



**LIBRARY BOARD OF TRUSTEES
STRATEGIC PLANNING WORKSHOP AGENDA
WEDNESDAY, OCTOBER 21, 2015
2:00 p.m.**

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

PURSUANT TO NRS 241.020, THE AGENDA FOR THE TRUSTEES 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 241.010, THIS NOTICE HAS BEEN POSTED ON THE OFFICIAL WEB SITE FOR THE WASHOE COUNTY LIBRARY SYSTEM AT www.washoecountylibrary.us

SUPPORT DOCUMENTATION FOR ITEMS ON THE AGENDA PROVIDED TO THE LIBRARY BOARD OF TRUSTEES IS AVAILABLE TO MEMBERS OF THE PUBLIC AT THE DOWNTOWN RENO LIBRARY ADMINISTRATION OFFICE, 301 SOUTH CENTER STREET, RENO, NEVADA AND MAY BE OBTAINED BY CONTACTING TAMI GASTON AT 327-8343 OR tgaston@washoecounty.us. 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 TRUSTEE MEETING, PLEASE CONTACT OUR OFFICE AT 327-8341 24 HOURS PRIOR TO THE DATE OF THE MEETING.

THE LIBRARY BOARD CAN DELIBERATE OR TAKE ACTION ONLY IF A MATTER HAS BEEN LISTED ON AN AGENDA PROPERLY POSTED PRIOR TO THE MEETING. DURING THE PUBLIC COMMENT PERIOD, SPEAKERS MAY ADDRESS MATTERS LISTED OR NOT LISTED ON THE PUBLISHED AGENDA. THE OPEN MEETING LAW DOES NOT EXPRESSLY PROHIBIT RESPONSES TO PUBLIC COMMENTS BY THE BOARD. HOWEVER, RESPONSES FROM TRUSTEES TO UNLISTED PUBLIC COMMENT TOPICS COULD BECOME DELIBERATION ON A MATTER WITHOUT NOTICE TO THE PUBLIC. ON THE ADVICE OF LEGAL COUNSEL AND TO ENSURE THE PUBLIC HAS NOTICE OF ALL MATTERS THE TRUSTEES WILL CONSIDER, TRUSTEES MAY CHOOSE NOT TO RESPOND TO PUBLIC COMMENTS, EXCEPT TO CORRECT FACTUAL INACCURACIES, ASK FOR LIBRARY STAFF ACTION OR TO ASK THAT A MATTER BE LISTED ON A FUTURE AGENDA. THE BOARD MAY DO THIS EITHER DURING THE PUBLIC COMMENT ITEM OR DURING THE FOLLOWING ITEM: "BOARD COMMENT – LIMITED TO ANNOUNCEMENTS, STRATEGIC PLAN ACTIVITY UPDATES OR ISSUES PROPOSED FOR FUTURE AGENDAS AND/OR WORKSHOPS."

THE BOARD OF LIBRARY TRUSTEES 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 LIBRARY BOARD OF TRUSTEES 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 ON AN ITEM.

- 1) Roll Call
- 2) Public Comment and Discussion Thereon – Three-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.
- 3) *For Possible Action:* Review of and Recommendations for the Library's Five-Year Strategic Plan, Including Possible Requests for Capital Improvement Program Funds
- 4) Public Comment and Discussion Thereon – Three-Minute Time Limit Per Person*
- 5) Adjournment

TO: Library Board of Trustees
FROM: Arnie Maurins, Director
RE: Review of and Recommendations for WCLS's Updated Five-Year Strategic Plan, Including Requests for Capital Improvement Program Funding
DATE: October 21, 2015

Background: NRS 379.003 requires that at least every two years, public libraries submit a Board-approved, five-year strategic plan to the State Council on Libraries and Literacy. The WCLS Strategic Plan was last approved by the Board in December of 2013.

The following materials are appended to assist you in the process of reviewing and making recommendations for the next version of the WCLS Strategic Plan:

1. The FY 2014/15-FY 2018/19 Strategic Plan, with status updates for each goal that was in place for FY 2014/15
2. One-page summary of the County's current three-year Strategic Plan. Departments are strongly encouraged to support the County Strategic Plan in their own individual plans.
3. One-page draft summary of a FY 2015/16-FY 2019/20 WCLS Strategic Plan
4. WCLS Technology Plan, recently updated with statuses for the various initiatives. The current Strategic Plan (Item 1 above) incorporates many items from the Technology Plan.

My goal is to keep the updated plan focused on significant system-wide initiatives. Individual branches will develop their own plans to support the identified priorities and projects. Hence, I would request that any additions or modifications that the Board chooses to make to the draft revised plan (Item 3 above) have a system-wide focus and the potential to make a significant positive impact in the community.

The following Library initiatives are already in the County's Strategic Plan, and therefore should be reflected in the Library's own Plan:

- Identify and implement ways to better serve entrepreneurs, small-business owners, and job seekers (County Goal: Be responsive to pending economic impacts) *In progress; Library has partnered with EDAWN to offer classes for entrepreneurs; Library also has obtained a grant from EDAWN and GOED to provide training for manufacturing technician certification. Staff are also engaging with business people at events such as the N. Nevada Business Summit.*

- Implement a Workforce Development plan to build a Library workforce that's better prepared to meet evolving needs of individuals and community groups (County Goal: Be responsive to pending economic impacts) *This initiative has been modified to address succession planning as a first priority.*
- Expand public hours at the Senior Center Library (County Goal: Keep senior services on pace with rising senior population). *Completed; Mondays will be added in January.*
- Obtain security audits of the Downtown Reno and Sparks libraries, to identify opportunities for providing safer environments for public and staff (County Goal: Enhance community safety through investing in critical infrastructure.) *Audit for Downtown Reno is nearing completion; the one for Sparks is still to be done. If funding can be pieced together from budget and gift monies, a security-camera system will be purchased for the Downtown Reno Library.*
- Implement new Library website (County Goal: Working as a professional, unified team.) *In progress: New website to roll out in January.*
- Obtain space-planning recommendations at libraries identified in the Facility Master Plan; implement recommendations that are achievable within budget. (County Goal: Simplify workflows to improve service delivery and customer outcomes). *This initiative may be deferred until the new Library Director is hired.*
- Re-evaluate the Library's open-source automated system and decide whether to continue using it, or else consider alternative products. (County Goal: Simplify workflows.) *A task force of Library staff will begin addressing this question in October.*

Lastly, requests for Capital Improvement Program funding are due on November 13, 2015. Be ready to identify and endorse any CIP requests that you want the Library to submit. Please note that funding for a new North Valleys Library is in the current CIP plan, but in order for it to remain in the plan the Library would need to submit a new request.

I will incorporate the Board's input and bring back a final draft five-year plan, including an introduction containing a snapshot of the Library System's financial situation along with its key priorities, at the Board's November or December meeting.

Recommendation: Identify any additions or changes you wish to incorporate into the updated WCLS Five-Year Strategic Plan; endorse those CIP requests that you want Library Administration to submit to the County.

WASHOE COUNTY LIBRARY SYSTEM – STRATEGIC PLAN, FY 2014/15-FY 2018/2019

Notes: “(T)” denotes initiatives that are included in the WCLS Technology Plan

“2016” means Fiscal Year 2015-16, “2017” means Fiscal Year 2016-17, etc.

Strategic Objectives	Guiding Strategies	Goals in 2014/15	Performance Measures in FY 2014/15	Status as of October 15, 2015	Goals: 2015/16-2018/19
<p>Reaching more people through <u>alternative</u> methods of service delivery</p> <p><i>Supporting the County Objective of: Safe, secure and healthy communities</i></p>	<p>(1) Serve people where they are</p> <p>(2) Offer more do-it-yourself services at library facilities</p>	<ul style="list-style-type: none"> Continue implementing outreach plan (developed in FY 13/14) 	<ul style="list-style-type: none"> Establish FY baseline number of contacts 	<ul style="list-style-type: none"> Baseline for 1st grade students established (4,400 out of 5,500 reached) 	<ul style="list-style-type: none"> Continue plan implementation; modify as needed (ongoing)
		<ul style="list-style-type: none"> Complete responsive-design work on website (makes site scalable to any device) (T) 	<ul style="list-style-type: none"> Website visits ↑ 3% 	<ul style="list-style-type: none"> New website (including responsive design) to debut in January 2016 	<ul style="list-style-type: none"> Continue modifying website content and links in response to identified needs (ongoing)
		<ul style="list-style-type: none"> Fully deploy mobile devices for staff (T) Lend tablets & e-readers (T) Enable online payments (T) Evaluate effectiveness of initial holds pick-up locker 	<ul style="list-style-type: none"> Staff are using mobile devices system-wide Establish baseline level of tablet/e-reader lending Total of all payments ↑ 5% Decision made whether to proceed with more lockers 	<ul style="list-style-type: none"> Used primarily at outreaches. Wifi printing now available; will lead to more use in the branches. No tablets being lent yet; e-readers are in circulation with more on the way Payments enabled June 2015; will compare Jul-Sep w/ prior yr. Verdi locker to be installed 10/21; will purchase more as funds allow, based on need 	<ul style="list-style-type: none"> Expand use of lockers-2016 (T) Consider off-hours reference service-2016(IM/phone) Expand Self-Service Kiosk (SSK) capabilities: other County services, etc. - 2017 (T) Develop and implement plan for off-site SSK's- 2017 (T)
<p>Delivering resources and services that meet individual and community needs</p> <p><i>Supporting the County Objective of: Economic development and diversification</i></p>	<p>Maintain a well-used mix of print, digital and other types of resources</p>	<ul style="list-style-type: none"> Develop/implement plan to expand content-creation services (cont. from FY 13/14) Integrate e-books & databases into Koha catalog (T) Evaluate options for offering music & movie downloads (T) Consider substituting tablets for certain public PCs (T) 	<ul style="list-style-type: none"> Content-creation service plan is created and initiated Borrowing of e-books and database usage both ↑ 5% Decision made whether to offer downloads; if yes, source(s) is/are selected Decision made re: tablets, and if yes, implemented 	<ul style="list-style-type: none"> Plan (now called “Maker Services” is in place and initiated E-book borrowing is up 16.1%; database usage was deemed too problematic to be a meaningful measure Music and movie download service is deferred for now Systems staff is continuing to evaluate tablet options 	<ul style="list-style-type: none"> Investigate: <ul style="list-style-type: none"> Lending of “non-traditional” items--tools, equipment, etc. (2015→) Multimedia computers for “MakerSpaces” (2015→) (T) <u>Collection-management software Implemented July 2015</u>
	<p>Enhance technology training and assistance</p>	<ul style="list-style-type: none"> Continue classes on basic computer skills; continue drop-in help for patrons owning mobile devices 	<ul style="list-style-type: none"> Number of class attendees; 80% satisfaction rating # of patrons helped via drop-in (baseline) 	<ul style="list-style-type: none"> 1,033 attendees in FY 2014/15; 97.8% either satisfied or very satisfied over last 2 years 226 patrons helped in FY 14/15 	<ul style="list-style-type: none"> <u>Training lab at SC lib. (2016) (T)</u> Develop focused training for seniors (2016) Offer classes for iPad, Android (2016) (T)

	Build collaborations with community organizations to help meet other needs	<ul style="list-style-type: none"> • Support WCSD’s “Striving Readers” grant • Investigate having Social Services employee on site at an urban library • Explore collaboration options to better serve job seekers and small business owners 	<ul style="list-style-type: none"> • WCLS targets 100% of district-identified schools • Decision made re: Social Services worker; if yes, action plan is developed • # of collaborations established/expanded; resulting baseline # of those served 	<ul style="list-style-type: none"> • Nature of grant implementation changed; # of schools not a meaningful measure • Discussions with Social Services are pending • Partnerships developed with EDawn to provide training for Manuf. Technician certification and for would-be entrepreneurs 	<ul style="list-style-type: none"> • Continue supporting WCSD grant • Move forward with Social Services project (if a go) (2016) • Move forward with economic-development collaborations (ongoing) • Explore libraries as satellite sites for other Co. services (ongoing)
<p>Making libraries the “third place” (after home and work)</p> <p><i>Supporting the County Objective of: Safe, secure and healthy communities</i></p>	Maintain safe, welcoming environments	<ul style="list-style-type: none"> • Provide advanced safety training to staff • Continue revamping layouts to reduce safety risks and enhance users’ experiences • Work with County staff on security “audits” of selected libraries • Obtain updated Facility Study 	<ul style="list-style-type: none"> • % of staff trained in safety tactics ↑ • Public perception of library environments (baseline—method TBD) • One or more library security audits is completed • Facility Study is obtained 	<ul style="list-style-type: none"> • Approximately ___% of staff have viewed County-recommended videos on active shooters • Public perception has not been formally measured • Security audit of Downtown Reno Library is in progress • Facility Study has been completed 	<ul style="list-style-type: none"> • Carry out security-improvement plans based on audit recommendations (ongoing) • Continue security audits on additional library buildings • Implement recommendations from the Facility Study relating to security and the “user experience” (2016→)
	Continue delivering programs that support reading, and that educate and enrich	<ul style="list-style-type: none"> • Yes-or-no decision on presenting an exhibit of national or state interest • Participate at agreed-upon level in Nevada’s 150th anniversary celebration 	<ul style="list-style-type: none"> • Plans for large exhibit are developed • 80% of attendees satisfied with anniversary programs & events • Program attendance per capita ↑ (ongoing measure) 	<ul style="list-style-type: none"> • Application submitted for an “Explore Tech” ALA exhibit, to be shown at NW Reno Library • Insufficient manpower to compile survey results • FY 14/15 attendance was 98,000, or approximately .023 per capita 	<ul style="list-style-type: none"> • Procure General Fund line-item funding for programming (in place by FY 2017)
	Expand usage of meeting rooms	<ul style="list-style-type: none"> • Offer after-hours use to students, other groups • Reevaluate reservation fee 	<ul style="list-style-type: none"> • # of people using rooms ↑ 5% over FY 2013/14 	<ul style="list-style-type: none"> • After-hours use not yet addressed • Reservation fee remaining in place for now 	

Strategic Objectives	Guiding Strategies	Goals in 2014/15	Performance Measures in FY 2014/15	Status as of October 15, 2015	Goals: 2015/16-2018/19
<p>Build a healthy, engaged, sustainable Library organization</p> <p><i>Supporting the County Objectives of:</i></p> <ul style="list-style-type: none"> Sustainability of our financial, social and natural resources Public participation and open, transparent communication Valued, engaged employee workforce 	<p>Provide well-trained, motivated staff</p>	<ul style="list-style-type: none"> • Continue implementing training plan (created in FY 13/14) • Include new topics as needs are identified 	<ul style="list-style-type: none"> • % of employees receiving requisite and desired training (baseline) • Training plan is reviewed and modified as needed 	<ul style="list-style-type: none"> • Training plans are now being used; need to gather statistics re: % of employees getting needed trainings 	<ul style="list-style-type: none"> • Continue to modify training plan as needed • Increase training & travel budgets within the General Fund (beginning in FY 2016)
		<ul style="list-style-type: none"> • Conduct another all-staff meeting focused on training (everyone given the chance to participate) 	<ul style="list-style-type: none"> • Meeting is held; 75% of staff indicate it was worthwhile 	<ul style="list-style-type: none"> • Meeting not held due to conflicting priorities 	<ul style="list-style-type: none"> • Conduct all-staff meetings once a year (ongoing)
	<p>Improve the long-term health of the Library's tax-based funding sources</p>	<ul style="list-style-type: none"> • Request above-base General Fund dollars to absorb Expansion Fund expenditures; and/or • As opportunities arise, move Expansion Fund expenditures into the General Fund 	<ul style="list-style-type: none"> • Exp Fund ending balance ↑ at least 10%/year • % of total operational expenses allocated to General Fund ↑ 	<ul style="list-style-type: none"> • Exp Fund balance on 6/30/15 was 55% higher than year prior • 80.6% of FY 2014/15 operational expenses were in General Fund, compared to 76% in FY 2012/13 	<ul style="list-style-type: none"> • Continue requesting above-base dollars to absorb Exp Fund expenditures (ongoing) • Work toward a new ballot measure to extend the Exp Fund (2016→)
	<p>Achieve a sustainable mix of branches/hours supplemented by other service points</p>	<ul style="list-style-type: none"> • Obtain an updated Master Facilities Study • Draft a plan to implement the Study's recommendations 	<ul style="list-style-type: none"> • Study is procured and accepted by Library Board • Implementation plan is approved by the Board 	<ul style="list-style-type: none"> • Facility Master Plan completed and approved by the Board in December 2014 • Implementation plan still to be developed 	<ul style="list-style-type: none"> • Modify service-point configuration pursuant to FMP recommendations, staffing changes and service needs (2016→)
	<p>Use comparative statistics as a guide for planning</p>	<ul style="list-style-type: none"> • Determine ranking of WCLS within recognized national indices (during FY 2014/15) 	<ul style="list-style-type: none"> • Rankings are completed 	<ul style="list-style-type: none"> • Research has not yet begun 	<ul style="list-style-type: none"> • Use rankings as baseline for future strategic planning (in FY 2015/16 and beyond) • Revise WCLS's relative rankings as indices are updated (ongoing)
	<p>Plan for future workforce-development needs, e.g. succession planning, new required job skills</p>	<ul style="list-style-type: none"> • Begin drafting a workforce-development plan 	<ul style="list-style-type: none"> • Plan outline and draft of first-priority section is completed by 12/31/14 	<ul style="list-style-type: none"> • Per advice from HR, Library shifted focus to succession planning. Based on evaluations of existing professional staff, HR delivered a succession plan to Director in Sept. 2015 	<ul style="list-style-type: none"> • Complete final plan by 6/30/15; begin implementation in 2015/16

Strategic Objectives	Guiding Strategies	Goals in 2014/15	Performance Measures in FY 2014/15	Status as of October 15, 2015	Goals: 2015/16-2018/19
<p>Build a healthy, engaged, sustainable Library organization [continued]</p>	<p>Use information technology to help improve service and operate more cost-effectively</p>	<ul style="list-style-type: none"> • Evaluate alternatives to existing public-PC/printing-management software (T) • Improve network performance between libraries and Data Center • Create staff wifi networks in large branches (for tablets) • Investigate thin-client workstations at circulation desks and for public catalogs (T) 	<ul style="list-style-type: none"> • Decision on software made (keep/replace, and if replacing, product is selected) • Number of network slowdowns ↓ • Staff is using wi-fi networks on a daily basis • Thin clients are installed and working where appropriate 	<ul style="list-style-type: none"> • Decision made to stay with Envisionware for the time being • Slowdown frequency has decreased • Branch staff use of wifi has been minimal; advent of wifi printing will help increase it • Evaluation of thin clients (viability, preferred product) is continuing 	<ul style="list-style-type: none"> • Implement new management software (2016) (T) • Investigate Radio Frequency ID technology for materials management (2015-16→) (T) • Evaluate feasibility of building security gates in-house (2017)(T)
<p>Foster open communication between the community and the Library <i>Supporting the County Objective of: Public participation & open, transparent communication</i></p>	<ul style="list-style-type: none"> • Deliver consistent messaging incorporating mission, vision, values • Gather and apply public feedback • Build relationships with library users 	<ul style="list-style-type: none"> • Implement communications plan (with possible assistance from a PR/marketing firm) 	<ul style="list-style-type: none"> • At least one survey of the public is conducted • Plan is implemented; any newly identified measures and targets are tracked 	<ul style="list-style-type: none"> • A UNR journalism class will be working with staff in Fall 2015 to develop a communication plan with a focus on engaging 20- to 40-year-olds 	<ul style="list-style-type: none"> • Continue communication-plan efforts



WASHOE COUNTY

FY16-18 STRATEGIC PLAN



MISSION Working together regionally to provide and sustain a safe, secure and healthy community.

VALUES



INTEGRITY

We are dedicated to uncompromising honesty in our dealings with the public and each other in conformance with our code of conduct.



EFFECTIVE COMMUNICATION

We believe in simple, accurate, and clear communication. We encourage the open exchange of ideas and information.



QUALITY PUBLIC SERVICE

The County exists to serve the public. We put the needs and expectations of citizens first and take pride in delivering services of the highest quality.

VALUES

STRATEGIC DIRECTION

Washoe County will be the social, economic and policy leadership force in Nevada and the western United States.

STRATEGIC OBJECTIVES

FY16 GOALS



STEWARDSHIP OF OUR COMMUNITY

- STRONG PUBLIC INFRASTRUCTURE: SEE GOAL UNDER SAFE, SECURE AND HEALTHY COMMUNITIES



PROACTIVE ECONOMIC DEVELOPMENT AND DIVERSIFICATION

- BE RESPONSIVE AND PROACTIVE TO PENDING ECONOMIC IMPACTS



SAFE, SECURE AND HEALTHY COMMUNITIES

- KEEP SENIOR SERVICES ON PACE WITH RISING SENIOR POPULATION
- ENHANCE COMMUNITY SAFETY THROUGH INVESTING IN CRITICAL INFRASTRUCTURE FOR CURRENT AND FUTURE NEEDS
- PREPARE FOR THE IMPACT OF MEDICAL MARIJUANA ON THE COUNTY



REGIONAL AND COMMUNITY LEADERSHIP

- WORKING AS A PROFESSIONAL, UNIFIED TEAM



VALUED, ENGAGED EMPLOYEE WORKFORCE

- SIMPLIFY WORKFLOWS TO IMPROVE SERVICE DELIVERY AND CUSTOMER OUTCOMES

Learn more about our strategic plan at: www.washoecounty.us/strategy



WASHOE COUNTY LIBRARY SYSTEM STRATEGIC PLAN

INITIATIVES					
CUSTOMER EXPERIENCE OBJECTIVES	2015/16	2016/17	2017/18	2018/19	2019/20
Increase educational and enrichment opportunities	Space planning & reconfiguration Increase use of meeting rooms Roll out redesigned website Expand Maker Services per plan Increase public hours Safety & security improvements	Complete space planning by 2017/18, and implement recommendations as plans are completed; modify and supplement “library as place” initiatives as needs change; identify and implement new initiatives as needs are identified. Continue identifying ways to increase library hours using the fewest possible new staff positions. Obtain systematic increases to the Library’s materials and technology budgets, in order to better meet patrons’ reading, listening, viewing and technology needs.			
Improve early literacy (reading, STEM, technology)	Expand outreach to 1 st graders Library card campaigns Expand STEAM programs	Revise outreach activities to emphasize the most effective tactics; work with school district, home-schooling groups and other educational entities to identify other ways in which libraries can help improve reading skills of Pre K-Grade 3 children.			
Support businesses and job hunters (<u>County Goal: Be responsive and proactive to pending economic impacts</u>)	Entrepreneurial training/programs Manufacturing Tech- 1 training Provide co-working spaces Lynda.com online training	Modify existing services as needed; continue building collaborations to expand the Library’s support of economic development.			
Improve library services to seniors (<u>County Goal: Keep senior services on pace with rising senior population</u>)	Open Senior Ctr Lib on Mondays Offer computer classes and 1-on-1 technology assistance Outreach w/ rural meal deliveries	Modify technology classes and assistance as needs change; expand afternoon hours at Senior Center Library; identify and implement other services the Library can provide to meet seniors’ needs, e.g. services to the homebound			
INITIATIVES					
Raise the Library’s profile	Develop a communication plan			Implement the plan	
Provide effective leadership	Realign management; develop a Succession Management Plan			Carry out the Succession Management Plan; Identify and implement related strategies as needed	
Use financial resources wisely and sustainably	Apply Expansion Fund to impactful projects (e.g. space planning, public-use technology)			Continue projects; transfer Expansion Fund spending authority to General Fund. Evaluate feasibility of operating as an independent IT “shop,” i.e. the Library administers its own networks and sets its own hardware & software standards	
Meet the community’s future library-service needs	Adopt an implementation plan for the Master Facility Plan (MFP) Determine feasibility of a capital donation campaign	Design a new North Valleys Library Carry out MFP Begin capital campaign	Construct new N. Valleys Library Carry out MFP Continue campaign	Carry out MFP Continue campaign for identified needs Begin formal work to place a new Library-funding initiative on the ballot	

Washoe County Library Technology Plan

FY 2014/15 – FY 2018/19

October 2014 Update

Executive Summary: *In order to better align with the Washoe County Library System’s Strategic plan, this document will first address technology for patrons or customers in the first half, and then technology as it can be used by the library to improve and sustain itself as an organization in the second half. Not all items mentioned in the plan can or will be completed. Some will turn out to be placeholders, some will be evaluated and completed, and others will be found to be impractical. In essence, this is a technology road map that the Library will use in support of its mission and vision. The Library will not be limited to only the items included in the plan, but will use the plan to provide a well-thought-out-solution to certain known needs. The plan was created through brainstorming sessions by staff, and by thinking of possibilities, not just realities.*

Washoe County Library System Mission Statement: *Our Mission is to connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time.*

Washoe County Library System Vision Statement: *Our Vision is that all Washoe County residents benefit from the Library’s support of literacy and self-education.*

Background on current state of library technology: *The Library is trying to function with about one-half the technology budget it had in 2007. It is necessary to rely on grants and Friends of Washoe County Library (FWCL) yearly allocations to do anything beyond maintaining what we have. Since we expect this situation to continue into the near future, the Library has employed “open source” solutions, wherever it seems feasible, to make our institution more sustainable.*

We are faced with upgrading 356 Windows XP public computers, with the County’s Technology Services Department only willing to replace 91 with new machines. The end-of-life of Windows XP in April of 2014 makes upgrading mandatory.

Branches are reporting a dramatic increase in patrons bringing their own mobile devices and making use of our wireless service. There is a real need for public printing from all types of mobile devices.

We have two busy branches in leased spaces that need more bandwidth and better infrastructure. At present, North Valleys has no affordable solution to a low-bandwidth problem

for staff and public networks, yet their demand for internet access remains high. Sierra View has maxed out its ability to add power and data connections. Wiring at Sierra View gets wet during rainy weather, and sand bags are often needed to prevent water from entering the building.

The Library’s Technology Goals and Objectives concerning patrons:
Connecting people with services

Kiosks, In-House, and Remote:

<ul style="list-style-type: none"> • <i>Use Self Service Kiosks with online payment, and other options in the branch; may offer access to other county services</i> 	<p>Online payments began June 2015 and are currently only available via the Koha OPAC</p>
<ul style="list-style-type: none"> • <i>Remote Self Service Kiosks serve as PACs to reserve items, renew, pay, and pick up, and return. Possible use for lower-volume existing branches or new underserved locations</i> 	
<ul style="list-style-type: none"> • <i>Lockers serve as after-hours pick up locations, making it more convenient for patrons – first deployment goes online in Jan 2014</i> 	<p>Downtown Reno has a working locker as of January 2014. In May 2015 a locker was ordered for Verdi library and is due to arrive October 2015.</p>
<ul style="list-style-type: none"> • <i>Self-registration at OPAC stations will allow patrons to enter their own information and staff can verify and issue a card very quickly.</i> 	<p>February 2014 Sierra View library and two other branches are using this option as a test. Auto generation of standard patron barcodes still being worked on October 2015</p>
<ul style="list-style-type: none"> • <i>Public copiers become public printers for all devices, solving the problem of low use on public copiers and allowing for cheaper printing.</i> 	<p>Completed May 2014 and patrons are using it very successfully</p>

<ul style="list-style-type: none"> • <i>Meeting room technology upgrade and standardization for public and staff use.</i> 	<p>Completed June 2014 using LSTA grant money for Spanish Springs, Sparks, South Valleys, Incline Village and Northwest libraries. They have sound systems, large screen TVs with multiple device hookup options.</p>
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Virtual Branch:

<ul style="list-style-type: none"> • <i>Improve access to and usage of library resources</i> 	
<ul style="list-style-type: none"> • <i>Test, select, and implement new content management system (CMS) as part of the County’s Internet Working Group CMS Subcommittee – May, 2014</i> 	<p>Cascade was selected as the content management system for the county and library. Implementation is in process.</p>
<ul style="list-style-type: none"> • <i>Complete look and feel redesign of library website – May, 2014</i> <ul style="list-style-type: none"> ▪ <i>Dovetail with WC redesign</i> ▪ <i>Consult with KPS3</i> ▪ <i>Implement responsive designed theme which will allow users to view the full library website on any sized screen (smartphone, tablet, laptop/desktop)</i> ▪ <i>Updated theme will also ensure cross-browser compatibility</i> ▪ <i>Allow patrons to subscribe to RSS feeds to learn about new catalog materials, news, and events</i> ▪ <i>Allow patrons to sign up to receive reminders about library events</i> ▪ <i>Implement website translator for viewing in Spanish and other languages</i> ▪ <i>Implement single search box with options to search the catalog, e-books, or the website</i> 	<p>Project is ongoing. Anticipating a completion date in January, 2016.</p> <p>New site design is completed as of May 2015. Implementation and integration with county’s new CMS projected to be complete by November 2015.</p> <p>Currently working with ByWater Solutions to resolve RSS issues in public catalog.</p> <p>Decision was made to include a dedicated Spanish-language landing page instead of unreliable whole-site translation services. Plan is to add landing pages for other top-spoken languages in Washoe County (Tagalog, Mandarin, Russian).</p>
<ul style="list-style-type: none"> • <i>Implement Overdrive API in Koha to view availability of e-books and number of holds from within the catalog – Spring, 2014</i> 	<p>Working on this in conjunction with other catalog enhancements.</p>

<ul style="list-style-type: none"> • <i>Implement database APIs in Koha to improve database use and discovery – Spring, 2014</i> 	<p>Taking a different approach by offering integrated search results to include databases by using Ebsco Discovery Service.</p>
<ul style="list-style-type: none"> • Increase access to Virtual Branch services <ul style="list-style-type: none"> ▪ <i>Implement patron self-registration from the OPAC – February, 2014</i> <ul style="list-style-type: none"> ▪ <i>Implement online payment of fines and donations – have been waiting on the County for 2+ years</i> ▪ <i>Revise Research Databases pages – May, 2014</i> ▪ <i>Revise Children’s and Teens pages to feature useful homework tools including live tutor service – May, 2014</i> ▪ <i>Assist patrons at point of need</i> <ul style="list-style-type: none"> ▪ <i>Create database and catalog instructional tutorials in a variety of formats including handouts, screen casts, and pathfinders – May, 2014</i> ▪ <i>Online summer reading program – participants can sign up and log their reading time at the library website – June, 2014</i> <ul style="list-style-type: none"> ▪ <i>Track progress, write reviews</i> • <i>Online meeting room reservations – allow patrons to view available meeting and study rooms and to reserve them online – June, 2014</i> 	<p>Online fine payments have been live since June 2015. Revision of research database pages and Children’s and Teen’s pages concurrent with website redesign.</p> <p>Instructional tutorials are on hold due to lack of staff time to devote to the project. Also looking at possible vendor-provided solutions.</p> <p>Online Summer Reading program was live for the first year in 2015.</p> <p>Vendors have been identified that would allow this functionality. Will continue to explore funding options.</p>
<ul style="list-style-type: none"> • Facilitate content creation <ul style="list-style-type: none"> ▪ <i>Revise Lifescapes website – February, 2014</i> <ul style="list-style-type: none"> ▪ <i>Feature titles on browseable bookshelves</i> ▪ <i>Allow readers to add comments</i> ▪ <i>Allow authors to create profiles</i> ▪ <i>Add e-commerce feature to sell Lifescapes titles and anthologies</i> ▪ <i>Create WCLS micropublishing platform – October, 2014</i> • <i>add e-books of local authors to our catalog and loan them to patrons</i> 	<p>Lifescapes content will be fully integrated into the new website. Eventually, Lifescapes titles will be converted to e-Book formats to allow integration with other digital collections.</p> <p>Currently exploring options for an e-book publishing platform that would also work to provide local author e-books.</p>

Library users discover and learn about current technologies

Training Labs:

<ul style="list-style-type: none"> • A permanent, stationary lab with regularly scheduled public computer classes, that can be used as public Internet stations when not having training classes, and also provide a holds pick-up and drop off station (Senior Center) 	<p><i>Remodeling is underway with a 12 seat lab and large screen TV. The Senior Center Library has reduced its holdings to popular fiction and holds pick-ups. The lab can be used by patrons during regular library hours as public internet stations. An ADA computer, 2 self-checks, a public copier and a small circ desk remain. Basic Computer classes will begin in January 2016. Funded by the Friends of Washoe County Library.</i></p>
<ul style="list-style-type: none"> • Convert an existing small branch, or create a new one to just handle training 	
<ul style="list-style-type: none"> • 2 Mobile laptop labs with new laptops used on public wireless only, can be reserved, or use multiple 4G hotspots for anywhere deployment of the mobile lab. 	<p><i>As of Jan 2014, the Sparks library has a Windows 7 laptop lab stationed at their branch, enabling them to give classes when they can. Sierra View library has a Chromebook lab, and gives weekly classes on using the internet.</i></p>
<ul style="list-style-type: none"> • Dual-boot machines to use Windows 7 and Linux for public Windows and Linux based classes or offer Windows 10 	
<ul style="list-style-type: none"> • Mobile device lending program Checkout Nooks and Kindles to patrons 	<p><i>4 pre-loaded Kindles for Teens offered February 2014. 12 additional Kindles purchased September 2015 for Adult circulation, funded by the Friends of Washoe County Library.</i></p>

Public: education or technical training

<ul style="list-style-type: none"> • Expand training on computers (Windows and Linux), Internet use, email, searching catalog and databases 	<p><i>Revision of Window 7 curriculum slated for March 2015. Training on searching the catalog and databases is targeted for the schools</i></p>
<ul style="list-style-type: none"> • Linux public workstations need a printing solution 	<p><i>Linux public workstations being converted to Windows 7 due to some extra licenses. Oct 2015</i></p>
<ul style="list-style-type: none"> • Increased digital content downloading 	

<ul style="list-style-type: none"> • <i>Download music and movies added to digital content offerings</i> 	
<ul style="list-style-type: none"> • <i>Training classes on Android OS and iPad</i> 	Downtown Reno, South Valleys, Spanish Springs and Senior Center libraries currently offer “Tech Cafés”, for patrons to get one-on-one for their mobile devices. A “Tablet Training” series offered at South Valleys Spring 2015 and Fall of 2015, and Spring 2016.
<ul style="list-style-type: none"> • <i>Makerspaces</i> 	The Makerspace library team has had ongoing meetings. On August 24th Spanish Springs Library had a very successful Maker Faire. An LSTA grant made it possible to offer rotating “Idea Boxes” where patrons can create.

Replace and Enhance Aging Public Computers:

<ul style="list-style-type: none"> • <i>Find a way to replace aging public computers</i> 	Completed by the April 2014 deadline to be off Win XP. Computers replaced with a combination of new and used Windows 7 computers. We are still struggling with the new Windows licensing model.
<ul style="list-style-type: none"> • <i>Offer tablets and possibly Chrome books for public in-house use to replace some Windows workstations</i> 	Summer 2014 Spanish Springs and Sierra View libraries have been experimenting with having a “tech bar” for the public to try out various mobile devices.
<ul style="list-style-type: none"> • <i>Create public use multimedia workstations that may be a starter Makerspace, providing photo and video editing</i> 	June 2015 Incline Village has an iMac multimedia computer for teens
<ul style="list-style-type: none"> • <i>Create Skype public use workstations</i> 	
<ul style="list-style-type: none"> • <i>Create dedicated teen gaming computers, with added upgraded video cards</i> 	September 2015 Sierra View has
<ul style="list-style-type: none"> • <i>Create a teen hacker space</i> 	

The Library's Technology Goals and Objectives concerning the organization:

The Library becomes even more sustainable

Mobile Staff:

<ul style="list-style-type: none"> • <i>Purchase mobile devices for use out in the stacks</i> 	<p>More tablets for staff purchased May 2015 and paid for by the Friends of Washoe County Library</p>
<ul style="list-style-type: none"> • <i>Staff uses tablets for answering questions, finding stuff, checking out to patrons</i> 	<p>Spring 2014 Staff currently use tablets on the public network to do reference and story-time.</p>
<ul style="list-style-type: none"> • <i>Staff "sells" our products, (Home Depot/ Mac Store model)</i> 	
<ul style="list-style-type: none"> • <i>Tablets with 4G connections may give our outreach programs more connectivity</i> 	<p>2015 The Library has purchased 4 Verizon Hot Spots with 4G wireless connectivity for use at outreaches with tablets and laptops and for any other event. They have been used to give wireless service at the Reno Mini Maker Faire.</p>
<ul style="list-style-type: none"> • <i>Go-To-Meeting or Google Hangout can be used for virtual meetings and online collaboration.</i> 	<p>We are currently using Go To Meeting for Web Tech Team, Koha Team and for vendor presentations.</p>
<ul style="list-style-type: none"> • <i>SharePoint (County purchases newest version) has many online work and collaboration options 2014</i> 	<p>The County purchased the software in 2014 and as of the fall of 2015, we are still waiting to test and use</p>

RFID: Investigation with possible multi-year implementation – 2016

<ul style="list-style-type: none"> • <i>RFID Can: Check out items to patrons on mobile devices, Scan multiple items at self-checks, and security gates. RFID Can: Get rid of red bayonets in DVDs and Music CDs RFID Can: Handle inventory control using a wand to record items on the shelves and will give efficient searching for missing items and to identify items out of place</i> 	<p>2014 gathering information from vendors. Project was cancelled due to high cost.</p> <p>2015 project was revived due to decrease in expected costs. Investigation continuing. Looking for funding source.</p>
<ul style="list-style-type: none"> • <i>RFID returned materials management offers the ability to auto separate returned</i> 	

<p>items by their type, such as a DVD vs. a book. Decreases staff workload. <u>Phase two</u> of the RFID project</p>	
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Koha:

<ul style="list-style-type: none"> • <i>Improve acquisitions module</i> 	<p>Several improvements were made in the 3.18 upgrade in July 2015. Working on a development to streamline ordering with Baker & Taylor</p>
<ul style="list-style-type: none"> • <i>Give public training on searching</i> 	<p>We will be targeting schools</p>
<ul style="list-style-type: none"> • <i>Video tutorials on Koha use to be incorporated into public computer classes</i> 	<p>There are plans to make custom videos for our catalog searches</p>
<ul style="list-style-type: none"> • <i>Formalize improvement suggestions and training for staff</i> 	
<ul style="list-style-type: none"> • <i>Need to find a new way to deliver staff training, using video tutorials, video cameras</i> 	
<ul style="list-style-type: none"> • <i>Catalog clean up, Marcive, or using Koha on-board tools</i> 	<p>Clean-up underway using Koha tools. Will consider Marcive clean up at a later time</p>
<ul style="list-style-type: none"> • <i>Employ RDA for cataloging, giving end user better searching</i> 	
<ul style="list-style-type: none"> • <i>Responsive design for the public catalog, scaling to fit any mobile device</i> 	<p>Oct 2014 This ability to scale for any mobile device came with our Koha upgrade October</p>
<ul style="list-style-type: none"> • <i>Koha database, some staff learn MYSQL to be able to create new reports</i> 	<p>Systems staff member working on new reports. May 2015</p>

More Open Source Software:

<ul style="list-style-type: none"> • <i>Investigate Libki (open source) and other vendors as a possible replacement for Envisionware to enable time management for operating systems other than just Windows</i> 	<p>Libki does not manage patron printing and we have since added another Envisionware piece of software for printing</p>
<ul style="list-style-type: none"> • <i>Improve wireless printing by testing Paper Cut that will manage printing across all operating systems including mobile devices</i> 	<p>May 2014 proved not to be possible with this software. Dec 2014 Purchased wireless printing software from Envisionware using Friends of Washoe County Library Funds</p>

<ul style="list-style-type: none"> Investigate creating our own security gates - 2017 	
<ul style="list-style-type: none"> Look at CamCage for making video tutorials, desktop video capture 	
<ul style="list-style-type: none"> Use Mantis (open source) to track and manage Systems work requests 	June 2014 Systems began using Request Tracker, which was provided by the County.

Wyse Thin Clients:

<ul style="list-style-type: none"> Investigate using thin clients as circulation workstations with central server management 	Testing Raspberry Pi, small appliance for self-check next gen- Spring 2015. Does not support printing. Testing another “bare bones” mini PC October 2015
<ul style="list-style-type: none"> Use thin clients as PACs (Public Access Catalogs), informational screen savers with central server management 	Used repurposed Dell 745s included in Envisionware for updating software and slideshows centrally-Spring 2015
<ul style="list-style-type: none"> Find a solution for printing from PACs 	Can do this via Envisionware-Spring 2015

Network Improvements:

<ul style="list-style-type: none"> Create a staff wireless network in larger branches for mobile devices (8 branches have Charter public wireless) 	Completed at all 8 branches using Charter broadband Spring 2015
<ul style="list-style-type: none"> Test using 4G mobile network for emergency and outreach use (purchase more?) 	September 2015 the Library has a total of 5 Verizon Hot Spots to provide wireless internet service out in the field. The devices have proved to be very useful and may be used in emergency situations by other county departments.
<ul style="list-style-type: none"> Work with Technology Services to improve our connection to the data center 	
<ul style="list-style-type: none"> Need a proxy server solution to prevent illegal downloading by patrons using our wireless service 	September 2014 – May 2015 The 8 larger branches using Charter for internet service were upgraded to Stonegate firewalls that prevent illegal downloading.
<ul style="list-style-type: none"> Incline Charter build out to the branch approx. \$50,000? 	Charter internet install completed in Dec 2014 for \$12,000 with funding provided by the Friends of Washoe County Library
<ul style="list-style-type: none"> Need a library network map to better 	Systems staff still awaiting Stonegate firewall

<i>troubleshoot problems</i>	training for network troubleshooting
<ul style="list-style-type: none"> • <i>North Valleys needs a network solution (partner with others for a Charter build out) or move to a better, County-owned location</i> 	Charter internet install will be completed by Dec 2014 for \$5,200 with funding provided by the Friends of Washoe County Library

Collaboration:

<ul style="list-style-type: none"> • <i>Join local group, test products. Reno Bridgewire</i> 	
<ul style="list-style-type: none"> • <i>Continue pushing ITOSC (Information Technology Open Source Committee) county open source group</i> 	
<ul style="list-style-type: none"> • <i>Collaborate with Senior Services</i> 	Senior Center Library will house a permanent 12 seat lab where seniors can learn computer skills on an ongoing weekly basis. Completion Nov/Dec 2015

Library staff enhances current technical skills and learn new ones

Staff Enhanced Skills:

<ul style="list-style-type: none"> • <i>Training on basic computer skills (a high priority in light of people leaving and skills lost)</i> 	Lynda.com purchased in the summer of 2015 gives library staff on demand computer training
<ul style="list-style-type: none"> • <i>Koha searching, purchased database searching</i> 	Ebsco Discovery is still under configuration
<ul style="list-style-type: none"> • <i>Downloading and troubleshooting digital books</i> 	2014 Library staff has been working on this as a goal for this year.
<ul style="list-style-type: none"> • <i>Training on use of mobile devices</i> 	Ongoing 2015
<ul style="list-style-type: none"> • <i>Staff tutorials on SharePoint</i> 	Delayed
<ul style="list-style-type: none"> • <i>Staff collaborative work space, links for reference using "SharePoint"</i> 	Delayed
<ul style="list-style-type: none"> • <i>Use staff technology competencies for baseline training</i> 	Meetings with supervisors have been conducted by the assistant director 2015
<ul style="list-style-type: none"> • <i>Train all staff to have more technology skills (formerly Wizards)</i> 	
<ul style="list-style-type: none"> • <i>We need another DCAS (or other technical position)</i> 	

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|---|--|
| <ul style="list-style-type: none">• <i>We need a librarian position devoted to training</i> | |
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Glossary of terms

4G Mobile Network – fourth generation mobile phone network

API – Application Program Interface, specifies how some software components should interact with each other

BridgeWire – Bridgewire is a member-funded makerspace/hackerspace workshop located in Sparks, NV.

CamCage – Video system

Hot Spot – Verizon mobile internet 4 G service, using a small chargeable device

KPS3 - Vendor hired by the county to create new website

Libki – Open source time management system for public computers

OPAC – Online Public Access Catalog

Open source software - Collaborative software with free source code, freely available for use and modification

OverDrive – Vendor providing downloadable audio and eBook content

Paper Cut – Print management software

SharePoint – Microsoft’s web-based intranet content management software

***Prepared by Nancy Keener – Systems Librarian and John Andrews – Internet Librarian
December 2013***

Updated October 2014

Updated May 2015

Updated October 2015