

MINUTES
LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
BOARD OF TRUSTEES' MEETING
LAS VEGAS, NEVADA
Friday, June 25, 2021
(approved September 9, 2021)

The Board of Trustees of the Las Vegas-Clark County Library District met in regular session in the East Las Vegas Library, Las Vegas, Nevada, at 7:30 a.m., Friday, June 25, 2021.

Present:

Board:	F. Ortiz, Chair	K. Benavidez
	E. Foyt	N. Waugh
	S. Ramaker	B. Wilson
	J. Meléndrez	K. Rogers
	J. Jiron	K. Turner Whiteley

Counsel: G. Welt

Absent:

Staff: Kelvin Watson, Executive Director
Numerous Staff

Guests:

F. Ortiz, Chair, called the meeting to order at 7:33 a.m.

Roll Call and Pledge of Allegiance (Item I.) All members listed above represent a quorum. Appendix A.
Chair Ortiz led attendees in the Pledge of Allegiance.

Public Comment (Item II.) None.

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

Approval of Proposed Minutes Special Meetings, December 4, 2021 and June 5, 2021. Regular Board Meetings, November 12, 2021, February 18, 2021, April 8, 2021 and May 20, 2021. (Item IV.A-F.) June 5, 2021 Special Board Meeting Minutes were tabled for approval at next Regular Board meeting.

Trustee Waugh moved to approve the following meeting Minutes:

- Regular Board Meeting, November 12, 2020
- Special Board Meeting, December 4, 2020
- Regular Board Meeting, February 18, 2021
- Regular Board Meeting, April 8, 2021
- Regular Board Meeting, May 20, 2021

There was no opposition and the motion carried.

Chair's Report (Item V.A.) Chair Ortiz shared gratitude toward the current Board of Trustees and past members. He stated that the District is a model for all other Districts around the country.

Library Reports (Item VI.) Trustee Melendrez moved to accept Library Reports VI 1-3. There was no opposition and the reports were accepted.

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

Executive Director, Kelvin Watson had nothing to add to his written report but did ask if there were any questions. Mr. Watson added that the report covered his May 2021 activities and that he has been active with local and national meetings to continue to move the Library District forward.

There were no questions from the Trustees. Trustee Waugh thanked Mr. Watson for attending the Hope for Prisoners bbq event.

Prior to taking questions from Trustees for Department Reports, Chair Ortiz thanked staff for their job in reporting and ensuring transparency and accountability, statistically and performance wise.

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

Trustee Turner Whitely asked Director of Library Operations, Leo Segura if it was possible to get numbers from 2019 to compare to 2021 instead of using statistics from 2020, during the pandemic. Mr. Segura stated that he would have the statistics at the next Board Meeting.

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

Trustee Wilson commented that he is working with Director of Branding and Marketing, Betsy Ward and Executive Director, Kelvin Watson on the web analytics. He stated that it should reflect how much is coming in from outside the libraries, from the branches, areas of the city and what zip codes are making use of online services the best. Mr. Wilson stated that it should be some real education for the District and the potential of the West Las Vegas Library. He stated that the hope is to provide the Board with details to what the interests are of the people in the zip codes surrounding the West Las Vegas location.

Trustee Turner Whiteley asked Ms. Ward if there was a way to see how social posts and the traction they receive, rank historically. Turner Whiteley stated that she was curious about trends more than actual numbers. Turner Whitely also asked about how brochures are being utilized outside of the libraries and asked if they are being shared with community partners.

Ms. Ward stated that the plan is to share brochures with partners and offered Trustees brochures to take with them at end of meeting. Trustee Turner Whiteley also encouraged the other Trustee members to consider ways to help get brochures about District projects to community partners.

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

Trustee Turner Whiteley thanked the Community Engagement team for their outreach efforts, including the Channel 13 weather segment and STEAM videos in addition to the cultural programming. Turner Whiteley also asked if the Senior Center lobby visits were suspended due to COVID. Director of Community Engagement, Matt McNally clarified that COVID is the reason the Outreach Services Department has not continued the visits and also stated that a lot more of the Outreach services are being geared toward early childhood education.

Mr. Watson added that the Strategic Plan addresses most of the questions that were asked.

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Development and Planning Report (Item VI.A.2.c.)

No questions.

Information Technology Report (Item VI.A.2.d.)

No questions.

Financial Services Report (Item VI.A.3.a.)

No questions.

General Services Report (Item VI.A.3.b.)

No questions.

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

No questions.

Unfinished Business (Item VII.)

None.

New Business (Item VIII)

Discussion and possible Board action to approve the Technology Plan for Las Vegas-Clark County Library District: FYE 2022-2026 (Item VIII.A.)

CIO/IT Director, Al Prendergast presented the Technology Plan for Las Vegas-Clark County Library District for Fiscal Years 2022-2026.

Chair Ortiz asked Trustees if there were any questions.

Trustee Turner Whiteley asked Mr. Prendergast if replacing the District's computers every five years was a problem. Mr. Prendergast replied that going five years will not sacrifice anything but some of the computers do need to be replaced for the public. Trustee Meléndrez added that UNLV has a similar policy of replacing computers every five years.

Trustee Turner Whiteley also asked about expanding digital access and its impact on people getting library cards. Mr. Prendergast explained that by expanding digital access, it makes it easier for people to get library cards. Hence, the creation of the digital eCard. Mr. Prendergast added that people are able to go through the verification process and receive a card without leaving their home.

Trustee Jiron expressed gratitude on how the District worked during the pandemic to provide for the community, including:

- Outreach
- Assisting people with Wi-Fi
- Assisting people with Chromebooks
- Reaching out to the kids

Trustee Foyt complimented Mr. Prendergast on all of the work that was done.

Trustee Benavidez asked Mr. Prendergast for things that could be highlighted that have changed so drastically, and once implemented, would get the District back on track? Mr. Prendergast explained that obtaining the Chromebooks through Vegas Strong Academies to assist the libraries and CCSD helped in getting things up and running. He added that providing those kinds of technologies is an example of how technology has changed and how people at work have changed.

Chair Ortiz commented that he felt that this is an area where there is the greatest opportunity to expand the District's services. Chair Ortiz asked Mr. Prendergast what was a Technology Bus. Mr. Prendergast replied that the Technology Bus is a new project. He explained that it is a vehicle that is equipped with computing equipment, 3D equipment and Makers Space equipment, computers and internet access. The vehicle is taken into the community in underserved areas to provide people with those resources.

Executive Director Watson gave Kudos to Mr. Prendergast and the team on the Technology Plan. Mr. Watson stated that having the Technology Bus in outlying areas provide the opportunities to not only expand the delivery of that technology but to expand Wi-Fi. It will help to bridge the digital divide that is an issue within our communities.

Trustee Melendrez moved to approve the Technology Plan for Las Vegas-Clark County Library District Fiscal Year 2022 through 2026 as presented. There was no opposition, motion carried.

The approved Technology Plan for Las Vegas-Clark County Library District Fiscal Year 2022 through 2026 is attached as Appendix B.

Discussion and possible Board action regarding the election of Board officers for Fiscal Year 2021-2022 and accompanying Resolution 2021-01. (Item VIII.B.)

Chair Ortiz reported on the Nominating Committee Meeting held on June 10, 2021. The members of the Committee were himself, Trustee Ramaker and Trustee Wilson. The Committee nominated Trustee Ramaker for the position as Chair and they also nominated Trustee Foyt for the position of Secretary. There was no nomination for Vice Chair from the Committee.

Trustee Wilson stated that he would like to nominate Trustee Benavidez for Vice-Chair.

Chair Ortiz nominated Trustee Jiron for Treasurer; Trustee Jiron declined. Chair Ortiz asked Trustee Waugh if he would like to speak to his qualifications for Treasurer.

Trustee Wilson moved to elect Trustee Benavidez as Vice Chair, Trustee Foyt as Secretary and Trustee Waugh as Treasurer. There was no opposition and the motion carried.

Chair Ortiz opened nominations from the floor for the position as Chair. Trustee Foyt nominated Trustee Wilson for Chair. There were no other nominations from the floor. Chair Ortiz asked Trustee Wilson if he accepted the nomination for Board Chair, Trustee Wilson accepted. Chair Ortiz asked Trustee Ramaker if she accepted the nomination for

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Board Chair, Trustee Ramaker accepted.

Ortiz then provided Trustees Ramaker and Wilson an opportunity to speak as to why they wanted the position of Board Chair.

Chair Ortiz polled the Board. Trustees Wilson, Waugh, Turner Whiteley, Rogers, Meléndrez, Jiron, Foyt and Benavidez voted for Trustee Wilson as Chair for eight votes. Chair Ortiz and Trustee Ramaker voted for Trustee Ramaker as Chair for two votes. Trustee Wilson was elected to the position as Chair (8-2).

Chair Ortiz clarified with Counsel Welt that new appointed officers will be effective as of July 1, 2021.

- Brian Wilson, Chair
- Kelly Benavidez, Vice-Chair
- Elizabeth Foyt, Secretary
- Nathaniel Waugh, Treasurer

Chair Ortiz moved to pass Resolution 2021-01 authorizing Floresto Cabias, Chief Financial Officer and newly elected Treasurer, Nathaniel P. Waugh to execute checks on behalf of the Library District. In the event the Library Treasurer is unavailable to perform the duties of the Treasurer or that the position of Treasurer is vacant for any reason, then the Secretary of the Library Board of Trustees, Elizabeth Foyt, is hereby authorized to execute checks on behalf of the Library District until June 30, 2021, or until a new Treasurer is elected. Motion was seconded; Trustee Waugh stated that the date should be June 30, 2022 not June 30, 2021. Chair Ortiz amended the motion to include the correct date. There was no opposition; motion carried.

Resolution 2021-01 is attached as Appendix C.

Announcements (Item IX.)

Trustee Foyt expressed gratitude for everyone's support and condolences concerning loss of a family member.

Trustee Waugh announced that Commissioner Jones will be doing a Five and Under Story Time at Sahara West Library the following Tuesday.

Trustee Wilson congratulated all of the new executives.

The next Board Meeting will be held Thursday, July 8, at 6:00 p.m. via Webex and at the West Charleston Library, 6301 W. Charleston Blvd., Las Vegas, NV 89146.

Public Comment (Item X.)

None.

Executive Session (Item XI.)

Removed from Agenda.

Adjournment (Item XIII.)

Chair Ortiz adjourned the meeting at 8:30 a.m.

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Respectfully submitted,

Kelly Benavidez, Secretary

2021 ATTENDANCE

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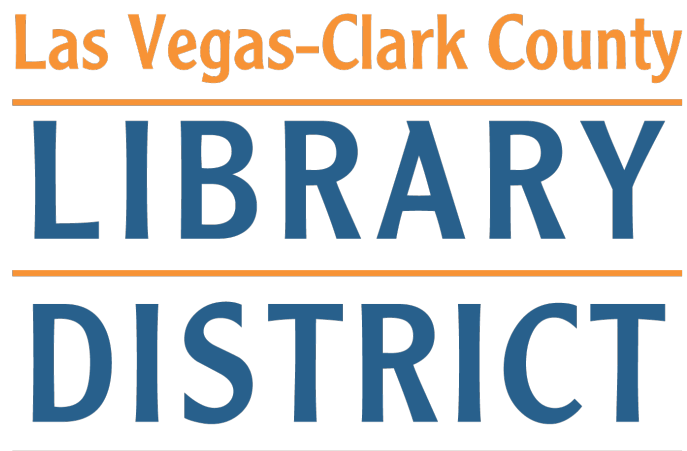
attended Committee meeting but not a member

A-E	Excused Absence
A-U	Unexcused Absence

*Shannon Bilbray-Axelrod's term expired March 1, 2021
 **Nathaniel Waugh was appointed March 2, 2021
 *** Term expired April 18, 2021
 **** Appointed to term beginning April 19, 2021

as of June 28, 2021

Technology Plan for Las Vegas-Clark County
Library District: Fiscal Year End 2022-2026
July 1, 2021 – June 30, 2026



Prepared by: the Information Technology Department

June 2021

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Executive Summary

Information Technology in the world of public libraries has shifted radically over the past two decades. Expensive and game-changing automated library operations, catalogues, materials handling, and people counting systems were launched between 2000 and 2010, cutting operations costs and making it easier for customers to find and enjoy a plethora of free public collections. Since 2000, the Library District has played a critical role in closing the digital divide by investing in the widespread installation of free public access computers, circulating devices such as iPads and hotspots, and expanded WiFi. The Information Technology department of the Las Vegas-Clark County Library District (Library District) has been a national leader in the development, implementation, and management of these kinds of complex information and technology operations infrastructure and public service improvements.

Over the past five years, public access to technology has proliferated beyond public access computers to new tech labs that provide public access to digital media, 3D printing, music production, coding, and robotics technologies. At the Library District new automated systems have integrated functions of finance and human resources. New in-building communication technology for staff as well as new external public-facing communication systems have also been deployed. The world of digital collections is exploding with databases, materials, web-based vendors, and smart phone-based apps. Cyber security is a critical and constant complex challenge. Website and public content creation platforms are evolving to offer better search, broadcast, and customer experience capabilities. Special assets of the Library District, such as performing arts centers, require technology upgrades for AV, lighting, and web streaming, as event technologies improve over the years. Other library services, including the Adult Learning Program and partnership with Workforce Connections for employment services, require connectivity for office functions, as well as classroom, board room, computer lab, and event use.

The four newest branch libraries, opened between 2009 and 2020, provided the Library District with the opportunity to build in information technology infrastructure for even more sophisticated automated operations and public access technology amenities. Implementation of the Vision 2020 (v.2020) Strategic Plan involved development and operational support for new technologies related to learning, business and workforce development, government and social services, and community culture. Work on the Master Facilities Decision Framework and schematic design drawings for branch facility renovations aim to bring the new v.2020 business model and expansive information technology infrastructure and services to 13 older Library District branches.

The global and community contexts of Library District operations and services also influence the development, deployment, and maintenance of Library District information technology. District-wide systems are designed to respond to rapid growth in the Vegas Valley metro area, along with tremendously mobile and increasingly diverse service populations. When the demographics of the Library District service area were mapped in 2014 and again in 2019, it became clear that the Las Vegas metro area is comprised of one of the most diverse and geographically fragmented set of household market segments in the nation. Between 2014 and 2019 there was substantial growth of demographic groups such as Latinx populations and households led by single parents. Demographic analysis also indicates that there is a growing percentage of households with low incomes, low levels of education, low English proficiency, and low technology skill levels.

Issues of low technical skills and a large percentage of households without internet connectivity and devices other than smart phones pose a long-term challenge for regional economic opportunity and workforce availability. In early 2020, as the region was being lauded for leading the nation in new job growth in industry sectors related to medicine, transportation and logistics, and information technology, local employers were finding it difficult to fill these new jobs with local tech-savvy workers.

The challenges of the digital divide, particularly among people of color, became even more apparent with the rapid and radically disruptive changes caused by the COVID-19 pandemic. In March 2020, for the first time in the history of the region, the entire "Vegas Strip" was shut down and over 375,000 people lost their jobs. Tens of thousands of other local businesses were shuttered or curtailed activities in compliance with pandemic social distancing and capacity restrictions. Local residents, particularly working families, experienced more disruption as the local school district and private schools moved to online learning. The Library District responded to these local conditions by pivoting to partnerships for online learning. In lieu of live performances and programs, library staff began creating virtual programs. With the shutdown, the Information Technology department led organizational efforts to support virtual work from home and virtual meetings. Use of digital collections soared by 25% over previous year usage and that level of use is holding steady. The department took advantage of CARES Act funding to expand the hotspot program and iPad lending program to help local students and businesses work at home online. After more than a year of economic and social devastation caused by the pandemic, the Nevada economy is again on the rise. Sales tax (CTX) revenues are back up to pre-pandemic levels, and the housing market is on fire. In spring 2021 the local Board of Realtors reported a 40% increase in home sales. With a confluence of high demand from new residents moving to the state and low supply, home prices have increased 14% in value from previous years, an indicator that future property tax revenues are stable and rising.

It is in the context of the above industry, national, and local conditions that this Technology Plan was developed. The Library District's Information Technology department anticipates that 2020 budget cuts made to offset sales tax revenue losses caused by the pandemic will be restored. In particular, the FY 2021-2022 Annual Budget replenishes funding for the department's Capital Projects Fund Technology Replacements and Upgrades Program. Once this essential budget restoration is made, the Library District will resume plans for renovating older branches, funding the ILS Replacement Program in the Capital Project Fund, and continuing to build new facilities to meet regional urban growth.

An overview of Information Technology department budget expenditures, both General Fund and Capital Project Funds (CPF), are as follows:

FUND	FY 19-20	FY 20-21	FY 21-22
General Fund	\$3,704,782	\$3,895,391	\$4,072,848
CPF: ILS Replacement Program	\$0	\$0*	\$0*
CPF: Tech Replacement and Upgrades Program	\$1,167,499	\$1,747,000	\$1,585,000

This Technology Plan consists of 27 Goals and Objectives. Over the next five years, the Library District will:

- Continue to support the evolution of library service platforms as they evolve from traditional Integrated Library Systems, to support library catalogue, materials handling, people counting, and other Library District organizational operations technology and systems.
- Continue to increase the collection of electronic and streaming materials, including books, media, and music, in line with growing demand.
- Continue to expand and support public access technologies, including access to computers, internet, WiFi, and technologies consistent with the PlayBook 2026 strategic plan (building on the successes of the v.2020 strategic plan).
- Continue to expand and support Library District internal and external digital communications platforms.
- Continue to match the robust expansion of technological infrastructure, hardware, software, and new public access technologies with staff training, certifications, and skill-building support as well as public training and instruction to accelerate public adoption and mastery of new technologies essential for life and work today.
- Continue to support technology subsidy efforts, including participation in the FCC's eRate program and the Library District and Foundation's grant efforts.
- Explore and develop new apps that increase customer satisfaction, access, and awareness of Library District collections, programs, and services.
- Provide support for the initiatives identified in the Facilities Master Plan adopted by the Library District Board of Trustees in September 2018.

*The District has not expended any funds from the Capital Projects Fund ILS Replacement Program in the last three years and available resources were reallocated in FY 20-21 to offset funding shortfalls in other capital programs.

Library Overview

The District is one of the largest, most complex public library systems in the country and the largest library system in Nevada. The District serves approximately 1.7 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 Boulder City, Henderson, and North Las Vegas. With over 640,000 Library District card holders, 4.2 million branch visits, 1.3 million computer session, and over 500,000 program participants in 2019-2020, the Library District is one of the liveliest public libraries in the nation. Of the 9.1 million items checked out that year, 1.5 were digital books, movies and music. Nationally, the Library District ranks 11th in circulation of materials, 14th in number of visits per year, and 14th in size of population served. There are now 25 branches in urban, rural and suburban locations. The District 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 is 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, including Distribution Center (45,555 SF)
2. Clark County Library, including theater (120,000 SF)
3. East Las Vegas Library (41,051 SF)
4. Enterprise Library (26,300 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, including theater (40,195 SF)
10. Sunrise Library (22,900 SF)
11. West Charleston Library, including lecture hall (38,900 SF)
12. West Las Vegas Library, including theater (38,866 SF)
13. Whitney Library, including concert hall (26,619 SF)
14. Windmill Library, including auditorium (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 (13,313 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 two locally-contracted library districts:

- North Las Vegas Public Library
- Boulder City Public Library

The District has a collection of over 3.6 million total items and employs over 350 full-time employees, over 200 part-time employees, and over 200 Page positions.

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 2018, the District adopted a three-year Technology Plan which recommended 26 goals and objectives. Of the 26 identified goals and objectives, six goals were completed, 17 goals are currently in progress, and three goal were not started. The goals and objectives and their status follow:

1. Financial Management System – Not Started

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

2. Digital Signage - Ongoing

Digital signage was installed at the new East Las Vegas and Mesquite libraries, and included in the District's Facilities Master Plan. This Goal will be included in the Goals and Objectives of the new Plan.

3. Call Center Expansion – Completed

All customer collections related calls and some operator-assisted calls, circulation calls, and electronic resources calls were redirected to the Unique Call Center.

4. Electronic Media and e-Book Readers – Ongoing

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

5. Mobile Hotspot Expansion – Completed

The District expanded the number of hotspots available for public checkout from over 480 to over 950.

6. Circulate Tablet PCs – Ongoing

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

7. Annual Computer Refresh Project – Completed/Ongoing

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

8. Social Media Presence – Completed/Ongoing

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

9. Makerspaces – Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

10.Homework Help Centers - Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

11.Computer Centers – Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

12.Distribution Center Expansion/Relocation - Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

13.Business Centers - Ongoing

This Goal was included in the District's Facilities Master Plan and will be expanded and included in the Goals and Objectives of the new Plan.

14.Big Data Reporting – Ongoing

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

15.Telephone System Replacement/Upgrade – Completed

The District's telephone system was upgraded and is expected to be supported for at least 10 years, until 2029.

16.Automated Materials Handling (AMH) System – Ongoing

Several AMH systems were replaced and will continue to be replaced until all systems have been replaced.

17.Cashless System – Ongoing

The pilot solution was completed and this Goal will be included in the Goals and Objectives of the new Plan.

18.Faxing Solution - Completed

The District installed library document stations at all urban branches, including Laughlin and Mesquite to allow the public to fax using cash, in addition to debit or credit cards.

19.Meeting Room Presentation - Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

20.Interactive Video Screens - Ongoing

This Goal was included in the District's Facilities Master Plan and will be included in the Goals and Objectives of the new Plan.

21.Self-Publishing Service - Ongoing

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

22.In-Library Customer Flow Analysis – Not Started

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

23.Program Attendance Information – Not Started

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

24.Mobile Staff Service Model - Ongoing

The mobile model was developed and partially implemented at several branches. This Goal will be included in the Goals and Objectives of the new Plan.

25.New Self-Check Solution - Ongoing

The pilot implementation was completed and this Goal will be included in the Goals and Objectives of the new Plan.

26.Electronic Signatures - Ongoing

Several tasks were completed for this project and this Goal will be included in the Goals and Objectives of the new Plan.

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 District-wide staff and the Administration Team.

The information resources used in preparing this Technology Plan include:

- The District's 2018-2021 Technology Plan
- The District's Fiscal Year 2019-2020 and 2020-2021 Adopted Budget documents
- 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 17 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 Service Center side of the Windmill Library and Service Center functions as 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 50 Mbps Ethernet hybrid-fiber-coaxial circuit. Each outlying branch is connected to the hub via 10 Mbps fiber or copper Ethernet circuit, except for the Laughlin and Mesquite libraries, which are connected to the hub via 50 Mbps fiber circuits. A network diagram is included in Attachment 2. All connectivity is provided by Cox Communications.

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:

- Three IBM x3850 servers for the Innovative Interfaces, Inc. production Sierra LSP; one web server, one application server, and one database server
- One core NEC telephone switch and 14 remote NEC switches
- 28 Cisco routers
- One Extreme S8 and 90 Cisco switches
- One Fortinet Next Generation firewall and one web application firewall
- Three Extreme Networks wireless controllers, with approximately 246 internal and external wireless access points
- 42 Dell physical file servers
- 25 VMware Hosts
- 173 VMWare virtual Windows servers
- Two storage-area-networks
- 1200+ Dell Optiplex desktop computers
- 100 NComputing virtual desktops
- 250+ Lenovo and Dell laptop computers
- 380+ Vocera voice-controlled badges
- 100 cellular phones, including smartphones
- 250+ HP printers
- 50+ Macintosh computers
- 200+ Chromebooks
- 150+ iPads
- 950+ Hotspots

The District supports over 1,200 desktop computers, many with connected peripheral equipment, such as barcode scanners and receipt printers. Most of the computer equipment is installed with Microsoft Windows 10, using Intel-based Dell computers, but there are some Apple Macintosh systems. Approximately half of the computers are for public access and half are for staff use and all computers, including WiFi, are Internet filtered. Most of the Apple Macintosh computers are primarily used by the District's Makerspace programs, including the Teen TechArt Studio Program, the Best Buy Teen

Tech Center, the Switch Robot Lab, Cox Teen STEAM Lab, etc., however, there are a few Macintosh computers used by the Branding and Marketing department.

All of the District's computers operate with the Microsoft Windows 10 operating systems or macOS versions 10.14, 10.15, and 11, with most Apple systems operating with version 10.15 (Catalina). Public-access 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 2012, 2016, and 2019 operating systems. The Information Technology department is in the process of upgrading all servers to the Windows 2019 operating system. A snapshot of the District's Information Technology assets is included in Attachment 1.

The District provides assistive equipment, services, and materials for customers with disabilities. Video relay service is provided via Sorenson ntouchVP2 devices through our partnership with the Deaf Centers of Nevada and all computers include easy access to screen reader and screen magnification software and an on-screen keyboard. Text Telephone (TTY/TDD) devices and an Accessible Computing Environment professional workstation with specialized hardware and software is also available.

The District has approximately 3,600 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
- Limited 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 all services interfacing with the LSP, such as PC reservation, self-check, e-commerce, automated materials handling, patron notification systems, and the BiblioCommons website/catalog.

The District migrated from Innovative Interfaces Inc. (III) Millennium ILS to the Sierra LSP in 2016. The original hardware support contract for the current LSP production servers expired and was extended until 2023. We don't believe that we will be able to further extend the support contract for these servers, so they will need to be replaced before their service contracts expire. The LSP training systems were recently virtualized and the department is currently testing the viability of this new configuration. If the testing of the virtualized training server is successful, the production system will be virtualized.

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 the 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 over 700 handsets in 15 locations, connecting handsets to the local telephone switches with a combination of Category 3 and Category 5E network cables. The branches have a combination of Dterm and VoIP handsets. The outlying branches that do not have a phone switch, receive telephone services from the local telecommunications carrier.

In 2019, the IT Department worked with the District's telephone support vendor to replace/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. However, the District purchased an extended coverage contract for the equipment, ensuring support of our existing system through January 2029, which will be the end-of-life date for our system.

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 for these systems. 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 required the equipment to be operational for at least 10 years. Those systems are at the end of their life-expectancy. The District completed an RFP replacing the end-of-life AMH systems in 2018, selecting a proposal from EnvisionWare and Lyngsoe Systems. The District has replaced several end-of-life systems. In 2021, Lyngsoe Systems purchased P.V. Supa. Lyngsoe Systems' purchase of P.V. Supa eliminated the urgency for replacing our end-of-life systems, because obtaining replacement parts and support for the end-of-life system is no longer an issue. However, the District will continue to incrementally replace the end-of-life P.V. Supa equipment until they are all replaced/upgraded. The AMH configuration for each library is as follows:

Branch	Sorter Size	Installed Date	Replacement Date	Vendor
Centennial Hills	Three inlet, 10-bin	Dec-08	Dec-18	P.V. Supa
Distribution Center (at Centennial Hills)	One inlet, 3-bin	Nov-15	Nov-25	P.V. Supa
Clark County	Three inlet, 10-bin	Oct-09	Oct-19	P.V. Supa
Enterprise	Three inlet, 7-bin	Jan-09	Jan-19	P.V. Supa
East Las Vegas	Three inlet, 10-bin	Apr-19	Apr-29	Lyngsoe
Mesquite	One inlet, 3-bin	May-18	May-28	P.V. Supa
Rainbow	Three inlet, 10-bin	Mar-09	Mar-19	P.V. Supa
Sahara West	Three inlet, 11-bin	Jun-21	Jun-31	Lyngsoe
Spring Valley	Three inlet, 8-bin	Dec-19	Dec-29	Lyngsoe
Summerlin	Three inlet, 6-bin	Jun-09	Jun-19	P.V. Supa
Sunrise	Three inlet, 6-bin	Jun-09	Jun-19	P.V. Supa
West Charleston	Three inlet, 8-bin	Nov-09	Nov-19	P.V. Supa
West Las Vegas	Two inlet, 6-bin	Jun-21	Jun-31	Lyngsoe
Windmill	Three inlet, 10-bin	Apr-11	Apr-21	P.V. Supa
Central Sort (at Windmill Service Center)	Two inlet, 42 bin	Mar-20	Mar-30	Lyngsoe
Whitney	Three inlet, 6-bin	Oct-09	Oct-19	P.V. Supa

The District also uses several other solutions from EnvisionWare including, PC Reservation and Print Management, library document stations, security gates, and OneStop self-check kiosks.

Library's Technology Goals and Objectives

The Goals and Objectives identified are organized into three categories, Legacy Technologies, Facilities Master Plan Initiatives, and New Initiatives. The following Goals and Objectives are established for the timeframe of this Technology Plan:

LEGACY TECHNOLOGIES

1. Financial Management System

The District migrated to the Serenic Navigator enterprise resources planning solution in 2016 for accounting. However, the District has outgrown the solution and needs a more robust solution. The District will seek a solution that includes fixed asset tracking and electronic procurement.

2. Annual Computer Refresh Project

The District maintains a fund for replacing 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 over 300 computers and laptops annually.

3. Automated Materials Handling Systems (Sorters) and Security Gates

The AMH systems implemented by the District in 2008 are at the end of their life expectancy. The District will replace a portion of these systems annually until they have all been replaced.

4. New Self-Check Solution

The previous Technology Plan identified the need to optimize space in the branches, improve customer experience, and integrate payment card industry standards into a new self-check solution. A new self-check pilot implementation was completed at the East Las Vegas Library. The District will expand this pilot solution to the remaining branches.

5. Move to Cloud

The District has migrated several on-premise solutions to the cloud, including our website, facilities booking solution, and human resources information system. The District will continue to seek opportunities to migrate on-premise legacy solutions to the cloud.

FACILITIES MASTER PLAN INITIATIVES

6. Makerspaces

The District currently offers Makerspace services, including 3D printers, computers with specialized software, craft and hardware supplies, tools, etc. at several branches. The Facilities Master Plan identified these services for expansion to all urban branches, including the Laughlin Library, that do not currently offer these programs.

7. Homework Help Centers

Homework Help Centers offer dedicated spaces, where students of all ages can visit the library and work on their homework independently or with the help of volunteer tutors in several branches. These spaces are equipped with comfortable furniture, WiFi, computers with internet access, and printers for student use. The Facilities Master Plan identified these services for expansion to all the urban branches, including the Laughlin Library, that do not currently offer these programs.

8. Computer Centers

The District has a staffed, dedicated computer center in several of the urban branches. While all of our libraries offer public access computers, not all branches have a dedicated space and staffing for this service. The Facilities Master Plan identified these services for expansion to all the urban branches, including the Laughlin Library, that do not currently offer these programs.

9. Distribution Center Expansion/Relocation

The Distribution Center, currently located in the expansion area of the Centennial Hills Library, will need to be relocated to make room for the library services identified in the Facilities Master Plan. The Facilities Master Plan identified the removal of shelving at all branches to make space for the addition of other library services. As the physical collection in the branches are reduced, the Distribution Center may need to be expanded to store the additional materials.

10. Business Hubs

Business Centers are dedicated spaces that provide office supplies, print and copy services, fax services, and other business-related services. These spaces would also offer offices, meeting rooms, and telephone services for entrepreneurs to use for their businesses. The District will investigate the addition of these spaces in all of the urban branches during the implementation of the Facilities Master Plan.

11. Digital Signage

The District implemented internal and external digital signage at the newly constructed branches. The digital signage system provides for easy identification of the library branches within our communities and allows the branches to advertise branch programs internally via large monitors. This solution can also include interactive customer engagement solutions using interactive monitors that would allow customers to touch the screen to get branch navigational information, information about the library, and other local information. The Facilities Master Plan identified these services for expansion to all the urban branches, including the Laughlin Library, that do not currently have these capabilities.

12. Meeting Room Presentation

The District currently provides meeting rooms and study rooms for customers to rent. This project will integrate technologies onto these spaces to allow customers to collaborate with internal and external attendees. This solution may include digital whiteboards and web-conferencing technologies. The Facilities Master Plan identified these services for addition at all of the urban branches, including the Laughlin and Mesquite libraries.

NEW INITIATIVES

13. Circulating Technology

The District currently offers iPads and hotspots for customer checkout. This project will seek to increase the number of devices available and expand those services and explore additional technologies that can be checked out by customers. Additional technologies could include e-book readers and smart phones.

14. Social Media Presence

The District has established Facebook, Twitter, YouTube, and Instagram accounts. 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 to determine if additional presence would be beneficial. Additionally, because of the COVID-19 pandemic the District will continue to investigate investments in virtual programming for our customers using remote conferencing solutions, such as Zoom and Webex.

15. Big Data Reporting

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

16. Cashless System

District staff currently collect cash from customers for various services at the branches. The District implemented a pilot solution at the East Las Vegas which allows customers to use a kiosk to add funds to their accounts using cash or credit card. The funds can be used to pay for various services, such as fines, copying, faxing, printing, etc. This solution reduces the number of point-of-sale locations and services that currently accept cash, but does not completely eliminate the need for staff to accept cash. We plan to refine the pilot and expand this solution to other branches.

17. Digital Self-Publishing

The previous Technology Plan identified a goal for providing a community-based publishing service that would allow customers to print, bind, and trim quality paperbacks of their own

written work. After some research, we have determined that this would not be a practical solution for us to provide. Instead, the District will implement a digital self-publishing solution where library customers can create, share, and discover works from other members of the local community.

18. In-Library Customer Flow Analysis/Beacon Technology

The District will seek a solution that can help us understand how customers are moving about our buildings. This solution would allow for the anonymous tracking of customer movement between the various areas inside of the library to facilitate the smooth movement of customers, understand peak times of library use, and help with the design and placement of services.

19. Mobile App

The District has used the Innovative Interfaces Inc. MyLibrary! smart phone app for several years. The app provides basic services such as searching the catalog and checking account information. The District will investigate other solutions to determine if there is a better option for our customers.

20. Mobile Staff Service Model

The District implemented a pilot solution at the East Las Vegas Library as identified in the Vision 2020 Strategic Plan. This service provides staff with a mobile cart with computer and telephone services, to allow staff to "roam" around the library and assist customers where they are and improve customer service.

21. Electronic Signatures

The District currently stores physical signed documents in boxes and files for staff, customers, and vendors. The HR department recently migrated to a cloud-based human resources information system, which will allow the department to gather employee signatures electronically. The IT department recently developed a policy and implemented a solution for allowing vendors to execute vendor contracts electronically. Library Operations currently maintains paperwork signed by customers for various purposes. The District will seek a solution to allow staff to collect and store customer signatures electronically.

22. Expand Digital Access

The District will seek ways to extend access to online resources for customers who do not currently have a library card. This goal may include services such as Instant Digital Cards which would allow customers to use their mobile phone to access the digital collection or Pop-up libraries which would allow customers to access digital content at convenient locations such as buses, hospital waiting rooms, or the DMV without having Internet access.

23. Technology Bus

The Technology Bus is a mobile classroom that would enable the District to bring specialized library programming and technologies to the outlying branches, outreach events, and the urban branches that do not yet have these services. Included in this service would be the

ability to bring technologies, such as hotspots, laptops, 3D printer, etc. and programs to these locations and events.

24. Community Share

The District will form a partnership with the Clark County School District and other local library district and K-12 institutions to establish a process that will allow students to obtain easy access to a library card and the District's services. The students' access would be curated and focused to provide support for the K-12 curriculum.

25. Digital Repository

The District has volumes of boxes with paper records, including purchasing documents, Board meeting notes, etc. This project would digitize and index the paper documents to reduce physical storage requirements while make the data searchable and more easily retrieved.

26. Customer Satisfaction Survey

The District will explore ways to solicit customer feedback from library users in an effort to improve services to the public.

27. Cybersecurity

The District has always invested in information technology security. However, the threat landscape for information technology continues to evolve as more and more sophisticated attack vectors are developed by hackers. The District will continue to invest in tools and training to stay ahead of these security challenges.

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 technical 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. However, in 2020, the IT department did not send any staff to out-of-state training because of the pandemic. The IT department currently consists of 17 full-time employees:

- 1.0 Chief Information Officer
- 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
- 4.0 Microcomputer and Network Analysts
- 1.0 Microcomputer Specialist
- 4.0 Microcomputer Technicians
- 1.0 Makerspace Specialist

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 2019 Server
- A+ Accelerated Hardware & Software

The IT Makerspace Specialist position was created in 2019 and works closely with the Microcomputer Technicians to provide support for makerspace technologies, such as 3D printers, laser engravers, etc.

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 2019 Server
- Building Cisco Multilayer Switched Networks
- VMware vSphere: Install, Configure, Manage Version 6.6

Staff development opportunities for the IT Assistant is primarily Microsoft application related such as:

- Microsoft Word 2019 Advanced
- Microsoft Access 2019
- Microsoft Windows 10

Other Departments

Several departments are involved in providing training for District staff.

The Electronic Resources department (ER) leads, coordinates, and supports the collection and management of all online resources available through the Library District. The types of online resources include databases, ebook platforms, streaming services, and online learning tools. ER staff provides instruction in the use of online resources and mobile devices. Delivery of instruction includes hands-on practice, system tutorials, vendors training, 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's online resources. The Distribution Center offers training on using collection management tools, such as collectionHQ and Decision 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 is allowed to attend each conference annually. 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 staffing shortage. The department hopes to resume these services if staff is available. ER staff, with after-hours assistance of the Unique Call Center, 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 online resources and accommodates various learning styles and experience levels.

The District offers online tools, such as LinkedIn Learning, Niche Academy, Gale Courses, and one-on-one training, to customers on a variety of topics that involve computer technology at all of the District's urban branches and at some outlying branches.

In 2015, 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. Additional programs, such as the East Las Vegas Library Built From Scratch, West Las Vegas Library Switch Robot Lab, and Enterprise Library Cox Teen STEAM Lab, etc. were developed to provide expanded technology access and makerspace training for teens.

Timeline and Estimated Costs

The time coverage for this Technology Plan is the five-year period between mid-2021 and mid-2026.

	Goals	Completion	Estimated Cost
1	Financial Management System	Dec 2025	\$1,000,000
2	Annual Computer Refresh Project (annually)	Jun 2026	\$300,000
3	Automated Materials Handling Systems/Sorters and Security Gates (annually)	Jun 2026	\$350,000
4	New Self-Check Solution (annually)	Dec 2023	\$100,000
5	Migration to Cloud (annually)	Ongoing	TBD
6	Makerspaces	Master Plan	TBD
7	Homework Help Centers	Master Plan	TBD
8	Computer Centers	Master Plan	TBD
9	Distribution Center Expansion\Relocation	Master Plan	TBD
10	Business Hubs	Master Plan	TBD
11	Digital Signage	Master Plan	TBD
12	Meeting Room Presentation	Master Plan	TBD
13	Circulating Technology (annually)	Ongoing	\$25,000
14	Social Media Presence	Jun 2026	\$1,000
15	Big Data Reporting	Dec 2023	\$100,000
16	Cashless System	Dec 2023	\$300,000
17	Digital Self-Publishing	Dec 2021	\$50,000
18	In-Library Customer Flow Analysis/Beacon Technology	Dec 2022	\$100,000
19	Mobile App	Jun 2022	\$50,000
20	Mobile Staff Service Model	Dec 2022	\$150,000
21	Electronic Signatures	Dec 2022	\$50,000
22	Expand Digital Access	Jun 2022	\$50,000
23	Technology Bus	Dec 2024	\$250,000
24	Community Share (annually)	Ongoing	\$25,000
25	Digital Repository	Dec 2024	\$50,000
26	Customer Satisfaction Survey (annually)	Ongoing	\$25,000
27	Cybersecurity (annually)	Ongoing	\$50,000
28	Training (annually)	Ongoing	\$50,000
	Total		\$3,076,000

Evaluation

To measure the effectiveness of this Plan's technology strategies and investments, The District 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 Technology 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.

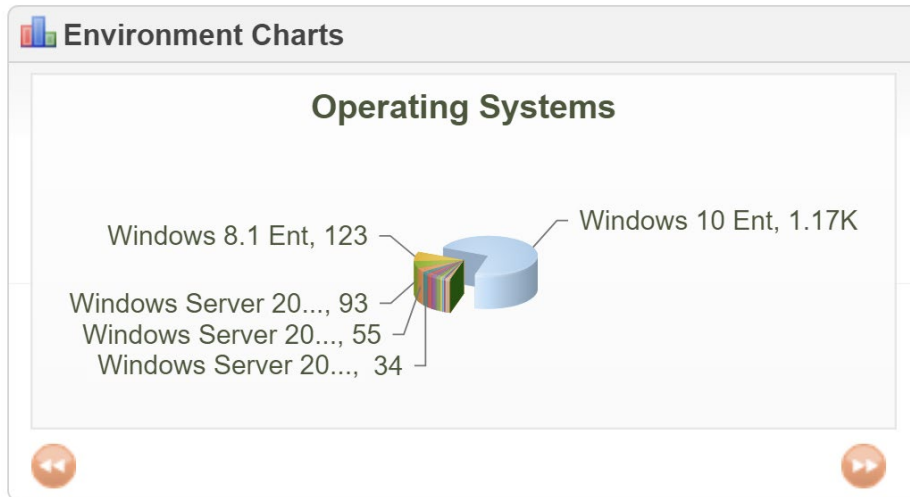
The Information Technology department will monitor the progress of the Goals and Objectives identified in the Plan and provide status updates in the department's monthly Board Report. A summary of the status of all the identified goals will be prepared at the end of this Plan.

Attachment 1: Technology Inventory

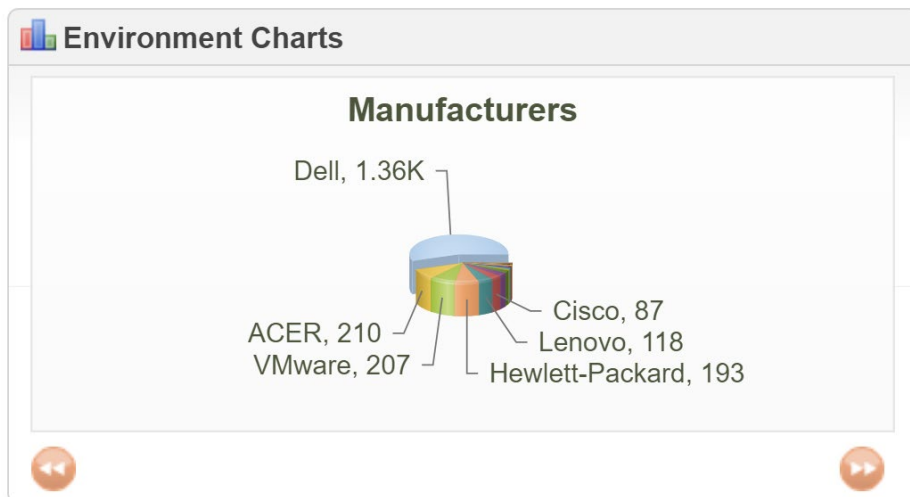
The following is a snapshot of the District technology inventory:



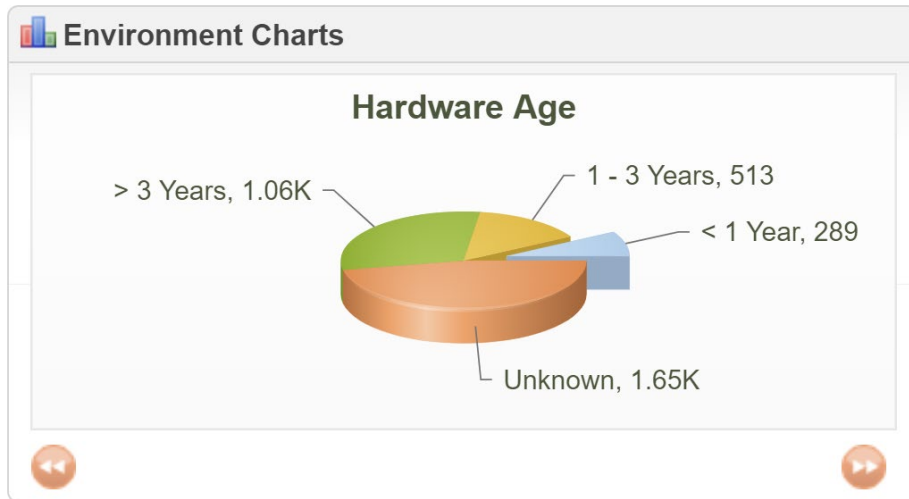
The above image provides a summary of the total number of District network nodes, including the number of workstations, laptops, servers, etc.



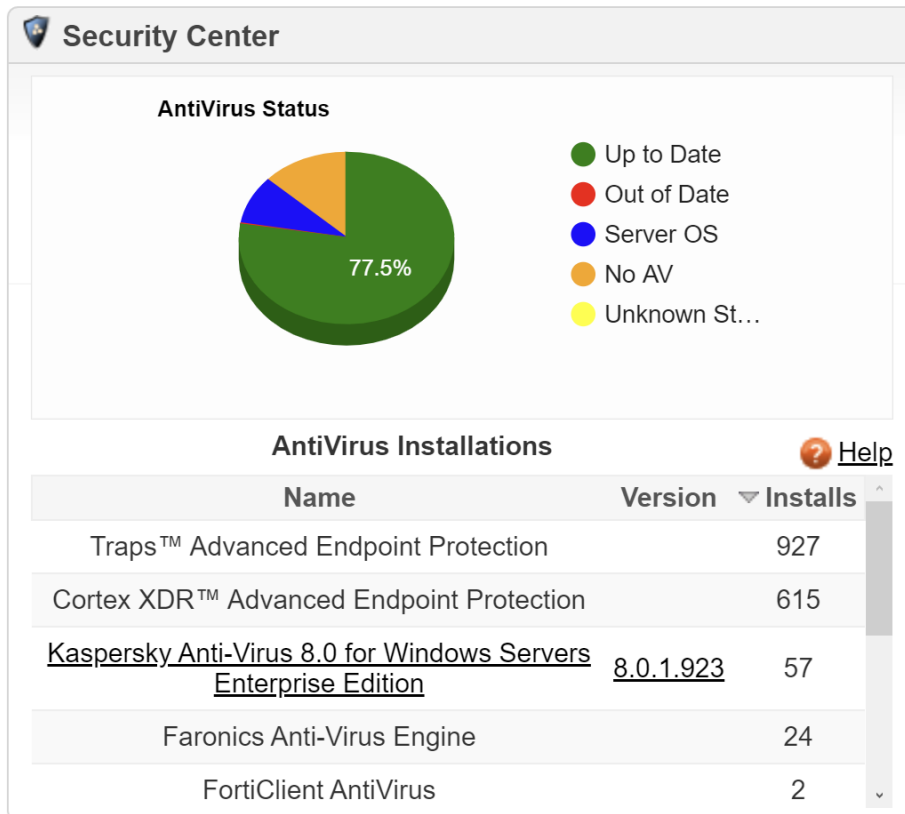
The above image provides a summary of the current number of Microsoft Windows Operating Systems in use by the District.



The above image shows provides a summary of the current primary hardware vendors used by the District.



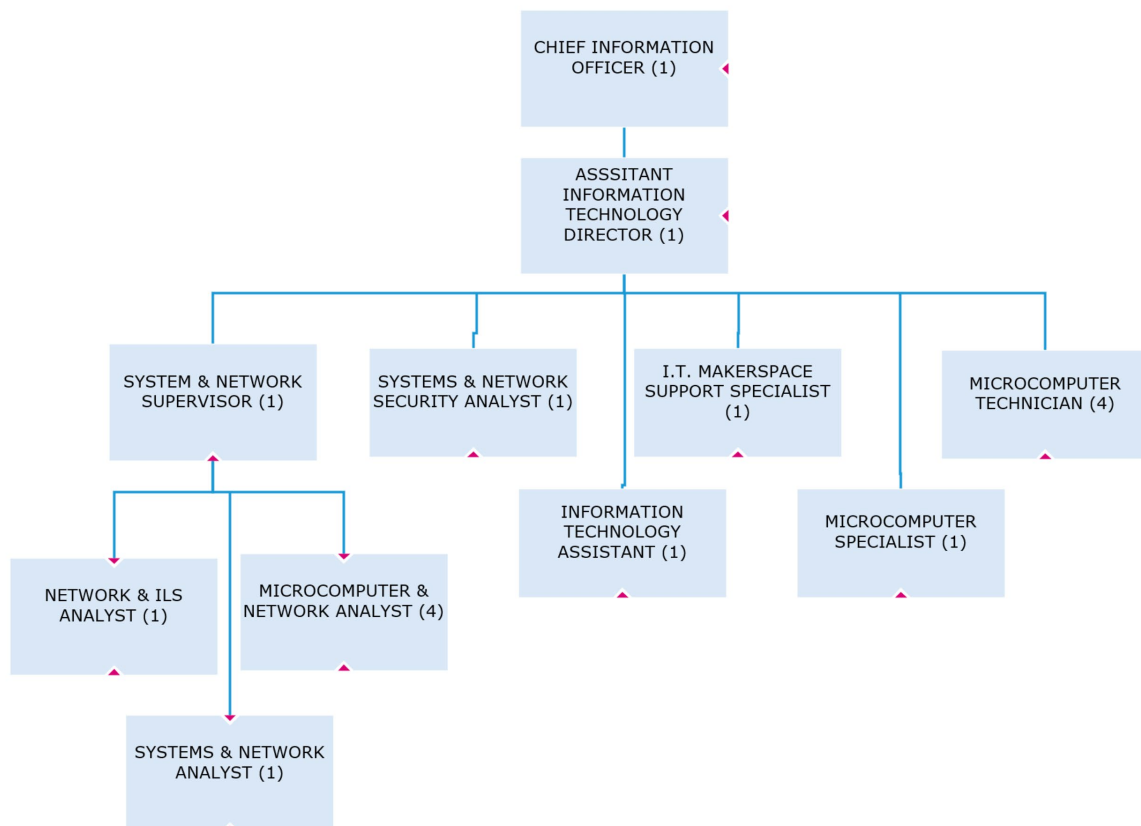
The above image provides a summary of the current age of the District's assets.



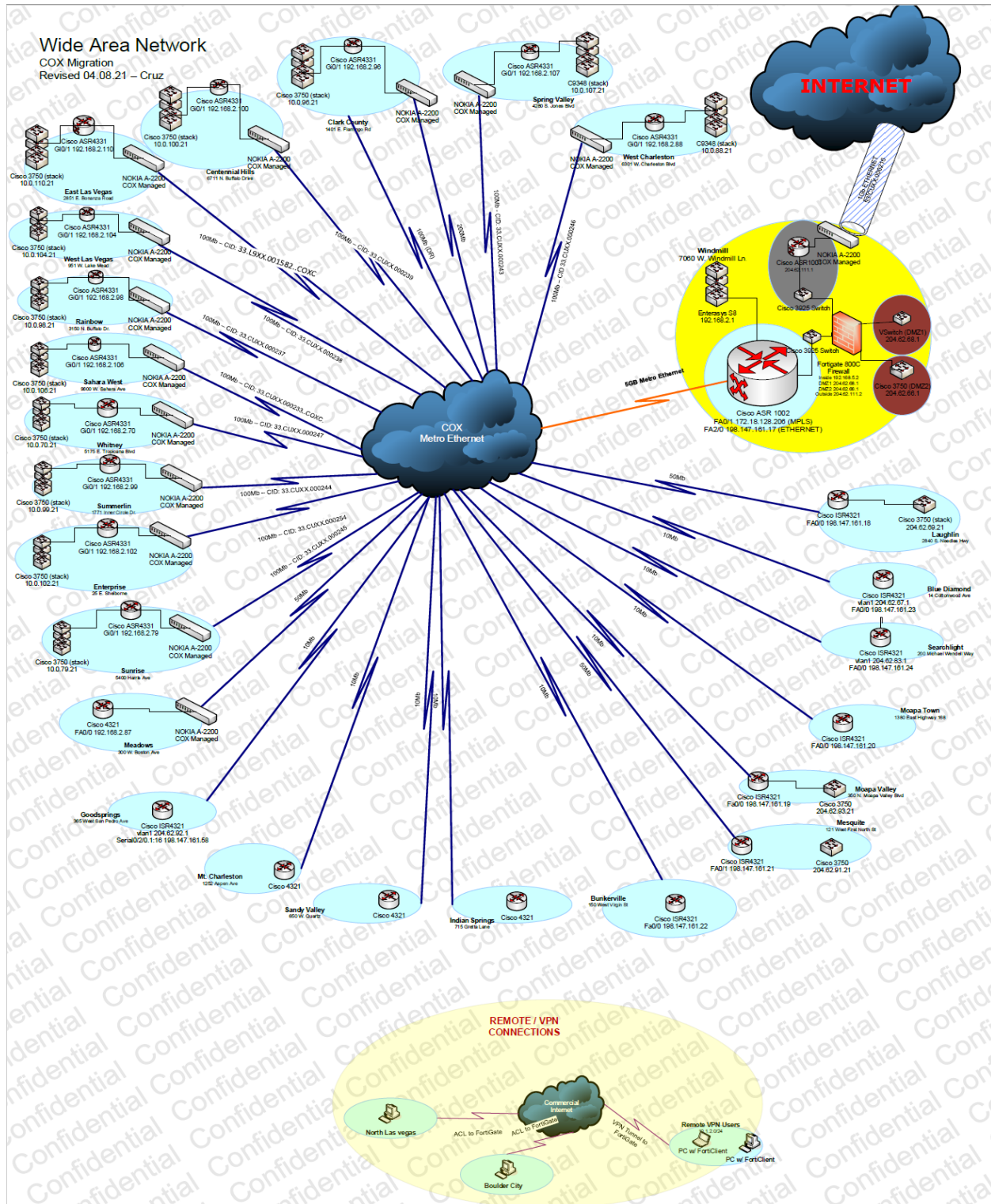
The above image provides a summary of the current endpoint security solutions used by the District.

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

Staff Assets	
Chief Information Officer	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)	Network support
IT Makerspace Support Specialist	Makerspace support
Microcomputer Specialist	Computer support/liaison
Microcomputer Technician (4)	Computer support



Attachment 2: Network Diagram



Attachment 3: Internet and Wireless Use Policy

Internet and Wireless Use Policy

Library Mission

The Las Vegas-Clark County Library District provides welcoming and inspiring spaces for reading, learning and achieving, and the tools and resources that families, children, teens and adults need to succeed. The Library is committed to building communities of people who can come together to pursue their individual and group aspirations.

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.

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; revised and adopted on July 11, 2019

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.

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 computers in youth areas of the library without parental permission. To access computers in adult areas of the library, 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 computer.

Parents/guardians are encouraged to guide their minor child's use of the Internet and to visit the following sites for more information: ConnectSafely.org and 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 youth Internet access on the wireless network for minor children under the age of 18. Anyone under the age of 18 accessing the wireless network is required to use the "Library Wi-Fi ages 17 and under" network unless they have parental/guardian acceptance of the terms outlined in "Parental Permission Agreement for Use of the Internet. Minors who have parental/guardian approval to use computers in the adult areas of the library may use the "Library Wi-Fi ages 18 and over" network, and 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.

Attachment 4: Additional Information Needed for E-Rate Application

BEN	Name	FSCS 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		Urban	104000			Public Library
99899	WEST CHARLESTON LIBRARY		Urban	38900			Public Library
99912	SPRING VALLEY LIBRARY		Urban	24500			Public Library
99932	WEST LAS VEGAS LIBRARY		Urban	38866			Public Library
99971	SUNRISE LIBRARY		Urban	22900			Public Library
100004	CLARK COUNTY LIBRARY		Urban	120000			Public Library
100039	MOUNT CHARLESTON BRANCH LIB		Urban	2800			Public Library
100048	RAINBOW LIBRARY		Urban	25000			Public Library
187712	ENTERPRISE LIBRARY		Urban	26300			Public Library
187714	MEADOWS VILLAGE LIBRARY		Urban	1200			Public Library
187716	MESQUITE LIBRARY		Rural	5600			Public Library
187726	SAHARA WEST LIBRARY		Urban	122000			Public Library
187732	SUMMERLIN LIBRARY		Urban	40195			Public Library
187739	WHITNEY YOUNG LIBRARY		Urban	26619			Public Library
16046289	CENTENNIAL HILLS LIBRARY		Urban	32314			Public Library
16065134	WINDMILL LIBRARY		Urban	140213	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
300784	260086	86.0%	Urban	90%	85%

Technology Plan for Las Vegas-Clark County Library District

Below is a summary of the total line item costs on this FCC Form 471:

Summary	
Total funding year pre-discount eligible amount on this FCC Form 471	\$377,087.64
Total funding commitment request amount on this FCC Form 471	\$339,378.88
Total applicant non-discount share of the eligible amount	\$37,708.76
Total budgeted amount allocated to resources not eligible for E-rate support	\$2,531,134.00
Total amount necessary for the applicant to pay the non-discount share of eligible and any ineligible amounts	\$2,568,842.76
Are you receiving any of the funds directly from a service provider listed on any of the FCC Forms 471 filed by this Billed Entity for this funding year?	No
Has a service provider listed on any of the FCC Forms 471 filed by this Billed Entity for this funding year assisted you in locating funds needed to pay your non-discounted share?	No