

**CITIZENS' ADVISORY COMMITTEE ON THE FUTURE OF
THE WASHOE COUNTY LIBRARY SYSTEM
MEETING AGENDA
THURSDAY, DECEMBER 9, 2010
6:00 P.M.**

**Spanish Springs Library
7100A Pyramid Lake Highway
Sparks, NV 89436**

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.

A QUORUM OF THE LIBRARY BOARD MAY BE PRESENT TO PARTICIPATE AT THIS MEETING, BUT NO LIBRARY BOARD OF TRUSTEE 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. Roll Call
- * 2. Public Comment and Discussion Thereon Five Minute Time Limit Per Person
3. Approval of Minutes from the Meeting of November 16, 2010
4. Old Business
 - A. Discussion and Action Regarding Committee Meeting Logistics to Include: Funding Available for Committee Expenses; Open-Meeting Law Provisions; Ground Rules for Conducting Meetings; Decision-Making Process; Subcommittee Structure and Meeting Frequency; Scheduling of Future Meetings; and Related Matters
(Estimated time 45 Minutes)
 - *B. Library Director's Follow-Up Presentation on Library Services to Include: "Social Contract with the Community" and Voter Support; Notes from Town Hall Meetings in 2009; The Library's Return on Investment to the Community; Usage Statistics; and a Video Produced by Teen Volunteers at Spanish Springs Library *(45 Minutes)*
 - *C. Presentation and Discussion Regarding the Library System's Draft Strategic Plan for FY 2012-2016, Including Further Explanation of the Balanced Scorecard Process *(20 Minutes)*
5. New Business (None)
- *6. Committee Members' Comments – Requests for Future Agenda Items or Announcements for the Good of the Order
7. Adjournment

**CITIZENS' ADVISORY COMMITTEE ON THE FUTURE OF
THE WASHOE COUNTY LIBRARY SYSTEM
November 16, 2010**

The Advisory Committee met in regular session at the Sierra View Library, Reno Town Mall, 4001 S. Virginia Street, Reno. The meeting was called to order at 6:00 PM. by Marlene Ribori, Facilitator.

ROLL CALL

Members Present: Gail Alexander, John Andrews (Library Employee), Myndi Clive (County Employee) , Nancy Cummings (Former Director), John Davis, Carol Evans, Martha Gould (Former Director), William Hartman, Kitty Jung (County Commissioner), Amy Levy (Library Employee), Fred Lokken (Library Trustee), Carol Lloyd, Sherry McGee, Arnie Maurins (Director), Lucina Moses, Robert Mulvana, Kathryn Murders, Carola Naumer, Michelle Quevedo, James Umbach, Kris Wells, Derek Wilson, Roy Young

County Staff Present: John Berkich (Asst. County Manager), Anna Heenan (County Employee), Scottie Wallace (Library Employee), Lorna Grasso (Library Employee)

Others Present: Marlene Ribori (Facilitator), Dianne Drinkwater (Library Trustee)

WELCOME AND INTRODUCTION OF MEMBERS

Marlene Ribori, University of Nevada Cooperative Extension, introduced herself as the facilitator for this meeting and explained a facilitator's responsibilities as a neutral third party person to help the group make sure the meeting is run effectively, stay on task and meet the objectives. She will facilitate the first few meetings.

Committee members introduced themselves and explained why they volunteered to participate. Fred Lokken and Dianne Drinkwater, Library Board of Trustees, thanked the group for their interest and support of the Library.

PUBLIC COMMENT

Upon questioning by the Committee, Arnie Maurins explained that the public will be able to view the agenda and minutes on the Library website.

Upon further comment from the Committee, Ms. Ribori explained the "ideas bin" is a place holder for ideas to be held for discussion at a more appropriate time on the agenda or at a future meeting.

LIBRARY DIRECTOR'S PRESENTATION

The Committee reviewed the information in the packet and were given a copy of the slide presentation.

Mr. Maurins noted that libraries are not mandated. An attempt was made to do so in the 1980's but did not make it through the Legislature.

After Mr. Maurins' presentation, the following was discussed:

- Budget
 - Fines and fees are revenues that the Library collects, but cannot directly spend. The dollars are counted as a credit and go back into the County general fund.
 - The Expansion Fund balance is declining, and if adjustments are not made, it will go into the red which is not allowed by law.
 - To date, there have been no forced layoffs. Salary savings realized through resignations and retirement reflect 35 to 40 percent of our budget. Three employees will be leaving this year. These positions will be filled but salary savings will still be realized due to the new employee starting at a lower level.
 - Upon questioning by the Committee, Mr. Maurins explained that employee pensions are paid for by the County and do not come out of the Library budget.
 - Upon further questioning of the Committee, he explained that the Expansion Fund is used to expand new services. Incline Village and Northwest Libraries were built using Expansion Funds.
 - Commissioner Jung noted that the County will not see any rebound on the property taxes due to caps, and cuts are likely again this year.

- Services
 - A list of services was included in the packet.
 - Upon questioning by the Committee, Mr. Maurins will present statistics on the usage of services at the next meeting.
 - A Return on Investment report showing the costs for value of services has been done and will be a helpful tool for this group. Mr. Maurins will provide copies at the next meeting. It was noted that an updated Return on Investment report may be necessary.

- Trends
 - The Committee questioned the use of Open Source software for the public computers. Mr. Maurins explained there have been some transition issues, but feels the trend is toward Open Source and the Library is realizing a savings.

- Planning
 - The “Foundation for the Washoe County Library System's Strategic Planning Process” included in the packet is a good reference for key events in the Library System's history and other helpful information.
 - Commissioner Jung suggested the Library Board of Trustees become involved with the Broadband initiative. She will send information to Mr. Maurins.
 - The foundation document identifies geographic areas of greatest growth where library service is needed. It was suggested that the Committee consider the availability of public transportation in addition to growth when recommending sites for future libraries.

COMMITTEE'S CHARGE

The Committee reviewed the information in the packet.

The placement and funding of technology as part of the Committee's charge was discussed. A decision will be made at a later meeting whether to include it with services or leave it separate. The Committee's charge can be reviewed and changed at future meetings, if necessary.

PROCESS UNDER WHICH THE COMMITTEE WILL PERFORM ITS WORK

After an overview of the operations of the previous Blue Ribbon Committee, the following was discussed:

- Time Frame
 - A time frame was not specified by BCC but the Library Board of Trustees is looking at 12 to 18 months. The Committee will issue a report then disband. Mrs. Gould noted that the previous Blue Ribbon Committee reconvened after five years.
 - Commissioner Jung requested that the Committee provide a preliminary report before the budget hearing. Budgets are presented in April, but the report would need to be ready by March. Recommendations should be broad.
 - Committee members can go before the Legislature. Nancy Cummings reported NLA's Library Day at the Legislature would be a good day for the committee to attend, and she will obtain more information.

- Structure
 - Martha Gould explained the previous Blue Ribbon Committee had a chair and vice-chair and followed Roberts' Rules of Order. Three subcommittees reported to the full committee and brought in others such as Reno/Sparks Planning, demographers, and tax and finance experts. The full committee met every month and received written reports from the subcommittees.
 - This committee is covered under the Open Meeting Law. Informational emails can be sent. Open Meeting Law information will be provided for the next meeting.
 - Each subcommittee would have a chair and vice-chair, and minutes will be provided to the main committee.
 - The main committee will have a chair and vice-chair. Following discussion, Fred Lokken was chosen to be the interim chair and John Davis the vice-chair at least until such time as a formal process is developed.
 - Three subcommittees were suggested: Facilities, Funding and Services. Further discussion and action regarding the charges to specific subcommittees will be on the next agenda.
 - It was suggested that the full committee initially meet monthly, then bimonthly after March.

GROUND RULES FOR CONDUCTING COMMITTEE MEETINGS

Ms. Ribori presented the following possible ground rules and levels of consensus, and the committee agreed to use them.

- Ground Rules
 - Listen to understand
 - Ask questions
 - Everyone participates – attends meetings and engages in conversation
 - Tell truth without blame or judgment

- Openly deliberate – don't debate
 - Be open to outcome – not attached to it
 - Make no assumptions – test perceptions
 - Be respectful of everyone's ideas
 - Think larger and out of the box
- Levels of Consensus
 - I can easily support the action
 - I can support the action but it is not my preference
 - I can support the action with minor changes
 - I support the committee but don't necessarily agree with the action because.....
 - I cannot support the action because.....

The committee agreed on a consensus of 70 percent at any of the first four levels listed above. The remaining 30 percent can present their idea(s) as an alternative. A quorum will consist of 13 voting members.

NEXT MEETING

Following discussion, the Committee agreed to meet the second Thursday of the month. The next meeting is December 9, 6:00 to 8:00 p.m. The meeting place will be announced. Members unable to attend are to email Lorna Grasso at lgrasso@washoecounty.us.

Meeting adjourned at 8:08 pm.

Summary of Open Meeting Law (NRS, Chap. 241)

The intent of the Nevada Open Meeting Law is to ensure that the actions and deliberations of public bodies be conducted in an open manner allowing members of the public to attend and participate. The full text of the Open Meeting Law as well as the Open Meeting Law Handbook is located on the website of the Nevada Attorney General located at www.ag.state.nv.us.

The definition of a “public body” as put forth in NRS 241.015 (3) includes any administrative, advisory, executive or legislative body elected or appointed to represent the public body and includes committees and subcommittees.

A “meeting” is defined as a gathering of members at which a quorum is present and includes a series of meetings in which all members collectively participate. (NRS 241.015(2))

A “quorum” is simply a majority of the members.

NOTICES:

Written notices must be posted by 9:00 AM at least 3 working days before a meeting is conducted and shall be posted at the principal office of the public body and in not less than 3 separate, prominent places within the jurisdiction of the public body. Notices that are mailed must be mailed before 9:00 AM at least 3 working days before the meeting. The notice must contain the following elements:

- Time, place and location of the meeting
- Locations of posted notices
- An agenda
- A statement of accommodations for persons with disabilities
- A statement that agenda items may be taken out of order
- A statement explaining public comment limitations, within reason.

AGENDA:

The agenda must include:

- A clear, concise explanation of topics scheduled to be discussed. Specific language must be used (avoid generic items/terms) and the descriptions must be reasonable to allow the average person an understanding of the topic.
- A list of items on which action will be taken and must be clearly noted as such.
- A period devoted to public comment by the general public as well as discussion of the comments. Items brought forth through public comment may not be acted upon until properly placed on a future meeting agenda.

MEETING:

The following rules are established for meetings of public bodies:

- Stick to the agenda.
- Keep minutes, include: date, time and place of meeting; members who were present and members who were absent; substance of all matters proposed, discussed or decided; substance of remarks made by members of the general public if they so indicate as well as inclusion of written comments, if they so indicate.

ITEM 4A

- Voting may not be done by secret ballot. Action occurs if a majority (of members present) vote in favor of a motion.
- Closed meetings are held to discuss the character, misconduct, competence or health of a person.
- Closed meetings may not be held to discuss the appointment of a person to the board, consider the character, alleged misconduct, professional competence or physical or mental health of a board member; to conduct attorney-client communications; or to discuss indebtedness.
- Closed meetings may only be conducted after a motion to move to a closed session is approved by a majority vote of the board members. Only the stated business of a closed meeting may be discussed. No action may be taken during a closed session.
- Public Comment Period: must accommodate members of the general public desiring to raise issues for discussion. Reasonable rules and regulations must be established and made known to keep an orderly and productive meeting.

TO: Citizens' Advisory Committee on the Future of WCLS
FROM: Arnie Maurins, Library Director
RE: Committee's Charge and Options for Subcommittees

As approved by the Library Board of Trustees, the Citizens' Advisory Committee is tasked with developing recommendations in the following areas:

1. Criteria for expanding/contracting hours at various branch libraries, or closing specific branches
2. Locations for future branches or other service outlets
3. Specific services to be provided
4. Ways of supplementing existing financial and human resources, including but not necessarily limited to: revenue sources other than the General Fund and the Expansion Fund; and use of volunteers
5. Levels of service and public hours in light of the status of the Expansion Fund and/or possible further reductions in General Fund revenues. Stated another way, how should the Library's service levels be adjusted if its total budget is reduced by a given amount due to decreased General or Expansion Fund revenues?

At the November 16th Committee meeting, the following groupings were discussed as possible ways to configure a set of subcommittees:

Option 1

- A. Service Levels - Topics 1 and 5
- B. Future Services/Outlets - Topics 2 and 3
- C. Funding - Topic 4

Option 2

- A. Facilities/Outlets - Topics 1 and 2
- B. Services - Topics 3 and 5
- C. Funding - Topic 4

The role and sustainability of the Library System's technology are not specifically mentioned within the Committee's charge. While these subjects could be addressed in some fashion by all three subcommittees under either of the above options, it would make sense to assign the primary responsibility for technology-related recommendations to Subcommittee "B," within its overall discussion on services and service-delivery methods.

As a final note, Commissioner Jung stated that the BCC would likely be interested in hearing a preliminary Committee report in March 2011 that covered at least topics 1, 4 and 5.

Washoe County Library System's Social Contract: Our Commitment to the Community

The Library System ...

- **Connects** people with information and knowledge by assisting them in identifying and using resources effectively.
- **Provides** individuals the opportunity to become lifelong learners – informed, literate, educated and culturally enriched.
- **Values** diversity and strives to reflect that diversity in our programs, services and collection
- **Protects** each individual's privacy and confidentiality when using the library's resources and services
- **Affirms** the responsibility and the right of parents and guardians to guide their own children's use of library services and resources
- **Contributes** to the preservation of our democratic society by making available the widest possible range of viewpoints, opinions and ideas.

The Community's Commitment to the Library System

- 1994: 30-year tax override (2 cents per \$100 of assessed property value) approved for library expansion. Paid for remodeling of the building that is now the Northwest Reno Library, and for construction of the new Incline Village Library. Also covers salary and benefits for NW Reno staff and selected other positions throughout the system.
- 2000: \$10 million in funding approved as part of Parks and Libraries bond measure, for construction of South Valleys and Spanish Springs libraries, and for expansion of Verdi Library's meeting space (to be completed by early 2011)

TOWN HALL MEETING
Incline Village Library
April 23, 2009

Approximately 50 patrons attended the Town Hall Meeting on the 2009-10 library budget. As at previous meetings Director Arnie Maurins explained the budget situation, including savings already identified and potential savings for the next fiscal year. The library still needs to cut approximately \$284,200, and Friends have raised about \$4,000 so far.

Below are some of the questions/comments by attendees.

- When will the employee association vote on furloughs? Late June or July.
- Reduce some of the present hours, close some hours during slower times.
- Is \$4 million a hard number? Yes, as far as we can tell.
- What fundraising strategies are you using besides the Friends?
- Give a special performance to raise money.
- Funds raised at Incline should be used specifically for Incline.
- This isn't fair since Incline is a newer library.
- Will layoffs be from each branch? Based on seniority.
- How is seniority determined?
- Ask for a 25 cent entrance fee to go to the library.
- Don't charge for public meeting rooms.
- Consider a computer use fee.
- Pressure the commissioners to allow revenues raised to stay at that library branch.
- Value the services the library and its employees provide.
- How can we support the furlough idea?
- Extend the 2.5% wage cut another six months.
- With all the cuts you are going to have a retention problem. People need a living wage.
- How many staff have you lost?
- Our county commissioner will be at the May 6 Citizens Advisory Board meeting. People should attend.
- What does the county consider part-time? Are part-time employees WCEA members?
- Have volunteers fill in for part-timers and keep full-time employees.
- Charge for downloadable audio books.
- PayPal is easy to employ and would be a convenient service we could charge for.
- Incline is different from Reno; more of a community center.

- Reno residents don't have as far to drive as IV patrons to find another library.
- Is the bookmobile going to be kept?
- Have volunteers on the bookmobile.
- Charging overdue fines on children's cards creates responsibility.
- Could Incline raise \$50,000 just for Incline use?
- If someone takes out adult materials on a child's card they should pay the adult rate.
- Have a mandatory donation.
- Furloughs will affect where students can go instead of the library.
- Furloughs at Christmas or January will create a hardship for staff. One day a month would have less impact.
- Furloughing when school is out is a bad idea.
- Would all staff be furloughed, including Administration? Yes.
- Could public use Sierra Nevada College library? SNC library director said public is welcome, but it's an academic collection, not popular reading. They have public use computers.
- Does SNC provide reference help for K-12 students? On a limited basis.
- Young people need electronic resources for their school assignments.

TOWN HALL MEETING
North Valleys Library
April 18, 2009

Approximately 18 patrons attended the Town Hall Meeting on the 2009-10 library budget at North Valleys Library. As at previous meetings Director Arnie Maurins explained the budget situation, including savings already identified and potential savings for the next fiscal year. The book budget is half what it was two years ago. The library still has about \$284,200 to cut.

Some of the questions/comments by attendees are listed below.

- Stagger the hours libraries are open; people need access to computers.
- If you do furloughs don't close all branches at the same time.
- How much money are the Friends trying to raise?
- Cut number of phone lines to save money.
- Don't have high-paid management at smaller branches.
- Who are the decision makers in this fiscal process: Friends, managers, trustees?
- Who decides what is cut?
- People could buy a book or DVD and donate it to their branch, using a wish list. Or they could offer money to buy books.
- Bookmobile could go to areas where branches are closed.
- Do energy audit on county buildings to save money.
- Charge for Interlibrary Loan.
- Charge for new titles.
- Change length of checkout period, especially for new books.
- Make it easier to donate at checkout, computers.
- Tell people what they can do to keep libraries open.
- If BCC sees libraries can cut and get outside funding, won't that jeopardize future support by county general fund?
- Convince BCC libraries are a necessity, not a luxury.
- Have nighttime and early morning hours and be flexible; people's work schedules may become unusual.
- Have a wish list of supplies at each library that people can donate.
- Three or four generations of families use this library. The library sets the foundation for a successful community.
- NV has been renting for 35 years – when will we get a permanent facility? New building is on capital improvement plan.
- NV serves 15 communities in the largest service area by square mile.
- Hire someone to coordinate advocacy. Do a form letter or petition.

- Libraries are only being built in more affluent areas. Growth in North Valleys has been slower but this branch is being punished because of the lease.
- North Valleys High School librarian has WCLS website as home page for students.
- Have a box on library card application form so people can be contacted through email for events and meetings.
- How will results of the town hall meetings be handled? Report back to public, compile and keep information for future cuts.
- Put a report on the website summarizing all meetings.
- Have an advocacy group at each library.
- What are top library services? Statistically speaking: Materials/databases, public computer usage, program attendance, gate count, reference questions/information services, website usage.
- North Valleys Library is the only community center for this area.

TOWN HALL MEETING
Northwest Reno Library
April 18, 2009

Approximately 10 patrons attended the Town Hall Meeting on the 2009-10 library budget. Library Trustees Dianne Drinkwater and Al Stoess were in attendance, along with members of Northwest Reno Library staff and Library Administration. As at previous meetings Director Arnie Maurins explained the budget situation, including savings already identified and potential savings for the next fiscal year. The library still has about \$284,200 to cut.

Some of the questions/comments by attendees are listed below.

- Cut back on spending for newspaper and magazine subscriptions.
- Do fines and fees go directly back to the library or to the county's general fund? General fund.
- Why does the library need a marketing person?
- Does the money branches collect stay with them? Yes, that's part of the branch gift fund.
- Patrons could buy magazine subscriptions for the library
- Seniors would like to volunteer.
- A patron questioned security and internet use at the library
- Verdi Library is heart of community -- storytimes are important. Seniors and young moms use the library so as not to be isolated. Citizens of Verdi built the library to serve the whole community.
- Could you sell the library buildings and lease them back? County commission wants buildings to be owned.
- Do developers have a requirement to build libraries? Development fee, ask BCC
- What are the savings from closing one day per week? Utilities
- The closed days should be staggered.
- When the economy turns around, will fees go down and will you open more hours?
- Will any branches be closed? Hope to keep all open, cut back hours don't know about bookmobile.
- Having to pay a fine to use books, etc., is not a hardship.
- Do libraries have consultants? None on staff, grant funded only.
- What's the timeline for the decision-making process?
- Does NW make money off the art shows? No
- Do all departments have to make the same level of cuts? No, it's tiered.
- Do you have a grant writer on staff? Yes

TOWN HALL MEETING

Sierra View Library

March 25, 2009

Approximately 65 patrons attended the first Town Hall Meeting on the 2009-10 library budget. Library Director Arnie Maurins began the program with an explanation of the budget situation. He indicated that our original target was \$4,062,000. Subtracting savings already identified and potential savings for the next fiscal year, as of the day of the meeting, the library still has with about \$1,002,000 to cut.

Attendees asked numerous questions and made suggestions, many of which reflected ideas that have already been considered and/or are planned for implementation with Library Board approval. Some of the topics covered are listed below. Many of those in attendance expressed a willingness to pay for library items and services that are now free of charge. There were also several seniors who spoke against possible closure of the Senior Center Library.

- Rent out meeting rooms
- Optional fee to use the library, pay for a library card
- Pay to check out a DVD or new book
- Charge for holds
- Charge a higher fine (\$1/day) for DVDs that are returned late
- Charge late fees for items on children's cards – speakers were on both sides of this proposal
- Fee for computer use
- Hold booksales all year
- Citizens donate to library through their paychecks (United Way)
- Donate to the library the grocery store credit for bringing cloth bags
- Reduce courier service to once a week
- Use credit cards for donations, fines payment
- Recruit more volunteers
- Open later and close earlier
- Work with school libraries to expedite services
- Independent entrepreneurs do fundraisers for library
- Coupon books at the mall
- Team with RTC to have bus passes in vending machines

The discussion also included topics such as:

Stimulus money from the federal government; book donations; how Friends dollars are used; whether we make money off audio book downloads; library bookmobile stops; how gifts are designated; whether fines and fees go to the library or general fund.

Additional meetings will be scheduled in the next few weeks. They will be at different libraries, at different times and days of the week in hopes of capturing as broad a cross-section of patrons as possible.

TOWN HALL MEETING
South Valleys Library
April 13, 2009

Approximately 40 patrons attended the Town Hall Meeting on the 2009-10 library budget. Library Director Arnie Maurins explained the budget situation, including savings already identified and potential savings for the next fiscal year. The library still has about \$373,600 to cut.

Attendees asked numerous questions and made suggestions, some of which reflected ideas that have been considered and are not being planned for implementation at this time.

- Spread the fundraising message beyond library users.
- Objections to the \$20 charge for meeting room reservations. It was clarified that this does not pertain to library sponsored programs such as book clubs or Paws to Read.
- The library is an important part of the community and a gathering place. When you make it harder for folks to meet, that hurts the community.
- Reserving rooms only 90 days out is a problem.
- What does the shortfall equate to per visitor? About 25 cents.
- Institute a \$5 fee (or \$10 per family) for a library card.
- People expect government services but hate to pay taxes.
- Don't charge for cards; information should not only be for those who can afford it.
- Suspend buying new books, or buy fewer books. What are the criteria?
- Children should pay fines to learn responsibility.
- Charge an admission fee on certain days.
- What is the internal cost for ordering a book through interlibrary loan? Staff time, postage. Would it be cheaper to buy the book?
- Limit number of items that can be checked out.
- Talk to NYPL and LAPL about how they bailed themselves out when they were in financial difficulty.
- FWCL should reinstitute Tisket. Susan Bruno: It's coming March 2010.
- Have booksales at neighborhood libraries.
- What's the outlook for next year? County is looking at about another \$13 million shortfall.
- Any grant activity or stimulus dollars? TARP is for jobs for seniors, broadband.
- Charge for copying.

- Charge for videos/DVDs and have higher overdue fines for those items.
- Recruit more volunteers.
- Have high school students do community service volunteer work at libraries.
- Charge for classes, e.g., computer.
- People can buy books or magazine subscriptions for the library.
- Artists or art teachers should have a contest to make bookmarks and sell them.
- Get information out to the public and to schools. Have an ad agency track this pro bono.
- Appear on TV shows such as Face the State.
- Charge a fee for holds.
- How are the library board members chosen? Do they have business experience?

TOWN HALL MEETING
Sparks Library
April 10, 2009

Arnie shared the latest budget information and noted that this information changes daily. The bottom line today is that the library has to come up with another \$373,626 to meet the target set by county finance.

Participant questions and observations:

- Does meeting room fee come directly to the library? No, like all fines and fees, it goes into the county general fund.
- Tiered system for budget cuts explained by Arnie – participants felt the Tier 3 for libraries is misguided.
- Custodian service is outsourced.
- Get rid of grass in the landscaping – replace with rocks or xeriscape.
- Public has voted twice for extra funds for the library. This demonstrates the support for the free public library.
- Does library still have outstanding bonds? Only debt service on IV remains.
- Which libraries are leased?
- Bilingual books are important. Spanish materials must remain available.
- Law Library is separate from the public library. A participant suggested that it would be OK to charge lawyers and others using the Law Library.
- Friends funding helps the library in many ways – not staffing.
- Commissioners should cut their salaries by the same percentage as staff.
- Cutting library staff and replacing with volunteers makes the library like “the Red Box video vending machine”.
- Participant suggested making TV as to reach out to neighborhoods emphasizing “what my community library means to me”.
- Is \$4 million target from county projected or real? County used indicators to determine the \$47 million shortfall.
- Will library conduct usage surveys before deciding on hours changes or closures? Patrons assured that the library keeps daily, hourly, monthly statistics.
- Have fundraisers been considered? Silent auctions, raffles, battle of the bands?

WASHOE COUNTY LIBRARY SYSTEM - ACTIVITY STATISTICS, FY 2006 THROUGH FY 2011													
	Total Open Hours per Week	Visits	Visits per Hour	Checkouts	Checkouts per Hour	Reference Questions Answered	Questions Answered per Hour	Computer Use	Computer Use per Hour	Program Attendance	Program Attendance per Hour	Library Website Hits	Comm. Resource Ctr.
2005-06 ¹	538	1,452,527	51.9	2,147,590	76.8	240,115	8.6	297,944	10.6	81,766	2.9	527,124	253
2006-07	536	1,658,733	59.5	2,309,941	82.9	199,174	7.1	385,082	13.8	86,146	3.1	655,916	1,135
2007-08 ²	536	1,668,338	59.9	2,248,938	80.7	227,871	8.2	410,708	14.7	83,834	3.0	733,780	1,631
2008-09	488	1,750,166	69.0	2,225,942	87.7	262,475	10.3	413,521	16.3	84,214	3.3	493,217 ³	2,700
2009-10 ⁴	364	1,351,367	71.4	2,257,824	119.3	273,770	14.5	255,101	13.5	57,197	3.0	780,311	7,502 ⁵
2010-11 (est.)	367	1,430,736	75.0	2,340,984	122.7	365,352	19.1	264,654	13.9	65,268	3.4	915,933	14,010

¹ 5/24/05 - Spanish Springs Library opens @ 61 hours per week (7 days)

6/25/05 - New Incline Library opens @ 43 hours per week (same hours as old building)

8/1/2005 - 41 hours restored from August 2003 cuts

² 5/16/08 - Mendive closes to the public

³ 7/1/08 - More accurate method used to count web site hits; previous method yielded an overstated figure

⁴ 1/04/10 - Mobile Library (bookmobile) and homebound-services van taken out of service

⁵ Increased business, plus a more accurate counting method used beginning July 1, 2009; previous method yielded an understated figure

NOTE: The "per hour" figures are estimates, most likely understated, as they do not take into account all closures due to holidays and remodeling projects; alternative summer hours at Partnership sites; and reductions in hours caused by bad weather, power outages and related causes.

**WASHOE COUNTY LIBRARY SYSTEM
RETURN ON INVESTMENT ANALYSIS FOR FY 2006-07**

	# of TRANSACTIONS	VALUE BASIS	VALUE
Borrowing of books and media	2,309,941	(various)	\$32,809,940
Computer usage (in hours)	161,734	\$12.00/hour	\$1,940,813
Commercial databases	202,861	\$25.00 each	\$5,071,525
Inter-Library Loans	6,292	\$25.38 each	\$159,691
Library Programs	86,146	\$12.50/attendee	\$1,076,825
Meeting Room use	2,399	\$250 each	\$599,750
Use of A-V equipment	1,507	\$125 each	\$188,375
Reference questions answered	199,174	\$5.00 each	\$995,870
Community Resource Center services	1,135	\$50 each	\$56,738
TOTAL VALUE OF SERVICES			\$42,899,527
TOTAL LIBRARY EXPENDITURES			\$13,877,808
RETURN ON INVESTMENT			309%
COST PER LIBRARY VISITOR			\$8.38

**LIBRARY'S BALANCED SCORECARD STRATEGIC PLAN COVERING JULY 1, 2011-JUNE 30, 2016
DRAFT AS OF 12/05/10**

CUSTOMER PERSPECTIVE

OBJECTIVE 1: The Library System serves the priority educational and informational needs for which it is uniquely qualified

DESIRED OUTCOMES:

Customers benefit from relevant materials collections

Shared collections (2011-12), systematic assessment (2012-13), user-friendly signage (2012-13), increased consistency in cataloging and labeling (2015-16)

Programs enrich the lives of those who attend

Offer programs for all ages (ongoing), using surveys to modify offerings; develop system-wide process for gallery administration (2011-12); explore options to restore outreach activities (2012-13)

Online customers find the information and services they need

Update website content and services (ongoing); expand promotion of databases and improve their accessibility (2011-12)

Public's computer competencies are improved

Reinstate classes, focusing on Internet and e-mail (2011-12); investigate provision of Spanish-language instruction (2011-12)

Online catalog/checkout system meets the needs of both public and staff

Complete planning for migration to new open-source system by December 2012; implement new system by June 2013

OBJECTIVE 2: Access to primary library services is improved

DESIRED OUTCOMES:

More individuals improve their lives via Community Resource Center services

Continue publicizing CRC (ongoing); improve all public-service staff's ability to provide basic CRC-type services and recognize when referrals are appropriate (2011-12)

Customers can obtain basic services even when libraries are closed or not accessible

Expand drive-up hours (2013-14); evaluate feasibility of and make decision on kiosk-type service as a supplement to traditional branches and implement (2014-15)

Quality of life improves for people in selected residential facilities (long-range)

Investigate partnering with agencies such as Meals on Wheels (2012-13); determine feasibility of restoring service to homebound and senior-living facilities (2013-14)

ORGANIZATION PERSPECTIVE

OBJECTIVE 1: More secure budgetary funding

DESIRED OUTCOME: *Greater community appreciation of the value of WCLS services*

Develop marketing plan—messaging, surveys, feedback (2011-12); sustain the ROI reporting process (2011-12); implement plan to serve entrepreneurs and small business (2011-12); implement Board-approved recommendations from the Citizens' Advisory Committee (beginning in 2012-13)

OBJECTIVE 2: Strategic approach to obtain supplemental funding

DESIRED OUTCOME: *Adequate supplemental funding to fill needs not met through the operating budget*

Coordinate with Friends on a signature fund-raising event (starting FY 2011-12); create strategic fund-raising plan, plus a continually changing document listing initiatives suitable for outside funding (2011-12); develop a designated-donation program at the branch and/or system level (2012-13)

OBJECTIVE 3: Best-practices funding for primary services and operational needs

DESIRED OUTCOME: *Predictable funding is allocated to key needs*

Research, develop and implement budgeting methodologies (formulas, standards, etc.) in the areas of technology (2013-14), programming (2013-14), library materials (2014-15) and training/travel (2014-15)

OBJECTIVE 4: Motivated and well-trained staff

DESIRED OUTCOME: *Customers continue to receive excellent service*

Based on local branch needs, provide training on downloadable media, Open Office software, ADA computers, databases and Community Resource Center services (2012-13); Research and implement sets of HR-provided classes that build staff proficiencies (2012-13)

OBJECTIVE 5: Staff are supplemented by suitable volunteers

DESIRED OUTCOME: *Services and service levels are improved*

Recruit and deploy volunteers based on identified needs (ongoing)

Washoe County Strategic Goals, as Approved by the Board of County Commissioners

Our Mission: Working together to provide a safe, secure and healthy community.

Strategic Objectives

1. Safe, Secure and Healthy Communities
2. High Quality of Life
3. Regional Collaboration
4. Sustainable Economic, Natural, Organizational, and Social Resources
5. Regional Prosperity

FY 2010-2011 BCC Annual Goals

1. Improve Fire Services: implement approved Fire Services Master Plan recommendations by June 30, 2011
2. Improve land use planning: Implement the "Two-Map Land Use System".
3. Improve management of solid waste and reduce illegal dumping in the County.
4. Increase efficient use of water by improving the management of reclaimed water and wastewater used in the region.
5. Expand formal and informal partnerships among governmental and non-governmental entities that improve service and/or improve efficiency or reduce cost.
6. Implement a sustainable organizational structure.

