

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
June 14, 2018
(approved October 11, 2018)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the Centennial Hills Library, Las Vegas, Nevada, at 6:15 p.m., Thursday, June 14, 2018.

Present: Board: R. Ence, Chair S. Moulton
Y. Yturralde S. Bilbray-Axelrod
R. Wadley-Munier F. Ortiz
J. Melendrez K. Benavidez
E. Foyt

Counsel: None

Absent: M. Francis Drake, excused absence

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

Guests: Verona Ence
Brandon Lewis, USI Insurance Services

R. Ence, Chair, called the meeting to order at 6:21 p.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. M. Francis Drake had an excused absence. Counsel Welt was available via telephone if necessary. Appendix A.
Trustee Ortiz led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

Agenda (Item III.) Chair Ence removed Item V.A-B. Trustee Wadley-Munier moved to approve the Agenda as changed. There was no opposition and the motion carried.

Presentation on Facilities Master Plan Decision Framework by Margaret Sullivan Studio. (For Discussion only) (Item IV.) Development and Planning Director Danielle Milam reminded Trustees that at the May 2018 board meeting, the Board heard a presentation by Jeremy Aguerro of Applied Analysis which addressed the broader trends in demographics that are part of the Facilities Master Plan decision-making framework. This month, another set of data informing the work on the Facilities Master Plan decision framework will be presented by Margaret Sullivan of Margaret Sullivan Studio, another consultant in the Facilities Master Plan team.

Margaret Sullivan has been instrumental in helping the District take the concepts of the Vision 2020 Strategic Plan and translate them into prototype building programs for rural and urban libraries. Those prototype building programs then became the foundational roadmap used by the design teams for the new Mesquite Library Campus and the East Las Vegas branch library. We saw many of the innovative Vision 2020 concepts showcased at the Mesquite Library opening, including the community living room, café, maker space, club room, and teen area, as well as the highly flexible, adaptable floor plan, furniture, and outdoor spaces. The fun and welcoming feel was

certainly a surprise and delight for the residents of Mesquite.

This briefing item is meant to inform and clarify the many elements of Vision 2020 implementation as it has evolved since the board adopted the strategic plan in January 2016. Part of the Facilities Master Plan team work over the past eight months has focused on refining Vision 2020 concepts for activation across all District branch facilities.

The draft Facilities Master Plan includes options for the implementation of Vision 2020 through renovations of existing facilities, in addition to options for future building projects.

The full Facilities Master Plan Decision Framework and set of capital project options and cost estimates will be presented to the board once it is completed. All specific decisions about future capital projects will be decided on a project basis by the Board once the Facilities Master Plan is adopted in its final form.

Ms. Sullivan began her briefing by saying that the Trustees are supporting a significant contribution to the national dialogue around the methodology that people such as Ms. Sullivan apply to designing libraries of the future. While still basking in the success of the Mesquite Library Campus opening two weeks prior, Sullivan added that so much of what Trustees can see in the Mesquite Library Campus, those elements will be analyzed and illustrated in her presentation. She added that all who work on the Facilities Master Plan must ensure it represents what the District wants to be in the future.

Ms. Sullivan's briefing is attached as Appendix B.

Trustee Ortiz spoke about his observations after hearing the presentation:

- It is most important that the District's facilities provide digital capacity.
- The project team should contact the state of Nevada department that is tasked with running all food services in public buildings. If the District is planning to open more cafes in its facilities, he believes this can be an area of cost recovery which is so important. He does not believe he can justify approving more building projects that cost so much per square foot. The District may want to have Starbucks' style cafes, but the buildings also have to make sense in terms of cost.
- Emphasis on local suppliers. Ortiz has heard from vendors that have had no opportunity to bid on different projects. The District needs to look for products that are cheaper, similar and local.

Ortiz liked what he has heard about the Facilities Master plan so far and believes it is on track and to everyone's benefit.

Trustee Benavidez also emphasized that local business vendors be used as much as possible as part of the plan.

In response to the above comments, Ms. Sullivan emphasized that what is being discussed is a conceptual facilities master plan. In order to ensure the use of local business vendors, the way to do this is to incorporate their use as a guiding principle.

Chair Ence said it has been exciting for him to be a part of the Board as this has been discussed. The District is on the front edge of the future and this

proposed plan will ensure the patrons continue to benefit while making sure the District is up to date on current library practices. He also likes how well the proposed plan so far is tying into the District's Vision 2020 Strategic Plan.

Regarding the expenses the District will need to incur, Chair Ence commented on the need for prevailing wages to be paid, noting he was not in favor, but as this was a state of Nevada law, he understood it had to be paid. Trustee Bilbray-Axelrod went on the record as favoring prevailing wages.

This item is for discussion only.

**Approval of
Proposed Minutes
Regular Session,
November 9, 2017
and Regular
Session, May 24,
2018. (Item V.A-
B.)**

Removed from Agenda.

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

Chair Ence asked Trustee Yturralde to report on her experiences at the May Library Legislative Day conference in Washington, D.C.

Trustee Yturralde thanked the District for the opportunity to attend and represent the District. The agenda was good, the material provided to a large number of library representatives was well-prepared and the briefings on the different issues such as appropriations and broadband were very informative. She thanked Ms. Milam for her work to prepare the team, and appreciated attending with Trustee Ortiz (his report was provided at the May meeting) who is so familiar with this type of group and the needed to be said. Yturralde thought that the Nevada group was well-received and they were very productive over the two day event. She really enjoyed the visit to Washington, D.C.

Executive Director Dr. Heezen then took over the meeting to acknowledge Chair Ence's service to the Board:

Dr. Heezen said he was unhappy to say goodbye to Chair Ence, a great leader, without whom, the District would not have been able to open a new library in Mesquite.

Ence was appointed in July, 2009 by the Clark County Commission (Commissioner Collins) to serve out the remainder of Ken Carter's term. At the time, Ence was also serving as a City Councilman in Mesquite. He was re-appointed by the Clark County Commission in March, 2011 and March, 2015 for two full four year terms.

Chair Ence has served as the Board's Secretary and Vice Chair, in addition to his current office of Chair. He also has served on the following Board committees: Finance and Audit Committee (2010-present), chaired the Risk Management Committee (2012-2014), served on several ad-hoc committees, chaired the Executive Committee, and served as an ex-officio member of all committees during his time as Chair.

Trustee Ence also participated in the selection process for Executive Director Dr. Ronald Heezen in 2009.

While Ence served on the Board, the District has accomplished the following:

- Weathered the recession and was able to add back an additional evening hour of service back to the urban branches in 2013. Opened the Windmill Library and Service Center in 2011.
- Established four Family Place Libraries in the Clark County, Las Vegas, Whitney, and Windmill libraries. Opened Tech Arts Studios in SW and SV that have since been expanded to other branches, most spectacularly with the Best Buy Teen Tech Studio at the Clark County Library which opened in January 2018. Remodeled the Sunrise Library
- Obtained New Markets Tax Credits in the amount of approximately \$6.2 million for the new East Las Vegas Library and Mesquite Library Campus in 2017.
- District staff worked with the city of Las Vegas and negotiated with several other government entities to enable a land transfer that enabled the construction of the East Las Vegas Library which broke ground on the new East Las Vegas Library in 2017.
- Chair Ence was a critical part of the team that worked with the city of Mesquite to negotiate a land transfer which allowed the building of a new building for the Mesquite Library Campus. The District had also greatly expanded the Mesquite Library by first, building an addition, then a whole new building to create the Mesquite Library Campus which includes the library in a new building as well as a separate building for Workforce Connections. This opened in May, 2018.
- Chair Ence participated in the ongoing development of several Strategic Services plans, including the current plan, Vision 2020.
- Selected as one of the five libraries in the country to receive the prestigious National Medal for Museum and Library Service in 2014 from the Institute for Museum and Library Services.

Dr. Heezen thanked Chair Ence for being such a leader, not only for Mesquite, but for the entire District, as well as building such a great team and being a team player. After a round of applause, Dr. Heezen presented Chair Ence with a book clock to mark his service as a Trustee and book ends to mark his service as Chair of the Board. Along with Ence's wife Verona and the other Trustees present, photos were taken to mark the presentation.

Trustees Benavidez, Moulton, Bilbray-Axelrod, and Yturralde all debated who had the pleasure of serving with him the longest. Benavidez thanked him for making sure she knew how to say the Pledge of Allegiance properly and for ensuring the District displayed the US flag properly at meeting. Moulton thanked Ence for his kindness and for his deft way of ensuring that all who came before the Board, as well as individual Trustees, were heard and their views treated respectfully. She also thanked him for driving from Mesquite for so many meetings. Trustee Bilbray-Axelrod said she enjoyed sparring with Ence regarding politics and appreciated his kindness. Trustee Wadley-Munier admired Ence's dedication as she drove to Mesquite for the recent opening along with Trustees Moulton and Ortiz and realized how great the

distance was between Mesquite and the rest of the District. Noting that Ence missed perhaps two meetings in her recollection, she admired his dedication and thanked him for his service.

Chair Ence thanked everyone for the opportunity to serve on the Board, and appreciated the opportunity to associate with the District's Trustees, saying it was a wonderful experience.

Library Reports (Item VII.)

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

Executive Director Dr. Heezen said his written report had been handed out to them at this meeting and briefly discussed several items contained in the report:

Gate Counts: After reviewing and reflecting upon the District's decline in gate counts, it occurred to Dr. Heezen there is a direct positive correlation to the increase in the circulation of District hotspots. Some of the District's customers, who might otherwise be in the library every day to have access to internet resources, can now check out the mobile hotspot and not come into the library for weeks. And, of course, because they don't come through the doors, they are not picking up the random item to borrow, so this can also impact District circulation records. Heezen has asked staff to look into this important statistic and will have information for Trustees at a later date.

Club Read: The District's summer reading program has gotten off to a great start, with 4,400 people signed up so far and 1,500 who have earned at least one book prize and grand prize entry!

Mesquite Library Campus Grand Opening: It has been a full two weeks since the District opened the spectacular Library Campus in Mesquite. Dr. Heezen thanked Trustees who attended and assisted Chair Ence in celebrating the opening of this long-awaited destination library for citizens of the District's northernmost community. Over five hundred people attended the ribbon cutting and more than 2,800 people visited the library that day.

BiblioCommons. On June 19th, the District's ten-year-old, dated website will be replaced with the state-of-the-art BiblioCommons product. The soft rollout has produced a plethora of suggestions and refinements which help assure it will be the best possible. Just because District staff will shut down the former website, it doesn't mean staff will stop tweaking the new product. Staff have been using comments from customers to make updates and changes as they come in. Dr. Heezen asked everyone to get in touch with staff about problems and issues and good things. He thanked Ryan Simoneau and the rest of the Branding and Marketing staff for their work on this important project.

Best Buy Teen Tech Center visit from Senator Cortez Masto. On Thursday, May 30, Dr. Heezen welcomed Senator Catherine Cortez Masto to the Clark County Library for her visit to the Teen Tech Center. Senator Cortez Masto spent about an hour touring the space, speaking to the young people who were working on DJ consoles and experimenting with other musical activities, as well as utilizing the computers to work on coding and other computer activities. He thanked Teen Services Department Head Megan Nykodym for hosting the visit.

Dr. Heezen thanked Centennial Hills SPS staffer Alex Buenaventura and TPS staff members Brian Zawistowski and Ellis Rice for their work on the meeting, as well as Lynn Lucuara for assisting EA Allison Boyer.

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

No questions.

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

No questions.

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

Trustee Moulton asked about p. 7 in the Community Engagement Report, "the ability to request technicians was closed to scheduling staff for 10 days since peak technician availability was reached." She was curious what that meant. Community Engagement Director Matt McNally explained that he has 11 technicians on staff, split between full- and part-time employees. As programming staff schedules events, they are requesting technicians to work them. As these days are filled, programming staff work to find other days to schedule the events. The Department tracks staff capacity every month. Dr. Heezen explained that staff time is also dictated by the District's Collective Bargaining Agreements. McNally said that some months, there have been four-five days that are closed and in some months, 14-15 days are closed. This is due to the amount of the District's available space, the number of events, and the level of events as some require one technician, and some require more. He emphasized that staff work to find other ways to present programs to utilize the facilities as much as possible. Moulton appreciated that, as she wants to ensure that available facilities are used to capacity.

Trustee Benavidez said that Clark County is looking at how they determine art use of the County's public spaces and asked how the District does this for the galleries in the branches. Starting out by saying that art is subjective, Mr. McNally said that there are about 80 exhibits annually in the District's 13 art galleries. The Gallery Services Manager, Darren Johnson, and Beat Aspinall runs the program. Interested artists submit a form with information and include examples of the work they want to display. The form is reviewed for quality and content by Mr. Johnson and whether it meets the District's subjective standards. This is determined by Mr. Johnson using his education and expertise. He schedules exhibits six-12 months in advance utilizing a master schedule to utilize space and staff time most expeditiously.

Trustee Benavidez she knows that artists featured in the galleries are not just local, but asked if the District gives preference to local artists. Mr. McNally said that no, the District does not give local artists preference, but that the vast majority of the artists in the galleries have been local. At

Benavidez' request, he will provide specifics regarding the program in his next report.

Trustee Benavidez then asked about the partnership with WorkForce Connections, who run the One Stop Career Center in Mesquite, noting that the District is a national showcase for this type of program. Mr. McNally said that the partnership with WorkForce Connections is one of the strongest partnerships the District has. Currently the program is featured at four branches, the West Las Vegas, Clark County, Mesquite, and Laughlin libraries. Once this program was originated at the District, WF Connections saw it as a model for other libraries and approached the North Las Vegas, Henderson, and Boulder City library districts. This type of partnership will also be included in the Facilities Master Plan. McNally also said that the two organizations are looking at staff training and development for both organizations to create a culture in both organizations to make sure that District and WorkForce connections staff really understand the different services each organizations they provide so it is a seamless team. He will provide more statistics about activity in these programs as they work out how to report it in the next few months.

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

No questions.

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

No questions.

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

No questions.

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

No questions.

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

No questions.

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

**Unfinished
Business (Item
VIII.)**

None.

**Discussion and
possible Board
action regarding
contract award for
property and
casualty insurance**

Risk Management Committee Chair Jose Melendrez report that the Risk Management Committee met earlier with Brandon Lewis, USI Insurance Services, who is the District's Broker of Record, to go over the District's coverage and explained new coverage offerings which had been recommended by last year's Committee.

and public officials and employment practices liability insurance for the policy year commencing on July 15, 2018. (Item IX.A.)

Trustee Melendrez moved to authorize staff to award a contract for property and casualty insurance and public officials and employment practices liability insurance be awarded through USI Insurance Services to Travelers Casualty and Surety Company of America, Allied World, Great American, and Indian Harbor Insurance Company at an annual premium, not to exceed \$296,000, for the policy year commencing on July 15, 2018, subject to final review by Counsel. There was no opposition and the motion carried.

Discussion and possible Board action regarding the approval for staff to make ongoing purchases of computer hardware and software, telecommunications hardware, and other related infrastructure improvements over \$50,000 for Fiscal Year 2018-2019. (Item IX.B.)

IT Director Al Prendergast explained, that in Fiscal Year 2002-2003, the District established a Technology Replacements and Upgrades Program. The Program was established for the replacement of the District's aging technology assets. The Fiscal Year 2018-2019 budget includes: replacement equipment for approximately 350 of the District's computers that are over five years old; replacement of several end-of-life IT Department systems; mobile device charging lockers for the urban branches and the Laughlin Library; expansion of the pilot implementation of the iPad Checkout Stations; additional technologies for the Community Engagement and Library Operations divisions; and, technology for the new East Las Vegas Library.

The funding for these projects is budgeted in the Technology Replacements and Upgrades Program of the Capital Projects Fund, as approved by the Board of Trustees in the Fiscal Year 2018-2019 Adopted Budget.

Mr. Prendergast said that the purpose of this agenda item is to pre-approve all Fiscal Year 2019 technology purchases over \$50,000. Rather than separately submitting each purchase request over \$50,000 to the Board of Trustees for approval, as required by the District's Purchasing Policy, the Information Technology Department is respectfully requesting that the Board of Trustees give staff the authorization to approve technology infrastructure equipment purchases over \$50,000.

NRS 332.115 exempts these items from the formal bidding process. However, as practiced by staff, multiple informal bids will be solicited and each purchase will be reviewed and evaluated by the Information Technology Department's staff for best possible pricing and alternatives will be explored prior to purchasing.

The items budgeted for Fiscal Year 2019 are:

Technology Replacements/Upgrades	
Description	Estimated Cost
PC Replacements (over 250 computers)	\$400,000
Library Operations Supplemental Requests	\$115,000
Community Engagement Supplemental Requests	\$15,000
Mobile Device Charging Stations	\$75,000
East Las Vegas Library Technology	\$1,162,000
Phone System Replacement (end of life)	\$600,000
Self-Check EMV Readers	\$45,000
iPad Checkout Stations with iPads	\$80,000
Network End-Of-Life Replacements	\$323,000
CBS - Disk Cleaning System	\$17,000
AS - ILL Module	\$15,000

AS - NicheAcademy	\$15,000
AS - Library Aware	\$12,000
Grand Total	\$2,874,000

Dr. Heezen added that, according the Gardner Group, which provides national standards for IT Department tech staffing and guides to how often organizations should replace computer equipment, the District exceeds national standards. He wanted to compliment Mr. Prendergast and his team. Chair Ence, Trustees Moulton and Yturalde echoed Heezen's remarks.

Trustee Yturalde asked if the District recycled computers. Mr. Prendergast said that the District resold most of the computers and Dr. Heezen added that some were donated to District partners such as Veterans Village. Yturalde asked about the phone system replacement project and Prendergast said that this is the first time the District had needed to do this and staff are looking into this.

Trustee Moulton asked if the cost for the East Las Vegas Library Technology was the total cost. Mr. Prendergast said it was and included the sorting system for the branch as well as computers and phones.

Trustee Wadley-Munier asked if the East Las Vegas building infrastructure could handle the technology required for the branch now and in the future and Dr. Heezen explained that that was one of the required items for the architects.

Trustee Bilbray-Axelrod shared a statement from a Pew Research Center study that said millennials are more likely to have visited a public library in the past year than any other adult generation which she thought was important as the District moved to improve its technology.

Trustee Yturalde moved to authorize staff to make ongoing purchases of computer hardware and software, telecommunications hardware, and other related technology infrastructure improvements over \$50,000 for Fiscal Year 2018-2019, as approved in the District's Adopted Budget by the Board of Trustees. There was no opposition and the motion carried.

Discussion and possible Board action to approve the Technology Plan for Las Vegas-Clark County Library District: FYE 2019-2021. (Item IX.C.)

Mr. Prendergast explained that the Technology Plan serves as the principle guide for the development of the District's technology infrastructure. Additionally, the District is required to have a current plan to be eligible for federal subsidies and programs, such as E-Rate and federal grants. The Technology Plan will also provide support for the priorities of the District's *Vision 2020 Strategic Service Plan*.

In June 2015, the Information Technology Department completed the District's Technology Plan, with the objectives of keeping the District eligible for federal funding while providing a comprehensive and current assessment of District technology systems and services. Most of the goals outlined in the 2015 Plan were accomplished and the goals that were not completed were carried-over to the new Plan. A final assessment of the goals and objectives of the previous Plan is also included in this new Technology Plan. The current Technology Plan for the Las Vegas-Clark County Library District expires on June 30, 2018.

Prior to the 2012 Technology Plan, previous Technology Plans were created by consultants. However, as a result of the "great recession," the 2012 and 2015 Plans were prepared by the Information Technology Department. This Plan recognizes the impact of the recession and the economic recovery on the District's revenues. The Plan attempts to anticipate the ever-changing landscape for technology. This new Plan is also designed to be flexible by permitting the District's leadership and the Board to identify and pursue new service goals and respond to emerging issues and opportunities. A further objective of this Plan is to provide project descriptions and budgets for projects that are desirable and for use by the Development Office for grant solicitations. Some of these projects are included in current District operating and capital budget plans, and others are not currently budgeted, but could be used for grant applications.

This New Technology Plan provides an overview of the District, background information, a description of the current state of technology, and three-year objectives for technology for the District. A list of the goals, estimated completion dates, and estimated costs are as follows:

Goals	Completion	Estimated Cost
Financial management system	Dec-20	\$1,000,000
Digital Signage	Dec-20	\$75,000
Call Center Expansion(annually)	Dec-18	\$40,000
Electronic media and e-book readers	Dec-20	\$100,000
Mobile Hotspot Expansion (annually)	Dec-18	\$40,000
Circulate tablet PCs	Jun-19	\$80,000
Annual computer refresh project	Ongoing	\$400,000
Social media presence (annually)	Ongoing	\$1,000
Maker spaces	Master Plan	\$30,000
Homework Help Centers	Master Plan	\$30,000
Computer Labs	Master Plan	\$30,000
Distribution Center Expansion\Relocation	Master Plan	\$30,000
Business Centers	Master Plan	\$30,000
Big Data Reporting	Dec-20	\$100,000
Telephone System Upgrade\Replacement	Dec-18	\$600,000
Automated materials handling replacements	Dec-18	\$600,000
Cashless System	Dec-20	\$300,000
Faxing Solution	Dec-20	\$30,000
Meeting Room Presentation	Dec-19	\$75,000
Interactive Video Screens	Dec-20	\$130,000

Self-Publishing Service	Dec-19	\$35,000
In-Library Customer Flow Analysis	Dec-20	\$40,000
Program Attendance Information	Dec-18	\$20,000
Mobile Staff Service Model	Master Plan	\$30,000
Self-Check Solution	Dec-19	\$500,000
Electronic Signatures	Dec-19	\$50,000
Training (annually)	Ongoing	\$100,000
Total		\$4,496,000

Trustee Ortiz asked about the type of telephone replacement system Mr. Prendergast was looking for. Mr. Prendergast explained that District staff were looking at an on-premise hardware-based program.

Trustee Moulton commented that she so appreciated plans and this one was simple, easy to understand as well as easy for Trustees to hold accountable. She also agreed to reach for goals, understanding that staff may not be able to reach all of them.

Trustee Ortiz moved to approve the *Technology Plan for Las Vegas-Clark County Library District: FYE 2019-2021* as presented. There was no opposition and the motion carried.

The *Technology Plan for Las Vegas-Clark County Library District: FYE 2019-2021* is attached as Appendix C.

Discussion and possible Board action regarding authorization to enter into a contract with the Las Vegas-Clark County Library District Foundation (Foundation) to set up and maintain a restricted endowment fund for the proceeds received from the Widmeyer Trust Fund. (Item IX.D.)

Deputy Director/CFO Fred James explained that in October 2016, the District received a distribution from the Widmeyer Trust in the amount of \$3.1 million. The Nevada Legislature, in its 2017 Session, approved passage of a law to allow transfers from the District to its Foundation. The District wishes to transfer the funds to the Foundation to establish a restricted endowment fund. In doing so, staff believes that the Foundation may attract other Trusts to contribute to this Fund in the future. As part of the contract agreement, the Foundation is restricted to use of the interest generated from the investment of the endowment principle balance. The contract also contains verbiage to allow this money to return to the District in the event of the dissolution of the Foundation. This agreement will be entered into following approval of a final contract by the District's Counsel.

Chair Ence has seen, during his years on the Board, how Mr. James' guidance in the use of the District funds has enabled the District to recover from the recession and used this money to maximize District revenues and improve the Foundation.

Trustee Yturralde appreciated the controls on the agreement to ensure the money will come back to the District should something happen to the Foundation.

Trustee Moulton knows that not all boards and Foundations work as well as the District and its Foundation. She appreciates the controls built into this agreement, the fact that Trustees Benavidez and Bilbray-Axelrod also serve

on the Board of the Foundation, and Mr. James' work on District finances to get the District to this point.

Trustee Benavidez agreed with Trustee Moulton and noted that, in addition to herself and Trustee Bilbray-Axelrod, former District Trustees Keiba Crear and Elaine Sanchez are also on the Foundation Board, so Trustees can be assured that the Foundation Board of Directors has the best interest of the District in mind.

Trustee Bilbray-Axelrod is very excited about the work of the Foundation under Development and Planning Director Danielle Milam. There are so many opportunities which this contract will help the Foundation achieve and she is looking forward to moving forward.

Trustee Ortiz said this action has his full support and said this is exactly what we want the Foundation to be doing and discussed how encouraging the growth of the endowment will help the District achieve.

Trustee Bilbray-Axelrod moved to authorize management of the Las Vegas-Clark County Library District to enter into a contract, upon District's counsel approval, with the Las Vegas-Clark County Library District Foundation to establish a restricted endowment fund of \$3.1 million and to allow the Foundation to use only the interest generated from the principle to further its mission and goals. There was no opposition and the motion carried.

Discussion and possible Board action regarding the election of Board officers for Fiscal Year 2018-2019 and accompanying Resolution 2018-01. (Item IX.E.)

Nominating Committee Chair Wadley-Munier reported that the Committee met earlier that evening and recommends the following slate to the Board:

Chair: Sheila Moulton

Vice Chair: Felipe Ortiz

Secretary: Elizabeth Foyt

Treasurer: Robin Wadley-Munier

Chair Ence asked if there any additional nominations for the officer positions from the floor. There were no additional nominations. Chair Ence closed the nominations.

Chair Ence moved to elect the slate of officers recommended by the Nominating Committee. There was no opposition and the motion carried. Chair Ence congratulated the new officers.

Chair Ence moved to pass Resolution 2018-01 authorizing Fred James, CFO, and newly elected Treasurer Robin Wadley-Munier to execute checks on behalf of the Library District. In the event that the Library Board Treasurer is unable to perform the duties of Treasurer, or that the position of Treasurer is vacant for any reason, then, in that event, the Secretary of the Library Board of Trustees Elizabeth Foyt is authorized to execute checks on behalf of the Library District until June 30, 2019 or until a new Treasurer is elected. There was no opposition and the motion carried.

Trustee Moulton commented that every Trustee could serve as Chair, appreciated the votes as Chair and looks forward to working with all Trustees.

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- Announcements
(Item X.)** The next Board Meeting will be held Thursday, July 12, 2018, at 6:00 p.m. in the West Las Vegas Library, 951 W. Lake Mead Blvd, Las Vegas, Nevada 89106.
- Dr. Heezen introduced Centennial Hills Branch Manager Tammy Giesecking and thanked her for hosting the meeting. Sadly, Ms. Giesecking will be retiring in October. She will be available to take Trustees on a tour of the Distribution Center after the meeting.
- Public Comment
(Item XI.)** None.
- Executive Session
(Item XII.)** Removed from Agenda.
- Adjournment
(Item XIII.)** Chair Ence adjourned the meeting at 8:14 p.m.

Respectfully submitted,

Elizabeth Foyt, Secretary

2018 ATTENDANCE

Appendix A

June 14, 2018 Regular Board Meeting

2018		JANUARY	February 8 Regular Board Mtg	March 8 Regular Board Mtg	April 12 Finance & Audit Cmte	April 12 Regular Board Mtg	May 24 Regular Board Mtg	June 14 Risk Mgmt Cmte	June 14 Nominating Cmte	June 14 Regular Board Mtg		
Benavidez	Kelly	NO MEETING	P	P	P	P	P	P	P	P		
Bilbray-Axelrod	Shannon		P	P	P	P		P	P	P		
Drake	Marilyn		P	P	A-E	A-E	P	A-E		A-E		
Ence	Randy		A-E	P	P	P	P	P	P	P		
Foyt	Elizabeth		P	P	P	P	P	P	P	P		
Melendrez	Jose		P	P	A-E	A-E	P	P	P	P		
Moulton	Sheila		P	P	P	P	P		P	P		
Ortiz	Felipe		P	P	P	P	P	P	P	P		
Wadley-Munier	Robin		P	P	P	P	P		P	P		
Yturralde	Ydoleena		P	P	P	P	A-E		P	P		

attended Committee meeting but not a member

A-E Excused Absence
A-U Unexcused Absense

as of June 15, 2018

THE WORLD
IS CHANGING
AND SO ARE
LIBRARIES







WE DON'T LIBRARY LIKE WE USED TO!

The world is changing quickly and so are libraries.

New technologies, new communications, new competitors, new models of service, and ever-expanding customer expectations and interests all add up to the need for libraries to adapt and innovate.

The Las Vegas-Clark County Library District Foundation attracts new resources, cultivates partnerships, and invests in cutting edge learning opportunities that contribute to the economic, educational, and social well-being of all.

We also launch service innovations that target urgent community challenges related to school success, jobs, literacy, small business development, and digital divide.



PEOPLE

665,882 active library card holders in FY 2017-2018

606,658 program participants

49,000 volunteer hours

PLACE

6.2 million visits to branches

20,305 programs

2 million computer lab sessions

PLATFORM

Free public Wi-Fi

14.2 million books, eMedia, music, movies and more

1.5 million downloads

472,212 connections to online databases and courses



PROGRAMS & PARTNERS

Teachers in the Libraries
TechArt Studio
DJ Lab
VROOM
Raising Las Vegas
Brain-Building
Libraries at the WIC
Homework Help
Citizenship
littleBits
Books for Babies
English Language
Instruction
Maker Spaces
DIY

LIMITLESS LEARNING

Project-Based Learning
Access to Technology
Scholarships
Digital Literacy
Financial Literacy



CAREER & BUSINESS SUCCESS

NV Workforce
Connections
SCORE
Job Fairs
AARP Tax Assistance
Employment Search
OneStop Services
Computer Labs
Job Assessment
Small Business
Development
Online Courses
Career Online
High School

Meeting Rooms
Wi-Fi
Co-Working Spaces
Resumé Writing
Start-Up Support
Business Databases
MorningStar
Reference USA
BusinessDecision
Job Training
Lectures
Interview Rooms
Employer Support

Health and Wellness Fairs
Agency Information
Computers
Community Assessment
AARP Tax Assistance
Veterans Support
Nurse-Family Partnership
Southern Nevada
Nonprofit Information
Center
E-Government Access
Three Square Meals to
Families and Food Drives

SOCIAL SERVICE CONNECTIONS

Social Media
Meet-Ups
Film Festivals
Authors
Artists
Performing and
Visual Arts Camp
Dance Recitals
Entertainment


COMMUNITY & CULTURE

Trainings
Book Clubs
Art Galleries
Community Events
Theaters
Vegas Valley
Book Festival
Intergenerational
Activities
Cultural Celebrations
Volunteer Opportunities
Music
Civic Conversations



Raising Las Vegas

The Library and Foundation are working with partners across the region to ensure healthy child development, family literacy, and school readiness.



Teachers in Libraries

Students get free after-school tutoring taught by Clark County School District teachers and UNLV's School of Education students.



STEAM Studio

Youth expand tech and digital skills through production of videos, graphics, games, engineering projects, digital photography, music, and more.




These programs and partnerships align with the Library District's mission to nurture educational, economic and social well-being in individuals and communities.



The bitLab

Kids create and experiment with electronics using littleBits to create gizmos, gadgets and crazy inventions.



DJ Studio

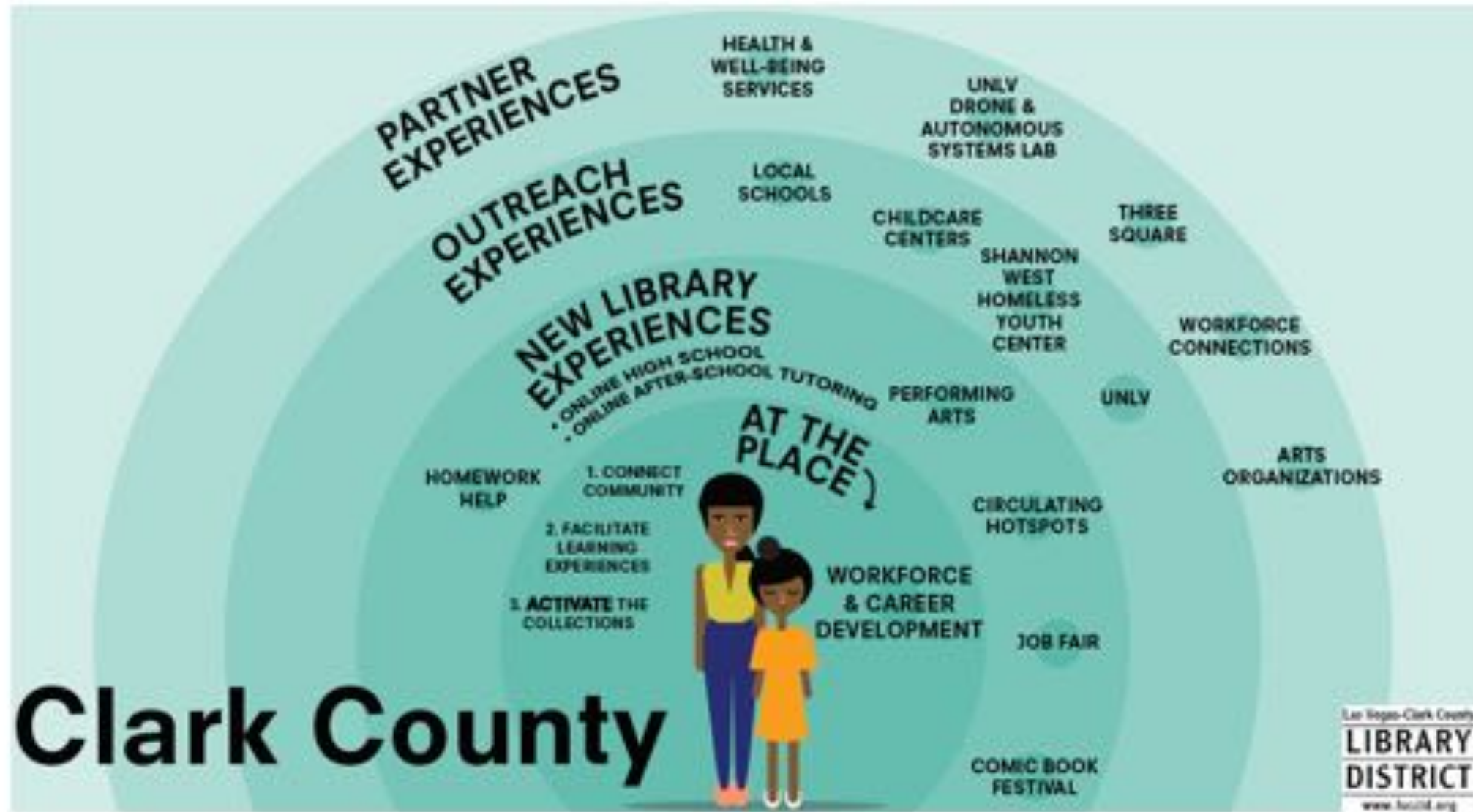
With the help of turntables, mixers, and laptops, kids learn the basics of lighting, scratching and mixing music.



Business & Career Success

Small business start-up and career pathway resources and assistance are available to local entrepreneurs.

THE COMMUNITY-CENTRIC LIBRARY BRAND



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

COMMUNITY & CULTURE



Activities and Components

Performances
Rehearsals
Dance Classes
Painting, Drawing
Pottery Throwing
Arts & Crafts
Cooking Classes
Meditation/Yoga
Game Nights
Book Store
Festivals
Movies on the Lawn
Community Garden
Maker's Space
Community Art Gallery



Education Gap

- Expand reach and impact of Pre-K services
- Strengthen support for K-12 students – in the branches and online
- More STEAM and TechArt programs
- Expand the CALL program
- Expand access to technology
- Expand access to online homework help

Interest Driven Learning

- Customer-driven selection of programs and collections
- Variety of formats in our collections
- Maker, DIY, DJ programs that grow life and workplace skills
- Apps that make it easy for people to find materials and programs

Literacies

- Digital, coding, health, financial literacy meetups, programs, materials
- Expansion of partnerships with other organizations that have training and expertise
- Utilize staff, volunteer and mentor expertise
- Implement more online learning



Activities and Components

Rehearsals
 Performances
 Storytelling
 Homework Help
 Book Browsing
 Writing Lab
 Home Economics Lab
 Woodshop
 Tech Art Lab
 Recording Booth
 Film Center
 Makers Space
 Summer Programs
 Lectures
 Workshops
 Study Rooms



LIMITLESS LEARNING



- 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

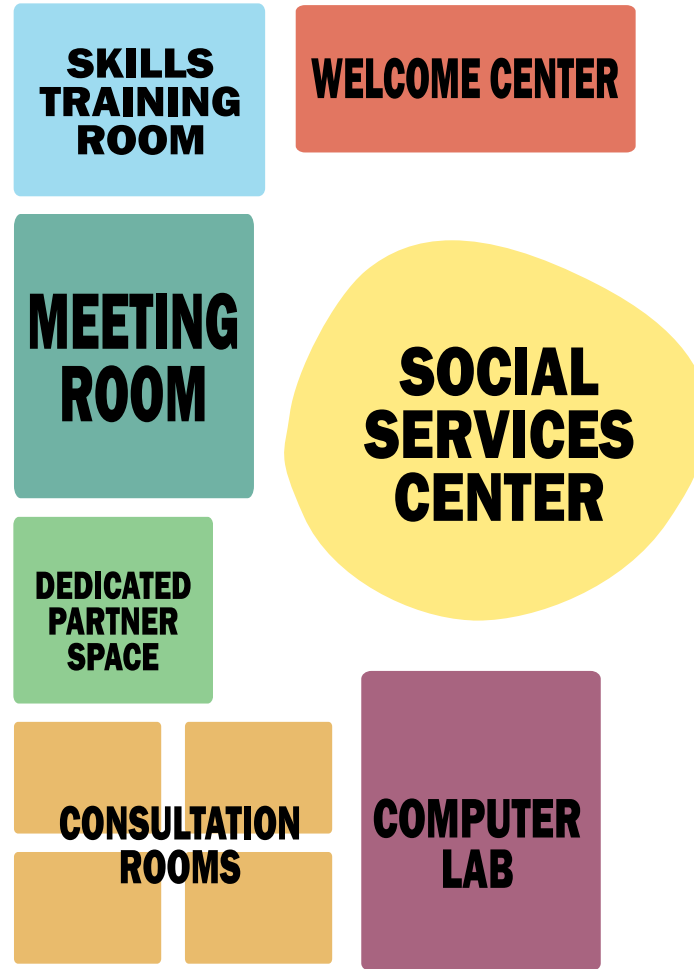
- Other libraries
- Government agencies
- Nonprofits
- Social workers
- School counselors
- Food banks
- 211 Services

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



Activities and Components

Instruction on e-Government Services
Training on Navigating Agencies
Collections
Referrals
Loaned Social Workers or Public Nurses
Training Classes
Community Agency Fairs
Agency Partnerships
Shared Agency Staff Training





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

Activities and Components

Resume Writing
Job Training
Certification Training
Networking
Interview Rooms
Business Consultations
Test Proctoring
Lectures
Job Fairs



BUSINESS & CAREER SUCCESS

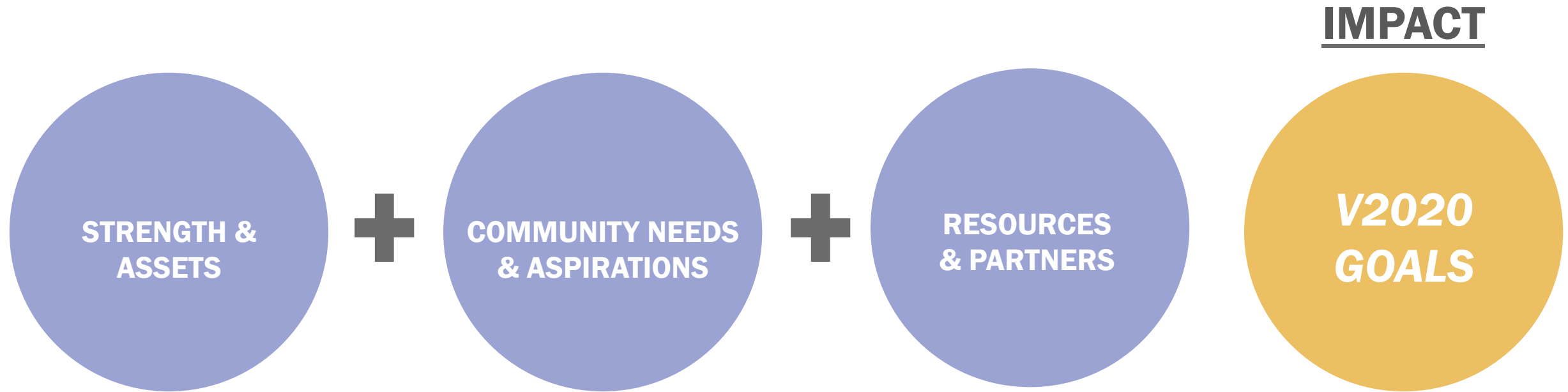


CULTURAL PROGRAMMING



A COMMUNITY- CENTRIC APPROACH TO FACILITIES MASTER PLANNING

METHODOLOGY

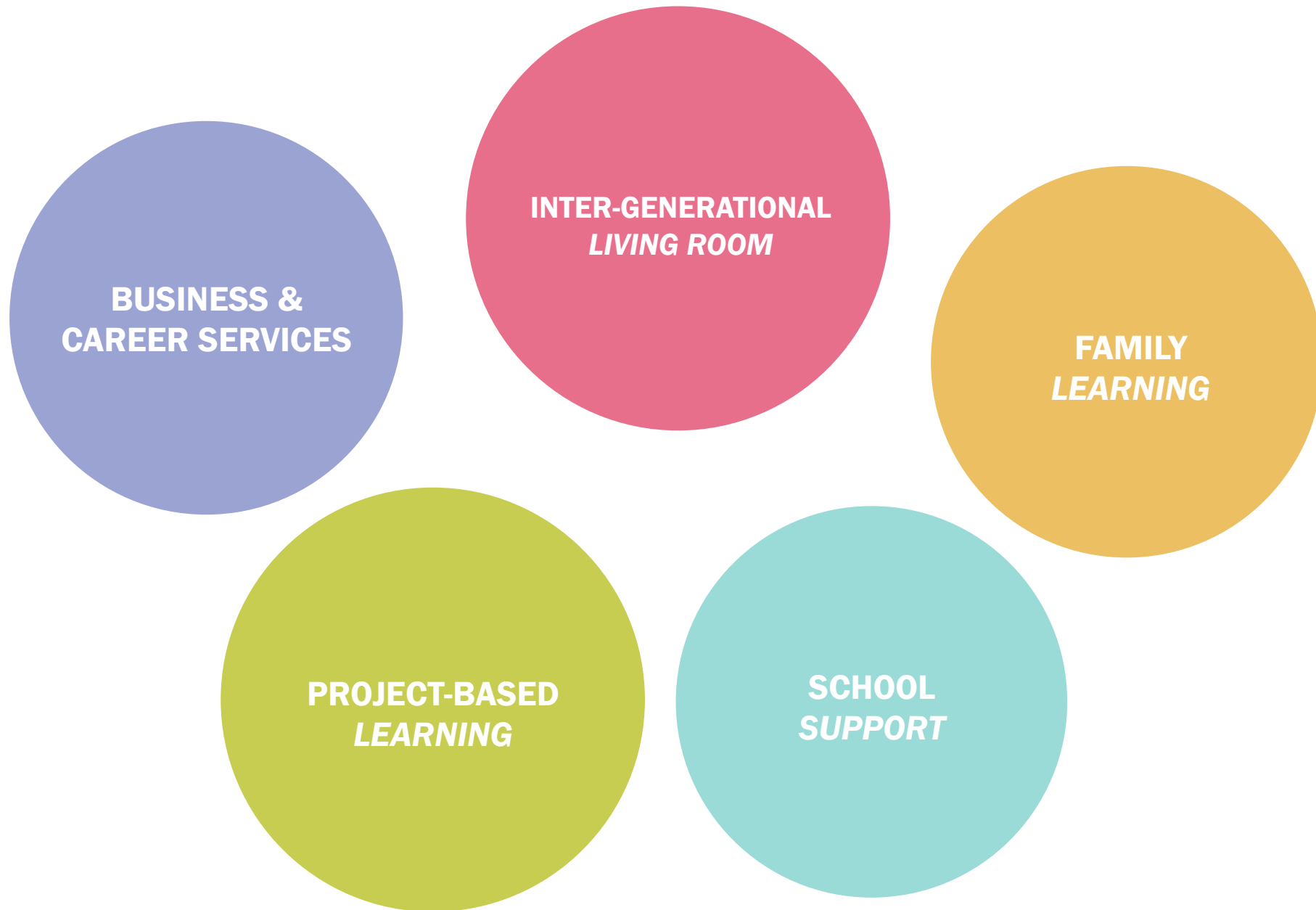


COMMUNITY NEEDS SYNTHESIS



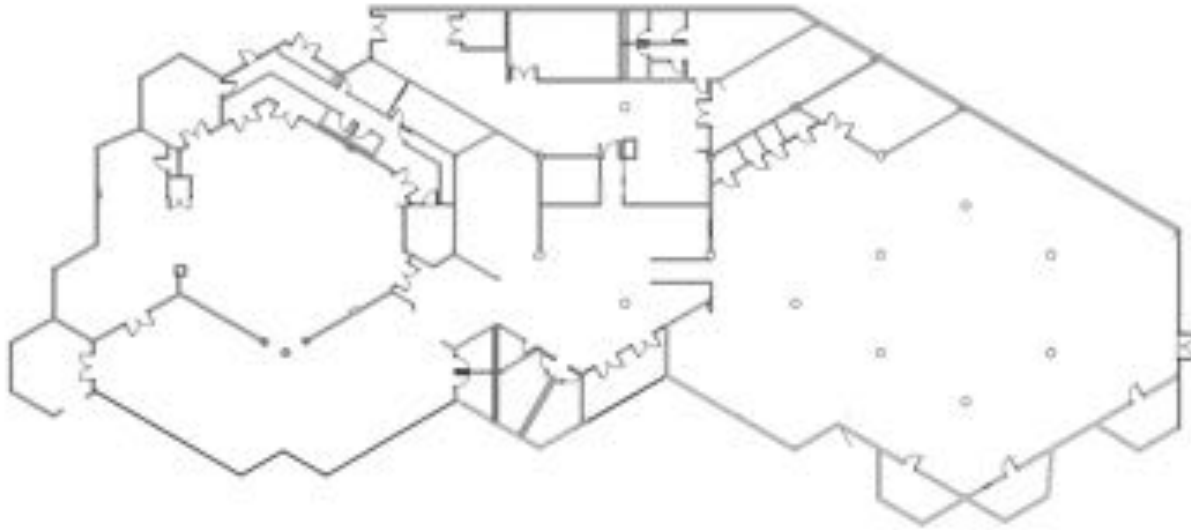
STRENGTHS OF EXISTING ASSETS

ROLE AND PURPOSE OF THE BUILDINGS



**VISION 2020 GOAL:
GET THE COMMUNITY
IN THE BUILDING!**

METHODOLOGY



@ 30-40 SF/Person = 536 to 403 people

@ 50 SF/Person = 322 People

195,388 - People Serving

23,000 – Total SF of Building

- **30-40 SF/Person**
- **20-25%/Staff and Service Space**
- **10-15%/Collections**



- **16,100 SF Public Space**
- **2,300 SF Collections**
- **4,600 SF Staff & Service**

Sunrise People's Playground

DEMOGRAPHIC SYNTHESIS



2040 Population

Less than 1,000
1,000 - 2,000

2,000 - 3,000
3,000 - 4,000
Over 4,000

2015 to 2040 Growth

Population Loss
0 - 50

50 - 250
250 - 1,000
Over 1,000

Currently, the population of the Sunrise service area is 215,615 residents, and this population is anticipated to grow by 1.0% per year to 278,034. The area has a number of vacant plots, particularly to the east of the library that are anticipated to be built on and host new households. While modest losses are expected in selected census tracts within the service area, the overall population is likely to expand further.

The largest tapestry segments for the area are Industrious Urban Fringe (28.9%) and Milk and Cookies (16.0%). The area is not likely to see a major shift in these tapestries, though there is a notable anticipated change in the share of Hispanic/Latino households (increasing 5.7 percentage points over the time period) and a slight dip in the share of households with children (decreasing 1.5 percentage points).

EXISTING FLOOR PLAN



Existing Spaces

1. Adult Collection
2. Young People's Library (YPL)
3. Multi-Purpose Room
4. Teen Room
5. Program Space
6. Tutor Help
7. Existing Staff

Proposed Space Breakdown

Total	25,000 SF	
Public	16,100 SF	
Collection	2,500 SF (10%)	
Staff	4,600 SF (20%)	
Existing Technology	Total	92
	Adult	26
	Laptop	08
	Youth	23
	Laptop	12
	Staff	20
	Laptop	03

METHODOLOGY

Sunrise *Current Facility Limitations*



ADULT SERVICES: Adult Programs are limited by the amount of space in the building. A larger and flexible space is needed for adult programming.



COMPUTER USE: Increased access to technology is needed. During the library's busiest times of the day computer use is extremely high.



STUDY ROOMS: There is a need for more study rooms, currently there is only 3 study rooms and are booked full with reservations throughout the day.



HOMEWORK HELP/TUTORS: The building will need to support the high demand for homework help. Tutors are at capacity with 25-30 students in a typical day with 2-4 tutors per session.



SUMMER READING PROGRAMS: Summer reading programs are at capacity because the building can not accommodate. Programming is done in the stacks because it exceeds storyroom capacity.



THREE SQUARE SERVICES: The 3 Square services are one of the best attended programs with 125 kids at each event and a heavily attended produce give away in the parking lot. Design should accommodate for a large flexible space to support this program.

METHODOLOGY

Community & Culture

Early Morning:
Hiking 101

Morning:
Crochet Club

Mid-Morning:
Puppet Show

Noon:
Family Movie Matinee

Afternoon:
Summer Science Showcase

Late-Afternoon:
Family Career Studio

Evening:
Hispanic Heritage Art Fest

After Dinner:
Open Mic Night

Late Night:
*24/hr Community
Support Network*

Limitless Learning

Early Morning:
Never Too Old To Color

Morning:
Baby Time

Mid-Morning:
Breakfast Book Club

Noon:
CALL

Afternoon:
Homework Help

Late-Afternoon:
STEAM Programming

Evening:
Teen Zone Talk

After Dinner:
Anime Club

Late Night:
Late Night Hold Pick-Ups

Business & Career

Early Morning:
Online HS/ GED Courses

Morning:
1 on 1 Career Consultation

Mid-Morning:
Certification Training

Noon:
Workforce Connections

Afternoon:
Teen Job Fair

Late-Afternoon:
Business Lecture Series

Evening:
Skills Training/Tinker Lab

After Dinner:
Financial Book Club

Late Night:
24/hr Computer Lab Access

Government & Social Services

Early Morning:
Coffee With a Cop

Morning:
Blood Drive

Mid-Morning:

Noon:
Three Square

Afternoon:
WIC Resources for Mothers

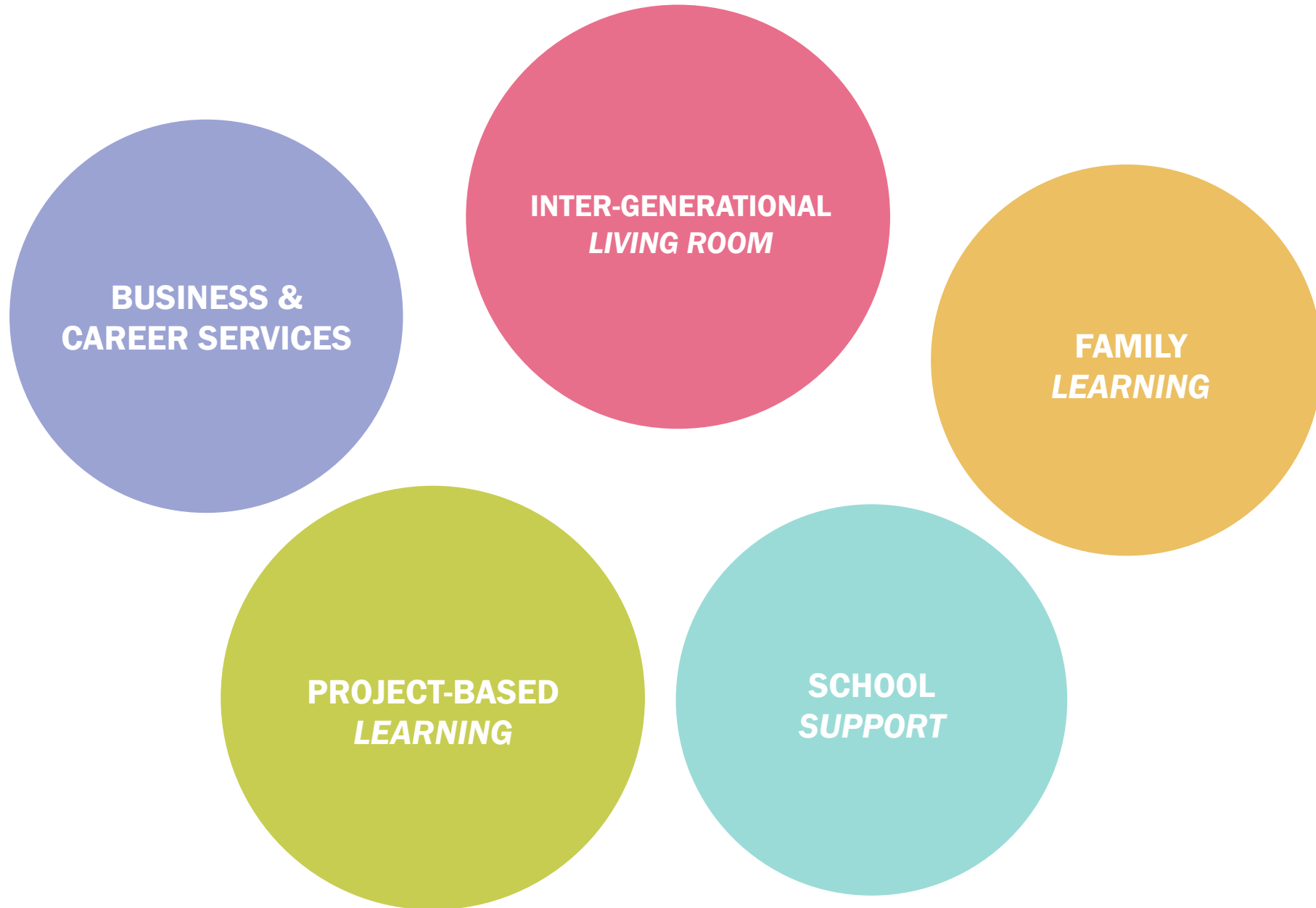
Late-Afternoon:
SNAP Information Program

Evening:
Citizenship Class

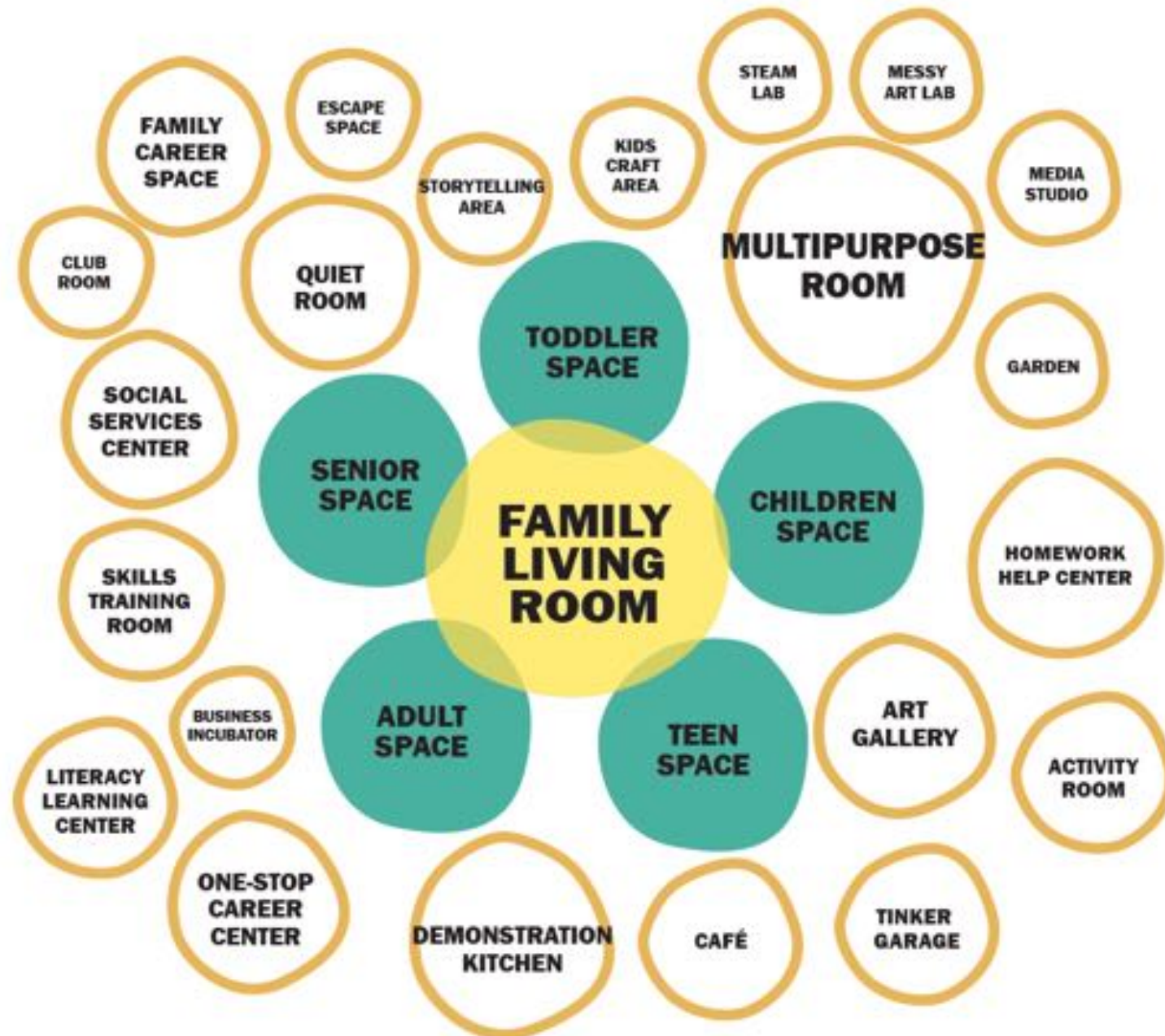
After Dinner:
English Conversation Hour

Late Night:
24/hr Government Assistance

ROLE AND PURPOSE OF THE BUILDINGS



LIBRARY SPACE COMPONENTS



EXPERIENCE PRINCIPLES

Live **FREE.**

UNCONVENTIONAL GAMES & PLAY
INNOVATION & DELIGHT FRESH & FUN
CONSTANTLY CONNECTING



**THE CAPACITY TO
REACH MORE
AUDIENCES**

LIBRARY AS A CAMPUS ECO-SYSTEM



BRANCHES WILL REFLECT THEIR NEIGHBORHOODS



LEARNING FROM INSTITUTIONAL MODELS

STORY

Point of view of a Magazine
Changes like a Gallery
Sells things like a Store



Home For The Holidays



Beauty



Fresh



Love



Home For The Holidays



Remember When

THE LAST BOOKSTORE – LOS ANGELES, CA



The Last Bookstore is California's largest used and new book and record store. In addition to over 250,000 books on two floors, the 22,000 sf space includes tens of thousands of vinyl records, a huge mezzanine level that includes the Labyrinth Above the Last Bookstore, yarn shop and art gallery shop.

SUPERHERO SUPPLY STORE – BROOKLYN, NEW YORK



Brooklyn Superhero Supply has a second, secret identity. The costume shop is the headquarters for 826NYC, a not-for-profit writing program that encourages writing in any and all forms—comics, fables, poetry, essays, songs, short stories, novels, and even teleplays—for kids ages 6 to 18. The organization seeks to help young people express themselves creatively and confidently through the written word with free after-school one-on-one tutoring, as well as workshops and help with school publications. They'll also host class trips to 826 and help teachers with in-class, writing-based projects.

<http://www.superherosupplies.com/>

WeWORK: BUSINESS INCUBATORS



“WeWork transforms buildings into beautiful, collaborative workspaces. Get the space, community, and services you need to make a life, not just a living. Community is our catalyst.”

In addition to open common spaces, some locations have outdoor space, gaming areas, screening room and even showers. they offer private fully connected meeting rooms. Rooms of all sizes are available for anything from large board meetings, small group sessions and one-on-one interviews.

<https://www.wework.com/>

WeWORK



NIMBLE DISTRIBUTION MODELS



1. **STRONG BRAND**
2. **SELL ANYTHING**
3. **DISTRIBUTE EFFECTIVELY,
EFFICIENTLY AND SECURELY**
4. **INVENTIVE/INNOVATIVE**
5. **MAKE PLACE THAT IS A BRAND
EXTENSION**

THE BIGGEST BARRIERS

Age: 0-5

PRIMARY NEEDS

- PLAY
- Daycare w/ extended hours
- Ready for kindergarten
- Parenting Resources

CHILD-CARE



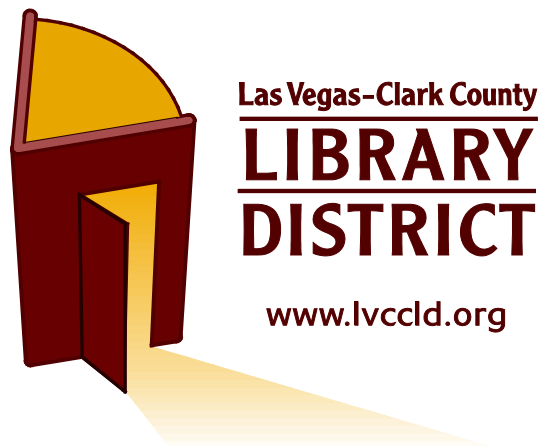
TRANSPORTATION



HOURS & ACCESS

**INVEST IN THE
FACILITIES THROUGH
INVESTING IN THE
COMMUNITY**

Technology Plan for Las Vegas-Clark County Library District: Fiscal Year End 2019-2021 July 1, 2018 – June 30, 2021



Prepared by: the Information Technology Department

June 2018

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Executive Summary

Over the past four decades, Clark County has experienced unprecedented growth in the number of new residents and in the growth of its economy. During this time, the Las Vegas-Clark County Library District (the District) was able to build several new libraries, a Service Center, and implement new technologies such as a Radio Frequency Identification (RFID) and an Automated Materials Handling (AMH) solution.

During the "Great Recession" of 2008, the County experienced an equally unprecedented economic downturn and the District's revenues fell. As a result of the recession and the large decline in tax revenue, the District implemented vigorous cost containment efforts, including eliminating positions, freezing employee salaries, reducing the District's materials budget, reducing the number of open hours, and deferring major repairs.

The economy has fully recovered and the District has reversed the cost-cutting measures that were taken during the recession. The District completed the transfer of the Las Vegas Library to the City of Las Vegas and the replacement East Las Vegas Library is currently under construction. The District also constructed a new Mesquite Library and converted the old Library into a Learning Center. The District is currently in the process of completing a Master Facilities Plan to accommodate new library services associated with the Vision 2020 Strategic Plan.

Although the economy has fully recovered, legislation that was passed to cap the annual increase in property taxes to 3% for residential and 8% for commercial properties, continues to limit the District's revenues. The economic forecast for the next few years is for continued "modest" revenue growth, and estimates are that it will take the District several more years to return to its pre-recession revenue level. The County's population continues to grow and professional sports have taken root with the inaugural season of the Las Vegas Golden Knights (NHL) professional hockey team and the construction of the Las Vegas Stadium for the move of the Oakland Raiders (NFL) professional football team to the Valley in 2021.

This Technology Plan uses the current Technology Plan, which ends at the end of FY 2018, as a template. The FYE 2018 Plan, identified 23 Goals and Objectives. Of these 23 identified Goals and Objectives: 13 goals were completed, nine goals are currently in progress, and one goal has not yet started. This new Technology Plan will include the incomplete goals from the FYE 2018 Plan and 16 new goals. The goal of the FYE 2018 Plan that was not started was not started because it is complex and time-consuming. This Plan will enumerate those goals that are essential to the continued effective operations of information technology for the District, as well as those goals that are not essential but could be completed if funds and other needed resources are available. The District will also maintain flexibility and at times implement technologies that are needed but not included in this Plan, and conversely may choose not to implement technologies identified in this Plan.

Over the next three years (FYE 2019–2021), the District will:

- Increase its collection of electronic and streaming media
- Develop technology consistent with the 2020 Vision Strategic Plan. The four pillars of the strategic framework are:

- Limitless Learning
- Business and Career Success
- Government and Social Services
- Culture and Community

The District believes that a robust technological infrastructure and well-maintained hardware and software are necessary to meet demands from the public and the staff, and are essential to achieving the District's goals. However, even the most up-to-date hardware and software are of little value if the staff and public are not trained to use them. Therefore, the District is also committed to maintaining and enhancing the technical skills of its staff and providing a wide variety of learning opportunities for the public.

Over the next three years, District staff will keep abreast of technological changes and implement those technologies that are supportive of its service priorities. Special attention will be paid to developments and opportunities in the areas related to the Vision 2020 Strategic Plan and electronic materials.

Funds to support the Library's technology operations and initiatives are typically allocated in the District's General Fund Budget. The FY 2017-2018 General Fund budget for the Information Technology Department was \$3,610,893 and in FY 2018-2019 it is \$3,605,897.

The District also has a Capital Projects Fund, with two capital improvement programs, that covers technology expenses not covered in the District's General Fund. They are the Integrated Library Systems Replacement Program and the Technology Replacements and Upgrades Program.

Through a combination of careful management of the District's financial resources, supplemented by grant funds and donations, the District will provide operating funds for the technology expenditures that are necessary to maintain and expand services needed and desired by District residents through its General Fund. The District's Capital Projects Fund will set-aside funds for the acquisition and replacement of aging technology assets. The Integrated Library Systems (ILS) Replacement Program was established to accumulate funds for the future replacement of the District's ILS and Radio Frequency Identification Systems. The ILS terminology has changed as the nature of the ILS has changed. The primary difference between the traditional ILS and the new library services platform (LSP) is that ILS products were largely designed around the management of print collections. As libraries have moved increasingly to accommodate digital/electronic collections, they've found the legacy ILS products unable to effectively and efficiently handle the integration of all the workflows that are different, yet necessary, for both print and electronic/digital collections. The Technology Replacement and Upgrade Program was established to accumulate funds for the ongoing replacement and upgrades of the District's personal computers, telecommunication hardware, and other related infrastructure improvements. The Technology Replacement and Upgrade Program is also used for new technology initiatives.

Library Overview

The Las Vegas-Clark County Library District (LVCCLD) is one of the largest, most complex public library systems in the country and the largest library system in Nevada. The District serves approximately 1.6 million people over an 8,000-square-mile area. The District's residents live in urban and suburban sections of the valley, small and medium-sized towns throughout Clark County, and remote rural areas. The District's service area includes the City of Las Vegas and most of Clark County, except for the cities of North Las Vegas, Boulder City, and Henderson. The District's libraries are well used. Of the top 15 American libraries that serve over one million people, the Las Vegas-Clark County Library District ranks third in circulation per registered borrower and second in circulation per capita. In FY 2016-2017, almost 13 million items were checked out and approximately 6.2 million people visited District branches to check out a book, listen to a story time, use a public computer, attend a workshop, enjoy a musical performance, hear an author speak, or just read or study in a clean, safe, and pleasant place. LVCCLD has been recognized nationally for excellence, including being named "Library of the Year" by Gale/Library Journal in 2003 and as a recipient of the 2014 National Medal for Museum and Library Service.

The District was created in 1965 when a taxing district to provide library services to serve valley residents outside the Las Vegas city limits was created by the Clark County Board of Commissioners. It was originally named the Greater Clark County Library District, later shortened to the Clark County Library District. The District grew as other taxing districts, created to provide library services in other parts of Clark County, were added to it. Soon after, came a contract with the City of Las Vegas to manage libraries located within the Las Vegas city limits. In 1985 the District took its current form through legislation enacted by the Nevada State Legislature and became known as the Las Vegas-Clark County Library District, the state's first consolidated library district, and the branches of the Las Vegas Library formally became a part of the District.

As an independent taxing district, the Las Vegas-Clark County Library District is neither a part of the City of Las Vegas nor of Clark County. It's governed by a ten-member Board of Trustees, five of who are appointed by the Clark County Board of Commissioners and five who are appointed by the Las Vegas City Council. The Board of Trustees appoints an Executive Director, adopts policies, approves the annual budget and ongoing expenditures, and sets an annual property tax levy. The Board's roles and responsibilities are enumerated in Nevada Revised Statutes Chapter 379.

The District has a total of 25 facilities, 14 in the urban core of the Las Vegas Valley and 11 in the rural or outlying Clark County municipalities, ranging from Indian Springs in the north, to Laughlin in the south, to Mesquite in the east, and Sandy Valley in the west. Administrative and support functions are located at the Windmill Library and Service Center in the southwestern part of the valley. The branches of the District are:

Urban:

1. Centennial Hills Library (45,555 SF)
2. Clark County Library (120,000 SF)
3. Enterprise Library (26,300 SF)
4. Las Vegas Library (104,000 SF)*
5. Meadows Library (1,200 SF)
6. Rainbow Library (25,000 SF)

7. Sahara West Library (122,000 SF)
8. Spring Valley Library (24,500 SF)
9. Summerlin Library (40,195 SF)
10. Sunrise Library (22,900 SF)
11. West Charleston Library (38,900 SF)
12. West Las Vegas Library (38,866 SF)
13. Whitney Library (26,619 SF)
14. Windmill Library (30,696 SF)
 - o Windmill Service Center (86,000 SF)

Outlying:

1. Blue Diamond Library (1,000 SF)
2. Bunkerville Library (1,200 SF)
3. Goodsprings Library (1,200 SF)
4. Indian Springs Library (1,200 SF)
5. Laughlin Library (15,424 SF)
6. Mesquite Library (16,000 SF)
 - a. Mesquite Library Learning Center (5,600 SF)
7. Moapa Town Library (2,000 SF)
8. Moapa Valley Library (4,700 SF)
9. Mount Charleston Library (2,800 SF)
10. Sandy Valley Library (1,200 SF)
11. Searchlight Library (1,200 SF)

In addition to the services that the District provides to its customers, the District also provides library automation services to several locally-contracted library districts and other entities:

- North Las Vegas Public Library
- Boulder City Public Library
- The Metropolitan Corrections Center

The District has a collection of over 3.2 million total items and employs more than 300 full-time and over 400 part-time employees.

* The Las Vegas Library was sold to the City of Las Vegas and the proceeds were used to help fund the construction of a new 40,000 SF library in East Las Vegas, which is expected to be completed in March 2019.

Las Vegas-Clark County Library District Mission Statement

The Las Vegas-Clark County Library District nurtures the social, economic, and educational well-being of people and communities. The District is committed to building communities of people who can come together to pursue their individual and group aspirations.

Values and Operating Principles

The District is guided by the principles of Public Librarianship and First Amendment Rights. The District protects library materials from censorship.

We seek innovative ways to:

- Respond and reach out to serve the current and evolving information needs of our diverse community.
- Create a sense of community by providing a welcoming, inviting, secure environment for our public and staff.
- Provide excellent customer service that is both timely and confidential.
- Develop a well-trained, knowledgeable, courteous and professional staff.
- Communicate with our public and staff to ensure vital, relevant and effective library services.
- Manage our resources effectively and be accountable to our funding sources.

We celebrate our accomplishments, learn from our mistakes and take pride in serving our community.

Background Information

In 2015, the District adopted a three-year Technology Plan which recommended 23 goals and objectives. Of the 23 identified goals and objectives, 13 goals were completed, nine goals are currently in progress, and one goal was not started. The goals and objectives and their status follow:

- 1. Financial Management System - Completed**
- 2. Vocera Mobile Communication System - Completed**
- 3. Event Collector - Completed**
- 4. Digital Signage - Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 5. Call Center – Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 6. Electronic Media and e-Book Readers – Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 7. Circulate Tablet PCs – Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 8. Power Outlets for Public Laptop Usage - Completed**

- 9. New Integrated Library System (ILS) - Completed**

- 10. Annual Computer Refresh Project – Completed\Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 11. Presence on Other Social Media Sites – Completed\Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 12. Electronic Forms – Completed**

- 13. Windmill Board Room Improvements - Completed**

- 14. Maker spaces – Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

- 15. Homework Help Centers – Ongoing**

This Goal will be included in the Goals and Objectives of the new Plan.

16. Microcomputer Centers - Ongoing

This Goal will be included in the Goals and Objectives of the new Plan.

17. Distribution Center - Completed

18. Website Redesign - Completed

19. Copier Replacement - Completed

20. Big Data Reporting - Not Started

This Goal will be included in the Goals and Objectives of the new Plan.

21. Telephone System Replacement\Upgrade - Ongoing

This Goal will be included in the Goals and Objectives of the new Plan.

22. Automated Materials Handling (AMH) System - Ongoing

This Goal will be included in the Goals and Objectives of the new Plan

23. Automated Staff Scheduling - Completed

How This Plan Was Developed:

This new Technology Plan uses the current Plan as a template and was developed by the Information Technology Department, with input from the Executive Council.

The information resources used in preparing this Technology Plan include:

- The District's 2015-2018 Technology Plan
- The District's Fiscal Year 2017-2018 Adopted Budget
- E-rate materials from the Schools and Libraries Program of the Universal Service and Administrative Company (SLP/USAC)
- The Technology Plan Template from *Writing and Updating Technology Plans: A Guidebook With Sample Policies on CD-ROM*. John M. Cohn, Ann L. Kelsey, and Keith Michael Fiels. 1999. p. 31.

Infrastructure and Items Related to E-Rate and LSTA Qualifications

The District's basic information technology infrastructure is common in form to most multi-branch public libraries. This infrastructure includes the following elements:

- Local area networks and wireless access
- Wide area networks

- Workstations and peripherals
- Servers
- Enterprise software and services
- Basic voice services (telephony)
- Integrated Library System\ Library Services Platform

Applications Supported by Basic Technology

The infrastructure technologies identified in this section support all of the District's primary public services:

- Books and materials accessible via the District's Online Public Access Catalog
- Internet access, via public access PCs and wireless services
- Access to electronic resources, via the District's website

In addition, the same essential technologies support staff functions and operations associated with managing the District and its collections:

- Materials management (library materials purchasing, cataloging, and reporting)
- Inventory control (library circulation)
- A wide variety of administrative and facilities functions

The Current State of Technology

The Library District has a fairly complex information technology infrastructure, supported directly by a staff of 16.5 FTE in the Information Technology Department and various other departments within the District. The District operates 25 total facilities designed in a hub-and-spoke configuration. The Windmill Library and Service Center is the District's administrative headquarters, contains the District's data center, and serves as the hub. All 24 remote locations are connected to this hub for Internet access (1 Gbps) and core technology services, including ILS, e-mail, and employee support systems. Each urban branch is connected to the hub via a 100 Mbps Ethernet fiber circuit, except for the Meadows Library, which is connected via a 10 Mbps Ethernet hybrid-fiber-coaxial circuit. A network diagram is included in Attachment 2. All urban connectivity is provided through Cox Communications. The rural branches are connected via various different technologies and carriers, as listed in the table below:

Branch	Service Provider(s)	Speed	Technology
Blue Diamond Library	CenturyLink	5 Mbps	Ethernet
Bunkerville Library	CenturyLink, Moapa Valley Telco, Rio Virgin Telco	10 Mbps	Ethernet
Goodsprings Library	CenturyLink	6 Mbps	MPLS
Indian Springs Library	Stimulus Technologies	10 Mbps	Microwave
Laughlin Library	CenturyLink	20 Mbps	Ethernet
Mesquite Library	CenturyLink, Moapa Valley Telco, Rio Virgin Telco	50 Mbps	Ethernet
Moapa Town Library	CenturyLink, Moapa Valley Telco	10 Mbps	Ethernet
Moapa Valley Library	CenturyLink, Moapa Valley Telco	10 Mbps	Ethernet
Mount Charleston Library	Stimulus Technologies	10 Mbps	Microwave
Sandy Valley Library	LV.NET	10 Mbps	Microwave
Searchlight Library	CenturyLink	5 Mbps	Ethernet

The District's data center and remote branch servers are heavily virtualized using VMWare and a Dell hyper-converged solution. The District also supports numerous physical assets, including:

- Four IBM x3850 servers for the Innovative Interfaces, Inc. Sierra LSP; one web server, one application server, one training server, and one database server
- One core NEC telephone switch and 14 remote NEC switches
- 27 Cisco routers
- One Extreme S8 and 150 Cisco switches
- One Fortinet Next Generation firewall and one web application firewall
- Three Extreme Networks wireless controllers, with approximately 170 wireless access points
- 45 Dell physical file servers

- 21 VMware Hosts
- 225 VMWare virtual Windows servers
- Two Compellent storage-area-networks
- 1200 Dell Optiplex desktop computers
- 100 NComputing virtual desktops
- 250 Lenovo and Dell laptop computers
- 100 cellular phones, including smartphones
- 250 HP printers
- 50 Macintosh computers

The District supports approximately 1,200 desktop computers, many with connected peripheral equipment, such as barcode scanners and receipt printers. All computer equipment is installed with Microsoft Windows, using Intel-based Dell computers. Approximately 50% of the computers are for public access and 50% are for staff use. All Youth Services computers are Internet filtered. The Macintosh laptops are primarily used by the Teen TechArt Studio Program and the Best Buy Teen Tech Center.

The majority of the desktop computers operate with the Microsoft Windows 8 and 10 operating systems, with a few older specialized systems still operating with Windows 7. Public-use computers operate a range of free and purchased software, with the Microsoft Office suite and various web browsers being the predominant software applications in use. Staff computers operate a range of software applications for accessing the various staff systems, such as our Human Resources, Financial Services, and other "back office" systems. The Information Technology Department traditionally migrates newly purchased computers to the newest versions of Microsoft's operating system and office productivity suite. The Information Technology Department also works diligently to ensure that the District's networking infrastructure is protected from unauthorized access.

The District operates approximately 225 file servers in various roles, with the majority being a combination of Microsoft Windows 2008 and 2012 operating systems. The Information Technology Department is in the process of upgrading all servers to the Windows 2012 and 2016 operating systems. A snapshot of the District's Information Technology assets is included in Attachment 1.

The District has approximately 3,000 network nodes and includes such devices as proximity door access readers, HVAC controllers, security cameras, time clocks, Vocera badges, and other District assets.

The District relies on three primary systems that serve the entire enterprise, that is, systems that the District and its customers rely on for recurring and critical services. These products are the Sierra LSP provided by Innovative Interfaces, Inc. (III), the telephone system, and the RFID and AMH systems.

Sierra Library Services Platform (LSP)

The Sierra LSP is the single most critical system that the District operates, providing mission-critical services to our customers, such as:

- Circulation functions
- Public access web catalog

- Cataloging
- Materials acquisitions
- Interfaces to a variety of web-based database services benefitting staff and customers
- Reports and statistical functions
- Self-check client, PC Reservation system, and RFID and AMH interfaces

Because of the central nature of the LSP to all enterprise computing within the District, the performance of the system affects any services interfacing with the LSP, such as PC reservation, self-check, e-commerce, and automated materials handling systems.

The District migrated to the III Sierra LSP in 2016. The hardware support contract for the current ILS production server expires in 2019. Beyond the hardware support contract expiration date, we believe that the hardware should be viable for an additional three years.

Telephone Services

The District operates voice services in a form familiar to many large urban libraries: a single core telephone switch aggregates voice traffic at the network data center at the Windmill Library and Service Center, with a variety of service features installed in the switch and facilitated by the Local Exchange Carrier, Cox Communications.

These are the basic telephony features in use:

- Direct Inward Dialing (DID)
- Trunked outbound toll line to the Cox switch
- 4-digit dialing
- 2-line handsets
- Voicemail
- Conference calling

All urban service locations (minus the Meadows Library), including the Laughlin and Mesquite libraries, operate smaller remote telephone switches that are converged to the District's data center at Windmill Library and Service Center using Voice-over-IP (VoIP) across the District's wide-area-network. Quality-of-Service is implemented to guarantee that voice traffic is prioritized to maintain the quality of telephone services. The District operates about 700 handsets in 15 locations, connecting handsets to the local telephone switches with a combination of Category 3 and Category 5E network cables. The new Windmill Library and Service Center was installed with VoIP telephone devices. The outlying branches that do not have a phone switch, receive telephone services from the local telecommunications carrier.

In 2010, the IT Department worked with the District's telephone support vendor to replace the core NEC switch and the 14 remote switches. At the time of the purchase, the NEC Corporation guaranteed a minimum life, for the equipment, of at least five years. The District purchased an extended coverage contract for the equipment, ensuring support of our existing system through December 2018, which will be the end-of-life date for our system. The IT Department plans to replace the telephone switching equipment, and several ancillary systems, prior to the end of 2018.

Radio Frequency Identification and Automated Materials Handling

Between 2008 and 2010, the District implemented a radio frequency identification (RFID) and automated materials handling (AMH) system from EnvisionWare and P.V. Supa. Both solutions are supported by a locally dedicated EnvisionWare technician through a maintenance contract. This contract provides support for all hardware support and software upgrades. The District's entire collection was converted to RFID and AMH systems were installed in all urban branches, including a central sorter. The District's support contract requires the equipment to be operational for at least 10 years. Some of these system will approach the end of their life-expectancy at the end of 2018. As some of the system approach the system approach their end-of-life they will need to be replaced or we may be able to negotiate a support contract to extend the life of the systems. However, the vendors (EnvisionWare and P.V. Supa) have ended their business relationship, so it is unknown if extending the support contract will be a viable option. The District will need to complete a new RFP for purchasing future AMH systems and the old systems will be replaced if they cannot be supported. The AMH configuration for each library is as follows:

Branch	Sorter Size	Installed Date	Replacement Date
Centennial Hills	Three inlet, 10-bin	Dec-08	Dec-18
Clark County	Three inlet, 10-bin	Oct-09	Oct-19
Enterprise	Three inlet, 7-bin	Jan-09	Jan-19
Las Vegas	Two inlet, 6-bin	Jul-09	Jul-19
Rainbow	Three inlet, 10-bin	Mar-09	Mar-19
Sahara West	Three inlet, 10-bin	Aug-09	Aug-19
Spring Valley	Three inlet, 6-bin	Jul-09	Jul-19
Summerlin	Three inlet, 6-bin	Jun-09	Jun-19
Sunrise	Three inlet, 6-bin	Jun-09	Jun-19
West Charleston	Three inlet, 8-bin	Nov-09	Nov-19
West Las Vegas	Two inlet, 6-bin	Sep-08	Sep-18
Windmill	Three inlet, 10-bin	Apr-11	Apr-21
Central Sort (located at Windmill)	Three inlet, 42 bin	Jun-09	Jun-19
Whitney	Three inlet, 6-bin	Oct-09	Oct-19

The District also uses the PC Reservation and Print Management system from EnvisionWare and recently implemented an automated telephone computer reservation system.

Library's Technology Goals and Objectives

The following Goals and Objectives are established for the timeframe of this Technology Plan:

1. Financial Management System

The District used the Abila MIP fund accounting applications for many years and migrated to the Serenic NAV solution in 2016. However, it became apparent that the Serenic NAV solution will not be able to satisfy the District's needs. The District will seek a more robust solution that will include a fixed asset tracking module and an electronic procurement system.

This Project will require staff support from the Financial Services Division and is expected to be completed by the end of 2020 at an estimated cost of \$1M.

2. Digital Signage

The District implemented digital signage in the three newest libraries that were constructed, the Centennial Hills, Windmill, and Mesquite libraries. The digital signage system allows the branches to advertise branch programs electronically via large monitors. This project would add digital signage to all of the urban branches.

This Project will require staff the support of the Branding and Marketing Division and Library Operations and could be completed by the end of 2020 at an estimated cost of \$75,000.

3. Call Center Expansion

The District executed a contract with Unique Integrated Communications (UIC) in 2015 for Call Center services. All customer collections related calls, some Operator-assisted calls, and some circulation calls were redirected to UIC. The service will be expanded to include routing all circulation to UIC.

This Project will be completed by Library Operations by the end of 2018 and is estimated to cost an additional \$40,000 annually.

4. Electronic Media and e-Book Readers Expansion

With the proliferation of electronic book readers in the consumer market and the increased public demand for more and additional electronic titles, the District has increased the electronic media collection. As the demand for digital format continues to increase, the District will investigate the possibility of loaning e-book readers to customers, as well as implementing media stations to help promote the electronic media collection. The District implemented a Hotspot Lending Program in 2017.

This Project will require staff support from the Electronic Resources Department and can be completed by the end of 2020 at an estimated cost of \$100,000.

5. Mobile Hotspot Expansion

The District began offering mobile hotspot checkouts in 2017 and expanded the program in 2018. The program has been extremely successful and it is clear that there is a great need for this service in our community.

This expansion will be completed by the end of 2018 and is expected to cost an additional \$40,000 annually.

6. Circulate Tablet PCs

With the release of the Apple iPad and the increased consumerization of technology, the use of tablet PCs has increased dramatically over the past few years. There are numerous types of tablet devices available. The District is currently pilot testing an iPads Lending Program for customers.

This Project will require staff support from Library Operations and is expected to be completed by the end of June 2019 at an estimated cost of \$80,000.

7. Annual Computer Refresh Project

Since 2002, the District has maintained a fund for replacing its aging technology assets, including computers, servers, and switches. The industry accepted life-expectancy for computers is three years. However, the District is on a five-year computer replacement cycle. The District replaces approximately 250 computers and 30 file servers annually.

This is an ongoing project that is estimated to cost \$400,000 annually.

8. Social Media Presence

The District has established a Facebook, Twitter, YouTube, and Pinterest presence. Social media continues to be an evolving technology that public libraries use to connect with their customers. The District will continue to monitor trends in social media sites, such as Google+, Instagram, etc. to determine if a presence would be beneficial.

This Project will be ongoing, at an estimated cost of \$1,000 annually. Staff training will be necessary to support additional social media sites.

9. Makerspaces

Makerspaces are creative, do-it-yourself spaces where people can gather to create, invent, and learn. Many public libraries provide this service to their customers. In public libraries, these services often include 3D printers, computers with specialized software, craft and hardware supplies, tools, and more. The District will investigate the addition of maker spaces in all of the urban branches in the Master Facilities Plan.

10. Homework Help Centers

Homework Help Centers are dedicated spaces where students of all ages can visit and work on their homework independently or with the help of volunteer tutors. The spaces are

equipped with comfortable furniture, Wi-Fi, computers with internet access, and printers for student use. The District opened its first Homework Help Center in 2007, at the West Las Vegas Library. A second location was later opened at the Centennial Hills Library. The District will investigate the addition of homework help centers in all of the urban branches in the Master Facilities Plan.

11. Computer Centers

The District has a staffed, dedicated computer center in seven of the 13 urban branches. While all of our libraries offer public access computers, only seven branches have a dedicated space and staffing for this service. The District will investigate the addition of computer centers in all of the urban branches that do not currently have one in the Master Facilities Plan.

12. Distribution Center Expansion\Relocation

The District is currently in the process of completed a Master Facilities Plan. This Plan will look to incorporate the services of the Vision 2020 Strategic Plan into the branches. The Distribution Center is currently located in the expansion area of the Centennial Hills Library and would need to be relocated to allow for the expansion of library services at the Centennial Hills Library. Many public libraries are also removing shelving and adding comfortable seating and an open floor plan to their buildings to improve the customer experience. As the physical collections are reduced in the branches, the Distribution Center may need to be expanded to store the additional materials. The District will investigate this option in the Master Facilities Plan.

13. Business Centers

Business Centers are dedicated spaces that provide passport services, office supplies, copy services, fax services, and other business-related services. The spaces are equipped with the appropriate equipment for providing these services. The District will investigate the addition of business center in all of the urban branches during the current Master Facilities Plan.

14. Big Data Reporting

The District currently compiles statistical data from many different systems, for reporting purposes. The data includes circulation statistics, gate count information, computer usage, program attendance, website visit, and numerous other statistics. The data is kept across several different systems and is manually gathered and compiled. This Project would create an automated, central repository for gathering the information from the various systems to improve reporting efficiency.

This Project will require staff support from Library Operations and Access Services and is expected to be completed by the end of 2020 at an estimated cost of \$100,000.

15. Telephone System Replacement\Upgrade

The District's telephone system was upgraded in 2010. At the time of the upgrade, the vendor guaranteed a minimum life, for the equipment, of at least five years. The vendor

has announced that the end-of-sales for our system will be June 2015 and the end-of-life date will be December 2018. After the end-of-life date, support will be on a "best-effort" basis. The telephone system will need to be replaced or upgraded before the end-of-life date.

This Project will require staff support from the Executive Council and is expected to be completed by the end of 2018 at an estimated cost of \$600,000.

16. Automated Materials Handling System

The District began implementation of the AMH system in 2008. The District's support contract, with the vendor, required the equipment to be operational for at least 10 years. At the end of 2018, two of these systems will approach the end of their life-expectancy and will need to be replaced and the remaining branches need to be budgeted for replacement, prior to reaching their 10-year anniversary. The IT Department will attempt to negotiate an extension of the support contract for these systems. However, our current vendors (EnvisionWare and P.V. Supa) have ended their business relationship and it is unknown if a support extension is an option. The District will need to complete an RFP for the procurement of an AMH system for the new East Las Vegas Library.

This Project may require staff support from the Executive Council and is expected to be completed by the end of 2018 at an estimated cost of \$600,000 annually.

17. Cashless System

The branches currently collect cash from customers for various services. The District will seek a solution that would eliminate the cash registers from the customer services desks. Customers would insert their cash into a vending machine, which would "load" the value onto a card that could be used throughout the District for paying for various services, such as copying, faxing, printing, etc.

This solution will require the support of Financial Services and would require development and integration of the various services. It is currently unknown if this will be possible. This project is expected to be completed by the end of 2020 at an estimated cost of \$300,000.

18. Faxing Solution

The District currently provides faxing services to the public using Fax24. Fax24 is a vendor provided and supported service that allows customers to only send faxes and requires a credit card. The District would like to find a solution that allows customers to send and receive faxes, and accept cash payment, preferably by using a cashless system.

This solution will require development and integration with a cashless system. It is currently unknown if this will be possible. This project is expected to be completed by the end of 2020 at an estimated cost of \$30,000.

19. Meeting Room Presentation

The District currently provides meeting rooms and study rooms for customers to rent and would like to integrate technology that would allow customers to project their personal device onto a display to enhance collaboration.

This solution will require the support of the Community Engagement and General Services divisions and can be completed by the end of 2019 at an estimated cost of \$75,000.

20. Interactive Video Screens

The District would seek an interactive customer engagement solution using interactive monitors. This project is similar to the Digital Signage Project, but the information on the screen would be dynamic and would allow customers to touch the screen to get branch navigational information, information about the library, and other local information.

This solution will require content development and support from the Branding and Marketing, General Services, and Library Operations divisions, and can be completed by the end of 2020 at an estimated cost of \$130,000.

21. Self-Publishing Service

Some larger public library systems are offering a community-based publishing service that allows customers to prints, binds and trims quality paperbacks of their own written work. The District would create this service at one location.

This solution will require the support of the Library Operations Division and can be completed by the end of 2019 at an estimated cost of \$35,000.

22. In-Library Customer Flow Analysis

The District will seek a solution that can help us to understand how customers are using our buildings. This solution would allow for the tracking of customer movement between the various areas of each building.

It is currently unknown if this will be possible. However, we estimate that this project could be completed by the end of 2020 at an estimated cost of \$40,000.

23. Program Attendance Information

Similar to the In-Library Customer Flow Analysis, the District will seek a solution to collect information to identify customers who attend in-branch programs. This information would be used internally to assist in the District's planning process.

This project would require the support of Library Operations and Community Engagement divisions and can be completed by the end of 2018 at an estimated cost of \$20,000.

24. Mobile Staff Service Model

During the development of the District's Vision 2020 Strategic Plan, one idea that was discussed for improving customer service was a strategy of replacing large static service desks with mobile technology. This mobile technology would allow staff to "roam" around the build and help customers where they are, with access to mobile computer and telephone services. The District will investigate this model during the current Master Facilities Plan.

25. New Self-Check Solution

During the development of the District's Vision 2020 Strategic Plan, one idea that was discussed for optimizing space in the branches was to replace our current self-check solution with a more streamlined system that would incorporate EMV (chip enabled) credit card readers.

This solution would require the support of the Financial Services and Library Operations divisions and can be completed by the end of 2019 at an estimated cost of \$500,000.

26. Electronic Signatures

The District currently stores physical documents with signatures on file. The HR Department maintains paperwork with employee signatures and Library Operations maintains paperwork of parents who grant their children permission to use computers in the Adult areas of the libraries. These are two examples of practices that would benefit from an electronic signature solution.

This solution would require the support of the Library Operations and Human Resources divisions and could be completed by the end of 2019 at an estimated cost of \$50,000.

Staff Development Strategy and Public Training

The Information Technology Department

The District's Information Technology Department has a formal training plan, and IT Department staff receive off-site training. In the past, staff was able to attend offsite training locally through The Learning Center. However, advanced technical training classes are no longer available locally. IT Department staff generally must travel out-of-state for training. The IT Department currently consists of one part-time and 16 full-time employees:

- 1.0 IT Director, CIO
- 1.0 Assistant IT Director
- 1.0 IT Assistant
- 1.0 Systems and Network Supervisor
- 1.0 Systems and Network Security Analyst
- 1.0 Network and Integrated Library Systems Analyst
- 1.0 Systems and Network Analyst
- 4.5 Microcomputer and Network Analysts
- 1.0 Microcomputer Specialist
- 4.0 Microcomputer Technicians

The District's Microcomputer Technicians provide end-user support to staff. The Microcomputer Technicians require specialized training to ensure that they have the necessary knowledge, skills, and abilities to competently accomplish the full range of duties they are expected to perform. This includes, but is not limited to, Microsoft approved certification training such as:

- Installing, Configuring, and Administering Microsoft Windows 10
- Installing, Configuring, and Administering Microsoft Windows 2012 Server
- A+ Accelerated Hardware & Software
- Microsoft Windows 10

The District's Network Analysts provide systems support. The knowledge, skills, and abilities of the District's Network Analysts and their supervisor are maintained and enhanced by participating in Microsoft, Cisco, and VMware training courses. This includes but is not limited to training courses such as:

- Installing, Configuring, and Administering Microsoft Windows 2016 Server
- Building Cisco Multilayer Switched Networks
- VMware vSphere: Install, Configure, Manage Version 6.0

Staff development opportunities for the IT Assistant are primarily Microsoft application related. Here are some examples:

- Microsoft Word 2016 Advanced
- Microsoft Access 2016
- Microsoft Windows 10

Other Departments

Several departments are involved in providing training for District staff.

The Electronic Resources (ER) Department provides instruction in the use of electronic resources (eResources) and mobile devices. This includes how to access, search, and understand eResources, as well as methods for using results, i.e. printing, downloading, or emailing. ER staff works with all library staff to ensure they are informed and proficient in the use of the District's eResources. ER staff offers classroom training for staff on a monthly basis; training includes hands-on practice, system tutorials, outside trainers, and webinars. ER staff is available to provide training in the branches upon request and on a one-on-one basis. Staff can also receive training on any application that is supported by the District and training from a local training center via vouchers from the HR Department. ER staff also provides training to the District's Call Center provider on how to resolve customer related issues and is responsible for providing support for customers using the District online resources. The Distribution Center offers training on using collection management tools, such as collectionHQ and Decisions Center, etc., and Access Services also provides Sierra related training for staff.

The HR Department's Training and Development Manager is responsible for developing training programs for all employees and includes the administration of all of the District's annual mandatory staff training, such as sexual harassment training, diversity in the workplace, etc. The District's mandatory staff training is administered through the BizLibrary Employee Training web service. BizLibrary also offers an extensive catalog, with thousands of courses in a variety of formats, covering such topics as business training, professional skills, employee computer training, employee communication, management training, and customer service training.

The District's staff training budget includes funds for conference attendance, tuition assistance, department specific training, and the annual Staff Day.

The District encourages staff to be active in professional library associations such as the Nevada Library Association, the American Library Association, and the Public Library Association. Some of these continuing education opportunities are technology related, while others deal with different dimensions of library service. A limited number of staff are allowed to attend each conference. The Human Resources Department generally sends an e-mail to all staff inviting their participation.

The District offers tuition reimbursement for staff obtaining their undergraduate and graduate degrees. The District currently has a partnership with the University of Nevada Las Vegas, the Nevada State Library, and the University of North Texas to obtain an IMLS grant that would give funding to allow prospective library school students to obtain their graduate degree online.

A staff member receiving tuition assistance is requested to sign an agreement indicating that they will continue to work for the District for a designated period of time following the completion of specialized training paid for by the District or repay the assistance.

The policy states:

For each training opportunity per fiscal year up to \$500.00 received by Employee, Employee is expected to continue his/her employment with the District for a period of at least six (6) months following the date Employee's training is completed. For each training opportunity per fiscal year over \$500.00 received by Employee, Employee is expected to continue his/her employment with the District for a period of at least twelve (12) months following the date Employee completed training. In the event Employee receives multiple training opportunities and/or the training received exceeds \$2,000.00 in a fiscal year, Employee shall be obligated to continue his/her employment for no less than twenty-four (24) months following the date Employee completed training.

Technology Training for the Public

The District is committed to assisting library users in becoming familiar with technology and with the numerous electronic databases, software applications, and other technology resources offered by the District. On a daily basis, library staff provide one-on-one instruction to library users who wish to learn how to access the library catalog, locate information on the District's website, surf the Internet or locate specific websites or have a question about basic computer operations. This instruction is usually provided by the computer centers and ER Department during open hours and by the District's Call Center after hours.

The ER Department provided regularly-scheduled technology training classes for the public until 2017 but ceased providing this service because of a staff shortage. The Department will resume these services as the Department is staffed. ER staff provides instruction to customers over the telephone, through email, and via vendor-provided tutorials. The ER Department is responsible for creating help documents related to eResources and accommodates various learning styles and experience levels.

The District we begin to offer regularly scheduled training classes for customers on a variety of topics that involve computer technology at all of the District's urban branches and at some outlying branches.

The District created a Teen TechArt Studio Program to teach teens digital media technologies, such as storyboarding, graphic design, video game making, digital photography, music editing, and DJ skills. In 2017, the District received a grant from Best Buy, which partnered with The Clubhouse Network, and created a Best Buy Teen Tech Center to help teens develop critical skills through hands-on activities that explore their interests in programming, film-making, music production and design.

Timeline and Estimated Costs

The time coverage for this Technology Plan is the three-year period between mid-2018 and mid-2021.

	Goals	Completion	Estimated Cost
1	Financial Management System	Dec 2020	\$1,000,000
2	Digital Signage	Dec 2020	\$75,000
3	Call Center Expansion (annually)	Dec 2018	\$40,000
4	Electronic Media and E-book Readers	Dec 2020	\$100,000
5	Mobile Hotspot Expansion (annually)	Dec 2018	\$40,000
6	Circulate Tablet PCs	Jun 2019	\$80,000
7	Annual Computer Refresh Project (annually)	Ongoing	\$400,000
8	Social media presence (annually)	Ongoing	\$1,000
9	Makerspaces	Master Plan	\$30,000
10	Homework Help Centers	Master Plan	\$30,000
11	Computer Centers	Master Plan	\$30,000
12	Distribution Center Expansion\Relocation	Master Plan	\$30,000
13	Business Centers	Master Plan	\$30,000
14	Big Data Reporting	Dec 2020	\$100,000
15	Telephone System Upgrade\Replacement	Dec 2018	\$600,000
16	Automated Materials Handling System Replacements	Dec 2018	\$600,000
17	Cashless System	Dec 2020	\$300,000
18	Faxing Solution	Dec 2020	\$30,000
19	Meeting Room Presentation	Dec 2019	\$75,000
20	Interactive Video Screens	Dec 2020	\$130,000
21	Self-Publishing Service	Dec 2019	\$35,000
22	In-Library Customer Flow Analysis	Dec 2020	\$40,000
23	Program Attendance Information	Dec 2018	\$20,000
24	Mobile Staff Service Model	Master Plan	\$30,000
25	Self-Check Solution	Dec 2019	\$500,000
26	Electronic Signatures	Dec 2019	\$50,000
27	Training (annually)	Ongoing	\$100,000
	Total		\$4,496,000

Evaluation

To measure the effectiveness of this Plan's technology strategies and investments, LVCCLD will conduct evaluation activities subsequent to implementing the technologies identified in this Plan, according to the following evaluation requirements:

- Examine actual implementation of new or replacement technology by comparing Tech Plan goals with staff and vendor activities.
- Test and compare customer and staff usage of new technologies to ensure that appropriate training is in place and that they operate as required.
- Compare statistical and usage figures for new public devices and operating systems to identify how successful the implementation of these technologies has been.
- Identify the projects that have been completed and the completion dates. Additionally, identify projects that are no longer relevant and remove them from the Technology Plan.
- Identify goals, objectives or projects that have not been met. Why are they unmet? Are there ways to overcome the implementation barriers?
- Create a plan for meeting unmet goals, objectives or projects.
- Identify any additional needs that have emerged since this Plan was adopted.

The Information Technology Department will monitor the progress of the Goals and Objectives identified in the Plan and provide status updates in the Department's monthly Board Report. A summary of the status of all the identified goals will be prepared at the end of this Plan.

Attachment 1: Technology Inventory

The following is a snapshot of the District technology inventory:



This screenshot shows the current total number of District nodes, including the number of workstations, laptops, and servers.



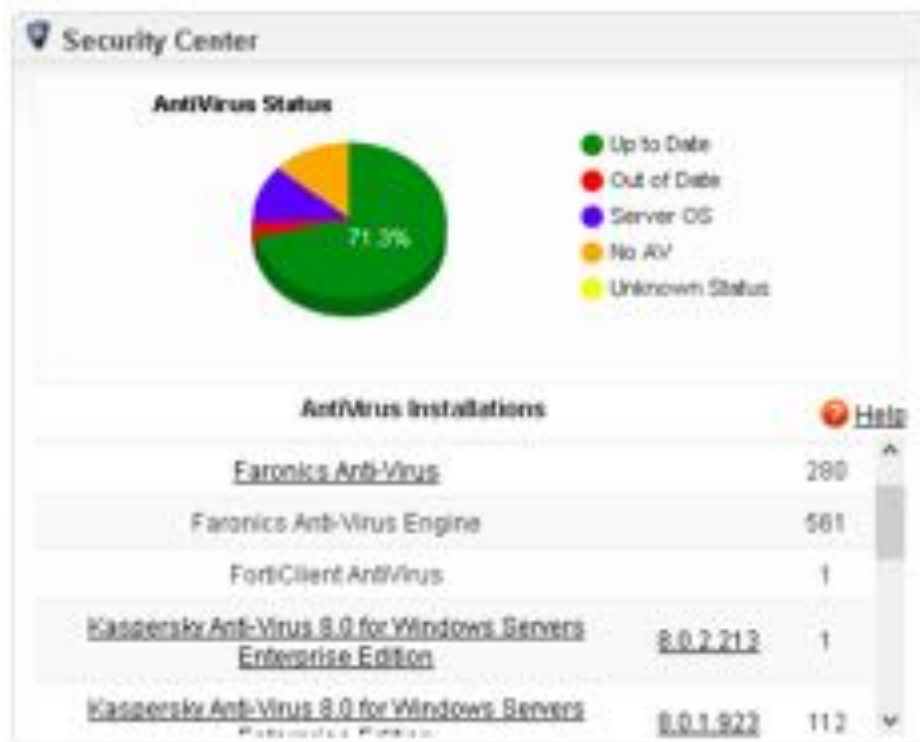
This screenshot provides a summary of the current number of Microsoft Windows Operating Systems, databases, and Office Productivity software in use by the District.



This screenshot provides a summary of the current primary hardware vendors used by the District.



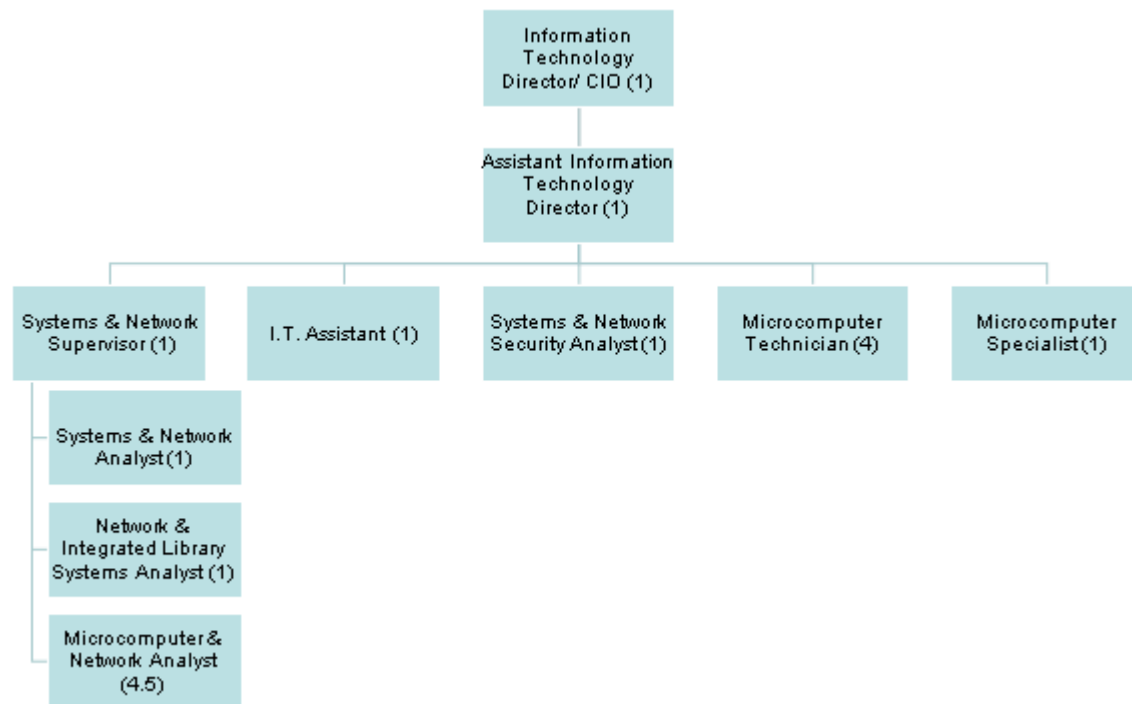
This screenshot provides a summary of the current age of the District workstations.



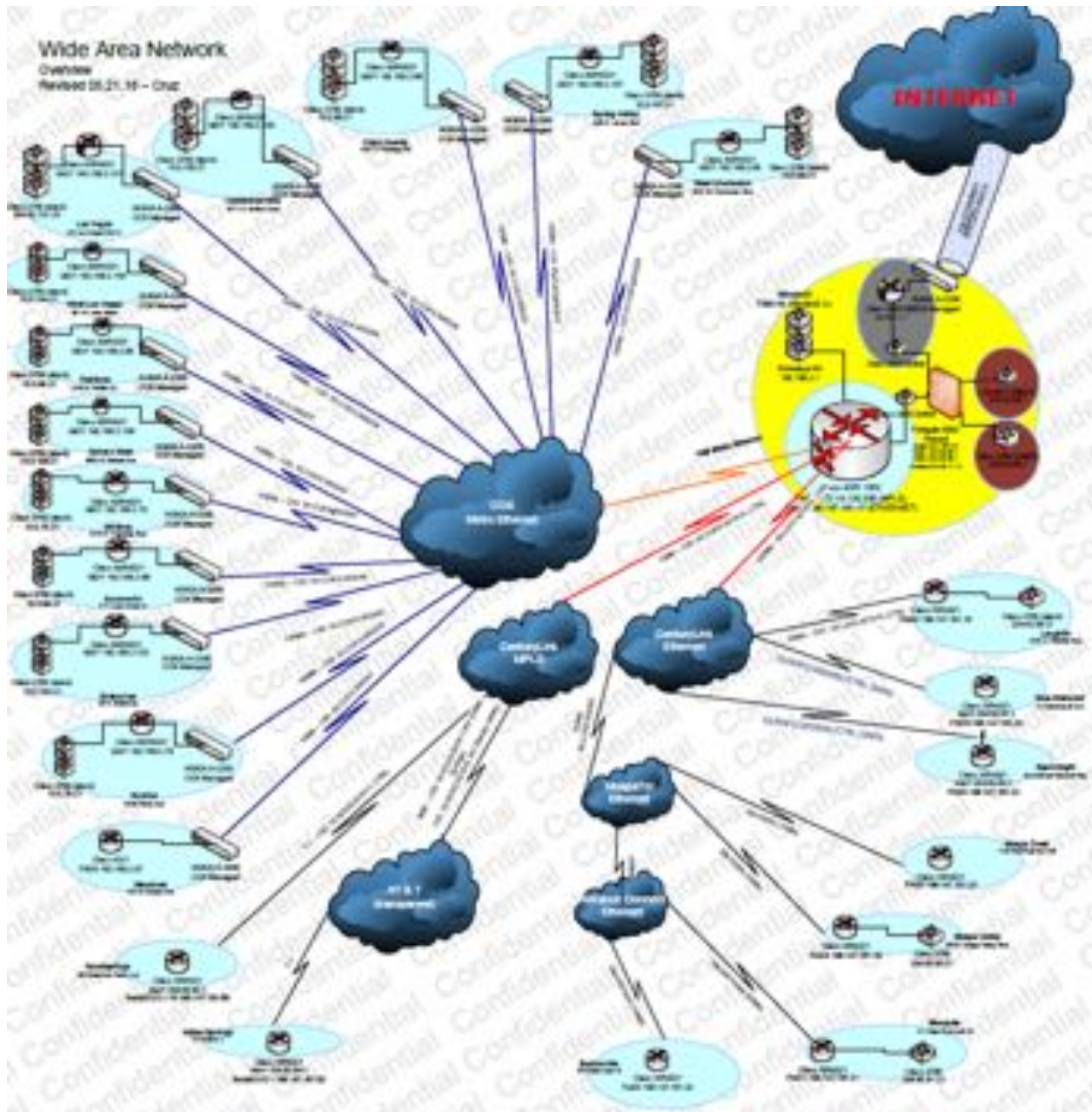
This screenshot provides a summary of the current endpoint security solution used by the District.

An inventory of the Information Technology Department staff is included in the table below.

Staff Assets	
IT Director, CIO	General supervision\direction
Assistant IT Director	Direct supervision
Systems & Network Supervisor	Network supervision
IT Assistant	Admin support
Systems & Network Security Analyst	Network security
Network and ILS Analyst	Library Services Platform Support
Systems & Network Analyst	Level 2 network support
Microcomputer & Network Analyst(4.5)	Network support
Microcomputer Specialist	Computer support/liaison
Microcomputer Technician (4)	Computer support

Technology Plan for Las Vegas-Clark County Library District

Attachment 2: Network Diagram



Attachment 3: Internet Use Policy

Internet and Wireless Use Policy

Library Mission

We enable the people of our community to pursue lifelong learning through our responsive collections, electronic resources and innovative services. Our inviting public libraries are the cornerstones of our diverse communities where children and adults can experience personal enrichment and connect with one another.

General Policies

In support of this mission and in response to advancing technology, the Las Vegas-Clark County Library District offers the community access to the Internet by District computers and to individual patrons using their own equipment. The Internet is an unregulated medium consisting of information on a wide range of topics provided by millions of individuals and organizations around the world.

In providing access to the Internet, the Las Vegas-Clark County Library District subscribes to and fully supports the principles of intellectual freedom endorsed by the *American Library Association's Library Bill of Rights*, particularly *Access to Electronic Information Services and Resources*, and *Freedom to Read* statements. These principles are reflected in the District's *Patron Privacy Policy*. The District's Internet access is provided primarily as an information resource.

Disclaimer

Links to Internet sites are provided on the Las Vegas-Clark County Library District's website. District staff selects Internet links in accordance with the District's materials selections guidelines. Beyond this, the District has not participated in the development of these other sites and does not exert any editorial or other control over these sites. Providing a link from the District's website to another website does not constitute an endorsement from the District.

The District is unable to warrant that its website, the server that makes it available, or any links from its site to other websites are free of viruses or other harmful components.

The District is unable to control or monitor the content or presentation of materials on the Internet, which change quickly and without warning. The District cannot be held responsible for the content of the Internet.

Not all information found on the Internet is accurate, complete, up-to-date, and/or legally or philosophically acceptable to all individuals. The District assumes no responsibility and shall have no liability for any direct, indirect or consequential damages arising from the use of information found on the Internet, or any communications sent through the District's Internet workstations. The District is not responsible for any damage to personal equipment or software that may occur as a result of using the District's wireless network.

Access and Usage

The Las Vegas-Clark County Library District does not provide e-mail accounts to users. In some cases, users with existing e-mail accounts may access their accounts through the

District's Internet workstations. The District assumes no responsibility and shall have no liability for any claims or damages that result from the provision of such access to users. Adult patrons may select to access the Internet in filtered or unfiltered mode.

Use of the District's Internet workstations for the transmission, dissemination and/or duplication of information is regulated under various state and federal laws. The District expects all users to comply with such laws. The use of the District's network to access material that is obscene, child pornography, or "harmful to minors," as described by law, is expressly prohibited.

All adult users of the Internet are required to comply with the provisions of the District's *Internet and Wireless Use Policy*, the *Library Rules of Conduct* and administrative procedures for use of computer workstations developed in accordance with this policy. Failure to comply with these policies or guidelines may result in Internet use privileges being suspended and the patron may be asked to leave library premises.

Internet Access by Minor Children*

Parents/guardians are responsible for their minor children's use of all library materials, including the Internet. Library District staff cannot monitor the Internet resources that minor children may select. A collection of age-appropriate Internet sites selected by District staff is included on the District's website. These sites meet the same selection criteria used for the selection of other library materials for youth.

The District provides filtering software on computers located in designated children's services areas in an attempt to limit access to age-appropriate Internet sites by minor children to the extent that is feasible given technical requirements and support. However, the District cannot guarantee that filtering technology will successfully block all inappropriate sites. Parents/guardians must ultimately accept responsibility for determining appropriate use of the Internet by their minor children. Any restriction of the minor child's access to the Internet remains the sole responsibility of the parent/guardian.

In order to provide flexible Internet access to young people the District restricts access to computers in the children's services area to minor children and their accompanying parents/guardians.

Minor children may use filtered workstations without parental permission. To access an unfiltered Internet workstation a minor child is required to have parental/guardian acceptance of the terms outlined in "Parental Permission Agreement for Use of the Internet" and his/her library card in possession during computer use prior to accessing the unfiltered Internet workstation.

Parents are encouraged to guide their minor child's use of the Internet and to visit the following sites for more information: www.ConnectSafely.org, www.SafeTeens.com and www.iKeepSafe.org.

Wireless Access

By providing wireless network access to the Internet, the Las Vegas-Clark County Library District expands its ability to provide information resources to the public.

Wireless access is provided for use by the District's computers configured for wireless access as well as for use by a library patron's personal computing equipment subject to the conditions outlined in this policy.

Wireless access to the Internet in District libraries is to conform to the general provisions outlined in this policy and use by library patrons is subject to the District's *Library Rules of Conduct*. Failure to comply with these policies or guidelines may result in wireless network access privileges being suspended and the patron may be asked to leave library premises. Use which creates a disturbance or interferes with the ability of other patrons to use the library will not be tolerated.

Wireless Internet Access by Minor Children*

Minors accessing the Las Vegas-Clark County Library District's wireless network are subject to all the restrictions contained in this policy. The District provides filtered Internet access on the wireless network for minor children under the age of 18. This is the same filtering software used on computers in the District's children's services areas. Anyone under the age of 18 accessing the wireless network is required to use the filtered network unless they have parental/guardian acceptance of the terms outlined in "Parental Permission Agreement for Use of the Internet" allowing unfiltered access to the Internet. Minors who have parental/guardian approval to use the District's unfiltered wireless network must use their personal computing equipment in the adult areas of the library.

Use of Personal Equipment

The Las Vegas-Clark County Library District provides configuration specifications about its wireless network for patron access in designated community libraries but does not provide technical support for individuals wishing to use their equipment in community libraries. District staff is not allowed to configure, diagnose or modify a library patron's equipment to enable access to the District's wireless network.

The District is not responsible for any damage to personal equipment or software that may occur as a result of using the District's wireless network. In light of security issues and the variety of equipment that can be used to access wireless networks, the District urges patrons to incorporate appropriate protections systems such as anti-virus, firewall software and updated patches when accessing the District's wireless network. The District does not provide encryption services and does not guarantee privacy of data transmitted across its network.

*Minor children are defined as minors under the age of 18.

Adopted by the Las Vegas-Clark County Library District Board of Trustees on September 14, 2000; revised and adopted on January 13, 2005; revised and adopted on January 12, 2012.

Attachment 4: Internet Additional Information Needed for E-Rate Applications

Per Entity Basis Questions

Entity Name	LAS VEGAS-CLARK CO LIB DIST		Entity Number		143400			
BEN	Entity Name	Download	Units	Upload	Units	Connection	Wifi Sufficient	Barriers to Robust Network
99774	BLUE DIAMOND BRANCH LIBRARY	1.50	Mbps	1.50	Mbps	Copper	Sometimes	Installation too costly
99783	BUNKERVILLE BRANCH LIBRARY	10.00	Mbps	10.00	Mbps	Fiber	Completely	No barriers
99815	INDIAN SPRINGS BRANCH LIBRARY	3.00	Mbps	3.00	Mbps	Copper	Sometimes	Installation too costly
99816	SANDY VALLEY BRANCH LIBRARY	3.00	Mbps	3.00	Mbps	Copper	Sometimes	Installation too costly
99817	GOODSPRINGS BRANCH LIBRARY	1.50	Mbps	1.50	Mbps	Copper	Sometimes	Installation too costly
99826	MOAPA TOWN BRANCH LIBRARY	10.00	Mbps	10.00	Mbps	Fiber	Completely	No barriers
99830	LAUGHEIN BRANCH LIBRARY	10.00	Mbps	10.00	Mbps	Fiber	Completely	No barriers
99859	MOAPA VALLEY BRANCH LIBRARY	10.00	Mbps	10.00	Mbps	Fiber	Completely	No barriers
99866	SEARCHLIGHT BRANCH LIBRARY	1.50	Mbps	1.50	Mbps	Copper	Sometimes	Installation too costly
99882	LAS VEGAS LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
99899	WEST CHARLESTON LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
99912	SPRING VALLEY LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
99932	WEST LAS VEGAS LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
99971	SUNRISE LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
100004	CLARK COUNTY LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
100039	MOUNT CHARLESTON BRANCH LIB	5.00	Mbps	5.00	Mbps	Fixed Wireless	Not Applicable	Broadband connection speed to building is too slow
100048	RAINBOW LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
187712	ENTERPRISE LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
187714	MEADOWS VILLAGE LIBRARY	5.00	Mbps	5.00	Mbps	Copper	Sometimes	No barriers
187716	MESQUITE LIBRARY	10.00	Mbps	10.00	Mbps	Fiber	Sometimes	No barriers
187726	SAHARA WEST LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
187732	SUMMERLIN LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
187736	WHITNEY YOUNG LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
18046289	CENTENNIAL HILLS LIBRARY	100.00	Mbps	100.00	Mbps	Fiber	Completely	No barriers
18085134	WINDMILL LIBRARY	1.20	Gbps	1.20	Gbps	Fiber	Completely	No barriers

Technology Plan for Las Vegas-Clark County Library District

BEN	Name	FSCS Code	Locale Code	Urban/Rural	Total Square Footage	School District Name	School District BEN	Library Attributes
99774	BLUE DIAMOND BRANCH LIBRARY			Rural	1000			Public Library
99783	BUNKERVILLE BRANCH LIBRARY			Rural	1200			Public Library
99815	INDIAN SPRINGS BRANCH LIBRARY			Rural	1200			Public Library
99816	SANDY VALLEY BRANCH LIBRARY			Rural	1200			Public Library
99817	GOODSPRINGS BRANCH LIBRARY			Rural	1200			Public Library
99826	MOAPA TOWN BRANCH LIBRARY			Rural	2000			Public Library
99830	LAUGHLIN BRANCH LIBRARY			Rural	15424			Public Library
99859	MOAPA VALLEY BRANCH LIBRARY			Rural	4700			Public Library
99866	SEARCHLIGHT BRANCH LIBRARY			Rural	1200			Public Library
99882	LAS VEGAS LIBRARY		999	Urban	104000			Public Library
99899	WEST CHARLESTON LIBRARY			Urban	38900			Public Library
99912	SPRING VALLEY LIBRARY		999	Urban	24500			Public Library
99932	WEST LAS VEGAS LIBRARY		999	Urban	38888			Public Library
99971	SUNRISE LIBRARY		999	Urban	22900			Public Library
100004	CLARK COUNTY LIBRARY		999	Urban	120000			Public Library
100039	MOUNT CHARLESTON BRANCH LIB			Urban	2800			Public Library
100048	RAINBOW LIBRARY		999	Urban	25000			Public Library
187712	ENTERPRISE LIBRARY		999	Urban	28300			Public Library
187714	MEADOWS VILLAGE LIBRARY			Urban	1200			Public Library
187716	MESQUITE LIBRARY			Rural	5600			Public Library
187726	SAHARA WEST LIBRARY		999	Urban	122000			Public Library
187732	SUMMERLIN LIBRARY		999	Urban	40195			Public Library
187739	WHITNEY YOUNG LIBRARY		999	Urban	28819			Public Library
18048289	CENTENNIAL HILLS LIBRARY		999	Urban	32314			Public Library
18065134	WINDMILL LIBRARY		999	Urban	30896	CLARK COUNTY SCHOOL DISTRICT	143411	Main Branch; Public Library

Discount Rate

Associated School District Full-time Enrollment	Associated School District NSLP Count	Associated School District NSLP Percentage	Library Urban/Rural Status	Category One Discount Rate	Category Two Discount Rate	Voice Discount Rate
317987	209679	66.0%	Urban	80%	80%	0%