

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 retreat session in the East Las Vegas Library, Las Vegas, Nevada, and via Webex at 8:30 a.m., Friday, June 25, 2021.

Present:

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

Counsel: G. Welt – via Webex

Absent: None

Staff:

Kelvin Watson, Executive Director
Leo Segura, Library Operations Director
Floresto Cabias, CFO/Financial Services Director
Danielle Milam, Development and Planning Director
Betsy Ward, Branding and Marketing Director
John Vino, General Services Director
Matt McNally, Community Engagement Director
Jeff Serpico, Human Resources Director
Al Prendergast, IT Director/CIO
Keeley Walker, Training and Development Manager
Allison Boyer, Executive Assistant

Guests:

Jason Taruc, Deputy Attorney General (Nevada Attorney General's office)
Veronda Pitchford, Retreat Facilitator
Luis Herrera, Retreat Facilitator

F. Ortiz, Chair, called the meeting to order at 8:41 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.
Retreat Discussion (Item IV.)	Chair Ortiz welcomed everyone, and encouraged those present to get up and stretch and walk around as the meeting was planned to take all day. Executive Director Watson also welcomed everyone and said he would try to frame the day. Watson said staff had put in a lot of work on the proposed strategic plan, and he emphasized the role of each group in order for the District to accomplish the goals. He then asked the

Administration Team (AT) to introduce themselves, followed by the Retreat Facilitators, as well as Keeley Walker, the District's Training and Development Manager.

AT members (in no particular order):

Matt McNally, Community Engagement (CE) Director, has been with the District for about seven and half years.

Floresto Cabias, CFO/Financial Services (FS) Director, has been with the District 18 years. He grew up in Las Vegas, using the District libraries.

Leo Segura, Library Operations (LO) Director, has been with the District nearly 24 years. He is a transplant in Las Vegas, but considers it his home.

Betsy Ward, Branding and Marketing (BAM) Director, has been with the District five years. She came to the District from R&R Partners, where she worked in advertising, marketing, and PR for 18 years. She has been in Las Vegas about 23 years.

Danielle Milam, Development and Planning Director, has been with the District and in Las Vegas since the end of 2008. She came to the District with ten years at the Urban Libraries Council. The strategic plan was added to her responsibilities in 2015.

Jeff Serpico, Human Resources (HR) Director, has been with the District and in Las Vegas one year as of last week. He has 25 years of experience in the HR field.

John Vino, General Services (GS) Director, has just under 15 years at the District.

Al Prendergast, Information Technology Director/CIO, has been with the District for over 21 years.

Keeley Walker, who works for Mr. Serpico in HR, is the District's Training and Development Manager, and has been with District just shy of two years.

Retreat Facilitators:

Veronda Pitchford is the Assistant Director of the Califa Group, a nonprofit library membership consortium representing 230 libraries in California committed to unleashing the impact of libraries. As part of her role, she serves as a strategic partner for several national grant projects and manages Infopeople, Califa's national training that delivers online learning for library people.

She is an active American Library Association (ALA) member and currently serves on the ALA Business Advisory group, the United for Libraries board and ALA's Center for the Future of Libraries Advisory Group.

In her consulting practice and previous professional positions, she has facilitated strategic planning and board retreats for library boards and trustees.

She was named a Library Journal Mover and Shaker in 2005, was

awarded the 2018 American Library Association Cathleen Bourdon Service Award for her outstanding service, and sustained library leadership in advocacy for expanding eBook access for libraries to better meet community reading and learning needs.

She has a master's degree in library and information science from North Carolina Central University, a historically black college in Durham, North Carolina, and an undergraduate degree in public relations from Central Michigan University.

Luis Herrera retired in 2018 after more than forty years in public library service. In 2005 then Mayor Gavin Newsom appointed him as City Librarian for the San Francisco Public Library. During his tenure, Mr. Herrera led the largest capital improvement program for the library system that saw the renovation of 16 neighborhood branches and construction of 8 new libraries. Prior to his experience in San Francisco, he directed the Pasadena Public Library and served as deputy director for the San Diego and the Long Beach Public Library Systems.

He has served as President of the Public Library Association, the California Library Association and REFORMA, the National Association to Promote Library Services to the Spanish Speaking. In January 2012, Luis was named Library Journal's Librarian of the Year. In 2014, Mr. Herrera was appointed by then President Barack Obama to serve on the Institute of Museum and Libraries and continues his work on the board.

Mr. Herrera's vision is to position urban libraries as vital community assets that serve as anchor institutions promoting life-long learning and community development. To that end, he is passionate about the future of libraries and currently serves as the Chair of the American Library Association's Center for the Future of Libraries. Recent consulting projects have included the Kansas City Public Library Board of Trustees and Executive Team and a strategic planning process for the Tacoma Public Library.

He is past chair of Cal Humanities, and a founding board member of the Digital Public Library of America. More recently, Luis has been active as trustee of the Latino Community Foundation, the San Francisco Museum of Modern Art and the Golden Gate National Parks Conservancy. He lives in Benicia, California with his wife Nancy who is also a librarian.

Mr. Watson hoped Trustees would get a lot out of the collaborative retreat discussion planned for today in order to see where the District had come from via *Vision 2020* and move forward with a new strategic plan. He thanked Ms. Pitchford and Mr. Herrera for coming. Watson specifically chose them to facilitate the discussion and he believes it would become clear as the day goes on why he chose them.

Chair Ortiz introduced Justin Taruc, Assistant Attorney General (AG) in the Nevada Attorney General's office to review Nevada's Open Meeting Law (OML).

Counsel Taruc's presentation is attached as Appendix B.

Trustee' comments and questions are summarized below:

Trustee Wilson asked about collective discussions and issues of violation of the OML in terms of emails sent to all by a Trustee or the Director. Trustee Ramaker also had questions if the public sent an email to the Trustees. Counsel Taruc explained that emails sent out to all Trustees are fine; the problem arises when the responses are sent to everyone as well. The entity should have a policy on responses for communications to the Board from the public.

Trustee Ramaker also had questions about whether Trustees' sitting together at a social event was a violation of the OML. She asked about where public comments need to be agended so no one is missing the opportunity to comment on an item on the agenda, or under the responsibility of the particular board. Ramaker asked about the notice requirements to members of the public who had requested to receive notice about meetings. Counsel Taruc discussed maintaining proof of mailing by 9:00 a.m. of the third working day prior to the meeting. He also reminded Trustees that notice requests are only valid for six months and the individual must renew their requests.

In response to a comment from Chair Ortiz, Counsel Taruc explained the setup in the Attorney General's office, Boards and Open Government Division, where he works. In addition, he explained the purpose of the hotline which he encouraged Trustees to call if they had questions. Each Deputy AG in the office is in a rotation to respond to questions staff receives in the office.

Counsel Welt asked, if the District was open seven days a week, if anything had changed in the OML regarding working days. Counsel Taruc responded that working days still do not include Saturdays, Sundays, and holidays.

Trustee Waugh asked about whether the use of overflow rooms are fine for open meetings. Counsel Taruc replied that they are, as long as those in the overflow rooms are able to hear, observe, and participate in the meeting.

Trustee Benavidez asked the proper wording for closed sessions on an agenda. Counsel Taruc reviewed the wording on the District's Regular Meeting agendas. "Executive Session regarding litigation, budget and labor issues." With the exception of the budget listing, he felt that should suffice for litigation and labor issues. Taruc was not sure about the budget listing. He reminded Trustees that closed sessions have to be recorded so that if there is an issue, the Attorney General's office can review it.

Trustee Benavidez then asked about the statute of limitations. Counsel Taruc explained that if an OML violation is filed within 120 days of the alleged violation, the AG's office MUST investigate that complaint. If the OML violation is filed after the 120 day cutoff, the AG's office MAY investigate, unless the violation comes under a few areas that always must be investigated. Counsel Taruc will provide those specific areas. In addition, the person filing the complaint has to be somehow related

to the jurisdiction of the body. This covered a question Trustee Waugh had about a resident of another taxing district filing a complaint about the District.

Trustee Ramaker asked how long the AG's office has to respond to the complaint. Counsel Taruc explained that within 14 days of receipt of the complaint, the office must issue a letter to the complainant and the public body that a complaint has been received and the office is investigating. As for a determination, Taruc said there is nothing in the statute with a deadline requirement.

Chair Ortiz asked if he called for a break was called in the midst of public comment, would that be considered halting public comment. Counsel Taruc said no; the Chair cannot just stop someone from making a public comment UNLESS it is unduly repetitive.

Trustee Benavidez asked about the Board communicating after receiving public comment from an individual. Counsel Taruc explained that NRS 241.020 (3)(d)(3) does not limit public comment and discussion. What Trustees cannot do is move from discussion to deliberation.

Trustee Benavidez asked what issues would arise if the public body is behind on approving minutes. Counsel Taruc explained that that is a technical OML violation. That would probably be a finding. However, if a violation is found, and the Trustees acknowledge it, and take accountability for the violation, it will lessen the blow of criminal and civil penalties that may be assessed. Trustee Waugh asked about approving minutes with very brief descriptions of what happened and amending the minutes later. Counsel Taruc has seen instances where boards have done amended minutes; e.g., where the public body has found something that needed to be corrected or fleshed out after the fact.

Chair Ortiz asked about how the Board dealt with an anonymous complaint to the Board, not necessarily to the AG's office. Counsel Taruc explained that if it was not sent as an OML complaint, it is up to the public body to deal with it as per their policy. Taruc completed his presentation by directing Trustees to the AG's website for the Open Meeting Law manual and phone numbers to call with questions.

Chair Ortiz recessed the meeting at 9:51 a.m.

Discussion on the District's proposed new Strategic Plan, *Playbook 2026*. (Item IV.B.)

Chair Ortiz reconvened the meeting at 10:01 a.m.

Mr. Watson introduced discussion of the District's proposed new Strategic Plan, *Playbook 2026* by asking Ms. Milam to summarize from the previous strategic plan, *Vision 2020*.

Ms. Milam's presentation is attached as Appendix C.

Questions and comments from Trustees are summarized.

Trustee Benavidez acknowledged the work of staff in running with Vision 2020 and wanted to make sure that all staff are told they accomplished a great job. All the other Trustees echoed these

comments and appreciated the information provided.

Trustee Foyt asked about the data sources. Ms. Milam explained that demographics come from the U.S. Census and the American Community Survey. The market segmentation data system is called Landscape. She also explained how it is compiled and how staff uses it.

Trustee Rogers asked about the formative and summative assessment measures. Ms. Milam has explained that the industry has been working on this for at least 40 years and it is still a work in progress.

Trustee Wilson asked how the District used the market segmentation groups and whether staff focused on the top ten displayed in the presentation or did they drill down deeper. Ms. Milam explained that staff looked at all the market segments for each branch. There are roughly 59 different market segment groups spread around the District. Staff break down the segments for each branch so they could understand better what service directions to take for individual branches.

Mr. Watson explained that he asked Danielle to summarize the Vision 2020 plan to explain where the District was now and how it had gotten here. He remembered when he was interviewing for this position, there were several questions about his experience with strategic planning and he knows that is an important priority for the Trustees. Ms. Milam and the team were already in the process of working on the plan, so he provided some guidance. And, in addition, since Watson really likes football, the *Playbook* got its name. Today he is presenting a proposed action plan for Board discussion and feedback. Mr. Watson plans to bring the *Playbook* back to the Board in July for adoption. This is a high-level presentation and then the AT is going to come in and describe how each area will participate in the overall plan with "plays."

Mr. Watson's presentation is attached as Appendix D.

All Trustees commented that they appreciated the amount of work that went into the development of the *Playbook* and welcomed tying all different areas of the District together to achieve its goals

Trustee Benavidez liked the incorporation of employee, family, and organizations in the plan, and the emphasis on making sure the District's customers and staff (both inside and out) can see themselves at the library. She emphasized that she hopes everyone is on board with the plan. Also, Benavidez was happy to see many newcomers in senior positions as she believes that will help the District reimagine what it will become.

Trustee Whiteley appreciated the focus on listening. Listening to what staff and customers want. Trustee Waugh also appreciated the focus on staff culture and being the employer of choice.

Chair Ortiz praised Mr. Watson on his efforts to visit many critical individuals in the community who are willing to help the District out, spending time to evaluate the District and community resources, and in reaching out to the staff. There can only be one leader with a direction

and the *Playbook* is very good.

Overview of Board Roles and Responsibilities. (Item IV.C.)

Team-building challenges and exercises. (Item IV.D.)

Ms. Pitchford and Mr. Herrera combined Items IV.C. and IV.D. as part of the Retreat Discussion. They opened with a presentation that focused on the outcomes Pitchford and Herrera would like to see. The list is based upon discussions with Mr. Watson, those Trustees who took the opportunity to speak with Pitchford and Herrera prior to the Retreat, and those Trustees who took the opportunity to participate in an anonymous survey prior to the retreat. The outcomes for the Retreat are:

- Clarify roles and expectations
- Setting goals and vision for the future
- Deepening engagement between District, Trustees, and staff
- Tools to be effective stewards and advocates
- Work together as a collaborative team

Their presentation is attached as Appendix E.

Chair Ortiz recessed the meeting at 12:20 p.m. for lunch.

Chair Ortiz reconvened the meeting at 1:18 p.m.

Ms. Pitchford and Mr. Herrera continued with their discussion with the Trustees which focused on discussing how Trustees wanted to achieve the above outcomes as well as the following:

- Discussion of how involved individual Trustees could be within OML limitations and best practices for governing boards
- How could Trustees get to know each other within OML limitations and best practices. These two items transitioned into each Trustee providing information on their background, approach to Board governance and their specialties' that could help the District achieving its goals.
- How best to approach staff with concerns or requests for information and how to receive information utilizing the Director

All Trustees participated and the discussion was lively.

Presentations by each Administrative Team Member. (Item IV.E.)

The AT made their presentations, which as Mr. Walker explained, tied together information on each of their areas to the goals detailed in the *Playbook* describing specific plays their areas were planning to take. After each presentation Trustee questions and comments are summarized.

John Vino - General Services Department – Appendix F

Trustee Rogers suggested establishing a baseline for each "play", and then reporting if the plays worked out or if not, why they did not. He believed this was applicable to all the presentations.

Trustee Waugh was floored by the West Las Vegas Library improvements and the speed at which they were achieved. Other

Trustees echoed his comments.

Trustee Turner Whitely asked what Mr. Vино thought would be the biggest opportunity in his area to make a difference in the next six months. Vино said he was most excited to sit down with each branch to determine their priorities and, if the District can afford it and there is an opportunity to do it, get the projects done. Obviously, some priorities are more complex and require more work than others.

Trustee Turner Whiteley then asked about safety and security training and how often and what types are done. Vино explained that every employee in the District received active shooter training two years ago, and that would be repeated very soon. He also discussed Code Adam drills and lockdowns; staff need more training on lockdowns as these are increasing around the District. The lockdown procedure is different due to the separate law enforcement agencies who may get involved, depending on whether the branch is located in the city or the county.

Chair Ortiz appreciated staff incorporating the electric vehicles into the District's programs.

Al Prendergast – Information Technology Department - Appendix G

Trustee Rogers appreciated increasing computer literacy among District stakeholders and increasing access to different emerging technologies.

Trustee Ramaker appreciates, from her Windmill Service Center tour, all the different services which provide opportunities for children and adults for education and job searches. She especially appreciated the District providing Wi-Fi during the pandemic shutdown. That alone was heavily used and greatly appreciated by the residents of Mesquite. She also can appreciate the technology behind the electronic sorting equipment that allows so much material to be moved around.

Chair Ortiz commented on the improvement in access to Wi-Fi for the District's customers, which is a reduction in the digital divide for the District's underserved populations dating back to when he was first appointed to the Board. He emphasized that this strategic plan is an opportunity to really capture the underserved population regardless of race, color, creed, religion, etc.; noting that the first thing someone loses when they are broke is internet access.

Trustee Jiron is very excited to work with the District and the Clark County School District to get databases in the hands of students so that they remember the library is here and what it can help them to do.

Trustee Meléndrez appreciated that there is a focus to bridge the digital divide, increase community shares, and establish a Technology bus to bring internet access to additional people. He also wanted to stress the importance of cybersecurity.

Mr. Watson reminded Trustees that all of the opportunities mentioned were aspirational and some are more risky than others. The plan is an opportunity to take risks and try to do things that have not yet been

done before.

Jeff Serpico– Human Resources Department - Appendix H

Trustee Ramaker asked about difficult situations such as complaints and discipline. Mr. Serpico explained that is be handled through the Employer Relations and Labor Relations function, which is more of a day-to-day administrative role.

Trustee Waugh asked about District affinity groups for employees. He knows that it has been discouraged at the District in the past and he wondered if it might be a good time to look at it again for employees. Mr. Watson said that staff could certainly look at it. However, in his experience, affinity groups can sometimes create more silos. He believes there might be another way to go forward, using the District's Diversity Committee, which is a holistic group focusing on diversity as a whole. The District can still provide some of those same resources and support versus creating individual silos. Watson emphasized that he has communicated to the AT and the staff that he is the Chief Diversity Officer at the District and the AT represents him. That is his approach. He will certainly look at implementing the same things that affinity groups would be able to deliver as well.

Trustee Turner Whiteley believes the *Playbook* is an example of forward thinking and she is really looking forward to what the District does with the town halls.

Chair Ortiz complimented Mr. Serpico on jumping right in on his arrival to deal with many issues that needed to be addressed immediately.

Danielle Milam – Development and Planning - Appendix I

Trustee Benavidez appreciated Ms. Milam discussed putting the Foundation Directors together with the Trustees, especially since they have a common goal of enthusiastically supporting the District as well as getting to know the Foundation members.

Trustee Foyt was pleased that the volunteer level is increasing again. She asked if any Book sales were scheduled and Ms. Milam said that she is hoping to announce some soon. She discussed some ideas to make it easy for teachers to come in with their ID and get their discount year-round, not just at special sales.

Trustee Turner Whiteley commented that she was very happy the Foundation's revenues were going to specific programs. Milam responded by saying that she believes that one of the advantages of the Foundation is that its overhead is covered by the District and so staff can tell donors and funders that every single dollar goes to the program they want to fund.

Chair Ortiz recessed the meeting at 3:54 p.m. and called it back to order at 4:04 p.m. Ortiz also announced that Nevada State Library representative Norma Fowler would not be presenting at the meeting, but the material she has provided is available to the Trustees on Diligent.

Matt McNally – Community Engagement – Appendix J

Trustee Turner Whiteley appreciated that staff were looking into reducing or eliminating fines. She also appreciated that one of the listed goals was to recognize staff who implement innovative ideas. She hopes that is given some thought, considering that some other libraries are not even opened back up.

Trustee Waugh appreciated the focus on e-sports and other digital offerings. Other Trustees echoed his comments.

Chair Ortiz said the pandemic was a stress test for the District and he believed Mr. McNally's department met the challenge in the changes to the District capacity limits and programs during the pandemic as well as in their planning for future programs.

Trustee Meléndrez was glad to see the District opening up again which other Trustees echoed.

Trustee Foyt asked whether the District would be sponsoring a water donation drive or distribution during the summer. She remembers that happening in the past. McNally said that it may have been a one-time event at only one of the branches, but he can certainly discuss that with the Director.

Betsy Ward – Branding and Marketing – Appendix K

Chair Ortiz said that five years ago, he had requested that staff continue to work on improving the District's marketing in Spanish. As staff work on the budget, he requested that staff make sure that there is money to advertise the District's programs in Spanish.

Trustee Turner Whiteley asked if there was a paid strategy for the District's advertising. Ms. Ward discussed what has worked and not worked in the past.

Floresto Cabias – Financial Services – Appendix L

Chair Ortiz requested that Financial Services put together an after-action report on how the District managed during the pandemic that could be used as a guide. He commented that it seems as though the District faces something major every eight or nine years.

Leo Segura – Library Operations – Appendix M

Chair Ortiz asked Mr. Segura how many staff were in Library Operations. Segura said that there were currently 480 employees.

Trustee Waugh wanted to ensure that with three proposed Regional Manager positions, that Mr. Segura keeps an eye on equity between branches. Waugh hopes that dividing the branches that way will allow Regional Managers to hone in on each branches specific needs. Segura said that the addition of these three positions would provide more branch support and attention to their specific needs, especially for the outlying branches.

Trustee Waugh also suggested cross training between BAM and LO so the District can utilize embedded content creators at each branch. Mr. Segura agreed, talking about the training that had already been done

and that staff are starting to utilize a program called Biblioboard, which allows for additional posting of not only staff, but also customer content created through the District at the branches.

Chair Ortiz thanked everyone for spending the day together. He felt it had been an opportunity for the Trustees to learn and weigh in on the District's priorities as well as ensure the Director has what he needs in order to succeed.

Mr. Herrera and Ms. Pitchford agreed they saw movement forward and were pleased that the outcomes that were discussed at the beginning of the Retreat came to fruition. There was a lot of discussion, back-and-forth between everyone and lots of good questions and conversation about the role of the Board. The leadership is evolving and Herrera saw the Trustees developing and moving forward as they continue in their roles. He and Ms. Pitchford thanked Trustees for the honor of working with them, as well as their energy and participation.

Mr. Watson thanked everyone who participated in the retreat, and said, bringing the discussion back to the *Playbook*, he has always said that practice makes perfect. This is where the District is now. This is the beginning. This is the creation of the ecosystem that connects the *Playbook* strategies to the District's departmental operations and its organizational plan and its operational plans to teamwork.

Mr. Watson asked that Trustees be the ambassadors of the *Playbook* – it is not his *Playbook*, it is the District's *Playbook*. The *Playbook* would not have been completed without the input from the staff and stakeholders. And having all those insights and aspirations to the service and supporting the Las Vegas-Clark County Library District and becoming one of the greatest libraries and destinations, period, in the world.

Trustees individually thanked facils staff and expressed appreciation to the entire district.

**Announcements
(Item IX.)**

The next Board Meeting will be held Thursday, July 8, 2021 at the West Charleston Library at 6:00 p.m.

**Public Comment
(Item X.)**

None.

**Adjournment
(Item XIII.)**

Chair Ortiz adjourned the meeting at 5:32 p.m.

Respectfully submitted,

Kelly Benavidez, Secretary

2021 ATTENDANCE

[illegible]

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

Open Meeting Law Training

Justin Taruc, Deputy Attorney General
Boards and Open Government
2021 Training



Applicability of the Open Meeting Law

- The Open Meeting Law (“OML”) applies to meetings of public bodies. NRS 241.016(1).
- A “public body” is “[a]ny administrative, advisory, executive or legislative body of a State or a local government consisting of at least two persons which expends or disburses or is supported in whole or in part by tax revenue or which advises or makes recommendations to any entity which expends or disburses or is supported in whole or in part by tax revenue. . . .” NRS 241.015(4).

NRS Chapter 241

- The OML is found in NRS Chapter 241.
- Legislature declared in statute that it is the intent of the law that public bodies take action openly and that their deliberations be conducted openly. NRS 241.010(1).
- “The spirit and policy behind the OML favors open meetings and any exceptions thereto should be strictly construed.” *McKay v. Board of Supervisors*, 102 Nev. 644, 730 P.2d 438 (1986).



What is a “Meeting”?

- NRS 241.015(3) defines “meeting” as “[t]he gathering of members of a public body at which a **quorum** is present, . . . to **deliberate** toward a decision or to **take action** on any matter over which the public body has supervision, control, jurisdiction or advisory power.”
- **Quorum**: a simple majority of the membership of a public body or another proportion set by law. NRS 241.015(5).
- **Deliberation**: collectively examine, weigh, and reflect upon the reasons for or against an action. NRS 241.015(2).
- **Action**: a decision, commitment, or promise made by a majority of the members present during a meeting. NRS 241.015(1).



Serial Communications

- A meeting also includes serial communications
- What is serial communication?
 1. A series of gatherings of members of a public body;
 2. Less than a quorum is present at any individual gathering;
 3. The members of the public body attend one or more of the gatherings collectively constitute a quorum; and
 4. The series of gatherings was held with the specific intent to avoid the provisions of the OML



What is a Meeting? – Exceptions (NRS 241.015(3)(b))

- The definition of a “meeting” does not include:
 - **Social Functions** where there is no deliberation or action taken on any matter over which the public body has supervision, control, jurisdiction, or advisory power
 - **Attorney-Client Litigation Sessions** – to receive information from the body’s attorney regarding potential or existing litigation matter over which the public body has supervision, control, jurisdiction, or advisory power.
 - **Training Regarding Legal Obligations of the Public Body**

Meeting Notice and Agenda Requirements – (NRS 241.020)

- Written notice must be given at least **3 working days** before the meeting, which requires:
 1. Time, place, and location of the meeting;
 2. List of the locations where the notice was posted;
 3. The name, contact information, and business address for the person from whom a member of the public may request supporting materials and a list of the locations where the supporting materials is available to the public or information about how to find supporting material on the Internet; and
 4. An agenda



Meeting Notice and Agenda Requirements

- Agenda must consist of a **clear and complete statement** of the topics scheduled to be considered
- Action items must be clearly denoted as "for possible action"
- Public comment, to be taken at the beginning/end of meeting or before any action taken on an item
- If any portion of the meeting will be closed to consider the character, alleged misconduct, or professional competence of a person, the name of the person
- If the public body will consider whether to take administrative action regarding a person, the name of the person
- Notification that items on the agenda may be taken out of order, may be combined for consideration, and may be removed from the agenda or delayed for discussion at any time

What Does it Mean to be “Clear and Complete”?

- Agenda items must be **clear and complete**. NRS 241.020(2)(d)(1).
- A **higher degree of specificity** is necessary for topics of **substantial public interest**. *Sandoval*, 119 Nev. at 154-55, 67 P.3d at 906. Factors to consider include:
 - Does the topic generate public comment?
 - Does the topic generate debate among the members of the body?
 - Does the topic generate media interest/coverage?

Ask yourself – does the notice provide enough information to the public of its government is doing, has done, or may do?



Minimum Public Notice – NRS 241.020(4)

- Must post a copy of the notice at least the following:
 1. Principal office of the public body;
 2. If meeting is held using a remote technology system and no physical location, post on the public body's Internet website;
 3. Official Notice website of the State; and
 4. Provide a copy to any person who has requested notice of the meetings
- Must be posted no later than 9 a.m. of the third working day before the meeting.
- Additional notice requirements for consideration of character, misconduct, competence, or physical or mental health: 5 days personal service or 21 days certified mail. NRS 241.033.



Additional Requirements

- Must make reasonable efforts to assist and accommodate persons with physical disabilities desiring to attend. NRS 241.020(1).
- Must make reasonable efforts to ensure the facilities for the meeting are large enough to accommodate the anticipated number of attendees. NRS 2410.020(2).
- At least one copy of the notice, agenda, and supplemental materials must be made available to the public at the meeting. NRS 241.020(7).



Emergency Meetings – NRS 241.020(9)

An emergency meeting may only be called where the need to act upon a matter is **truly unforeseen** and circumstances dictate that **immediate action is required**.

DRAFT
NOT YET APPROVED

Closed Meetings – NRS 241.030

- Closed sessions may be held by any public body to:
 1. Consider character, alleged misconduct, professional competence, or the physical or mental health of a person, with some exceptions;
 2. Prepare, revise, administer, or grade examinations administered on behalf of the public body;
 3. Consider an appeal by a person of the results of an examination appeal by a person of the results of an examination administered on behalf of the public body.

Closed Meetings – NRS 241.030

- Closed sessions may not be held:
 - To discuss the appointment of any person to public office or as a member of a public body.
 - To consider the character, alleged misconduct, or professional competence of an elected member of a public body, or a person who is an appointed public officer or who serves at the pleasure of a public body as a chief executive or administrative officer or in a comparable position

Public Comment

- Restrictions on public comment must be specified on the Notice
- Restrictions must be reasonable “time, place, and manner” restrictions. NRS 241.020(d)(7). This means NO:
 - Halting comment based on viewpoint of speaker;
 - Halting comment upon belief defamation is occurring; or
 - Halting comment critical of a public official.

Public Comment

- A presiding officer may halt comments that become unduly repetitive or that stray from the scope of a specified agenda topic for which comment is offered, or halt conduct that is willfully disruptive. *See Kindt v. Santa Monica Rent Control Bd.*, 67 F.3d 266 (9th Cir. 1995); *White v. City of Norwalk*, 900 F.2d 1421, 1425-26 (9th Cir. 1990).
- The OML does not “[p]revent the removal of any person who willfully disrupts a meeting to the extent that its orderly conduct is made impractical.” NRS 241.030(4)(a).

Teleconferencing and Videoconferencing – NRS 241.023

- Public body may conduct a meeting via teleconference or videoconference if:
 1. There is a quorum present either in person or by electronic means; and
 2. Either:
 - A. There is a physical location where the public is permitted to attend and participate; or
 - B. They can hear and observe the meeting, participate in the meeting by telephone, and provide live public comment during the meeting.
- Public body must make reasonable efforts to ensure that the members and the public can hear and observe each other.



Meeting Records – NRS 241.035

- The public body shall keep written minutes of each meeting, including:
 - Date, time, and place of the meeting;
 - Roll call of members;
 - Substance of all matters proposed, discussed, or decided;
 - Substance of remarks made by the public if request is made that minutes reflect the remarks, or if written remarks are prepared, a copy of the remarks if submitted for inclusion in the minutes
- Public body shall approve the meeting minutes within 45 days after the meeting or at the next meeting
- Meeting minutes are public records

Violations

- Action taken in violation of the OML is void. NRS 241.036
- The OAG has statutory enforcement powers under the OML and the authority to investigate and prosecute violations of the OML. NRS 241.037; NRS 241.039; NRS 241.040.
- If a violation is found, the public body must include an item on its next agenda which acknowledges the OAG's findings, and the OAG's opinion must be treated as supporting material for the item. NRS 241.0395.

Violations – Corrective Action

- When a violation of the OML occurs or is alleged, the OAG recommends that the public body made every effort to promptly correct the apparent violation. NRS 241.0365.
- Corrective action is prospective only. NRS 241.0365(4).
- Corrective action requires that the public body engage in an *independent deliberative action* in full compliance with the OML. *Page v. Mira Costa Community College Dist.*, 102 Cal. Rptr. 3rd 902, 930 (Cal. Ct. App. 2009).
- Corrective action must be clearly denoted by placing the term “for possible corrective action” next to the appropriate agenda item.

Violations – Criminal and Civil Penalties

- Each member of a public body who attends a meeting where any violation of the OML occurs, has knowledge of the violation, and participates in the violation, is guilty of a misdemeanor. NRS 241.040.
- In addition to any criminal penalty, members may be subject to administrative fines (\$500 for first offense, \$1,000 for second offense, \$2,500 for third offense)
- No criminal or civil penalty may be imposed against a member if reliance on legal advice provided by an attorney of the public body.



Assembly Bill 253 (2021)

- Public bodies not entirely comprised of elected officials may conduct meetings exclusively by means of remote technology systems
- To be able to hold a meeting using a remote technology system and no physical location, the public body must:
 1. Have an Internet website; and
 2. Post to that website the Notice and Agenda and supporting materials



Assembly Bill 253 (2021)

- If conducting a meeting using a remote technology system and no physical location, notice must also include information on how the public may use the remote technology system to hear and observe the meeting, participate in the meeting by telephone, and provide live public comment during the meeting.
- Agenda and notice must be posted to the public body's website not later than 9 a.m. on the third working day before the meeting

Additional Points

- Parliamentary procedure is not addressed in the OML – Duties of the presiding officer, recognizing speakers, motions and voting, making a clear record. *See, e.g., Robert's Rules of Order* (11th ed. 2011).
- Disclosure and abstention **prior to consideration of a topic** in conformance with Ethics in Government Law (NRS Chapter 281A). Abstain only in a clear case where the independence of judgement of a reasonable person in your situation would be materially affected by the conflict of interest disclosed. *See* NRS 281A.420; *see also Carrigan v. Commission on Ethics*, __ Nev. __, 313 P.3d 880 (2013).

Questions?

- Nevada Open Meeting Law Manual:

[http://ag.nv.gov/uploadedFiles/agnvgov/Content/About/Governmental_Affairs/2019-03-26 OML 12TH AGOMANUAL.pdf](http://ag.nv.gov/uploadedFiles/agnvgov/Content/About/Governmental_Affairs/2019-03-26_OML_12TH_AGOMANUAL.pdf)

- Nevada Attorney General Phone Numbers:

- (775) 684-1100
- (702) 486-3420

DRAFT
NOT YET



APPROVED

NOW TO NEXT

Building Blocks of Library District Present Strategic Plan

Danielle Milam
Director of Development and Planning

VISION 2020 (v.2020)

Building for the Future

2016-2020

Adopted by the Library District Board of Trustees January 2016

Mission:

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

V.2020 PLANNING PROCESS & CONTEXT

- **Customer- and Community- Driven** Design for our service area based on community demographics and market segment data. Test with community leader and partner organization conversations/input.
- **Future Forward** Understand the global forces shaping and/or disrupting our world, industry, and community are changing rapidly and constantly, and shape a plan that is flexible, adaptable, and responsive
- **Industry Transformation** The business of public libraries is undergoing a radical change - from a focus on transactions to one of transformation:
 - Passive to Interactive
 - Information to Learning and Experiences
 - Physical and Virtual
 - Outputs to Outcomes
 - Static Plans to Flexible Decision Frameworks
- **Asset-Based** How does the Library District mobilize and maximize its public assets for the well-being, success, and vitality of people and communities in the region?
- **Performance Framework** Districtwide and Branch Level Service Plans

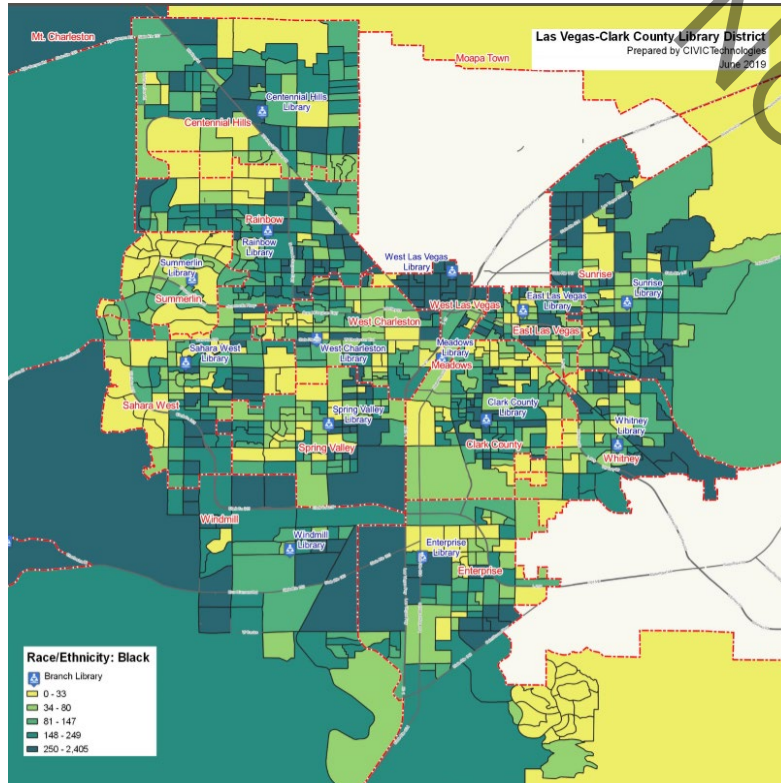
CUSTOMER- AND COMMUNITY-DRIVEN

- ✓ Mobile (46% of local households moved here since 2010)
- ✓ Growing Diversity
 - 9.7% Black
 - 9.3% Asian
 - Two or more races 21.6%
 - Latinx 36.7%

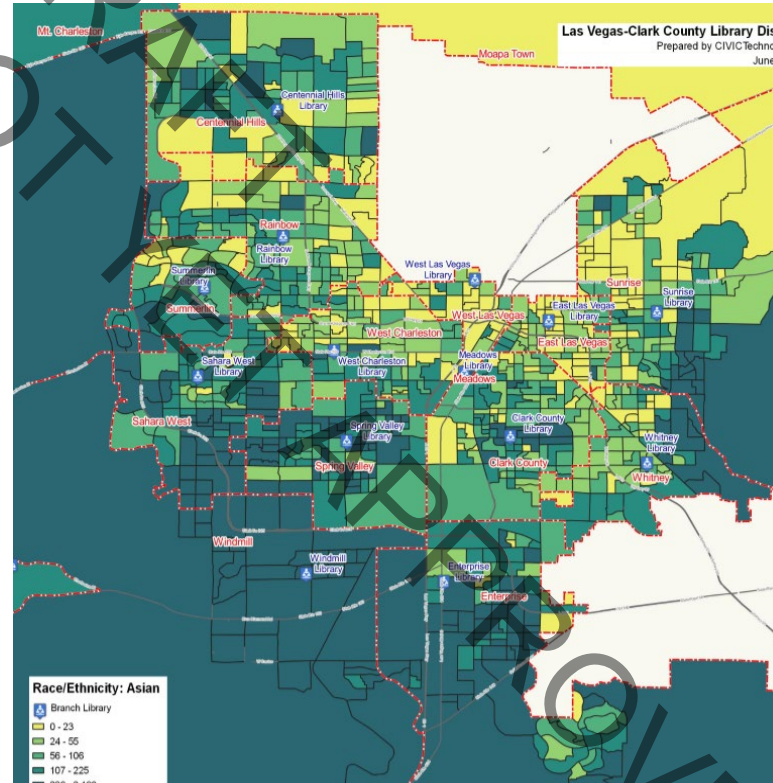
Las Vegas-Clark County

LIBRARY DISTRICT

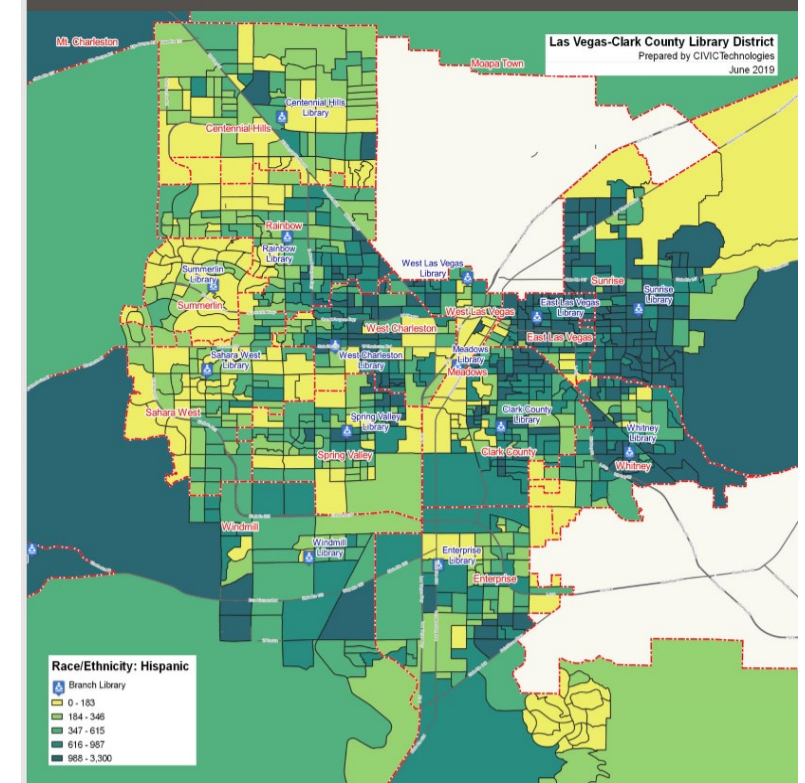
LVCCLD.org



Black Population



Asian Population



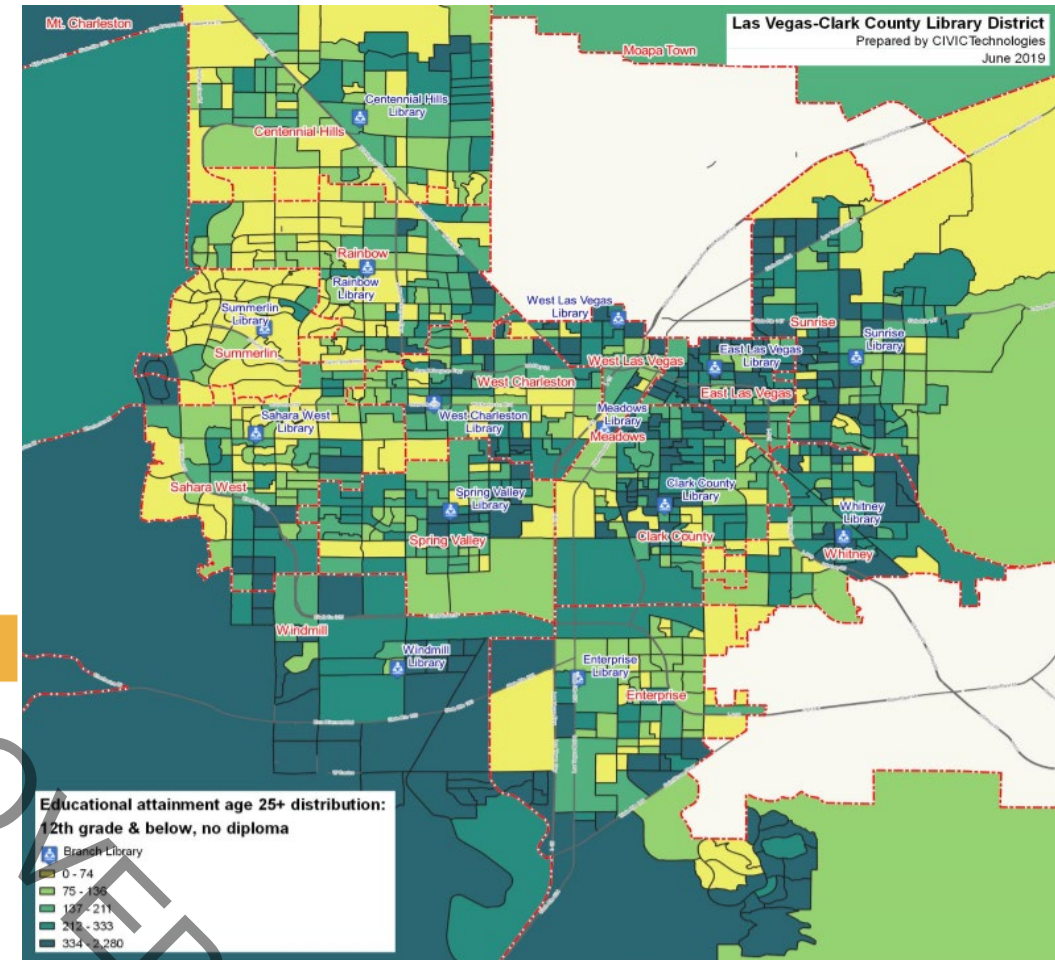
Latinx Population

EDUCATION

49% of adults 25+ have a high school diploma or less

Educational Attainment Age 25+ Distribution

12th grade & below, no diploma	228,693 / 21.6%
High school graduate or GED	289,050 / 27.3%
Some college, associates degree	337,458 / 31.8%
Bachelor degree	129,201 / 12.2%
Graduate degree	76,256 / 7.2%



Las Vegas-Clark County

LIBRARY DISTRICT

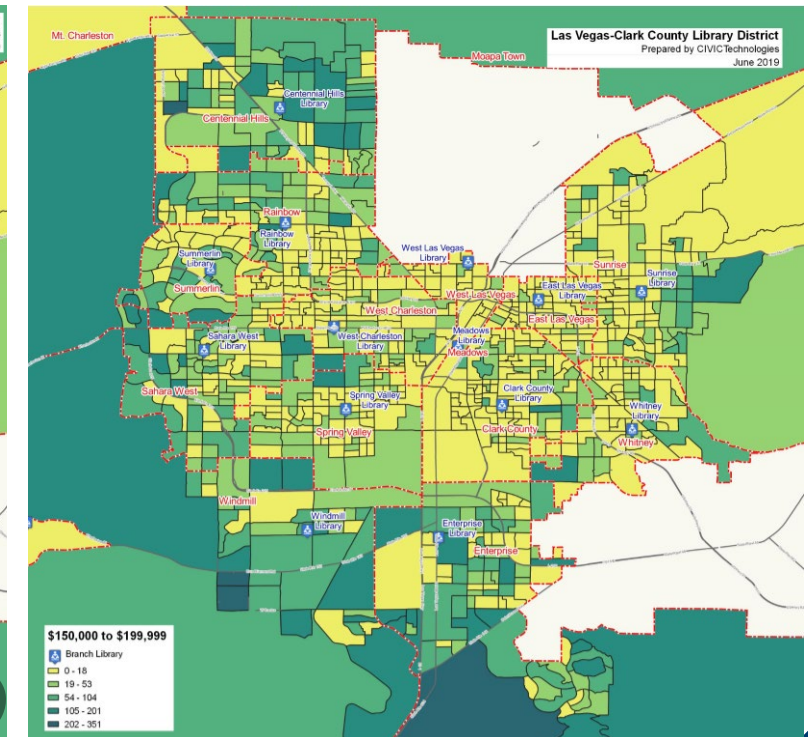
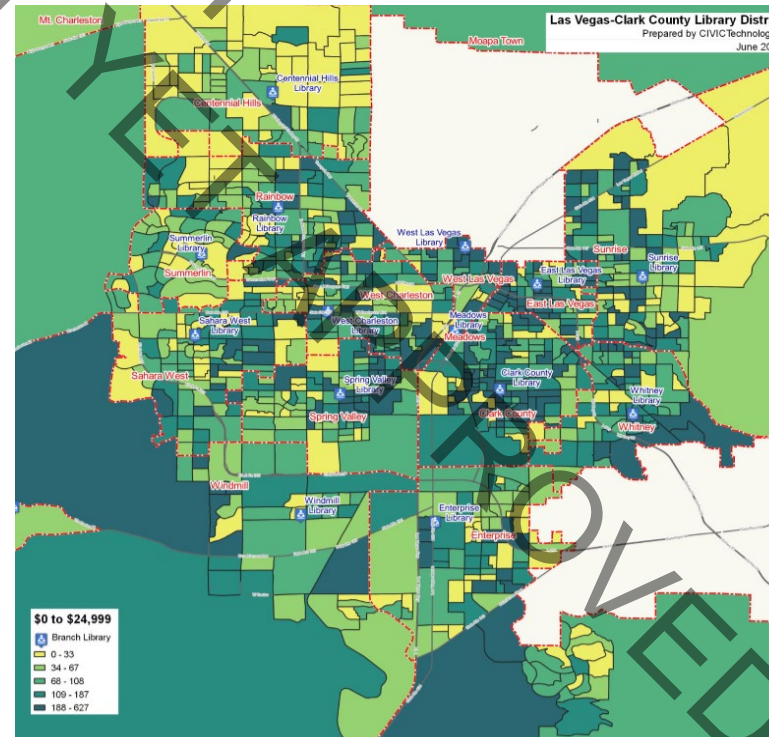
LVCCLD.org

INCOME

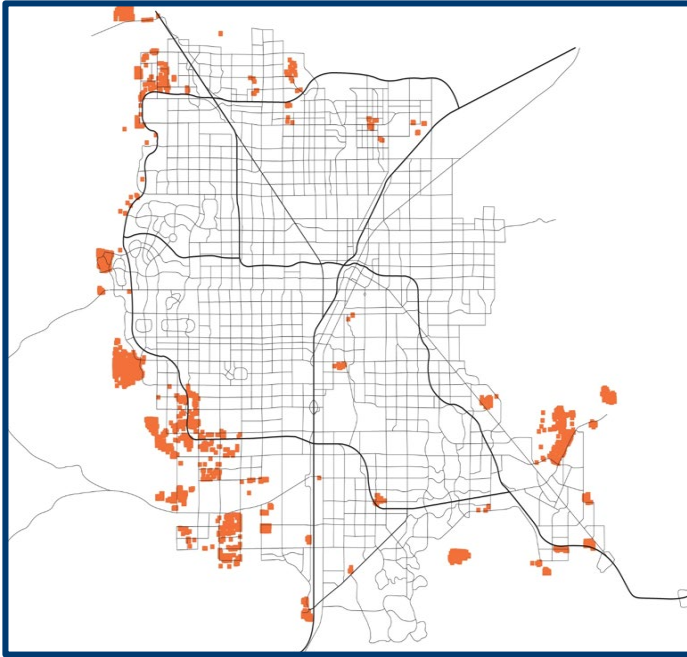
- 45% of Households Live on \$50K or less

Household Income Distribution

\$0 to \$24,999	119,265 / 19.2%
\$25,000 to \$49,999	161,308 / 26%
\$50,000 to \$99,999	216,522 / 34.9%
\$100,000 to \$149,999	76,005 / 12.2%
\$150,000 to \$199,999	27,172 / 4.4%
Over \$200,000	20,687 / 3.3%

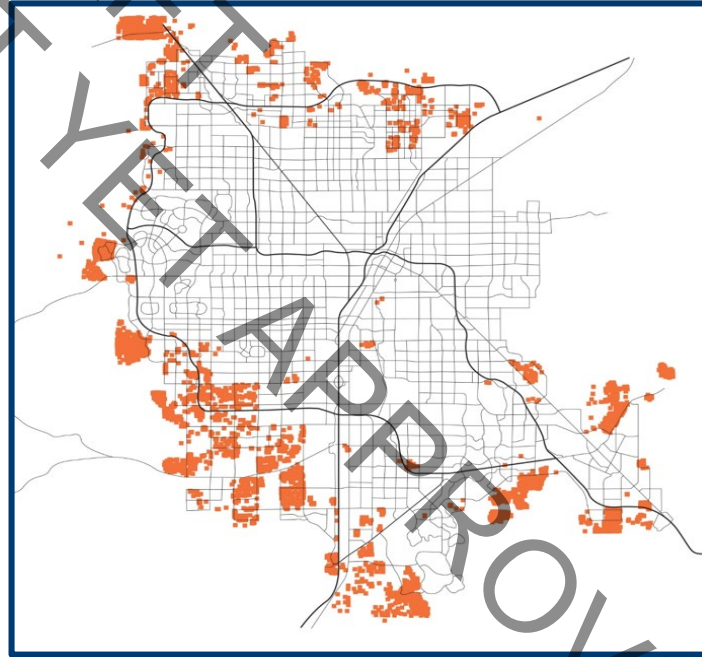


RAPID GROWTH



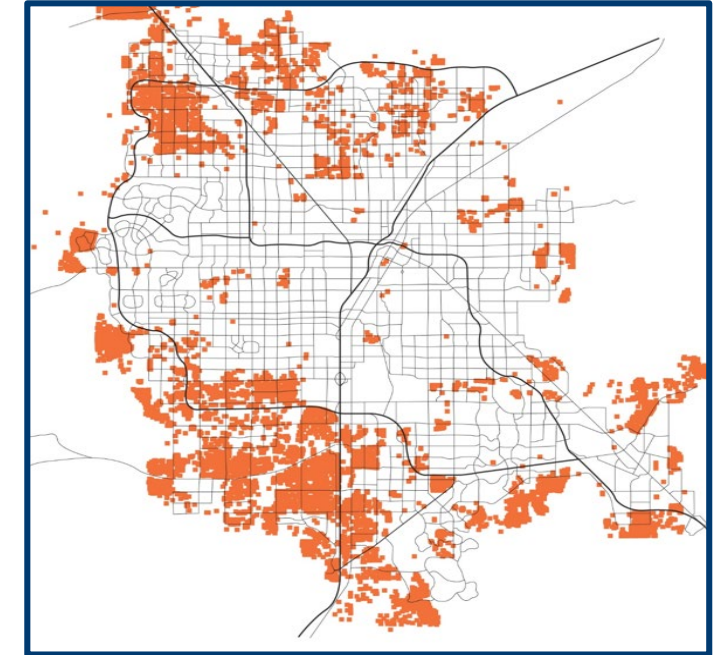
2020

895,184 Households



2030

1,004,064 Households



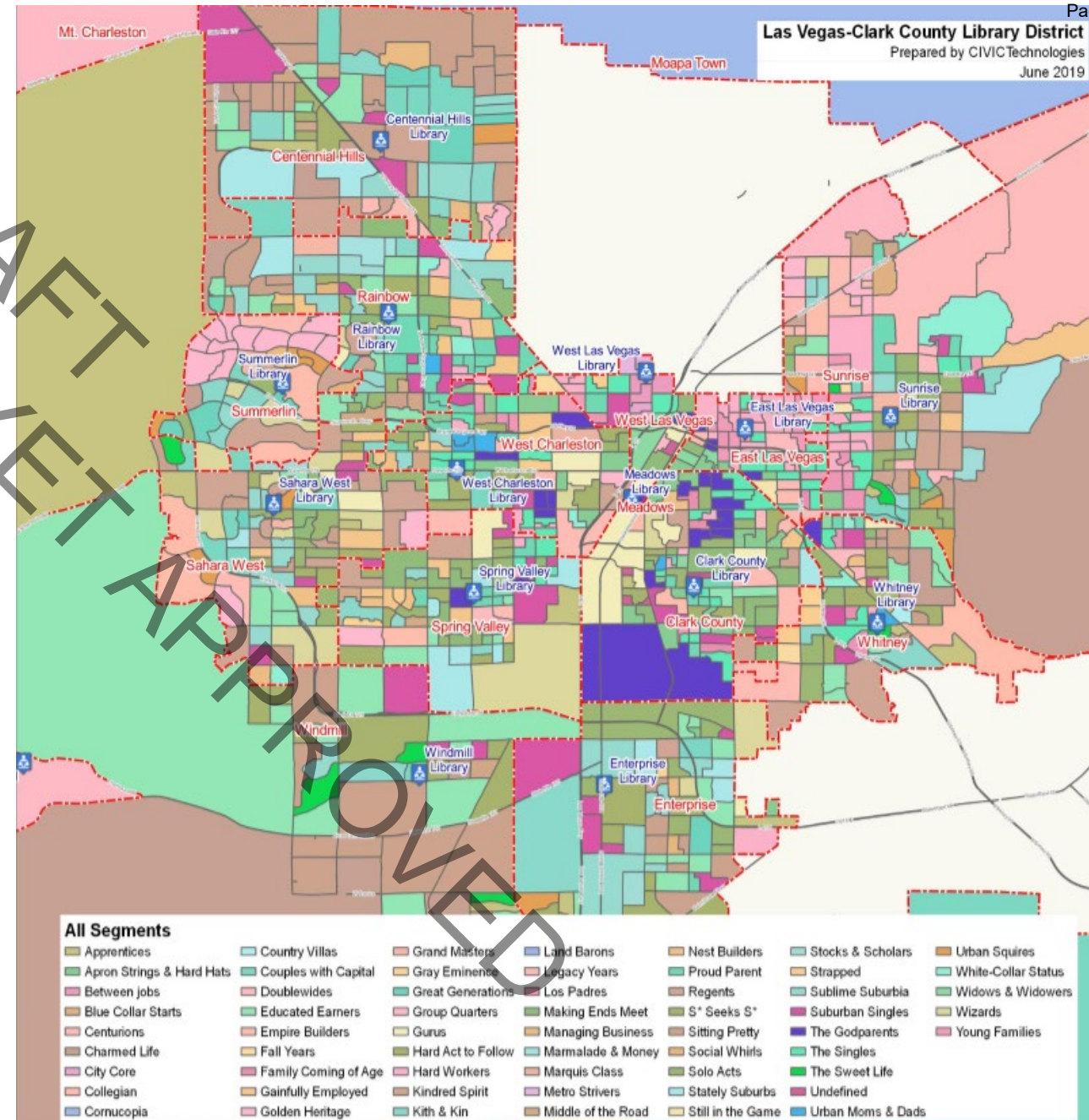
2040

1,099,137 Households

Las Vegas-Clark County
**LIBRARY
DISTRICT**
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Market Segmentation Our Service Area is Fragmented and Extremely Diverse

59 of 65 National Market
Segments (LandScape)



Las Vegas-Clark County
**LIBRARY
DISTRICT**
LVCLD.org

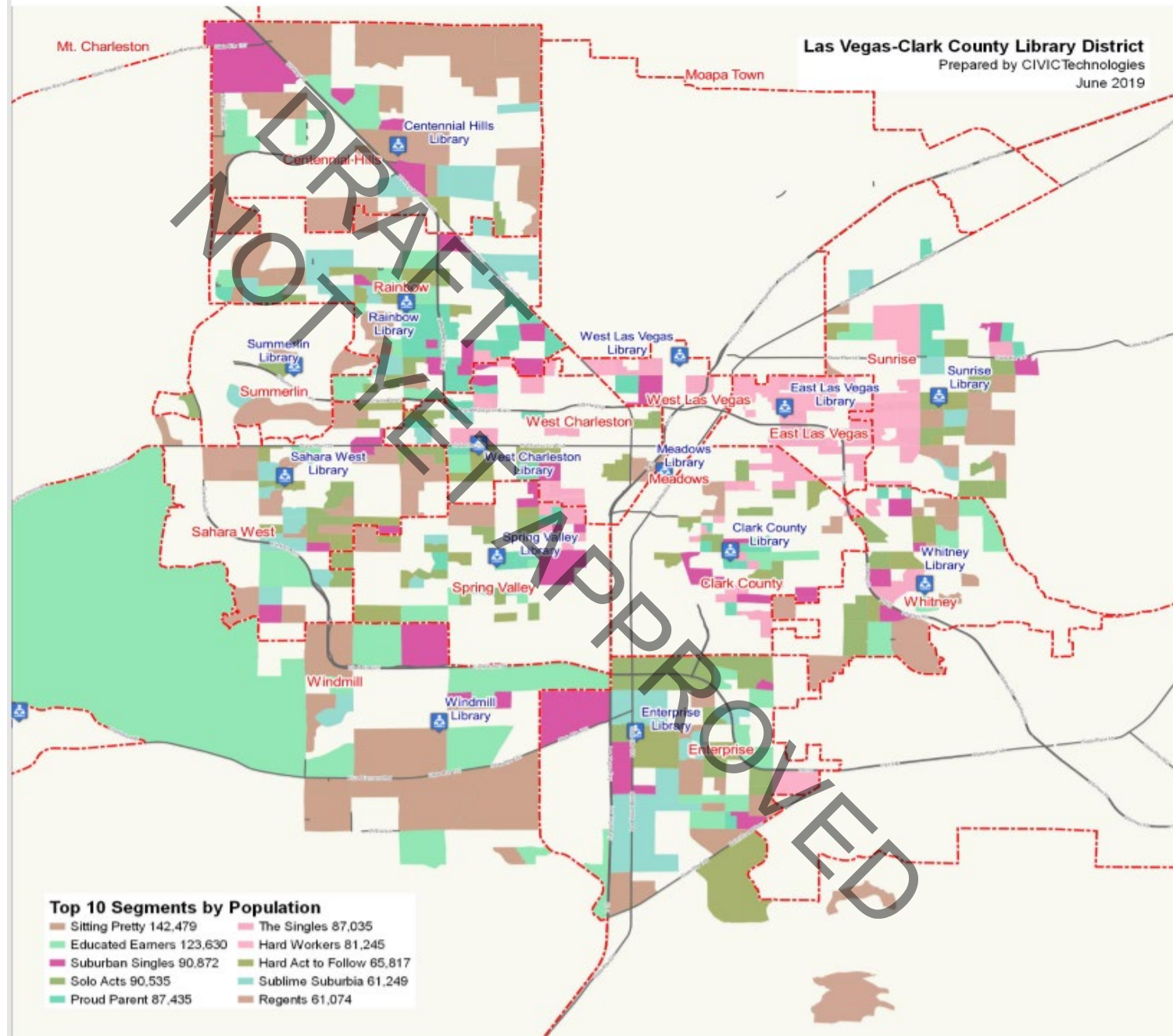
Sitting Pretty	142,479 / 8.4%
Educated Earners	123,630 / 7.3%
Suburban Singles	90,872 / 5.4%
Solo Acts	90,535 / 5.4%
Proud Parent	87,435 / 5.2%
The Singles	87,035 / 5.1%
Hard Workers	81,245 / 4.8%
Hard Act to Follow	65,817 / 3.9%
Sublime Suburbia	61,249 / 3.6%
Regents	61,074 / 3.6%
Making Ends Meet	52,214 / 3.1%
Legacy Years	50,941 / 3%
S* Seeks S*	47,730 / 2.8%
Apron Strings & Hard Hats	39,208 / 2.3%
Gainfully Employed	37,957 / 2.2%
Kith & Kin	34,492 / 2%
Golden Heritage	33,908 / 2%
Wizards	33,484 / 2%
Couples with Capital	32,082 / 1.9%
Young Families	29,193 / 1.7%
The Godparents	27,661 / 1.6%
Apprentices	27,461 / 1.6%
Urban Squires	26,496 / 1.6%
Charmed Life	26,393 / 1.6%
Doublewides	22,462 / 1.3%
Stately Suburbs	21,455 / 1.3%
White-Collar Status	20,446 / 1.2%
Kindred Spirit	19,335 / 1.1%
Los Padres	19,060 / 1.1%
Great Generations	18,233 / 1.1%
Empire Builders	17,352 / 1%
The Sweet Life	15,975 / 0.9%
Group Quarters	15,242 / 0.9%
Strapped	14,056 / 0.8%
Gurus	12,217 / 0.7%
Nest Builders	12,072 / 0.7%
Urban Moms & Dads	9,179 / 0.5%
Managing Business	8,467 / 0.5%
Widows & Widowers	7,172 / 0.4%
Fall Years	7,159 / 0.4%
Family Coming of Age	6,557 / 0.4%
Middle of the Road	6,389 / 0.4%
Gray Eminence	6,103 / 0.4%
Between Jobs	5,985 / 0.4%
Social Whirls	5,291 / 0.3%
Stocks & Scholars	5,047 / 0.3%
Country Villas	4,987 / 0.3%
Grand Masters	4,629 / 0.3%
Metro Strivers	3,145 / 0.2%
Cornucopia	2,584 / 0.2%
Marmalade & Money	2,260 / 0.1%
Blue-Collar Starts	2,172 / 0.1%
Still in the Game	2,137 / 0.1%
Marquis Class	916 / 0.1%
Centurions	817 / 0%
City Core	608 / 0%
Collegian	332 / 0%
Land Barons	236 / 0%
Unclassified	0 / 0%

The Top 10 Market
Segments
Comprise 52% of
our Population

Las Vegas-Clark County

LIBRARY DISTRICT

LVCLD.org



Las Vegas-Clark County

LIBRARY DISTRICT

LVCCLD.org

- **Sitting Pretty** (142,479) – Young, married couple families, some with children, working white-collar jobs enjoying good income but probably have debt – house, car, school
- **Educated Earners** (123,600) – Well-educated young singles, many with children, living in suburbs with career advancement opportunities
- **Suburban Singles** (90,872) – Young singles with young children, lower education levels, earning \$30-40K annually, limited career advancement opportunities
- **Solo Acts** (90,535) – Young and single, some with children, live in urban environments
- **Proud Parents** (87,435) – Young, single parents, many Latinx, with limited education struggling to make ends meet
- **The Singles** (87,035) – Predominantly single parents, many Latinx, who rely on blue-collar jobs and public assistance for income
- **Hard Workers** (81,245) – Young single parents with young children who rely on blue-collar jobs and public assistance for income, many Latinx
- **Hard Act to Follow** (65,817) – single 30-40, \$30-50K annual income, with few kids
- **Sublime Suburbia** (61,249) – Married couples without children in their 30s with incomes between \$50-60K annually
- **Regents** (61,074) – Married couples in 40s with children, living in urban neighborhoods making above average incomes

B2

Urban Cliff Climbers Sitting Pretty

Consumption Examples

Household

Home office furniture
Cognac
Nectar juices
Iced espressos: bottled
Sports drinks

Personal Life

Women's suits
Dress boots
Discount tires
Mazda
Web cams

Leisure Activities

Mexico vacations
Softball
Sports trading card
collecting
Las Vegas gambling
Religious club
memberships

Media Selections

ABC.com
Disney.com
Oxygen channel
Religious radio
Rock radio

Demographic Overview

Among the Urban Cliff Climbers neighborhoods that are home to the backbone of America's workforce are the Sitting Pretty segments. This group is young (20s to 30s), but enjoying good income levels (between \$50,000 and \$60,000). Their relatively high earnings come from middle-class, white-collar jobs in several occupations, including management, protective services, personal care, sales, office administration, and repair services. Their higher-than-average salaries keep them and their mostly newborn to 13-year-old children very comfortable in their urban abodes, in all probability surrounded by all of the creature comforts required to please all of the senses—from big-screen-high-def TVs to mid-level vehicles. With good college educations and good jobs, the Sitting Pretty residents have earned the comforts they enjoy.

Median Age
20s/low 30s

Family Status
Married

Household Income
\$50k – \$60k

Urbanization
Urban

Education
Some College

Occupation
White Collar

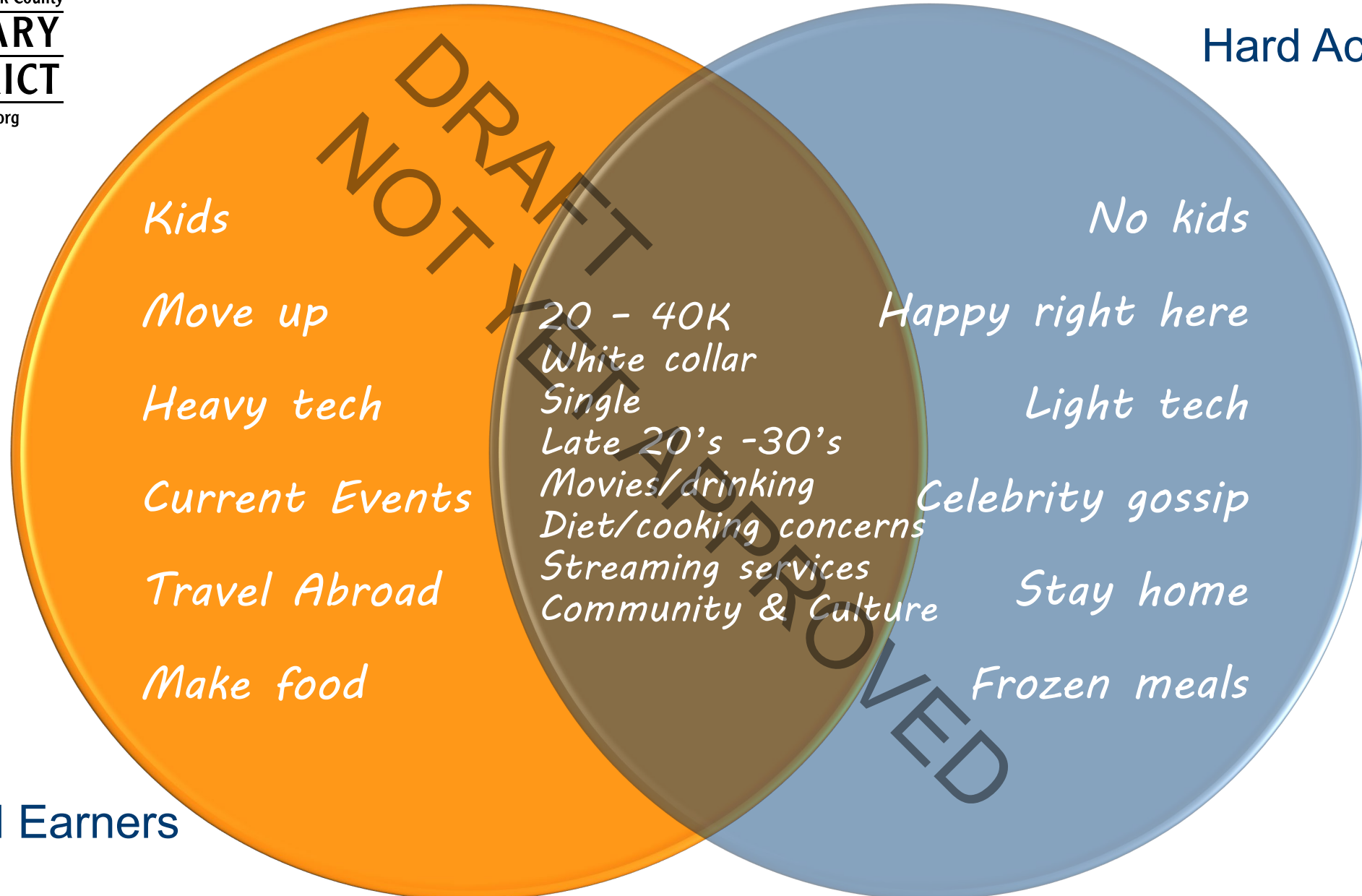
-Clark County
RARE
TRICK
ILD.org

Preference Overview

Indeed, Middle America never felt so good as it does in the Sitting Pretty neighborhoods. Because these segments enjoy the higher-end of the pay scale in mid-level jobs, they also enjoy above-the-national-average spending in many areas — including dining at family restaurants, computer equipment, and watching or participating in sports. In fact, this segment ranks higher-than-average in several sports activities such as attending pro football and baseball games, watching soccer on TV, and bowling. They strive to be solid citizens, owing to their higher-than-average membership in religious organizations. Top-ranking vehicles are mid-level Mazdas and Nissans. Despite their activity level, they also spend time at home based on above-average purchases of appliances, Internet activity, and the highest-ranking item in this segment: Home office furniture at about two-and-one-quarter-higher-than-the-national-average. When they are ready to relax after a productive day at work, you'll find Sitting Pretty residents or enjoying a wide range of media selections from ABC.com, to the Oxygen channel, to religious radio stations. They rarely read romance novels or science magazines.

Each Segment Has
Extensive
Information About
Lifestyle, Life
Stage, Learning
and Information
Preferences

Hard Act to Follow

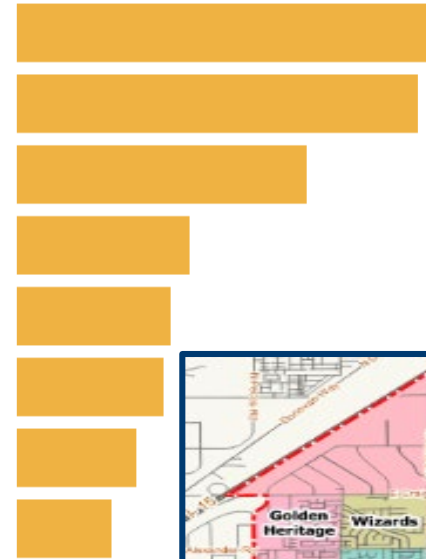


Educated Earners

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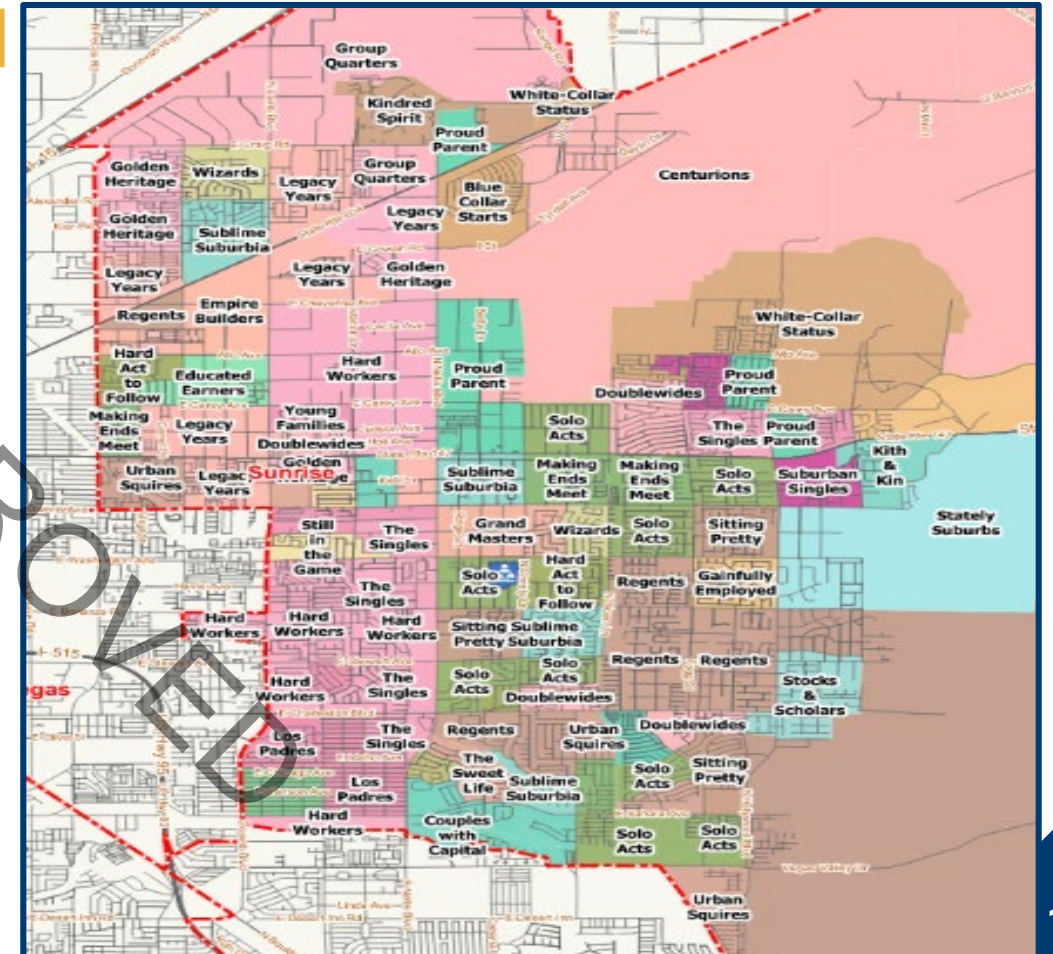
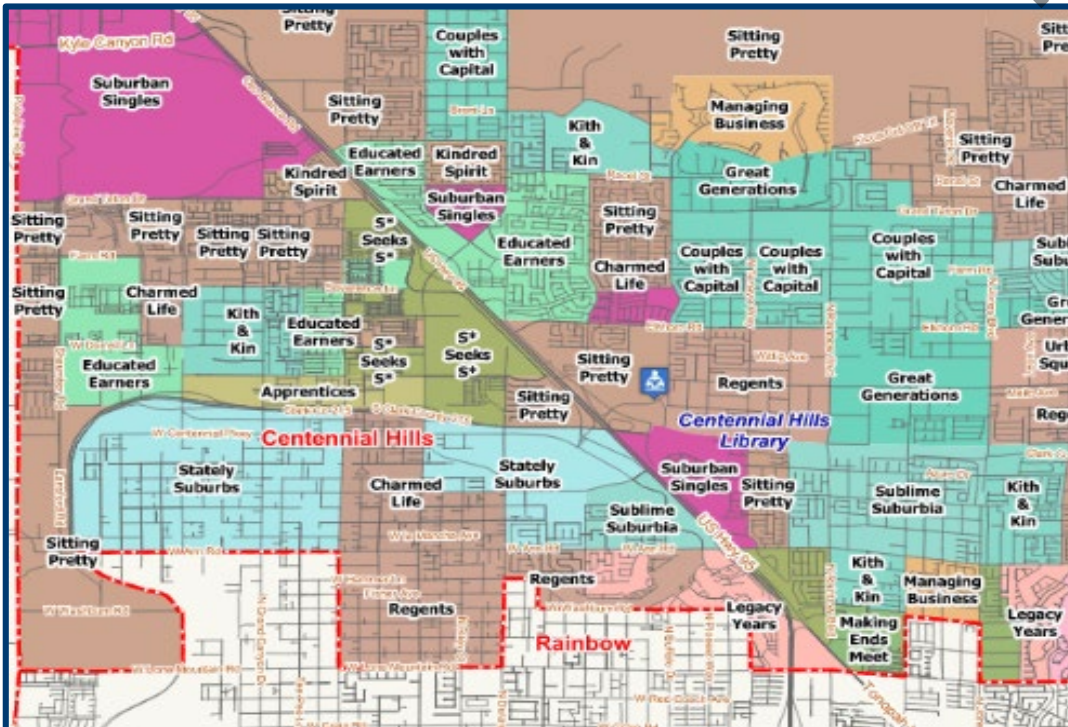
MESQUITE

Legacy Years	3,799 / 23.6%
Strapped	3,573 / 22.2%
Stately Suburbs	2,589 / 16.1%
Golden Heritage	1,546 / 9.6%
Young Families	1,367 / 8.5%
Middle of the Road	1,308 / 8.1%
White-Collar Status	1,064 / 6.6%
Fall Years	843 / 5.2%



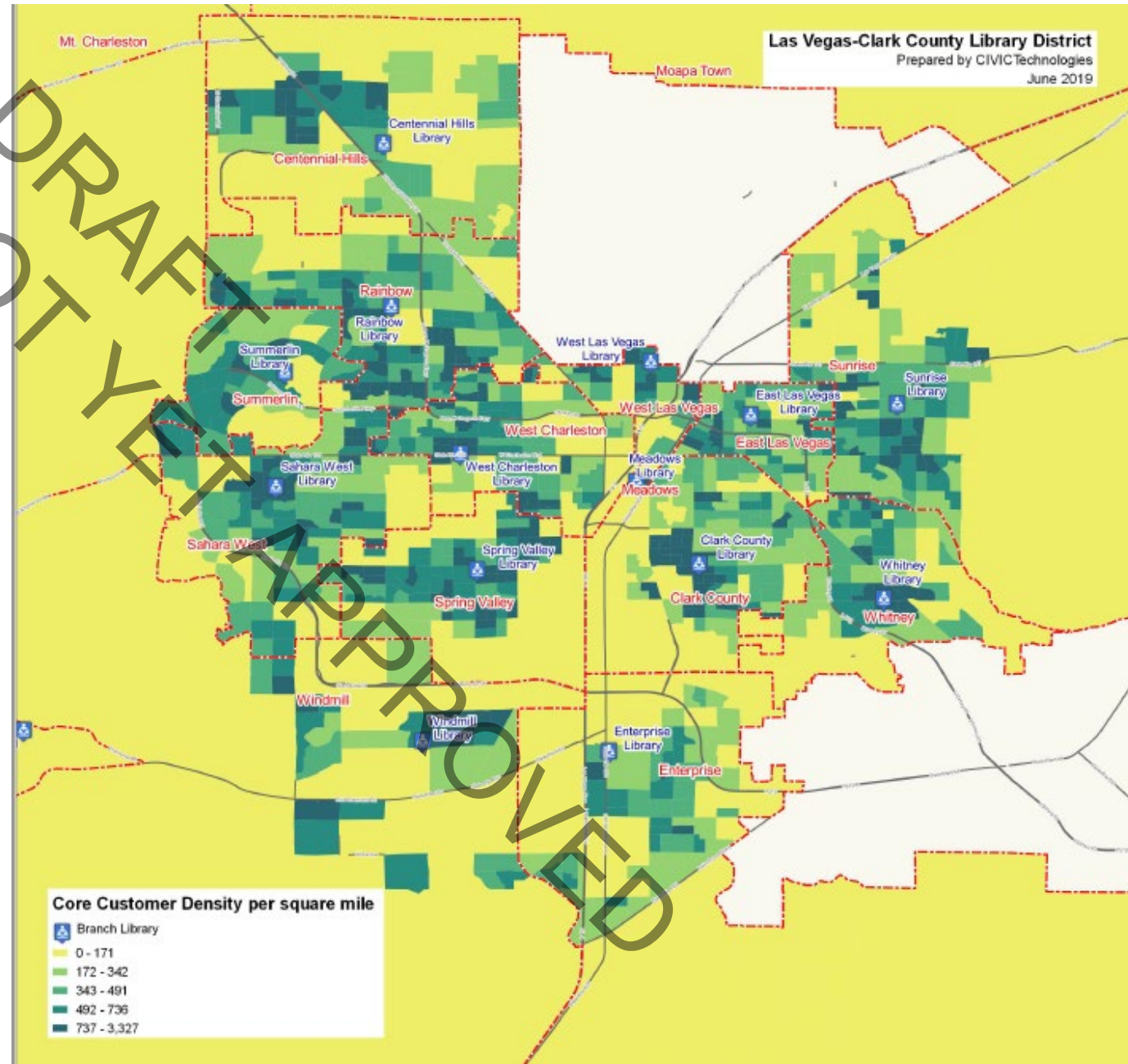
CENTENNIAL HILLS

SUNRISE



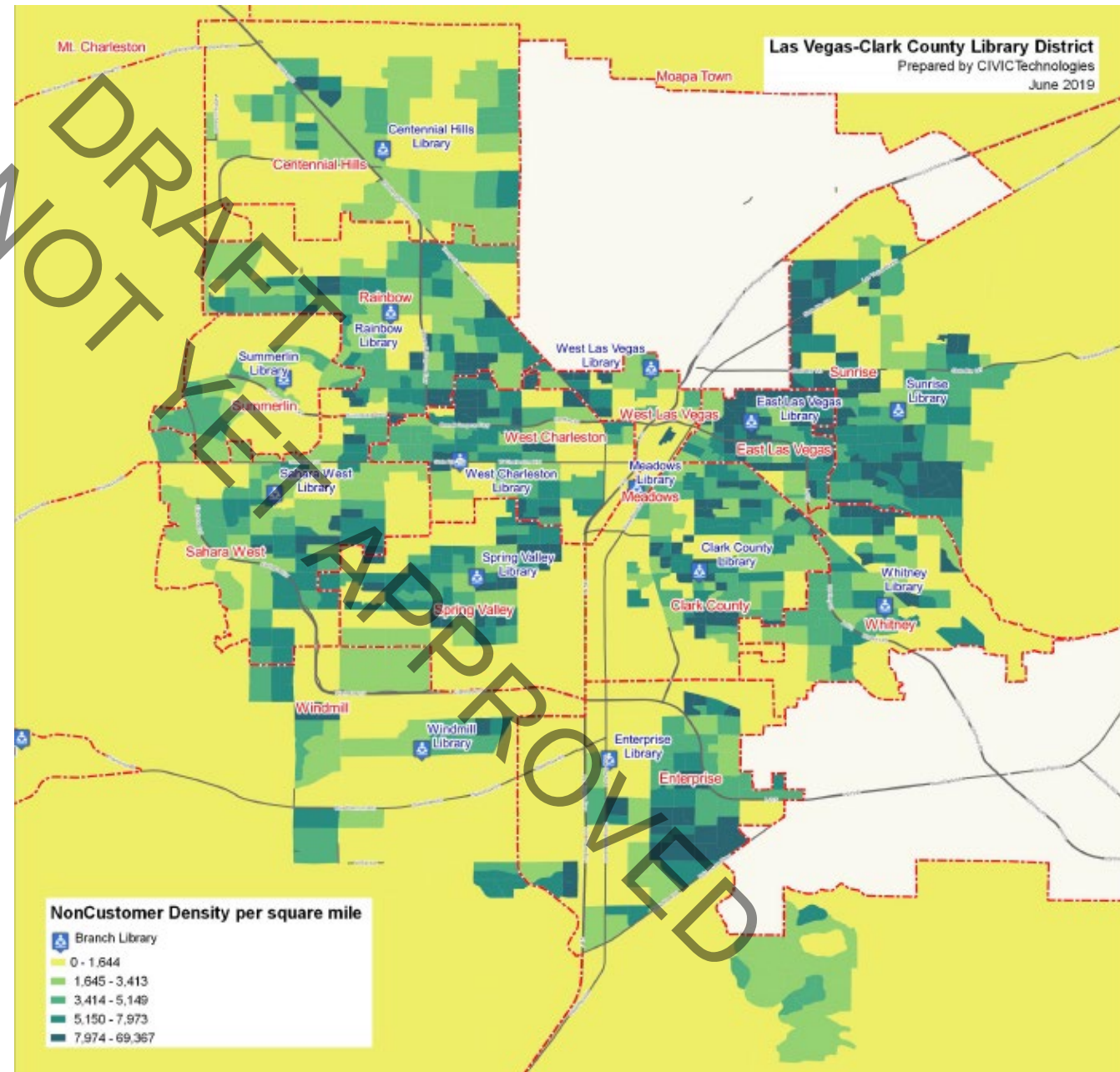
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DISTRICT**
LVCCLD.org

CORE CUSTOMERS



Las Vegas-Clark County
**LIBRARY
DISTRICT**
LVCLD.org

NON-
CUSTOMERS



BUILDING MARKET SHARE

Segment Name	Population	Customer	Non-Customer	Checkouts
Sitting Pretty	142,479 8.4%	63,050 44%	79,429 56%	3,109,379 9%
Educated Earners	123,600 7.3%	52,891 43%	70,739 57%	2,630,491 7.6%
Suburban Singles	90,872 5.4%	37,207 41%	53,665 59%	1,735,798 5%
Solo Acts	90,535 5.4%	34,326 38%	56,209 62%	1,718,337 5%
Proud Parent	87,435 5.2%	33,817 39%	53,618 61%	1,747,220 5.1%
The Singles	87,035 5.1%	31,359 36%	55,676 64%	1,499,596 4.3%
Hard Workers	81,245 4.8%	24,986 31%	56,259 69%	1,132,373 3.3%
Hard Act to Follow	65,817 3.9%	26,967 41%	38,850 59%	1,400,947 4.1%
Sublime Suburbia	61,249 3.6%	26,170 43%	35,079 57%	1,336,219 3.9%
Regents	61,074 3.6%	22,169 33%	38,905 64%	1,167,156 3.4%

V.2020 PLANNING PROCESS & CONTEXT

- **Customer and Community Conditions**
- **Future Forward – Forces Around Us Disrupting and/or Shaping Our Business**
- **Service Transformation**
 - **Passive to Interactive**
 - **Information to Learning and Experiences**
 - **Physical and Virtual**
 - **Outputs to Outcomes**
 - **Static Plans to Flexible Decision Frameworks**
- **Asset-Based** How does the Library District mobilize and maximize its public assets for the well-being, success, and vitality of people and communities in the region?
- **Performance Framework** Districtwide and Branch Level Implementation

V.2020 STRATEGIC DIRECTIONS



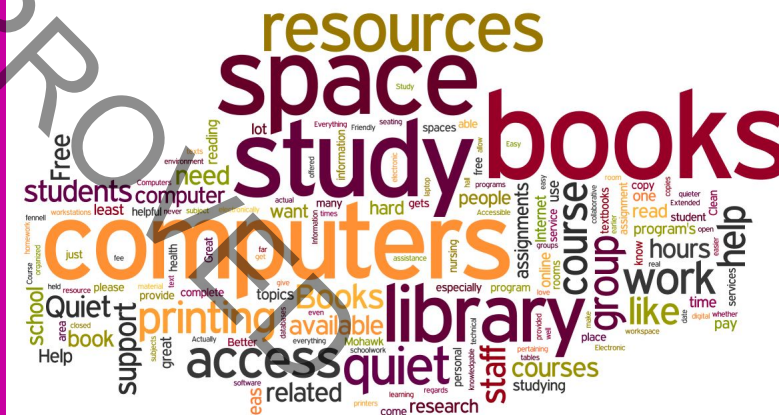
Education Gap

- ✓ Ready for Kindergarten
- ✓ Homework Help
- ✓ More STEAM and TechArt programs
- ✓ Expand English language instruction
- ✓ Expand access to technology – PCs, devices, digital media equipment

- ✓ Customer-driven program design
- ✓ 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
- ✓ Implement more online learning



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



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

How Did We Implement V.2020?

Changed Corporate Culture and Mindset – **EMBRACED AND LED CHANGE!**

Quick and Responsive to **TRENDS, TECHNOLOGY, AND PANDEMIC CONDITIONS**

Created Stronger **CUSTOMER SERVICE CULTURE** in Buildings and Online

Created **ADAPTABLE** Staffing Models and Facility Plans for Multi-Use Spaces

Formed **PARTNERSHIPS**, Fostered **ENGAGEMENT**, Used **COMMUNITY EXPERTS** and **MENTORS**

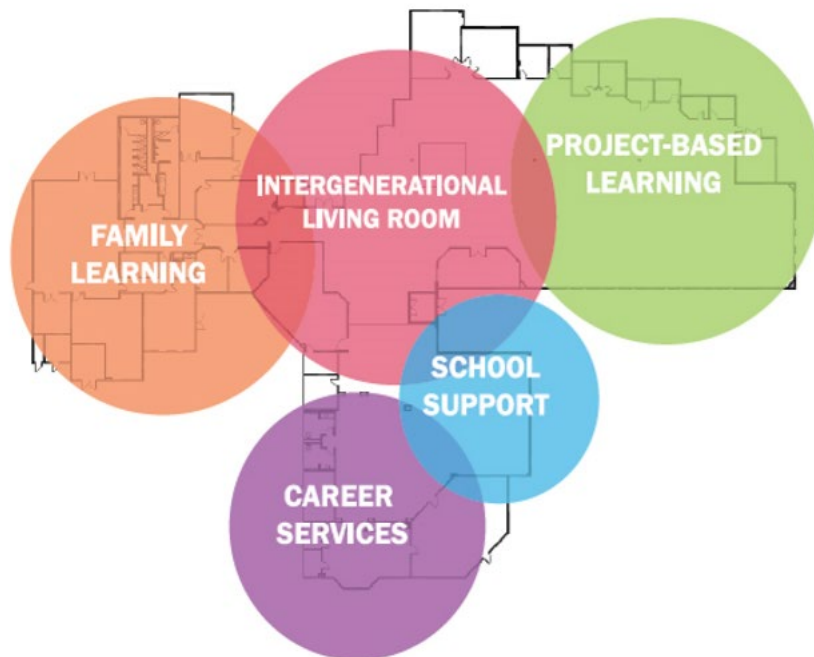
Supported an Inviting & Interactive **DIGITAL PRESENCE**

REALIGNED EXISTING RESOURCES and Found **NEW FUNDING SOURCES**

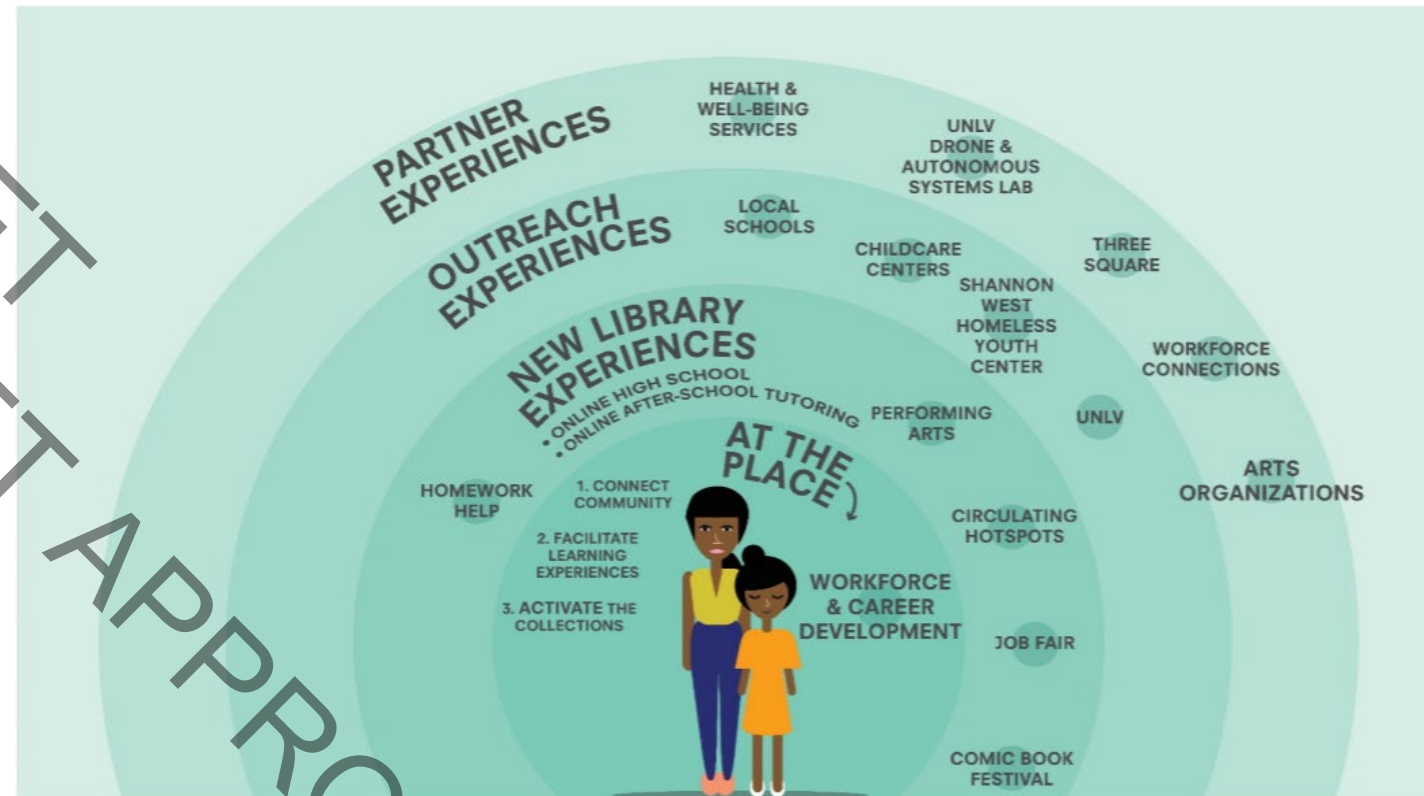
EXPERIMENTED, PROTOTYPED, LEARNED FROM FAILING, AND INNOVATED SUCCESSFULLY



LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT
Library Facilities Master Plan Decision Framework

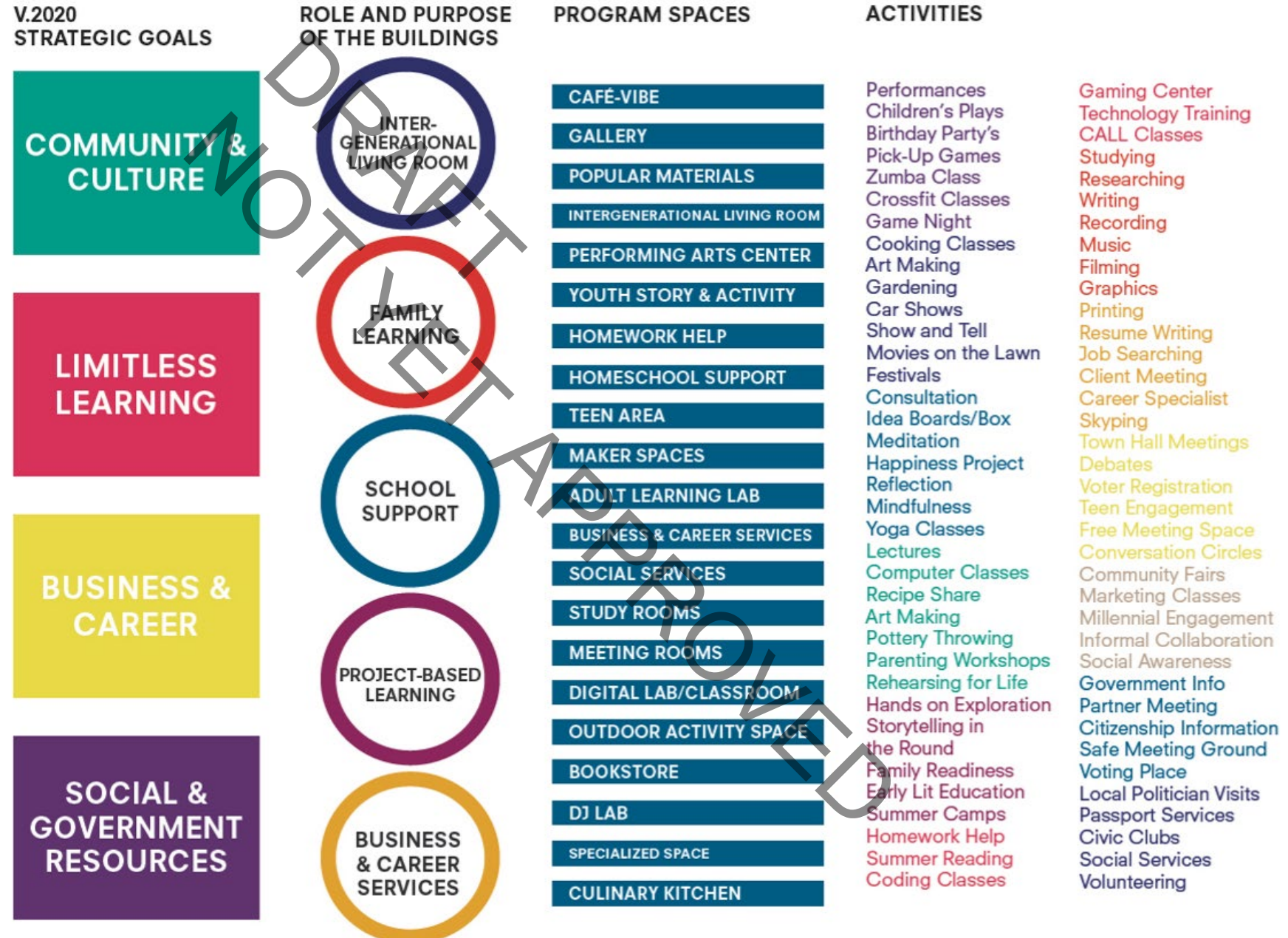


Library Facilities Master Plan Decision Framework Passed by LVCCLD Board of Trustees September 2018



Clark County
Yes, You Can!

Las Vegas-Clark County
**LIBRARY
DISTRICT**
LVCLD.org





Las Vegas-Clark County

LIBRARY

DISTRICT

LVCCLD.org

Questions?



Playbook 2026

All In To Win

Inclusion x Innovation x Involvement

TEAM ROSTER

Coach: Kelvin Watson

Joanna Goddard
Hannah Im
Gloria Jertberg
Darren Johnson
Raychel Lendis
Juliette Loeb
Paula Loop
Matt McNally
Jack Meyer
Danielle Milam
Penny Premstit
Al Prendergast

Sylvia Riesselmann
Leo Segura
Jeff Serpico
Thomas Sommer
Natalia Tabisaura
David Tran
Lisa True
John Vino
Sherry Walker
Betsy Ward
Valerie Warren
Jennifer Weitz

LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT

VISION

All people in Southern Nevada thrive and enjoy educational, economic, and social well-being.

MISSION

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

HOW WILL WE SUCCEED?

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

DATA POINTS

2019 Demographic Survey

- District wide and all branches
- American Community survey conducted annually so data is current
- Market Segmentation Data

- Fall 2019
- Questions to community thought leaders

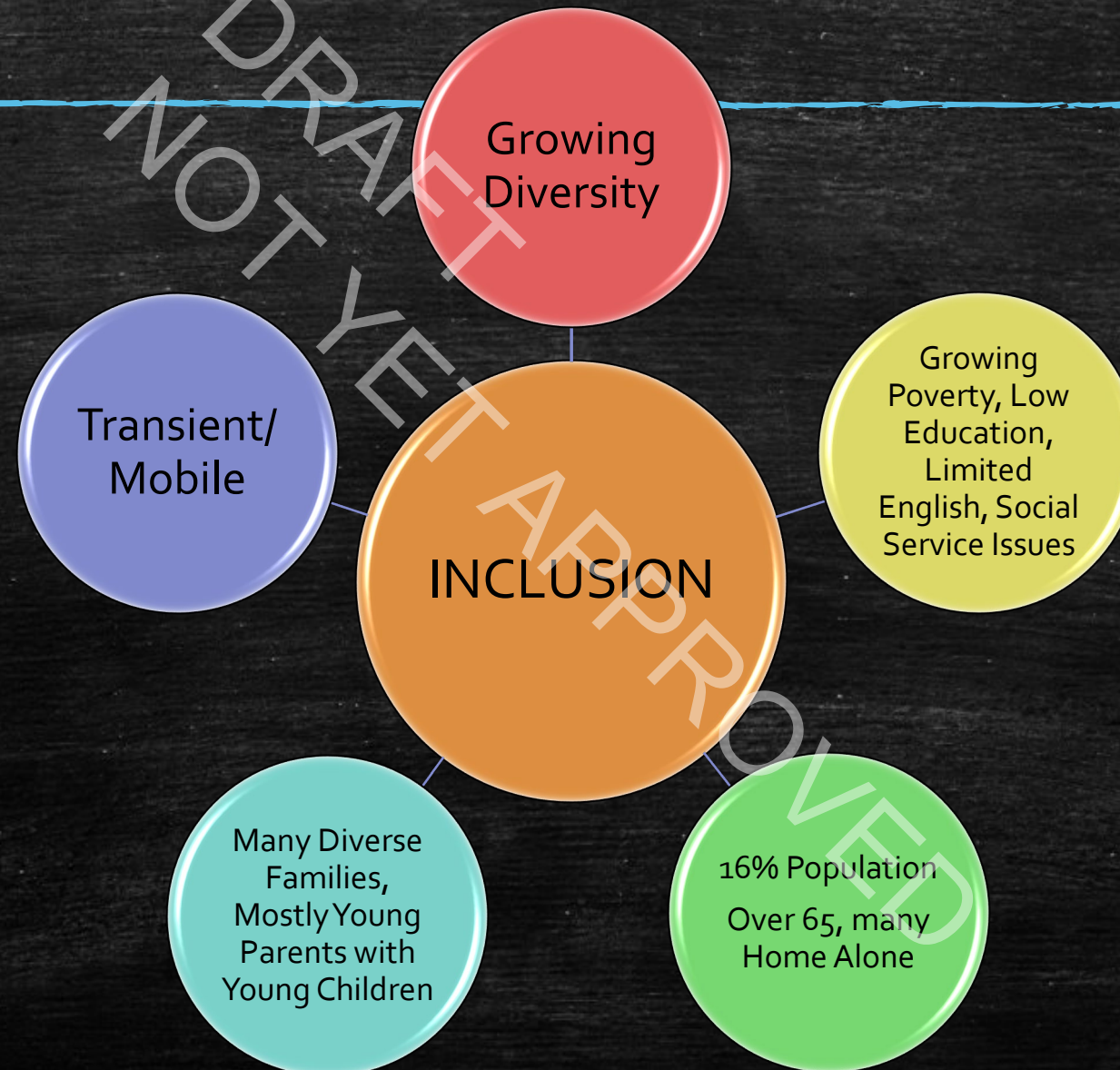
UNLV Student Evaluation Surveys

- January –February 2021
- 244 Employees
- 4 Board Trustees
- 40 Partners

Staff Survey

- Disruptive trends
- Positive trends
- Challenges
- Strengths
- Most impactful programs
- Refining strategies
- Ways to increase library effectiveness
- 10 year headlines

CHALLENGES OF INCLUSION



COMMUNITY CONDITIONS

- ✓ Leadership interviews of biggest challenges- education, unemployment, small business vitality, family sustaining wages, lack of technology skills
- ✓ Impacts of Pandemic- Unemployment still at 230,000
- ✓ Mismatch of worker skills with emerging employment opportunities
- ✓ DEIA and Systems of Bias- inequities in education, health, food and housing, security, policing, incarceration, LGBTQ+
- ✓ Mental health, substance abuse, addiction
- ✓ Growing homeless population and no solutions to scale
- ✓ Limited and low quality child care sector

GLOBAL FORCES OF CHANGE REINVENTION OF THE PUBLIC LIBRARY

X SOCIAL- Young Families,
Aging Populations, Customization,
Responding to Customer Interests,
Building Cultures of Inclusion, Equity,
Diversity and Access

O LEARNING- Virtual and Live,
New Learning Platforms, Project-Based
Learning, Multi-Cultural Content, Digital
Divide, Special Needs Learners, Focus on
Customer Experience, Experiential and Lab
Environments

X ECONOMIC- Pandemic
Instability and Distress, Unemployment,
Affordable Housing, Workforce Skills
Mismatch with Available Jobs, Automation,
Remote Work, Gig Economy, Sustainable
Wages

O TECHNOLOGY- Mobile
Apps, Cloud, and Virtual Platforms,
Exponential Change, Fast Adoption, Rising
Demand for Digital Products and Virtual
Services, Multi-Channel Customer Care

X COMPETITION-Online
Search, Online Services, Home Delivery,
Virtual and Shared Work, Google, Amazon,
YouTube, Tik Tok, Instacart, WeWork

O PANDEMIC- Wild Cards that
Turn the World Upside Down

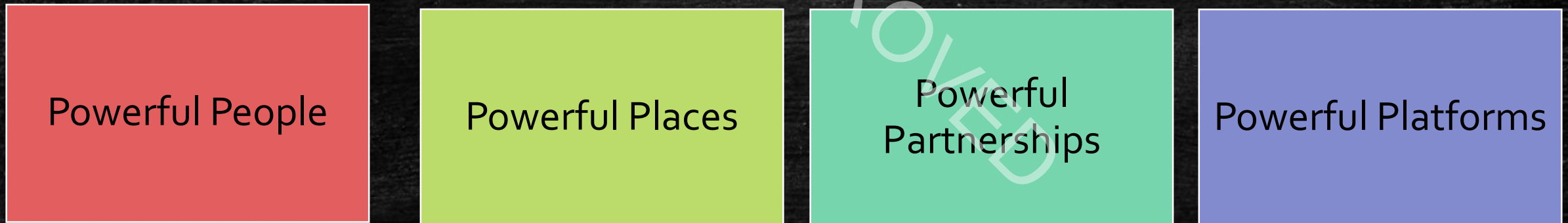
PLAYBOOK INNOVATION

Pre- and Post-Pandemic Feedback on V.2020 Strategic Directions



How Do We Activate the Strategies

What plays can we make to be more inclusive, responsive, relevant and adaptive?



LIMITLESS
LEARNING

BUSINESS AND
CAREER SUCCESS

CONNECTING TO
GOVERNMENT
AND SOCIAL
SERVICES

COMMUNITY
AND CULTURE

LIMITLESS LEARNING

Close the Education Gap

- ✓ Build the learning pipeline- early learning leads to Kindergarten readiness and K-12 school success and graduation
- ✓ STEAM learning opportunities lead to workforce opportunities and greater earning potential
- ✓ Alternative adult learning opportunities- expanded programs, trainings, technology assistance, English instruction, certifications
- ✓ Libraries are essential supports for virtual learning

Interest-Driven Learning

- ✓ Customers drive their own learning
- ✓ We need to listen and respond
- ✓ Take & Makes with learning objectives
- ✓ Maker Spaces

Increase Literacies in All Areas

- ✓ Reading, Digital, Health, Financial, Media

Fun and Fresh

- ✓ Utilize multiple channels, Learning Modalities
- ✓ Do the unexpected, both in the libraries and out in the community where people already gather

Limitless Learning

Powerful People

- Customers, community thought leaders, influencers
- Staff, community experts, training partners, book group, DIY enthusiasts, makers
- Educators
- Volunteers, mentors, coaches
- Donors
- CCSD leadership and CCSD Partnership Office
- Local Employers

Powerful Places

- Place for the whole family to engage in learning activities
- Learning Labs, Maker Spaces, Computer Labs, Device Advice
- Events at libraries and pop-up community places
- Place to master new technologies
- District service model is embedded in all branches
- Branch flavors are encouraged, cultivated, and celebrated
- Casinos, local employers
- Maker spaces

Powerful Partnerships

- Early learning organizations and child care community
- CCSD, Charter Schools, K-12 educators, tutors
- Adult Education Ecosystem
- Post-secondary partners- CSN, UNLV, NSC, trade schools, certifications
- Out of school time partners- City of Las Vegas, Clark County, nonprofits
- Chambers of Commerce
- NSLAPR, IMLS
- DISCOVERY Children's Museum
- North Las Vegas, Boulder City and Henderson Library Districts
- Vegas PBS
- Cooperative Extension
- Veterans

Powerful Platforms

- Library as learning place for families, students, adults
- Online learning – databases, courses, apps, COHS, adult education
- Social media
- We are a learning organization
- Outreach Services delivers broadly

BUSINESS & CAREER SUCCESS

Employment and Career Path Support

- ✓ Resume, interview, job fairs
- ✓ Adult education, English language Instruction
- ✓ Technology training
- ✓ Online courses and certifications
- ✓ Events that support remote workers
- ✓ Services and events for re-entry populations
- ✓ Services and events for veterans
- ✓ Free printing

Business Development, Hubs, and Incubators

- ✓ Small business development services, individual and group
- ✓ Business networking events
- ✓ Online business resources and courses
- ✓ Programs for gig economy workers
- ✓ Access to office equipment, lounges, conference rooms

Business & Career Success

Powerful People

- Adult Learning Program staff
- CCSD HS counselors
- Computer lab staff
- Teen media specialists
- Outreach staff
- One-Stop staff
- Recruiters
- Social service agency liaisons
- Apprenticeship liaisons
- LVCCLD HR
- LVCCLD training staff
- Volunteers
- Trainers
- Local Entrepreneurs and Employers

Powerful Places

- One-Stop Career Center
- Employ NV
- Chambers of Commerce
- Smith Center
- CCSD high schools
- LVCCLD community spaces and study rooms
- Adult services desk
- Maker Spaces
- Computer Labs
- Casino employee break rooms and day cares
- City parks
- Community Centers
- Convention Centers
- UNLV, CSN, NSC
- RTC
- Office space, business hubs, co-working spaces, conference rooms
- Other regional libraries

Powerful Partnerships

- Workforce Connections
- CCSD, CSN, UNLV, NSC
- Goodwill
- FIT
- Payback
- NV Small Business Development Center
- City of Las Vegas Innovation Center
- Chambers of Commerce
- Local Unions
- Greater Las Vegas Assoc Realtors
- Trade schools, re-entry programs
- The Harbor
- NPHY, Shade Tree, Project 150
- YMCA
- Goodwill
- Governor's Office of Economic Development, LVGEA, OWIN, DETR, Dept of Ed, Business and Industry
- Veteran Organizations

Powerful Platforms

- Nevada Career Explorer
- Employ NV
- LVCCLD social media
- WebEx, Zoom
- Lifeworksnv.org
- Online career coaching and training
- LVCCLD website, e-resources
- Teen job fairs
- Job Now
- Monthly newsletters
- Career Online High School
- Biz Library
- Staff Day
- OLLI at UNLV
- One-Stop outreach
- PIC Manual
- Marketing outreach and video demo of online services
- Adult learning classes and certifications

GOVERNMENT & SOCIAL SERVICES

Intelligent Referrals

- ✓ Knowledge and current database/web resources for government agencies and services
- ✓ Knowledge and current database/web resources on social service populations and issues
- ✓ Staff training on working with difficult and special needs customers
- ✓ Current information for homeless, mental health, substance abuse, re-entry populations, and veterans

Public Access Devices and Wi-Fi

- ✓ Technology
- ✓ Training – staff and public

Effective Partnerships

- ✓ CCSD Counselors, social service agencies, mental health providers, homeless and domestic abuse shelters, Three Square, 211, Nevada Partnership for Homeless Youth, Southern Nevada Housing Authority, The Center, Veterans Affairs

Government & Social Services

Powerful People

- Community leaders at City and County, CIS, NV Cooperative Extension, United Way, social workers, faith leaders, police, fire, health providers
- Job seekers, new residents, anyone in need of services
- HR training, staff, customers, students, parents, youth, people waiting in line
- Security and LV Metro Police
- Local medical community

Powerful Places

- Libraries, community centers, churches, YMCA, shelters, foster care, WIC clinics, hospitals, addiction clinics, SNHD, family service providers, DMV locations, RTC buses, senior centers
- Library computer labs, One-Stop, consultation rooms
- Social service and health fairs
- Other regional libraries

Powerful Partnerships

- Library Directory of Social Service partnerships
- CCSD counselors, CIS, NV Cooperative Extension, United Way, Urban League, Workforce Connections, NPHY, Three Square, SafeKey, DHHS, veterans organizations, DETR, SNHD, The Harbor, The Center, Hope for Prisoners
- HELP of SNV
- UNLV school of social work
- SN Housing Authority
- Veterans Organizations
- Local Health Organizations

Powerful Platforms

- Pop-Up libraries, Government services kiosks (DMV, USPS)
- Facebook, Twitter, Snapchat, Instagram, LVCCLD website, TikTok
- Voyager, BizLibrary
- Libby, Hoopla, LVCCLD databases
- Library collections
- LVCCLD website connects to referral agencies and nonprofits
- Branding and Marketing

COMMUNITY & CULTURE

Third Place

- ✓ Sanctuary away from home and work
- ✓ Open, comfortable, flexible spaces and furniture
- ✓ Good lighting, great spaces inside and out

Welcoming Place

- ✓ Culture of respect and recognition
- ✓ Listening to all voices
- ✓ Open door, feeling of belonging
- ✓ Diverse and inclusive collections, programs, events, activities
- ✓ Access to technology for learning, entertainment, play, interaction
- ✓ Enrich community life
- ✓ Strong multi-cultural and multi-channel communications and media partners
- ✓ Collaborative and engaging experiences and events
- ✓ Meet-ups, networking events
- ✓ Make and share, create and share, production showcases
- ✓ A place where all voices are heard and celebrated
- ✓ District is a community culture catalyst
- ✓ Branches reflect the cultures of the neighborhoods and interests of residents

Community & Culture

Powerful People

- Staff practice and promote DEIA throughout the organization
- BIPOC, LGBTQ+, Disabled populations seen, heard, celebrated in all activities
- Environmentally conscious users
- Gig workers, makers, creatives, performers, artists
- Cultural competencies

Powerful Places

- Attractive and accessible branch facilities
- Farmers markets and other places where people gather
- Parks
- Consuls
- First Fridays
- Galleries
- Multipurpose and Performing Arts spaces
- Living Room feel

Powerful Partnerships

- UNLV and CSN Centers for Social Justice
- Delivery/gig companies
- Autism groups
- People First of Nevada
- Gender Justice of NV
- Parks and Recreation
- Community gardens
- Small local businesses
- Environmental organizations
- Opportunity Village
- PIMA Medical Institute
- Local sports teams
- Local performance and art groups

Powerful Platforms

- Mission Statement
- DEIA is top of mind to build learning circles
- Virtual spaces
- Environment
- Social Justice
- Art Galleries
- BiblioBoard
- Website and Social Media
- Multicultural, Multichannel Media

INVOLVEMENT

- ✓ When we are all in, all win
- ✓ Employer of choice
- ✓ Organizational culture is driven by equity, inclusion, diversity, and access for all
- ✓ Transform from within to transform services
- ✓ Service decisions driven by community and customer perspectives, interests, and experiences
- ✓ Staff are aware, visible, valued, engaged and empowered
- ✓ Everyone feels welcome
- ✓ All regional residents are aware of library resources and assets
- ✓ Relevance is local
- ✓ District-wide customer experience standards
- ✓ Branches have flavors
- ✓ Public trust is North Star



POWERFUL
PEOPLE

POWERFUL
PLACES

POWERFUL
PARTNERS

POWERFUL
PLATFORMS

Welcome

Shlan
Wa Shlan

Velkommen

Bienvenue

E Komo
Mai

Dobredojde

Namaste

Dobro
Pojalovat

Bienvenido

Willkommen

Irasshai

Benvenuti



Outcomes

Clarify roles & expectations

Setting goals & vision for the future

Deepening engagement between district, trustees, & staff

Tools to be effective stewards & advocates

Work together as collaborative team



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NEXT
NEW

N

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A

L

**What's your
vision for the
library?**





Strategic Plan Playbook

What are the top challenges?

Rebounding beyond the pandemic

Adapting to change

Facility & Infrastructure needs

Solidifying Board Governance



What does the library do well?

Pivoted during pandemic

Provides something for everyone!

Provides breadth of resources & programs

Changed business model

Financially secure

Outstanding staff & great service



What do you envision in the future?

A dynamic leader

Growth including new libraries, mobile outreach & community development

A premier & innovative library committed to celebrating culture of Southern Nevada that is welcoming to all

An advisory board engaged in policy direction



What do you see as your role in shaping the future?

Raising awareness

Providing support to advance library goals

Asking the tough questions

Gaining a better understanding of staff experiences and their ideas
on services to the community

Facilitating community connections



What top goals would you like for the library to focus on in the next three to five years?

Innovation: What can we do that no other library is doing?

Building the west side library & maintaining facilities

Expanding services in underserved communities

Serving as a catalyst for the well-being of the community

Serving as an agent for education and workforce development

Remaining debt free



The Role of an Advisory Board

- *Advises on policy setting**
- *Works with library administration in planning & goal setting**
- *Advises in financial & capital planning**
- *Advocates & influences**
- *Supports the CEO**

The most common mistakes directors make are:

- 1. They don't do their homework, so they just come in with opinions.**
- 2. They don't understand the social dynamic and culture of the board.**
- 3. Not realizing where the power on the board really lies.**
- 4. Not investing the time with the CEO to truly gain their trust and understand what they're trying to do.**

Adapted from Forbes Magazine, June 2018



Parks Conservancy Community Agreements

- We **care** for ourselves and others. We take care of physical, mental, and emotional needs. We help make our workplace physically safe – free of hazards – and emotionally safe – a place where everyone has a voice to share ideas and opinions.
- We **listen** to learn and understand. We listen first and acknowledge what we hear – even if we don't agree with it – before expressing our own point of view. We are personally aware of how background, education, race, and experience may give some people a different advantage than others.
- We **speak** from our own perspective. Experiences in our lives help shape who we are, how we think, and what we value. We use “I” statements and avoid generalizing about other people or other groups of people.
- We **take responsibility** for accidental hurt. In order to make a workplace where we can learn together, grow together, and trust one another, we take responsibility if we say or do something that hurts our colleagues, even if we didn't mean to hurt them.

Executive Team Agreements

- We **engage** many perspectives in our deliberations and once a decision is made, we all honor and commit to the outcome.
- We **trust** that we each bring our best intentions to work.
- We **acknowledge** the impacts of our decisions and our work.
- We **lead** boldly, kindly, and inclusively.
- We **speak** and hear truths in real time, compassionately, and with humor and forgiveness.
- We **take** initiative, learn, and adapt.
- We **strive** to be of service, with empathy, vulnerability, and accountability

What distinguishes an exemplary board*

- A Robust Social System
- A Cycle of Respect, Trust and Candor
- A Culture of Open Dissent
- A Variety of Roles
- Individual Accountability
- Collective Assessment

*From Harvard Business Review







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General Services

John Vino

Director

APPROVED



Las Vegas–Clark County

**LIBRARY
DISTRICT**

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GENERAL SERVICES

Services Statement

The General Services Division provides services over a broad spectrum of areas including procurement, asset management, maintenance and capital improvement and construction.

Our Mission

General Services will strive to develop, support and operate sustainable, attractive, well-maintained, safe and secure facilities for the benefit of District patrons and employees and in support of the **2026 PLAYBOOK**.



GENERAL SERVICES



GENERAL SERVICES

Responsibility Overview

Staffing

- 25 Full-time - 5 Part-time
- Contracted Services Staff: 110

District Locations — 18 Owned, 7 Leased

- 25 Branches locations
- 1 Facilities warehouse
- 1 Future development site location

Total Square Footage – 767,424

Acreage:

- 83 - Currently managed
- 15 - Future development



Administration/Purchasing

Activities:

- Ensuring bidding in accordance with N.R.S. and District policies and procedures.
- Outreach to minority, disadvantaged and emerging small businesses.
- Prepare formal and informal bids.
- Procurement of District Goods and Services.

2026 PLAYBOOK INITIATIVES/OBJECTIVES

- Powerful Partnerships - Increase our outreach to minority, disadvantaged and emerging small businesses.
 - We will have pre-bid outreach classes to help explain the Districts bid process and to help with preparing of bid document.
 - We will identify minority, disadvantaged business and work with them to become listed on the Nevada Government Marketplace.

Powerful Places – Expansion of Teen Zones and Teen Tech Center - Collaborate with staff to provide innovative products for staff programs as well as equipment and furniture.

Las Vegas-Clark County

LIBRARY DISTRICT

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Courier Services

Activities:

- Sort, transport, and deliver library materials to 25 District locations and 4 contract locations
- Sorts library holds and new materials using centralized automated materials handling system.

2026 PLAYBOOK INITIATIVES/OBJECTIVES

Powerful Platforms – in support of the District expand services with mobile kiosks and other Digital Library platforms, we will expand our delivery and service routes.

Powerful People – We will provide drive training to ensure staff safety and compliance with department procedures.



Safety and Security

Activities:

Develop and manage District safety policies, procedures, and practices to ensure compliance with OSHA, State and Federal laws and regulations.

Responsible for managing and training of 30 safety programs

Conduct scheduled and unscheduled safety inspections

Administer Armed Security Officer Services Contract

2026 PLAYBOOK INITIATIVES/OBJECTIVES

For staff to feel empowered and valued they first need to first feel safe and secure.

- Powerful People - Establish a culture of safety by working with staff to empower them to take action when needed and providing the resources to achieve results.
 - We plan to increase staff training, expanding CPR and AED classes to all staff who wish to participate.
 - We will retrain all staff on active assailant procedures and policies.
 - We will continue to provide enhanced cleaning and PPE as needed.

Risk Management

Activities:

Risk management is the responsibility for identifying and mitigating risk inherent to the daily operations of the District.

- Identifying Potential Risk - Periodic inspections
- Minimizing Risk - Implementing procedures, controls, and programs
- Mitigating Risk - Investigating safety related incidents and taking corrective measures
- Transferring Risk – Insurance Policies

2026 PLAYBOOK INITIATIVES/OBJECTIVES

Powerful Platforms - Expand and implement our Cyber Liability Coverage and Media Liability coverage in support the District's expanding online and digital programming.

Powerful People - Empowering staff through training to identify and mitigate risk and hazards.

Fleet Services

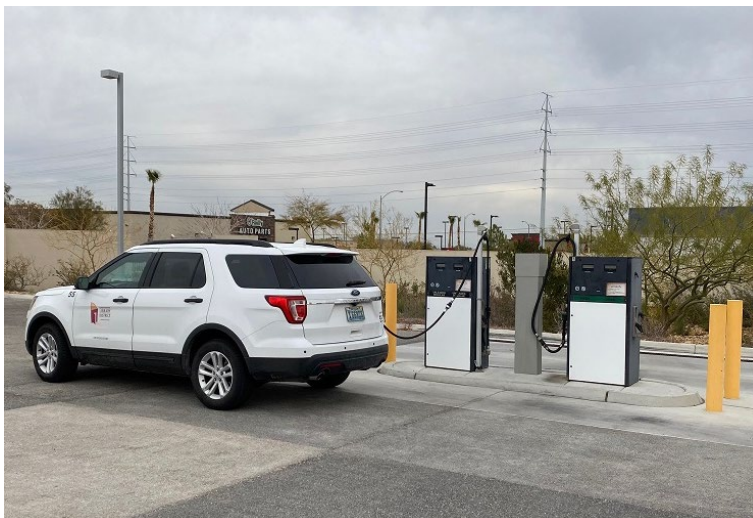
General Services is responsible for the purchase, outfitting, and maintenance of vehicles and other equipment used by the District.

2026 PLAYBOOK INITIATIVES/OBJECTIVES

Powerful Places and Sustainability

- Add Electric Vehicle to District Fleet.
- Expand Electric Vehicle charging station by 5 additional stations.
- Expand Programing advertising on District Vehicles.

Inventory - 32 Vehicles, 1 Trailer 9 Man-Lifts



Las Vegas-Clark County

LIBRARY DISTRICT

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Facilities Services

Activities:

Facilities Services provides a full range of preventive and corrective maintenance for District facilities to promotes a safe, healthy environment for District staff and patrons and Assists with building renovations and other capital improvements.

2026 PLAYBOOK INITIATIVES/OBJECTIVES

- Powerful Places – working with staff to create new Teen Zones and Teen Tech Centers.
- Closing the Digital Divide
 - Expanding the West Las Vegas Computer Lab from 24 computer to 36
 - Increase patron access to convenience outlets and charging stations District-wide.
- Facilities Development
 - We will work with staff to identify immediate branch service needs and initiate innovative and cost effective solutions to provide those services.

Facilities Services

2026 PLAYBOOK INITIATIVES/OBJECTIVES

West Las Vegas Library Modification New Teen Zone



Facilities Services

2026 PLAYBOOK INITIATIVES/OBJECTIVES

West Las Vegas Library Modification Multipurpose Room



Construction Administration

Activities:

General Services provides all services needed to complete the construction of new District buildings, remodels and capital renewal projects.

- Feasibility and Cost Studies for Proposed Projects.
- Selection of Architect and Contractors.
- Bidding and Management of Building and Remodel Construction.

2026 PLAYBOOK INITIATIVES/OBJECTIVES

FACILITIES DEVELOPMENT

- Feasibility and Cost Studies for the new West Las Vegas Library.
 - Interlocal agreement with the City.
 - Initiation of Programing Analysis.
 - Selection of Architect.
- Secure three additional building sites for future libraries.
- Management of Capital Renewal Program - FY22 - 40 Projects.

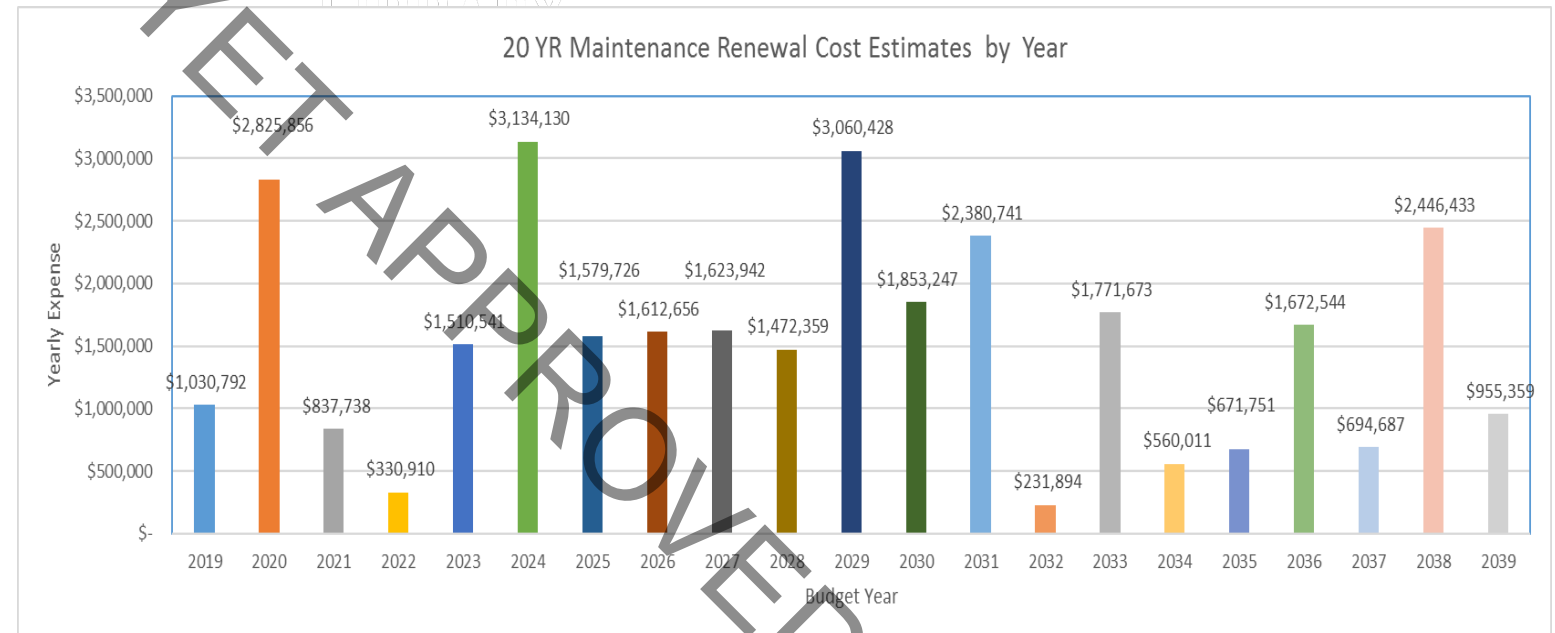
Construction Administration

20 YEAR MAINTENANCE RENEWAL PLAN

2026 PLAYBOOK INITIATIVES

20 Year Renewal Plan by Year

20 YR Maintenance Renewal Cost Estimates by Year	
Year	Estimated Costs
2019	\$ 1,030,792
2020	\$ 2,825,856
2021	\$ 837,738
2022	\$ 330,910
2023	\$ 1,510,541
2024	\$ 3,134,130
2025	\$ 1,579,726
2026	\$ 1,612,656
2027	\$ 1,623,942
2028	\$ 1,472,359
2029	\$ 3,060,428
2030	\$ 1,853,247
2031	\$ 2,380,741
2032	\$ 231,894
2033	\$ 1,771,673
2034	\$ 560,011
2035	\$ 671,751
2036	\$ 1,672,544
2037	\$ 694,687
2038	\$ 2,446,433
2039	\$ 955,359
Total	\$ 32,257,417



Las Vegas-Clark County

LIBRARY

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Thank you!

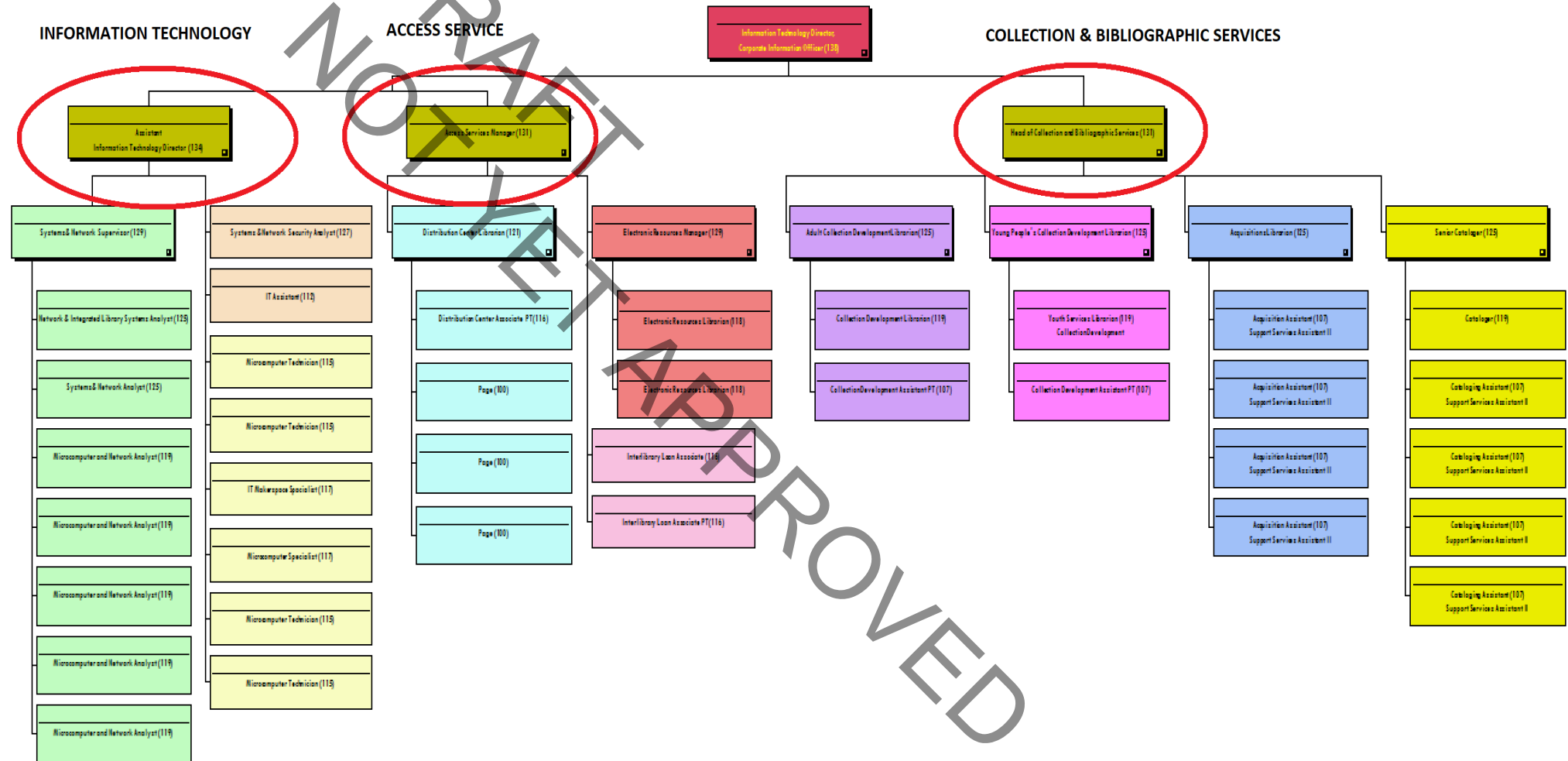
Information Technology

Albert Prendergast
Chief Information Officer

INFORMATION TECHNOLOGY

ACCESS SERVICE

COLLECTION & BIBLIOGRAPHIC SERVICES



IT Division

Chief Information Officer Al Prendergast

Functions: Access Services, Collection & Bibliographic Services (CBS), and Information Technology (IT)

- Employees: 48/ FTE: 44.66/ Operating Budget: \$18,150,285

Access Services Manager Sufa Anderson

Functions: Distribution Center, Electronic Resources, and Interlibrary Loan

- Employees: 11/ FTE: 8.58/ Operating Budget: \$1,139,565

Head of CBS Rebecca Colbert

Functions: Acquisitions, Cataloging, and Collection Development

- Employees: 19/ FTE: 18.08/ Operating Budget: \$12,937,872

Assistant IT Director Ron Melnar

Functions: Enterprise Applications, Telecommunications, and Help Desk

- Employees: 18/ FTE: 18/ Operating Budget: \$4,072,848

2026 PLAYBOOK PLAYS

○ TECHNOLOGY PLAN

- Track progress of the Technology Plan, which includes new technologies for the branches and technologies to support services identified in the Master Facilities Plan, such as Makerspaces, Computer Center, Homework Help Centers, etc.
- Adjust the Plan accordingly to address new challenges and opportunities

○ Pre-K and K-12 SUPPORT

- CBS & ER will implement solutions such as Community Share and Axis 360 to support K-12 by removing barriers to access of library resources
- ER staff will assist K-12 students with creating Treehouse and IXL accounts and promoting homework help services, such as Brainfuse
- IT will provide technical support and CBS will provide supplies for STEAM learning, using Ozobots, Makey-Makey, Cubelets, etc.
- CBS will provide a responsive collection to help students find a wide breadth of materials

○ ADULT EDUCATION SUPPORT

- Provide technical support and technology initiatives for STEAM learning, such as 3D printing, laser engraving machines, etc. to introduce new technologies to customers
- Provide technical support and technology initiatives for the Adult Learning Program by collaborating with ALP staff to support online testing, language learning, etc.
- Provide responsive collections and online resources to help promote workforce development provide a diverse collection to engage different ethnic, religious, and other groups.

2026 PLAYBOOK PLAYS (2)

○ EMPLOYMENT AND CAREER PATH SUPPORT

- Provide online resources, such as VetNow and JobNow, to assist customer find assistance with employment
- Provide public access computers and Wi-Fi access to help bridge the digital divide and aid those seeking employment or reemployment
- Provide printing, scanning, faxing, and copying services to help job seekers find employment

○ BUSINESS DEVELOPMENT

- Provide online business resources to help entrepreneurs research and find resources to start a new business
- Provide cost-effective printing, scanning, faxing, and copying services to help new small business conduct their operations

○ WELCOME PLACE

- Provide access to technologies and collections for learning and entertainment
- Provide kits to support book clubs to help support a “community” of readers

2026 PLAYBOOK PLAYS (3)

○ CLOSING THE DIGITAL DIVIDE

- Implement a tablet computer vending pilot lending program to allow disadvantaged customers to come into the digital age and increase their comfort-level with technology
- Increase the number of hotspots available for customer checkout to provide home connectivity to disadvantaged customers
- Provide public access computers and Wi-Fi access to get online for collaboration and communication
 - Implement TV White Space to push wireless network access into the outlying branches allow residents to access the network
- Investigate the possibility of implementing a Technology Bus to help bring technology to underserved communities
- Implement a pilot technology “petting zoo” to allow customers to “play” with different technologies to increase their proficiency and comfort level with technology

○ POWERFUL PLATFORMS

- Replace end-of-life sorters for more efficient operations by staff and customers
- Finalize the Cashless Pilot Program and expand to five other branches to meet compliance requirements and improve services to customers
- Implement new people counters to more accurately measure branch visits for planning purposes
- Update the District technology infrastructure by replacing several end-of-life systems, including network switches and network diagnostic application
- Improve the District cybersecurity posture and prevent network breach
- Investigate the possibility of moving service to the cloud to reduce operational costs

Las Vegas-Clark County

LIBRARY

DISTRICT

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Questions?
Thank you!

Human Resources

Jeffrey P. Serpico
Director

Human Resources (HR)

HR Programs and Key Activities

- Staffing (Recruiting, Selection, Employment)
- Employee/Labor Relations
- Compensation and Classification
- Benefits and Leave Administration
- Organizational Development (Training and Education)
- Human Resources Information Systems (HRIS)
- Workers Compensation and Unemployment

HR Mission

“Develop an organizational culture that drives employee engagement by attracting, selecting, and retaining the best people; engaging them in open and honest communication; and providing them with individual and team based growth opportunities in a Diverse, Equitable, Inclusive and Accessible environment.”

Las Vegas-Clark County

**LIBRARY
DISTRICT**

LVCLD.org

HR Team Members

Abigail Rodriguez	Coordinator II
Joy LeFave	Coordinator II
Christopher Coligado	Coordinator III
Christine Dinino	Human Resources Manager
Cheryl Kranitz-Dykes	Special Projects
Glodia Thomas	HRIS Manager
Tricia Pavone	Benefits Manager
London Porter	Human Resources Manager
Keeley Walker	Training and Development Manager
Jeff Serpico	Human Resources Director

Powerful
Partnerships

Powerful Platforms

Powerful People

How Does HR Support the District's Strategic Plan?

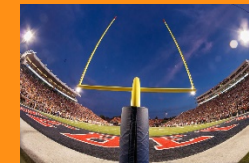
Powerful Places

2021 – 2026 Related HR Strategy and Goals

Related HR Strategy

“Be recognized as a Public Employer of Choice in Nevada”

Related HR Goals



1. Develop and maintain a competitive Total Rewards program
2. Develop, enhance and maintain intra-organizational communication methods and frequency to enhance employee engagement
3. Develop and enhance organizational and individual development opportunities
4. Evolve and champion a culture of Diversity, Equity, Inclusion and Accessibility (DEIA)

Goal 1: Develop and Maintain a competitive Total Rewards program

2021 - 2022

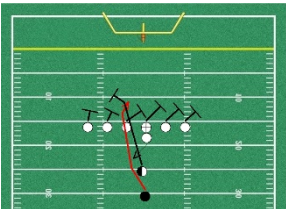
Conduct a direct and indirect compensation analysis to competitively benchmark the District's Total Rewards policies and practices against comparable organizations

Fiscal Year
Plays
(Objectives)

Review and explore feasibility of amending the 457 Plan and the Vacation & Sick Plan to allow (electively) up to eighty (80) hours of Vacation or Sick accruals to be deferred (pre-tax) annually

Develop and implement Employee Wellness Program (Phase 1) focusing on Mental/Behavioral Health and Nutrition

Develop a plan to revise our current Staff Day and Service Awards programs into an annual Employee Recognition Picnic for FY23



Goal 2: Develop, enhance and maintain intra-organizational communication methods and frequency to enhance employee engagement

2021 - 2022

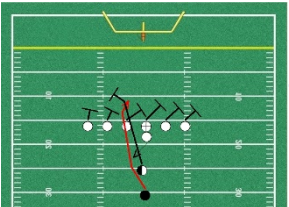
Conduct quarterly Labor & Management communication meetings

Fiscal Year
Plays
(Objectives)

Develop format and conduct two (2) bi-annual Town Hall meetings with the Executive Director

Leverage recently implemented Human Resources Information System (UKG) self-service functionality to enhance efficiency

Enhance Employee Benefits section on Voyager (Intranet) site



Goal 3: Develop and enhance organizational and individual development opportunities

2021 - 2022

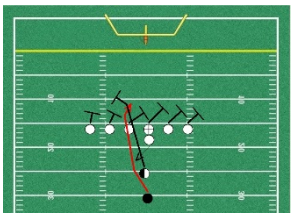
Introduce and develop organizational learning model (Pyramid)

Fiscal Year
Plays
(Objectives)

Develop and implement one (1) new Leadership Development class (New Manager)

Develop and implement one (1) new Organizational Development class (Customer Service)

Identify opportunities to collaborate with external partners to enhance Leadership Development resources

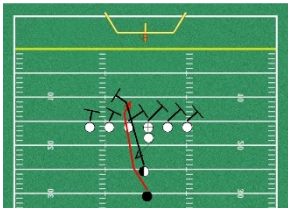


Goal 4: Evolve and champion a culture of Diversity, Equity, Inclusion, and Accessibility (DEIA)

2021 - 2022

Introduce new Diversity, Equity, Inclusion and Accessibility (DEIA) plan

Fiscal Year
Plays
(Objectives)



Implement FY 2021 – 2022 DEIA plan objectives

Key HR Reporting Tools

LVCCLD		FY 2020-2021 HUMAN RESOURCES DASHBOARD																	
		Quarter 1 of FY 2020-2021			Quarter 2 of FY 2020-2021			Quarter 3 of FY 2020-2021			Quarter 4 of FY 2020-2021			FY Running Total (RT) FY 2020-2021	FY Average FY 2020-2021	Prior FY Average FY 2019-2020			
		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21						
Metric																			
A	Total Employees (Headcount)	NA	689	658	644	641	639	640	638	638	628			NA	646				
B	Full-Time Employees 60 hours or more (Headcount)	NA	329	306	306	307	308	309	309	310	307			NA	310				
C	Part-Time Employees 59 hours or less (Headcount)	NA	360	352	338	334	331	331	329	328	321			NA	336				
D	Full-Time-Equivalent (FTE-District)	NA	N/A	N/A	N/A	NA	NA	NA	NA	NA	NA			NA	NA				
E	Average Years of Service (District)	NA	9.9	9.9	9.3	9.3	9.4	9.4	9.5	9.6	9.7			NA	9.6				
Talent Acquisition & Management																			
F	Open Positions (FY 20-21 Budget) = 778	NA	89	120	134	137	139	143	140	140	150			NA	132				
G	Positions Posted (Approved to Fill)	NA	1	11	6	10	6	4	2	7	9			NA	6				
H	Applications Received	NA	107	476	673	831	321	281	354	424	518			3965	443				
I	Interviews Conducted	NA	0	5	7	2	7	4	7	8	4			44	5				
J	New Hires	NA	0	0	1	0	0	5	2	3	3			14	2				
K	Promotions	NA	4	2	9	3	3	1	5	7	1			35	4				
L	Lateral Transfers	NA	0	1	4	2	2	0	1	0	0			10	1				
M	Demotions	NA	0	0	1	2	0	0	2	1	0			6	1				
N	Employees Successfully Completing Probationary Period	NA	7	1	6	1	1	0	0	0	0			16	2				
O	1) Average Cost Per New Hire	NA	TBD	TBD	\$4,835.04	\$0.00	\$0.00	\$21,384.96	\$19,880.85	\$12,793.43	\$9,354.35			\$68,248.63	\$9,749.80				
Separations & Turnover																			
P	Total Separations from Employment	NA	18	31	15	3	2	4	4	3	13			93	10				
Q	Voluntary Separations	NA	17	30	14	3	2	4	4	3	13			90	10				
R	Involuntary Separations	NA	1	1	1	0	0	0	0	0	0			3	0.33				
S	Turnover (Entire District)	NA	2.61%	4.71%	2.33%	0.47%	0.31%	0.63%	0.63%	1.19%	2.00%			14.88%	1.65%				
T	Turnover (Without Page Positions)	NA	5.56%	4.25%	1.24%	TBD	TBD	0.16%	NA	3.78%	1.40%			16.39%	2.73%				
U	Annualized Twelve Month Turnover (Entire District)	NA	31.35%	43.94%	38.61%	30.36%	25.04%	22.12%	20.03%	19.31%	19.83%			NA	27.85%				
V	Vacancy Rate (Open Positions) / (Total Employees + Open Positions)	NA	11.44%	15.42%	17.22%	17.61%	17.87%	18.38%	17.99%	17.99%	19.28%			NA	17.02%				
W	Average Years of Service (Voluntary Separations)	NA	15.9	30.1	11.2	12.5	2.1	6.3	9.6	5.3	5.9			NA	11.0				
X	Average Years of Service (Involuntary Separations)	NA	3.9	0.7	22.3	0.0	0.0	0.0	0.0	0.0	0.0			NA	3.0				
Training & Talent Development																			
Y	Employee Attending New Hire Orientation	NA	0	0	0	1	0	5	2	1	5			14	1.56				
Z	Total Employee Training Encounters	NA	246	9	23	38	23	45	55	197	129			765	85				
AA	Virtual	NA	245	9	10	30	19	41	55	191	112			712	79				
BB	Live On-Site	NA	1	0	11	1	0	0	0	0	12			25	3				
CC	External Conferences	NA	0	0	2	7	4	4	0	6	5			28	3				
DD	Total Training Cost	NA	\$219.00	\$176.00	\$2,646.00	\$5,124,118.66	\$4,349.64	\$2,779.44	\$4,189.00	\$0				\$43,637.74	\$4,848.64				
EE	Total Tuition Reimbursements	NA	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$23,403.66	\$548.64	\$2,000.00	\$2,000.00			\$28,952.30	\$3,216.92				
FF	Undergraduate	NA	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$4,403.66	\$548.64	\$0.00	\$0.00			\$5,952.30	\$661.37				
GG	Graduate	NA	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,000.00	\$0.00	\$2,000.00	\$2,000.00			\$23,000.00	\$2,555.56				
HH	(2) Annual Required Compliance Training Completion	NA	97.00%	97.00%	97.00%	98.00%	99.00%	7.50%	93.00%	98.70%	98.70%			NA	87.32%				
Benefits & Wellness																			
II	Staff Utilizing FMLA or Unpaid Authorized Leave > 4 weeks	NA	9	9	6	6	6	7	4	3	2			NA	6				
JJ	Total Leave Hours Utilized	NA	332.00	468.00	382.00	326.00	326.00	376.00	236.00	156.00	118.00			2720.00	302.22				

(1) 8% of Base Salary if less than \$35,000 & 10.5% of Base Salary if greater than \$35,000 (Source SHRM 2020)

(2) January 21: Begin new compliance training cycle.

September - restate August - Yellow

NOTES:
EEO-4 Instruction Booklet - Race and Ethnic Identification (CC)
Data as of 10/29/2021
% Data
** For without Page Code - 484
*** July 2020 US Census Bureau - Clark County
Quarter 1 2020 (FY20)

***Race and Ethnicity Identification									
A	Hispanic or Latino (a)	31.60%	141	22.552%	-8.04%	84	19.42%	-12.18%	
1	White (Not Hispanic or Latino) (41,720 white alone (a)	41.70%	318	50.1577%	8.46%	253	52.27%	10.57%	
2	Black or African American (Not Hispanic or Latino) (a)	13.10%	65	10.2526%	-2.85%	57	11.78%	-1.32%	
3	Native Hawaiian or Pacific Islander (Not Hispanic or Latino) (a)	0.90%	11	1.7350%	0.84%	9	1.86%	0.96%	
4	Asian (Not Hispanic or Latino) (a)	10.40%	74	11.6719%	1.27%	52	10.74%	0.34%	
5	Native American or Alaska Native (Not Hispanic or Latino) (a)	1.20%	3	0.4732%	-0.73%	1	0.62%	-0.58%	
6	Two or More Races (Not Hispanic or Latino) (Combination - 2,3,4,5,6)	4.90%	20	3.146%	-1.75%	16	3.31%	-1.49%	
Total		100.00%	634	100.00%		484	100.00%		

***Sex / Gender Identification									
B	Female	50.10%	437	68.93%	18.83%	319	65.91%	15.81%	
1	Male	49.90%	197	31.07%	-18.83%	165	34.09%	-15.81%	
2	Non-Identifying	0.00%	0	0.00%	0.00%	0	0.00%	0.00%	
Total		100.00%	634	100.00%		484	100.00%		

C	Job Categories (EEO-4)	Hispanic or Latino	White (Not Hispanic or Latino) (41,720 white alone)	Black or African American (Not Hispanic or Latino)	Native Hawaiian or Pacific Islander (Not Hispanic or Latino)	Asian (Not Hispanic or Latino)	Native American or Alaska Native (Not Hispanic or Latino)	Two or More Races (Not Hispanic or Latino) (Combination - 2,3,4,5,6)	Total
1	Officials and Administrators	8	47	17	0	8	0	2	82
2	Professionals	16	34	6	1	11	0	4	72
3	Technicians	10	26	6	2	5	1	0	50
4	Protective Service Workers	0	0	0	0	0	0	0	0
5	Paraprofessionals	18	63	9	2	18	0	1	111
6	Administrative Support Workers (Including Clerical and Sales)	91	139	22	5	32	2	10	301
7	Skilled Craft Workers	0	2	0	0	0	0	0	2
8	Service/Maintenance Workers	0	7	5	1	0	0	0	13
Total		143	318	65	11	74	3	20	634

D	Job Categories (EEO-4)	Hispanic or Latino	White (Not Hispanic or Latino) (41,720 white alone)	Black or African American (Not Hispanic or Latino)	Native Hawaiian or Pacific Islander (Not Hispanic or Latino)	Asian (Not Hispanic or Latino)	Native American or Alaska Native (Not Hispanic or Latino)	Two or More Races (Not Hispanic or Latino) (Combination - 2,3,4,5,6)	Job Class Count	Job Class % of all Positions	Gender	Count	%
1.0	Officials and Administrators	8	47	17	0	8	0	2	82	12.93%	Female	49	59.76%
1.1	District Job Class %	9.76%	17.91%	29.73%	0.00%	9.76%	0.00%	2.46%	100.00%		Male	33	40.24%
1.2	Variance from CC	-21.84%	16.07%	7.63%	-0.95%	-0.64%	-1.20%	-2.46%			Non	0	0.00%
2.0	Professionals	16	34	6	1	11	0	4	72	11.36%	Female	13	70.53%
2.1	District Job Class %	22.22%	47.22%	5.23%	1.39%	15.23%	0.00%	5.56%	100.00%		Male	21	29.17%
2.2	Variance from CC	-9.38%	5.77%	-4.77%	0.49%	4.88%	-1.20%	0.66%			Non	0	0.00%
3.0	Technicians	10	26	6	2	5	1	0	50	7.81%	Female	19	38.00%
3.1	District Job Class %	20.00%	52.00%	12.00%	4.00%	10.00%	2.00%	0.00%	100.00%		Male	31	62.00%
3.2	Variance from CC	-11.66%	30.30%	-1.10%	3.10%	-4.00%	-0.80%	-4.00%			Non	0	0.00%
4.0	Protective Service Workers - Outsourced	0	0	0	0	0	0	0	0	0.00%	Female	0	0.00%
5.0	Paraprofessionals	18	63	9	2	18	0	1	111	17.51%	Female	85	76.58%
5.1	District Job Class %	16.22%	56.76%	8.11%	1.80%	16.22%	0.00%	0.90%	100.00%		Male	26	23.42%
5.2	Variance from CC	-15.38%	15.06%	-4.99%	0.90%	5.82%	-1.20%	-4.00%			Non	0	0.00%
6.0	Administrative Support Workers (Including Clerical and Sales)	91	139	22	5	32	2	10	301	47.46%	Female	233	77.41%
6.1	District Job Class %	30.23%	46.18%	7.31%	1.66%	10.63%	0.66%	3.32%	100.00%		Male	68	22.59%
6.2	Variance from CC	-1.37%	4.48%	-0.79%	0.76%	0.73%	-0.54%	-1.18%			Non	0	0.00%
7.0	Skilled Craft Workers	0	2	0	0	0	0	0	2	0.32%	Female	0	0.00%
7.1	District Job Class %	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%		Male	2	100.00%
7.2	Variance from CC	-31.60%	58.30%	-13.30%	-0.90%	-10.40%	-1.20%	-4.90%			Non	0	0.00%
8.0	Service/Maintenance Workers	0	7	5	1	0	0	0	16	2.52%	Female	9	56.25%
8.1	District Job Class %	0.00%	43.75%	71.25%	6.25%	0.00%	0.00%	18.75%	100.00%		Male	16	100.00%
8.2	Variance from CC	-37.60%	2.00%	18.15%	5.35%	-10.40%	-1.20%	11.85%			Non	0	0.00%
Total		143	318	65	11	74	3	20	634	100.00%			

Las Vegas-Clark County

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Thank you!

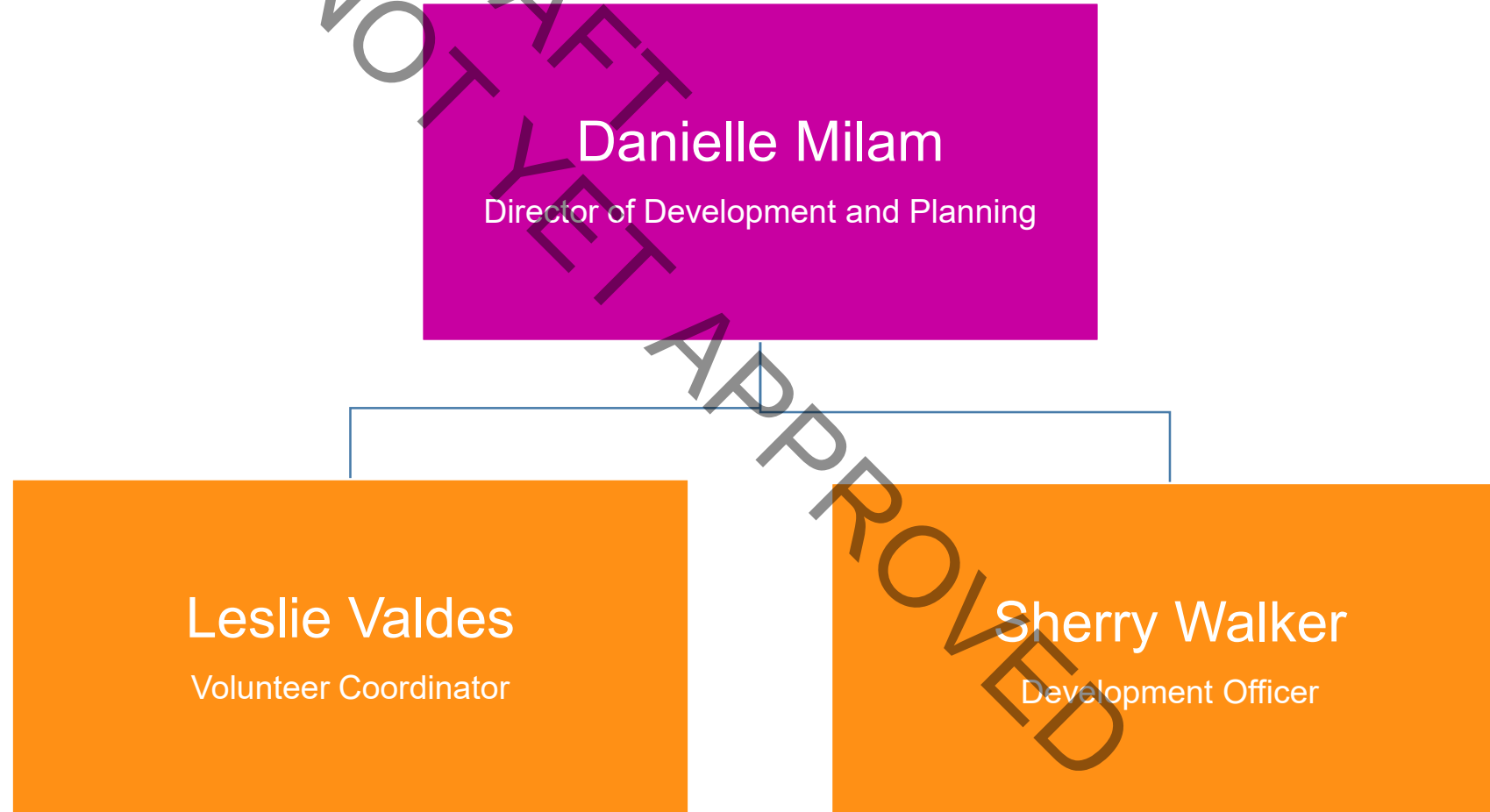
DRAFT
NOT YET APPROVED

Development & Planning

Danielle Milam
Director



Development & Planning Reports to Library District Executive Director and Foundation Board of Directors



Development and Planning District

Strategic Planning (Danielle and Sherry)

- Plan development (cross-organization and community input)
- Plan updates/tracking and implementation
- Recognition (Foundation sponsored v.2020 Awards annually)

Development Activities (Danielle and Sherry)

- #/year varies, terms of grant vary, increasingly complex projects with multiple departments and community partners
 - Proposal development
 - Grant management, including grant data collection and reporting
 - Project media and donor recognition

Volunteer Program (Leslie and Sherry)

- Better Impact database management and training
- Sterling Volunteer database management and training (background checks)
- Annual volunteer coordinator training and oversight
- Volunteer recruitment, training, recognition events (District branches and Foundation bookstores)
- Volunteer management and scheduling (pre-pandemic between 350 and 450 volunteers active)

Special Projects (Danielle and Sherry)

- Vegas Strong Academy
- E-rate
- Government Relations (federal and state delegation visits, communications, lobbyist contract)
- Partner and Foundation relations

2020-2021 Library District Grant Awards

Grantor	Program	Amount
IMLS-LSTA	Museum Passes	\$55,000
	Home Child Care Outreach	\$74,000
IMLS CARES ACT	Hot Spots	\$54,727
FEMA	COVID Signage	\$10,279
Department of Education/AEFLA	Adult Education	\$890,330
E-Rate	Technology	\$504,215
LSTA Evolving Needs	iPad/Android Vending	\$112,000
Bezos Family Foundation	Early Childhood	\$62,500
TOTAL		\$1,763,051

Development and Planning Foundation

Book Store Operations (Leslie Valdes)

- District-Foundation agreement to be sole recipient of donations and discards (2024 next renewal)
- 14 branch bookstores
- Used book warehouse operations (one employee, volunteers, Amazon and third party sales)
- Special book sales (holiday, teachers, seasonal, branch)

Foundation Board Meetings (Danielle, Sherry, Foundation Board)

- Quarterly
- Annual financial statement and taxes
- D and O Insurance, workers comp, payroll services
- Annual budget
- Fundraising plans
- Donor cultivation
- Gift cultivation, retention, and recognition
- Grant development, management, data collection and reporting
 - Priority projects – teacher tutors, tech labs, early childhood initiatives (Raising Las Vegas)
 - Pilot projects and service innovations
- Manage East Las Vegas and Mesquite QALICB nonprofits – annual meetings, audits, and community benefit reports
- Promotional materials development, including annual report
- Media outreach
- Website and social media management
- Partner, donor, corporate, and foundation relations

2020-2021 Foundation Funding

Source	Program	Amount
United Way of Southern Nevada	Teachers in Libraries	\$33,000
Union Pacific	Tech Instruction	\$20,000
NV Energy	Tech Classes	\$5,000
Best Buy	Tech Center Support	\$80,000
Windsong Trust	Teachers in Libraries	\$125,000
Raiders Foundation	Teachers in Libraries	\$25,000
Individual Donations	Various	\$26,440
Book Store Sales	Library District	\$267,947
TOTAL		\$582,387

Las Vegas-Clark County

LIBRARY DISTRICT

LVCCLD.org

BOOK SALES FUNDED LIBRARY DISTRICT PROGRAMS

- Adult Education Staff Training
- Book Clubs
- Branch Grand Openings
- Career Online High School
- CCSD Buses to Gallery Openings
- Coffee with a Cop
- Comic Book Festival
- DISCOVERY Children's Museum Passes
- Engineering for Kids Programs
- Family Pride Day
- Gallery Openings
- Kick-Off to Kindergarten Events
- Green Room Supplies
- Holiday Parties
- Las Vegas Book Festival
- Movie Screenings
- Nevada Career Explorer Trainings
- Outreach Events
- Painting Parties
- Play Works Partnership
- West Las Vegas Performing and Visual Arts Camp
- Reader's Circle
- Staff Day
- Daniel Tiger's Neighborhood – Vegas PBS
- Staff Training on Teen Tech
- STEAM Equipment
- Summer Learning Challenge
- Tea Parties
- Teen Tuesday
- Trivia Contest
- V.2020 Awards
- Vegas Strong Academies
- Volunteer Appreciation Events and Awards
- Winter Reading Program
- Youth Services Summit
- Community Halloween Events

2026 PLAYBOOK POWERFUL DISTRICT PLAYS

- **STRATEGIC PLAN**
 - Track Progress on 2026 PlayBook, create recognition program with Executive Director
 - Contribute to relevant service innovations (i.e. social service planning project with UNLV)
- **EARLY CHILDHOOD DEVELOPMENT**
 - Position Library District as state leader in early childhood development and education
 - Outreach services LSTA grant with Urban League, Federal Reserve, Workforce, DHHS-DWSS
 - Participation on state initiatives to grow sector, seats, quality training (Mind in the Making)
- **ADULT EDUCATION**
 - Adult learning program growth and alignment with employment and business objectives
- **CLOSING THE DIGITAL DIVIDE**
 - Technology grants - development and management with IT department
- **FACILITIES DEVELOPMENT**
 - Community assessment on new WV Library, potential other branch renovation projects
- **VOLUNTEER PROGRAM**
 - Build volunteer program back to full strength with new opportunities related to 2026 PlayBook

2026 PLAYBOOK POWERFUL FOUNDATION PLAYS

TEACHERS IN LIBRARIES

- 8 branch locations
- \$240,000/year
- Free, drop-in after-school tutoring from 4-6 Monday through Thursday
- Align with UNLV School of Education tutors deployed at 12 branch locations 7 days a week

TEEN TECH CENTERS

- 4 branch locations
- Corporate funding
- Expanding technology access to local teens for workforce and business success
- Develop mentor program – coding, digital media, music production, AR/VR

FUNDRAISING PLAN DEVELOPMENT

- Campaign to secure multi-year Foundation priority project funding
- Capital Campaign – new buildings, branch renovations, opportunistic improvements
- Donor cultivation, donor recognition, and event planning
- Queue up potential New Market Tax Credit projects (8 branch libraries in distressed census tracts)

LIBRARY DISTRICT – FOUNDATION BOARD EVENT

2026 PLAYBOOK POWERFUL DEPARTMENT PLAYS

- Good customer service to Executive Director, District departments, and boards
- Contribute powerful data, stories, and project impact that demonstrates value of the Library District and Foundation to our community
- Continue to build strong department operational systems

Thank you!

Las Vegas-Clark County

**LIBRARY
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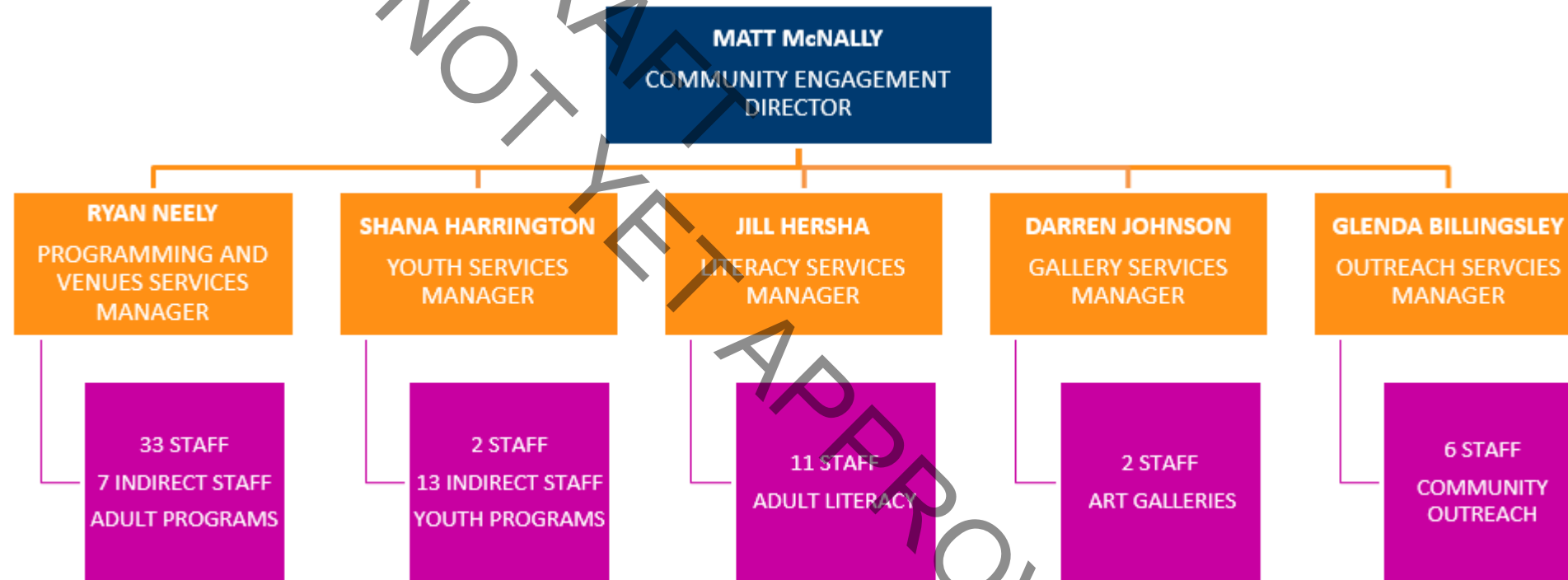


Community Engagement

Matt McNally
Director



Community Engagement



Partnerships

Adult Programs ♦ Youth Programs ♦ Adult Learning Program ♦ Visual Arts ♦ Outreach

Vision 2020 to Playbook 2026

Community Engagement Service Examples

Limitless Learning

Youth Storytimes, Summer Challenge, Winter Reading Challenge, 1,000 Books Before Kindergarten, Family Place, Culinary Kitchen, Podcasting, Production Recording Studio, STEAM Initiatives, English Language Learners, Adult Basic Education, Career Online High School, Tutoring, E-media Classes

Government & Social Services

Safe Place, Ask-A-Lawyer Series, Blood Drives, Tax Assistance, Census, Elections, Coffee with a Cop, Immunization Clinics, Social Work Presentations, ADA services, Health Fairs

Business & Career Success

One-Stop Career Centers, Employ NV Business Hub, High School Equivalency, National Career Readiness Certificate, Integrated Education and Training, Resume Writing Workshops, Job Fairs, Nevada Career Explorer

Community & Culture

Meeting Rooms, Theaters, Cultural Performances, Films, Exhibits, Classes, Lectures, Art Galleries, Artists Receptions, Workshops, Permanent Art Donations & Commissions, Venue Capital Improvements, Vegas Valley Comic Book Festival, Teen Anime Festival

Let's build upon our Vision 2020 work with Playbook 2026...

Playbook 2026 CE Power Plays

Powerful People

Elevate Customer Service to Exceptional Levels to retain and excite existing customers and partners.

- Encourage a personalized approach, welcome customers at events, one-on-one assistance, tours of rental venues, promote similar library services and the collection at events.

Invest in our Staff with Professional Development to foster artist relationships, provide diverse offerings, and increase staff knowledge.

- Attend non-library conferences/trainings such as APAP, Western Arts Alliance, Arts Midwest, USITT, SNAEYC, Commission on Adult Basic Education, CASAS and LACES systems training.

Invest in our Staff with Internal Processes to improve efficient and effective operations.

- Partnership agreement, marketing rider for contracting talent, integrate reservation accessibility for Performing Arts Centers on to Communico.
- Review and refine department policies and procedures.

Reach Out to Untapped Market Segments to create new customers and serve the underserved.

- Veterans (Nellis AFB; Veteran's Connect; Share Village; USO), casino's, local businesses, sports teams, incarcerated offenders (workforce re-entry; video visitation; access to library resources), early childhood education providers, add an adult engagement component to Summer Challenge, local artists and arts organizations, community partners to help market and deliver services.

Playbook 2026 CE Power Plays

Powerful Places

Position the Library District as an Educational Institution to help prepare our community for school readiness, student achievement, high school completion, and workforce readiness.

- ALP (Adult Learning Program in more libraries; community centers; virtual experiences), early childhood education trainings for pre-schools, museums, CCSD, etc., refine composition of youth program storytimes, better communicate opportunities to partner agencies and organizations.

Workforce Development to better serve the unemployed and under-employed, and to help diversify sectors of Nevada's workforce.

- Further activate One-Stop Career Centers, strengthen the referral process between education services and workforce opportunities, create operations standards, create small business incubators for private work, host hiring events of local elected officials, workforce classes, and electronic job search events.

Makerspaces, Classes, and Camps to foster innovation and STEAM related learning.

- Construction, welding, pottery, glass blowing, 3D printing, robotics, electrical circuitry, simulators (driver's education; forklift operation; piloting), coding, and wood working.

Innovative Ideation to distinguish the Library District as unique and cutting edge.

- Artist in residency program, support new teachers with traveling library collections, e-sports and gaming for teens, set Guinness World Records, host special literary festivals with authors, celebrities, and local interests, activate the outdoor amphitheater space at Rainbow Library.

Playbook 2026 CE Power Plays

Powerful Partnerships

Partnership Development to accomplish more than what we alone can provide; support our community for what they cannot accomplish unaided.

- Strengthen the quality of existing partnerships by engaging at senior administrative levels to create stronger organizational connections.
- Improve/Increase programs of diversity, equity, inclusion, and accessibility through events designed for heritage months, seniors, women, LGBTQ+, holidays, and other reoccurring annual events.
- Continue empowerment of Library District staff to develop, lead, and execute partnership initiatives.
- Elevate the Library District:
 - Locally by becoming a stronger convener of partners.
 - Nationally by implementing innovative ideas and telling our story well.

Strengthen Our Relationship with Clark County School District to provide greater access for students to Library District resources.

- Eliminate barriers allowing a student to use their school ID to access library resources.
- Provide access to e-resources through Follett Destiny using Axis 360 Community Share.
- Strengthen organizational commitment to the Summer Challenge initiative.
- Prepare parents and students for Kindergarten readiness.
- Align staff training and professional development opportunities to eliminate duplicity.

Playbook 2026 CE Power Plays

Powerful Platforms

Increase Accessibility and Inclusion to keep customers connected with Library District Resources.

- Virtually:
 - Recorded programs (YouTube, social media, website), streaming programs, conferencing programs using WebEx or Zoom, and hybrid approaches.
- In the community:
 - Pop-Up Libraries for remote access at parks & recreation facilities, WIC clinics, fitness centers, court system, student unions, hospitals, DMV, mall food courts.
 - Overdrive with RTC busses/terminals for the promotion of e-books, audiobooks, and videos.
- Read value fines programs to reduce amounts owed:
 - Reading and volunteering initiatives at the library.
 - Donation opportunities to help our community.

Advantage Marketing to give our community investment opportunities in Library District services.

- Build standards for revenue-based and creative marketing opportunities.
- Seek co-sponsorships, advertising, in-kind exchanges, solicitations, and donations to offset Library District expenses.

Las Vegas-Clark County

LIBRARY

DISTRICT

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Thank you!

Branding & Marketing

Betsy Ward
Director



Who We Are

Betsy Ward
Director

Digital Content Team

Ryan Simoneau
Paula Loop

Design Studio

Gene Kilchenko
Juanita Aiello
Cierra Pedro

What We Do

Telling the Library District's story every day.

Working closely with each department to:

- Spotlight their stellar programs and services
- Assist in communicating their efforts, both internally to staff, and externally to the public, the media, our major partners, and other community stakeholders



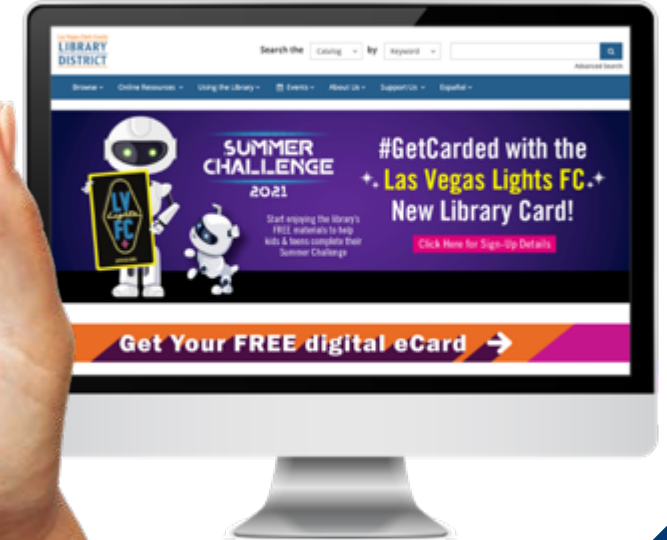
Las Vegas-Clark County

LIBRARY DISTRICT

LVCLD.org

How We Do It

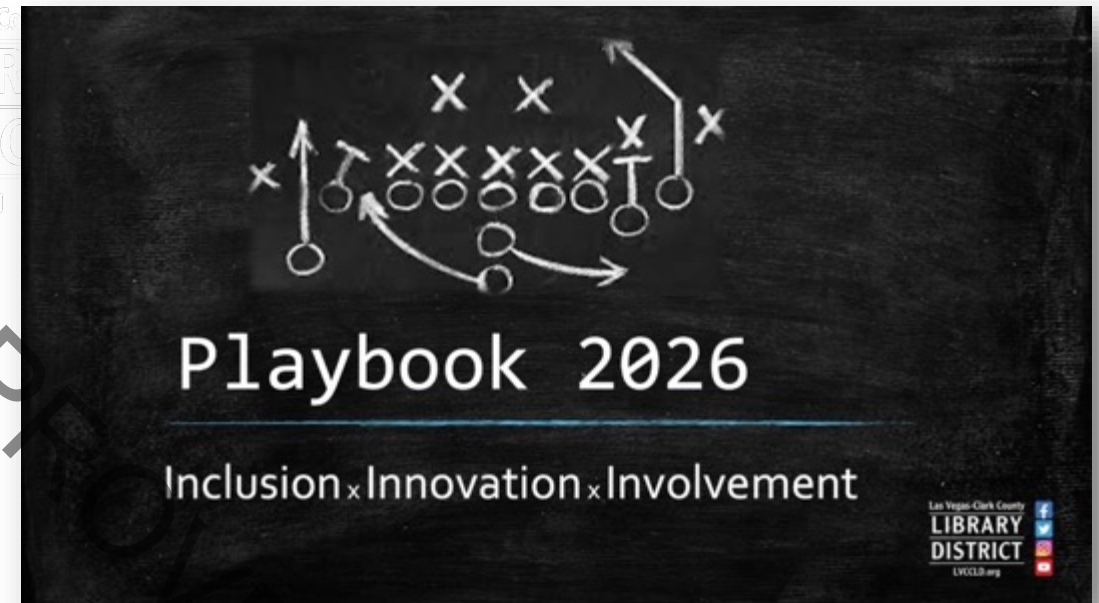
- **Internal Communications**
 - Voyager, Staff Updates, Infographics, etc.
- **External Communications**
 - Website, Social Media, Graphic Design, Highlights eNewsletter, Annual Major Promotions
- **Overarching Strategy:**
 - Driving awareness of the Library District brand & how we deliver on 21st Century needs
 - Getting more library card registrations
 - Elevating Engagement
 - More important than ever to bounce back from the pandemic
 - In-person within our branches, and virtually, on our website & social media channels



Supporting the Pillars of Playbook 2026

Capitalize on Successes with New Tools/Strategies:

- **Inclusion**
 - Expand our reach to attract new audiences
- **Innovation**
 - Build on proven strategies and invest in new communications tools
- **Involvement**
 - Convey a library brand that says “all are welcome”



Supporting Playbook 2026 Tools/Strategies

Audience & Services Web Pages

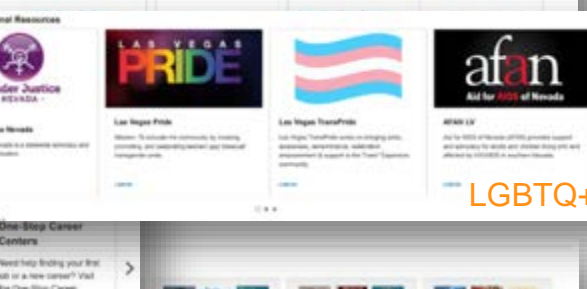
These pages pull together themed items from our catalog and make it easier for the public to access resources that address their needs and interests, and relate to their lived experiences. New pages will be inspired by our new Powerful Partnerships:

- **Current Examples**
 - LGBTQ+
 - African American
 - Latinx
 - Tools for School Success
 - Learn & Earn (Literacy)
- **Powerful Partnerships**
 - Healthy Meals on a Budget with Three Square
 - Science Learning with Discovery Children's Museum & Channel 13



AAPI

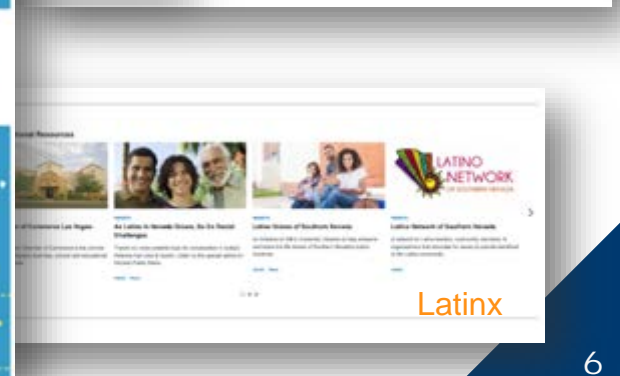
African American



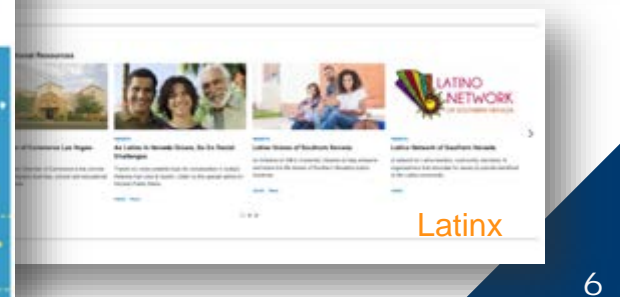
LGBTQ+



Veterans



Native American

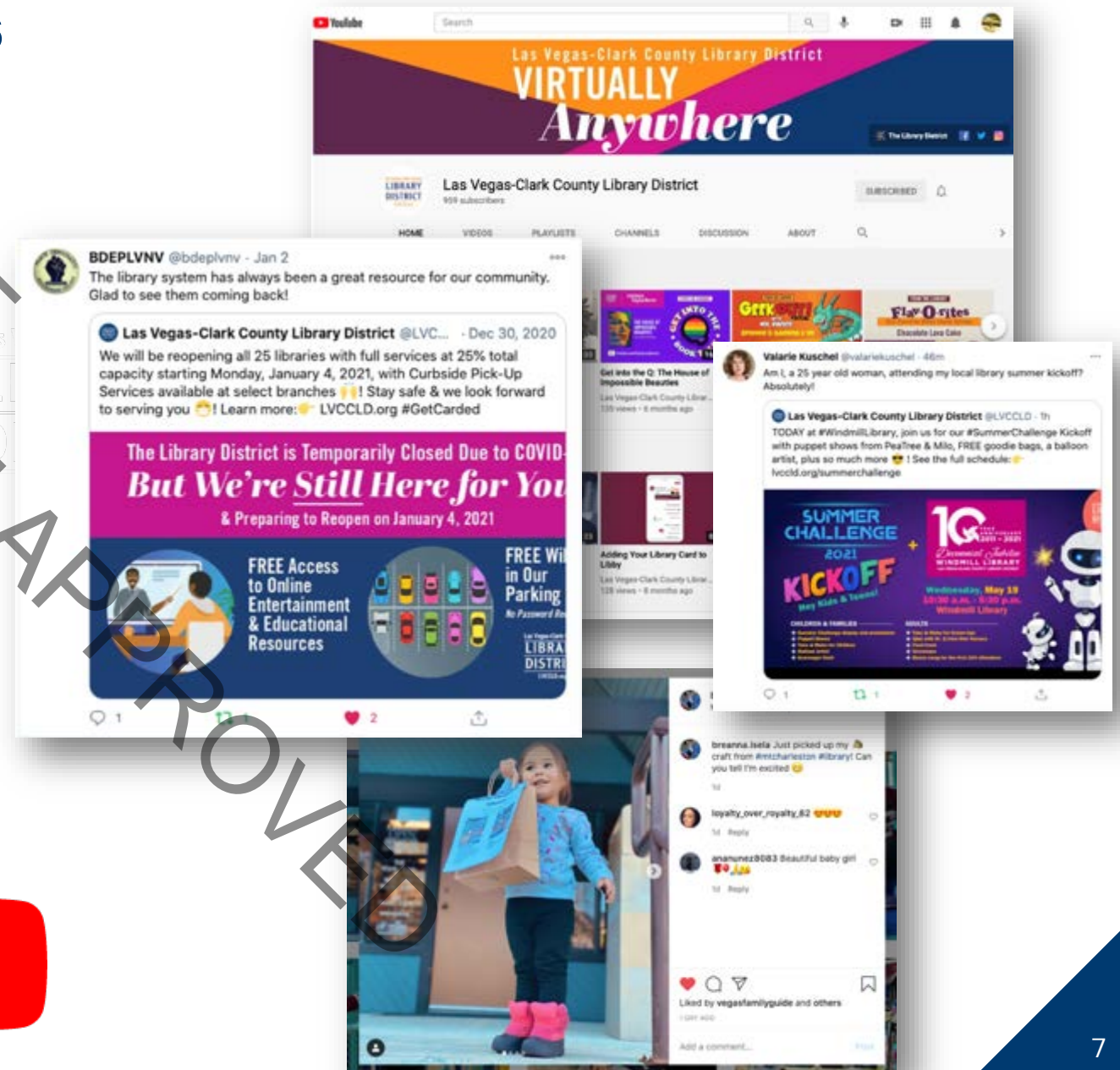
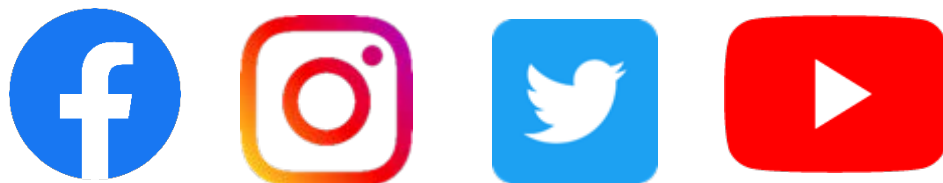


Latinx

Supporting Playbook 2026 Tools/Strategies

Increase Social Media Engagement

- Create more viral campaigns that connect library programs & promotions to trending pop culture, sports, and news stories.
- Continue to rebuild our YouTube & IGTV channels with new video content, working in partnership with Community Engagement and Library Operations staff.



Supporting Playbook 2026 Tools/Strategies

Expand Facebook & Instagram Advertising

- Summer Challenge investment in this area has spiked our total reach and user engagement
- Enables us to geo-target residents across Southern Nevada who don't currently follow the Library District

Facebook:

Total Impressions: **634,926** (+971%)

Total Post Engagements: **14,654** (+667%)

Total Link Clicks: **4,914** (+2,297%)

Instagram:

Total user engagement: **1,934** (+11%)

Total Impressions: **76,245** (+29%)

Top post Engagement: **232** (+87%)

Instagram Stories Impressions: **13,542** (+21%)



Supporting Playbook 2026 Tools/Strategies

Media Relations to Reach Diverse Audiences

- Build on current success with local Latinx and African American media outlets, the mainstream media, and expanding to the Asian American-Pacific Islander media. Tools will include more frequent outreach with press releases and promotional launch kits.



Supporting Playbook 2026 Tools/Strategies

Library Highlights eNewsletter

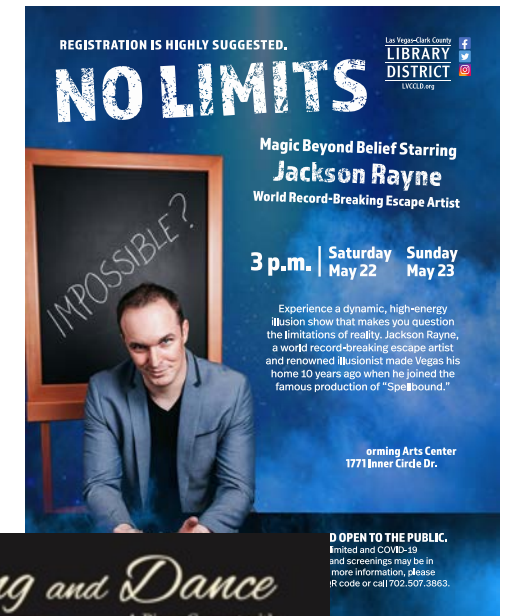
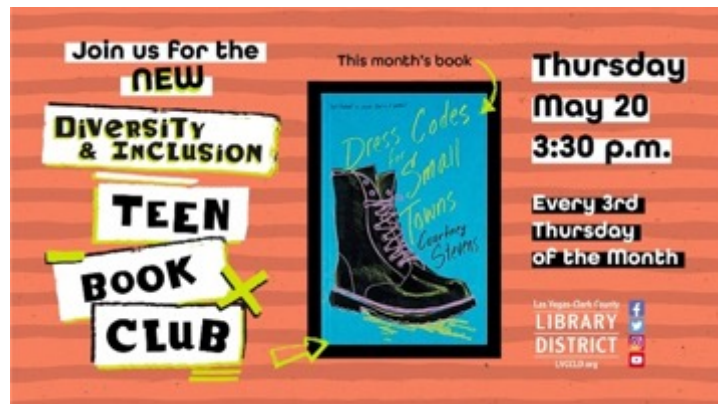
- Build on the success of this twice monthly eBlast series, which goes to 318,000 cardholders plus media contacts
- 20% open rate shows that customers want to know more about Library District programs & services
- Expand our mailing list to include elected officials, influencers, and our library partners



Supporting Playbook 2026 Tools/Strategies

Print & Digital Graphic Designs to Promote Events, Classes & Programs

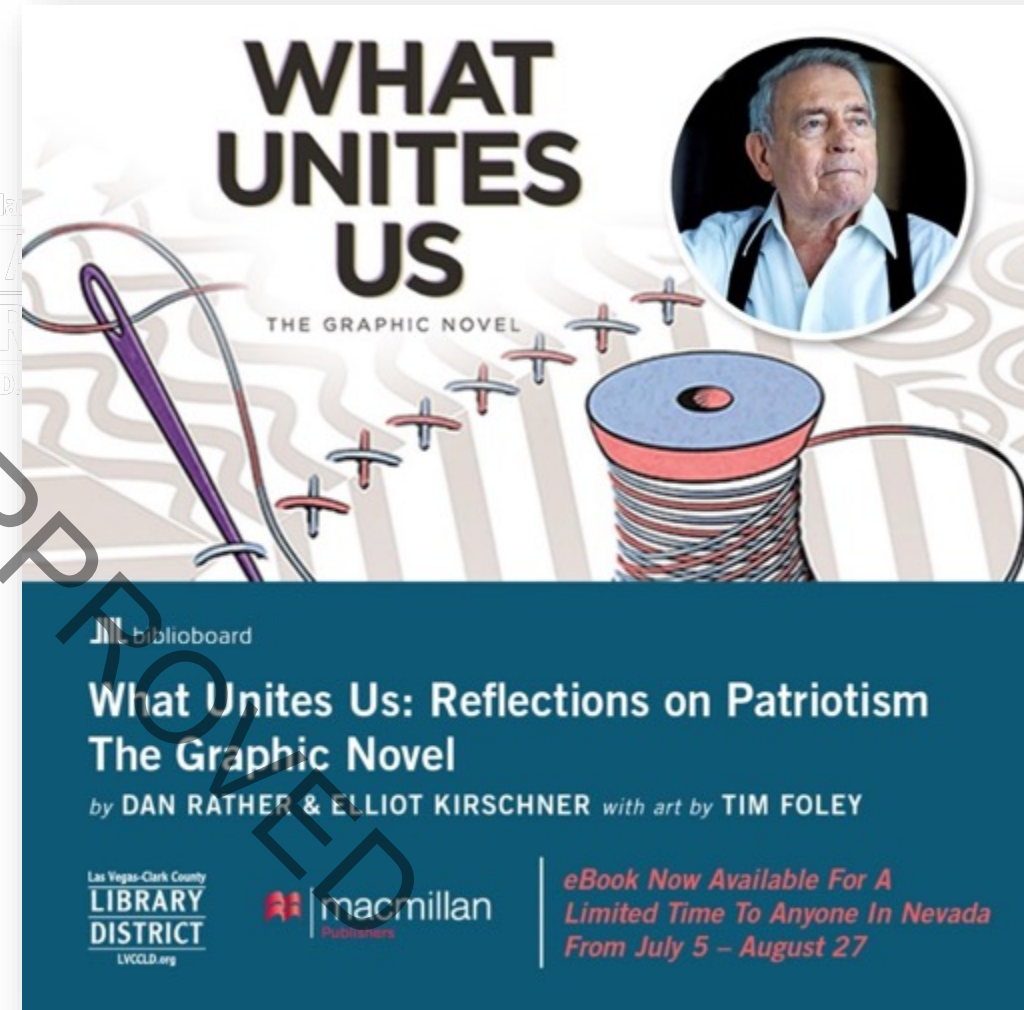
- Continue to support library branches' individual needs to maintain a quality brand image and to aspire to drive higher event attendance



Supporting Playbook 2026 Tools/Strategies

BiblioBoard

- New opportunity for libraries & publishers to work together
- Partnering with Macmillan publishers for state-wide access to Dan Rather's new eBook novel, *"What Unites Us: Reflections on Patriotism"*
- Indie Authors Project for self-published eBooks – coming soon



Supporting Playbook 2026 **Tools/Strategies**

Expanding Audience Reach

Orange Boy Email Marketing Software

- Uses customer data pulled from Sierra to build thriving, engaged relationships
- Enables dynamic customer segmentation using real-time data
- Deep data mining across many categories allows use by any department for planning

New Pathways for Diversity Outreach

- Sharing library event info through Latin, Urban, Asian Chambers and the LGBTQ+ Center of Southern Nevada
- Explore adding Tagalog as a new translated language option on website



Supporting Playbook 2026

Powerful Promotional Partnerships

Current

- Vegas Golden Knights
- Las Vegas Lights FC

Pre-Pandemic

- Vegas Aces WNBA
- Life is Beautiful

Potential

- Las Vegas Raiders

Powerful Results

- Attracting potential customers who are unfamiliar with the library
- Benefitting from top brand recognition



Supporting Playbook 2026 **Powerful Messaging**

Branding Campaign – Coming Soon!

- BAM has been working with Mr. Watson on a Branding Campaign that will bring Playbook 2026 to life for the public
- Please stay tuned for updates!



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Thank you!

Financial Services

Floresto Cabias
Chief Financial Officer

Financial Services

Department Overview

Financial Services provides a wide range of services to the District's team members, customers, vendors, and other stakeholders through the development and operation of the budget, accounting, and finance functions.



Playbook 2026 – Inclusion

Budget Goal: Promote transparency and engagement with regard to financial information

Develop an interactive budgetary tool for internal and external users

- Allows District team members and customers to explore budget documents
- Helps users understand the budgeting process
- Demonstrates how budget resources are distributed internally among departments and externally across service areas

Increase Finance and Audit Committee Meetings

- Additional meetings with members of the Board of Trustees provide more periodic financial updates
- These opportunities for discussion will provide invaluable feedback and guidance for staff and support communication with the public

Playbook 2026 – Innovation

Accounting Goal: Make financial information and services accessible and digestible

Powerful People:

- Educate team members across the District with a thorough understanding of budget logistics
- Increase visits to branches and departments to review internal controls and emphasize fiduciary responsibilities
- Train departments to manage unexpected and unavoidable spending to promote financial engagement and reinforce expenditure control

Powerful Places:

- Incorporate analytics into the five-year Capital Improvement Plan that considers places identified by the Playbook 2026 to prioritize projects

Playbook 2026 – Innovation (Cont.)

Accounting Goal: Implement technology that drives cost savings

Powerful Partnerships:

- Utilize additional services from financial institutions
 - Purchasing Card (P-Card) Program
 - Automate payment functions to eliminate paper-based processes

Powerful Platforms:

- Upgrade Financial Management System
 - Cloud-based system to perform tasks and access information more conveniently
 - Incorporate analytical tools to improve data usefulness
 - Integrate vendor access and other District interfaces (*Sierra*, Cashless Pilot Program) to streamline processes and add efficiencies
 - Vacancy control using HR Information System

Playbook 2026 – Involvement

Finance Goal: Establish a cross-functional decision-making framework for long-term financial planning

Align resources with strategic priorities based on feedback gathered:

- An interactive budgetary tool provides an engagement medium for internal and external users
 - Enables team members to help make beneficial budget decisions
- The financial management system empowering users contributes to a cost-saving culture
- The Financial Services team will participate in department and branch meetings to answer questions and measure strategic compliance
- Periodic Finance and Audit Committee meetings allows refinement to the long-term financial plan

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Library Operations

Leo Segura
Director



Library Operations Administration

Leo Segura
Library Operations
Director

Cherrie DeLaney
Acting Regional Library
Operations Manager

Key Activities

- Daily operation of 26 locations with 485 staff.
 - 13 urban branches, 12 outlying branches, and Detention Center
- Ensures equitable access to library materials, collections and services
- Monitor staffing levels to ensure established service levels
- Participate in District-wide planning activities
- Responsible for \$31.6M department budget
- Develops and updates patron policies, procedures and guidelines
- Handles and resolves patron complaints that rise to Administration levels

Strategic Plays

Work with Director Watson and HR Director Serpico to implement Regional Managers as a solution to ensure that our staffing model accurately accounts for service needs.

- **Expedites administrative support by splitting into three (3) geographic regions**
- **Streamline communication by ensuring all branches receive the same communication regardless of location**
- **Improves morale by validating the importance of library services to our rural communities**
- **Improves competition and collaboration, and**
- **Takes into consideration travel and transportation as part of the administrator's duties**

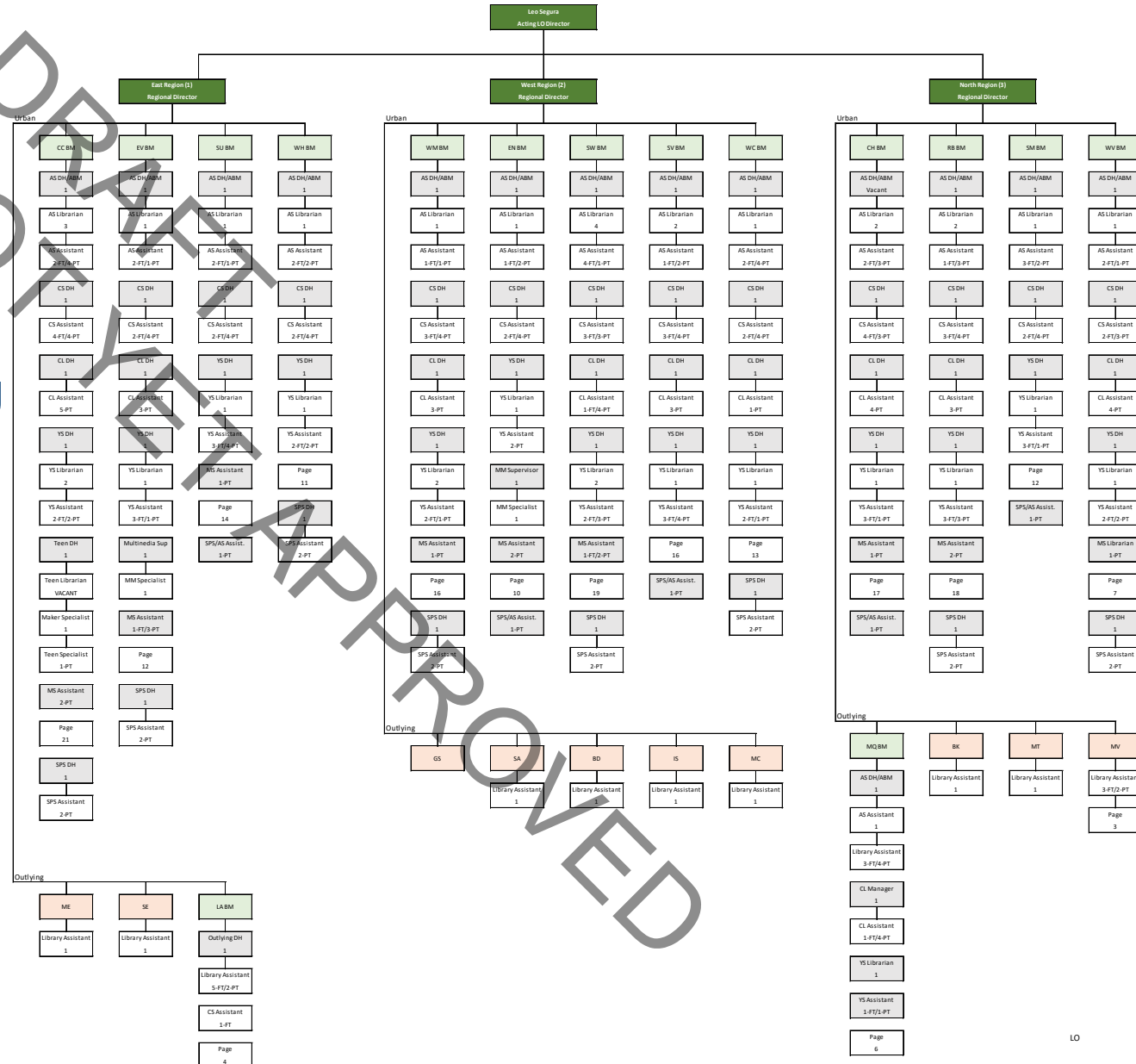
LIBRARY
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Regions

Increase the speed of business by

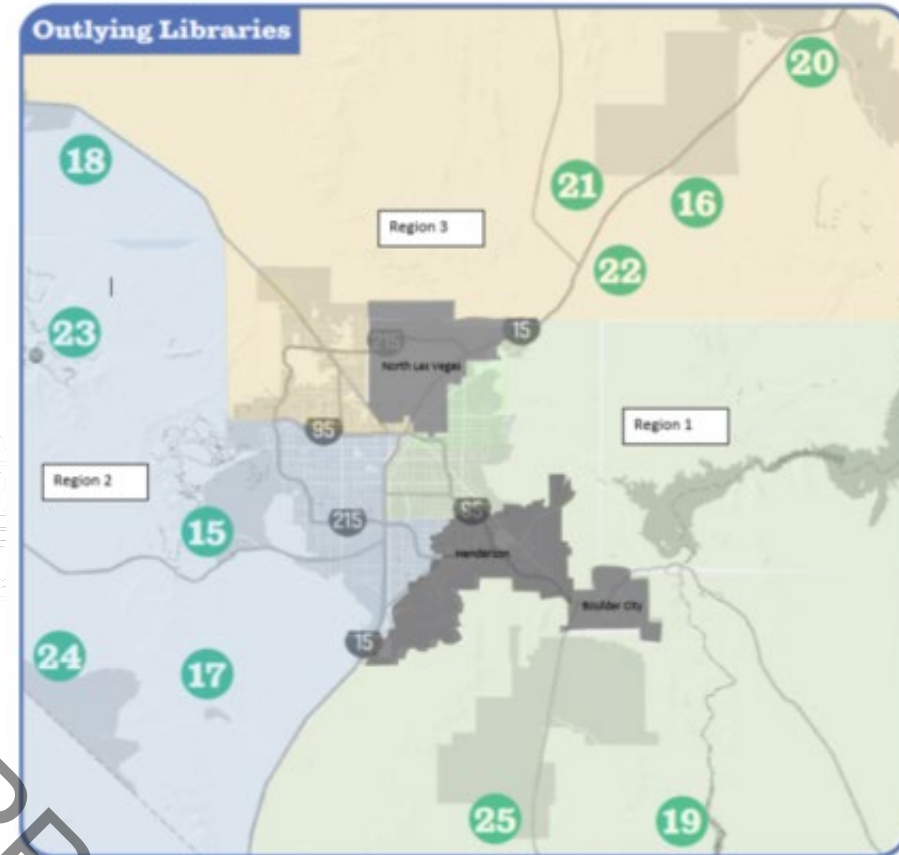
- **Standardizing and increasing Library Operations Administrative Visits**
- **Reducing the amount of time it takes to approve orders and requests or implement change**



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1 Centennial Hills Library
6711 N. Buffalo Dr., 89131
702.507.6100

2 Clark County Library
1401 E. Flamingo Rd., 89119
702.507.3400

3 East Las Vegas Library
2851 E. Bonanza Rd., 89101
702.507.3500

4 Enterprise Library
25 E. Shelbourne Ave., 89123
702.507.3760

5 Meadows Library*
251 W. Boston Ave., 89102
702.474.0023

6 Rainbow Library
3150 N. Buffalo Dr., 89128
702.507.3710

7 Sahara West Library
9600 W. Sahara Ave., 89117
702.507.3630

8 Spring Valley Library
4280 S. Jones Blvd., 89103
702.507.3820

9 Summerlin Library
1771 Inner Circle Dr., 89134
702.507.3860

10 Sunrise Library
5400 Harris Ave., 89110
702.507.3900

11 West Charleston Library
6301 W. Charleston Blvd., 89141
702.507.3940

12 West Las Vegas Library
951 W. Lake Mead Blvd., 89106
702.507.3980

13 Whitney Library
5175 E. Tropicana Ave., 89122
702.507.4010

14 Windmill Library
7060 W. Windmill Ln., 89113
702.507.6030

15 Blue Diamond Library
16A Cottonwood Dr., 89004
702.872.4725

16 Bunkerville Library
150 W. Virginia St., 89007
702.346.5238

17 Goodsprings Library
365 W. San Pedro Ave., 89015
702.874.1366

18 Indian Springs Library
715 Gretta Ln., 89018
702.879.3845

19 Laughlin Library
2840 S. Needles Hwy., 89029
702.507.4060

20 Mesquite Library Campus
160 W. First North St., 89027
702.346.5224

21 Moapa Town Library
1340 E. Hwy. 168, 89025
702.864.2438

22 Moapa Valley Library
350 N. Moapa Valley Blvd., 89040
702.397.2690

23 Mt. Charleston Library
75 Ski Chalet Pl., 89124
702.872.5585

24 Sandy Valley Library
650 Quartz Ave., 89019
702.723.5333

25 Searchlight Library
200 Michael Wendell Way, 89046
702.297.1442

Visite la biblioteca hoy mismo.
¡No le cuesta nada!

Strategic Plays

To better streamline and improve service and improve staff efficiency Library Operations will

- **Work with General Services and IT to implement consolidated service points at three locations this fiscal year; Centennial Hills, Spring Valley and West Las Vegas Libraries.**
- **Identify and Develop plans to implement similar plans at three or more additional locations the following year.**

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East Las Vegas was designed with a consolidated desk combining Reference and Circulation staff at one service point with “roving” staff support .

The Mesquite redesign consolidated three departments, Youth Services, Adult, and Circulation, into one main service desk with “roving” staff support



Roving Staff:

Library equipment is mounted to an Ergotron style cart securing a branch laptop connected to the catalog, scanner, and receipt printer thereby allowing staff to be where the customers are to assist with:

- **Reference/Reader Advisory**
- **Circulation**
- **Holds**
- **Collection Development**
- **Computer Classes**
- **3D Printing**
- **And more ...**

INCREASE DISCOVERABILITY & Extend Reach: “*Yes Libraries Do That!*”

In order to make Plays to be more Relevant, Responsive, Inclusive, Adaptive, and Innovative Library Operations will

- Implement staff run book clubs across the district
- Ask Branch Managers to identify community partners where they can speak about library offerings and services and distribute information
- Encourage customer-facing staff in Adult Services, and Computer Labs to host a monthly program that supports library services or resources.
- Implement Biblioboard Create for staff and community input not limited to art, maker spaces, performances, or historical collections
- Set benchmarks for Branches to submit staff lists in support of BAM and Collection Development

Strategic Plays

To improve proficiency of Library Operations staff

- Implement staff training on Storytime
 - Start with our District-Wide library staff
 - By end of fiscal year extend to all staff in customer-facing positions
- Complete Apprentice Person-in-Charge Training for the inaugural group and identify and continue to further develop staff and improve customer service
- Add minimum requirements for staff training in databases and services so that staff can communicate effectively with patrons about our online offerings and not have to transfer them to a support department

Strategic Plays

To improve how customers see us as their Third Place

- Work with Branch Staff and General Services to identify and implement additional branch improvements and implement programming around changes
 - Teen Zone
 - Podcasting Studio
 - Amphitheater
 - Computer Lab expansions
- Work with Branch Staff and General Services to identify and implement additional branch improvements around seating and access

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Thank you!

DRAFT
NOT YET APPROVED