

**CITIZENS' ADVISORY COMMITTEE ON THE FUTURE OF
THE WASHOE COUNTY LIBRARY SYSTEM
MEETING AGENDA
THURSDAY, SEPTEMBER 8, 2011
6:00 P.M.**

**Downtown Reno Library
301 S. Center Street
Reno, NV 89501**

PURSUANT TO NRS 241.020, THE AGENDA FOR THE CITIZENS' ADVISORY COMMITTEE MEETING HAS BEEN POSTED AT THE FOLLOWING LOCATIONS: WASHOE COUNTY COURTHOUSE, WASHOE COUNTY ADMINISTRATION BUILDING, DOWNTOWN RENO LIBRARY, INCLINE VILLAGE LIBRARY, NORTH VALLEYS LIBRARY, NORTHWEST RENO LIBRARY, SIERRA VIEW LIBRARY, SOUTH VALLEYS LIBRARY, SPANISH SPRINGS LIBRARY AND SPARKS LIBRARY. FURTHER, IN COMPLIANCE WITH NRS 241.020, THIS NOTICE HAS BEEN POSTED ON THE OFFICIAL WEBSITE FOR THE WASHOE COUNTY LIBRARY SYSTEM AT www.washoecountylibrary.us.

SUPPORT DOCUMENTATION FOR ITEMS ON THE AGENDA PROVIDED TO THE CITIZENS' ADVISORY COMMITTEE IS AVAILABLE TO MEMBERS OF THE PUBLIC AT THE DOWNTOWN RENO LIBRARY ADMINISTRATION OFFICE, 301 SOUTH CENTER STREET, RENO, NEVADA. WE ARE PLEASED TO MAKE REASONABLE ACCOMMODATIONS FOR MEMBERS OF THE PUBLIC WHO ARE DISABLED AND WISH TO ATTEND MEETINGS. IF YOU SHOULD REQUIRE SPECIAL ARRANGEMENTS FOR ANY COMMITTEE MEETING, PLEASE CONTACT OUR OFFICES AT 327-8341 24 HOURS PRIOR TO THE DAY OF THE MEETING.

THE CITIZENS' ADVISORY COMMITTEE CONDUCTS THE BUSINESS OF THE WASHOE COUNTY LIBRARY SYSTEM DURING ITS MEETINGS. THE PRESIDING OFFICER MAY ORDER THE REMOVAL OF ANY PERSON WHOSE STATEMENT OR OTHER CONDUCT DISRUPTS THE ORDERLY, EFFICIENT OR SAFE CONDUCT OF THE MEETING. WARNINGS AGAINST DISRUPTIVE COMMENTS OR BEHAVIOR MAY OR MAY NOT BE GIVEN PRIOR TO REMOVAL. THE VIEWPOINT OF A SPEAKER WILL NOT BE RESTRICTED, BUT REASONABLE RESTRICTIONS MAY BE IMPOSED UPON THE TIME, PLACE AND MANNER OF SPEECH. IRRELEVANT AND UNDULY REPETITIOUS STATEMENTS AND PERSONAL ATTACKS WHICH ANTAGONIZE OR INCITE OTHERS ARE EXAMPLES OF SPEECH THAT MAY BE REASONABLY LIMITED.

THE CITIZENS' ADVISORY COMMITTEE MAY TAKE AGENDA ITEMS OUT OF ORDER, CONSIDER TWO OR MORE ITEMS IN COMBINATION, REMOVE ONE OR MORE ITEMS FROM THE AGENDA, OR DELAY DISCUSSION OF AN ITEM.

A QUORUM OF THE LIBRARY BOARD OF TRUSTEES MAY BE PRESENT AT THIS MEETING, BUT NO LIBRARY BOARD BUSINESS WILL BE CONDUCTED.

Unless otherwise indicated by an asterisk (*), all items on the agenda are action items upon which the Citizens' Advisory Committee will take action.

- * 1. Public Comment and Discussion Thereon - Five Minute Time Limit Per Person
No discussion or action may be taken upon any matter raised under this public comment section until that matter itself has been specifically included on an agenda
- 2. *For Possible Action* - Approval of Minutes from the Meeting of August 11, 2011
- * 3. Director's Update on the County and Library Budget Situation (*15 minutes*)
- 4. *For Possible Action* – Review and Discussion Regarding the Committee's Final Report; Sections to Include Recommendations, Assumptions, Executive Summary, The Library of the Future, and a Public Survey (*60 minutes*)
 - a. Finalizing a Schedule for Completion of the Final Report
 - b. Assistance with Gathering Information, Appendix of Resources Used, and PowerPoint Presentation
 - c. Consideration of Public Survey Questions
 - d. Update on "The Library Today"

5. *For Possible Action* – Status Update on the CAC Facebook Page (*30 minutes*)
- * 6. Committee Members' Comments – Requests for Future Agenda Items or Announcements for the Good of the Order
- * 7. Public Comment and Discussion Thereon - Five Minute Time Limit Per Person
No discussion or action may be taken upon any matter raised under this public comment section until that matter itself has been specifically included on an agenda
8. *For Possible Action* - Adjournment

To Do List

HELP

For: CAC

Status	Priority	Due Date	Owner	Project / Task	Notes
review		9/8/11	Bill	Executive Summary	
review		9/8/11	Bill	Assumptions	
review		9/8/11	CAC	Recommendations	
review		9/8/11	Carol	The Library Environment Today	need to determine if we need more
review		9/8/11	Bill/Martha	Survey Questions	need to finalize to begin survey
		9/9/11		Initiate Survey	
discuss		9/8/11	CAC	The Library of the Future	need to define
review		9/8/11	Michelle	Facebook page	is this active?
write		9/22/11	Bill	The Library of the Future	have draft available for comments via Google
prepare		10/6/11	??	Appendix of Resources & Information Gathered	
review		10/6/11	CAC	The Library of the Future	Agree on final draft
prepare and post to Google		10/27/11	Michelle, N	Facebook and Survey results	need to summarize results
add to report		10/28/11	Bill	Include survey data in report	
edit with graphics		11/1/11	Derek	Editing for final report	
review and approve		11/3/11	CAC	Approve final report	
prepare transmittal memo		11/4/11	Bill	Submit to Library Board	
Prepare		11/10/11		PowerPoint presentation	Post to Google for CAC comments
Attend Board meeting		11/17/11	Bill, etal	Library Board presentation	

Executive Summary

The Citizens' Advisory Committee on the Future of the Washoe County Library System (WCLS) embarked on its' journey to define the future needs of the WCLS as it relates to the community in November 2010. While this work was overshadowed by diminishing fiscal conditions resulting from the economic downturn, the committee determined this presented an opportunity to examine changing information delivery dynamics to position WCLS to be a community hub for access to print or digitized materials, information exchange and space resources that support citizen, business and government needs. In a few words, WCLS has an opportunity to design a long term objective to expand upon its current mission - to serve as a cultural center offering lifelong enrichment opportunities through access to ideas, information, and the arts.

WCLS is not alone in this redefining process. Most libraries throughout the nation are suffering from budget deficiencies, building closures, shorter hours, less staff and increasing demand for materials and support in areas of technical training, resume writing, completion of online job applications, applying for unemployment benefits and Internet use in general. It is possible to cite numerous situations throughout the country, but the focus is WCLS. Remarkably, while staff and hours decreased by 25% during the past 18 months and demand (visits) increased by 30% or more. This is a testimony to the social and educational importance of WCLS for those in the community in need of assistance to get in step with changing times and to position them to make a contribution to their immediate environment.

There are those who believe the Internet makes the library obsolete. While it is true that considerable information can be obtained through the various search engines – Yahoo, Google, Bing, Safari, etc. – libraries offer access to subscription databases (need some examples) that support all sectors of the community. The implications here impact not only the role of the library but the staffing requirements in terms of training and knowledge. It is no longer a matter of pointing someone to a location in the stacks, which may not need as much space in years to come, to locate correct print material. Library staff is now depended upon to learn the basics of Internet use, how to download digital books, how to prepare documents and spreadsheets and in today's unemployment dilemma – for those who don't have the tools or Internet access - how to conduct job search and responses.

E-Books are becoming commonplace in most libraries throughout the country including WCLS. The predominance of digital books resides in adult fiction. This format also plays to less space required in the future. However, some publishers are having difficulty finding a business model that allows for the loan of digital material due to fear of lost revenue opportunity. The primary library provider at this time is OverDrive, Inc. which is supplier of both digital and audiobooks for WCLS. They are working with libraries and publishers to find a suitable model that ultimately works for all. According to OverDrive more than 6,000,000 e-books were checked out of libraries in the OverDrive Global Network during the first five and one-half months of 2011. This is more than the total of the two previous years.

DVDs are another popular digital format. In many libraries DVDs represent 40% to 50% or more of the circulation statistics. New releases generally occur on Tuesday each week which frequently leads to customer lines forming prior to opening. Increased DVD borrowing is attributed to many borrowers not being able to afford the purchase, rental or price of movie admission. Budget constraints have impacted purchase and loan considerations nationwide. As with other bestselling formats, collection development policies have had to be altered to adjust to fiscal limitations.

Systems technology, as it relates to the Internet, public computers, virtual library space and operations, also is an important factor in managing and distributing information today. It will even be more important going forward. Reduced staff will require more technical efficiencies, i.e., self checkout equipment, to offset loss of positions. WCLS has plans to migrate to an open source ILS (Integrated Library System) in the near term which will effectively reduce system maintenance fees.

We must also consider the value of WCLS to our local student population. Access to current materials, the Internet search engines and WCLS databases is often the only means available to complete homework assignments. The library also offers a space for students to study and interact in a disciplined environment. For those who can't afford the tools or connectivity this represents a vital social service.

The growing use of electronic tools - cell phones, smartphones, tablet devices, e-readers and whatever else is developed for social media applications - requires a total reassessment of the role of WCLS services and facilities space as it relates to the community as a whole. Given the current economic conditions the next two years are perceived to be a "maintenance" period to provide fewer, but critical services. Up to this point library services have been at an acceptable level in terms of public perception. Keeping this perception alive is the current objective. Now is the time to consider planning for the following five years to enable WCLS to develop a successful transition into the 21st century.

Finally, let's not forget some past successes WCLS has achieved that continue to add value to our community in period of economic stress:

- New facilities and designs which received national and local acclaim attracting attention to the community as a whole.
- Establishment of a Community Resource Center to offering information and referrals to a broad number of community services, such as, tax preparation assistance offered by AARP and VITA.
- A Summer Reading Program that continues to grow with more than xxxx registrants this year.
- Study programs for GED and other exams for self improvement support.
- Various programs and exhibits which partnership with public service and support the arts (KNPB, Artown, etc. that attract more than 50,000 visitors annually.
- Internet Library usage totaling nearly 1,000,000 visits in 2010-11.

- Early voting that accommodated xxx,000 voters in primary and general elections from 2006 to date..
- Volunteer program that provided 12,000 hours this past year to supplement staffing needs.
- Early childhood literacy programs to instill reading interest and skills at an early age.
- (need something on cardholder statistics for past three years)

Now we need to look toward creating future successes as we go forward into an era of broader electronic information exchange among next generation library users.

The following report is presented in the spirit of supporting the Library Board of Trustees and Board of County Commissioners in these difficult economic and transitional times. Our objective is to make WCLS a key component of the quality of life values that attract newcomers and businesses to our region.

Assumptions

- **The next two years requires a “maintenance” mode.**
- **Tax revenues are not expected to show improvement for three or more years.**
- **Technology and Internet applications continue to influence library performance and services.**
- **Digitization of materials is becoming a more dominant format.**
- **Libraries nationwide are struggling with less funding and increased circulation and service demands.**
- **Future service and facilities will need to adjust to the changing information delivery/sharing environment.**
- **Short Term for this report is defined as Immediate to Two Years.**
- **Long Term for this report is defined as Three to Eight Years.**

Below I have consolidated all of the recommendations we have prepared into one document. I have attempted to include all comments for each recommendation. It was decided not to include any cost information in this document since our charter is to make recommendations only. Please review, critique and suggest additional commentary as needed. Rather than edit the information below, all you need to do is highlight the area of your comment, right click your mouse, click Comment and add your comment in the box provided. See my example below. (John Andrews - if this is incorrect, please provide guidance.) Some items may need tweaking, some may need more information or statistics and some may be missing altogether. Any thing you can offer to make this a better product is welcome.

Recommendations

I. Common Recommendations:

Short Term

- **Develop a Marketing Strategy to encompass the importance of libraries to a community; to create an awareness of services offered now and potentials for the future to support fundraising activities.**
 - Incorporate the best practices of known programs among libraries nationally.
 - Work closely with other library organizations (UNR, TMCC, car museum library, school libraries, Nevada Museum of Art) in the community to ensure resources are shared.
 - Include library fact in the County Manager and each commissioner's newsletters along with any other County bulletins.
 - Expand the Amazon Wish List to include new fiction and non-fiction bestsellers and titles the Library may be unable to purchase otherwise.
 - Create public awareness with signage in the library.
 - Increase website visibility.
 - Include in all WCLS and FOL announcements.
 - Make donation opportunity available on all Internet sites: WCLS Home Page, Friends of the Library.
 - Identify and explore other Internet sources to promote the Library: Facebook, flickr, myspace, etc.
 - Explore funding opportunities with the business community.
 - Investigate the possibilities of Library promotion and fundraising using QR (Quick Response) codes.
- **Monitor what other library systems are doing in the state, western region and nationally. Ex: Carson City Library (NV), Henderson District Public Libraries (NV), Douglas County Library (CO) and Dallas Public Library (TX).**
 - Examine best practices information.

- Seek new ideas to support service, efficiency and future facilities
- Implement what makes sense for WCLS.
- **Increase budget for Internet technology to make services more accessible.**
 - Create a more robust web presence.
 - Provide greater public access to prepare for virtual reference services.
 - Meet current demand by adding more workstations, bandwidth.
 - Add more online databases for public use. (need examples)
 - Utilize kiosk technology to improve customer access.
- **Market what is currently available and determine community needs for future expansion both inside and outside the library.**

Long Term

- **Develop "virtual" library space and services.**
 - Create dedicated space.
 - Develop chat/reference services.
 - Provide 24/7 support.
 - Enable click to chat/text.

II. Funding Subcommittee Recommendations:

Short Term

- **Reach out to the community for partnerships and support.**
 - Develop talking points highlighting the mission and goals of the WCLS.
 - Identify and target specific needs of the library to sustain current programs and to facilitate future services and programs.
 - Identify organizations that would benefit from Library services or further the mission and goals of the Library (i.e.: schools, business, and non-profits).
 - Identify and train speakers drawing from Library staff and community members to share library accomplishments and challenges with stakeholders .
 - Develop a plan for speaking engagement feedback with Library administrative staff.
 - Develop a plan to facilitate potential donors or partnerships with the appropriate person or department (i.e.: Friends, Library Department)
 - Arrange an "open house" or tour for community leaders that focus on their organizations areas of interest highlighting current holdings and potential for supportive expansion.
- **Gather appropriate statistical information to act as a baseline of WCLS ranking nationwide. Link national benchmarks to a comprehensive strategic plan.**
 - Determine WCLS national ranking utilizing Hennen's American Public

- Library Ratings (HAPLR Index).
- Determine WCLS national ranking utilizing Library Journal Index to Public Library Service.
- Develop a strategic plan for WCLS based on the ranking factors; circulation, staffing, funding, etc

Long Term

- **Initiate review of tax override legislature to create future ballot question for increase beyond current \$0.02/\$100,000 valuation.**
 - Review current legislature for specific applicability and funding level definitions.
 - Determine timeline and requirements to meet ballot deadlines.
 - Prepare schedule for fund usage and projected costs.
 - Discuss with Library Board and if approved, BCC for final approval.
- **Explore the possibility of a Library District.**
 - Research NRS.
 - Research history of other districts.
 - Determine feasibility.
 - Discuss with Library Board of Trustees and BCC as appropriate.

III. Facilities Subcommittee Recommendations:

Short Term

- **Reduce expenses and library hours as needed to meet the available dollars.**
 - Consider having each branch "specialize" in a different area based on community needs. For example, Sierra View could be a job resource center, since JobConnect and the New Horizons are in the same building.

Long Term

- **Consider fewer, but fuller-service branches along with depots and kiosks.**
- **Combine Downtown Reno and Sierra View branches into one, community oriented "urban" consolidated library hub supporting public, business and government needs.**
- **Gradual replacement/upgrade of older facilities.**
- **Provide infrastructure for a more robust web presence.**
- **Close/rethink partnership libraries such as Duncan-Traner, Verdi, etc.**

IV. Services and Technology Subcommittee Recommendations:

Short Term

- **Expand technology training for staff and public.**
 - Create more tutorials for services.

- Continue to provide vital training to meet current demands.
- Prepare for more "self-service" opportunities for patrons and staff.
 - Requires staff training and budget impacts.
- Evaluate lending periods for all materials.
 - Increase turnover of items by varying lending time based on demand.
 - Requires programming changes for different lending periods.
- Review WCLS hours consistency to consider all branches open on the same schedule?
 - Create improved accessibility.
 - Provide for less confusion to public.
 - Standardizes library staffing .
- Reinstate Outreach for library cards to 3rd grade students.
 - Need to invite youth and parents to libraries and encourage reading.
 - Restore vital outreach service that was discontinued and can be started back up with existing staff.
- Redirect funds for a larger materials budget.
 - Focus on new materials based on best collection development practices and recognizing new materials are the lifeblood of the organization.
 - Need example
 - Need example
 - Shorten holds list and put more new items on shelves.

Long Term

- Provide outreach to hospice, senior center through mobile options/kiosks.
 - Meets the needs of those who can't otherwise physically access library buildings/services and don't have the technology to use online services.
 - Restores vital services previously available.
- Mobile computing - business service.
 - Create technology lab.
 - (need more)
- User book review service.
 - Allow users to review and recommend.
 - Enables more efficient use of budget for wanted materials.
 - Investigate utilizing online site already in place such as Goodreads.

The Library Environment Today

The history of libraries in the United States is rich and varied. Beginning with Benjamin Franklin's social club which relied on a collection of books to support discussions around the topics of the day, the Library of Congress whose backbone is Thomas Jefferson's private library, the first tax-supported public library open to all people regardless of economic standing, Andrew Carnegie's gift of \$41 million to fund 1679 libraries, to the technological advances that public libraries have been grappling with since the 1960s, the goal has been to inform and educate. A gathering place equipped with materials on a wide range of topics, staffed with professionals to assist when necessary. And free for everyone. What could be more democratic?

In 1904 Washoe County made a commitment to the community when it opened the Carnegie Free Public Library in Reno. Carnegie would only fund communities which were willing to provide the site and tax themselves to maintain the building, purchase materials, and pay staff. The function of the library was then, and remains today, a place which provides free access of information to anyone entering. Washoe County now consists of 10 branches including the non-brick and mortar internet branch.

Washoe County Library System has sustained more than 40% in budget cuts since its peak in 2008. This resulted in fewer hours of service, deep staff reductions, 2 branch closures, suspension of key services including homebound and outreach, and a steep reduction in the materials budget. Library staff have met the challenge by providing increased self-service of hold pickups, consolidation of service points, self-checkout machines at all branches, centralized selection and ordering of all materials, and shared collections. The community has responded by almost doubling its volunteer pool. The Friends of Washoe County donated more than \$163,000 in materials and subscriptions last year.

Paradoxically, more people are using the library as indicated by increased checkouts, visits to the library, and hits to the website. This is a testimony to the social and educational importance of the Washoe County Library System to the community it serves. The library provides materials in a range of changing formats including print, non-print and electronic. It provides a meeting place for citizens, adult and children's programs, an art gallery to showcase local talent, databases containing current and historical material, and much more. A well-funded library system sends the powerful message to the community that education, a place to gather, and life-long learning is important.

The Citizens' Advisory Committee on the Future of the Washoe County Library System embarked on the journey to define the direction of the library system based on community needs. While this work was overshadowed by diminishing fiscal resources, the committee determined this presented an opportunity to examine all aspects of library services in Washoe County, including the rapidly changing information delivery systems, to better position the library to provide the community access to its resources. In short, the Washoe County Library System has an opportunity to design a long term objective to expand upon its current mission-to serve as a cultural center offering lifelong enrichment opportunities through access to ideas, information, and the arts.

Suggested Final Report Outline

Table of Contents	Page No.
Introduction	
(discussion of CAC, information gathered (including LSSI information) Washoe County budget issues, industry in general, technology opportunity, value to community (extended learning and social interaction) vs Internet (Wizard of Oz interaction) 4-5 pgs.	
Executive Summary	
(overview brief of full report) 5-7 pgs.	
The Library Environment Today	
(purpose, customers, print services, non-print services, internet services, shared services, learning programs, community programs, number of users vs population, cost per capita, importance of children's service, social services, etc.) 10-15 pgs.,	
Operating Opportunities for the Future Library	
(digital impact, technology impact, cloud computing, open source, kiosk deployment, staffing implications, internet delivery, public partnerships – local & national, community partnerships, etc.) 10-15 pgs.	
Assumptions	
Recommendations/Actions Needed (Consider Scorecard or OEC consultant format including associated costs or savings)	
<ul style="list-style-type: none"> • Facilities • Services & Technology • Funding 	
Future Financial Implications	
Summary	
Appendix of Information Sources	