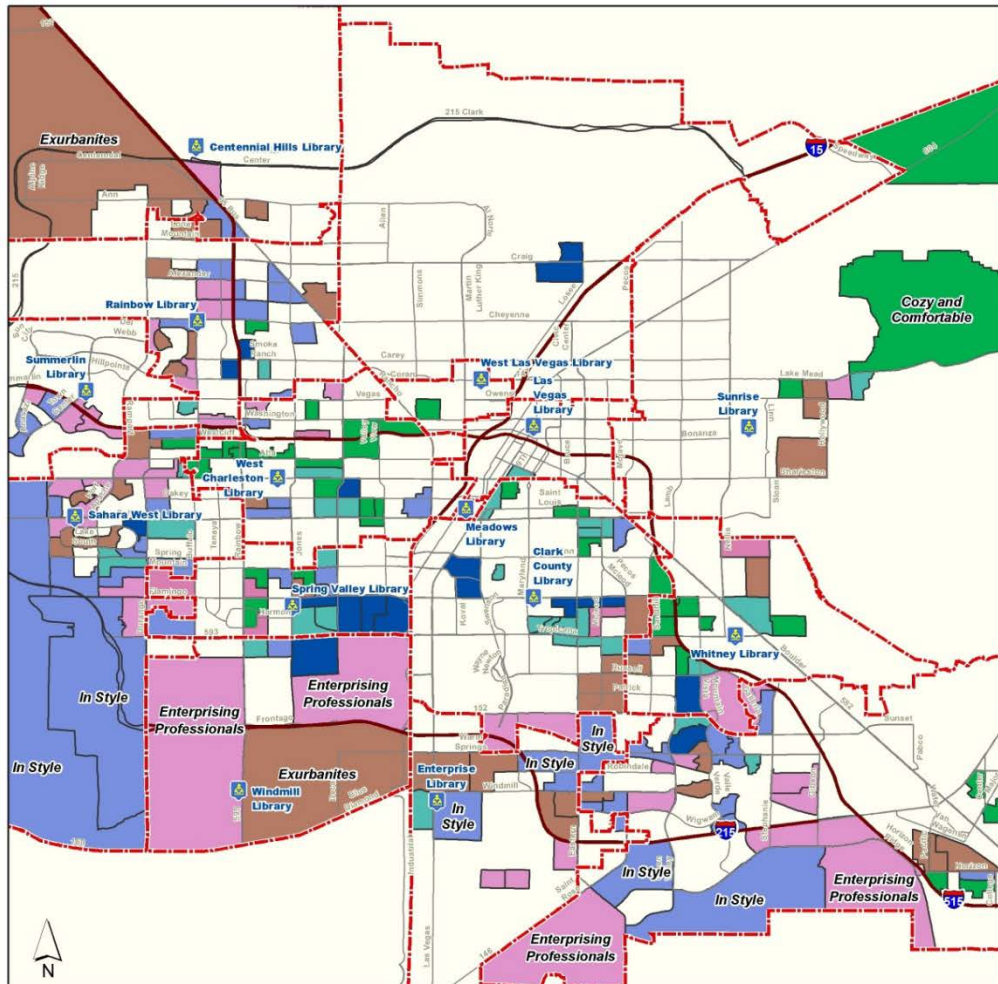
Prepared by CIVICTechnologies

January 2015

Seniors Supergroup

- Smallest of the Supergroups (10% of service population) but diverse – Snow Birds to Social Security Set
- Distinct areas mostly in established metro neighborhoods and rural locations
- Four libraries serve a predominantly senior population

COMMUNITY NEEDS ASSESSMENT



Couples-Singles Supergroup

- 22% of service population
- More concentrated to West and South
- Branches with high concentrations can still have high numbers in the Families Supergroup

Segments in Professionals, Couples/Singles Super Group

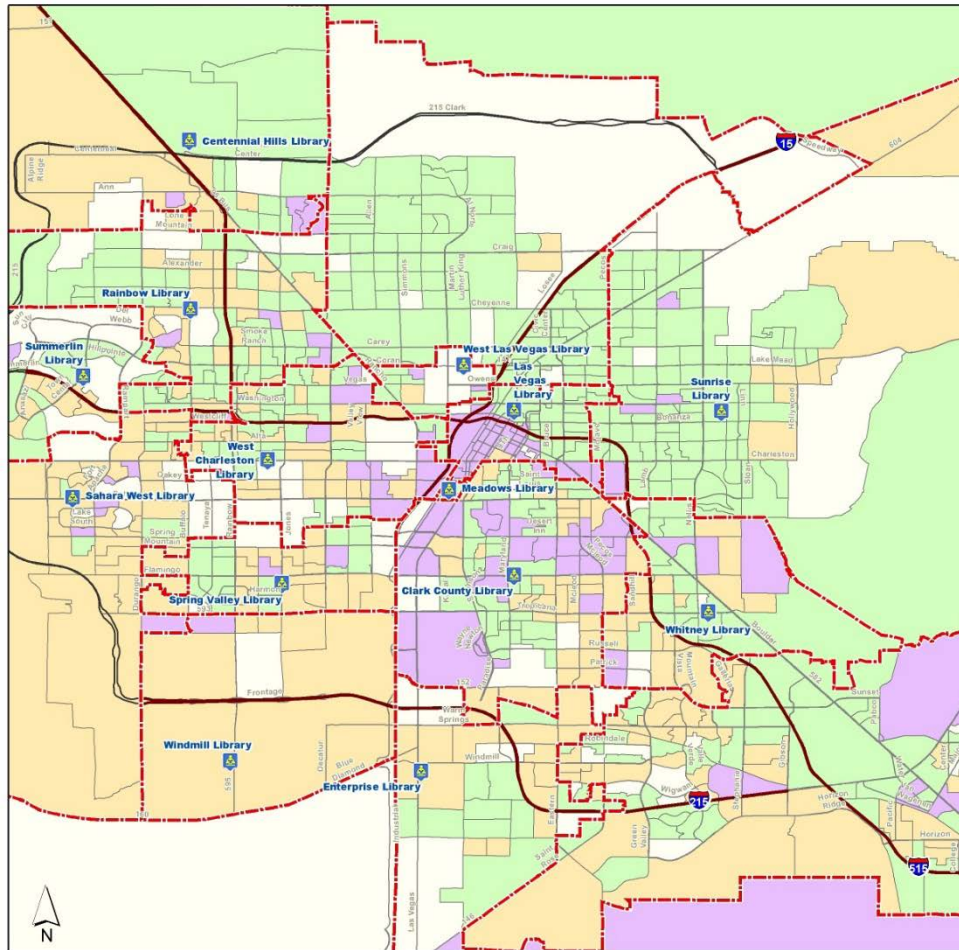


Las Vegas Clark County Library District

Prepared by CIVICTechnologies

January 2015

COMMUNITY NEEDS ASSESSMENT



All Segments in the Three Super Groups

-  LVCCLD Outlets
-  Service Areas
-  All Segments in Families with Children Super Group
-  All Segments in Professionals, Couples/Singles Super Group
-  All Segments in Seniors Super Group

Las Vegas Clark County Library District

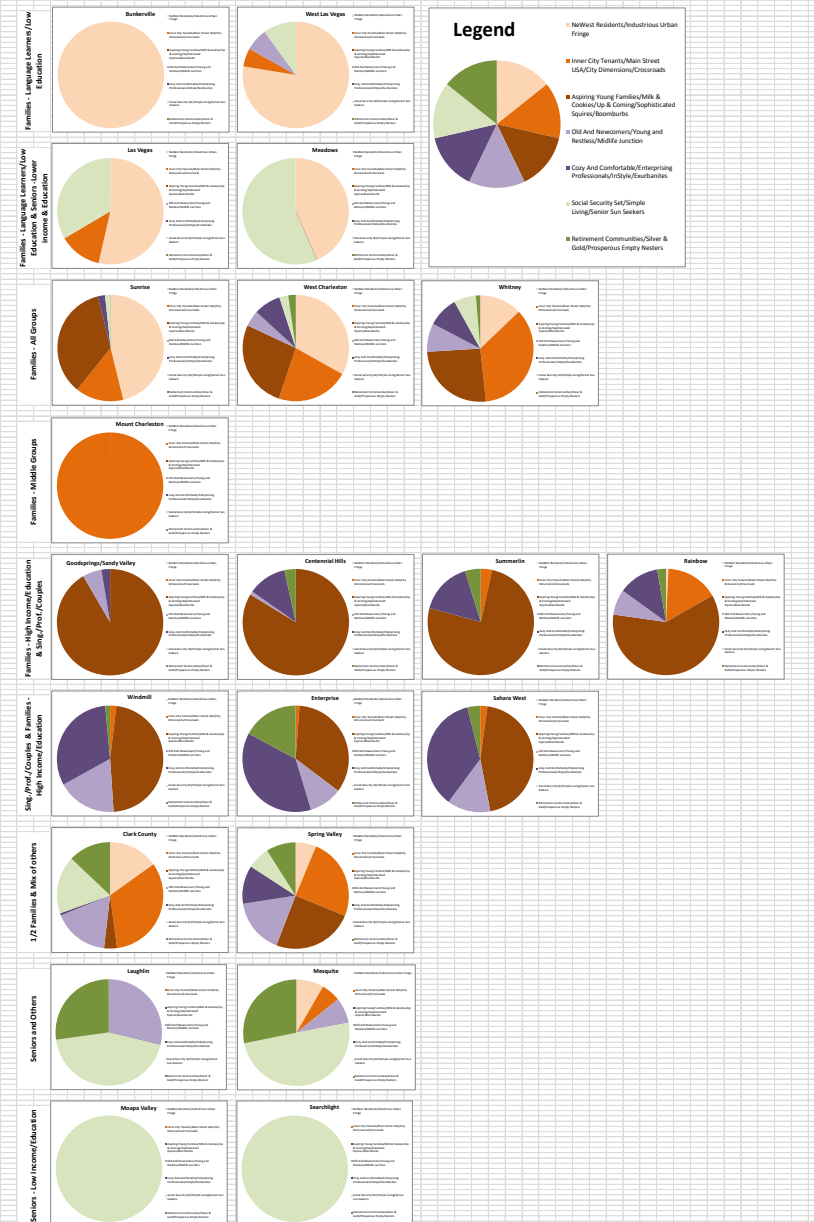
Prepared by CIVICTechnologies

January 2015

ALL Supergroups

- **Green = Family**
- **Yellow = Singles & Couples**
- **Pink = Seniors**

COMMUNITY NEEDS ASSESSMENT



Legend



- NeWest Residents/Industrious Urban Fringe
- Inner City Tenants/Main Street USA/City Dimensions/Crossroads
- Aspiring Young Families/Milk & Cookies/Up & Coming/Sophisticated Squires/Boomburbs
- Old And Newcomers/Young and Restless/Midlife Junction
- Cozy And Comfortable/Enterprising Professionals/InStyle/Exurbanites
- Social Security Set/Simple Living/Senior Sun Seekers
- Retirement Communities/Silver & Gold/Prosperous Empty Nesters

WHAT ARE WE LEARNING?

RELEVANCE IS LOCAL – Who are we serving? **TAILOR SERVICES** to *their* needs

Libraries are becoming **MORE ABOUT EXPERIENCES** and less about “books and stuff” – creation, curiosity and community

Libraries are **TRUSTED, CONNECTED AND WIDELY DISTRIBUTED**

Librarians are becoming **FACILITATORS AND COACHES**

Next generation **SERVICES ARE BOUNDLESS** – virtual & physical, inside *and* outside the buildings

We are shifting to an **ACTIVE SERVICE MODEL**

This is a **NEW ERA WITH NEW OPPORTUNITIES**

Libraries are catalysts for transformation

**We are in the
business of
advancing
people and
communities**

VISION 2020

The Las Vegas-Clark County Library District nurtures the social, economic and educational well-being of people and communities.



V.2020

Building for the Future 2016-2020

**A strategic framework for building library
relevance and responsiveness in changing
times.**



STRATEGIC FRAMEWORK:

Limitless Learning

Business & Career Success

Government & Social Services

Culture & Community

EACH OF THE STRATEGY SECTIONS INCLUDES THE FOLLOWING INFORMATION:

- **Current Community Conditions**
- **Future Conditions that Impact our Direction**
- **What do We Own? What Strengths/Assets do we have? What do we already do well? What could we improve with more attention and focus on individual and community impact?**
- **What are Implications for Services? Spaces? Other Resources?**
- **How Will We Define Success?**

LIMITLESS LEARNING

LIMITLESS LEARNING

The Future of Learning

CONNECTED Learning

EQUITABLE. SOCIAL. AND PARTICIPATORY

Connected learning is a model of learning that holds out the possibility of reimagining the experience of education in the information age. It draws on the power of today's technology to fuse young people's interests, friendships, and academic achievement through experiences laced with hands-on production, shared purpose, and open networks.

Author: Dr. Mimi Ito
UC Irvine 2012

PRODUCTION CENTERED

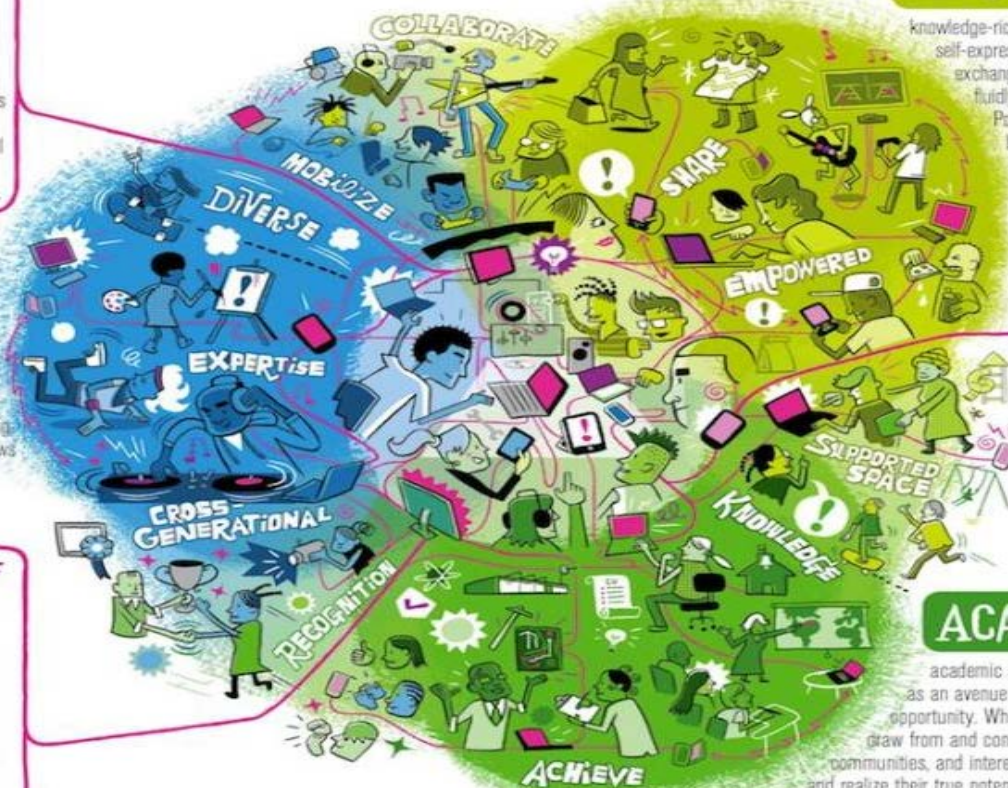
Connected learning prizes the learning that comes from **actively producing, creating, experimenting, and designing**, because it promotes skills and dispositions for lifelong learning, and for making meaningful contributions to today's rapidly changing work and social conditions.

INTERESTS

Interests foster the drive to gain knowledge and expertise. Research has repeatedly shown that when the topic is personally interesting and relevant, learners achieve much higher-order learning outcomes. Connected learning views interests and passions that are developed in a social context as essential elements.

SHARED PURPOSE

Today's social media and web-based communities provide unprecedented opportunities for caring adults, teachers, parents, learners, and their peers to share interests and contribute to a common purpose. The potential of **cross-generational learning and connection** unfolds when centered on common goals.



PEER CULTURE

Connected learning thrives in a socially meaningful and knowledge-rich ecology of ongoing participation, self-expression, and recognition. In their everyday exchanges with peers and friends, young people fluidly contribute, share and give feedback. Powered with possibilities made available by today's social media, this peer culture can produce learning that's engaging and powerful.

OPENLY NETWORKED

Connected learning environments **link learning in school, home, and community**, because learners achieve best when their learning is reinforced and supported in multiple settings. Online platforms can make learning resources abundant, accessible, and visible across all learner settings.

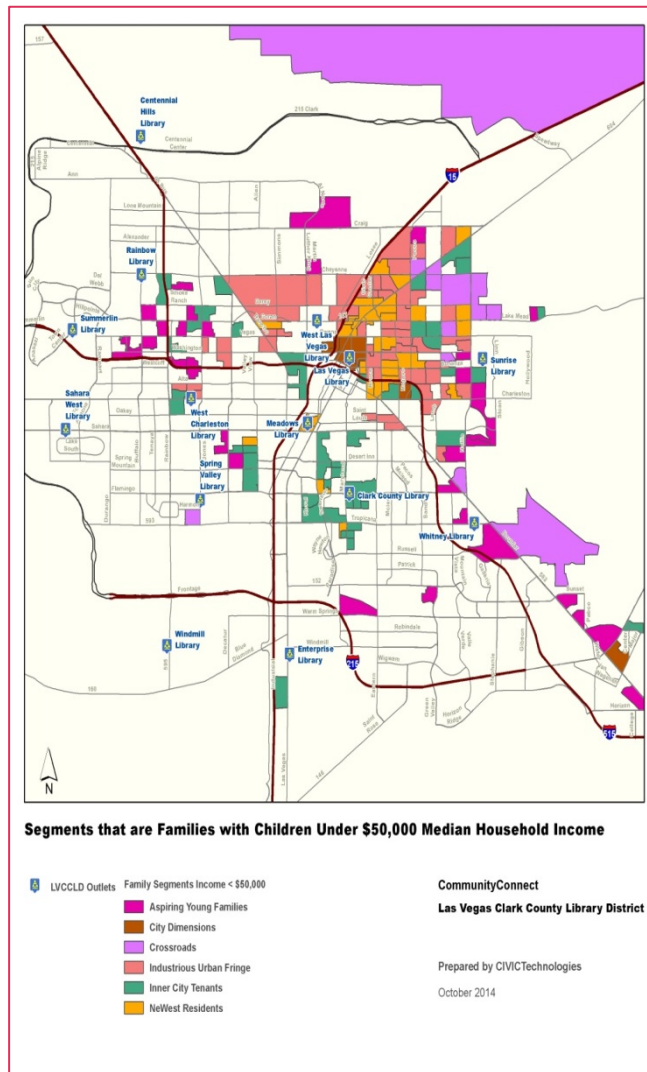
ACADEMIC

Connected learning recognizes the importance of academic success for intellectual growth and as an avenue towards economic and political opportunity. When academic studies and institutions grow from and connect to young people's peer culture, communities, and interest-driven pursuits, learners flourish and realize their true potential.

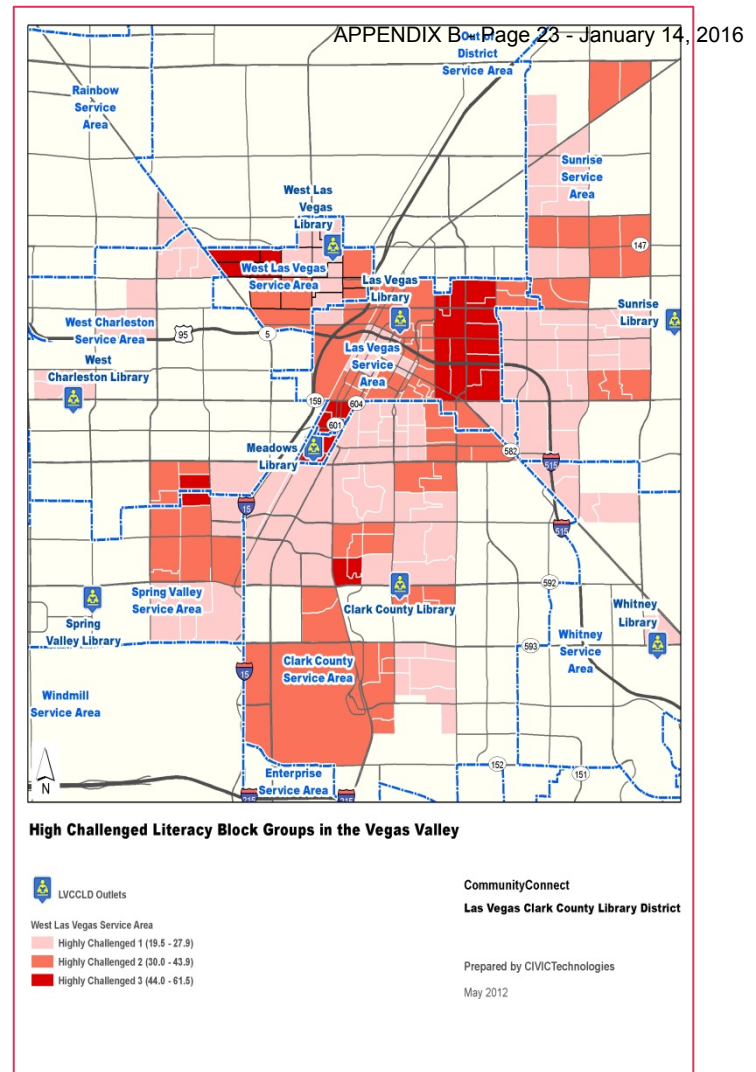
ACTIVE RELEVANT REAL-WORLD EFFECTIVE HANDS-ON
NETWORKED INNOVATIVE PERSONAL TRANSFORMATIVE

Community Conditions Now

- 680,000 of the 1,600,000 people in our service area are in households of families, mostly young parents with young children. Half of those are families with low education and income levels. A quarter of those are in household with limited English proficiency.
- There is a growing digital divide -- many households lack internet connections
- There is a growing number of English language and special need learners
- Clark County School District has several challenges, including an insufficient number of buildings and teachers, and a significant restructuring ahead
- 3% of 3- and 4-year olds have subsidized Pre-K. 29% of all children ages 4-5 are enrolled in Pre-K
- 69% of 4th graders are reading at grade level (67% nationally)
- 36.8% of 8th graders are proficient in math (73% nationally)
- The Clark County School District graduation rate is 71.7%
- 22% of local high school graduates go on to college
- There is a large population of adults with low education and English proficiency



This map identifies metro areas with a large number of young families with limited means and or limited English



This map identifies metro areas with a large number of adults with very limited literacy skills, including some with limited English

What Do We Own?

What are the strengths the library already has in the strategic area of Limitless Learning?

- **Interest-Driven Learning**
- **Bridging the Education Gap**
 - Pre-K
 - Student Support
 - English
- **Building 21st Century Literacies**
 - Digital
 - Finance
 - Health
 - Media

LIMITLESS LEARNING

LIMITLESS LEARNING

- # LIMITLESS LEARNING

LIMITLESS LEARNING

- # LIMITLESS LEARNING

LIMITLESS LEARNING

- # LIMITLESS LEARNING



What Kind of Spaces do we Need?

Rehearsals
 Performances
 Storytelling
 Homework Help
 Book Browsing
 Writing Lab
 DJ Lab
 Computer Labs
 Maker Space
 Tech Art Studio
 Recording Booth
 Film Center
 Program Spaces
 Lectures
 Workshops
 Study Rooms
 Quiet Zones

**RECREATIONAL
STUDIO**

**ACTIVITY
STUDIO**

**QUIET
ROOM**

**MESSY
STUDIO**

**TECHNOLOGY
STUDIO**

**LITERACY
CENTER**

**LIVING
ROOM**

**CALL
CENTER**

**WRITER'S
LAB**

**COMPUTER
LAB**

CAFE

**COMMUNITY
CULTURAL
CENTER**

**LECTURE
HALL**

**POPULAR
MATERIALS**

WELCOME CENTER

What Resources are Needed?

Staff Skills, Talents:

Facilitation
Collaboration
Great People Skills
Multilingual/Cultural
Understand Family,
Early, Teen or Adult
Learning

Collections:

Early Literacy
Popular Media
Parenting
STEAM/Coding
Homework Help
Foreign Materials

Programs:

Early Learning
Parenting
TechArt/DJ/Maker
CALL
Financial Literacy
Tutoring

Technology:

Computer Labs for All
Ages
Homework Help Center
Laptop/iPads Kiosks
Recording Studio
Multilingual OS devices

Special Equipment:

Family Place
Maker Space
DJ Booth
TechArt Studios
Café/Vending Food
Living Room Furniture

Partnerships:

Childcare Centers/WIC
CCSD
DISCOVERY Museum
Vegas PBS
Clark County Family
Services

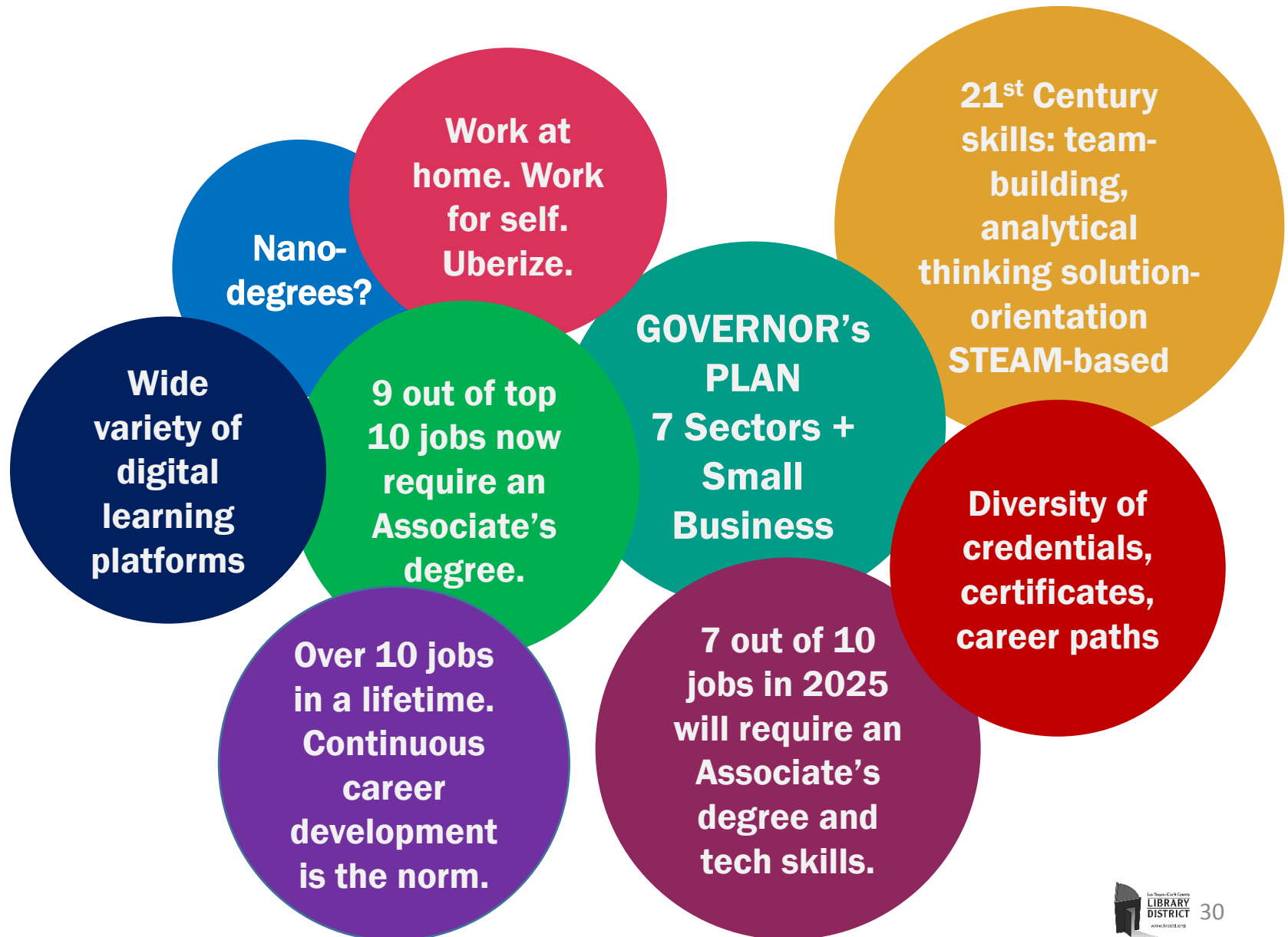
How will we define success?

- **Everyone engages in reading and learning**
- **Children are ready for Kindergarten**
- **English proficiency rises**
- **Students are performing at grade level or above**
- **Digital and financial literacy increases**
- **More students are going to college, credentialing programs or the work place**
- **Everyone has access to virtual and physical learning resources**
- **The library connects people to convenient, relevant learning opportunities**
- **Achievement - learning leads to success in life**

Programs

BUSINESS & CAREER SUCCESS

Future World Looks Like



Community Needs Now

- Large number of adults with **LOW EDUCATION LEVELS** (HS and below)
- **HIGH UNEMPLOYMENT FOR YOUTH** (double the national average)
- **GAP BETWEEN SKILLS AND JOBS** of a diversified economy and skills of present workforce of call centers, retail, construction and casinos
- Need to strengthen workforce assessment, **WORKFORCE READINESS** & training opportunities
- Need to **SUPPORT SMALL BUSINESS**

Strategies for Business & Career Success

Job & Career Path Support

- Grow access to resources for job seekers: resume, interview, tech skills, finance
- Integrate career pathing into CALL
- Partner to develop workforce readiness and skills
- Tool up computer labs with new workforce skills, job assessment and search trainings
- Focus on small business development

Partnerships, Networking, Meet-ups

- Tap local expertise and employers
- Be the meet-up space for locals
- Grow career path programs, mentors
- Stream content on business basics
- Partnerships with SCORE, Vets, ASU, Nevada Workforce Connections, CSN, UNLV

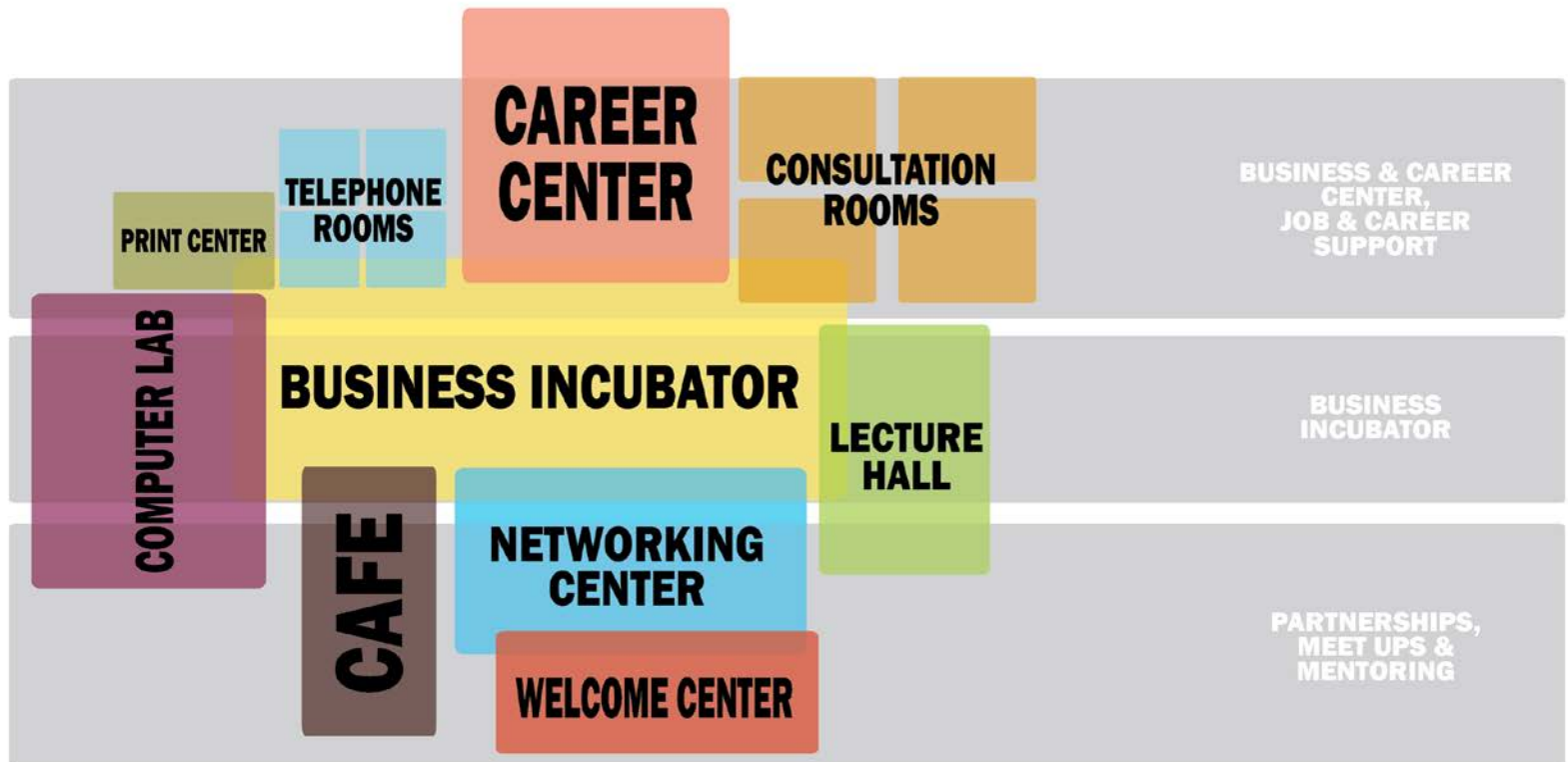
Business & Career Center

- Printers, copiers, fax machines, scanners, computers
- Phone room, consultation meeting rooms
- Resources online and one-on-one
- Online support, ex. Health Cards

Business Incubator

- Programs on all aspects of business planning and development
- Online tools
- Streaming content on business basics
- Business conversation circle

What are the Experiences?



How Will We Define Success?

- **Increase public access to technology**
- **Increase public adoption of new tech skills**
- **Help customers assess workforce preferences, readiness and employment opportunities**
- **Successful completion of resume, interviews, job searches**
- **Increase in successful business development**
- **Increase connections to local employers**

Government & Social Services



Future of Government & Social Services Looks Like:

- **Budget constraints and restructuring**
- **Merging of public agencies and social service programs and providers**
- **Robust but changing landscape of local nonprofit service providers**
- **Escalating trend to move services and transactions online**
- **Engaging citizens and community in service design**
- **Increased emphasis on cooperation and collaboration among agencies**

Community Needs Now

- **Stronger and more integrated networks and connections among agencies, services and information sources to assist many kinds of vulnerable populations – homeless, mentally ill, unemployed, substance abuse, low income, food insecure**
- **Broad access to online government information and e-services – Health District, DMV, Health Insurance, IRS, SNAP, Medicaid**
- **Equality of Opportunity**
- **Social Justice**

Strategies for Government & Social Services

Resources

- Live Links on Website
- One-stop for materials and e-materials
- Meeting rooms
- Wi-Fi (citywide)
- Computers/Devices
- Public training
- Staff training
- Copiers and fax machines

Partnerships

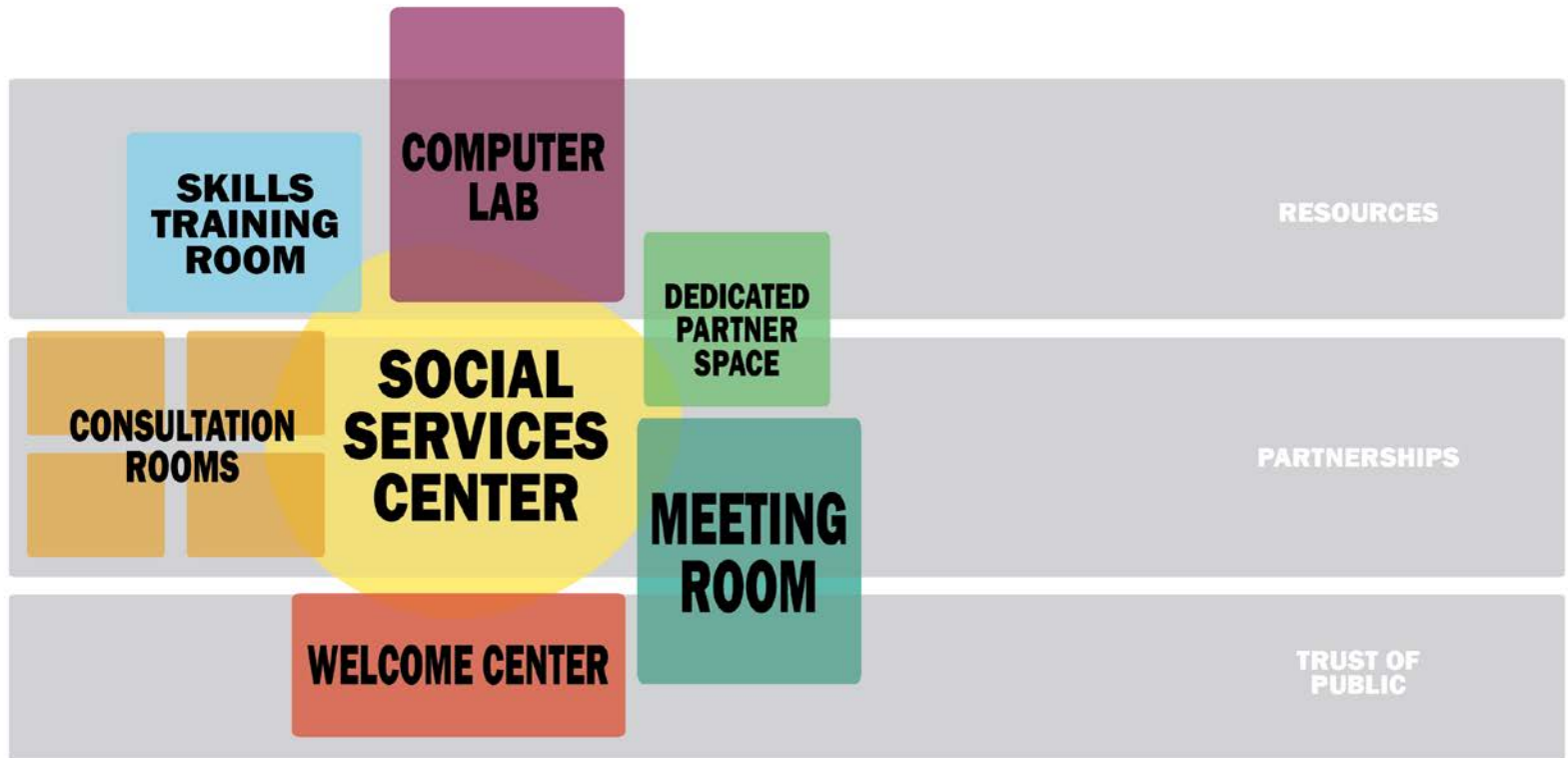
- Other libraries
- Government agencies
- Nonprofits
- Social workers
- School counselors
- Food banks
- 211 Services

The Public's Trust

- Trusted resource
- Friendly atmosphere
- Public space
- Expertise
- Professional staff
- Unbiased advice
- Public's best interest



What are the Experiences?



How Will We Define Success?

- **People will find the resources to meet their basic needs**
- **People will have access e-government services**
- **The library will be seen as a strong partner for social service providers and government agencies**
- **The library's website will have current links to resources, agencies and e-material**
- **Librarians will build relationships with government agencies, non-profits and other social service providers to ensure equal access for all**



Community Needs Now

The community needs places for locals to come together to learn, play, share experiences, solve problems, celebrate culture, create and explore the world.



Strategies for Community & Culture

Third Place

- Sanctuary away from home
- Open space, comfortable seating, work spaces, café
- Physical environment conducive to formal/informal learning
- Wi-Fi, copier, ample outlets, fax, good lighting

Open Door

- Welcoming environment
- Community living room
- Sense of belonging
- Variety of library material formats for diverse audiences
- Strong social media presence
- Inviting interactive website

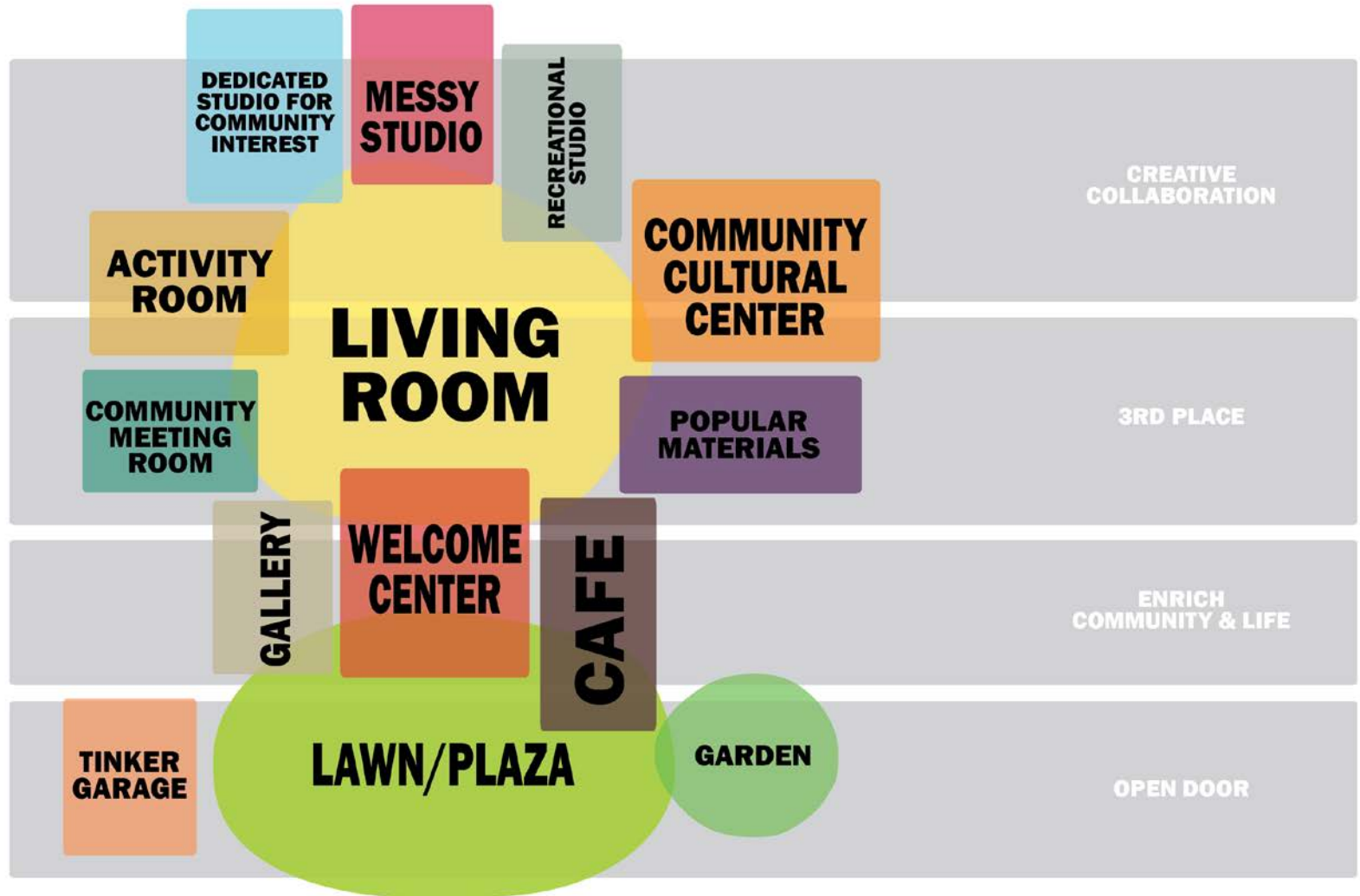
Enrich Community & Life

- Diverse programming tailored to interests of local audiences
- Variety of materials & formats
- Offerings at art galleries and theatres
- Outreach
- Hub for civic engagement

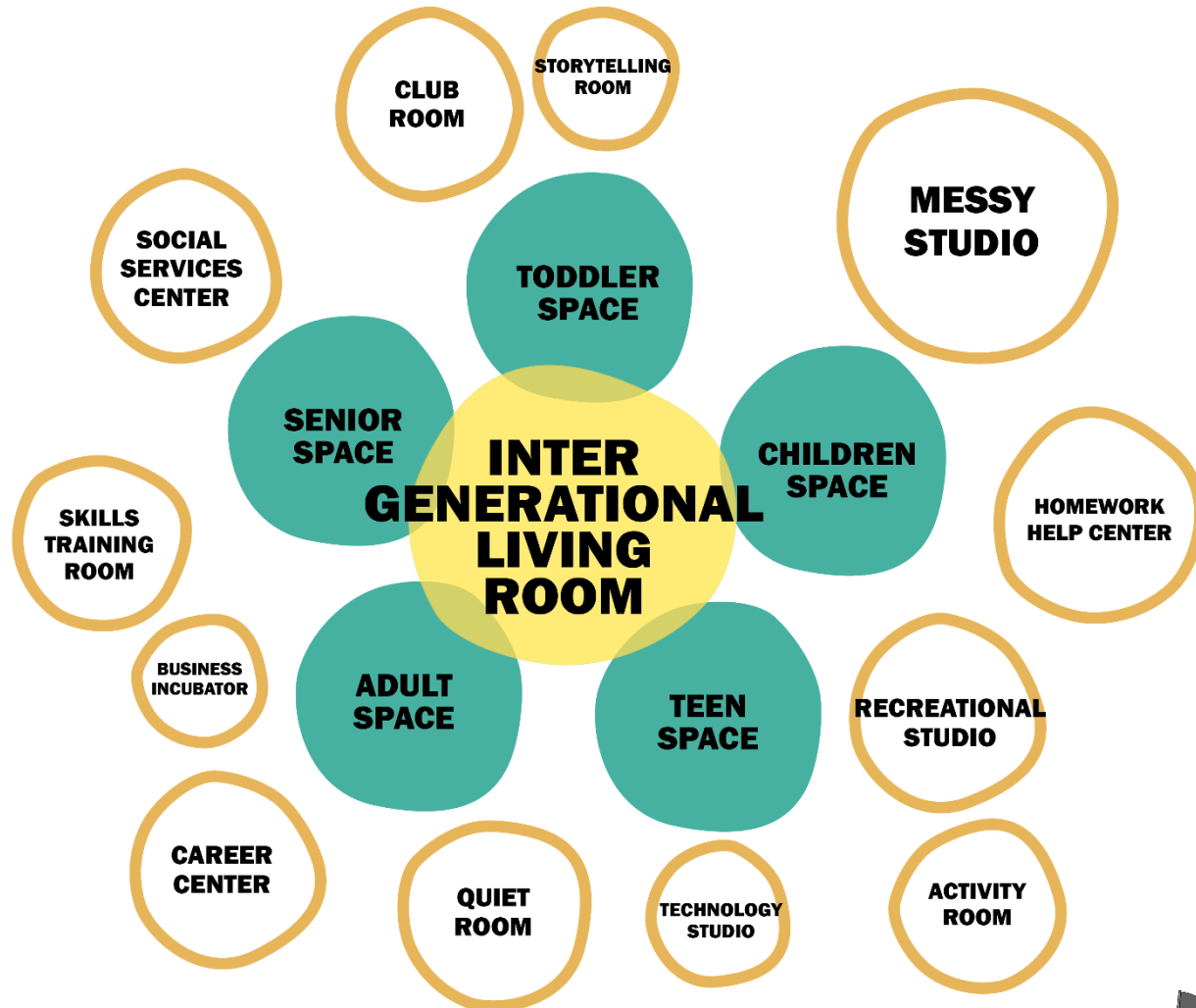
Creative Collaboration

- Create collaborative opportunities
- Meet-up atmosphere
- Social media, sharing, and learning sites
- DJ/Tech Art Studio/Productions
- Makerspace
- Paid experts, knowledgeable staff

What are the Experiences?



The Intergenerational Experience



How Will We Define Success?

- **Our facilities are full of people**
- **The public is aware of all our resources**
- **People feel that the library is their favorite public place**
- **The public feel they help shape library collections, programs and initiatives**
- **The library is a vibrant social media channel**
- **Other local organizations consider the library a strong community partner**

How Will We Implement V.2020?

Change of mindset – **EMBRACE CHANGE!**

Be quick and responsive to **TRENDS AND TECHNOLOGY**

Create stronger **CUSTOMER SERVICE CULTURE**

Create **ADAPTABLE** multi-use spaces

Form **PARTNERSHIPS**, foster **ENGAGEMENT**, use **COMMUNITY EXPERTS**

Support an inviting & interactive **DIGITAL PRESENCE**

REALIGN EXISTING RESOURCES and find **NEW FUNDING SOURCES**

EXPERIMENT, PROTOTYPE, LEARN FROM FAILING, AND STRIVE FOR SUCCESS

NEXT STEPS:

- Library Operations and Community Engagement Departments launch planning
- Community Stakeholder conversations about relevance and impact
- Executive Council and Support Departments prioritize, phase and build resources to support the plan
- General Services contracts for Facilities Plan development
- FY17-20 Work Plans and Budgets reflect service model alignment and innovation

VISION 2020

The Las Vegas-Clark County Library District nurtures the social, economic and educational well-being of people and communities.

V.2020

Building for the Future 2016-2020

**A strategic framework for building library
relevance and responsiveness in changing
times.**

**RESOLUTION NO. 16-01 - TRANSFER OF DISTRICT'S 2601 SUNRISE AVENUE
PARCEL TO THE SOUTHERN NEVADA REGIONAL HOUSING AUTHORITY IN
EXCHANGE FOR ITS 2851 E. BONANZA ROAD PARCELS**

WHEREAS, the Las Vegas-Clark County Library District (hereinafter "District") is a consolidated library district in Clark County duly authorized by the State of Nevada as set forth in the Nevada Revised Statute 379.0221 and the Southern Nevada Regional Housing Authority (hereinafter "SNRHA") is a Nevada non-profit corporation and the City of Las Vegas (hereinafter "City") is a municipal corporation of the State of Nevada; and

WHEREAS, pursuant to Nevada Revised Statute ("NRS") 277.180 any one or more public agencies may contract with any one or more other public agencies to perform any governmental service, activity or undertaking which any of the public agencies entering into the contract is authorized by law to perform; and

WHEREAS, the SNRHA is the owner of that certain vacant real property, APN 139-36-110-031 and APN 139-36-110-032 both addressed as 2851 E. Bonanza Road, Las Vegas, Clark County, Nevada (the "Bonanza Parcels"); and

WHEREAS, the District is the owner of that certain vacant real property, APN 139-36-302-005 with an address of 2601 Sunrise Avenue, Las Vegas, Clark County, Nevada (the "Sunrise Parcel"); and

WHEREAS, the City is the owner of a portfolio of Neighborhood Stabilization Program houses (the "NSP Houses"); and

WHEREAS, pursuant to NRS 277.050, the governing body of public agencies may exchange land for property or cash by adopting a resolution declaring its intent and without advertising for public bids; and

WHEREAS, the SNRHA desires to transfer the Bonanza Parcels to the District in exchange for the conveyance of the Sunrise Parcel to the SNRHA and the conveyance of a portfolio of City owned NSP Houses to the SNRHA in an amount so equivalent value is exchanged; and

WHEREAS, a public hearing is scheduled for February 11, 2016 as part of the regularly scheduled meeting of the Board of Trustees at the West Charleston Library, 6301 West Charleston Blvd., Las Vegas, NV 89146 at 6:00 P.M. at which time objections to the exchange may be made; and

NOW THEREFORE BE IT RESOLVED, that the Trustees of the Las Vegas-Clark County Library District shall take those steps necessary and execute the appropriate Interlocal Agreements and other documents to exchange said Sunrise Parcel and acquire the Bonanza Parcels on the following terms and conditions:

- 1) SNRHA transfers the Bonanza Parcels to the District upon execution of the Interlocal Agreement and completion of the due diligence.
- 2) District transfers the Sunrise Parcel to the SNRHA upon execution of the Interlocal Agreement.
- 3) City conveys a portfolio of NSP Houses to the SNRHA in an amount so equivalent value is exchanged upon execution of the Interlocal Agreement.

Resolution No. 16-01
Page 2

THE FORGOING RESOLUTION approved this 14th day of January 2016.


Las Vegas-Clark County Library District

By: 
Randy Ence, Vice Chair, Board of Trustees

ATTEST:


Ydoleena Yturralde, Secretary, Board of Trustees

Approved as to Form:


Gerald M. Welt
Attorney for Las Vegas-Clark County Library District