

LIBRARY BOARD OF TRUSTEES MEETING AGENDA
WEDNESDAY, JANUARY 17, 2024 | 5:00 P.M.
DOWNTOWN RENO LIBRARY
301 South Center Street, Reno NV 89501

Library Trustees

Gianna Jacks, Chair

Lea Moser, Trustee

Al Rogers, Trustee

Ann Silver, Trustee

Vacant

Members of the public may attend this meeting in person or can attend by teleconference by logging into the Zoom webinar accessible through the following link: <https://us02web.zoom.us/j/84224131597>. If prompted, use the following passcode: 889408. Please note: the Zoom link option will require a computer or phone with internet access or the Zoom application with audio capabilities.

Forum Restrictions and Orderly Conduct of Business. The Library Board of Trustees conducts the business of the Washoe County Library system and its citizens during its meetings. The orderly, efficient conduct of the meeting is integral and necessary to allow the Board to conduct business. The Chair or presiding officer may order the removal of any person whose statements 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. Examples of disruptive conduct include, without limitation, yelling, stamping of feet, whistles, applause, heckling, name calling, use of profanity, threatening use of physical force, or any other acts intended to impede the meeting or infringe on the rights of the Library Board of Trustees, staff, or meeting participants. 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.

Public Comment. Public comments are welcomed during the Public Comment period at the beginning of the meeting for all matters, whether listed on the agenda or not. Additionally, public comment specific to the action item being considered will be heard during individual action items on the agenda. Public Comment is limited to three (3) minutes per person. Persons may not allocate unused time to other speakers. During the "Public Comment" items, anyone may speak pertaining to any matter either on or off the agenda. Anyone wishing to provide live public comment may do so in person, or by teleconference by logging onto the Zoom webinar by accessing the above link. To provide public comment via Zoom, log into the meeting at the above link and utilize the "Raise Hand" feature during any public comment period. Additionally, persons are invited to submit comments in writing by emailing L J Burton at LJBurton@washoecounty.gov. The County will make reasonable efforts to send all email comments received by 4:00 p.m. on the business day before the meeting to the Trustees prior to the meeting.

Response to Public Comment. The 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 periods, 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 the Board members to unlisted public comment topics could become deliberation on a matter without notice to the public. To ensure the public has notice of all matters the Board will consider, Board members may choose not to respond to public comments, except to correct factual inaccuracies, ask for 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.”

How to Get Copies of Agendas and Support Documentation. Copies of agendas and supporting documentation for items on the agenda are 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 LJ Burton at ljburton@washoecounty.gov or (775) 327-8341. Copies of agendas and supporting materials are also posted on the following websites: www.washoecountylibrary.us and <https://notice.nv.gov>.

Special Accommodations. We are pleased to make reasonable accommodations for members of the public who are disabled, who need special accommodations or assistance, and wish to attend meetings. Should you require special assistance or accommodations for any Board meeting, please contact LJ Burton at LJBurton@washoecounty.gov or (775) 327-8341, at least 24 hours prior to the date of the meeting.

Possible Changes to Agenda and Timing. The Library Board of Trustees may take agenda items out of order, may consider two or more items in combination, may remove one or more items from the agenda, or delay discussion on an item. Items scheduled to be heard at a specific time will be heard no earlier than the stated time but may be heard later.

Posting of Agenda. Pursuant to NRS 241.020(4)(b), 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 website for the Washoe County Library System at www.washoecountylibrary.us and at <https://notice.nv.gov>.

LIBRARY ADMINISTRATION

301 South Center Street | PO Box 2151, Reno NV 89505
(775) 327-8341 | www.washoecountylibrary.us

The Board of Trustees may take action only on the items below that are preceded by the words "For Possible Action." The Board will not take action on any other items.

0. SALUTE TO THE FLAG
1. ROLL CALL [Non-Action Item]
2. PUBLIC COMMENT [Non-Action Item] – Three Minute Time Limit Per Person
No discussion or action by the Board may be taken upon any matter raised under this public comment section until the matter has been specifically included on an agenda.
3. APPROVAL OF MEETING MINUTES
 - a) Approval of Minutes from the Library Board Meeting of December 20, 2023 [For Possible Action]
4. OLD BUSINESS [Non-Action Item]
None
5. NEW BUSINESS
 - a) Acknowledge \$80,000 Donation from Friends of Washoe County Library; \$50,000 Donation for South Valleys Library; \$139,117 Donation for Sierra View Library by Louis Nowak [For Possible Action]
 - b) Review and Possible Revision of Library Board of Trustee Bylaws [For Possible Action]
 - c) Election of Vice-Chair for Library Board of Trustees [For Possible Action]
 - d) Review and Discuss Possible Revisions to Washoe County Library Board of Trustees Manual [Non-Action Item]
 - e) Review Costs of Drag Queen Story Hour [Non-Action Item]
 - f) Discussion and possible direction on Washoe County Library System policies including but not limited to all current, and new policies for prioritizing and standardizing with a schedule to review, update and consider new policies and what topics they might include [Non-Action Item]
 - g) Discussion to review the DIRECTOR EVALUATION PROCESS, how to establish metrics and actionable items that Trustees can measure at the end of the year [Non-Action Item]
6. REPORTS
 - a) Library Director Update by Director Jeff Scott [Non-Action Item]
 - b) Tax Initiative Update by Director Jeff Scott [Non-Action Item]
 - c) Downtown Reno Library Presentation by Branch Manager Kristen Ryan [Non-Action Item]
 - d) Internet Services Team Presentation by Internet Librarian John Andrews [Non-Action Item]
7. STAFF ANNOUNCEMENTS [Non-Action Item]
No discussion or action may be taken upon any matter raised under this comment section until the matter has been specifically included on an agenda.
8. BOARD COMMENT [Non-Action Item] – Limited to Announcements, Strategic Plan Activity, Updates or Issues Proposed for Future Agendas and/or Workshops
9. ADJOURNMENT

TO: Library Board of Trustees

FROM: Jamie Hemingway, Public Information and Development Officer

RE: Acknowledge a Donation in the Amount of \$80,000 From the Friends of Washoe County Library, Which Demonstrates its Continued Support of Libraries, Literacy, the Arts, and Cultural Enrichment Throughout the Community

DATE: January 17, 2024

Background: The Friends of Washoe County Library (FWCL) is a 501 (c) (3) nonprofit organization, incorporated in January 1981 with over 700 members dedicated to advocating, fundraising, and providing support for the Washoe County Library System (WCLS). Its sole mission is to strengthen public libraries throughout Washoe County. FWCL strives to give children an educational head start, encourage all forms of literacy and foster lifelong learning and recreation for everyone. For the past forty-three (43) years, the Friends of Washoe County Library, through their community projects and fundraising efforts, has raised close to \$3,000,000 for the Washoe County Library System. This funding has continued to support free library programs, enhance library technology and equipment, provide gift funds for Library materials and augment marketing and training endeavors, which benefit all Library patrons. The Friends community projects include managing voluminous donations for book sales which take place in their Reno Town Mall location as well as through their Amazon sales.

In December 2023, the Friends of Washoe County allocated \$80,000 to the Washoe County Library Gift Fund to assist the 2024 system-wide endeavors in direct support of technology, materials, programming, summer reading prizes, marketing, and staff development and training. The unwavering support of the Friends of Washoe County Library is invaluable as it continues to enhance a multitude of diverse programs and projects benefitting the entire Washoe County Library System.

Recommendation: Staff recommends that the Library Board of Trustees acknowledge the \$80,000 donation from the Friends of Washoe County Library, which demonstrates its continued support of libraries, literacy, the arts and cultural enrichment throughout the community.

TO: Library Board of Trustees

FROM: Jamie Hemingway, Public Information and Development Officer

RE: Acknowledge a Donation in the Amount of \$50,000 from William Micklish in Memory of Karen Micklish to the South Valleys Library

DATE: January 17, 2024

Background: On December 8, 2023, William Micklish presented staff at the South Valleys Library with a check in the amount of \$50,000, donated in memory of his wife Karen Micklish. As regular patrons, the Micklish family has expressed the desire to see the donation go toward improvements at the South Valleys Library. The generous donation from the Micklish family is very much appreciated by the Washoe County Library System and staff at the South Valleys Library.

Recommendation: Staff recommends that the Library Board of Trustees acknowledge the donation in the amount of \$50,000 From William Micklish in memory of Karen Micklish to the South Valleys Library.

TO: Library Board of Trustees

FROM: Jamie Hemingway, Public Information and Development Officer

RE: Acknowledge a Donation in the Amount of \$139,117 From the Estate of Louis A. Nowak to the Sierra View Library

DATE: January 17, 2024

Background: On December 28, 2023, the Washoe County Library System was presented with a check for \$139,117 from the Estate of Louis A. Nowak. Mr. Nowak designated the Sierra View Library as a 15% beneficiary of his estate. The \$139,117 check has been designated for use by the Sierra View Library, where Mr. Nowak was a long-time patron and user of library resources. The generosity of Mr. Nowak is very much appreciated by the Washoe County Library System and staff at the Sierra View Library.

Recommendation: Staff recommends that the Library Board of Trustees acknowledge the Donation in the Amount of \$139,117 From The Estate of Louis A. Nowak to the Sierra View Library.

Washoe County Library Board of Trustees

Bylaws

The Board of Trustees of the Washoe County Library System, pursuant to the authority vested by Nevada Revised Statutes 379.025, hereby establishes the following bylaws:

I. Purpose

The Washoe County Library Board of Trustees shall, consistent with provisions of applicable state and federal law, exercise the powers and duties granted pursuant to NRS 379.025. The Board shall endeavor to administer and manage the resources of the Washoe County Library System in a manner consistent with the public trust, the Library Mission Statement, and the Library Vision Statement.

II. Organization and Membership

A. The name of the organization shall be “The Board of Trustees of the Washoe County Library System”

B. Membership:

1. The Board of Trustees will be comprised of five (5) members.
2. Trustees will be appointed by the Washoe County Board of Commissioners.
3. Trustees will meet the minimum requirements as determined by the Washoe County Board of Commissioners.
4. Trustees will [be appointed to](#) serve a 4-year term, as provided in NRS 379.020.
5. Trustees will be eligible [to be appointed](#) for no more than two full [consecutive](#) four-year terms. Any appointment for the remainder of a term of less than 2 years will not count toward this limitation. In the event a Trustee’s term expires, the Trustee shall continue to serve as Trustee until such time a replacement is appointed pursuant to NRS 379.020(1). Notwithstanding the term limitation set forth herein, nothing in this provision shall be construed to prohibit the reappointment of a trustee for additional terms to be served after a break of one term of non-service prior to re-appointment.
6. Resignation: If any Trustee resigns at any time, written notice must be provided to the Board of Trustees Chair and the Library Director. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein. Unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.
7. Removal: The board of county commissioners may remove any trustee who fails, without cause, to attend three successive meetings of the trustees.

C. Trustees are public officers as defined in NRS 281.005(1) and NRS 281A.160(1). Accordingly, Trustees are subject to the Ethics in Government Provisions codified in NRS 281A.010 et. seq. Trustees shall comply with the Code of Ethical Standards of NRS 281A.400 et. seq.

D. Duties of a Trustee:

1. Regularly attend meetings and actively participate in such meetings and actions;
2. Review meeting materials prior to each meeting;
3. Be attentive to the needs and concerns of library patrons, volunteers, library staff, library administration, county staff, county commissioners and the general public;
4. Set policies governing the operation of the library system as appropriate;
5. Hire and evaluate the job performance of the Library Director;
6. Work with the Director, library staff, community members, and political leaders to plan for the future of the library system;
7. Acknowledge the annual budget for the library system, and monitor expenditures;
8. Monitor and evaluate library effectiveness; and
9. Advocate for the Washoe County Library System within the community and political organizations, as appropriate

III. Officers

A. Chair

1. Selection.
 - a. The Chair will be elected by a majority vote of the Board of Trustees who are present at the meeting.
 - b. The term will be for one-year at the pleasure of the Board of Trustees.
 - c. Elections shall be held at the regular Board of Trustees meeting each June.
2. Duties. The chair shall:
 - a. Preside at all meetings of the Board of Trustees;
 - b. Execute all documents and actions authorized by the Board of Trustees;
 - c. Call special meetings as warranted;
 - d. Appoint committees;
 - e. Serve as an ex-officio non-voting member of all committees;

- f. Work with the Library Director and staff;
- g. Review agendas and assist in scheduling meetings;
- h. Add or remove items on each meeting agenda;
- i. Draft correspondence as directed by the Board of Trustees; and
- j. Perform all duties associated with the office.

B. Vice-Chair

1. Selection

- a. The Vice-Chair will be elected by a majority vote of the Board of Trustees who are present at the meeting.
- b. The term will be for one year, at the pleasure of the Board of Trustees.
- c. Elections shall be held at the regular Board of Trustees meeting each June.
- d. In the event the Vice-Chair must assume the duties of Chair for the one-year term because the Chair is no longer able to serve in that capacity, an election for a new Vice-Chair will be held at the next meeting following the succession.

2. Duties. The Vice-Chair shall:

- a. In the event of the absence or disability of the Chair, or of a vacancy in the office, the Vice-Chair shall assume and perform all duties associated with that office. In the event of an absence or short-term disability of the Chair, the Vice-Chair shall assume the duties of the Chair for the period of his/her absence or disability. In the event the Chair is permanently vacated, the Vice-Chair shall assume the office of the Chair for the remainder of the vacated term.

IV. Meetings

A. Regular meetings: The Board of Trustees will normally meet monthly, on the third Wednesday of each month. The time of the meetings will be set at the discretion of the Chair of the Board of trustees. The Chair shall have the authority to cancel a regularly scheduled meeting in the event it is determined, after consultation with the Library Director, that there is insufficient business to come before the Board or that other good cause exists to cancel the meeting.

B. Meeting locations: When possible, the Board of Trustees will normally hold regular meetings on a rotational basis at Washoe County Library locations. A calendar of possible meeting locations will be provided annually to the Board of Trustees. Meetings may be held virtually at the Chair's discretion pursuant to the requirements of NRS Chapter 241.

- C. Nevada Open Meeting Law: All meetings of the Board are subject to the provisions of state and federal open meeting laws and shall be conducted in accordance with the applicable laws. The Library Director shall be responsible for ensuring the proper public notice is made for each meeting of the Board. Trustees should endeavor to refrain from discussing agenda items or actions by the Board outside of public meetings in groups that may constitute a quorum.
- D. Agendas: The Director shall ensure the preparation of the agenda for each Board meeting and the compliance with the applicable open meetings laws as set forth in NRS Chapter 241. An item may be placed on the agenda at the request of any Trustee or by written request by any individual to the Director 15 days prior to the scheduled meeting. However, whether and/or when the item is actually placed on the agenda remains in the discretion of the Chair.
- E. Pertinent Materials: The Director shall ensure that notices and ~~informational~~supporting materials pertinent to any agenda item for any Board meeting shall be ~~distributed~~made available to Trustees, Board legal counsel, and the public in anyone with a written request of notification on file with the Board no later than 9 a.m. of the third working day before the meeting to ensure adequate time for review. In addition, pertinent materials shall also be posted on the Board of Trustees web site no later than 9 a.m. of the third working day before a scheduled meeting in accordance with the requirements set forth in the applicable open meeting laws (NRS Chapter 241). 241.020 section 3
- F. Quorum: A ~~minimum of three Trustees~~simple majority of the membership of the Board of Trustees must be present to have a quorum. If a vacancy occurs in the membership of the Board, the necessary quorum and number of votes necessary to take action on a matter is reduced as though the voting membership does not include the vacancy. A majority vote of those present at the meeting is required on any action items on the agenda for said action to be of any legal effect.
- G. The Director, or his duly appointed representative, shall attend each meeting of the Board.
- H. Special meetings: Special meetings of the Board of Trustees may be called by the Chair or upon the written request of any two Trustees.

- I. Order of Business: To the extent possible, the order of business at any regularly scheduled meeting of the Board shall be:

- Call to order
- Roll call
- Public comment
- Review/approval of minutes
- Old business
- New business
- Presentations
- Reports
- ~~Public comment~~
- Board comment
- Staff Announcements
- Adjournment

- ~~J.~~ J. Where consistent with state law, and not otherwise provided in these Rules of Procedure, the Washoe County Library Board of Trustees may refer to the principles of the most recent edition of Robert’s Rules of Order for guidance in conducting its meetings.

~~J.~~

- K. Committees: Committees shall be created as needed by the Chair, shall have a specific purpose, shall report regularly as to progress in completing their charge, shall be subject to annual review as needed, and shall automatically dissolve upon the completion of their charge.

- L. Annual Bylaws Review: The ~~By~~bylaws herein can be revised as needed by a majority vote of the Board of Trustees. Any proposed revisions must be placed on an agenda and addressed in a public meeting in accordance with the Nevada Open Meeting Law. The ~~By~~bylaws shall be reviewed and approved at least once every calendar year annually, ~~at the regular June meeting of the Board of Trustees, or as soon thereafter in the event reasonable grounds exist so that the Bylaws cannot be reviewed during the June meeting.~~

DATED this ~~1st~~19th day of July 202~~30~~

~~WASHOE COUNTY LIBRARY BOARD OF TRUSTEES~~

~~_____~~ Amy Ghilieri

~~_____~~ Frank Perez

~~_____~~ Anne Medaille ~~Al~~ Rogers

Lea Moser
Al Rogers
Gianna Jacks
Ann Silver

These bylaws were presented to the Board on ~~June~~ July 1921, 2023 and were adopted.

~~Amy Ghilieri~~ Frank Perez, Chair

Library Board of Trustees Trustee Manual

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 - Library Master Facility Plan
- Recommendations from the Citizens’ Advisory Committee (2012)

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 - Ethics Acknowledgement Form

**Library Board of Trustees
Trustee Manual**

Introduction

STATEMENT OF RESPONSIBILITY WASHOE COUNTY LIBRARY BOARD OF TRUSTEES

As a Washoe County Library Trustee, I am a servant of the public. The public trust is vested in the responsibilities of Library Trustees. As a Library Board member, I am directly accountable to the Board of County Commissioners and responsible to the patrons we serve, staff and the Library System. These duties and responsibilities include:

- I attend Board meetings regularly and inform the staff when I must be absent.
- I contribute effectively to the discussions from a reasoned and informed background.
- I maintain an attitude of respect and encouragement toward other Board members.
- I am willing to abide by the majority decision and support it publicly.
- I take my fiscal oversight responsibilities seriously.
- I am conversant with the policies adopted by my Board.
- I understand and honor the dividing line between accepted Trustee responsibilities and the Library Director's responsibility to administer.
- I maintain an attitude of professional respect and encouragement toward the Library Director.
- I encourage and support the Library Director in efforts to provide good library service.
- I foster staff development.
- I know the Library laws as they apply to the Library System.
- I actively participate in special Library functions and events.
- I visit the Libraries to become familiar with their services and facilities.
- I use every opportunity to inform civic groups and public officials of the services and needs of the Library.
- I belong to a state or national library organization.

*Approved by the Washoe County Library Board of Trustees
October 21, 1998*

LIBRARY BOARD STRATEGIC PLAN

Objective 1: Remain actively involved in the community

Activity 1: Attend Library and community events.

Activity 2: Attend BCC meetings or contact BCC as needed.

Activity 3: Promote Library as a core element of the community – a meeting and gathering place.

Activity 4: Initiate and coordinate fundraising events.

Activity 5: Support and join library committees and collaborations: partnership, friends, planning, etc.

Objective 2: Enhance media awareness of the Library

Activity 1: Encourage media coverage of the Library

Objective 3: Encourage Trustee participation in Library organizations

Activity 1: Attend NLS and other regional and national conferences.

Activity 2: Keep informed on current library trends. Be familiar with and receptive to innovative programs adopted by other Libraries.

Activity 3: Be familiar with and support Friends of the Washoe County Library activities.

Activity 4: Promote collaboration with other Library organizations.

Objective 4: Provide opportunities for continuous professional development

Activity 1: Be aware of changing professional requirements.

Activity 2: Maintain the Library Board Scholarship Fund.

Activity 3: Increase staff training budget.

Activity 4: Support continued professional development of Library Director.

Objective 5: Support employee recognition programs

Activity 1: Establish Board gift funds for employee recognition programs.

Activity 2: Develop criteria for recognition.

Objective 6: Assure the process for reviewing Library policies is in place

Activity 1: Perform annual review of Library policies, practices, and bylaws.

Activity 2: Perform a monthly review of library programs. Read updates offered at Trustee Meetings or look online.

Objective 7: Support the Library's long range plans

Activity 1: Perform semi-annual review of Technology Plan.

Activity 2: Perform semi-annual review of Strategic Plan.

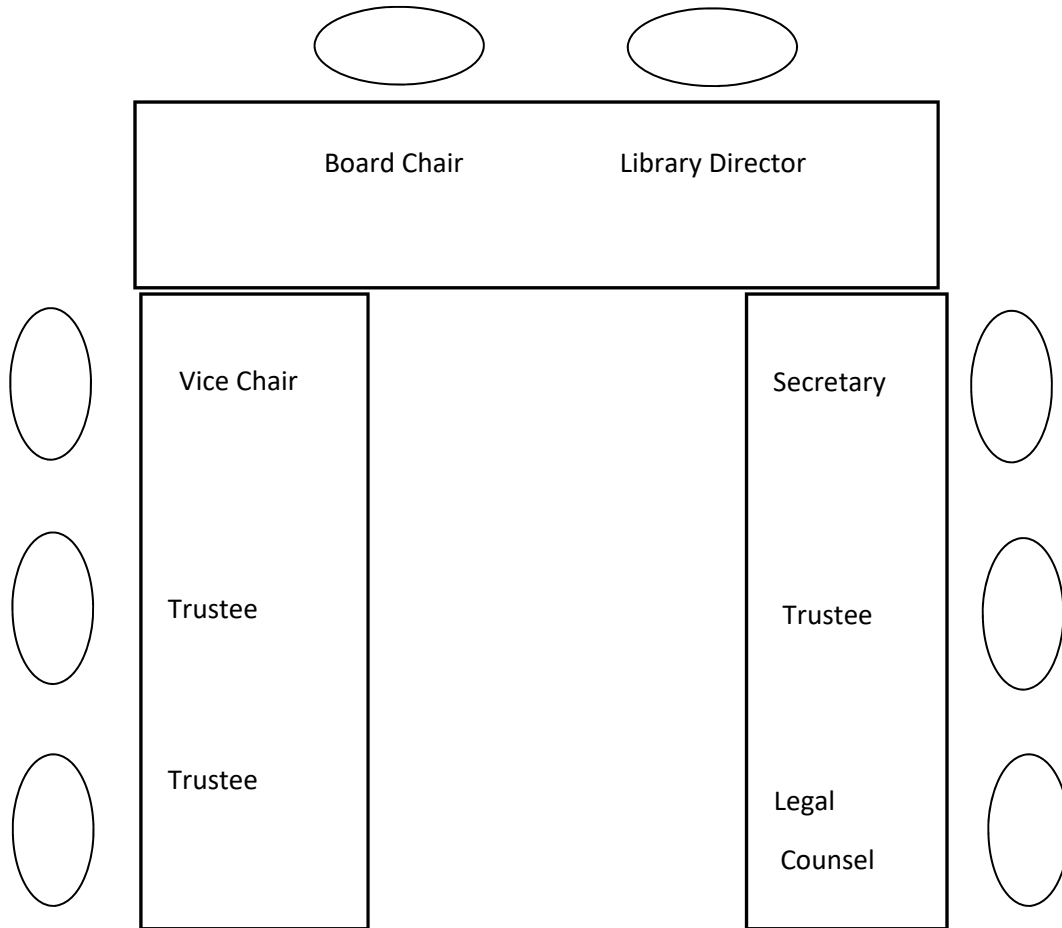
Activity 3: Solicit input from Library staff on planning goals.

Activity 4: Provide input on future library structure, needs, and services.

APPROVED: *April 16, 2014*

WASHOE COUNTY LIBRARY

BOARD OF TRUSTEE MEETING SET-UP



**Library Board of Trustees
Trustee Manual**

1

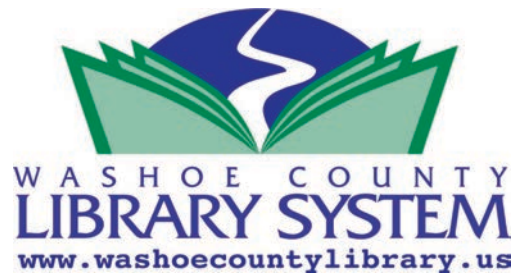
**Library
Information**

LIBRARY BOARD OF TRUSTEES

2021/2022 Meeting Calendar

Unless another date or time is indicated, regular Board meetings are held on the third Wednesday of each month at 4:00 p.m.

June 16, 2021 Downtown Reno Library
July 21, 2021 Downtown Reno Library
August 18, 2021 Downtown Reno Library
September 15, 2021 Incline Library
October 20, 2021 Downtown Reno Library
November 17, 2021 North Valleys Library
December 15, 2021 Downtown Reno Library
January 19, 2022 Sierra View Library
February 16, 2022 Spanish Springs Library
March 16, 2022 Northwest Reno Library
April 20, 2022 Sparks Library
May 18, 2022 South Valleys Library
June 15, 2022 Incline Village Library



OUR MISSION

...is to connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time.

OUR VISION

...is that all Washoe County residents benefit from the Library's support of literacy and self-education.

Washoe County Library Administration Telephone List

Main Administration Phone numbers

Clerical Administration office	327-8341
Clerical Administration Fax	327-8392

Administration

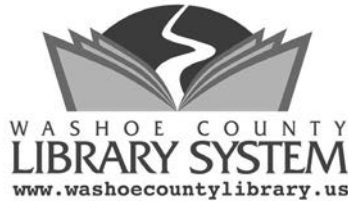
Library Director	Jeff Scott	327-8340
Assistant Library Director	Joan Dalusung	327-8345
Collections Development Manager	Debi Stears	327-8349
Development & Public Information	Andy Tavener	327-8360
Youth Services & Library Events Manager	Beate Weinert	327-8361

Systems Administration

Systems & Access Services Librarian	Brenda Owens	327-8347
Internet Librarian	John Andrews	327-8364

Clerical Administration

Administrative Supervisor & WCLS HR Rep	Leah "LJ" Burton	327-8343
Administrative Secretary	Lorna Grasso	327-8344
Account Clerk	Vacant	327-8342
Office Support Specialist	Marilyn Storey	327-8362



Item 5e

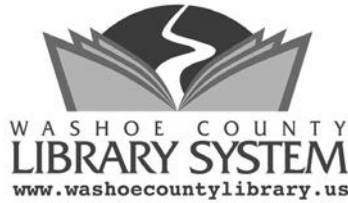
TO: Washoe County Library Board
FROM: Jeff Scott, Library Director
RE: Approval of Library Hours starting October 4, 2021
DATE: July 21, 2021

Background:

The Washoe County Board of County Commissioners approved the 2021-2022 budget. This included additional library funding for staff to increase library hours. Washoe County has provided an additional \$1.2 million in funding which includes five Librarian I positions and ten Library Assistant II positions. This will add additional days of services at five library locations. This increase in budget will result in 6 of our 8 libraries being open on Sundays.

Staff Recommendation:

Library staff recommendation is to approve the proposed hours.

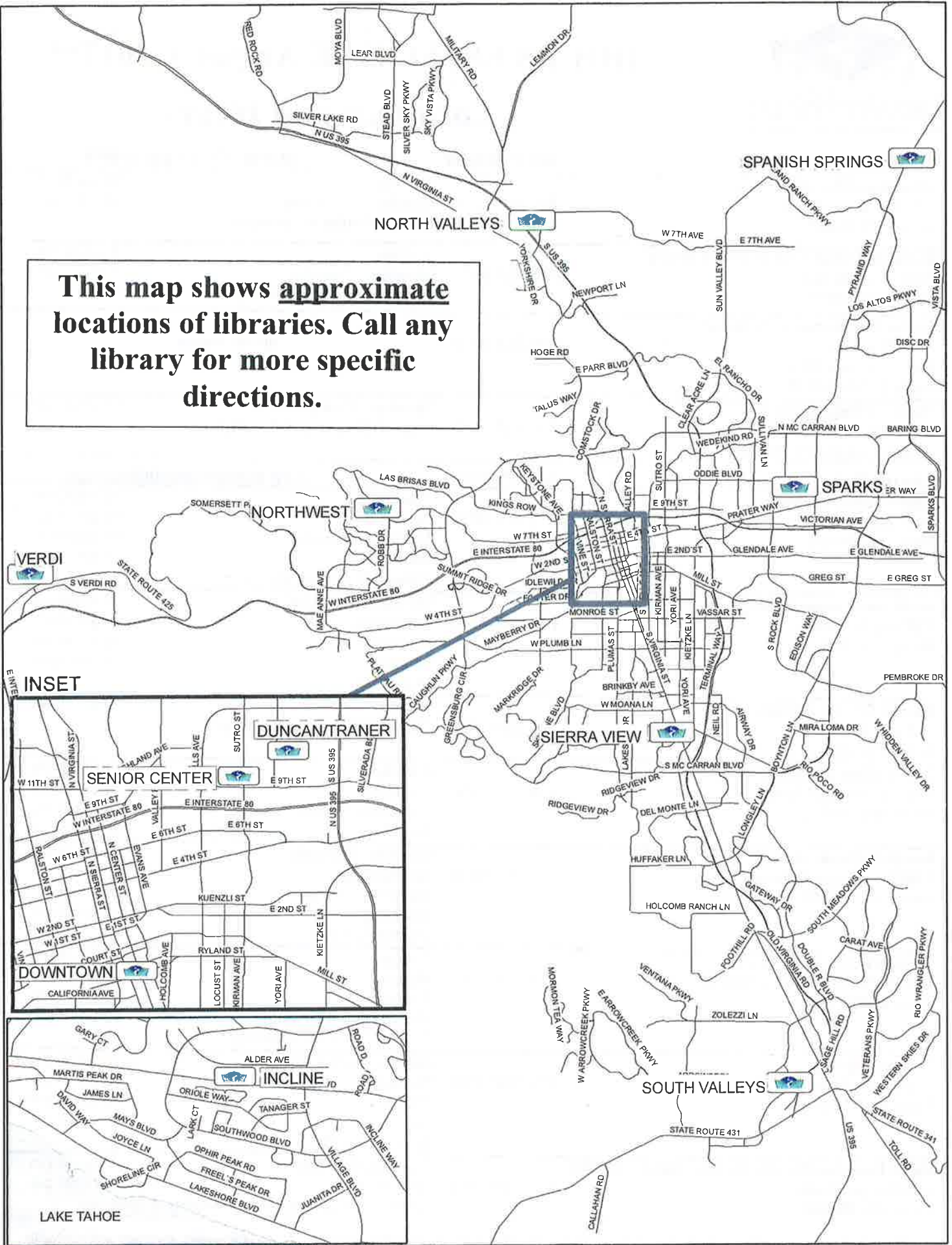


Item 5e (continued)

**Library Hours Schedule
October 4, 2021**

Branch	Mon	Tues	Wed	Thurs	Fri	Sat	Sun		
Incline Village	10-6	10-7	10-6	10-6	10-6				
Downtown Reno	10-6	10-6	10-6	10-6	10-6	10-2	10-2		
North Valleys	10-6	10-6	10-7	10-6	10-6	10-4		Add Mondays 10-6	Add Saturdays 10-4
Northwest Reno	10-6	10-6	10-7	10-6	10-6	10-4	10-4	Add Sundays 10-4	
Sierra View	10-6	10-6	10-6	10-7	10-6	10-4			
South Valleys	10-6	10-6	10-6	10-6	10-6	10-4	10-4	Add Sundays 10-4	
Spanish Springs	10-6	10-7	10-6	10-6	10-6		10-5	Add Mondays 10-6	
Sparks	10-6	10-6	10-6	10-7	10-6	10-4	10-4	Add Sundays 10-4	
Partnership Branches									
Duncan Traner		3-6	2:30-6	3-6	3-6	10-2			
Senior Center	9-1	9-1	9-1	9-1	9-1				
Verdi		3-6	2:30-6		3-6				
Gerlach			3-7						

This map shows approximate locations of libraries. Call any library for more specific directions.



Washoe County Library Board of Trustees

Bylaws

The Board of Trustees of the Washoe County Library System, pursuant to the authority vested by Nevada Revised Statutes 379.025, hereby establishes the following bylaws:

I. Purpose

The Washoe County Library Board of Trustees shall, consistent with provisions of applicable state and federal law, exercise the powers and duties granted pursuant to NRS 379.025. The Board shall endeavor to administer and manage the resources of the Washoe County Library System in a manner consistent with the public trust, the Library Mission Statement and the Library Vision Statement.

II. Organization and Membership

A. The name of the organization shall be “The Board of Trustees of the Washoe County Library System”

B. Membership:

1. The Board of Trustees will be comprised of five (5) members.
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3. Trustees will meet the minimum requirements as determined by the Washoe County Board of Commissioners.
4. Trustees will serve a 4-year term, as provided in NRS 379.020.
5. Trustees will be eligible for no more than two full four-year terms plus a partial term of less than two years. Nothing in this provision shall be construed to prohibit the reappointment of a trustee for additional terms to be served after a break of one term of non-service prior to re-appointment.
6. Resignation: If any Trustee resigns at any time, written notice must be provided to the Board of Trustees Chair and the Library Director. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein; unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.
7. Removal: The board of county commissioners may remove any trustee who fails, without cause, to attend three successive meetings of the trustees.

C. Trustees are public officers as defined in NRS 281.4365 and subject the Ethics in Government Provisions codified in NRS 281A.010 et. seq. Trustees shall comply with the Code of Ethical Standards of NRS 281A.400 et. seq.

D. Duties of a Trustee:

1. Regularly attend meetings and actively participate in such meetings and actions
2. Review meeting materials prior to each meeting
3. Be attentive to the needs and concerns of library patrons, volunteers, library staff, library administration, county staff, county commissioners and the general public
 - a. Set policies governing the operation of the library system as appropriate
 - b. Hire and evaluate the job performance of the Library Director
 - c. Work with the Director, library staff, community members, and political leaders to plan for the future of the library system
 - d. Acknowledge the annual budget for the library system, and monitor expenditures
 - e. Monitor and evaluate library effectiveness
 - f. Advocate for the Washoe County Library System within the community and political organizations, as appropriate

III. Officers

A. Chair

1. Selection
 - a. The chair will be elected by a vote of the Board of Trustees
 - b. The term will be for one-year at the pleasure of the Board of Trustees
 - c. Elections shall be held at the regular Board of Trustees meeting each June
2. Duties. The chair shall:
 - a. Preside at all meetings of the Board of Trustees
 - b. Execute all documents and actions authorized by the Board of Trustees
 - c. Call special meetings as warranted
 - d. Appoint committees
 - e. Serve as an ex-officio non-voting member of all committees
 - f. Work with the Library Director and staff
 - g. Review agendas and assist in scheduling meetings
 - h. Add or remove items on each meeting agenda
 - i. Draft correspondence as directed by the Board of Trustees
 - j. Perform all duties associated with the office

B. Vice Chair

1. Selection

- a. The vice-chair will be elected by a vote of the Board of Trustees
- b. The term will be for one year and is renewable at the pleasure of the Board of Trustees
- c. Elections shall be held at the regular Board of Trustees meeting each June
- d. In the event the vice chair must permanently assume the duties of chair, an election for a new vice chair will be held at the next meeting following the succession

2. Duties. The vice chair shall:

- a. In the event of the absence or disability of the chair, or of a vacancy in the office, the vice chair shall assume and perform all duties associated with that office. In the event of an absence or short-term disability of the chair, the vice chair shall assume the duties of the chair for the period of his/her absence or disability. In the event the chair is permanently vacated, the vice chair shall assume the office of the chairperson for the remainder of the vacated term.

IV. Meetings

- A. Regular meetings: The Board of Trustees will normally meet monthly, on the third Wednesday of each month, at 4:00 p.m. Trustees may change the time and date of meeting by a vote of the membership.
- B. Meeting locations: When possible, the Board of Trustees will normally hold regular meetings on a rotational basis at Washoe County Library locations. A calendar of meeting locations will be provided annually to the Board of Trustees.
- C. Nevada Open Meeting Law: All meetings of the Board are subject to the provisions of state and federal open meeting laws and shall be conducted in accordance with the applicable laws. The Library Director shall be responsible for ensuring the proper public notice is made for each meeting of the Board. Trustees should endeavor to refrain from discussing agenda items or actions by the Board outside of public meetings in groups that may constitute a quorum.
- D. Agendas: The Director shall ensure the preparation of the agenda for each Board meeting and the compliance with the applicable open meetings laws. An item may be placed on the agenda at the request of any Trustee or by written request by any individual to the Director 15 days prior to the scheduled meeting.

- E. Pertinent Materials: The Director shall ensure that notices and informational materials pertinent to any agenda item for any Board meeting shall be distributed to Trustees, Board legal counsel and anyone with a written request of notification on file with the Board no later than 9 a.m. of the third working day before the meeting to ensure adequate time for review. In addition, pertinent materials shall also be posted on the Board of Trustees web site no later than 9 a.m. of the third working day before a scheduled meeting.
- F. Quorum: A minimum of three Trustees must be present and vote on any action items on the agenda for said action to be of any legal effect.
- G. The Director, or his duly appointed representative, shall attend each meeting of the Board.
- H. Special meetings: Special meetings of the Board of Trustees may be called by the chair or upon the written request of any two Trustees.
- I. Order of Business: To the extent possible, the order of business at any regularly scheduled meeting of the Board shall be:
 - Call to order
 - Roll call
 - Public comment
 - Review/approval of minutes
 - Old business
 - New business
 - Presentations
 - Reports
 - Public comment
 - Board comment
 - Staff Announcements
 - Adjournment
- J. Rules of order: The Board of Trustees shall conduct all meetings in accordance with Robert's Rules of Order as concerns any matters not addressed by these bylaws. The Board of Trustees will also seek advice from the Board legal counsel as appropriate.
- K. Committees: Committees shall be created as needed by the chair, shall have a specific purpose, shall report regularly as to progress in completing their charge, shall be

subject to annual review as needed, and shall automatically dissolve upon the completion of their charge.

- L. Annual Bylaws Review: The bylaws herein can be revised as needed by a majority vote of the Board of Trustees. Any proposed revisions must be placed on an agenda and addressed in a public meeting in accordance with the Nevada Open Meeting Law. The bylaws shall be reviewed at least annually at the regular June meeting of the Board of Trustees.

DATED this ___ day of _____ 2021

WASHOE COUNTY LIBRARY BOARD OF TRUSTEES

Zanny Marsh, Chair

Jean Stoess, Vice Chair

Amy Ghilieri

Wayne Holland

Ted Parkhill

These bylaws were presented to the Board on July 21, 2021 and were adopted.

Zanny Marsh, Chair

**Library Board of Trustees
Trustee Manual**

2

Reports

STRATEGIC PLAN FY 2018-20

WASHOE COUNTY LIBRARY SYSTEM washoecountylibrary.us



Our Mission is to connect people with information, ideas and experiences to support an enriched and engaged community, one person at a time.

Our Vision is that all Washoe County residents benefit from the Library's support of literacy and self-education.



Washoe County Library is a Community Hub

Washoe County Library System Provides:

- Opportunities for Connection
- Welcoming & well-maintained spaces
- A welcoming and safe environment
- Meeting room space with relevant equipment & resources
- Dynamic spaces to maximize community access

Community Hub



Washoe County Library Grows Young Readers

Washoe County Library System:

- Provides collections to support young readers
- Encourages family support of early literacy
- Builds a bridge to education from birth to school
- Instills a love of reading & learning

Growing Young Readers



Washoe County Library Provides Opportunities to Express Creativity

Washoe County Library System:

- Provides access to creative experiences
- Provides opportunities to experience 21st century skills

Express Creativity



Washoe County Library Wants Residents to Know Their Community

Washoe County Library System:

- Is dedicated to growing a well-educated community
- Is a trusted source for local information

Know Your Community



Washoe County Library System Strategic Planning Process for 2018-2020

Know your community

2018								2019		2020
JANUARY	FEBRUARY	MAY	JULY	AUGUST	SEPTEMBER	OCTOBER	DECEMBER	JANUARY	DECEMBER	DECEMBER
Attend Community/ NAB/ Senior Groups January 18	EDAWN: Know Your Business	Develop and support Front Line Advocacy in Libraries May 18	Literacy Services as a referral/Adult/Family/Early and keep resources updated	Expand Tahoe Talks	Curated list of Resources/ Washoe 311	Homeowners help/Wildfire/flooding etc/ Winter weather awareness	Active Presence at Emergency Situations/ Providing support through Storytimes, hotspots, and emergency kits	Review 24/7 chat service by January 2019	Display Meeting Room Calendar digitally in the library December 2019	Libraries will renovate Downtown Reno Library, Sparks Library, Northwest Library, and plan for building a new North Valleys Library by 2020
Attend Housing Meetings/ Programs January 18	Know Your Non-profits			Expand UNR Extension Programs	Review Volunteer Services Annually		Ensure Library Services are consistent with peer libraries	Access e-resources before getting a full library card January 2019		
Attend Transportation meetings January 18					Review Marketing/ Branding of Library		Review staff strengths	Review one stop services: DMV, Notary, Job search, Passport, Proctoring, Fax, and more January 2019		
Library at the table when discussing community expansion					Promote Community Referrals to Resources via social media		Seek alternative funding	Support Distance Education January 2019		
					Mutual promotion of Community Events					
					Washoe County Library System wants you to know series					

Washoe County Library System Strategic Planning Process for 2018-2020

Community Hub

2018							
FEBRUARY	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	DECEMBER
Implement ExecReport Incident Reporting System to make it easier to report and track patron incidents by February 2018	Better Market Meeting Space and Meeting Room Events by April 2018	Conduct Meeting Room needs assessment on an annual basis. Assess all needs including a Technology Review and Stakeholder surveys by May 2018 and annually thereafter	Review before and after hours Services and opportunities: HVAC, Lighting, alarm and card key access	Libraries will maintain a spreadsheet of Furniture, Fixtures, and Equipment that need replaced and develop a replacement schedule by July 2018	Ensure adequate janitorial services at all branches annually starting August 2018	Ensure each library has adequate security. Review security incident and procedures annually to ensure a safe environment annually starting September 2018	Implement Online Meeting Room Reservations by December 2018
		Ensure adequate Teleconferencing Equipment by May 2018 and annually thereafter		Libraries will create a budget and schedule for maintenance, upkeep, cleaning, and replacement by July 2018 and update annually.			Assess Small Meeting space by December 2018
		Ensure adequate Teleconferencing Equipment by May 2018 and annually thereafter		Add one security guard to the Sparks Library and Downtown Reno Library by July 2018			Ensure Collaborative Spaces
		Evaluate Meeting Room Policy by May 2018 and annually thereafter		Ensure every library has AED machines, Narcan, and library staff have CPR training at every branch by July 2018			

Washoe County Library System Strategic Planning Process for 2018-2020

2018

JANUARY

FEBRUARY

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

Express Creativity

Continue to support and Grow Idea Boxes	Arts, Culture, Authors, Speakers hosted @ the library February 2018	Retire some boxes, create others. Begin 3rd rotation of boxes. Budget for and Evaluate Maker services/ Idea Boxes/ Branding/ replacement on a quarterly basis starting April 2018.	Create Maker Plan for 4rth floor of Downtown Reno Library by May 2018. Begin construction and open RN 4th Floor Makerspace.	Track wireless session, average wait time per computer, and the number of requests for technology help by June 2018	Higher engagement with Artown July 2018	Review Library Databases to ensure useful and relevant content. Make annual recommend-ations with a zero based budgeting model. August 2018	Benchmark the public access computer environment against published standards annually starting September 2018	Annually Review Presentation Equipment to ensure it meets the needs of the public October 2018
Continue to Support Gallery Spaces	Seek increased funding with a goal of \$500,000 technology budget. Fundraise, grant write, and request funding starting February 2018	Maintain and review library website for accessibility, self-service, and next generation services annually starting April 2018	Possible fundraiser for RN 4th Floor Makerspace. RN 4th Floor Makerspace grand opening. Idea Box Faire. Fix-it Clinic	Develop a staff technology-training plan including a centralized collection of library software/ services, proactively market to library staff with training available on the clock, and regular evaluations June 2018	Heavy Marketing for Art during Artown/ Booklet entry due February every year July 2018	Keep up to date on Koha upgrades and make recommend-ations to enhance-ments on an annual basis. Circulation Team will meet monthly and review potential upgrades on an annual basis starting August 2018	Regularly check Wi-Fi signal reaches all public areas at all locations, annually review computer sessions ensuring adequate time for patrons starting September 2018	
Continue to Support Discover and Go for Museums and expand number of locations	Apply for federal government's E-rate discounts for libraries by February 2018	The Library will conduct speed tests on a quarterly basis starting April 2018	Expand marketing for RN's 4th floor and other WCLS Maker services and programs		Create Regional Maker Network by July 2018. Identify and reach out to partner organizations for programs or volunteers for RN's 4th floor. Continue partnership with Reno Mini Maker Faire and DeLaMere Library for community outreach and programming			
Build a Bridge to TMCC/UNR	Establish E-rate Compliance saving money annually Starting February 2018 will proceeds realized FY 2019	Develop core list of training needs for staff April 2018			Expand the Maker Network as new organizations are identified. Continue partnership with Reno Mini Maker Faire and DeLaMere Library for community outreach and programming.			

TECHNOLOGY PLAN 2018-2021

Introduction:

Washoe County Library System's story begins in 1904 when we built the first public library in Nevada. That first library was built here in Reno and served a population of 9,500. Since that time, we have grown to 12 branches and now serve a population of 421,407 in an area of over 6500 square miles. Washoe County Library System is unique in that it serves both an urban core as well as outlying rural areas. Our area encompasses communities as far West as Incline Village (near Lake Tahoe), North to Gerlach (near Black Rock Desert, the home to Burning Man), South to South Valleys, and East to Spanish Springs. We serve a multitude of populations with very different needs.

Executive Summary:

Washoe County Library System's goal is to provide reliable technology to maximize staff functionality and provide access to public internet and technology. While creating a sustainable environment, we strive to provide the latest technology offerings to our patrons through equipment, training, and reference. Our goal is to build a bridge to the future using library resources.

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.

Budget:

The library currently receives funding from Washoe County, a special property tax, and Friends of Washoe County Library.

Washoe County Library System Technology Plan 2018-2021

Washoe County Library System will have sufficient funds to maintain and replace its existing technology.

Maintenance

Build, sustain, and support internal technology infrastructure. Provide a monthly report on technology infrastructure starting January 2018

Maintain and review library website for accessibility, self-service, and next generation services annually starting April 2018

The Library will conduct speed tests on a quarterly basis starting April 2018

Track wireless session, average wait time per computer, and the number of requests for technology help by June 2018

Benchmark the public access computer environment against published standards annually starting September 2018

Regularly check Wi-Fi signal reaches all public areas at all locations, annually review computer sessions ensuring adequate time for patrons starting September 2018

Washoe County Library System will provide technology training to the public and staff to keep up with the latest trends leaving no person behind.

Training

Provide and Record reference services to the public starting January 2018

Develop core list of training needs for staff April 2018

Develop core list of training needs for public April 2018

Develop Core list of training needs specifically serving seniors April 2018

Develop Core list of training needs specifically serving workforce development purposes April 2018

Develop a staff technology-training plan including a centralized collection of library software/services, proactively market to library staff with training available on the clock, and regular evaluations June 2018

Washoe County Library System will provide Maker Services that are needed in the community

Maker

Budget for and Evaluate Maker services/Idea Boxes/Branding/replacement on a quarterly basis starting April 2018

Create Maker Plan for 4th floor of Downtown Reno Library by May 2018

Create Regional Maker Network by July 2018

Explore maker concepts by watching national trends/peer libraries Annually starting July 2018

Make regular reviews and recommendations for future maker services Starting annually in August 2018

Expand maker footprint to Sparks and Northwest Libraries by July 2019

Washoe County Library Staff will keep up on technology trends, ensuring we are ready for what comes next.

Future Proof

Stay up to date on tech changes: upgrades, devices, and more that may impact staff or patrons. Systems IT will assess January 2018 and provide monthly report.

Review Library Databases to ensure useful and relevant content. Make annual recommendations with a zero based budgeting model. August 2018

Keep up to date on Koha upgrades and make recommendations to enhancements on an annual basis. Circulation Team will meet monthly and review potential upgrades on an annual basis starting August 2018

Provide Koha updates and training through Washoe County Library System's Circulation Team on a monthly basis starting January 2018

Washoe County Library System will be well-funded when it comes to technology. Washoe County Library System will pursue grants, fund-raise, and advocate to provide needed technology.

Funding

Seek increased funding with a goal of \$500,000 technology budget. Fundraise, grant write, and request funding starting February 2018

Apply for federal government's E-rate discounts for libraries by February 2018

Establish E-rate Compliance saving money annually Starting February 2018 will proceeds realized FY 2019

Apply for technology grants and seek federal funding to supplement the \$500,000 budget goal. Apply for LSTA Grants annually starting October 2018. Seek other Federal Grants July 2018

Washoe County Library System will survey and inquire the community to ensure we are provided needed technology.

Communication

Conduct Quarterly surveys of the public to ensure library meets technology and training needs starting April 2018

Library Ref Team will create a list of tech stakeholders to survey to determine support. July 2018.

Annually Review Presentation Equipment to ensure it meets the needs of the public October 2018

Washoe County Library System Facility Master Plan

February 2015

Final Report



COLLABORATIVE
DESIGN
STUDIO *architecture of experience and place*

2 February 2015

Mr. Arnie Maurins, Director
Washoe County Library System
301 S. Center St.
Reno, NV 89501

Re: Washoe County Library System Master Plan Final Report

HAND DELIVER

Dear Arnie,

Enclosed please find forty (40) copies of the above referenced document. I've also included one (1) digital copy on a CD and one (1) copy on a flash drive for your records.

There are no nationally accepted standards for the amount of space a library should have on a per capita basis. The last national standard, developed by the American Library Association (ALA), was published in 1966. While this is an older standard, it is still in use extensively today as a guideline. It proposed a minimum square foot per capita standard of 0.60. For example, a library with a service area population of 100,000 would need 60,000 square feet (SF) of space to meet that now almost 50-year old standard. Most libraries constructed today are designed to a standard far exceeding this minimum, with a significant number targeting a goal of 1.0 square feet per capita or more.

As we developed our recommendations, we concluded that moving from the existing amount of space per capita (0.47 for estimated 2014 County population of 443,731) to 0.6 by 2035, for a total of 372,918 SF based on 2035 estimated population 621,530, was inadequate for Washoe County considering the improving economic climate and the potential for more residential and commercial growth.

Therefore, we have proposed four options with a target, or goal, 0.60 SF per capita by 2025 and 0.70-0.80 SF per capita by 2035.

As we developed our recommendations we determined that the Incline Village library was now "oversized" even at 0.80 SF per capita when projecting that library's service area to 2035. In addition, growth in the Northwest Reno service area is such that that facility need not be expanded until 2025 as any expansion prior to that date – if based strictly on SF per capita – would be extremely costly given that the amount of new space would be modest.

We share these details to explain that in each of the four options the total amount of space recommended when divided by either the 2025 (estimated population of 563,687) or the 2035 estimated Washoe County population does not equal an exact number, i.e. 0.60, 0.70 or 0.80. In summary – Option 1 = 0.70 by 2025, Option 2 = 0.77 by 2025, Option 3 – 0.66 by 2035, and Option 4 = 0.70 by 2035.

For Options 3 and 4 we have divided the projects into two phases as means of reducing the initial 10 year capital costs, while allowing for more modest improvements at each of the libraries during the first 10 years to bring each library up to a minimum standard, with additions during the next 10 year period to fulfill the 2035 requirements for both increased population and higher quality space.

We hope this is helpful in understanding the methodology used in the preparation of this report. As always, please feel free to call if you have any questions.

Sincerely,



Todd B. Lankenau, AIA, CSI, DBIA, LEED AP
Managing Partner
COLLABORATIVE DESIGN STUDIO

ACKNOWLEDGEMENTS

We are grateful for the participation, guidance and support provided by the following individuals who unselfishly volunteered their time and effort and who made this report possible.

Washoe County Library Facility Master Plan Steering Committee

Mr. Arnie Maurins, Director, Washoe County Library System
Tammy Cirrincione, Senior Public Services Librarian
John Crockett, Managing Librarian, Sierra View Library
Patti Day, Managing Librarian, North Valleys Library
Corrine Dickman, Managing Librarian, Sparks Library
Sheree Garcia, Friends of the Library Board Member
Nancy Keener, Systems Librarian
Jennifer Oliver, Development and Public Information Officer
Scottie Wallace, Managing Librarian, Downtown Reno Library
Beate Weinert, Programs and Collaborations
Derek Wilson, Library Trustee

Washoe County Library Board of Trustees

Sara Sattler, Chair
Al Stoess, Vice Chair
Fred Lokken
Derek Wilson
John Kupersmith

Washoe County

Brett Steinhardt, Project Coordinator, Washoe County Community Services Department

The consultants who directed
this project are as follows:

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Appendices

- A. Economic Impact of Public Libraries
- B. Public Meeting and Survey Results
- C. Library Space Planning Charts
- D. Washoe County Library System Technology Plan Review and Recommendations

1. Introduction

In May 2014, the Washoe County Library System (WCLS) issued a Request for Qualifications for Library Facilities Master Planning and in August, 2014 selected Collaborative Design Studio and their consultant Godfrey's Associates from a field of qualified candidates to perform this work.

The stated purpose of the Master Plan was to provide an analysis and comprehensive development plan for the libraries in Washoe County (except Gerlach) for the next 20 years. This is a critically important process to undertake, since it provides clear direction and timing for the necessary improvements to the library system to maximize the value of your investment dollars, while at the same time improving the operational efficiency and customer service where they are needed most.

The WCLS appointed a steering committee to represent the library stakeholders and inform the master planning process. We held regular meetings during the four month report preparation process. The members of the Steering Committee are listed in the Acknowledgements at the front of this report.

We held an initial meeting with the Steering Committee to confirm the scope of work and validate their expectations for the study. We also reviewed the methodology to ensure the study was conducted in an all-inclusive fashion, and that all pertinent stakeholders were consulted for their contributions.

We then developed and distributed a questionnaire to each library, and encouraged the staff to meet as a group and discuss each question, and respond in a

fashion which was representative of the group. Our team then visited each library and assessed the existing location, size, layout, collections, general layout, furniture, services provided, parking, and other relevant factors, as well as interviewed the librarian and staff where possible to gain an understanding of the unique operational issues associated with each facility.

We assembled existing and projected population data, demographic information, library usage data, and other statistical information which informed the recommendations contained in this report.

We publicly noticed and conducted three (3) public meetings to solicit commentary from the general public. These were conducted in the evenings at branch libraries to make it convenient for the greatest number of citizens, although they were sparsely attended.

Our study was also informed by the Citizens Advisory Committee Final Report for the Future of the Washoe County Library System dated December 2011, the American Library Associations' Standards and report 'The State of America's Libraries 2014', standard best practices for libraries as well as Library Space Planning Guidelines developed by our Library Planning Consultant, Godfrey's Associates. These were all applied to the projected needs of the Washoe County Library System thru 2035.



Downtown Reno Branch Library

2. EXECUTIVE SUMMARY

The report is divided into the following sections to organize the data and projections in an easily understandable fashion, present our findings and recommendations and provide alternatives for the future development of the individual libraries in the Washoe County Library System.

Sections 3 and 4 review the current library locations and the size. Overall, the current distribution of libraries corresponds reasonably well to the location of library patrons, with the majority of the population living within 3 miles of a library. The consultants found that most libraries are currently undersized, given the current level of service and collection size. As the population increases, this shortfall will become more acute and negatively impact the service the libraries are able to provide.

Section 5 determines the population of Washoe County in 2035, projected to reach 621,531. This number is realized via the 2030 population estimates of the Washoe County Consensus Forecast 2010 – 2030 and The State's Department of Taxation's Nevada County Population Projections 2010 to 2030 and then projecting the population increase for 2030-2035.

Section 6 summarizes the current demographics of Washoe County as a whole as well as for Reno, Spanish Springs, Incline Village, and Sparks. Because library size and location are determined more by the population of the service area and location, this information did not significantly factor in to our facility recommendations. However, as outlined in Section 5, demographic information is important in determining the collections, programming, hours, and other aspects of library service. We believe the demographic information will be helpful in planning future public library service for all of Washoe County.

Section 7 looks at recent historical and comparative library data from WCLS to inform our recommendations. The data, which shows circulation, visitation, and other use statistics for the WCLS from 2006 to 2013, indicates that library use has reduced significantly since 2007. It is our determination that the decrease in library hours of service, coupled with the loss of library staff positions, and the lack of technology improvements are the primary drivers that account for the decline in usage.

Section 8 sets out our system-wide operational recommendations:

1. Increase library hours of service,
2. Upgrade technology infrastructure,
3. Consider outsourcing collection procurement and processing,
4. Downsize collections of CDs, DVDs and other non-book media gradually over the next five years, and
5. Adding after hours pick-up lockers at various locations.

Section 9 contains a brief analysis and recommendations for each branch library, along with a floor plan showing the current layout of each library and the current square footage deficiencies.

Section 10 contains our recommendations for the facilities of the WCLS as a whole. It is our recommendation that the system strive to provide library space in a range of 0.7-0.8 square feet per person, roughly doubling the amount of library space currently in use.

As a result of our study, we propose 4 options for your consideration for the future development of the libraries within the System as follows:



Incline Village Branch Library

Option 1 is based on new population growth predominantly spreading outward from the existing city edges. Under this option, we suggest the closure of Duncan Traner and Verdi Libraries, and new or expanded facilities for all other libraries except Incline.

Option 2 is based on new population growth that is split between an increased density in the Reno/Sparks core and outward growth from the existing city edges. With this option, we recommend the closure of Duncan Traner and Verdi along with Sierra View, and the construction of a new Main Library located geographically between the existing Downtown and Sierra View libraries.

Option 3 is a 2 phase development option for Option 1 to allow more modest capital improvement funds to be spent on each library in the first 10 years, thereby allowing for the improvement of more libraries for the same funding level. This option defers the full build out of each library to the second 10 years, when the full utilization of space can be realized. This also allows for a revised projection in 2025, which will result in more accurate space needs dependent on the future growth patterns of the County.

Option 4 is a 2 phase development of Option 2, and provides the same benefits of phased development described in Option 3 above.

The costs and a prioritized time line for the proposed new facilities and additions are provided in Section 10. Each of these options will accomplish the goal of fulfilling the projected needs of the Library System. The estimated total project costs (including design, permitting, construction and furniture, fixtures and equipment) of each option are as follows:

■ Option 1	\$149,902,335
■ Option 2	\$169,048,825
■ Option 3	
■ Phase 1 (2015-2025)	\$76,121,495
■ Phase 2 (2025-2035)	\$104,580,090
■ Total Cost	\$180,701,585
■ Option 4	
■ Phase 1 (2015-2025)	\$91,640,495
■ Phase 2 (2025-2035)	\$104,385,375
■ Total Cost	\$196,025,870

We believe the construction of a new North Valleys Library is the most critical first step, due to the significant space deficiency as well as the recent dramatic increase in cost due to the landlord eliminating previous discounts and now collecting full rent and CAM costs. We believe the library needs to move as rapidly as possible to turn the current rent payments into debt service for a new facility.

Other critical libraries needing attention as soon as possible are Downtown, Sparks and Sierra View (dependent on the option selected), and South Valleys.

It is also our recommendation that a detailed space planning exercise be performed immediately on a number of the severely impacted libraries which we believe can benefit significantly from a complete rearrangement of existing furniture and fixtures. This would greatly contribute to the efficiency of the operation of the libraries as well as the increased satisfaction of the patrons, while serving to defer construction of expansions to accommodate the immediate shortcomings of these facilities.



Northwest Reno Branch Library

3. LOCATION OF EXISTING FACILITIES

The majority of Washoe County residents have a WCLS library within three miles or less from their place of residence. To illustrate the service area for each library, the consultants developed a map that draws a 3-mile ring around all of major facilities (see Figure 1.1 on the next page). Because they serve areas of the County further to the north and south of the “urban core,” the North Valleys, South Valley, and Spanish Springs libraries may serve an area larger than the 3-mile ring depicts (see Table 3A). The 3 mile radius population was used for Spanish Springs however, since the 5 mile radius includes populations predominately served by the Sparks and North Valleys libraries. Incline Village may also serve an area with a 5-mile radius, however, the area between a 3 and 5 mile radius in Nevada falls in Forest Service land which is undevelopable or across the State line in California where it would be served by the existing Kings Beach, California library.

The use of the three-mile radius as the estimated service area for a library is based on a study completed by Godfrey’s Associates for the Fort Worth (TX) Library System that showed that 75 percent of the users of the Library drove an average of 8.5 minutes from

their place of residence to a branch library. Assuming an average speed of 30 mph, that translates to approximately 4.25 miles ($s = d/t$) on the street grid or 3 miles as the crow flies. Though people are willing to travel a wide variety of distances to reach a library, the three mile radius has shown to be a good measure on numerous projects.

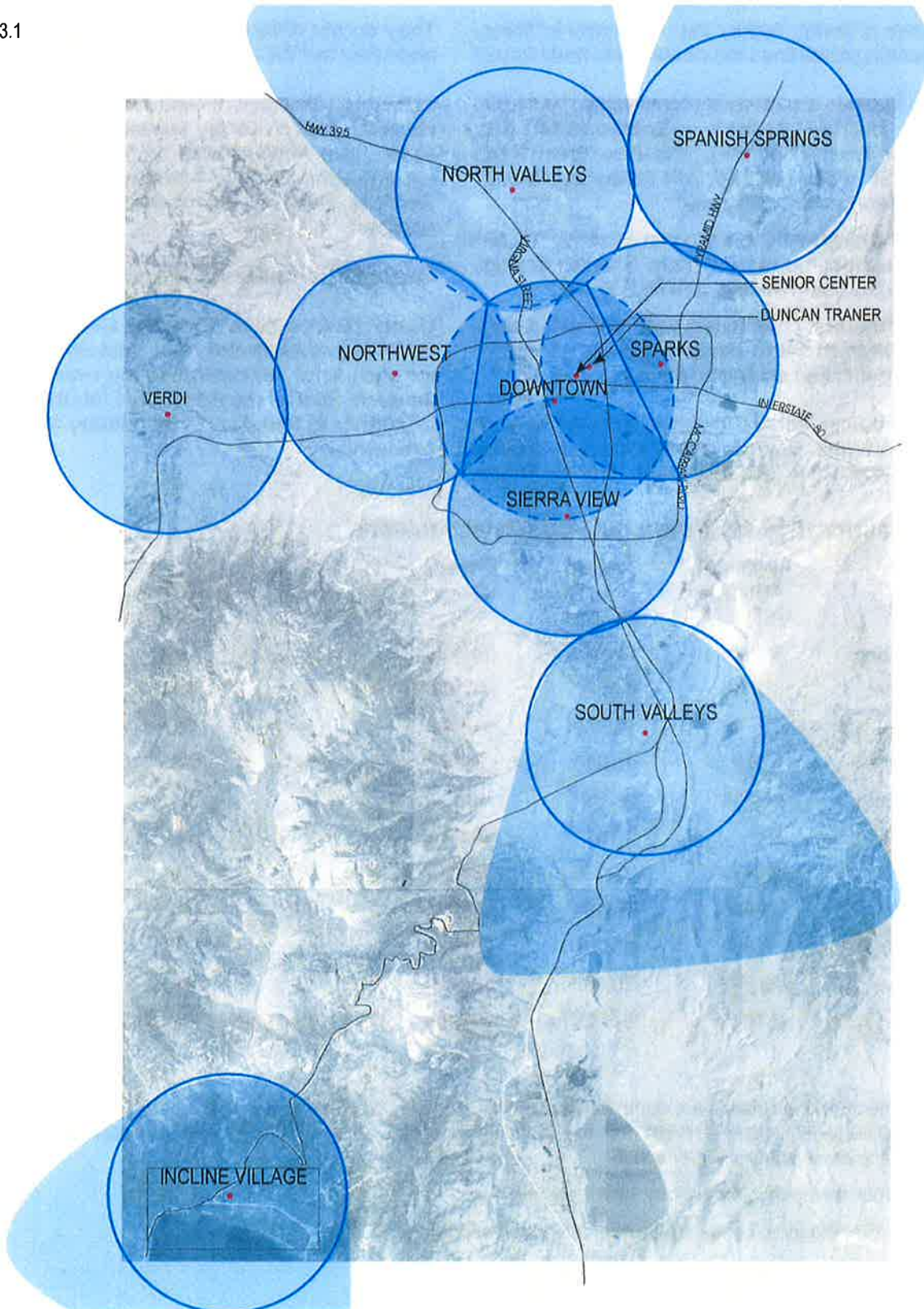
Examination of the map shows a good overall distribution of libraries with some considerable overlapping in the Reno/Sparks core:

- Downtown Reno’s 3-mile ring covers about almost half of Sierra View and Sparks and about 20 percent of Northwest Reno; and
- Sparks covers about 20 percent of Sierra View.

Table 3A
Population Service Area Per 1-Mile, 3-Mile, & 5-Mile Rings

<i>Branch Library</i>	<i>1-Mile</i>	<i>3-Mile</i>	<i>5-Mile</i>
Downtown Reno	21,370	128,958	230,413
Duncan Traner	20,402	117,437	247,189
Incline Village	4,710	9,678	14,782
North Valleys	2,543	28,748	78,962
Northwest Reno	9,678	50,547	120,006
Senior Center	19,075	119,002	245,590
Sierra View	23,933	87,386	198,740
South Valleys	2,476	33,561	52,290
Spanish Springs	5,784	53,398	153,983
Sparks	20,047	100,978	225,488
Verdi	772	3,463	10,543

Fig. 3.1



WCLS LIBRARY BRANCH SERVICE AREAS

4. Analysis Of Existing Facilities

Based upon a library facility that conforms to library space planning guidelines the consultants have found:

- Three libraries are currently “undersized” by 4,000 square feet (SF) or more – Sparks (6,440 SF), North Valleys (4,842 SF), and Downtown Reno (4,139 SF when both administration and branch library services are computed);
- The remaining eight libraries are currently “undersized” in amounts ranging from Spanish Springs (172 SF) to South Valleys (3,478 SF); and
- Most of the branch libraries have adequate parking, Downtown Reno being a glaring exception, with no dedicated customer parking.

The “Needed Size” square footages listed in table 4A are for the current services being provided, staffing levels, and collection sizes at each branch library.

They do not reflect future space needs or the space needs for the WCLS as a whole.

In table 4A Downtown Reno indicates the existing and required branch library spaces (stacks, branch staff space, etc) An additional 12,000 SF is required for system administrative functions, including Technical Services, Systems, Administration, and other support services.

Quantitative Analysis Of Each WCLS Facility

Using Library Space Planning Guidelines developed by Godfrey’s Associates, Inc. Table 4A was developed for each library to determine the overall needed size for each. Please see Appendix C for these charts and for further explanation of the Library Space Planning Guidelines.

**Table 4A
WASHOE COUNTY LIBRARY SYSTEM CURRENT SPACE ANALYSIS**

Library	Existing Actual Size (SF)	Needed Size (SF)	Plus or Minus (SF)	Existing Parking Spaces*	Needed Parking Spaces*	Plus or Minus Spaces*
Downtown Reno	58,825	62,925	(4,100)	4	210	(206)
Duncan-Traner ¹	3,200	4,309	(1,109)	0	21	(21)
Incline Village	11,045	12,989	(1,944)	34	33	(1)
North Valleys ²	9,178	13,290	(4,112)	NA	66	NA
Northwest Reno	28,634	28,531	103	92	95	(4)
Senior Center ³	800	1,734	(934)	NA	NA	NA
Sierra View ⁴	23,130	23,770	(640)	NA	79	NA
South Valleys	17,500	19,269	(1,769)	68	96	(28)
Spanish Springs	30,000	30,234	(234)	89	100	(11)
Sparks	22,832	28,087	(5,255)	83	94	(11)
Verdi ⁵	3,184	5,772	(2,588)	16	29	(13)

NOTES:

- * Needed Parking Spaces are computed as follows: Total building space less than 20,000 SF need one space for every 200 building gross square feet of space. For buildings above 20,000 SF need one space for every 333 building gross square feet of space.
- 1. No dedicated parking for library, street parking only.
- 2. Now in a shopping center, no dedicated library parking.
- 3. Parking part of Washoe County Government Center complex.
- 4. Now in a shopping center, no dedicated library parking.
- 5. Needed parking spaces computed for entire building, including the meeting room.

5. Planning For The Next 20 Years

A Citizens Advisory Committee issued their report “An Overview of Washoe County Library System History & Future Library Trends.” FINAL REPORT of the Citizens’ Advisory Committee on the Future of Washoe County Library System,” on December 2011. The consultants applaud the Committee for their work and believe what they proposed has merit with regard to future planning for the WCLS.

From the report:

In 1904 the city of Reno 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. Washoe County took over the library in 1931, during the early years of the Great Depression.

The growing use of electronic tools – smart phones, tablet computers, e-readers, and social media applications – require a total re-assessment of the role of WCLS services and facilities. Given the current economic conditions, the committee envisions the next two years as a “maintenance” period in which fewer, but critical, services are provided. Up to this point, library services have been at an acceptable level in terms of public perception. Keeping this perception alive is one objective of the committee’s recommendations.

The Committee pointed out that a reduction in library service hours was “a clear impact on users.” The report stated:

90% of survey respondents identified library hours of operation as a problem. “*The shortened hours*

make it much more difficult for me to get to the library!!” “The reduced hours in the evening are a problem for me.”

The Committee developed a list of “Long Term – Two to Eight Years” recommendations. Those recommendations, 11 in all, included these five:

17. Consider fewer, but full-service branches along with kiosks.
18. Combine Downtown Reno and Sierra View branches into one, community oriented “urban” consolidated library hub supporting public, business, and government needs, perhaps combined with other government offices.
19. Gradually replace, upgrade, or eliminate older facilities.
20. Provide infrastructure for a more robust web presence.
21. Close / rethink partnership libraries such as Duncan-Traner and Verdi.

Projected Population

A central piece of information needed to determine the need for the future is the projected population for 2035. The consultants utilized two sources to develop population projections for the next 20 years:

- Washoe County Consensus Forecast 2010 – 2030; and
- The State’s Department of Taxation’s Nevada County Population Projections 2010 to 2030.

Both sources, as their respective titles indicate, project only 15 years forward. To account for the last five years (2031 – 2035) we took the mid-point between the 2030 projections and averaged them per year.



Spanish Springs Branch Library

**Table 5A
WASHOE COUNTY POPULATION PROJECTIONS 2015 – 2035**

Year	County Consensus	State of Nevada
2015	472,718	487,936
2020	512,137	524,944
2025	551,012	554,134
2030	590,490	583,612

To move beyond 2030 we factored the following:

- 2025 – 2030 Increase 39,478 29,478
- 39,478 divided by 5 = 7,896
- 29,478 divided by 5 = 5,896

Thus, 7,896 (County Consensus) + 5,896 (State of Nevada) divided by 2 = 6,896.
Multiplying 6,896 by 5 (years) = 34,480. Therefore:

2035 624,970 618,092

Average for 2035 = 621,531.

The consultants have rounded to 621,530 as the 2035 population projection for Washoe County, and thus for the Washoe County Library System (WCLS).



South Valleys Branch Library

6. WASHOE COUNTY DEMOGRAPHICS

The consultants developed two tables as a means of examining the demographics of the County as a whole as well as Reno and Sparks (the two cities within the County) and Spanish Springs and Incline Village (the two Census Designated Places [CDP] in Washoe County).

Tables 6A and 6B on next two pages were developed from data assembled by DecisionWhere, Inc., Scan/US 2014 Estimates (Jan1) except for 6B Land Area Sq. Miles and population Density data taken for US Census Bureau QuickFacts, December 4, 2014.

Table 6A
WASHOE COUNTY DEMOGRAPHIC PERCENTAGES

Demographic	County	Reno	Incline Village*	Spanish Springs*	Sparks
Age Cohort					
0 – 14	19.0	18.2	13.4	22.1	20.2
15 – 19	6.4	6.6	5.1	6.9	6.8
25 – 44	26.4	26.6	26.2	26.5	26.2
65 +	14.3	14.6	17.5	12.3	13.9
Median Age (Years)	37.7	40.6	49.2	38.6	38.2
Race/Ethnicity					
White	77.0	72.9	87.2	77.8	66.6
Black	2.3	2.9	0.3	1.9	3.7
Asian	5.2	5.7	2.1	4.4	5.8
Multiple Races	13.3	16.8	10.0	14.1	20.8
Hispanic Origin	23.4	29.7	19.3	34.4	36.5
Education (25 Yrs +)					
No HS Diploma	13.3	17.4	9.7	13.9	21.9
HS or GED	25.2	25.8	13.5	29.4	31.3
Some College	34.8	32.1	32.5	38.0	31.4
College Degree	17.5	15.8	29.3	12.8	11.3
Graduate Degree	9.6	8.9	18.1	5.8	4.1
Labor Force (16 Yrs +)					
Employed	61.1	59.5	57.6	62.1	57.2
Unemployed	6.9	7.6	4.5	7.3	10.1
Not in Labor Force	31.8	32.8	37.9	30.4	38.5
Households (170,138)					
Avg. HH Size (#)	2.53	2.41	2.27	2.89	2.57
Avg. Family Size (#r)	3.08	3.27	2.84	3.39	3.46
Married Couples					
w/Children	45.0	45.6	29.8	49.0	49.6
Male w/Children	60.8	56.8	70.4	64.7	60.8
Female w/Children	65.6	65.6	62.7	64.2	66.2
HH Available Vehicles					
0	7.5	11.7	1.6	2.0	13.4
1	32.1	38.4	28.5	25.8	38.4
2	39.4	34.5	47.7	43.4	32.2
Avg. (#)	1.8	1.6	2.0	2.1	1.6
Total Housing Units (#)					
Owner Occupied	NA	102,317	8,129	19,234	42,055
Renter Occupied	59.2	44.8	65.2	77.0	42.9
	40.8	55.2	34.8	23.0	57.1

NOTE:

* Incline Village & Spanish Springs are defined by US Census Bureau as a Census Designated Place (CDP).

Table 6B
WASHOE COUNTY ADDITIONAL DEMOGRAPHICS

Demographic	County	Reno	Incline Village*	Spanish Springs*	Sparks
Median HH Income	\$56,101	\$50,125	\$75,505	\$51,406	\$48,715
% Below Poverty Line	14.7	17.7	8.1	3.9	13.4
Mean Travel Time to Work (minutes)	21.1	19.4	15.2	28.0	21.8
Land Area Sq. Miles	6,302	103	21.5	56	36
Density Sq. Mile	1:67	1:2,186	1:408	1:271	1:2,524

NOTES:

* Median HH Income based on 5-mile ring.

Civic Technologies Data – On August 21, 2014, Civic Technologies, via a Staff Day Workshop, presented a “Briefing Book.” The WCLS subsequently forwarded the information to the consultants.

The “Book” contains a large amount of data. The consultants have studied the last two sections – “Data Tables and Figures” that starts on page 75 and “Segment Descriptions” that begins on page 107.

As understood by the consultants, Civic Technologies to WCLS furnished library borrower card data to determine both the “customer base” and “customer segmentation of the Library System’s current customers. From that data a series of charts were developed and presented to Workshop participants.

In turn, the consultants have used that information to identify, by percentage, the service area population (as determined by Civic Technologies) of current customers. The Duncan Traner Branch Library, according to Civic Technologies’ data, has the highest percentage of service area population that are WCLS customers. Conversely, the Verdi Branch Library has the lowest percentage. Of the “full service” branch libraries, Northwest Reno and South Valleys have the highest percentages. As a system, WCLS has 17.84 percent of its service area population as customers.

Civic Technologies uses the Tapestry system that breaks down areas by US Census blocks (as opposed to Experian, whose data is at the household level) to determine the different market segments and their demographics, etc. There are 70 plus segments that defined the U.S. population.

Table 6C
Percentage of Service Area Population Who Are Customers

Library	Population	Customers	% Customers	Non-Customers
Duncan/Traner	3,795	1,241	32.7	2,554
Northwest Reno	44,406	9,823	22.12	34,583
South Valleys	52,391	10,818	20.65	41,573
Spanish Springs	64,421	11,916	18.49	52,505
Downtown Reno	53,736	9,548	17.77	44,188
Incline Village	9,195	1,507	16.39	7,688
Sparks	75,936	12,419	16.35	63,517
North Valleys	61,069	9,751	15.97	51,318
Sierra View	61,372	9,272	15.11	52,100
Verdi	1,341	13	0.1	1,328
Grand Total	427,662	76,308	17.84	351,354

NOTES:

1. Table developed from Civic Technologies data on page 86 of their report.

The consultants, as shown in Table 6D below, compared the percentage of the market segmentation population and the checkout (circulation) rankings. The top three market segments, in terms of percentage of population also have the highest checkout ranking. However, the 4th (Milk & Cookies) and 5th (Aspiring Young Families) percentage of population rank 10th and 8th respectively re checkout rankings. The consultants do not believe this to be a significant anomaly.

The consultants do believe that the best use of the “Briefing Book” data will be for collection development and library programs and programming services. Household-level data from Experian would be useful for pinpointing potential locations of new libraries or better locations for existing facilities.

Table 6D
Population, Share of Population, and Checkout Rank by Customer Type¹

Customer Type	Population	Percentage Population	Checkout Rank
Up & Coming Families	54,273	12.7	1
Inner City Tenants	33,712	7.9	2
Exurbanites	28,869	6.7	3
Milk & Cookies	24,634	5.8	10
Aspiring Young Families	21,905	5.1	8
Old and Newcomers	18,497	4.3	4
Social Security Set	8,298	2.1	5

1. Table developed from Civic Technologies data, pp 76-77 of report.

Importance of Demographics

The consultants firmly believe that future library service should give demographics of the areas to be served as much consideration as population projections.

Two studies, one published in 2013 the other published in 2011, under- score the importance of demographics – and especially – educational attainment levels regarding use of the public library and – indirectly – circulation of library materials.

Pew Research Center’s 2013 Internet & American Life Library Services Survey of 6,224 Americans ages 16 and older found that 86 percent of persons age 18 and older with an educational attainment level of “College +” had visited a public library in person and 58 percent had visited in the past 12 months. This compared with 67 and 34 percent respectively that did not have a high school diploma and 77 and 39 percent with a high school diploma.

In 2011, the American Library Association’s A Strong Future for Public Libraries & Employment indicated that education level and household income are correlated with in-person or remote online use of public libraries. Those with higher levels of education and higher household incomes are more likely to be public library users (see Table 6E below).

The consultants believe the demographics that are the best predictors of library usage are:

- **Educational attainment level** – The more education a service area population has the greater the use of the library;
- **Families with children living at home** - These families will use the public library for both their children and themselves;
- **Home ownership** – Persons who live in the home they own typically make greater use of the public library than renters; and
- **Percentage of service area population between ages 0 – 14** – Many parents want the best for their children, and the public library is the first step in climbing the educational ladder.

Other demographics should be studied and taken into account when planning services and choosing locations. For example:

- Ethnicity is important for collection development and programming;
- Senior residents, those 65 and older, have special needs and often have more discretionary time at their disposal;

- Available vehicles is an influencing factor on hours of service as well as location in relation to public transportation; and
- High unemployment rates or high rates of "not in the labor force" in a service population are indicators of a greater need for library services, services that those in these two categories may not be aware of.

The demographics of each service area should be monitored closely and updated no less than every two to three years.

Table 6E
Proportion of Adults Who Visited Public Libraries In-Person or Remotely by Highest Level of Education in 2006 (n=993)

Educational Attainment Level	Percent Visiting Public Libraries
More than 4-year college degree (n=199) -	85.9%
4-year college degree (n=206) -	75.5%
Some college or 2-year degree (n=331) -	62.7%
High school graduate or GED (n=220) -	52.7%
Less than high school diploma (n=36)	30.6%



Downtown Reno Branch Library

7. STATISTICAL USAGE COMPARISONS

The consultants developed tables on the following three sheets that provide a historical perspective regarding use of the WCLS:

- Table 7A looks at usage over the past three fiscal years – FY12, FY13, and FY14;
- Table 7B compares usage between FY07 and FY13; and
- Table 7C takes a look at the “productivity” of the 11 branch libraries.

Usage of WCLS in almost every measurable category has declined over the past three years. Only three of the eight categories of service studied show an increase. It is important to note that in the same three years the “Net Public Hours,” i.e. when the public could use a WCLS library, had a very slight decline and the staff hours (public service staff only) had a significant decrease. These two factors had a negative impact on use of the WCLS.

The impact can be readily seen when comparing FY07 and FY13 (Table 7B). Across the board, usage declined – and quite sharply in terms of all but checkouts. A library that is not open cannot be used and if

staff is reduced, even when a library may be open a customer, or potential customer, may leave as there is no one to provide needed assistance.

It should be noted that not only the current five-day a week schedule for the branch libraries has impacted service, but the impact has been felt by operations and staff area safety. For example, often the after hours library materials return bins cannot handle the volume of materials returned over a two day period. And, when they are left open in the public or staff areas of the buildings there is a higher potential of fire hazards.

Our rationale for Table 7C is NOT to set in motion a competition between the different libraries. It is to illustrate how the lack of user-friendly space and adequate financial support influences nearly every facet of library service. Collection items per capita in the WCLS is almost 50 percent less than the often cited “standard” of two items per capita. Circulation (checkouts) per capita pales when compared to many other libraries.

Planning for the next 20 years should establish a set of realistic achievable goals and measurable objectives.

Table 7A
Statistical Comparisons – Fiscal Years 12 – 14

Fiscal Year	County Population	Checkouts	New Registrations	Gate Count	Computer Use	Program Attendance	Meeting Room Use	Website Hits	Total Contacts
FY12	427,704	2,340,984	16,220	1,265,420	254,085	61,965	28,920	952,208	4,919,801
FY13	432,324	2,282,504	16,805	1,228,303	252,220	97,744	15,170	960,336	4,850,082
FY14	437,598	2,203,005	16,235	1,172,719	270,924	77,583	13,818	896,258	4,650,542
Numeric Change	9,984	(137,979)	15	(92,701)	16,839	15,618	(15,102)	(55,950)	(269,260)
% Change	2.31%	(5.89%)	0.09%	(7.73%)	6.63%	25.2%	(52.22%)	(5.88%)	(5.47%)
Per Capita FY12		5.47	0.038	2.96	0.59	0.14	0.07	2.23	11.50
Per Capita FY14		5.03	0.037	2.68	0.62	0.18	0.03	2.22	10.63
Numeric Change		(0.44)	(0.001)	(0.28)	0.03	0.4	(0.04)	(0.01)	(0.87)
% Change		(8.02%)	(2.17%)	(9.42%)	4.22%	22.37%	(53.3%)	(0.22%)	(7.71%)

Table 7B
Statistical Comparisons – Fiscal Years 07 and 13

Fiscal Year	County Population	Checkouts	Gate Count	Computer Use	Total Contacts	Net Public Hours	Total FTE Staff
FY07	403,202	2,309,941	1,658,733	385,082	4,353,756	26,958	221.00
FY13	432,324	2,282,504	1,228,303	252,220	3,763,027	18,418	100.00
Numeric Change	29,122	(27,437)	(430,430)	(132,862)	(590,729)	(8,540)	(121,00)
% Change	7.22%	(1.19%)	(25.95%)	(34.5%)	(13.57%)	(31.68%)	(54.75%)
Per Capita FY07		5.73	4.11	0.96	10.8	0.067	0.00054
Per Capita FY13		5.28	2.84	0.58	8.7	0.043	0.00023
Numeric Change		(0.45)	(1.27)	(0.38)	(2.1)	(0.024)	(0.00031)
% Change		(0.08%)	(0.31%)	(0.4%)	(0.19%)	(0.358%)	(0.57407%)



Sparks Branch Library

Table 7C
WASHOE COUNTY LIBRARY SYSTEM
Library-by-Library Productivity Comparisons

Library	Population Served	Square Feet	SF Per Capita	Collections	Collections Per Capita	Collections Per SF	Circulation	Circulation Per Capita	Collection Turnover	Visits	Visits Per Capita	Visits Per SF	FTE	Circ Per FTE	Visits Per FTE
Downtown Reno ¹	128,958	58,825	0.46	126,895	0.98	2.16	299,309	2.32	2.36	195,680	1.52	3.33	13.55	22,089	14,441
Duncan-Trainer ²	20,402	3,200	0.16	20,621	1.01	6.44	20,045	0.98	0.97	5,800	0.28	1.81	0.45	NA	NA
Incline Village	9,678	11,045	1.14	35,396	3.66	3.20	80,720	8.34	2.28	60,419	6.24	5.47	5.875	13,740	10,284
North Valleys	28,748	9,178	0.32	50,371	1.75	5.49	171,012	5.95	3.40	88,749	3.09	9.67	6.425	26,617	13,813
Northwest Reno	50,547	28,634	0.57	86,306	1.75	3.08	295,360	5.84	3.34	156,162	3.09	5.45	10.25	28,816	15,235
Senior Center	19,075	800	0.04	4,184	0.22	5.23	11,486	0.60	2.75	23,832	1.25	29.79	1	11,486	23,832
Sierra View	87,386	23,130	0.26	72,667	0.83	3.14	262,918	3.01	3.62	189,258	2.17	8.18	10.25	25,651	18,464
South Valleys	52,290	17,500	0.33	60,232	1.15	3.44	284,703	5.44	4.73	157,511	3.01	9.00	9.875	28,831	15,950
Spanish Springs	53,398	30,000	0.56	63,266	1.18	2.11	195,053	3.65	3.08	115,940	2.17	3.86	9.50	20,532	12,204
Sparks	100,978	22,832	0.23	102,443	1.01	4.49	346,496	3.43	3.38	177,594	1.76	7.78	9.50	36,473	18,694
Verdi ²	772	3,184	4.12	12,142	15.73	3.81	16,862	21.84	1.39	1,774	2.30	0.56	0.625	26,979	2,838
System Totals	437,598	208,328		636,523			1,983,964			1,172,719			77,300		
System Averages	43,760	18,939	0.48	57,866	1.45	3.06	180,360	4.53	3.12	106,611	2.68	5.63	7.027	25,666	15,171
System Totals w/o Duncan-Trainer, Sr. Cntr & Verdi	437,598	201,144		599,576			1,935,571			1,141,313			75		
System Averages w/o Duncan-Trainer, Sr. Cntr & Verdi	62,514	28,735	0.46	85,654	1.37	2.98	276,510	4.42	3.23	163,045	2.61	5.67	10.7	25,730	15,172

NOTES:
1. FTE is public services staff and does not include system administration staff
2. Circulation figures for Duncan-Trainer and Verdi include both school house and public hours.

8. System Recommendations

Based on our findings and observations and the reviews of the draft reports the consultants offer the following recommendations:

1. First and foremost, the hours of service for at least three strategically located libraries need to be extended to a minimum of six-day a week service with four evening hours (at least until 8:00 PM) and two days of 6:00 PM closing. The opening hours should be the same each day, preferably opening no later than 9:30 AM, with staff on duty and at work no later than 9:00 AM.
2. Second in importance is Technology. We recommend the following two initiatives (the appendices include our full report on WCLS Technology).

A. Thin Clients – The Technology Plan makes clear that replacing aging PCs is a priority. Thin Clients can provide significant cost savings in terms of purchasing, maintenance, and administrative costs. And while WCLS may not be able to replace all the PCs they want at the same time there is no reason to not initiate a replacement program.

B. Koha ILS Upgrades – Desired and needed Koha upgrades are these:

- Overdrive API;
- Database API;
- Acquisitions module;
- Catalog clean up;
- Responsive design for public catalog; and
- Koha functionality will also affect use of kiosks in-house and remotely.

3. An objective in-house study should be undertaken regarding the cost and public service implications concerning an increase in the outsourcing of library materials procurement and processing activities. Specifically:

- Complete processing of all materials;
- Drop shipments to each branch library facility; and
- All materials to be shelf-ready after library staff check-in and determination that all orders have been filled to WCLS satisfaction prior to invoice payment.

4. Initiate the process of selectively downsizing the physical copies of all media – Audiobooks, DVDs, and Music CDs. Concurrently, increase the promotion of the fact that WCLS libraries have download stations. Tutorials to help patrons with streaming and downloading should be offered. The acquisition of new media items should also be reduced with the net result of each year for the next five years the overall media collections will be reduced to zero – or very close to it.

5. Consider after hours pick-up lockers for all libraries.

6. WCLS should initiate a RFID project by “tagging” all new acquisitions for the next five years. Concurrently, if the present ILS is capable, a “dusty book” report should be run twice. In year one it should look for items (circulating items) that have not been borrowed in the last five years (if 2015 is year one, then items last borrowed in 2009 and before would show up on the report and become prime candidates for withdrawal. Then, in 2018 (there has now been three + years of “tagging,” do another “dusty book” report and use a three year window. Once all of that has been accomplished, and the five-year timeframe has elapsed, it would be time to tag the balance of the collection.

If Washoe County’s financial policies count library materials – or at least library books – as a capital investment then a case can be made to treat RFID tags in a like manner since they are helping secure the investment in the books.

7. In order to meet the increasing demand for heavy content usage bandwidth available to WCLS and its customers must be increased. The consultants recommend the following ranges:

- Minimum bandwidth = 512 kbps download 128kbps upload per computer;
- Medium range = 768 kbps download 256 kbps upload per computer; and
- Top end = 1024 kbps download 512 upload per computer.

Although these figures may look low at first glance it has to be re-



Verdi Branch Library

membered that this is per computer so the actual amount of bandwidth required to meet these levels is based upon the number of computers and Wi-Fi connections made available rather than the service offered by the ISP .

For example, North Valleys has 17 wired and five wireless devices -- a total of 22 devices with the current amount of bandwidth available being 6mbps download and 768 mbps upload. In order to run these 22 devices at the minimum bandwidth requirement of 512 download and 128 upload it would be necessary to add 14.5mbps download and 3.625 mbps upload. To reach the medium range it would be necessary to add 21.75mbps upload and 7.25 download. And, to reach the top end, 29mbps upload and 14.5mbps download would have to be added to the existing bandwidth at North Valleys Branch Library.

The consultants do not have exact figures of PC and devices for every branch library, so we are unable to calculate the required bandwidth that would be required to be added to meet the defined levels. In addition, it needs to be remembered that if the supplied figures that are for public PCs only additional bandwidth would need to be added in order to ensure that staff PCs operate at the same level.

The demand for increased bandwidth is only going to increase in the months and years ahead. It would be easy to say that WCLS should seek as much bandwidth as they can obtain. But, the reality of cost of increasing bandwidth is a significant one. Therefore, the consultants recommend at this time a goal of implementing 512 kbps download 128kbps upload per computer. This will be achieved once WCLS has defined what the true current bandwidth allocation is, and how many computers will be accessing it in a given branch. Also, any future PCs (or other devices) added to a location would require the purchase of additional bandwidth in order to maintain the allocation.



Spanish Springs Branch Library

9. Facility Analysis And Recommendations

The consultants' analysis and recommendations for the 11 WCLS facilities that are part of this study follows. Facility floor plans are provided as a reference, and indicate the approximate existing facility layout.

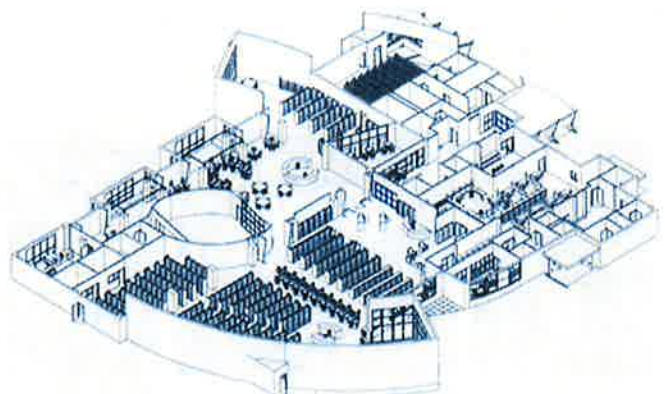
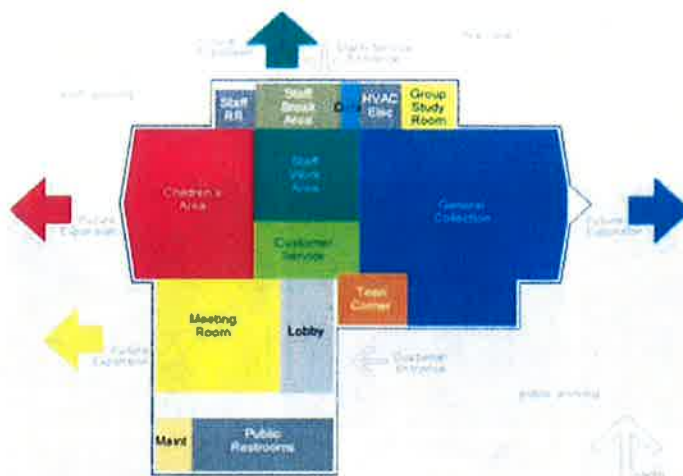
Public School Partnerships

We recommend that the partnerships between WCLS and Duncan Traner Elementary and Verdi Elementary schools be ended at the conclusion of the current academic year. These two locations are primarily school libraries open a minimal number of hours for general public use. They utilize staff resources that could be best be deployed elsewhere in the system. Duncan Traner is very close to the Senior Center and is within 2.25 miles of three other libraries (Downtown Reno, Senior Center, and Sparks). It has no off-street parking. The Verdi library is similar to Duncan Traner; and primarily a school library with very low utilization.

Space Planning

For four of the branch libraries the consultants recommend a new space plan be developed and implemented. Space planning Incline Village, Northwest Reno, South Valleys and Spanish Springs would include these tasks:

1. WCLS would hire consultants who would produce, if not already available, a scaled floor plan of each of facility showing all exterior and interior walls, columns, rest rooms, mechanical spaces, custodial closets, etc. with precise measurements for each element.
2. A one-day space planning charrette at each library would be scheduled and held, to be completed over four consecutive days (ideally a Monday – Thursday schedule).
3. The consultants would develop a blocking plan (see example below) to show the location of different program elements (e.g. Children's Area, Front Desk), and a Bird's eye view (also below) of the floor layout showing all furniture and equipment, rooms, etc. The consultants would prepare a cost estimate and a implementation schedule for each library. These items would be reviewed by the county and community, perhaps via a second set of charrete, then finalized by the consultants.

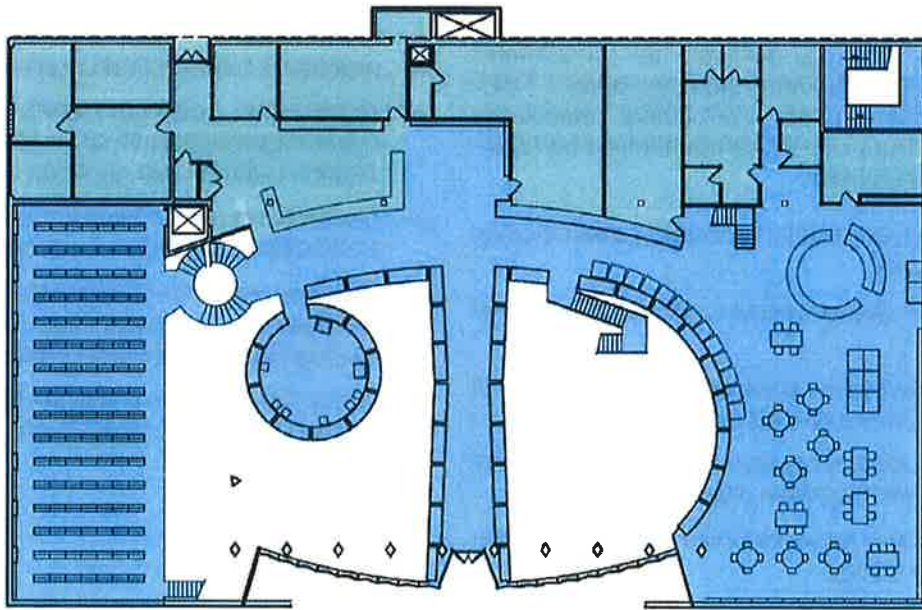


Furniture, Fixtures, and Equipment (FF&E)

In developing the Library Space Planning Spreadsheets for the 11 existing facilities the consultants noticed the absence of several spaces and/or FF&E items in many of the libraries. We believe selectively adding these elements should be considered as facility planning moves forward:

- Bench seating, especially for Adults, often located with "New Books;"
- Computers for Teens/Tweens and for Children of different ages;
- Computers where two persons can work together (one monitor but two control devices);
- Collaborative stations where three to four or five persons can work together sharing one screen;
- Four-place reader table for Children's, with smaller tables for very young;
- Floor seating for Children, often comprised of pillows around a 12"high round table (young children love to be on the floor);
- Spaces for tutoring that is private or semi-private;
- Read Aloud seating in Children's Services where a parent/grandparent/ older sib can read aloud to a children without unduly disturbing others;
- Conference rooms seating from eight to 12 or 20 to 30 depending upon building size and usage;
- Program room for Children's Services, best with both carpet (or similar) floor for story times, etc., hard surface for arts and crafts; and
- Group Study Rooms like at South Valleys, some seating four, some seating six.

Existing Floor Plans



LEGEND	
	Public Areas
	Staff/Support Area

DOWNTOWN BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

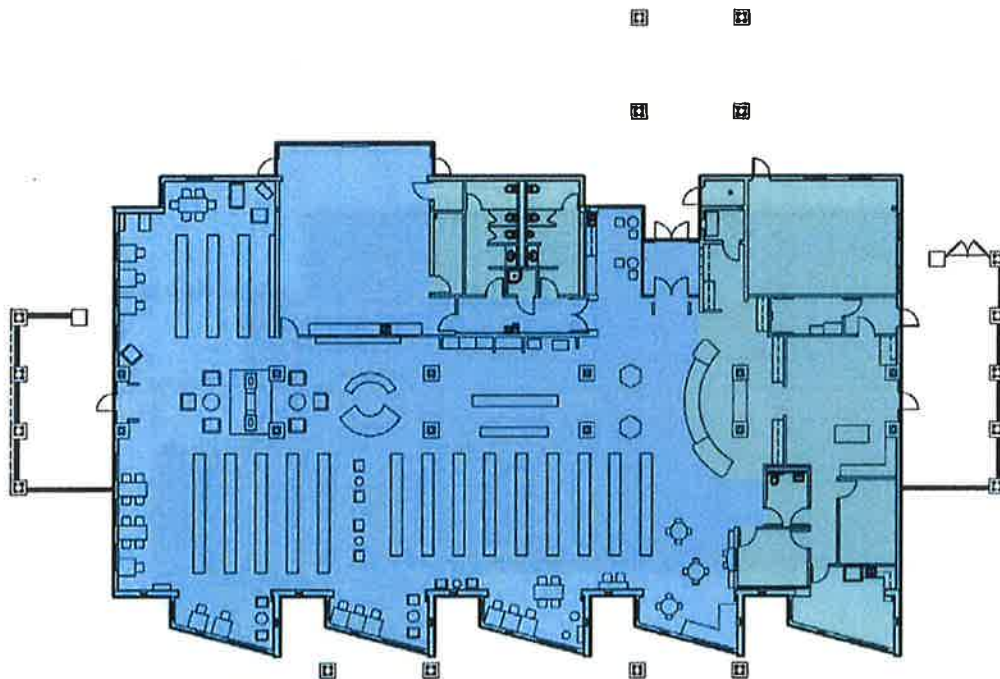
Address:	301 S Center St., Reno, NV 89501
Current Square Feet:	58,825 sf
Construction Date:	1964
Construction Type:	Masonry/Steel
Ownership:	WCLS (City of Reno owns land)

Space Analysis: Though of architectural interest and value, this library has a very inefficient floor plan and numerous facility issues. The amount of “back of house” and circulation space reduces the space available for library stacks and public use. The library is difficult to run given the inefficient use of space, seven different floor levels, and concerns about asbestos. Space for group study or small meetings is needed.

Facility/Maintenance Issues: Asbestos in ceilings and floors, obsolete lighting system, inefficient and leaky windows, lack of accessible means of egress, and aging finishes requiring substantial rehabilitation.



Recommendations: The Downtown Reno should be labeled as the “Central Library” of the WCLS. Options for the Downtown Library Facility, not in order of preference are:

1. Major renovation that leaves the “garden” and the four stack levels in place but “guts” the balance of the building. The System Administration staff would move to a different location, with the staff for the Downtown Library to remain. A minor or moderate renovation of the facility is not recommended due to excessive cost and no remedy for the parking issue.
2. A totally new facility on a new site with public transportation access being a critical component of the site. The new site could be located downtown or slightly to the south near the intersection of Plumb and Virginia. The size and location of this facility will be based on the which option in Section 10 of this report is selected.



INCLINE VILLAGE BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

Address: 845 Alder Ave, Incline Village, NV, 89451
Current Square Feet: 11,045 sf
Construction Date: 2005
Construction Type: Heavy Timber
Ownership: WCLS

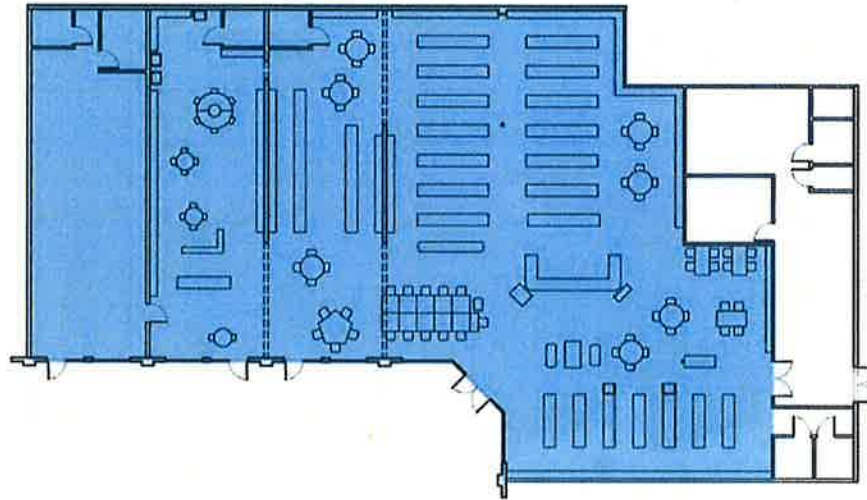
LEGEND	
	Public Areas
	Staff/Support Area

Space Analysis: This is a very nice facility in good condition, but it is over crowded with shelving and furniture. A space plan should be developed in order to improve the efficiency of space use and provide improved public service. The space plan would also determine if either, or both, of the “patios” or “porches” at each end of the building could be enclosed to provide additional space.

Facility/Maintenance Issues: Parking lot drains toward the curb in front of the building entry, causing dangerous ice build-up. Roof drains onto and is damaging entry column. Slate floors need to be sealed.

Short Term Recommendations: New Space Plan. Attend to facility issues. The dangerous condition caused by ice build-up at the curb could be somewhat mitigated by adding hand rails along the curb. However, a longer term solution that redirects drainage water and provides for a typical curb cut at the curb in front of the entry is recommended. The roof drainage issue could be addressed at low cost with the addition of flashing to redirect water away from column.

Long Term Recommendations: Expansion



LEGEND

- Public Areas
- Staff/Support Area

NORTH VALLEYS BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

Address: 1075 N. Hills, Blvd, Reno, NV 89506
Current Square Feet: 9,178 sf
Construction Date: Unknown
Construction Type: Unknown
Ownership: Leased Facility

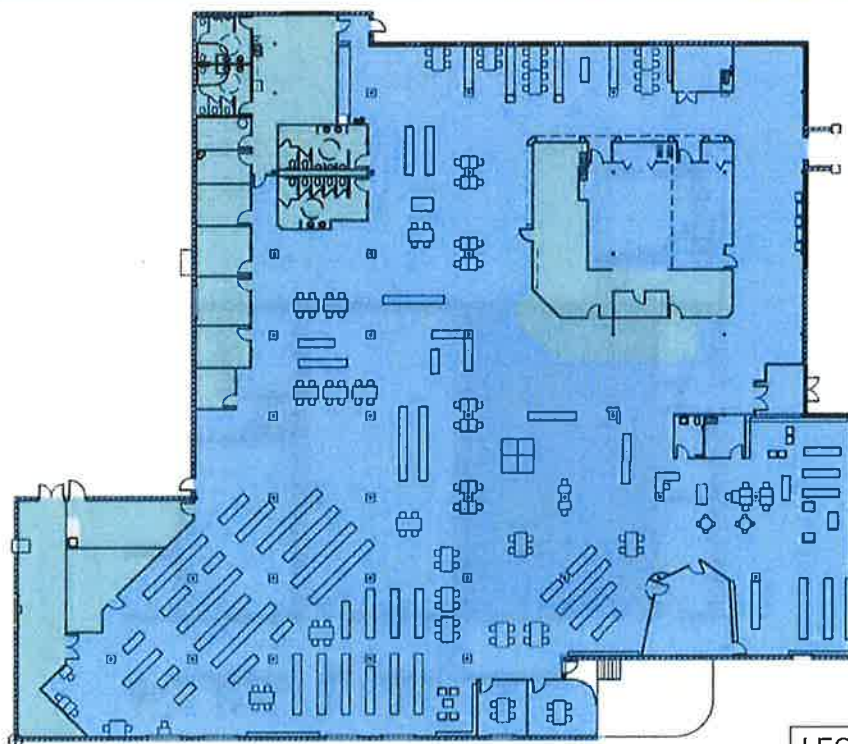
Space Analysis: This facility is busy and overcrowded. Of all of the major branch libraries, it has the largest deficiency in square footage in proportion to its size. The library is located in a leased space with a historically discounted lease rate and forgiveness of Common Area Maintenance (CAM) costs. The lease expires in June 2015 and the annual cost of the lease will increase over \$100,000 this year. Given the overcrowding it is questionable if that is a good expenditure of operational funds for more than one or two years.



Facility/Maintenance Issues: Insufficient internet speed. Book drop is not fire-rated.

Short Term Recommendations: Until a new facility is opened consider the following options:

1. Acquire a portable building and a site and operate until a new facility can be programmed, planned, designed, constructed, furnished, and equipped.
2. Renew the lease for two years and maintain the Meeting Room space.

Long Term Recommendations: A new branch library on a site of at least three to four acres.



LEGEND	
	Public Areas
	Staff/Support Area

NORTHWEST RENO BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

Address:	2325 Robb Drive, Reno, NV 89523
Current Square Feet:	28,364 sf
Construction Date:	1989, Renovated 1999
Construction Type:	Masonry
Ownership:	WCLS

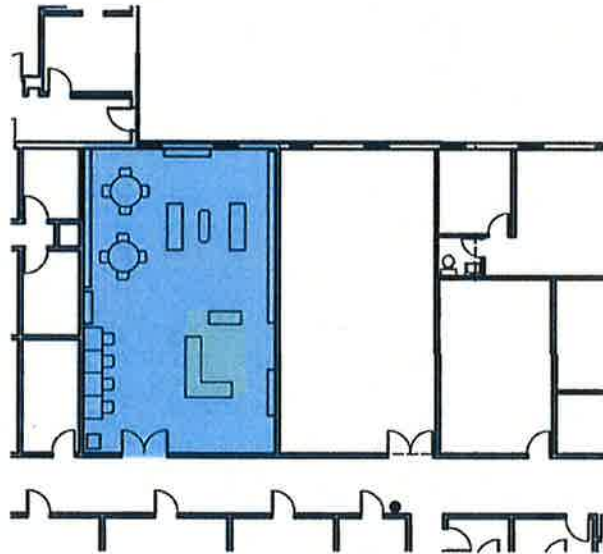
Space Analysis: The Northwest Reno facility functions well. The most difficult issue at this facility seems to be that the drive-up book window location is isolated from rest of staff areas and requires dedicated staff person to service. Without significant site and interior renovations, we do not see a good fix to this issue. Staff also reports feeling unsafe when working at the drive-up window due to the one-way glazing and insufficient exterior lighting.

Facility/Maintenance Issues: The monitoring system for the Solar PV panels does not function properly. Book drop is not fire rated. Concrete cracking and spawling at side entry steps. Roof and HVAC system need to be replaced.



Short Term Recommendations:

1. Develop a Space Plan for reorganization of the interior spaces with the goal of turning some unassignable space into assignable space, thus increasing the facility's capacity. The consultants refer to this as "found space."
2. Improve the exterior lighting on all sides of the building, and replace glass at drive-up book window.
3. Address maintenance issues.

Long Term Recommendations: Expansion.



SENIOR CENTER BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

LEGEND	
	Public Areas
	Staff/Support Area

Address: 1155 E 9th Street, Reno, NV 89512
Current Square Feet: 800 sf
Construction Date: Unknown
Construction Type: Unknown
Ownership: Washoe County

Space Analysis:

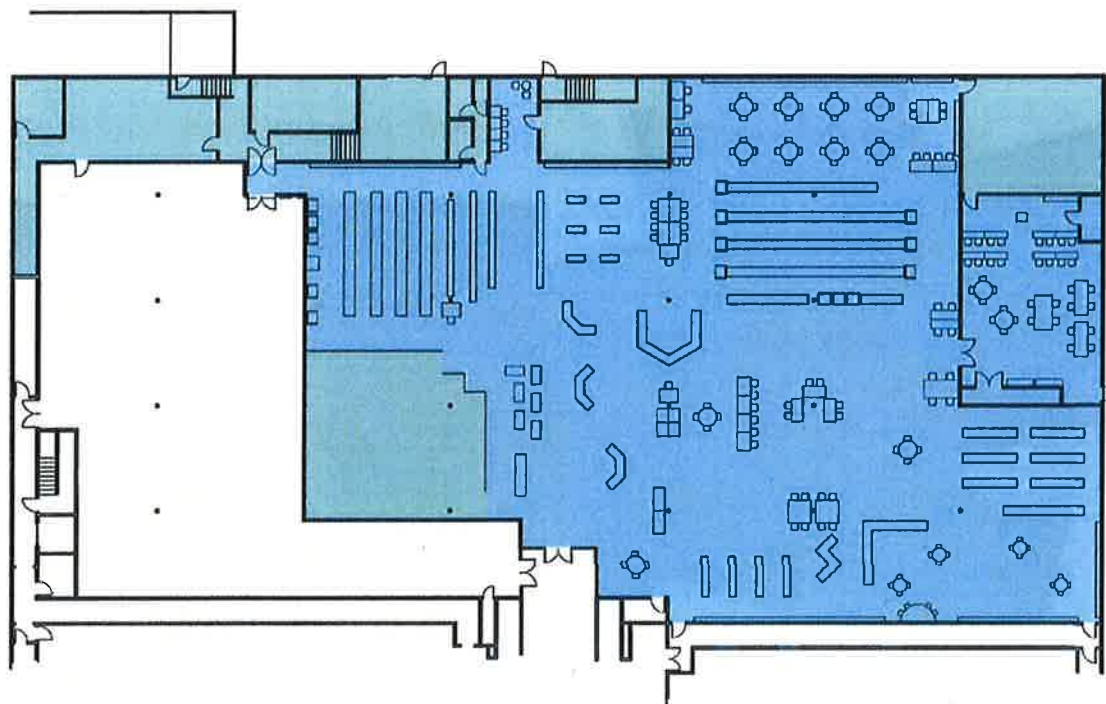
By far the smallest library in the system, this 800 SF facility located within the Washoe County Senior Center serves a special clientele and has good usage. Besides the seniors who come to the Center, the library also serves as a convenient space for employees in the adjacent Washoe County governmental complex to pickup holds and return materials.

Facility Issues: N/A



Short Term Recommendations:

1. Add at least one computer for public use.
2. Replace the large round 4-place table with two lounge chairs with a side table.
3. Increase the service hours by extending the closing hour from 1:00 PM to 2:00 PM Tuesday - Friday

Long Term Recommendations: Expand



SIERRA VIEW BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

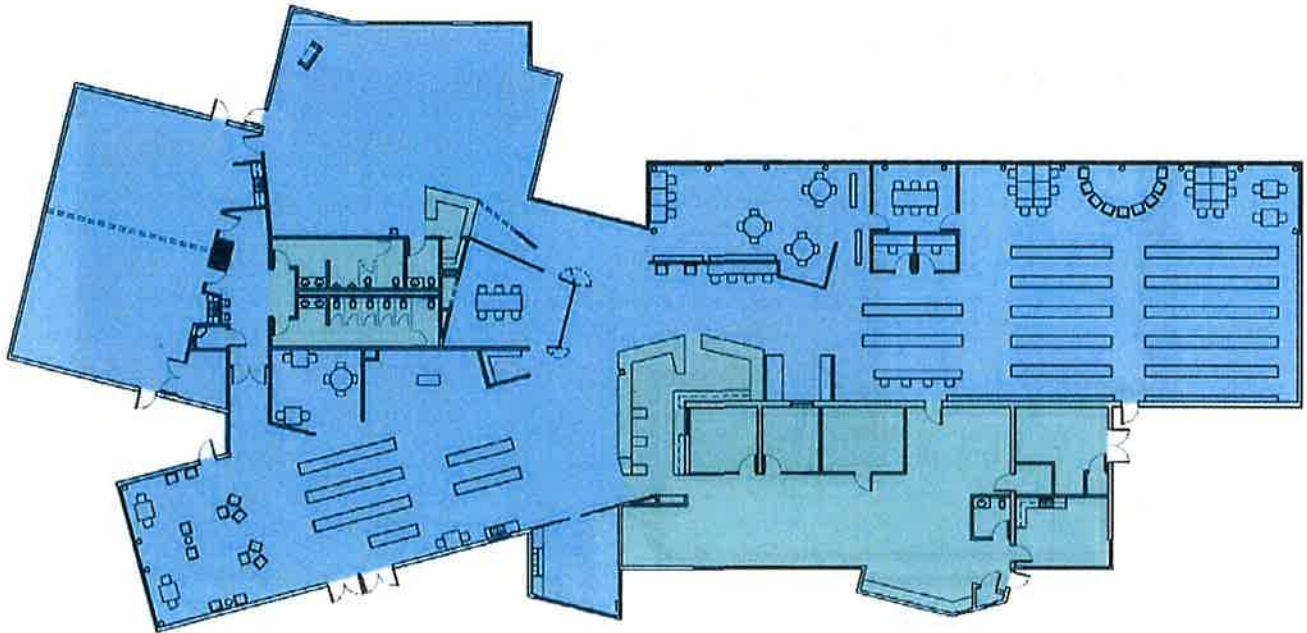
LEGEND	
	Public Areas
	Staff/Support Area

Address:	4001 S Virginia Street, Reno, NV 89502
Current Square Feet:	23,130 sf
Construction Date:	Unknown
Construction Type:	Unknown
Ownership:	Leased Facility



Space Analysis: The Sierra View Library is a leased facility within the Reno Town mall. The facility feels much more spacious than some libraries within the system, but is lacking in important respects. The facility is aging. Public restrooms are not easily accessed from the library, and are shared with the entire mall facility, leading to reported capacity and cleanliness issues. Because this is a short-term leased facility, the WCLS has understandably not invested the significant resources to address these issues. Though the computing resources at this facility seem well used, the circulation per capita is the lowest of the other true branch libraries.

Facility/Maintenance Issues: Poor restroom access. Non-functioning staff restrooms. Aging facility.

Recommendations: Housed in an aging retail center, and located less than three miles from the Downtown Reno Library, the consultants recommend that the facility should be closed, even though it currently has a “no cost” lease – in a manner of speaking. The consultants recognize that such a drastic step may have political fallout. However, given the other needs of the library system and the struggle for operational dollars that may persist for another few years, the 13.25 FTE staff can be of more value elsewhere in the WCLS. These FTE’s could be used to extend the hours at other branches, significantly improving service. The Sierra View branch should be replaced within 5 years, either with a new branch near the current location, or by adding it to the square footage of a new downtown library. If Sierra View branch cannot be replaced within 5 years, an interim solution should be found to prevent loss of service to the patrons of Sierra View.



SOUTH VALLEYS BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

LEGEND	
	Public Areas
	Staff/Support Area

Address: 15650 Wedge Parkway, Reno, NV
Current Square Feet: 17,500
Construction Date: 2013
Construction Type: Metal Stud, Steel
Ownership: WCLS

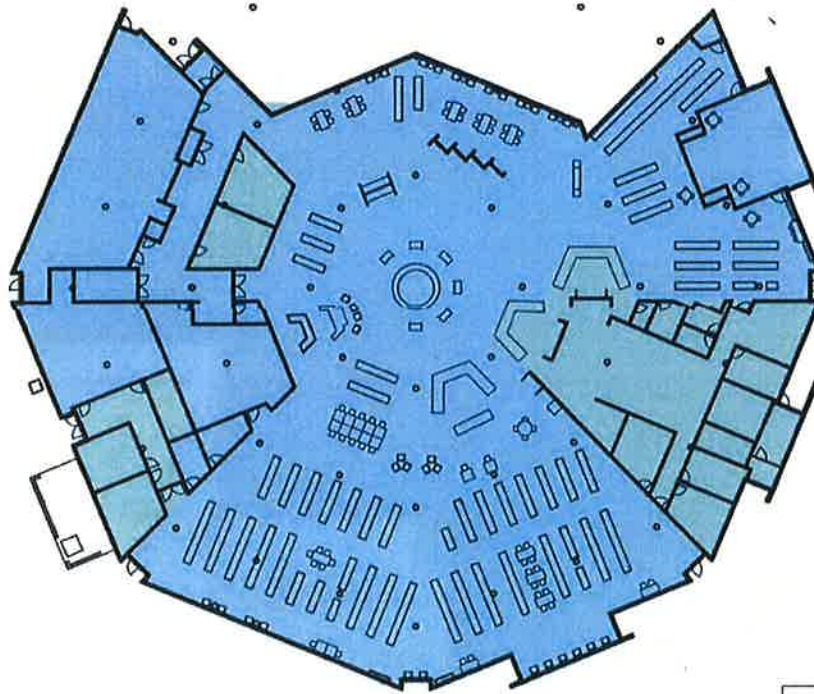
Space Analysis: Located inside the South Valleys Regional Park (a county park), this is one of the best, if not the best, planned WCLS library. However, like all of the other branches it is too small to meet its current demands. The circulation desk area is too large, and could be put to other use.

Facility/Maintenance Issues: The patio receives a lot of sun and, due to high winds, any temporary shading devices get ruined.

Short Term Recommendations:

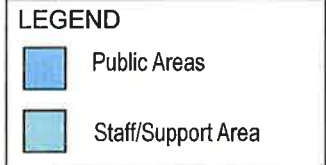
1. A Space Plan.
2. Remove the "lockers" in the foyer and use the space for an electronic message board.
3. Install permanent shade structures in patio.

Long Term Recommendations: Expansion



SPANISH SPRINGS BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

Address: 7100 Pyramid Way, Sparks, NV 89436
Current Square Feet: 39,100 sf
Construction Date: 2005
Construction Type: Masonry/Heavy Timber
Ownership: WCLS



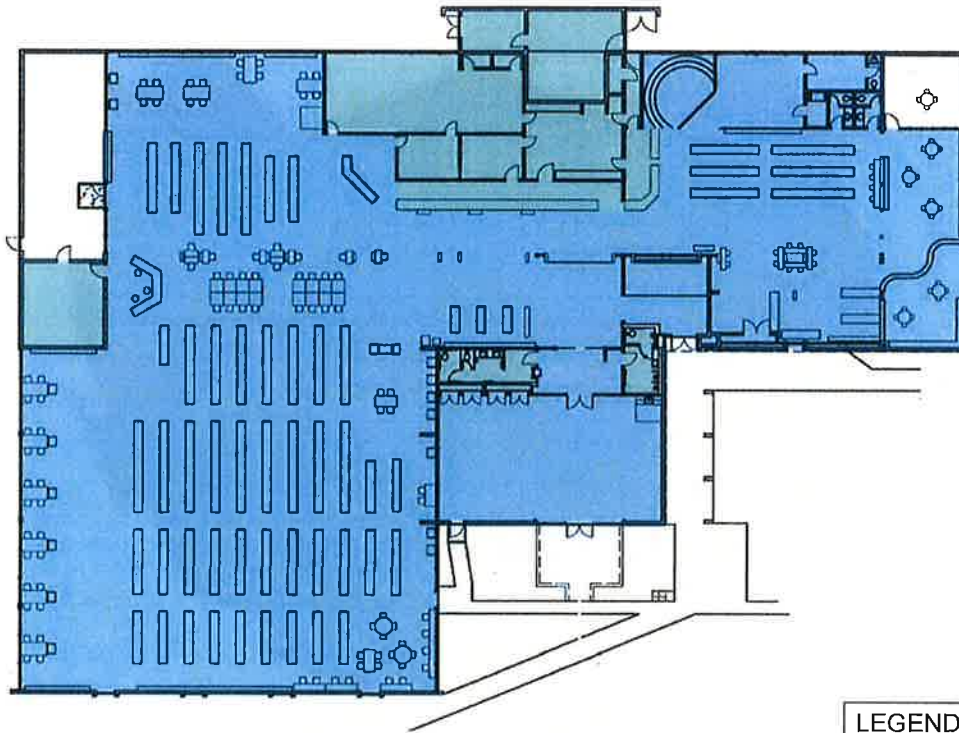
Space Analysis: The Spanish Springs Library is located inside the Lazy 5 Regional Park (a county park). Round library buildings are typically inefficient spaces and Spanish Springs is no exception. The central part of the building is cluttered with podiums, walls and other elements that inhibit use of the space and hamper the visual supervision of the building. On the bright side, the facility is in good condition and offers nice teen and children's areas and meeting rooms for the public that can be used after house.

Facility/Maintenance Issues: The library is accessed off of the Pyramid Highway with no traffic lights, creating a potentially dangerous conditions. It has a "right-in, right out" access configuration that is inconvenient and unsafe. There is no good exterior signage to direct highway traffic to the library. The most visible signage near the library is an unpermitted sign for a nearby church, which often causes confusion. Very high ceilings cause air stratification and decrease energy efficiency. In sufficient lighting throughout, but especially in the stacks.

Short Term Recommendations:

1. A Space Plan with the same goal as described for Northwest Reno and South Valleys.
2. Install exterior signage, visible from Pyramid Highway for traffic in both directions. Either an electronic sign that would provide information about hours of service and programs, or a simpler sign affixed to the building could be used.
3. Confer with the appropriate road/highway officials regarding improving entrance into and exiting from the property. The section of the Pyramid Highway next to the library is tentatively planned to become a 6-lane road as part of Phase 9 of RTCs Pyramid Highway US 395 Connection project. Improvements in the traffic access to the library are not currently included in the plans for the highway project.

Long Term Recommendations: Expansion



LEGEND

- Public Areas
- Staff/Support Area

SPARKS BRANCH LIBRARY EXISTING GROUND FLOOR PLAN

Address: 1125 12th St., Sparks, NV 89431
Current Square Feet: 22,832 sf
Construction Date: 1965
Construction Type: Masonry
Ownership: WCLS

Space Analysis: The Sparks Library is an aging and well used library, with the highest circulation totals of any library. It also has that highest current space deficiency within the system. The facility has a few issues that could be addressed in a new space plan to improve service and efficiency. The main circulation desk is too large, and an old information desk, which has been converted to computer stations, should be rebuilt to better suit its current use. A story time pit in the children's area is too small for story time, so it goes unused and takes up needed space.

Facility/Maintenance Issues: HVAC system is slated for replacement. Finishes and shelving are aged. The restrooms do not contain accessible stalls. Portions of the children's area are inaccessible.

Short Term Recommendations: A Space Plan that takes into consideration:

1. Converting one, or perhaps both, of the existing outdoor "patios" to enclosed and conditioned space.
2. Adding a drive-up service.

Long Term Recommendations: New Facility. Consider two (2) new branch libraries more appropriately located to serve the current and projected population.

10. Vision For 2035

There are 11 library facilities that have a total of 208,058 square feet (SF) of space serving a Washoe County population of 437,598 (estimated 2014 population). The space allocation equals 0.47 SF per capita, far less than the recommended minimum standard. What can guide us to an appropriate vision for 2035?

Standards

State Standards - The Nevada State Library and Archives has a set of Public Library Standards for calendar year 2014. Standard 6 deals with facilities:

The library consists of a specific space designated for providing library services with the facilities, equipment, and staff necessary to enable public access to information.

National Standards - The Chief Officers of State Library Agencies (COSLA) published, in 2003, PUBLIC LIBRARY STANDARDS: A Review of Standards and Guidelines from the 50 States of the U.S. This document can be accessed at:

www.cosla.org/documents/kb/Public_Library_Standards_July03.doc

What this document shows is, regarding library size, there is no hard and fast standard for determining library size. The American Library Association (ALA) last published standards, often cited as ALA Minimum Standards, in 1966. That document set the space per capita at 0.6 SF per capita. WCLS falls 0.13 SF per capita below that 48-year old standard. Other standards, such the State of Illinois Avenues of Excellence,

set the needed space per capita at .8 SF per capita and the standards issued by Louisiana Library Association indicated that if a public library were to provide a full range of "traditional library services" as well as electronic accessible services the space per square foot should be 1.0.

The consultants recommend a goal for WCLS of 0.7 square feet of space per capita.

Looking Forward to 2035

Twenty years hence in 2035, the projected population for Washoe County is expected to be 621,530. If the current 11 libraries remain the totality of WCLS the space per capita will be 0.33. Even if adjusted for the service area population of 554,205 (excluding outlying areas of the County), the floor area ratio is only 0.37 sf per capita, or approximately half the suggested floor area.

The consultants believe there would be a significant loss of service if more space is not provided. Why? As more users crowd into the existing libraries many potential users would turn away. All of the existing facilities, with the exception of Incline, are now crowded beyond their intended capacity. More library space needs to be constructed to meet the current needs – and certainly the needs for the projected 2035 population.

We have prepared four Options for addressing future space needs for the WCLS. We recommend a reasonable goal of 0.7 square feet per capita.



Northwest Branch Library

Option 1

Option 1 includes a total of eight full-service libraries plus the Senior Center. There are new buildings for Downtown Reno (new location), North Valleys (new location), Sierra View (new location), and Sparks (new location). The South Valleys and Spanish Springs libraries will also have a new space plan that is implemented leading to subsequent expansion. The Senior Center will be expanded.

Incline Village and Northwest Reno remain as they are at this time in terms of space. However, new space plans will be developed and implemented. All projects would be completed by the end of FY2025.

The total estimated cost for Option 1 is \$149,902,335.

On the basis of an estimated 2025 population Washoe County of 563,687, the cost per resident would be \$265.93. If the total project cost were subject to a 20-year Capital Improvements Bond (CIP) the cost per resident would be \$13.30 plus debt service costs. The space per capita would be 0.70 compared to 0.36 if the nine libraries remain the same size.

Table 10A
WASHOE COUNTY LIBRARY SYSTEM 2035 FACILITY PLAN
OPTION 1 – Single Phase - Completed FY25

Library	Existing Size (SF)	2035 Size (SF)	Increase Size (SF)	Opening Facility Year	Required Parking Spaces	Estimated Project Cost	Total Est. Project Cost
Downtown Reno	58,825	128,000	69,175	2020	384	<u>\$59,520,000</u>	\$59,520,000
Incline Village (space plan) (implement space plan)	11,045	11,045	0	2015 2016	33	\$2,760 <u>\$100,000</u>	\$102,760
North Valleys	9,178	23,500	14,322	2018	70	<u>\$10,898,500</u>	\$10,898,500
Northwest Reno (space plan) (implement space plan)	28,634	28,634	0	2015 2017	86	\$7,160 <u>\$257,700</u>	\$265,200
Senior Center (expansion)	800	1,225	425	2016	NA	<u>\$135,000</u>	\$135,000
Sierra View (new location)	23,130	50,000	26,870	2019	150	<u>\$22,550,000</u>	\$22,550,000
South Valleys (space plan) (implement space plan) (expansion)	17,500	17,500 23,500	0 23,500	2015 2016 2023	52 70	\$4,375 \$100,000 <u>\$11,585,000</u>	\$13,689,375
Spanish Springs (space plan) (implement space plan) (expansion)	30,000	30,000 13,000	0 13,000	2015 2017 2025	90 39	\$7,500 \$200,000 <u>\$7,007,000</u>	\$13,214,500
Sparks (new location)	22,832	63,500	40,668	2020	191	<u>\$29,527,000</u>	\$29,527,000
Totals	201,944	389,904	187,960		1,165		\$149,902,335

Option 2

Option 2 differs from the first Option in that there are a total of seven, not eight, full-service libraries plus the Senior Center. This is a result of the closure of Sierra View. There are new buildings for Downtown Reno (a much larger facility than proposed for Option 1), North Valleys (new location), and Sparks (new location). The South Valleys and Spanish Springs libraries are expanded.

Incline Village will remain at its current size with a new, implemented space plan. Northwest Reno will be expanded and will have a new, implemented space plan to meet increased increasing service needs until the building is expanded.

The total estimated cost Option 2 is \$169,048,825.

On the basis of an estimated 2025 population Washoe County of 563,687, the cost per resident would be \$299.90. If the total project cost were subject to a 20-year Capital Improvements Bond (CIP) the cost per resident would be \$14.99 plus debt service costs. The space per capita would be 0.77 compared to 0.36 if the nine libraries remain the same size.

Table 10B
WASHOE COUNTY LIBRARY SYSTEM 2035 FACILITY PLAN
OPTION 2 – Single Phase - Completed FY25

<i>Library</i>	<i>Existing Size (SF)</i>	<i>2035 Size (SF)</i>	<i>Increase Size (SF)</i>	<i>Opening Facility Year</i>	<i>Required Parking Spaces</i>	<i>Estimated Project Cost</i>	<i>Total Est. Project Cost</i>
Downtown Reno	58,825	155,000	96,175	2022	465	<u>\$74,245,000</u>	\$74,245,000
Incline Village (space plan) (implement space plan)	11,045	11,045	0	2015 2017	33	\$2,760 <u>\$100,000</u>	\$102,760
North Valleys	9,178	29,760	20,582	2019	89	<u>\$13,451,520</u>	\$13,451,520
Northwest Reno (space plan) (implement space plan) (expansion)	28,634	28,634 18,211	0 18,211	2015 2017 2025	86 55	\$7,160 \$257,700 <u>\$9,833,940</u>	\$10,098,800
Senior Center	800	1,740	940	2017 NA		<u>\$100,000</u>	\$100,000
South Valleys (space plan) (implement space plan) (expansion)	17,500	54,130	36,630	2015 2022	52 110	\$4,375 \$175,000 <u>\$18,058,590</u>	\$18,240,965
Spanish Springs (space plan) (implement space plan) (expansion)	30,000	55,280	25,280	2016 2017 2024	90 76	\$7,500 \$450,000 <u>\$13,256,720</u>	\$13,704,220
Sparks	22,832	81,640	27,168	2021	245	\$39,105,560	\$39,105,560
Totals	201,944	435,440	233,576		1,301		\$169,058,825

Option 3

Option 3 is similar to Option 1 with one notable exception – it would be implemented over two phases.

The total estimated cost for Phase 1 of Option 3 is \$76,121,495. For the second phase the total estimated cost is \$104,580,090. For the combined phases, \$180,701,585.

On the basis of an estimated 2035 population Washoe County of 621,530, the cost per resident would be \$290.82. If the total project cost were subject to a 20-year Capital Improvements Bond (CIP) the cost per resident would be \$14.54 plus debt service costs. The space per capita would be 0.66 compared to 0.36 if the nine libraries remain the same size.

Table 10C
WASHOE COUNTY LIBRARY SYSTEM 2035 FACILITY PLAN
OPTION 3 – Two Phases - Completed FY35

Library	Existing Size (SF)	2035 Size (SF)	Increase Size (SF)	Opening Facility Year	Required Parking Spaces	Estimated Project Cost	Total Est. Project Cost
Downtown Reno - phase 1	58,825	65,000	6,175	2020	195	\$29,315,000	
Downtown Reno - phase 2		128,000	63,000	2032	189	<u>\$41,895,000</u>	\$71,210,000
Incline Village (space plan) (implement space plan)	11,045	11,045	0	2015 2016	33	\$2,760 <u>\$100,000</u>	\$102,760
North Valleys - phase 1	9,178	13,500	4,322	2018	41	\$6,088,500	
North Valleys - phase 2		23,500	10,000	2030	30	<u>\$6,260,000</u>	\$12,348,500
Northwest Reno (space plan) (implement space plan)	28,634	28,634	0	2015 2017	86	\$7,160 \$257,700	
Northwest Reno - phase 2		46,845	18,211	2030	55	\$11,400,090	\$11,664,950
Senior Center – phase 1	800			2015 NA		\$60,000	
Senior Center – phase 2		1,225	425	2026 NA		<u>\$95,000</u>	\$155,000
Sierra View (new location)	23,130						
Sierra View - phase 1		30,000	6,870	2019	90	\$13,530,000	
Sierra View - phase 2		50,000	20,000	2034	60	<u>\$13,700,000</u>	\$27,230,000
South Valleys (space plan) (implement space plan)	17,500	17,500	0	2015 2016	53	\$4,375 \$100,000	
South Valleys - phase 1		15,000	15,000	2022	45	\$7,410,000	
South Valleys - phase 2		25,500	10,500	2034	31	<u>\$7,402,500</u>	\$14,916,875
Spanish Springs (space plan) (implement space plan)	30,000	30,000	0	2015 2017	90	\$7,500 \$200,000	
Spanish Springs - phase 1		37,500	7,500	2024	22	\$3,930,000	
Spanish Springs - phase 2		43,000	5,500	2034	16	<u>\$3,877,500</u>	\$8,015,000
Sparks - phase 1	22,832	33,500	10,668	2019	100	\$15,108,500	
Sparks - phase 2		63,500	30,000	2032	90	\$19,950,000	\$35,058,500
Totals	201,944	392,615	208,171		1,226		\$180,701,585

Option 4

In Option 4 there are a total of seven full-service libraries plus the Senior Center that is expanded. There are new buildings for Downtown Reno (a much larger facility than proposed in the other three Options), North Valleys (new location), and Sparks (new location). The South Valleys and Spanish Springs libraries are expanded. Sierra View library has been closed and consolidated into the new Downtown Reno Library

Incline Village will remain at its current size with a new, implemented space plan. Northwest Reno will be expanded and will have a new, implemented space plan to meet increased increasing service needs until the building is expanded.

This Option is proposed to be undertaken in two phases. Phase 1 to be completed by the end of FY25 and Phase 2 completed by the end of FY35

**Table 10D
WASHOE COUNTY LIBRARY SYSTEM 2035 FACILITY PLAN
OPTION 4 – Two Phases - Completed FY35**

Library	Existing Size (SF)	2035 Size (SF)	Increase Size (SF)	Opening Facility Year	Required Parking Spaces	Estimated Project Cost	Total Est. Project Cost
Downtown Reno - phase 1 *	58,825	100,000	41,175	2020	300	\$46,500,000	
Downtown Reno - phase 2		155,000	55,000	2034	165	<u>\$37,675,000</u>	\$84,175,000
Incline Village (space plan) (implement space plan)	11,045	11,045	0	2015 2017	65	\$2,760 <u>\$100,000</u>	\$102,760
North Valleys - phase 1	9,178	15,000	5,822	2018	45	\$6,765,000	
North Valleys - phase 2		29,800	14,800	2030	44	<u>\$9,264,800</u>	\$16,029,800
Northwest Reno (space plan) (implement space plan) (expansion) - phase 2	28,634	28,634 46,845	0 18,211	2015 2017 2032	86 55	\$7,160 \$257,700 <u>\$11,746,095</u>	\$12,010,955
Senior Center - phase 1 (expansion) - phase 2	800	1,225 1,760	425 535	2015 2018	NA NA	\$60,000 <u>\$85,000</u>	\$145,000
South Valleys (space plan) (implement space plan) (expansion) - phase 1 (expansion) - phase 2	17,500	17,500 30,000 54,130	0 12,500 24,130	2015 2022 2035	52 37 72	\$4,375 \$175,000 \$6,175,000 <u>\$17,518,380</u>	\$23,872,755
Spanish Springs (space plan) (implement space plan) (expansion) - phase 1 (expansion) - phase 2	30,000	30,000 45,000 55,300	0 15,000 10,300	2016 2017 2024 2034	90 45 31	\$7,500 \$450,000 \$7,886,000 <u>\$7,055,500</u>	\$15,399,000
Sparks - phase 1	22,832	50,000	27,168	2019	150	\$23,250,000	
Sparks - phase 2		81,640	31,640	2033	95	\$21,040,600	\$44,290,600
Totals	201,944	435,520	233,576		1,332		\$196,025,870

* One strategy for this project could involve construction of the entire 155,000 SF and (a) lease the 55,000 SF or (b) have "shell" space.

11. Estimated Costs

The estimated costs are approximate and based on the implementation timing suggested by the consultants later in this section. The costs do not include site acquisition or improvements costs, as experience informs us that these vary widely and are difficult to predict.

Facility and Maintenance Costs

The costs for implementing facility improvements to existing libraries (furniture reconfiguration, etc.) or deferred maintenance costs are not determined or budgeted in this report. These items should be covered in separate operations or maintenance budgets.

Space Plans and Short Term Recommendations

Costs for the procurement and execution of space plans will vary from as little as \$5 to as much as \$30 per square foot, depending on the scope of the recommendations. The costs for other short term recommendations are not included in this report. If desired, the consultants can take a closer look at these items to assist you in preparing budgets and developing priorities.

System Wide Recommendation Costs

The prioritization of system wide recommendations costs vs. 2035 options should be discussed further. System wide recommendations should be addressed within the libraries normal operating budget, or where appropriate, within the scope of capital improvement projects.

Cost Per Square Foot

Each December, Library Journal publishes their "Year in Architecture" article that is a summary of reported library construction projects for the prior 12 months (July-June). For 2014, the cost per square foot (construction, furniture, fixtures, equipment and other [fees, technology, art, etc.]) was \$412.68. Escalating these national figures by 3.02% per year to 2020, based on RS Means historical cost index for the Reno area from 1994 to 2013, we calculated the project cost for each project in the recommended options. Where library expansion was recommended, the cost of renovating existing floor space was added to the project cost.

Partnerships

Partnerships with other organizations and institutions should not be over-looked as a way to supplement available funds. The consultants, based on their experience with other library systems throughout the country, believe WCLS and the Washoe County community would benefit from one or more partnerships. In other locales, for example:

- Broward County FL Libraries has two large regional libraries on the campuses of Broward County Community College and one large branch library on the first floor of Nova Southeastern University Einstein Library;
- Saint Paul (MN) Public Library has a 36,000 SF branch library at street level with three floors of housing above the Library as a true public/private partnership;
- Saint Paul also has a branch library located on the campus of Metropolitan State University; and
- Dallas Public Library has a 12,000 SF branch library at one end of a new elementary school building with a separate entrance for the public and another entrance for the students.



Sierra View Branch Library

Downtown Reno

Each of the four Options propose a totally new – and larger – public library for Downtown Reno – a Library building to be designated as the “Central Library” of the WCLS. As such it would be a:

- Branch library for Reno’s downtown and near downtown residential and business community populations;
- Special and research collections center;
- Government documents and retrospective magazine/journal resource; and
- Administrative and system support services.

In addition the Central Library would be a place for the:

- Visual and performing arts;
- Scientific exhibits, displays, symposia, and lectures;
- Film showings; and
- Lectures and classes on a variety of current and historical topics and issues.

It will be the flagship facility of the Washoe County Library System.

The consultants believe that serious consideration should be given to a building that not only houses a great library for all of Washoe County and the City of Reno but could be a multi- purpose building. For example:

- Library on two or three levels and residential and/or office space above; or perhaps
- Retail at street level with the two/three story library above; or
- A combination of library, retail, housing, and office.

The Central Library could be an exciting and vibrant public/private project that would establish the County and the City as trendsetters, drawing visitors from far and near to see the 21st Century of tomorrow!

Funding Options

Over the past several years most public library building projects have been funded by a capital improvements bond (CIP) that was either approved by the voters in an election or authorized by the governing body, e.g. county commissioners, city council, etc.

Major projects, such as a downtown central library, also have a good track record of attracting significant private funds. The private dollars often result in a space, or spaces, within the building being named after the donor or the donor’s designee. It is not unusual for several million dollars to come from the private sector.

One option for constructing new libraries is to have them built under a “Build to Suit” or a lease-back arrangement. For example, a developer would finance the construction of a new library in exchange for a long-term lease of the facility by the WCLS. As a stable institution, the library would make a good partner for this type of arrangement. New facilities could be built with minimal capital outlay by the governing body – county and/or city.



South Valleys Branch Library

Appendix A: Economic Impact Of Public Libraries

Over the past several years there have been studies measuring the economic impact of public library services. For example:

- Seattle, New Central Library in Downtown Seattle – Library responsible for \$16 million in net new economic activity in its first full year of operation; projected to total \$80 million over 5-year period, \$160 million for 10 years, and \$320 million over a 20-year period
- Public libraries in the State of Texas provide significant economic benefits for their communities according to a study conducted by the Bureau of Business Research IC² Institute, The University of Texas at Austin, December 2012. This report examines these economic benefits, and documents those activities that contribute to economic activities throughout Texas. In 2011, Texas public libraries collectively provided \$2.407 billion in benefits while costing less than \$0.545 billion, a return on investment of \$4.42 for each dollar invested.
- South Carolina – Total direct and indirect return on investment for every \$1 expended on public libraries by state and local governments is \$4.48
- Florida – Florida's public libraries return \$6.54 for every \$1.00 invested from all sources.
- The application of a Household Expenditure multiplier, as published by the Bureau of Economic Analysis, U.S. Department of Commerce, that there were \$190.4 million worth of library benefits resulting in a total quantifiable economic benefit of library investment equal to about \$283.6 million or about \$3.81 per \$1.00 expended on library operations.

Two Case Histories

In Nashville, Tennessee, subsequent to the selection of a site in downtown Nashville on Church Street for its new 300,000 SF Central Library, a multi-story condominium building was designed and construction started (now completed). In addition, several older buildings located across the street from the new Library have been renovated as residential, retail, and commercial properties.

The Public Library of Des Moines' new 110,000 SF Central Library is located in what is known in Des Moines as the "Western Gateway," about six blocks west of the Des Moines River. The site for the new building was selected in 2000 – 2001. Following the

site selection decision for the new library there has been considerable construction of new private sector and public sector buildings:

- Allied Insurance with a \$142 million expansion of their headquarters;
- A \$50 million mixed-use project; and
- An older commercial building converted into retail and residential space.

Study Of Value Of Public Libraries

A study conducted by the Marist Institute for Public Opinion concluded that 94 percent of Americans rate their local public library as "very valuable" or "valuable." The majority even said that they would pay more taxes to support libraries – an average of \$49 more per year.

National Opinion Survey

A random-sample telephone survey of 1,003 adult Americans, conducted by KRC Research and Consulting, revealed that two of every three persons surveyed visited their public library. Nearly all of those surveyed, 96 percent, believe that because public libraries provide free access to materials and resources they play an important role in giving all persons a chance to succeed in life. The survey, commissioned by the American Library Association, had a confidence factor of + or – 3.1 percent. The survey also found:

- 85 percent indicated that public libraries deserve more funding, including nearly six of ten (58%) who strongly agreed;
- 52 percent believed \$41 or more should be spent per person in local tax support (the national average at the time the survey was administered was about \$25 per person);
- 92 percent believed libraries will be needed in the future even with all of the information available on the Internet; and
- Over one in three persons ranked the benefits of libraries at the top of the public services list as compared to schools, roads, and parks (an increase of six points over a 2002 survey).

Appendix B: Public Meeting And Survey Input

Community Meetings

Three community meetings were held October 21 – 23, 2014. The meetings were held at the Sparks, Northwest Reno, and South Valleys branch libraries. Although the participation was sparse, there was a good exchange of information.

At the first community meeting, public input was to the effect that there is a lack engagement in the library by the public. The “hard” data of gate counts, square footage, and circulation statistics does not tell the whole story and should not be the sole basis for funding and decision-making. “The library is about a lot more than books. Interaction is the mother of engagement,” responded one community member. A healthy library should function more as a community center.

The challenge is to find a way to foster the role as a community center. Self-check has led to a decline in interaction. It is possible to make the library so efficient that people will stop coming. Community engagement needs to improve.

At the second community meeting, we heard the following from participants:

- Service hours are more important for the population served than more square feet or more buildings.;
- Some branch libraries need more programs to serve their immediate communities and more programs require more staff and more open library hours; and
- Take care of immediate problems in current buildings such as replacing carpeting, furniture and shelving.

The consensus of opinion was that there should be more open hours and days for all branch libraries. Communities would like to see WCLS libraries open seven days a week and open at least until 8:00 PM. This concept was preferred over targeting three or four libraries for seven days of service with the remaining libraries open six days a week.

The expressed thoughts and suggestions at the third community meeting included:

- Provide programming that deals with history of the area and such events as a Christmas Tea Party and a murder mystery;

- Start a volunteer program for senior citizens where they could read to children;
- Develop the libraries as community gathering places, perhaps establishing them as “the living room of the community;” and
- Charging fees to use the meeting rooms seems to be a bad choice since use has plummeted over the last few years.

Note: Meeting Room use statistics are skewed for the last three years due to some branch library statistics being reported incorrectly. The use of the WCLS meeting rooms have not declined as much as the statistics have indicated.

Web Survey Results

As of 12:00 PM, November 3, 2014, 131 persons had available themselves of the opportunity provided them to respond to a survey mounted on the WCLS website. The Survey asked three questions. The questions and the responses to numbers 1 and 2:

- 1) *Do you use one or more branch libraries?*
Yes – 122 responses, 93.8% of the responses.
- 2) *Do you use the Library’s website?*
Yes – 106 responses, 80.9% of the responses.

Question 3, “*What is the most important reason you want or need a library in your community?*,” provided for open-ended responses. A total of 121 persons, or 92.4% of the respondents chose to provide comments. Some of the comments follow (with an effort by the consultants to not be redundant.) Perhaps the following is a good a summary of the majority of the comments:

- *Free and continuous access to books! DVDs! CDs! Books on tape!*
- *I LOVE THE LIBRARY! “A library outranks any other one thing a community can do to benefit its people. It is a never failing spring in the desert.” – Andrew Carnegie.*

Other comments included:

- *Our kids need and want a place to study, read, and do programs. Our library hours and staff was cutback and our community is hungry to get it back to where we were;*

- Borrow books;
 - Access to research materials, including state legislative journals and newspaper microfilm;
 - Provides access to variety of resources would not have otherwise, especially children's books, media, and programming;
 - To be able to have affordable access to new ideas and information;
 - The Library provides a home away from home - a place to read, a place to access computers, a place for community meetings;
 - Access to reading material for all ages;
 - A library provides resources and knowledgeable staff to encourage learning and community interaction to build strong and well-informed citizens;
 - Research and periodicals unavailable elsewhere;
 - I look at the library as a key component of the education process;
 - The library is a wonderful resource for everyone in our community;
 - I want a safe and commercial-free place to introduce children (and seniors) to books and technology - and maybe art and performance as well;
 - It is a much needed learning resource;
 - Public libraries provide ALL citizen's equal access to information;
 - Levels the economic playing field with access to information and resource;
 - Great place for community to be together and lots of information can be found;
 - Education, enlightenment of upcoming generations. Screens can't do this alone: need buildings and real books too; and
 - There are still times when people cannot afford or obtain their own technologies and research and education remain important and being able to access information is vital.
- Democracy depends on a strong literate middle-class. The library is one of the ways to ensure access to all, regardless of socio-economic status;
 - High rates of literacy are only achieved if reading is encouraged and developed among children and young adults. Young readers need free and easy access to books. Without public libraries this is nearly impossible. Help our children, promote and develop libraries;
 - Opportunity to learn more about best practices for educating our children and the latest in popular childrens books. The library could provide a portal for parents to meet with subject experts on parenting for very young and learning opportunities. In addition, they should be available to those who are economically, physically, or mentally inhibited. While self directed studies are important and valuable, there are those with needs who need an additional hand to just point them in the right direction;
 - Every community needs a library. Wherever there are people there is need of education;
 - Because the library is and should be a big part of our community and in the lives of our families. So much of your staff time is spent on your non-traditional library users, computer, internet, ebooks, etc.;
 - It is the most vital government agency in my opinion. The library improves the quality of life of all its users. It can assist in obtaining a job or enhancing one's current position. It can teach what it means to be free, expand understanding of any subject of interest and provide valuable recreational downtime;
 - The library system is a valuable community resource that allows access to information and learning (both hard copy and via the internet) for all. The library system is a hub of our community's culture and needs to be maintained;
 - Libraries are integral to the health and growth of a community and culture. They provide a common meeting place regardless of race, creed, politics, age, and more. They provide knowledge and recreation for all; and
 - Opportunity to learn more about best practices for educating our children and the latest in popular childrens books. The library could provide a portal for parents to meet with subject experts on parenting for very young and learning opportunities. In addition, they should be available to those who are economically, physically, or mentally inhibited. While self directed studies are important and valuable, there are those with needs who need an additional hand to just point them in the right direction.

There were several persons who provided other information that bears repeating:

- Free access to computers, wi-fi, reading materials, a place to sit and reflect, a place to meet with co-workers, friends, acquaintances, a place to do research for free, to hear and discuss stories, and to participate in discussions, listen to talks, and enjoy music, singing, and dance, all for free - a cultural community center;
- Knowledge is Power! The Information and knowledge is provided by our libraries. The Library makes our community members more knowledgeable people, helps us develop our potential, entertains and provides a place for our community to gather!;

These last two comments state very well the consultants' belief regarding the importance of the public library – in Washoe County and throughout the world:

- *Libraries are essential to every community! The library is the only place where every citizen can come to learn, to be entertained, to connect with their neighbors, or escape into another world - with no extra expense. Libraries are also a cornerstone of a free, democratic society; no matter what values you hold or goals you wish to achieve, there are resources available to you at the library to get you the knowledge and tools you need to flourish in your own life.*
- *Public libraries are the living rooms of a community - a place where people can come together with their neighbors for information and entertainment. They are a great place to meet new people and get away from home and work. Every really good community has a really good library.*

Appendix C: Library Space Planning Charts

Library Space Planning Guidelines

Every library building, indeed, every building regardless of what it houses, has three kinds of space – net, net assignable, and building gross.

Net Usable Square Footage (NSF) - NSF represents the actual unobstructed floor area or square footage assigned to a primary use for an individual unit of space contained within a defined perimeter. In effect, net area is the actual area of bookstacks, offices, computer workstations, support areas, or special function areas exclusive of partitions, exterior walls, public and private corridors, columns, pipe chases, stairs, mechanical and electrical space, and all similar, non-usable areas. Standard NSFs for basic library functions include the following:

- Bookstacks (regardless of height) = 20 NSF for one double-sided section;
- Reader table = 100 NSF for one 4-place table;
- Public use computer = 36 NSF for one workstation;
- Private office for a librarian, non-administrative = 150 NSF; and
- Open office workstation for library assistant = 36 NSF to 80 NSF depending upon functions performed.

Net Assignable Square Footage (NASF) - NASF includes all net areas assigned to a given unit, as well as related corridor space for movement, interior partitions, and other areas incidental to the spatial organization or construction. Additionally, internal corridor (circulation) space shared by or connecting units is included in this total area. Net assignable area excludes the area required for mechanical and electrical spaces and distribution shafts, stairs, rest rooms, elevators, and other common building elements. In effect, this is the total area assigned to a use and is comparable to the amount of area occupied for a specific tenant as if it were leased from a landlord.

Efficiency factors added to the pure net square footage to accommodate these other assignable spaces might range from 10 to 30 percent of the total net area. The net-to-net assignable square footage relationship is primarily a factor of the size, type, configuration, number of individual spaces, and the anticipated width of internal personnel movement and service corridors.

Generally, units comprised of larger individual spaces will require less space for inter- and intra-unit movement. Units comprised of many smaller workstations, especially private offices, require a higher degree of intra- and inter-unit movement and wall space. Experience has shown the efficiency of older facilities is generally less than new construction due to the area required for structure, walls, and formalistic ap-

proaches to space planning.

- Large open space, e.g. bookstack area with reader tables = 10 percent;
- Office area with private offices and staff workstations = 20 percent; and
- Large gathering spaces, e.g. auditorium = 30 percent.

Building Gross Square Footage (BGSF) - BGSF reflects the total area of the building, including all net and net assignable areas as defined above, plus any additional area occupied by rest rooms, vertical movement, janitorial/custodial closets, central mechanical and electrical space, chases, and other spaces related to primary air and power distribution, columns, and exterior walls.

When programming space requirements for new facilities the total building gross area is estimated by applying an overall facility grossing factor to the total programmed net assignable area. Typically, these factors range from 15 to 20 percent in smaller, single-level buildings up to 30 percent in larger, multi-level facilities.

When analyzing existing buildings, the grossing factor, which is a measure of overall efficiency, can be calculated by dividing the total net assignable area by the total building gross area. As a general rule, higher efficiency factors are used for public library facilities due to the amount of open space that accommodates horizontal movement. In a multi-story building however, this is partially offset by the vertical movement required for public access as well as the movement of staff, books, and other library materials.

Quantitative Analysis Of Each WCLS Facility

The following charts were developed using Godfrey's Library Space Planning Guidelines. For Downtown Reno, which houses system wide administrative functions, four charts were developed, one each for Public Services, Technical Services, Systems, and Administration.

Projected Space Requirements per Planning Guidelines

Building: Public Services- Downtown Reno Library Spreadsheet

Population Served: 443731- County, 233,294- City

functional component	personnel/space designation	space code	square foot	existing 2014	existing 2014	notes
CIRCULATION:						
personnel	Librarian III	POC	169	180		
	Librarian II	SPOC	64	200	64	
	Librarian I	SPOD	48	200	96	
	Library Assistant III	SPO-D	48	200	96	
	Library Assistant II	SPO-E	36	500	180	
	Library Aide	SPO-F	24	2.55	61	
TOTAL FTE PERSONNEL:			13.55			
SUBTOTAL SQUARE FOOTAGE:			647			
COLLECTIONS						
	Reference	SHLV-R	0.12	1,815	218	Adult, Children's & Atlas & Map Shelf/Case.
	Special collections	SHLV-A	0.10	1,610	161	
	Nevada collection	SHLV-A	0.10	3,775	378	
	Gaming collection	SHLV-A	0.10	145	15	
	Staff collection	SHLV-B	0.20	1,723	345	
	Popular display	SHLV-C	0.05	4,448	222	
	Government documents	SHLV-A	0.10	24,785	2,478	
	Adult fiction	SHLV-A	0.10	44,677	4,468	
	Adult non-fiction	SHLV-A	0.10	1,943	194	
	Adult large print	SHLV-A	0.10	2,018	202	
	Adult foreign languages	SHLV-A	0.07	16,905	1,690	
	Adult media	SHLV-A	0.07	5,196	519	
	Children's fiction/non-fiction	SHLV-A	0.10	5,280	528	
	Children's foreign languages	SHLV-A	0.10	1,860	186	
	Children's media	SHLV-A	0.07	1,845	184	
	Teen/Tweens fiction	SHLV-A	0.10	2,600	260	
	Teen/Tweens fiction/non-fiction	SHLV-A	0.07	182	18	
	Current periodicals:	SHLV-P	1.00	102	102	
	Newsprint	SHLV-PN	2.00	13	26	
	Backfile periodicals	SHLV-CR	0.10	3,547	355	Adult & Children's
TOTAL ITEMS:			128,855			
SUBTOTAL SQUARE FOOTAGE:			12,050			

functional component	personnel/space designation	space code	square foot	existing 2014	existing 2014	notes
seating	Adult six-place	SEAT-AR	20	6	120	
	Adult four-place	SEAT-AR	25	20	500	
	Adult three-place	SEAT-AR	35	27	675	
	Adult two-place	SEAT-AR	35	28	980	
	Adult lounge	SEAT-AL	30	7	35	
	Adult computer	SEAT-AC	36	26	210	
	Teen/Tweens four-place	SEAT-AB	5	48	1,040	
	Teen/Tweens two-place	SEAT-AB	25	18	200	
	Teen/Tweens lounge	SEAT-AL	30	5	150	
	Teen/Tweens call booth	SEAT-AB	20	4	80	
	Teen/Tweens stool	SEAT-AB	8	3	24	
	Teen/Tweens bench	SEAT-AB	5	2	10	
	Teen/Tweens computer	SEAT-AT	35	1	35	
	Children's two-place	SEAT-CR	30	4	140	
	Children's lounge	SEAT-CR	30	1	30	
	Children's computer	SEAT-CR	30	2	60	
	Children's early learning	SEAT-CR	20	2	40	
	Children's floor	SEAT-CF	5	6	30	
	Group study room	SEAT-GR	30	13	390	
TOTAL SEATING PER SEAT:			671			
SUBTOTAL SQUARE FOOTAGE:			2,332			Includes 2 Green Rooms.
	Multi-Purpose Meeting room	SEAT-C	20	106	360	
	Conference room	SEAT-C	30	12	360	
SUBTOTAL SQUARE FOOTAGE:			7,596			

unit area	x	# of units	= net square footage
SVDRK-A	30	4	1,200
SELE-CK	24	6	1,440
SPO-G	24	4	960
PC-EXP	24	2	576
PC-RES	24	2	576
PC-LOW V	36	2	720
DOCK-STA	36	2	720
SPO-H	48	3	1,440
MICRO-RP	36	3	1,080
MICRO-CAB	20	10	2,000
CASE-M	40	2	800
GAL-ART	350	1	350
CASE-A	25	1	25
DICT-S	25	2	50
LIT-R	15	3	45
FILE-L	20	1	20
SHLV-X	9	28	252
WKTBL-A	75	3	225
CNTR-A	48	3	144
CNTR-AS	48	3	144
BKTRK-AM	8	36	288
BKTRK-AL	6	23	138
STFL-LO	480	1	480
STFL-CK	25	10	250
SHLV-C	25	3	75
STOR-S	630	1	630
PC-S ROOM	120	1	120
LIB-MTLRS RM	424	1	424
MAIL-RM	216	1	216
RECY-RM	120	1	120
MAINT-R	1,990	1	1,990
ENTLOB	1,240	1	1,240
SUBTOTAL SQUARE FOOTAGE: 28,580			
TOTAL NSF: 35,724			
Restrooms part of Unassignable Space.			
BGSF: 54,961			

unit area x # of units = net square footage
 Average Component Efficiency Factor = 0.80
 Existing Building Efficiency Factor = 0.85

Projected Space Requirements per Planning Guidelines

Building: Downtown Reno Library (Administration) Spreadsheet
Population Served: 443,731 County

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
personnel	Library Director	PO-A	400	1.00	400	
	Sr. Public Services Librarian	PO-C	150	1.00	150	
	Librarian III	PO-C	150	1.00	150	
	Program Coordinator	PO-C	150	1.00	150	
	Administration Secretary	SPO-C	64	1.00	64	
	Office Support Specialist	SPO-D	48	2.00	96	
	Office Assistant II	SPO-E	36	1.00	36	
	Storekeeper	SPO-E	36	2.00	72	
TOTAL FTE PERSONNEL:			12.00		72	
SUBTOTAL SQUARE FOOTAGE:					1,382	

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces	Multifunction station	SPO-H	48	2	96	
	File cabinet	FILE-L	20	19	380	
	Workroom shelving	SHLV-X	9	4	36	
	Staff worktable	WKTBL-A	75	2	150	
	Work counter	CNTR-A	48	2	96	
	Booktruck parking	BKTRK-A	8	12	96	
	Supply cabinet	SPLY-C	36	1	36	
SUBTOTAL SQUARE FOOTAGE:			1,176			
TOTAL NSF:			2,552			
TOTAL NSF BGSF:			1,980			
BGSF:			3,988			

Average Component Efficiency Factor = 0.80
Existing Building Efficiency Factor = 0.80
Restrooms part of Unassignable Space

Downtown Reno Library (Technical Services) Spreadsheet

Building: Downtown Reno Library (Technical Services) Spreadsheet
Population Served: 443,731 County

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
personnel	Librarian I	PO-D	150	1.00	150	
	Senior Library Assistant	SPO-C	80	1.00	80	
	Library Assistant III	SPO-C	80	1.00	80	
	Library Assistant II	SPO-D	64	5.00	320	
TOTAL FTE PERSONNEL:			8.00		630	
SUBTOTAL SQUARE FOOTAGE:					630	

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces	Workroom shelving	SHLV-X	9	10	90	
	Staff worktable	WKTBL-A	75	3	225	
	Work counter	CNTR-A	36	2	72	
	Booktruck parking	BKTRK-A	8	10	80	
SUBTOTAL SQUARE FOOTAGE:			467			
TOTAL NSF:			1,097			
TOTAL NSF BGSF:			1,371			
BGSF:			2,110			

Average Component Efficiency Factor = 0.80
Existing Building Efficiency Factor = 0.80
Restrooms part of Unassignable Space

Downtown Reno Library (Systems) Spreadsheet

Building: Downtown Reno Library (Systems) Spreadsheet
Population Served: 443,731 County

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
personnel	Systems & Access Svcs Librarian	PO-B	200	1.00	200	
	Internet Librarian	SPO-A	120	3.00	360	
	Department Systems Specialist	SPO-A	120	3.00	360	
	Volunteer	SPO-F	24	0.00	0	
SUBTOTAL SQUARE FOOTAGE:			680		680	

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces	Multifunction station	SPO-H	48	1	48	
	File cabinet	FILE-L	20	1	20	
	Workroom shelving	SHLV-X	9	4	36	
	Staff worktable	WKTBL-A	75	0	0	
	Work counter	CNTR-A	48	1	48	
	Work counter wishk	CNTR-AS	48	1	48	
	Booktruck parking	BKTRK-A	8	2	16	
	Supply cabinet	SPLY-C	36	9	324	
SUBTOTAL SQUARE FOOTAGE:			540		540	
TOTAL NSF:			1,220			
TOTAL NSF BGSF:			1,363			
BGSF:			1,966			

Average Component Efficiency Factor = 0.80
Existing Building Efficiency Factor = 0.80
Restrooms part of Unassignable Space

Projected Space Requirements per
Planning Guidelines

Building: **Duncan/Trainer Library Spreadsheet**

Population Served: **20,402 1 mile ring**

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
			20,000			
CIRCULATION:						

unit area x # of personnel = net square footage
 SPO-E 36 0.45 16 Two positions, each @ 15 Tpw.
 TOTAL FTE PERSONNEL: 0.45 16

unit area x # of volumes = net square footage
 SHLVR 0.12 284 34 Adult, Children's & Staff Collection.
 SHLVB 0.20 57 11
 SHLVA 0.10 667 69
 SHLVA 0.10 1,211 121 Includes Oversize & Nevada Collection.
 SHLVM 0.07 689 48
 SHLVM 0.10 157 16
 SHLVEP 0.07 5,971 418
 SHLVA 0.10 9,720 972
 SHLVA 0.10 873 87
 SHLVM 0.07 278 19
 SHLVA 0.10 522 52
 SHLVM 0.07 1 0.07
 SHLVP 1.00 8 8
 SHLVC 0.10 153 15
 TOTAL ITEMS: 20,621
 ITEMS PER CAPITAL: 1.01
 SUBTOTAL SQUARE FOOTAGE: 1,872

unit area x # of units = net square footage
 SPOSK-A 48 2
 SPO-G 24 2
 SPO-H 48 1
 CASE-X 15 1
 TAB-DSP 15 1
 FILE-L 20 3
 SHL-VX 9 3
 WKTBL-A 75 1
 CNTR-A 36 1
 BKTRK-A 6 5
 SPL-AR 36 2
 SUBTOTAL SQUARE FOOTAGE: 522

functional component: support spaces
 personnel/space designation: Service desk station, PAC station (stand-up), Multifunction station, Display case, Display table, File cabinet, Workroom shelving, Staff worktable, Work counter/wisink, Booktruck parking, Supply cabinet
 space code: SPOSK-A, SPO-G, SPO-H, CASE-X, TAB-DSP, FILE-L, SHL-VX, WKTBL-A, CNTR-A, BKTRK-A, SPL-AR
 square feet: 48, 24, 48, 15, 15, 20, 9, 75, 36, 6, 36
 existing 2014: 2, 2, 1, 1, 1, 3, 1, 1, 1, 5, 2
 existing 2014: 56
 notes: New, 2 small, 1 medium, 2 large.

Average Component Efficiency Factor = 0.85
 Existing Building Efficiency Factor = 0.85
 EXISTING BUILDING TOTAL SQUARE FEET 3,200
 over (under) (1,347)
 PARKING GUIDELINES 16
 PARKING SPACES 0
 over (under) (16)
 One space per every 200 SF of building
 Include 3 handicap spaces.

functional component: seating
 personnel/space designation: Adult four-place, Adult one-place, Adult lounge, Adult computer
 space code: SEAT-AR, SEAT-AR, SEAT-AL, SEAT-AT
 square feet: 25, 35, 30, 36
 existing 2014: 12, 1, 2, 10
 existing 2014: 300, 35, 60, 360
 TOTAL READER SEATS: 25
 RATIO OF ITEMS PER SEAT: 825
 SEAT-CF 10 12 Not a room, but floor space for programming.
 SUBTOTAL SQUARE FOOTAGE: 875

unit area x # of seats = net square footage
 SEAT-AR 25 12 300
 SEAT-AR 35 1 35
 SEAT-AL 30 2 60
 SEAT-AT 36 10 360
 TOTAL READER SEATS: 25
 RATIO OF ITEMS PER SEAT: 825
 SEAT-CF 10 12 Not a room, but floor space for programming.
 SUBTOTAL SQUARE FOOTAGE: 875

Projected Space Requirements per
Planning Guidelines

Building: Incline Village Library Spreadsheet

Population Served: 14,247 5 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
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CIRCULATION: 81,000

unit area x # of personnel = net square footage

personnel	unit area	# of personnel	net square footage
PO-D	150	1,00	150
SPO-D	48	1,00	48
SPO-E	36	1,00	36
SPO-F	36	2,00	72
SPO-F	24	1,875	45

TOTAL FTE PERSONNEL 6,875

SUBTOTAL SQUARE FOOTAGE: 351

unit area x # of volumes

collections	unit area	# of volumes	net square footage
SHLV-R	0.12	209	25
SHLV-B	0.20	738	148
SHLV-B	0.20	53	11
SHLV-A	0.10	7,172	717
SHLV-A	0.10	6,149	615
SHLV-A	0.10	487	50
SHLV-A	0.10	408	41
SHLV-A	0.10	881	88
SHLV-M	0.07	3,916	274
SHLV-YEP	0.07	3,876	271
SHLV-A	0.10	6,176	618
SHLV-A	0.10	525	53
SHLV-M	0.07	521	36
SHLV-A	0.10	744	74
SHLV-P	0.07	71	5
SHLV-P	1.00	66	66
SHLV-RN	2.00	6	12
SHLV-CR	0.10	1,388	139

TOTAL ITEMS: 35,366

ITEMS PER CAPITAL: 2.48

SUBTOTAL SQUARE FOOTAGE: 3,442

unit area x number of seats = net square footage

seating	unit area	number of seats	net square footage
SEAT-AR	20	6	120
SEAT-AR	20	10	200
SEAT-AR	25	4	100
SEAT-AR	35	4	140
SEAT-AR	35	3	105
SEAT-AL	30	21	630
SEAT-AT	36	8	288
SEAT-AB	5	8	40
SEAT-AR	35	2	70
SEAT-AL	30	2	60
SEAT-AT	36	3	108
SEAT-AB	5	3	15
SEAT-CR	25	4	100
SEAT-CR	20	4	80
SEAT-CL	30	2	60
SEAT-CL	20	1	20
SEAT-CR	24	2	48
SEAT-CR	20	2	40
SEAT-CF	5	12	60
SEAT-CB	5	4	20

TOTAL READER SEATS: 105

unit area x # of units = net square footage

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
SVDSK-A	Service desk station		64	4	256	
SELF-CK	Self-check station		30	2	60	
EXP-STA	Express station		24	3	72	
DOWN-L	Download station		24	1	24	
RES-STA	Reservation station		24	1	24	
SEAT-AT	ADP station		48	1	48	
SPO-H	Multifunction station		48	2	96	
SHLV-A	Holds		10	2	20	
SHLV-A	Free books		10	2	20	
SHLV-A	Book sale		10	4	40	
TAB-DSPL	Display table		20	2	40	
CASE-X	Display case		20	2	40	
CASE-A	Atlas case		25	1	25	
LIT-R	Literature rack		15	3	45	
FILE-L	File cabinet		20	1	20	
LIB-MTLS	Library materials return room		42	1	42	
SHLV-X	Workroom shelving		9	6	54	
CNTR-A	Work counter		42	4	168	
BKTRK-A	Booktruck parking		7	21	147	
STFF-LO	Staff break room		160	1	160	
DATA-RM	Data room		104	1	104	
ENT-LOB	Entrance lobby		200	1	200	
LIB-C	Library cafe		130	1	130	
LOAD-D	Receiving		35	1	35	

SUBTOTAL SQUARE FOOTAGE: 1,870

Average Component Efficiency Factor = 0.85
Existing Building Efficiency Factor = 0.80

TOTAL NSF 8,867
TOTAL NASF 10,432
BGSF 13,040

EXISTING BUILDING TOTAL SQUARE FEET 11,045
SF per capita 0.78

over (under) (7,999)
PARKING GUIDELINES 55
PARKING SACES 34
over (under) (21)

Restrooms part of Unassignable Space
One space per every 200 SF of building
Include 3 handicap spaces.

Projected Space Requirements per Planning Guidelines

Building: North Valleys Library Spreadsheet

Population Served: 78,962 5 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
CIRCULATION: 172,000						

personnel	unit area x	# of personnel =	net square footage
Librarian II	150	1,000	150
Librarian I	48	1,000	48
Library Assistant III	36	1,000	36
Library Assistant II	36	2,000	72
Library Aide	24	1,875	45
TOTAL FTE PERSONNEL: 6,875			
SUBTOTAL SQUARE FOOTAGE: 351			

collections	unit area x	# of volumes	net square footage
Reference	SHLVR	0.12	266
Reference	SHLVR	0.12	26
Special collections	SHLVR	0.12	425
Popular display	SHLVB	0.20	937
Adult fiction	SHLVA	0.10	11,133
Adult non-fiction	SHLVA	0.10	8,638
Adult large print	SHLVA	0.10	899
Adult foreign languages	SHLVA	0.10	298
Children's easy/pictureboard	SHLVEP	0.07	9,294
Children's fiction/non-fiction	SHLVA	0.10	11,827
Children's fiction/non-fiction	SHLVA	0.10	590
Children's foreign languages	SHLVA	0.10	1,460
Children's media	SHLVA	0.07	2,522
Teen/tweens fiction/non-fiction	SHLVA	0.10	126
Teen/tweens media	SHLVA	0.07	9
Current periodicals	SHLVP	1.00	100
Current newspapers	SHLPPN	2.00	2
Backlist periodicals	SHLPCR	0.10	1,325
TOTAL ITEMS: 49,868			
ITEMS PER CAPITA: 0.63			
SUBTOTAL SQUARE FOOTAGE: 4,862			

seating	unit area x	number of seats =	net square footage
Adult four-place	SEAT-AR	25	8
Adult two-place	SEAT-AR	35	4
Adult lounge	SEAT-AL	30	7
Adult computer	SEAT-AT	36	21
Adult typewriter	SEAT-AT	36	1
Adult bench	SEAT-AB	5	8
Children's four-place (older)	SEAT-CR	25	12
Children's four-place (younger)	SEAT-CR	20	8
Children's lounge	SEAT-CL	30	3
Children's computer	SEAT-CR	30	8
TOTAL READER SEATS: 80			
RATIO OF ITEMS PER SEAT: 623			
Multi-Purpose Meeting room	SEAT-S	15	35
SUBTOTAL SQUARE FOOTAGE: 2,697			

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces						
Service desk station	SVDSKA		48	5	240	
Self-check station	SELF-CK		30	2	60	
Respection station	RES-STA		24	2	48	
Multifunction station	SPO-H		48	2	96	
Holds	SHLVA		10	1	10	
Book sale	BOOL-S		15	1	15	
Atlas case	CASE-A		25	1	25	
Dictionary stand	DICT-S		25	1	25	
Display table	TAB-SPL		15	2	30	
Literature rack	LITR		15	4	60	
Library materials drop box return	LIB-MTLRS		16	1	16	
File cabinet	FILE-L		20	6	120	
Workroom shelving	SHLVX		9	15	135	
Staff worktable	WKTBL-A		65	2	130	
Work counter	CNTR-A		24	2	48	
Booktruck parking	BKTRK-A		6	25	150	
Staff break room	STFF-LO		182	1	182	
Supply cabinet	SPLY-C		36	4	144	
Entrance lobby	ENT-LOB		100	1	100	
SUBTOTAL SQUARE FOOTAGE: 1,634						

TOTAL NSF	9,533
TOTAL NASF	11,216
BGSF	14,020
EXISTING BUILDING TOTAL SQUARE FEET	9,178
over (under)	(4,842)
PARKING GUIDELINES	46
over (under)	(46)
PARKING SACES	0
over (under)	(46)

Average Component Efficiency Factor = 0.85
Existing Building Efficiency Factor = 0.80

Restrooms part of Unassignable Space
Per capita SF 0.12
One space per every 200 SF of building.

Projected Space Requirements per Planning Guidelines

Building: Northwest Reno Spreadsheet
Population Served: 50,547 3 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
PERSONNEL						
			unit area x # of personnel = net square footage	150	150	
personnel	Librarian II	POO	150	1.00	1.00	
	Librarian I	SPO-D	48	1.00	48	
	Library Assistant III	SPO-E	36	1.00	36	
	Library Assistant II	SPO-E	36	5.00	180	
	Library Aide	SPO-F	24	2.25	54	
TOTAL FTE PERSONNEL				10.25	468	
SUBTOTAL SQUARE FOOTAGE:					468	
FUNCTIONAL COMPONENTS						
			unit area x # of volumes	116	116	
collections	Reference	SHLV-R	0.12	970	116	
	Overseize	SHLV-R	0.12	246	30	
	Special collections	SHLV-R	0.12	2,876	345	Holocaust, Nevada, & Staff collections.
	Popular display	SHLV-B	0.20	1,721	344	
	Adult fiction	SHLV-A	0.10	13,731	1,373	
	Adult non-fiction	SHLV-A	0.10	22,086	2,210	
	Adult foreign languages	SHLV-A	0.10	1,884	188	
	Adult large print	SHLV-A	0.10	788	80	
	Adult media	SHLV-M	0.07	7,422	520	
	Children's easy/pictureboard	SHLV-YEP	0.07	9,354	655	
	Children's fiction/non-fiction	SHLV-A	0.10	17,924	1,792	
	Children's foreign languages	SHLV-A	0.10	458	46	
	Children's media	SHLV-M	0.07	1,479	104	
	Teens/Tweens fiction/non-fiction	SHLV-A	0.10	3,342	334	
	Teens/Tweens media	SHLV-M	0.07	141	10	
	Current periodicals	SHLV-P	1.00	186	186	
	Current newspapers	SHLV-PM	2.00	7	14	
	Backfile periodicals	SHLV-CR	0.10	3,671	367	
TOTAL ITEMS:				88,306		
ITEMS PER CAPITA:				1.75		
SUBTOTAL SQUARE FOOTAGE:					8,713	
SEATING						
			unit area x number of seats = net square footage	40	1,000	
seating	Adult four-place	SEAT-AR	25	40	1,000	
	Adult two-place	SEAT-AR	35	20	700	
	Adult one-place	SEAT-AR	35	9	315	
	Adult lounge	SEAT-AL	30	18	540	
	Adult computer	SEAT-AT	36	14	504	
	Adult typewriter	SEAT-AT	36	1	36	
	Teens/Tweens four-place	SEAT-AR	25	8	200	
	Teens/Tweens two-place	SEAT-AR	35	10	350	
	Teen lounge	SEAT-AL	30	3	90	
	Group study room	SEAT-AR	30	10	300	
TOTAL READER SEATS:				133		
RATIO OF ITEMS PER SEAT:				664		
	Multi-Purpose Meeting room	SEAT-S	15	106	1,590	
SUBTOTAL SQUARE FOOTAGE:					5,625	
SUPPORT SPACES						
			unit area x # of units = net square footage	743	743	
support spaces	Service desk station	SVDSK-A	64	7	448	
	Self-check station	SELF-CK	30	5	150	
	Holds	SHLV-A	10	6	60	
	PAC station (stand-up)	SPO-G	24	7	168	
	Reservation station	RES-STA	24	2	48	
	ADA computer	SEAT-AR	48	1	48	
	Express station (stand-up)	SEAT-F	24	2	48	
	Download station	DOWN-STA	24	1	24	
	Multifunction station	SPO-H	48	2	96	
	Holds shelving	SHLV-A	10	8	80	
	Display table	TAB-DSPL	20	4	80	
	Display case	CASE-X	15	7	105	
	Atlas case	CASE-A	25	1	25	
	Dictionary stand	DICT-S	25	1	25	
	Literature rack	LITR	15	1	15	
	File cabinet	FILE-L	20	7	140	
	Workroom shelving	SHLV-X	9	6	54	
	Staff worktable	WKTLA	75	1	75	
	Work counter	CNTR-A	48	2	96	
	Booktruck parking	BKTRK-A	6	38	228	
	Staff break room	STFF-LO	540	1	540	
	Staff lockers	STFF-LK	2	15	30	
	Supply cabinet	SPLY-C	36	3	108	
	Storage room	STOR-S	400	1	400	
	Friends of Library:					
	Store	FOL-STR	220	1	220	
	Storage	FOL-STOR	360	1	360	
	Entrance lobby:					
	Foyer	ENT-LOB	400	1	400	
	Lobby	SNT-FOY	120	1	120	
	Loading dock	SNT-LOB	480	1	480	
		LOAD-D	216	1	216	
SUBTOTAL SQUARE FOOTAGE:					4,887	
EXISTING BUILDING TOTAL SQUARE FEET						
TOTAL NSF				19,683		
TOTAL MSF				23,169		Restrooms part of Unassignable Space.
BGSF				28,961		Per capita SF 0.57.
EXISTING BUILDING TOTAL SQUARE FEET				28,634		One space per every 300 SF of building.
over (under)				(327)		
PARKING GUIDELINES				95		
PARKING SPACES				92		
over (under)				(3)		

Projected Space Requirements per Planning Guidelines

Building: Sparks Library Spreadsheet
 Population Served: 100,978 3 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
PERSONNEL						
Librarian III	PO-A		150	100	150	
Librarian II	SPO-C		64	1.00	64	
Librarian I	SPO-D		48	1.00	48	
Library Assistant III	SPO-D		48	2.00	96	
Library Assistant II	SPO-E		36	8.00	288	
Library Aide	SPO-F		24	2.40	58	
TOTAL FTE PERSONNEL				15.40		
SUBTOTAL SQUARE FOOTAGE:					704	

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
COLLECTIONS						
Reference	SHLV-R	0.12	1,516	1,932	182	Adult and Children's
Popular display	SHLV-B	0.20	1,155	1,434	139	
Special collections:						
Auto repair	SHLV-A	0.10	1,434	1,434	16	
Nevada collection	SHLV-A	0.10	155	400	40	
Starf collection	SHLV-A	0.10	400	1,949	3,044	
Rail City	SHLV-A	0.10	19,492	30,443	2,336	
Adult fiction	SHLV-A	0.10	30,443	1,703	170	
Adult non-fiction	SHLV-A	0.10	2,336	13,516	946	
Adult large print	SHLV-A	0.10	1,703	168	34	
Adult foreign languages	SHLV-M	0.07	13,516	6,748	472	
Adult media	SHLV-B	0.20	168	13,989	1,389	
Overseas	SHLV-YEP	0.07	6,748	2,394	168	
Children's easy/pictureboard	SHLV-A	0.10	13,989	3,490	349	
Children's fiction/non-fiction	SHLV-A	0.10	3,490	184	13	
Children's media	SHLV-M	0.07	184	102	102	
Teen/Tween media	SHLV-P	1.00	102	6	12	
Current periodicals	SHLV-CP	2.00	6	1,280	128	Adult and Children's
Backlist periodicals	SHLV-CR	0.10	1,280	102,443		
TOTAL ITEMS:				1,011		
ITEMS PER CAPITA:					9.926	
SUBTOTAL SQUARE FOOTAGE:						

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
SEATING						
Adult four-place	SEAT-AR	25	48	1,200		
Adult lounge	SEAT-AL	30	15	450		
Adult computer	SEAT-AT	36	28	1,008		
Adult typewriter	SEAT-T	36	1	36		
Adult bench	SEAT-AB	5	22	110		
Teens/Tweens four-place	SEAT-AR	25	8	200		
Teens/Tweens ne-place	SEAT-AR	35	3	105		
Teen lounge	SEAT-AL	30	4	120		
Teen computer	SEAT-AT	36	3	108		
Children's four-place (older)	SEAT-CR	25	16	400		
Children's four-place (younger)	SEAT-CR	20	8	160		
Children's computer	SEAT-CR	30	12	360		
Children's slanttop table	SEAT-CB	15	8	120		
Children's bench	SEAT-CB	5	2	10		
TOTAL READER SEATS:				178		

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
SUPPORT SPACES						
Service desk station	SVDS-K-A		64	9	54	
Self-check station	SELF-CK		30	5	150	
Express station	EXP-STAT		24	2	48	
PAC station (stand-up)	SPO-G		24	8	192	
Reservation station	RES-STAT		24	1	24	
ADP station	ADP-STAT		48	1	48	
Downloadable station	DLOAD-S		36	1	36	
Multifunction station	SPO-H		48	1	48	
Holds	SHLV-A		10	5	50	
Book sale	BK-SALE		10	1	10	
Display case (large)	CASE-X		100	2	200	
Display case (small)	CASE-XS		15	2	30	
Map case	CASE-M		40	1	40	
Display table	TAB-DSPL		15	2	30	
Literature rack	LT-R		15	6	90	
Microform reader/printer	MICRO-RP		45	1	45	
Microform cabinet	MICRO-C		20	2	40	
Atlas case	CASE-A		25	1	25	
Dictionary stand	DICT-T		25	1	25	
File cabinet	FILE-L		20	4	80	
Workroom shelving	SHLV-X		9	8	72	
Bookmuck parking	BKTRK-A		7	28	196	
Staff break room	STFF-LO		300	1	300	
Supply closet	SPLY-C		40	1	40	
Vending machine	VEND-M		20	1	20	
Entrance lobby	ENT-LOB		504	1	504	
SUBTOTAL SQUARE FOOTAGE:					2,919	

TOTAL NSF	18,905					
TOTAL NASF	23,418					Restrooms part of Unassignable Space
BGSF	29,272					SF per capita 0.23
EXISTING BUILDING TOTAL SQUARE FEET	22,832					
over (under)	(6,440)					
PARKING GUIDELINES	76					One space per every 300 SF of building
PARKING SPACES	83					
over (under)	(7)					

Average Component Efficiency Factor = 0.85						
Existing Building Efficiency Factor = 0.80						
EXISTING BUILDING TOTAL SQUARE FEET						
over (under)						
PARKING SPACES						
over (under)						

Projected Space Requirements per
Planning Guidelines

Building: Senior Center Library Spreadsheet

Population Served: 19,075 1 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
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CIRCULATION: 11,600

unit area x # of personnel = net square footage

SPO-E	Library Assistant II	36	1.00	36	Two positions, each @ 15 tipw.	
TOTAL FTE PERSONNEL			1.00			
SPO-F	Volunteer	24	0.35	8		
SUBTOTAL SQUARE FOOTAGE:				44		

unit area x # of volumes

SHLV-R	Reference	0.12	50	6	Adult, Children's & Staff Collection.	
SHLV-B	Popular display	0.20	151	30		
SHLV-A	Adult fiction	0.10	910	91	Includes Large Print fiction.	
SHLV-A	Adult non-fiction	0.10	1,211	121	Includes Large Print non-fiction & Nevada Collection.	
SHLV-M	Adult media	0.07	1,103	77		
SHLV-A	Foreign languages	0.10	18	2	Adult & Children's.	
SHLV-YEP	Children's easy/picture/board	0.07	79	6		
SHLV-A	Children's fiction/non-fiction	0.10	117	12		
SHLV-M	Children's media	0.07	38	3		
SHLV-A	Teens/Tweens fiction/non-fiction	0.10	40	4		
SHLV-M	Teens/Tweens media	0.07	8	1		
SHLV-P	Current periodicals	1.00	8	8		
SHLV-CR	Backlist periodicals	0.10	159	16		
TOTAL ITEMS:			3,892			
ITEMS PER CAPITA:			0.20			
SUBTOTAL SQUARE FOOTAGE:				376		

unit area x # of seats = net square footage

SEAT-AR	Adult four-place	25	8	200		
SEAT-AR	Adult two-place	25	2	50		
SEAT-AT	Adult computer	36	4	144		
SEAT-AB	Adult bench	5	4	20		
TOTAL READER SEATS:				18		
RATIO OF ITEMS PER SEAT:				216		
SUBTOTAL SQUARE FOOTAGE:				414		

unit area x # of units = net square footage

SVDSK-A	Service desk station	48	3	144		
SELF-OK	PAC station (sit-down)	24	1	24		
EXP-STAT	PC express station	24	1	24		
RES-STAT	Reservation station	24	1	24		
SPO-H	Multifunction station	48	1	48		
SHLV-X	Workroom shelving	8	1	9		
WKTBL-A	Staff worktable	50	1	50		
BKTRK-A	Booktruck parking	6	4	24		Now, 1 small, 1 medium, 2 large.
SPLY-RC	Supply cabinet	24	1	24		
SUBTOTAL SQUARE FOOTAGE:				785		
TOTAL NSF			0.85	1,619		
TOTAL NSF BGSF			0.85	1,905		Restrooms part of Unassignable Space
EXISTING BUILDING TOTAL SQUARE FEET				2,241		
over (under)				800		Now, 0.04 SF per capita.
				(1,441)		

Average Component Efficiency Factor =

Existing Building Efficiency Factor =

EXISTING BUILDING TOTAL SQUARE FEET

over (under)

(1,441)

Projected Space Requirements per Planning Guidelines

Building: Spanish Springs Library Spreadsheet

Population Served: 163,983 3 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
CIRCULATION:						
			192,000			

personnel	unit area x	# of personnel	= net square footage
PO-D	150	1	150
SPO-D	48	1	48
SPO-E	48	1	48
SPO-F	36	5	180
SPO-F	24	1	24
TOTAL FTE PERSONNEL:			9,50
SUBTOTAL SQUARE FOOTAGE:			482

collections Reference	unit area x	# of volumes	Adult and Children's
SHL-V-R	0.12	839	101
SHL-V-R	0.12	1,000	120
SHL-V-B	0.20	970	194
SHL-V-A	0.10	12,307	1,231
SHL-V-A	0.10	14,206	1,421
SHL-V-A	0.10	758	76
SHL-V-A	0.10	1,808	161
SHL-V-B	0.20	62	12
SHL-V-M	0.07	6,349	444
SHL-V-YEP	0.07	7,665	537
SHL-V-A	0.10	11,505	1,151
SHL-V-M	0.07	1,328	93
SHL-V-A	0.10	2,837	284
SHL-V-M	0.07	254	18
SHL-V-P	1.00	122	122
SHL-V-PN	2.00	7	14
SHL-V-CR	0.10	1,349	135
TOTAL ITEMS:			63,266
ITEMS PER CAPITA:			0.41
SUBTOTAL SQUARE FOOTAGE:			6,122

seating	unit area x	# of seats	= net square footage
SEAT-AR	25	16	400
SEAT-AR	25	15	375
SEAT-AR	35	4	140
SEAT-AL	30	33	990
SEAT-AS	10	1	10
SEAT-AT	35	30	1,080
SEAT-AT	35	1	36
SEAT-AT	48	1	48
SEAT-AB	5	3	15
SEAT-CB	20	18	360
SEAT-AT	35	8	288
SEAT-CR	25	4	100
SEAT-CR	20	4	80
SEAT-CL	30	5	150
SEAT-CR	30	5	150
SEAT-CR	20	4	80
SEAT-CB	5	3	15
SEAT-AR	30	14	420
TOTAL READER SEATS:			169
RATIO OF ITEMS PER SEAT:			374
Multi-Purpose Meeting room		125	1,875
Children's Program room		100	1,200
SUBTOTAL SQUARE FOOTAGE:			7,812

Now, 2 rooms for 4 & 1 room for 6.

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces						
	Service desk station	S/D/SK-A	64	5	316	
	Self-check station	SELF-CK	30	2	48	
	Express station	EXP-ST/AT	24	8	192	
	PAC station (stand-up)	SPO-G	24	1	24	
	Reservation station	RES-ST/AT	48	1	48	
	ADP station	ADP-ST/AT	36	1	36	
	Downloadable station	D/LOAD-S	48	1	48	
	Multifunction station	SPO-H	10	5	50	
	Holds	SHL-V-A	10	1	10	
	Book sale	BK-SALE	100	2	200	
	Display case (large)	CASE-X	15	2	30	
	Display case (small)	CASE-M	40	1	40	
	Map case	CASE-W	15	2	30	
	Display table	TAB/DSP/L	15	5	90	
	Literature rack	LIT-R	45	1	45	
	Microform reader/printer	MICRO-RP	20	2	40	
	Microform cabinet	MICRO-C	25	1	25	
	Atlas case	CASE-A	25	1	25	
	Dictionary stand	DICT-T	20	4	80	
	File cabinet	FILE-L	9	8	72	
	Workroom shelving	SHL-V-X	7	28	196	
	Booktruck parking	BKTRK-A	300	1	300	
	Staff break room	STFL-LO	40	1	40	
	Supply closet	SPLY-C	20	1	20	
	Vending machine	VEND-M	504	1	504	
	Entrance lobby	ENT-LOB	504	1	504	
SUBTOTAL SQUARE FOOTAGE:			2,919			

Average Component Efficiency Factor = 0.86
Existing Building Efficiency Factor = 0.80

TOTAL NSF 19,905
TOTAL NASF 23,418
BGSF 28,272
EXISTING BUILDING TOTAL SQUARE FEET 22,832
PARKING GUIDELINES 6,440
PARKING SPACES 83
over (under) 76
One space per every 300 SF of building over (under) 7

Projected Space Requirements per Planning Guidelines

Building: South Valleys Library Spreadsheet

Population Served: 52,290 5 mile ring

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
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CIRCULATION: 280,000

unit area x	# of personnel	= net square footage
PO-E	150	150
SPO-H	48	48
SPO-I	48	48
SPO-J	36	180
SPO-K	24	45
TOTAL FTE PERSONNEL		9,875
SUBTOTAL SQUARE FOOTAGE:		471

unit area x	# of volumes	Adult & Children's
SHLVR	0.12	279
SHLVR	0.12	145
SHLVR	0.12	732
SHLVB	0.20	1,424
SHLVA	0.10	9,865
SHLVA	0.10	12,212
SHLVA	0.10	223
SHLVA	0.10	1,483
SHLVA	0.07	7,925
SHLVA	0.07	8,187
SHLVA	0.10	12,739
SHLVA	0.10	364
SHLVA	0.07	1,470
SHLVA	0.10	1,641
SHLVA	0.07	131
SHLVA	2.00	8
SHLVA	0.10	1,287
TOTAL ITEMS:		60,232
ITEMS PER CAPITAL:		1.15
SUBTOTAL SQUARE FOOTAGE:		5,778

unit area x	# of seats	= net square footage
SEAT-AC	25	28
SEAT-AE	35	4
SEAT-AD	30	22
SEAT-ACT	35	12
SEAT-ACT	35	1
SEAT-AE	25	10
SEAT-AD	30	3
SEAT-ACT	35	3
SEAT-CD	30	4
SEAT-CD	30	3
SEAT-CK	5	10
SEAT-AR	30	14
TOTAL READER SEATS:		114
RATIO OF ITEMS PER SEAT:		528
SEAT-S		106
Multi-Purpose Meeting room		1,590
SUBTOTAL SQUARE FOOTAGE:		4,670

functional component	personnel/space designation	space code	square feet	existing 2014	existing 2014	notes
support spaces	Service desk station	SVDSK-A	120	4	480	
	Self-check station	SEAT-D	30	4	120	
	PAC station	SEAT-AE	25	5	125	
	Download station	SEAT-AE	25	1	25	
	Reservation station	SEAT-AE	25	1	25	
	Express station	SPO-F	20	2	40	
	ADA station	SEAT-AA	45	1	45	
	Laptop docking	DOCK-LAP	12	4	48	
	Fax station	SEAT-F	20	1	20	
	Multi-function station	SPO-H	48	2	96	
	Holds	SHLVA	10	1	10	
	Booksale	SHLVA	10	3	30	
	Booksale storage	SHLVA	10	4	40	
	Display case	CASEX	30	3	90	
	Display table	TAB-DSPY	20	3	60	Two in Teen/Tween space
	Literature rack	LIT-R	15	3	45	
	Atlas case	CASE-A	25	2	50	
	Dictionary stand	DICT-S	25	1	25	
	Work counter	CNTR-A	48	2	96	
	Work counter (small)	CNTR-AS	24	1	24	
	Booktruck parking	BKTRK-A	6	26	156	
	Book bins	BLBIN-A	4	4	16	
	Staff break room	STFF-LO	300	1	300	
	Supply closet	SPLY-CL	20	1	20	In Children's Services area
	Storage room	STOR-S	180	1	180	
	Gallery	GAL-ART	264	1	264	
	Library materials room	LIB-MTLR	80	1	80	
	Fireplace (fax)	FIRE-P	16	1	16	Drive-up checkout 4' x 4'
	Entrance lobby	ENT-LOB	584	1	584	
	Library snack bar	LIB-SB	216	1	216	
SUBTOTAL SQUARE FOOTAGE:			3,346			
TOTAL NSF			14,285			
TOTAL NASF			16,782			Restrooms part of Unassignable Space
BGSF			20,978			SF per capita 0.33
EXISTING BUILDING TOTAL SQUARE FEET			17,500			
over (under)			(3,478)			
PARKING GUIDELINES			88			One space per every 200 SF of building
PARKING SPACES			68			
over (under)			(20)			

Average Component Efficiency Factor = 0.85
 Existing Building Efficiency Factor = 0.80
 EXISTING BUILDING TOTAL SQUARE FEET
 over (under)
 PARKING GUIDELINES
 PARKING SPACES
 over (under)

Appendix D: Washoe County Library System Technology Plan Review And Priority Order Of Recommendations

The Technology Plan is fairly comprehensive and addresses the needs of customers and, to some extent, staff. The Plan, although aimed directly at meeting certain requirements and demands, is more of a wish list than a document with clearly defined priorities. The Plan does establish clear goals the Washoe County Library System (WCLS) would like to achieve and the types of technology to employ, along with the reference to the infrastructure and hardware that will be needed to meet the goals. There is some inclusion of professional development in the document that highlights the need for staff training, learning how to use the technology implemented, and how this can affect library services and the time needed or saved as a result.

From a number of document comments there is clearly a need for an improvement in technology infrastructure to support the desire and aspirations of WCLS. As an example:

North Valleys has no affordable solution to a low problem for staff and public networks, yet their demand for Internet access remains high.

In order to implement many of the plans points, access and increased bandwidth (see bandwidth thoughts below, following priority listing of recommendations) are going to be required. Although some of the solutions identified creatively suggest the use of 4G, ultimately networked photocopiers, staff mobile devices for roaming reference and circulation, self service kiosks, self registration at PAC stations, as well as the continued rise in mobile device use within the library are going to force more and more strain on networks and Wi-Fi access that are already stretched. While there is constant pressure on library systems throughout the world to do more and more with less, the truth of the matter is that without a suitable robust infrastructure to support the technology it will at some point become impossible to do more without increasing bandwidth, access, network points and the like. The technology plan alludes to these potential problems and there is a network section on page 5 of the plan, however there is no real mention of what the library system would like to prioritize within the Plan. As part of the ongoing development and evaluation process of the Plan, a section needs to detail what the library needs to do in developing the infrastructure, and if needs be, to be done building by building, as technology levels and the amount allocated for investment may vary depending on use and the level of the existing infrastructure.

Much has been written and discussed on the writing of technology plans. The general consensus suggest that incorporation of the following will result in a more comprehensive plan, as well as being able to track progress and revise goals as technology and demand continue to evolve and develop.

1. The principal problem with the Plan is the lack of budget information. Everything listed in the plan can and will have budget implications. We recognize that it is impossible to accurately predict the cost of some of these projects until the decision to implement is made and the necessary work is undertaken. However, it is possible to structure potential costs. Potential cost information should be included in the document. Technology costs range beyond the cost of implementation. Software and hardware can have, and usually do have, on-going licensing and maintenance costs that need to be factored into any decision to implement. This will, of course, have an impact on WCLS budget forecasts.
2. The Plan makes no mention of how the various technologies are evaluated, or how the technology plan itself is reviewed and evaluated, and if necessary changed as new technologies become available and user demands shift.
3. The Plan has a static feel to it. It is mentioned that the plan was created from "brainstorming sessions, and by thinking of possibilities, not just realities." This is an excellent first step but needs more precision and better documentation.
4. The steps in the document have no real time line. Although a number of the points listed give a date, e.g. May 2014, or spring 2015, the document does not mention if this particular date is an implementation date, a completion date, or merely a suggested date. The reader has no idea if the line item has in fact been completed and why that particular line item was chosen.
5. A Technology Plan should be reviewed at least every 4-6 months and those reviews documented as part of the plan, as well as any changes such as new projects or completion of projects.

Other Comments

Our primary recommendation for this document would be to re-format it and create a spreadsheet with each

line on the spreadsheet having the same columns to indicate the priority of the line-item, a potential time line for implementation, associated budget costs, training requirements, evaluation of competitive technologies, and a column to show review dates for those items not yet completed.

We have noted that the plan mentions video tutorials twice under the Koha open source ILS section as well as the following section on open source software. Similarly, self-registration is mentioned two times under kiosks, in-house and remote, as well as access to virtual branch library services. For action items such as these stated more than one time WCLS should perhaps consider these a higher priority as it goes through the prioritization process. By re-writing this document and prioritizing line items WCLS may find that certain items can be achieved quickly and for little cost. For example video tutorials can be created easily and quickly using software such as Camtasia (approx \$250.00) Freeware screen casting equivalents such as Jing, and Webinaria, can also be used quickly and easily and the recordings mounted on a library web page or YouTube channel to use as finding aids. By picking a few relatively low cost easy to finish projects in conjunction with more expensive longer-term projects WCLS will be making progress and improving services.

The following paragraphs address specific action items within the Technology Plan.

Online Payment - Although on the surface online payment seems an easy way to process library financial transactions, especially fines, the reality of e-commerce is different. Most e-commerce has to involve a 3rd party company such as PayPal or Sage, both of whom are PCI (Payment Card Data Industry Security Standard) compliant, which establishes secure and controlled methods of data storage and transmission for electronic monetary transactions. These services are not free and before any implementation of e-commerce takes place it is advised to do through and detailed research to understand the technical and financial implications of implementing e-commerce. The implementation process for e-commerce can be a lengthy. WCLS should prepare fully before embarking down this path. The concept is valid. But as it is often said, "the devil is in the details."

One of the strengths of this technology plan is that staff is prepared to embrace change from existing software. It can be a hard cultural shift to move from a particular piece of software to something new as in the case of the line item to investigate Libki to replace the Envisionware software for non-windows based

platforms as well as Windows platforms. This move is necessitated by the desire to expand training on computers using both Windows and Linux operating systems. If the library was to proceed with thin clients it is possible to have dual boot workstations. This should be investigated as part of any thin client project. The real success of these types of systems depends upon the evaluation and testing prior to implementation. As each line item project is initiated a comprehensive testing protocol needs to be developed to ensure the best return on the investment in the product.

Thin Clients – Thin clients have become more common in libraries in recent years. Terminal services can provide a modern windows interface to desktop PC's that are older. Add in the factor that an existing server can sometimes be re-purposed or upgraded at a low cost and it becomes an attractive option in extending the life of existing desktop installations without the need to replace every PC at the same time. The plan mentions that Washoe County is only willing to replace 91 new machines out of the 365 that should be replaced. Thin client has the potential to upgrade existing machines and should be considered a matter of priority if customer PC's need upgraded software. A single person can administrate thin clients.

However, software updates generally take a bit longer than a Zero Client. Investing in thin client architecture increases the lifespan of the hardware (up to 5 years) as there are no real moving parts, and replacement costs are usually associated with peripherals such as a mouse or keyboard. This has the effect on reducing costs in terms of IT staff, as well as maintenance costs of the hardware. The hardware itself is more energy efficient especially if it is energy star rated. Thin clients also have the advantage of providing quick access to remote workers at stations off site is required.

One of the biggest advantages is security. All thin clients access the server via the network. Different levels of security can be implemented which in turn can protect sensitive data stored on the server. As a result back up and protection of the server is the priority so that in the event of fire terminals only need to be replaced at a hardware level. If the server is secure so is the data. Infection via malware is also dramatically reduced. All software used on thin clients comes directly from the server. All patches and updates, as well as the addition of new software, are done at the server level. This helps with security and also reduces the time taken to update individual machines and reduces the costs of personnel to do so. The set up and implementation of thin client architecture can be an expensive initial outlay, long term budget savings can be made in a number of areas and should be factored into the planning phase of any implementation project.

Lockers - The lockers concept is a far more cost effective method than full blown vending machines. Library systems such as Washington County and Carver County have had good success with them. However their success depends upon the placement of the lockers in areas where the community gathers on a regular basis, and the marketing of these lockers must be kept up after implementation in order drive usage and ultimately success. Given the advent of more and faster Wi-Fi connectivity, the use of kiosks near to these sites may no longer be needed. Smartphones and tablets – and the ever-increasing use of apps and mobile PACs no longer make it necessary to provide access points. Money may need to be spent on adding a hotspot to ensure Wi-Fi connectivity in the locker areas to encourage use of an individual's own device.

Self-Registration - Although the plan highlights the idea of self-registration at PAC computers it does not mention the possibility of using of self-check machines. WCLS may want to investigate self-check alternatives along with their ideas for PAC machines as self-checks, if promoted properly, can reduce the amount of staff time spent on circulation, thereby freeing staff for more interaction with the customer as well as other duties.

There are alternatives that allow PCs to be re-tasked as self-checks with a barcode an attached scanner and, perhaps, a touch screen to facilitate ease of use. Multiple self-checks can be installed for the cost of a single custom-built machine. Since WCLS is part of an open source community, checking within the community to see what options other Kona clients have used, or have tried to use, could be instructive.

Loaning Tablets - In checking out tablets to customers WCLS may want to consider having tablets tethered within the facility for electronic magazines. This would negate the need to control them directly. Tablets could be gathered in at the end of the day for charging and deployed again first thing the following morning. If WCLS is considering a loan of tablet devices overnight it will need to look at security options and the ability to either track or disable devices. One option used by some libraries is to present a valid form of photo ID at time of checkout so if the device is not returned the user can be identified.

RDA – Having access to the open source community for Koha will provide WCLS a cost effective advantage in developing the ILS and its public access catalog. Short cuts, such as using RDA (Resource Description and Access) can be found via a subscription on the RDA website. A number of online training materials are also available. If WCLS is an OCLC member it

would be possible to run a reclamation project to update records to make them RDA compliant.

Conclusion

We strongly believe the section on Network Improvements needs to be addressed first. Thin clients, mobile devices, and general connectivity will all be affected by the Network and as such the investment in finding out what the system is currently capable of, and what work and technology needs to be purchased and completed prior to the implementation of some of the other projects, will ensure that those projects -- once instigated -- will be completed more quickly and smoothly.

Priority Order Recommendations

Assuming WCLS is satisfied with the current network capability we recommend the following order for the implementation schedule for the Technology Plan.

1. **Thin Clients** – The Technology Plan makes clear that replacing aging PCs is a priority. Thin Clients can provide significant cost savings in terms of purchasing, maintenance, and administrative costs although WCLS may not be able to replace all the PCs they want at the same time.

There could be a phased implementation of Thin Clients. This would allow the Library System to perfect the implementation process as well as the image that works best. It would also minimise the impact on your customers, as well as also providing an easy solution for the dual boot machines listed in the Plan.

2. Koha ILS Upgrades – Koha upgrades were mentioned a number of times; as follows:

- Overdrive API;
- Database API;
- Acquisitions module;
- Catalog clean up;
- Responsive design for public catalog; and
- Koha functionality will also affect use of kiosks in-house and remotely.

All of these do not have to be implemented simultaneously An on-going project to focus on an element at a time would eventually be completed, depending on what is already available from the open source community and what needs to be developed. Completing these tasks would finish assigned tasks in multiple areas of the Technology Plan.

- A **Virtual Branch including content creation:** This is the next logical step after the upgrades to Koha. It can be done at the same time as the Koha upgrades and encompasses a number of different areas that directly affect services and customers
- B **Kiosks:** Once the Thin Clients is in place and the upgrades to Koha and content are complete the library will have a better product to market through kiosks, the core piece of which will be the virtual branch and the services it presents, not just registration and check out.
- C **Mobile Staff:** This could be fit in anywhere but staff mobility and its associated cost will be better served once they have a more robust suite of services from Koha that can be interfaced by a well designed and optimized web front end.
2. Self-check is possible without RFID, but an Automated Materials Handling System (AMHS) is not feasible. An AMHS automatically sorts returned materials by type or format or location and is another labor-saving, productivity enhancing piece of equipment and benefit of RFID.
 3. The inventory of the collection can be accomplished much faster and with greater accuracy by "wandering" a shelf of books to determine if there is a missing item (of course, the item could be checked-out or misshelved).
 4. Items can even be checked-out much faster. With the right system a stack of books can be checked out at once instead of one item at a time.

RFID

Radio Frequency Identification Data (RFID) is the wireless use of electromagnetic fields to transfer data for the purposes of automatically identifying and tracking tags attached to objects.

The tags contain electronically stored information. Some tags are powered by electromagnetic induction from magnetic fields produced near the reader. Other types collect energy from the interrogating radio waves and act as a passive transponder. Still others have a local power source, e.g. a battery, and may operate at hundreds of feet from the reader. Unlike a barcode, the tag does not necessarily need to be within line of sight of the reader, and may be embedded in the tracked object. RFID is one method for Automatic Identification and Data Capture (AIDC).

RFID tags are used in many industries, including an increasing number of public libraries. An RFID tag attached to an automobile during production can be used to track its progress through the assembly line. Pharmaceuticals can be tracked through warehouses. Livestock and pets may have tags injected, allowing positive identification of the animal. RFID tags can be attached to cash, clothing, possessions, books, or other forms of library materials.

For libraries, the benefits are these:

1. Placement of a tag reader at, for example, a book return chute, will automatically check-in the item, capture it if there is a hold (or reserve) on the item, and let you know if the item is overdue.

RFID tags have dropped in price considerably since their introduction into the library marketplace. However, like many other products, "you get what you pay for." Buying the least expensive tag may well cost more in the long run. A reasonable cost estimate is in the range of \$0.40 - \$0.50 per tag for a book and slightly more, perhaps \$0.10 - \$0.15, for a tag for a DVD or a CD. Bulk purchases should reduce the price. The cost of inserting the tag will depend upon labor costs at the library.

Recommendation – The WCLS should initiate a RFID project by "tagging" all new acquisitions for the next five years. Concurrently, if the present ILS is capable, a "dusty book" report should be run twice. In year one it should look for items (circulating items) that have not been borrowed in the last five years (if 2015 is year one, then items last borrowed in 2009 and before would show up on the report and become prime candidates for withdrawal. Then, in 2018 (there has now been three + years of "tagging," do another "dusty book" report and use a three year window. Once all of that has been accomplished, and the five-year time-frame has elapsed, it would be time to tag the balance of the collection.

If Washoe County's financial policies count library materials – or at least library books – as a capital investment then a case can be made to treat RFID tags in a like manner since they are helping secure the investment in the books.

Bandwidth

In computer networking and science bandwidth, network bandwidth, data bandwidth, or digital bandwidth is a measurement of bit-rate of available or consumed data communication resources expressed in bits per second or multiples of it (bit/s, kilobit/s, Megabit/s,

Gigabit/s, etc.). This is in contrast to the use of the term bandwidth in the field of signal processing. In textbooks or wireless communications, etc. bandwidth is used to refer to analog signal bandwidth measured in hertz. The connection to the computing term is that, according to Hartley's Law, the digital data rate limit of a physical communication link is proportional to its bandwidth in hertz.

Network Bandwidth Capacity sometimes defines the net bit rate, or physical layer (the useful bit rate), channel capacity, or maximum throughput of a logical or physical communication path in a digital communication system. For example, bandwidth tests measure the maximum throughput of a computer network. The reason for this usage, according to Hartley's Law, the maximum data rate of a physical communication link is proportional to its bandwidth in hertz, which is also called frequency bandwidth, spectral bandwidth, RF bandwidth, signal bandwidth or analog bandwidth.

Network Bandwidth Consumption in bit/s may also refer to consumed bandwidth, corresponding to achieved throughput, i.e. the average rate of successful data transfer through a communication path. A bit stream's bandwidth is proportional to the average consumed signal bandwidth in Hertz during a studied time interval.

There is a huge amount of literature about libraries and bandwidth. As a result, there is no single recommendation that can be used as a definitive figure. In a recent report the FCC upgrades the standard from 200 kilobits per second downstream, a standard set over a decade ago when web pages were largely text-based, to 4 megabits per second (Mbps) downstream and 1 Mbps upstream. This is a minimum speed generally required for using today's video-rich broadband applications and services, while retaining sufficient capacity for basic web browsing and e-mail. "

The amount of bandwidth required is further distorted by the number of devices being used at any given connection. PCs and devices both wired, and using Wi-Fi can have an impact on real bandwidth availability, and not the speeds advertised by the ISP. As a result, though the library may subscribe to a high-speed connection, the user experience can be one of slow connectivity and near dial-up speeds. As an example, take a common scenario: a public library has 15 public access workstations in constant use; it offers Wi-Fi that supports another 10-15 simultaneous connections, typically in use; the library has a T1 connection (1.5 Mbps or megabits per second leased line broadband service); and the Wi-Fi and public access workstations share the same connection. With up to 30

devices sharing the same 1.5 Mbps connection, the connection speed at the device level is the equivalent of dial-up service, severely affecting the quality of the user experience."

In most cases user at libraries are heavy users who not only use e-mail and social media but are more likely to stream video and multimedia content as well. As ISP's provide bandwidth usually on a tiered level the best way to calculate bandwidth "requires determining the maximum number of simultaneous users and multiplying that number by the desired level of bandwidth capacity the library wants to provide. Each public access computer or Internet-enabled device provided in the library counts as one user. For libraries with wireless networks for patrons, the number of wireless users is estimated at one wireless user per three public computers users."

Recommendations

Therefore, in order to meet demand for heavy content usage the consultants recommend the following ranges:

- Minimum bandwidth = 512 kbps download 128kbps upload per computer;
- Medium range = 768 kbps download 256 kbps upload per computer; and
- Top end = 1024 kbps download 512 upload per computer.

Although these figures may look low at first glance it has to be remembered that this is per computer so the actual amount of bandwidth required to meet these levels is based upon the number of computers and Wi-Fi connections made available rather than the service offered by the ISP .

For example, North Valleys has 17 wired and five wireless devices -- a total of 22 devices with the current amount of bandwidth available being 6mbps download and 768 mbps upload. In order to run these 22 devices at the minimum bandwidth requirement of 512 download and 128 upload it would be necessary to add 14.5mbps download and 3.625 mbps upload. To reach the medium range it would be necessary to add 21.75mbps upload and 7.25 download. And, to reach the top end, 29mbps upload and 14.5mbps download would have to be added to the existing bandwidth at North Valleys Branch Library.

In as much as the consultants do not have exact figures of PC and devices for every branch library we are unable to calculate the required bandwidth that would be need to be added to meet the defined levels. In ad-

dition, it needs to be remembered that if the supplied figures that are for public PCs only additional bandwidth would need to be added in order to ensure that staff PCs operate at the same level.

When all is said and done the demand and need for increased bandwidth is only going to increase in the months and years ahead. It would be easy to say that WCLS should seek as much bandwidth as they can obtain. But, the reality of cost of increasing bandwidth is a significant one. Therefore, the consultants recommend at this time a goal of implementing 512 kbps download 128kbps upload per computer. This will be achieved once WCLS has defined what the true current bandwidth allocation is, and how many computers will be accessing it in a given branch. Also, any future PCs (or other devices) added to a location would require the purchase of additional bandwidth in order to maintain the allocation.

WCLS Branch Libraries – Bandwidth

The Technology Plan document has four columns. The first column is a listing of the branch libraries. The second column, Bandwidth, deals with the current download and uploads speeds available to the users at each location. For example, Gerlach has a speed of 384 KBPS for downloading data and upload speed of 384 KBPS. Duncan Traner, Verdi, Incline Village, and North Valleys all have a download of 6MPBS and an upload speed of 768KBPS. The six branch libraries on Charter have 100 MBPS download speed and a 5MBPD upload speed. The third column is “Info,” and the fourth is “Build Outs.”

Information Column

The information (“Info”) column describes the type of connection(s) in place at this time. The consultant has included descriptions of what the various terms mean, such as DSL T- 1, etc. (see below). Given the information provided in the spreadsheet, Gerlach has less bandwidth than Duncan Traner, Verdi, Incline Village, and North Valleys (MBPS is bigger than KBPS). If Duncan Traner is closed the money currently spent for DSL there could be re-tasked along with the PC’s to other branch libraries.

The Gerlach speed seems slow considering that it is sharing a T1 line. On paper, the Senior Center is the best of the grouping of libraries and no change/modification is recommended. One or two additional PCs from DuncanTraner could be re-tasked without much impact on bandwidth.

The six branch libraries using Charter listed as 100

MBPS download speed and 5 MBPS upload speed are doing fine. 100 MBPS is a good speed for most users. The document does not, however, state if that speed is constant, or if it varies at peak times. Assuming WCLS is satisfied with these speeds the consultant suggests that the focus of bandwidth investment initially focus be on North Valleys, Incline Village, Verdi (if it remains open), and Gerlach. As the Technology Plan highlights, North Valley specifically is suffering the most from bandwidth problems.

Build Out

The document states that the Charter build out for North Valleys will be complete January 2015. Given that bandwidth is a problem there we recommend conferring with Charter about alternatives to increase from DSL to fiber optic, and what would be involved in putting a T-1 line or equivalent alternative. The six libraries on Charter with the 100mbps 5mbps are not referenced in the Technology Plan as problematic. If this is so, we believe it would be best to bring up the remaining branch libraries to at least the same standard, prioritizing North Valleys first if the current Charter build out has not already done the job.

The Plan does, however, mention WCLS would like to create a staff wireless network in the larger libraries for mobile devices. The Bandwidth document states that some bandwidth has been split off for the six libraries on Charter for staff use. If this has been completed does it provide staff with enough bandwidth for the tasks they require? Have they been able to progress per the Technology Plan with the implementation of mobile devices for roaming reference, check out, etc. Again, no mention is made if this has or has not been done.

Finally, there is no mention in either document of the monitoring of bandwidth. There are number of online tools such as Net Flow Analyzer that allow the setting of thresholds for bandwidth use, and send notifications via e-mail alerts when problems of thresholds are exceeded. WCLS may already have something similar in place. But, if there were problems a fairly inexpensive set of tools would provide a stronger ability to monitor, identify times that are problematic, and enforce better usage controls to optimize usage. In addition, provide hard data to show that development of expensive options such as Fiber optic is required in order to maintain service levels.

Terminology

Broadband - Can be accessed and its services delivered via varying technologies. These technologies will

decide upon the speed of the connection being used, which in turn contributes to the speed at which the Internet, downloading files, watching videos, listening to music, etc. is operating at.

In its most basic form, speed determines quality for video, music, etc. At some point almost everyone has been stuck with the dreaded phrase “buffering,” or been disappointed by the lack of quality for a movie, etc.

The two main factors in measuring the speed of a connection:

1. **Bandwidth:** This is the size of the conduit within which the data travels.
2. **Speed:** This is the rate at which the data travels.

Using this broad definition it becomes apparent that if a library has a lot of bandwidth then more data can travel, which in turn affects the speed at which the data travels. However, as the bandwidth is used and more data demand is placed upon it, the speed at which the data flows decreases with the inevitable consequences. Because of this it is essentially impossible for ISP (Internet Service Providers) to maintain a consistent speed, hence the reason that when advertising their services they always show a range of service speed that they can provide, e.g. 75 Mbps/35 Mbps. None of the speeds shown in the document cited here state a range of speeds. Therefore, we are assuming WCLS as probably put the top end of the speed range in the Bandwidth column.

Traditionally the majority of users download far more data that they ever upload. Theoretically the speed for either action should be the same; however the reality is that for most users the download speed is usually faster than the upload speed, although this can be addressed with an ISP if the user/s wants.

Measurements Used – Broadband speed is measured in megabits per second, more commonly known as Mb or Mbps. In the early days of Internet connectivity 56kbits was considered the common standard for most home connections with, 1 byte = 8 bits and 1000 bits = 1 kilobyte. Since the advent of broadband (measured in megabits per second) speeds have become much higher and faster.

DSL – A Digital Subscriber Line (DSL) is one of the most common forms of Internet access. ISPs providing this service often use existing telephone lines that are copper based and generally installed in homes and businesses. Alternatively, those with cable can

also access the Internet broadband using the coaxial cables that are part of the set up for televisions receiving a cable signal.

Fiber Optic Broadband – The main alternative to DSL is fiber optic broadband. The cables for fiber optic are very narrow glass bands. Electrical signals are converted to light that is carried in the glass fibers. Fiber optics transmit data at a far superior rate to that of DSL, but factors such as how the connection is configured can affect the speed at which data travels. Fiber can either be run directly to a business or home (or a library), or in some cases it may be run to a community where the existing telephone lines (copper) supply the signal to individual properties as required.

Wireless Broadband – Essentially wireless broadband uses a radio link between the ISP and the user without the need for cabling. This is most advantageous for areas in rural communities that require Internet access. However, the downside is that speeds are similar to DSL.

T-1 – A T-1 line is a fiber optic line that is bought into a building by the company (usually a telephone company) providing the service. T-1 lines can carry 24 digitized voice channels and/or data at varying rates. Assuming that the shared T-1 line is for data only, rather than a combined telephone/data line, it is most likely plugged into the network router at the building, e.g. branch library. The T-1 line carries data at roughly 192,000 bytes a second. To put this in perspective that is about 60 times faster than a normal modem. Typically a T-1 line costs about \$1,000-\$1,500 a month (but this may, of course, vary depending on the service provider location, etc.).

Satellite Broadband – This is a good option for those areas that would be too expensive to cable. However this can be problematic in bad weather and can sometimes cause delays and spotty service.



FINAL REPORT

of the

CITIZENS' ADVISORY COMMITTEE ON THE FUTURE OF WASHOE COUNTY LIBRARY SYSTEM

DECEMBER 2011

The South Valleys Library *One of Washoe County's newest suburban libraries in 2011*

Photo courtesy Derek Wilson

The Reno Carnegie Free Public Library *Nevada's first public library, established in 1904*

Photo courtesy Washoe County Library



RECOMMENDATIONS

The committee's recommendations are offered in no particular order.

Short Term – Next Two Years

- 1. Develop Marketing Strategy to encompass emphasizing the importance of libraries to this community; to create an awareness of services offered now and potentials for the future to support fundraising activities.**
 - a. Incorporate the best practices of known programs among libraries nationally.
 - i. Hennen's American Public Library Ratings (HAPLR Index)
 - ii. Library Journal Index to Public Library Service
 - iii. American Library Association best practices
 - b. Improve collaborations with other library organizations in the community to ensure resources are shared and available to all.
 - c. Include library facts in the County Manager and each commissioner's newsletters along with other County bulletins.
 - d. Expand the Amazon Wish List to include new fiction and non-fiction bestsellers and titles the Library may be unable to purchase otherwise.
 - i. Create public awareness with signage in the library
 - ii. Increase website visibility
 - iii. Include in WCLS and Friends of the Library announcements
 - e. Make donation opportunities available on all Internet sites: WCLS Home Page, Friends of the Library.
 - f. Identify and explore other Internet sources to promote the Library: Facebook, Flickr, MySpace, etc.
 - g. Explore funding partnerships with merchants (i.e. rewards programs for library donors).
 - h. Investigate the possibilities of Library promotion and fundraising using QR (Quick Response) codes.

- 2. Monitor what other library systems are doing in the state and nationally. Ex. Carson City Library (NV), Henderson District Public Libraries (NV), Douglas County Library (CO), Dallas Public Library (TX).**
 - a. Examine best practices information.
 - b. Seek new ideas to support service, efficiency and future facilities.

3. **Realign to increase the budget for Internet technology to make services more accessible.**
 - a. Create a more robust web presence.
 - b. Provide greater public access to prepare for virtual reference services.
 - c. Meet current demand by adding more workstations and bandwidth.
 - d. Add more online databases for public use based on community need.
 - e. Utilize kiosk technology (like *Redbox*) to improve customer access.

4. **Determine community needs for future expansion both inside and outside the library.**

5. **Reach out to the community for partnerships and support.**
 - a. Identify and train speakers drawing from Library staff and community members to share library accomplishments and challenges with stakeholders.
 - b. Develop talking points highlighting the mission and goals of the WCLS.
 - c. Identify and target specific needs of the library to sustain current programs and to facilitate future services and programs to highlight.
 - d. Identify organizations that would benefit from Library services or further the mission and goals of the Library (e.g. schools, business, and non-profits).
 - e. Develop a plan for speaking engagement feedback with Library administrative staff.
 - f. Develop a plan to connect potential donors or partnerships with the appropriate person or department (e.g. Friends of the Library, Library Department)
 - g. Arrange an "open house" or tour for community leaders that focus on their organizations' areas of interest highlighting current holdings and potential for supported expansion.

6. **Gather appropriate statistical information to act as a baseline of WCLS ranking nationwide. Link national benchmarks to a comprehensive strategic plan.**
 - a. Determine WCLS national ranking utilizing Hennen's American Public Library Ratings (HAPLR Index).
 - b. Determine WCLS national ranking utilizing Library Journal Index to Public Library Service.
 - c. Develop a strategic plan for WCLS based on the ranking factors: circulation, staffing, funding, etc.

7. **Reduce expenses and library hours as needed to meet the available dollars.**
 - a. Consider having each branch specialize in a different area based on community needs.

- 8. Expand technology training for staff and public.**
 - a. Create more tutorials for accessing current services.
 - b. Provide vital training to meet current demands especially for online job search and general technology use.
 - c. Prepare for more self-service opportunities for patrons and staff.

- 9. Evaluate lending periods for all materials.**
 - a. Increase turnover of items by varying lending periods based on demand, DVD versus print items, for example.

- 10. Review library usage to consider all branches (except Internet Branch) being open on the same schedule.**
 - a. Provide for less confusion to public.

- 11. Reinstate outreach for library cards to third grade students.**
 - a. Invite youth and parents to libraries and encourage reading.
 - b. Restore vital service that was discontinued and can be reinstated with existing staff.

- 12. Redirect funds for a larger materials budget.**
 - a. Focus on new materials continuing to use best collection development practices and recognize new materials are the lifeblood of the organization.
 - b. Shorten holds list, put more new items on shelves, and encourage more patron visits to find new additions.

- 13. Evaluate the role of volunteers in the Library and develop a plan to utilize volunteers as appropriate.**

Long Term – Two to Eight Years

- 14. Develop “virtual” library space.**
 - a. Create dedicated space.
 - b. Develop chat/reference services.
 - c. Provide 24/7 support.

- 15. Initiate review of tax override legislation to create future ballot question for dedicated library funding beyond the current assessment of two cents per one hundred dollars.**
 - a. Review current legislation for specific applicability and funding level definitions.
 - b. Determine timeline and requirements to meet ballot deadlines.
 - c. Prepare schedule for fund usage and projected costs.
 - d. Discuss with Library Board and if approved, BCC for final approval.

- 16. Explore the possibility of a Library District.**
 - a. Research Nevada Revised Statutes.
 - b. Research history and operations of other districts.
 - c. Determine feasibility.
 - d. Discuss with Library Board of Trustees and BCC as appropriate.

- 17. Consider fewer, but full-service branches along with kiosks.**

- 18. Combine Downtown Reno and Sierra View branches into one, community oriented "urban" consolidated library hub supporting public, business, and government needs, perhaps combined with other government offices.**

- 19. Gradually replace, upgrade, or eliminate older facilities.**

- 20. Provide infrastructure for a more robust web presence.**

- 21. Close/rethink partnership libraries such as Duncan-Traner and Verdi.**

- 22. Provide outreach to hospice and senior center through mobile options and/or kiosks.**
 - a. Meets the needs of those who can't otherwise physically access library buildings/services and don't have the technology to use online services.
 - b. Restores vital services previously provided.

- 23. Implement a mobile computing/business service.**
 - a. Create technology lab similar to a bookmobile but with computer workstations and Internet access.

- 24. Offer the option for users to recommend and review books.**
 - a. Allow users to review and recommend books or services.
 - b. Enables more efficient use of budget for wanted materials.
 - c. Creates communication within a community of readers.
 - d. Investigate utilizing online site already in place (Goodreads).

**Library Board of Trustees
Trustee Manual**

3

**Trustee Training
Manual**

NEVADA PUBLIC LIBRARY TRUSTEE TRAINING



Trustee Training Workbook

Funds for this project have been provided by the Institute of Museum and Library Services through the Library Services and Technology Act, administered by the Nevada State Library, Archives & Public Records.



Congratulations on your appointment to serve as a public library trustee for your community!

The Nevada Public Library Trustee Training serves as a guide to help you get started and become comfortable with your role as a public library trustee. It is designed to provide you with basic information and reinforcement and can also be used as a quick reference for helping you do your job in an efficient, effective manner. Think of it as a map by which you can explore the opportunities, responsibilities, and liabilities of serving as a public library trustee. This workbook provides a place for you to apply the online learning content to your own board, library and community.

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Topic 1: Take Time to Learn the Job

Being a library board member is a privilege, an honor, hard work, rewarding and fun! It is important to take the time to learn your responsibilities and where to find answers when you need them.



If you haven't already, take the time to talk to your fellow board members and get to know them. Use your workbook to jot down some notes about their background, experience and connections with the library.



Topic 1: Take Time to Learn the Job



In your reading for this section there was a list of questions you will want to explore about your library. Answer as many of them as you can here in your workbook.

- What are the mission, goals and objectives of the library?*
- When was this library organized and what is the service area?*
- How many citizens does this library serve?*
- How big is the annual budget and what are the total assets of this library?*
- What facilities and equipment does the library own or rent?*
- What is the total indebtedness (if any) of this library?*
- Where does the money come from to finance this library?*
- How many staff does the library have and what do they do?*
- What local/state/national legislative issues could affect the library?*
- What are the major problems faced by the library?*

Topic 2: The Board Member's Responsibilities

As a Trustee you are responsible for the library and all that happens in it. Learn about your legal and practical responsibilities as a board member.



Develop a short advocacy statement for your library and write it down here. You want this to be brief, but to the point. Show it to others in the community and on the board to get their response.

Topic 3: Board Member Ethics and Liability

As a member of the library board you want to promote the highest level of library service while observing ethical standards. Learn more about how board members should conduct themselves.



United for Libraries has provided a Public Library Trustee Ethics Statement, which is printed on the next page. Read this statement over carefully, then write down what you feel is the most challenging part of this statement for you and your board.

United for Libraries Public Library Trustee Ethics Statement

Public Library Trustees are accountable for the resources of the library as well as to see that the library provides the best possible service to its community. Every Trustee makes a personal commitment to contribute the time and energy to faithfully carry out his/her duties and responsibilities effectively and with absolute truth, honor and integrity.

- Trustees shall respect the opinions of their colleagues and not be critical or disrespectful when they disagree or oppose a viewpoint different than their own.
- Trustees shall comply with all the laws, rules and regulations that apply to them and to their library.
- Trustees, in fulfilling their responsibilities, shall not be swayed by partisan interests, public pressure or fear of criticism.
- Trustees shall not engage in discrimination of any kind and shall uphold library patrons' rights to privacy in the use of library resources.
- Trustees must distinguish clearly in their actions and statements between their personal philosophies and attitudes and those of the library, acknowledging and supporting the formal position of the Board even if they disagree.
- Trustees must respect the confidential nature of library business and not disclose such information to anyone. Trustees must also be aware of and in compliance with Freedom of Information laws.
- Trustees must avoid situations in which personal interests might be served or financial benefits gained as a result of their position or access to privileged library information, for either themselves or others.
- A Trustee shall immediately disqualify him/herself whenever the appearance of or a conflict of interest exists.
- Trustees shall not use their position to gain unwarranted privileges or advantages for themselves or others from the library or from those who do business with the library.
- Trustees shall not interfere with the management responsibilities of the director or the supervision of library staff.
- Trustees shall support the efforts of librarians in resisting censorship of library materials by groups or individuals.

Topic 4: The Library Director's Job

The library director is first an employee of the board, but the relationship between the board and the director is not the typical employer/employee relationship. Learn more about the difference between the board and library director's responsibilities.



List three interview questions you would ask of a candidate for the director's position, then list three qualifications that you would consider most important in ranking candidates for the director's position. Consider why you have chosen these and talk to your fellow trustees about their responses to this question.

Interview Questions:

- a.
- b.
- c.

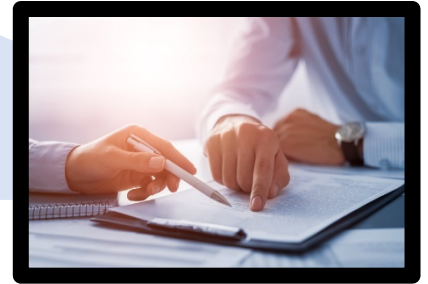
Qualifications:

- a.
- b.
- c.

Discussion:

Topic 5: The Board and Policy-making

Because written policies are essential for efficient library operations, you must understand policy as a board member. Explore what it means to have an effective set of written board policies.



At a minimum every library must have current policies on personnel matters, use of facilities, and, most importantly, services -- especially in the areas of selection of materials and collection development, intellectual freedom, privacy and confidentiality of patron records, and interlibrary loan. What policies does your library have? Do any policies need to be updated? Are there policies you don't have, which need to be created? Note the policies you need to address in the space below.

Topic 6: Library Budget and Finance

Understand the library budgeting process, where the money comes from, and how much revenue you can expect to build into the budget each year.



Private foundations, businesses and corporations are excellent resources for grants that can assist your library with programs, services or building projects. Often the grants are from local or regional organizations or businesses that wish to give something back to their communities. What is available in your community? Note any possible avenues for additional funding that you and your board may want to explore.

Topic 7: Library Board Officers

To facilitate good group decisions every board needs leaders to keep the group organized, move it ahead, and keep it disciplined. Learn more about the role of board officers.



Boards grow from different traditions and have different ideas about the type and number of officers they need. Write down the various roles that are part of your library board and identify briefly the responsibilities of that role.

Roles:	Responsibilities:

Topic 8: Library Board Meetings

The rubber meets the road in regular board and committee meetings where most of the work is done. What you do in these meetings can make the difference between an effective and an ineffective board.



Review the responsibilities of a good board member that are listed here. Then reflect on your own fulfillment of these responsibilities. Take note of any responsibilities that are not being addressed and ask for discussion of these gaps at your next board meeting.



It is each board member's responsibility to:

- *Attend all meetings.*
- *Prepare well for meetings.*
- *Take part in all discussions.*
- *Cooperate with fellow board members to make meetings work.*
- *Adhere to parliamentary law and to relevant state laws.*
- *Learn traditional meeting practices of your board and follow them.*
- *Practice the art of compromise with other members of the team.*
- *Practice the art of listening and merging your ideas with those of the others.*
- *Work toward consensus on issues.*
- *Focus all deliberations on the best interests of library users.*
- *Publicly support the board decisions.*

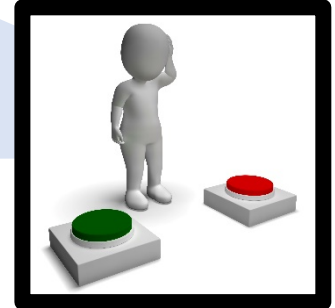
Are there any responsibilities not being addressed? Describe here:

Topic 9: The Decision-making Process

Good decisions are made through a logical, common sense process that includes pertinent information, expert advice, experience, vision and an exchange of ideas among members of the board team.



It's likely that your group has been making decisions together on a regular basis already. However, you may not have been conscious of following a particular process. For a current decision that needs to be made, try following this six-step process. After you have reached a decision, spend a brief amount of time discussing the process.



i. Define the issue clearly.

ii. Look at the information.

iii. Consider the alternatives.

iv. Seek assistance.

v. Project the consequences.

vi. Vote.

Discussion (*Did the process work well? Was it different than the normal process your group follows to make decisions?*):

Topic 10: Planning for the Library's Future

As a library board member, you want the library to be relevant in the future of your community. The purpose of planning for the future is to anticipate both opportunities and problems.



Go through this planning checklist and rate how accurately these statements reflect your board. Circle the most accurate response to each question.

- *The library has a mission statement. Yes Not Sure No*
- *The library has a vision statement. Yes Not Sure No*
- *The library has a master plan that extends 5 years into the future and that is current at least every 2 years. Yes Not Sure No*
- *The board and director work together to create library plans.
Yes Not Sure No*
- *When creating library plans, we obtain input from the members of the public, as well as from staff. Yes Not Sure No*
- *The library plan includes clear goals, objectives, and time-bound activities.
Yes Not Sure No*
- *The board regularly monitors progress toward library plan goals.
Yes Not Sure No*

Review the items for which you responded “no” or “not sure” and make plans for improvement. Do this individually or with your entire board.

**Library Board of Trustees
Trustee Manual**

4

Ethics

NEVADA ACKNOWLEDGMENT OF ETHICAL STANDARDS FOR PUBLIC OFFICERS ("ACKNOWLEDGMENT FORM")

Pursuant to NRS 281A.500, each public officer* shall file an Acknowledgment of Ethical Standards as prescribed by this form.

NAME:	TITLE OF PUBLIC OFFICE:
PUBLIC ENTITY:	
DATE APPOINTED (if applicable):	DATE ELECTED (if applicable):
TERM OF OFFICE (if applicable):	
ADDRESS:	CITY, STATE, ZIP:
TELEPHONE	EMAIL:

I HEREBY ACKNOWLEDGE:

INITIAL HERE

I have received, read and understand the statutory ethical standards for public officers and public employees provided in NRS Chapter 281A (NRS 281A.500(3)(a)); and

INITIAL HERE

I have a responsibility to inform myself of any amendments to the statutory ethical standards as soon as reasonably practicable after each session of the Legislature (NRS 281A.500(3)(b)).

I understand that my refusal to execute and file this Acknowledgment Form constitutes a willful violation of NRS Chapter 281A and non-feasance in office pursuant to NRS 283.440, which may subject me to civil penalties. Further, if I am subject to removal from office pursuant to NRS 283.440, the Commission may file a complaint in the appropriate court for my removal for nonfeasance in office (NRS 281A.500(11)).

Date: _____ Signature: _____

WHO IS REQUIRED TO FILE:		WHEN TO FILE:
Appointed	Public officer appointed for a definite term of office.	Within 30 days of taking office, and within 30 days of each reappointment to office, for each term of office.
	Public officer who serves at the pleasure of the appointing authority and does not have a definite term of office.	Within 30 days of taking office and then January 15 every even-numbered year while holding that office.
Elected	Public officer who is elected at general election.	January 15 of the year following the general election, for each term of office.
	Public officer who is elected at an election other than the general election.	Within 30 days of taking office, for each term of office.

* Public Officers are those persons serving in a position designated by NRS 281A.160 or 281A.182.

Pursuant to NRS 281A.500(7), if a public officer is serving in a public office and executes and files this Acknowledgment Form for that office as required by the provisions of NRS 281A.500, the public officer shall be deemed to have satisfied the requirements of this section for any other concurrently held office.

**You may submit this Acknowledgment Form using the Commission's online form submission at ethics.nv.gov (Preferred); or
You may submit this form bearing your signature to the Executive Director at:
Nevada Commission on Ethics, 704 W. Nye Lane, Suite 204, Carson City,
Nevada, 89703; email NCOE@ethics.nv.gov; or fax (775) 687-1279.**

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CHAPTER 281A - ETHICS IN GOVERNMENT

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GENERAL PROVISIONS

NRS 281A.010 Short title. This chapter may be cited as the Nevada Ethics in Government Law. (Added to NRS by [1977, 1103](#); A [1995, 2443](#); [2003, 2662, 3019](#)) — (Substituted in revision for NRS 281.411)

NRS 281A.020 Legislative findings and declarations.

1. It is hereby declared to be the public policy of this State that:
 - (a) A public office is a public trust and shall be held for the sole benefit of the people.
 - (b) A public officer or employee must commit himself or herself to avoid conflicts between the private interests of the public officer or employee and those of the general public whom the public officer or employee serves.
2. The Legislature finds and declares that:
 - (a) The increasing complexity of state and local government, more and more closely related to private life and enterprise, enlarges the potentiality for conflict of interests.
 - (b) To enhance the people's faith in the integrity and impartiality of public officers and employees, adequate guidelines are required to show the appropriate separation between the roles of persons who are both public servants and private citizens.
 - (c) In interpreting and applying the provisions of this chapter that are applicable to State Legislators, the Commission must give appropriate weight and proper deference to the public policy of this State under which State Legislators serve as "citizen Legislators" who have other occupations and business interests, who are expected to have particular philosophies and perspectives that are necessarily influenced by the life experiences of the Legislator, including, without limitation, professional, family and business experiences, and who are expected to contribute those philosophies and perspectives to the debate over issues with which the Legislature is confronted.

(d) The provisions of this chapter do not, under any circumstances, allow the Commission to exercise jurisdiction or authority over or inquire into, intrude upon or interfere with the functions of a State Legislator that are protected by legislative privilege and immunity pursuant to the Constitution of the State of Nevada or [NRS 41.071](#).

(Added to NRS by [1977, 1103](#); A [1999, 2730](#); [2009, 1046](#)) — (Substituted in revision for NRS 281.421)

NRS 281A.030 Definitions. As used in this chapter, unless the context otherwise requires, the words and terms defined in [NRS 281A.032](#) to [281A.170](#), inclusive, have the meanings ascribed to them in those sections.

(Added to NRS by [1977, 1103](#); A [1985, 1216, 2122](#); [1987, 385](#); [1991, 1594](#); [1997, 256](#); [1999, 2731](#); [2003, 926, 3385](#); [2003, 20th Special Session, 263](#); [2005, 2556](#); [2009, 1047](#); [2013, 3765](#); [2017, 2488](#); [2019, 3419](#))

NRS 281A.032 “Adjudicatory hearing” defined. “Adjudicatory hearing” means a hearing held by the Commission pursuant to [NRS 281A.745](#) to receive evidence concerning an ethics complaint and render an opinion in the matter.

(Added to NRS by [2017, 2478](#))

NRS 281A.033 “Advisory opinion” defined. “Advisory opinion” means an advisory opinion rendered by the Commission pursuant to [NRS 281A.670](#) to [281A.690](#), inclusive.

(Added to NRS by [2017, 2478](#))

NRS 281A.035 “Agency” defined. “Agency” means any state agency or local agency.

(Added to NRS by [2013, 3763](#))

NRS 281A.040 “Business entity” defined. “Business entity” means an organization or enterprise operated for economic gain, including, without limitation, a proprietorship, partnership, firm, business, company, trust, joint venture, syndicate, corporation or association.

(Added to NRS by [1985, 2120](#); A [2009, 1047](#)) — (Substituted in revision for NRS 281.432)

NRS 281A.050 “Candidate” defined. “Candidate” means any person:

1. Who files a declaration of candidacy; or
2. Whose name appears on an official ballot at any election.

(Added to NRS by [1991, 1591](#); A [1993, 265](#); [2001, 1955](#); [2019, 3419](#))

NRS 281A.060 “Commission” defined. “Commission” means the Commission on Ethics.

(Added to NRS by [1985, 2120](#)) — (Substituted in revision for NRS 281.4325)

NRS 281A.065 “Commitment in a private capacity” defined. “Commitment in a private capacity,” with respect to the interests of another person, means a commitment, interest or relationship of a public officer or employee to a person:

1. Who is the spouse or domestic partner of the public officer or employee;
2. Who is a member of the household of the public officer or employee;
3. Who is related to the public officer or employee, or to the spouse or domestic partner of the public officer or employee, by blood, adoption, marriage or domestic partnership within the third degree of consanguinity or affinity;
4. Who employs the public officer or employee, the spouse or domestic partner of the public officer or employee or a member of the household of the public officer or employee;
5. With whom the public officer or employee has a substantial and continuing business relationship; or
6. With whom the public officer or employee has any other commitment, interest or relationship that is substantially similar to a commitment, interest or relationship described in subsections 1 to 5, inclusive.

(Added to NRS by [2013, 3763](#))

NRS 281A.070 “Compensation” defined. “Compensation” means any money, thing of value or economic benefit conferred on or received by any person in return for services rendered, personally or by another.

(Added to NRS by [1991, 1591](#)) — (Substituted in revision for NRS 281.4327)

NRS 281A.080 “Decision” defined.

1. The making of a “decision” is the exercise of governmental power to adopt laws, regulations or standards, render quasi-judicial decisions, establish executive policy or determine questions involving substantial discretion.

2. The term does not include:

(a) The functions of the judiciary.

(b) The functions of a State Legislator that are protected by legislative privilege and immunity pursuant to the Constitution of the State of Nevada or [NRS 41.071](#).

(Added to NRS by [1985, 2121](#); A [2009, 1047](#)) — (Substituted in revision for NRS 281.433)

NRS 281A.081 “Declaration of candidacy” defined. “Declaration of candidacy” has the meaning ascribed to it in [NRS 293.0455](#).
(Added to NRS by [2019, 3419](#))

NRS 281A.082 “Deferral agreement” defined. “Deferral agreement” means an agreement entered into between the Executive Director and the subject of an ethics complaint pursuant to [NRS 281A.740](#).
(Added to NRS by [2017, 2478](#))

NRS 281A.085 “Domestic partner” defined. “Domestic partner” means a person in a domestic partnership.
(Added to NRS by [2013, 3764](#))

NRS 281A.086 “Domestic partnership” defined. “Domestic partnership” means a domestic partnership as defined in [NRS 122A.040](#).
(Added to NRS by [2013, 3764](#); A [2017, 295](#))

NRS 281A.088 “Ethics complaint” defined. “Ethics complaint” means a request for an opinion which is filed with the Commission or initiated by the Commission on its own motion pursuant to [NRS 281A.710](#) regarding the propriety of the conduct of a public officer or employee under the statutory ethical standards set forth in this chapter.
(Added to NRS by [2017, 2478](#))

NRS 281A.090 “Executive Director” defined. “Executive Director” means the Executive Director appointed by the Commission pursuant to [NRS 281A.230](#).
(Added to NRS by [1999, 2728](#)) — (Substituted in revision for NRS 281.4333)

NRS 281A.100 “Household” defined. “Household” means an association of persons who live in the same home or dwelling and who are related by blood, adoption, marriage or domestic partnership.
(Added to NRS by [1985, 2121](#); A [2013, 3765](#)) — (Substituted in revision for NRS 281.434)

NRS 281A.105 “Intentionally” defined. “Intentionally” means voluntarily or deliberately, rather than accidentally or inadvertently. The term does not require proof of bad faith, ill will, evil intent or malice.
(Added to NRS by [2009, 1043](#))

NRS 281A.115 “Knowingly” defined. “Knowingly” imports a knowledge that the facts exist which constitute the act or omission, and does not require knowledge of the prohibition against the act or omission. Knowledge of any particular fact may be inferred from the knowledge of such other facts as should put an ordinarily prudent person upon inquiry.
(Added to NRS by [2009, 1043](#))

NRS 281A.119 “Local agency” defined. “Local agency” means any local legislative body, agency, bureau, board, commission, department, division, office or other unit of any county, city or other political subdivision.
(Added to NRS by [2013, 3764](#))

NRS 281A.125 “Member of a local legislative body” defined. “Member of a local legislative body” means a member of a board of county commissioners, a governing body of a city or a governing body of any other political subdivision who performs any function that involves introducing, voting upon or otherwise acting upon any matter of a permanent or general character which may reflect public policy.
(Added to NRS by [2009, 1043](#); A [2013, 3765](#))

NRS 281A.135 “Opinion” defined.

1. “Opinion” means an opinion rendered by the Commission in accordance with the provisions of this chapter.
2. The term includes, without limitation, the disposition of an ethics complaint by stipulation, agreed settlement, consent order or default as authorized by [NRS 233B.121](#).
(Added to NRS by [2009, 1043](#); [2017, 2488](#))

NRS 281A.139 “Pecuniary interest” defined. “Pecuniary interest” means any beneficial or detrimental interest in a matter that consists of or is measured in money or is otherwise related to money, including, without limitation:

1. Anything of economic value; and
2. Payments or other money which a person is owed or otherwise entitled to by virtue of any statute, regulation, code, ordinance or contract or other agreement.
(Added to NRS by [2013, 3764](#))

NRS 281A.145 “Political subdivision” defined. “Political subdivision” means any county, city or other local government as defined in [NRS 354.474](#).
(Added to NRS by [2009, 1043](#))

NRS 281A.150 “Public employee” defined. “Public employee” means any person who:
1. Performs public duties under the direction and control of a public officer for compensation paid by the State or any county, city or other political subdivision; or
2. Is designated as a public employee for the purposes of this chapter pursuant to [NRS 281A.182](#).
(Added to NRS by [1985, 2121](#); A [2009, 1047](#); [2017, 2488](#))

NRS 281A.160 “Public officer” defined.
1. “Public officer” means a person who is:
(a) Elected or appointed to a position which:
(1) Is established by the Constitution of the State of Nevada, a statute of this State or a charter or ordinance of any county, city or other political subdivision; and
(2) Involves the exercise of a public power, trust or duty; or
(b) Designated as a public officer for the purposes of this chapter pursuant to [NRS 281A.182](#).
2. As used in this section, “the exercise of a public power, trust or duty” means:
(a) Actions taken in an official capacity which involve a substantial and material exercise of administrative discretion in the formulation of public policy;
(b) The expenditure of public money; and
(c) The administration of laws and rules of the State or any county, city or other political subdivision.
3. “Public officer” does not include:
(a) Any justice, judge or other officer of the court system;
(b) Any member of a board, commission or other body whose function is advisory;
(c) Any member of a special district whose official duties do not include the formulation of a budget for the district or the authorization of the expenditure of the district’s money; or
(d) A county health officer appointed pursuant to [NRS 439.290](#).
4. “Public office” does not include an office held by:
(a) Any justice, judge or other officer of the court system;
(b) Any member of a board, commission or other body whose function is advisory;
(c) Any member of a special district whose official duties do not include the formulation of a budget for the district or the authorization of the expenditure of the district’s money; or
(d) A county health officer appointed pursuant to [NRS 439.290](#).
(Added to NRS by [1985, 2121](#); A [1987, 2093](#); [1999, 883](#); [2001, 658](#), [1955, 2288](#); [2003, 116](#); [2005, 2302](#); [2009, 1047](#); [2013, 3765](#)) — (Substituted in revision for NRS 281.4365)

NRS 281A.161 “Request for an advisory opinion” defined. “Request for an advisory opinion” means a request for an advisory opinion which is filed with the Commission pursuant to [NRS 281A.675](#) by a public officer or employee who is:
1. Seeking guidance on matters which directly relate to the propriety of his or her own past, present or future conduct as a public officer or employee under the statutory ethical standards set forth in this chapter; or
2. Requesting relief pursuant to [NRS 281A.410](#), [281A.430](#) or [281A.550](#).
(Added to NRS by [2017, 2478](#))

NRS 281A.162 “Review panel” defined. “Review panel” means a review panel appointed pursuant to [NRS 281A.220](#).
(Added to NRS by [2017, 2478](#))

NRS 281A.163 “State agency” defined. “State agency” means any agency, bureau, board, commission, department, division, office or other unit of the Executive Department of the State Government.
(Added to NRS by [2013, 3764](#))

NRS 281A.165 “State Legislator” or “Legislator” defined. “State Legislator” or “Legislator” means a member of the Senate or Assembly of the State of Nevada.
(Added to NRS by [2009, 1043](#))

NRS 281A.170 “Willful violation” defined. “Willful violation” means a violation where the public officer or employee:
1. Acted intentionally and knowingly; or
2. Was in a situation where this chapter imposed a duty to act and the public officer or employee intentionally and knowingly failed to act in the manner required by this chapter,
↳ unless the Commission determines, after applying the factors set forth in [NRS 281A.775](#), that the public officer’s or employee’s act or failure to act has not resulted in a sanctionable violation of this chapter.
(Added to NRS by [1999, 2728](#); A [2009, 1048](#); [2013, 3766](#); [2015, 917](#)) — (Substituted in revision for NRS 281.4375)

NRS 281A.180 Terms “public officer” and “public employee” include former public officer or employee; exceptions. In applying the provisions of this chapter to an alleged violation by a former public officer or employee, the use of the term “public officer” or “public employee” in this chapter must be interpreted to include the former public officer or employee, unless the commencement of proceedings against the former public officer or employee concerning the alleged violation is time-barred by the statute of limitations pursuant to [NRS 281A.280](#).

(Added to NRS by [2009, 1044](#))

NRS 281A.182 Persons serving in certain positions designated as public officers or employees; applicability.

1. Any person who serves in one of the following positions is designated as a public officer solely and exclusively for the purposes of this chapter:

(a) A president of a university, state college or community college within the Nevada System of Higher Education.

(b) A superintendent of a county school district.

(c) A county manager or a city manager.

2. The provisions of subsection 1 apply to such a person regardless of whether the person serves in the position:

(a) By appointment, contract or employment;

(b) With or without compensation; or

(c) On a temporary, interim or acting basis.

3. A person who is not otherwise a public officer is designated as a public officer solely and exclusively for the purposes of this chapter if the person:

(a) Enters into a contract with any state or local agency;

(b) Is paid compensation with public money; and

(c) Serves in a position which involves the exercise of a public power, trust or duty and which ordinarily would be held or filled by a public officer.

4. A person who is not otherwise a public employee is designated as a public employee solely and exclusively for the purposes of this chapter if:

(a) The person enters into a contract with any state or local agency;

(b) The person is paid compensation with public money;

(c) The person serves in a position which involves the performance of public duties under the substantial and continuing direction and control of a public officer or supervisory public employee;

(d) The position ordinarily would be held or filled by a public employee and would require the public employee to hold a valid professional or occupational license or similar type of authorization issued by a state or local agency to perform the public duties of the position, other than a general business license or similar type of authorization;

(e) The position is entrusted with public duties of a substantial and continuing nature which ordinarily would require a public employee to avoid conflicts between the private interests of the public employee and those of the general public whom the public employee serves; and

(f) The person occupies the position on a full-time basis or its equivalent for a substantial and continuing period of time.

5. The provisions of subsections 3 and 4 must be interpreted and applied to ensure that a person does not evade the provisions of this chapter because a state or local agency elects to use a contractual relationship instead of an employment relationship for a position which ordinarily would be held or filled by a public officer or employee.

6. If, pursuant to this section, any person is designated as a public officer or employee for the purposes of this chapter, that designation:

(a) Does not make the person a public officer or employee for the purposes of any other law or for any other purposes; and

(b) Must not be used, interpreted or applied in any manner to establish, suggest or prove that the person is a public officer or employee for the purposes of any other law or for any other purposes.

(Added to NRS by [2013, 3764](#); A [2017, 2488](#))

NRS 281A.185 Abrogation of common-law privileges and immunities; exceptions.

1. In any proceeding commenced against a public officer or employee pursuant to the authority of this chapter, including any judicial review thereof, the public officer or employee who is the subject of the proceeding may not assert, claim or raise any common-law privilege or immunity as an affirmative defense, for testimonial or evidentiary purposes or for any other purpose.

2. The provisions of this chapter are intended to abrogate common-law privileges and immunities only in a proceeding commenced pursuant to the authority of this chapter and only for the public officer or employee who is the subject of the proceeding. This abrogation of common-law privileges and immunities does not apply to or affect:

(a) Any privilege or immunity granted by the Constitution of the United States or of the State of Nevada or by [NRS 41.071](#), [chapter 49](#) of NRS or any other statute;

(b) Any person who is not the subject of the proceeding; or

- (c) Any other proceeding that is not commenced pursuant to the authority of this chapter.
(Added to NRS by [2009, 1044](#))

NRS 281A.190 Computation of time. In computing any period prescribed or allowed by this chapter:

1. If the period begins to run on the occurrence of an act or event, the day on which the act or event begins is excluded from the computation.
2. The last day of the period is included in the computation, except that if the last day falls on a Saturday, Sunday, legal holiday or holiday proclaimed by the Governor or on a day on which the office of the Commission is not open for the conduct of business, the period is extended to the close of business on the next business day.
(Added to NRS by [2013, 3764](#))

COMMISSION ON ETHICS

NRS 281A.200 Creation; appointment, terms and qualifications of members; prohibited activities by members; vacancies.

1. The Commission on Ethics, consisting of eight members, is hereby created.
2. The Legislative Commission shall appoint to the Commission four residents of the State, at least two of whom must be former public officers or employees, and at least one of whom must be an attorney licensed to practice law in this State.
3. The Governor shall appoint to the Commission four residents of the State, at least two of whom must be former public officers or employees, and at least one of whom must be an attorney licensed to practice law in this State.
4. Not more than four members of the Commission may be members of the same political party. Not more than four members of the Commission may be residents of the same county.
5. None of the members of the Commission may, while the member is serving on the Commission:
 - (a) Hold another public office;
 - (b) Be actively involved in the work of any political party or political campaign; or
 - (c) Communicate directly with a State Legislator or a member of a local legislative body on behalf of someone other than himself or herself or the Commission, for compensation, to influence:
 - (1) The State Legislator with regard to introducing or voting upon any matter or taking other legislative action; or
 - (2) The member of the local legislative body with regard to introducing or voting upon any ordinance or resolution, taking other legislative action or voting upon:
 - (I) The appropriation of public money;
 - (II) The issuance of a license or permit; or
 - (III) Any proposed subdivision of land or special exception or variance from zoning regulations.
6. After the initial terms, the terms of the members are 4 years. Any vacancy in the membership must be filled by the appropriate appointing authority for the unexpired term. Each member may serve no more than two consecutive full terms.
(Added to NRS by [1985, 2121](#); A [1991, 1594](#); [1999, 2731](#); [2009, 1048](#); [2013, 3766](#)) — (Substituted in revision for NRS 281.455)

NRS 281A.210 Chair; meetings; compensation; facilities.

1. The Commission shall:
 - (a) At its first meeting and annually thereafter elect a Chair and Vice Chair from among its members.
 - (b) Meet regularly at least once in each calendar quarter, unless there are no ethics complaints or requests for advisory opinions pursuant to this chapter, and at other times upon the call of the Chair.
2. Members of the Commission are entitled to receive a salary of not more than \$80 per day, as fixed by the Commission, while engaged in the business of the Commission.
3. While engaged in the business of the Commission, each member and employee of the Commission is entitled to receive the per diem allowance and travel expenses provided for state officers and employees generally.
4. The Commission may, within the limits of legislative appropriation, maintain such facilities as are required to carry out its functions.
(Added to NRS by [1977, 1105](#); A [1981, 1979](#); [1983, 1440](#); [1985, 391](#), [2123](#); [1987, 2094](#); [1989, 1709](#); [1991, 1594](#); [1997, 256](#); [1999, 2732](#); [2005, 2278](#); [2017, 2489](#))

NRS 281A.220 Review panels: Appointment; composition; functions; disqualification of members from participation in further proceedings in matter.

1. The Chair shall appoint one or more review panels of three members of the Commission on a rotating basis to perform the functions assigned to such review panels pursuant to this chapter.
2. The Chair and Vice Chair of the Commission may not serve together on a review panel.
3. Not more than two members of a review panel may be members of the same political party.
4. If a review panel determines that there is just and sufficient cause for the Commission to render an opinion in a matter, the members of the review panel shall not participate in any further proceedings of the Commission relating to that matter.

(Added to NRS by [1999, 2730](#); A [2009, 1049](#); [2017, 2489](#))

NRS 281A.230 Executive Director: Appointment; qualifications; classification; prohibited activities and other employment.

1. The Commission shall appoint, within the limits of legislative appropriation, an Executive Director who shall perform the duties set forth in this chapter and such other duties as may be prescribed by the Commission.
2. The Executive Director must have experience in administration, investigations and law.
3. The Executive Director is in the unclassified service of the State.
4. The Executive Director shall devote the Executive Director's entire time and attention to the business of the Commission and shall not pursue any other business or occupation or hold any other office of profit that detracts from the full and timely performance of the Executive Director's duties.
5. The Executive Director may not:
 - (a) Be actively involved in the work of any political party or political campaign; or
 - (b) Except in pursuit of the business of the Commission, communicate directly or indirectly with a State Legislator or a member of a local legislative body on behalf of someone other than the Executive Director to influence:
 - (1) The State Legislator with regard to introducing or voting upon any matter or taking other legislative action; or
 - (2) The member of the local legislative body with regard to introducing or voting upon any ordinance or resolution, taking other legislative action or voting upon:
 - (I) The appropriation of public money;
 - (II) The issuance of a license or permit; or
 - (III) Any proposed subdivision of land or special exception or variance from zoning regulations.

(Added to NRS by [1999, 2728](#); A [2009, 1049](#)) — (Substituted in revision for NRS 281.463)

NRS 281A.240 Executive Director: Duties; employment of staff; designation of qualified person to perform duties when Executive Director unable to act on matter.

1. In addition to any other duties imposed upon the Executive Director, the Executive Director shall:
 - (a) Maintain complete and accurate records of all transactions and proceedings of the Commission.
 - (b) Receive ethics complaints and requests for advisory opinions pursuant to this chapter.
 - (c) Gather information and conduct investigations regarding ethics complaints and requests for advisory opinions pursuant to this chapter.
 - (d) Submit recommendations to the review panel regarding whether there is just and sufficient cause for the Commission to render an opinion in a matter.
 - (e) Recommend to the Commission any regulations or legislation that the Executive Director considers desirable or necessary to improve the operation of the Commission and maintain high standards of ethical conduct in government.
 - (f) Upon the request of any public officer or the employer of a public employee, conduct training on the requirements of this chapter, the rules and regulations adopted by the Commission and previous opinions of the Commission. In any such training, the Executive Director shall emphasize that the Executive Director is not a member of the Commission and that only the Commission may issue opinions concerning the application of the statutory ethical standards to any given set of facts and circumstances. The Commission may charge a reasonable fee to cover the costs of training provided by the Executive Director pursuant to this subsection.
 - (g) Perform such other duties, not inconsistent with law, as may be required by the Commission.
2. The Executive Director shall, within the limits of legislative appropriation, employ such persons as are necessary to carry out any of the Executive Director's duties relating to:
 - (a) The administration of the affairs of the Commission; and
 - (b) The investigation of matters under the jurisdiction of the Commission.
3. If the Executive Director is prohibited from acting on a particular matter or is otherwise unable to act on a particular matter, the Chair of the Commission shall designate a qualified person to perform the duties of the Executive Director with regard to that particular matter.

(Added to NRS by [1999, 2729](#); A [2003, 3385](#); [2005, 2278](#); [2009, 1050](#); [2011, 1726](#); [2013, 3767](#); [2017, 2490](#))

NRS 281A.250 Commission Counsel: Appointment; qualifications; classification; prohibited activities and other employment.

1. The Commission shall appoint, within the limits of legislative appropriation, a Commission Counsel who shall perform the duties set forth in this chapter and such other duties as may be prescribed by the Commission.
2. The Commission Counsel must be an attorney who is licensed to practice law in this State.
3. The Commission Counsel is in the unclassified service of the State.
4. The Commission Counsel shall devote the Commission Counsel's entire time and attention to the business of the Commission and shall not pursue any other business or occupation or hold any other office of profit that detracts from the full and timely performance of the Commission Counsel's duties.
5. The Commission Counsel may not:
 - (a) Be actively involved in the work of any political party or political campaign; or
 - (b) Except in pursuit of the business of the Commission, communicate directly or indirectly with a State Legislator or a member of a local legislative body on behalf of someone other than the Commission Counsel to

influence:

- (1) The State Legislator with regard to introducing or voting upon any matter or taking other legislative action; or
- (2) The member of the local legislative body with regard to introducing or voting upon any ordinance or resolution, taking other legislative action or voting upon:
 - (I) The appropriation of public money;
 - (II) The issuance of a license or permit; or
 - (III) Any proposed subdivision of land or special exception or variance from zoning regulations.

(Added to NRS by [1999, 2729](#); A [2001, 568](#); [2009, 1050](#)) — (Substituted in revision for NRS 281.464)

NRS 281A.260 Commission Counsel: Duties; legal advice; appointment or employment of other counsel by Commission under certain circumstances.

1. The Commission Counsel is the legal adviser to the Commission. For each opinion of the Commission, the Commission Counsel shall prepare, at the direction of the Commission, the appropriate findings of fact and conclusions as to relevant standards and the propriety of particular conduct. The Commission Counsel shall not issue written opinions concerning the applicability of the statutory ethical standards to a given set of facts and circumstances except as directed by the Commission.

2. The Commission may rely upon the legal advice of the Commission Counsel in conducting its daily operations.

3. If the Commission Counsel is prohibited from acting on a particular matter or is otherwise unable to act on a particular matter, the Commission may:

- (a) Request that the Attorney General appoint a deputy to act in the place of the Commission Counsel; or
- (b) Employ outside legal counsel.

(Added to NRS by [1977, 1107](#); A [1985, 2126](#); [1999, 2743](#); [2005, 1577](#); [2009, 1051](#); [2013, 3768](#)) — (Substituted in revision for NRS 281.4645)

NRS 281A.265 Discretionary-function immunity for members and employees of Commission. For the purposes of [NRS 41.032](#), the members of the Commission and employees of the Commission shall be deemed to be exercising or performing a discretionary function or duty in taking any action pursuant to the provisions of this chapter.

(Added to NRS by [2017, 2487](#))

NRS 281A.270 Assessment for administrative costs: Determination; payment by certain cities and counties; use of proceeds; collection.

1. Each county whose population is 10,000 or more and each city whose population is 15,000 or more and that is located within such a county shall pay an assessment for the costs incurred by the Commission each biennium in carrying out its functions pursuant to this chapter. The total amount of money to be derived from assessments paid pursuant to this subsection for a biennium must be determined by the Legislature in the legislatively approved budget of the Commission for that biennium. The assessments must be apportioned among each such city and county based on the proportion that the total population of the city or the total population of the unincorporated area of the county bears to the total population of all such cities and the unincorporated areas of all such counties in this State.

2. On or before July 1 of each odd-numbered year, the Executive Director shall, in consultation with the Budget Division of the Office of Finance and the Fiscal Analysis Division of the Legislative Counsel Bureau, determine for the next ensuing biennium the amount of the assessments due for each city and county that is required to pay an assessment pursuant to subsection 1. The assessments must be paid to the Commission in semiannual installments that are due on or before August 1 and February 1 of each year of the biennium. The Executive Director shall send out a billing statement to each such city or county which states the amount of the semiannual installment payment due from the city or county.

3. Any money that the Commission receives pursuant to subsection 2:

(a) Must be deposited in the State Treasury, accounted for separately in the State General Fund and credited to the budget account for the Commission;

(b) May only be used to carry out the provisions of this chapter and only to the extent authorized for expenditure by the Legislature;

(c) Does not revert to the State General Fund at the end of any fiscal year; and

(d) Does not revert to a city or county if:

(1) The actual expenditures by the Commission are less than the amount of the assessments approved by the Legislature pursuant to subsection 1 and the city or county has already remitted its semiannual installment to the Commission for the billing period; or

(2) The budget of the Commission is modified after the amount of the assessments has been approved by the Legislature pursuant to subsection 1 and the city or county has already remitted its semiannual installment to the Commission for the billing period.

4. If any installment payment is not paid on or before the date on which it is due, the Executive Director shall make reasonable efforts to collect the delinquent payment. If the Executive Director is not able to collect the arrearage, the Executive Director shall submit a claim for the amount of the unpaid installment payment to the Department of Taxation. If the Department of Taxation receives such a claim, the Department shall deduct the

amount of the claim from money that would otherwise be allocated from the Local Government Tax Distribution Account to the city or county that owes the installment payment and shall transfer that amount to the Commission.

5. As used in this section, “population” means the current population estimate for that city or county as determined and published by the Department of Taxation and the demographer employed pursuant to [NRS 360.283](#).

(Added to NRS by [2003, 2661](#); A [2011, 1206](#); [2013, 3768](#)) — (Substituted in revision for NRS 281.4647)

NRS 281A.275 Authority to apply for and accept grants, contributions, services and money. The Commission may apply for and accept grants, contributions, services or money for the purposes of carrying out the provisions of this chapter only if the action is approved by a majority vote in an open public meeting of the Commission and the Commission complies with the provisions of the State Budget Act.

(Added to NRS by [2013, 3764](#))

NRS 281A.280 Jurisdiction; statute of limitations.

1. Except as otherwise provided in this section, the Commission has jurisdiction to investigate and take appropriate action regarding an alleged violation of this chapter by a public officer or employee or former public officer or employee in any proceeding commenced by an ethics complaint, which is filed with the Commission or initiated by the Commission on its own motion, within 2 years after the alleged violation or reasonable discovery of the alleged violation.

2. The Commission does not have jurisdiction regarding alleged conduct by a public officer or employee or former public officer or employee for which:

(a) A complaint may be filed or, if the applicable limitations period has expired, could have been filed with the United States Equal Employment Opportunity Commission or the Nevada Equal Rights Commission; or

(b) A complaint or employment-related grievance may be filed or, if the applicable limitations period has expired, could have been filed with another appropriate agency with jurisdiction to redress alleged discrimination or harassment, including, without limitation, a state or local employee-management relations board or similar state or local agency,

↳ but any bar on the Commission’s jurisdiction imposed by this subsection applies only to the extent that it pertains to the alleged discrimination or harassment, and this subsection does not deprive the Commission of jurisdiction regarding the alleged conduct if such conduct is sanctionable separately or concurrently under the provisions of this chapter, irrespective of the alleged discrimination or harassment.

3. For the purposes of this section, a proceeding is commenced:

(a) On the date on which an ethics complaint is filed in the proper form with the Commission in accordance with the regulations of the Commission; or

(b) If the ethics complaint is initiated by the Commission on its own motion, on the date on which the Commission serves the public officer or employee or former public officer or employee with notice of the ethics complaint in accordance with the regulations of the Commission.

(Added to NRS by [1995, 2443](#); A [1997, 256](#); [1999, 2732](#); [2005, 2279](#); [2009, 1051](#); [2017, 2490](#))

NRS 281A.290 Duties of Commission; inclusion of annotations of opinions of Commission in Nevada Revised Statutes. The Commission shall:

1. Adopt procedural regulations that are necessary and proper to carry out the provisions of this chapter, including, without limitation:

(a) To facilitate the receipt of inquiries by the Commission;

(b) For the filing of an ethics complaint or a request for an advisory opinion with the Commission;

(c) For the withdrawal of an ethics complaint or a request for an advisory opinion by the person who filed the ethics complaint or request;

(d) To facilitate the prompt rendition of opinions by the Commission; and

(e) For proceedings concerning an ethics complaint, to facilitate written discovery requests submitted pursuant to [NRS 281A.750](#) and [281A.755](#) and the disclosure of evidence in the manner required by those sections, including, without limitation, the disclosure of evidence obtained by or on behalf of the Executive Director during the course of the investigation that affirmatively and substantively disproves any alleged violation of this chapter that is related to the ethics complaint and has been referred to the Commission for an adjudicatory hearing.

2. Prescribe, by regulation, forms and procedures for the submission of statements of acknowledgment filed by public officers pursuant to [NRS 281A.500](#), maintain files of such statements and make the statements available for public inspection.

3. Cause the making of such investigations as are reasonable and necessary for the rendition of its opinions pursuant to this chapter.

4. Inform the Attorney General or district attorney of all cases of noncompliance with the requirements of this chapter.

5. Recommend to the Legislature such further legislation as the Commission considers desirable or necessary to promote and maintain high standards of ethical conduct in government.

6. Publish a manual for the use of public officers and employees that explains the requirements of this chapter.

↳ The Legislative Counsel shall prepare annotations to this chapter for inclusion in the Nevada Revised Statutes based on the published opinions of the Commission.

(Added to NRS by [1977, 1105](#); A [1985, 2124](#); [1991, 1595](#); [1999, 2732](#); [2003, 3019, 3386](#); [2003, 20th Special Session, 265](#); [2011, 1726](#); [2013, 3769](#); [2017, 2491](#))

NRS 281A.300 Oaths; written requests and subpoenas for participation, attendance and production of books and papers; enforcement by court for noncompliance.

1. The Chair and Vice Chair of the Commission may administer oaths.
 2. The Commission, upon majority vote, may issue a subpoena to compel the attendance of a witness and the production of any books and papers for any hearing before the Commission.

3. Upon the request of the Executive Director, the Chair or, in the Chair's absence, the Vice Chair, may issue a subpoena to compel the participation of a potential witness and the production of any books and papers during the course of any investigation.

4. Upon the request of the Executive Director or the public officer or employee who is the subject of an ethics complaint, the Chair or, in the Chair's absence, the Vice Chair, may issue a subpoena to compel the attendance of a witness and the production of any books and papers for any hearing before the Commission. A public officer or employee who requests the issuance of a subpoena pursuant to this subsection must serve the subpoena in the manner provided in the Nevada Rules of Civil Procedure for service of subpoenas in a civil action and must pay the costs of such service.

5. Before issuing a subpoena to a public officer or employee who is the subject of an ethics complaint to compel his or her participation in any investigation, his or her attendance as a witness or his or her production of any books and papers, the Executive Director shall submit a written request to the public officer or employee requesting:

- (a) The voluntary participation of the public officer or employee in the investigation;
- (b) The voluntary attendance of the public officer or employee as a witness; or
- (c) The voluntary production by the public officer or employee of any books and papers relating to the ethics complaint.

6. Each written request submitted by the Executive Director pursuant to subsection 5 must specify the time and place for the voluntary participation of the public officer or employee in the investigation, attendance of the public officer or employee as a witness or production of any books and papers, and designate with certainty the books and papers requested, if any.

7. If the public officer or employee fails or refuses to respond to the Executive Director's written request pursuant to subsection 5 to voluntarily participate or attend at the time and place specified or produce the books and papers requested by the Executive Director within 5 business days after receipt of the written request, the Chair or, in the Chair's absence, the Vice Chair, may issue the subpoena. Failure of the public officer or employee to comply with the written request of the Executive Director shall be deemed a waiver by the public officer or employee of the time limits set forth in [NRS 281A.700](#) to [281A.790](#), inclusive, that apply to proceedings concerning the ethics complaint.

8. If any witness fails or refuses to participate, attend, testify or produce any books and papers as required by the subpoena, the Chair or, in the Chair's absence, the Vice Chair, may report to the district court by petition, setting forth that:

- (a) Due notice has been given of the time and place of the participation or attendance of the witness or the production of the books and papers;
- (b) The witness has been subpoenaed pursuant to this section; and
- (c) The witness has failed or refused to participate, attend, testify or produce the books and papers as required by the subpoena, or has failed or refused to answer questions propounded to the witness,

↳ and asking for an order of the court compelling the witness to participate, attend, testify or produce the books and papers as required by the subpoena.

9. Upon such a petition, the court shall enter an order directing the witness to appear before the court at a time and place to be fixed by the court in its order, the time to be not more than 10 days after the date of the order, and then and there show cause why the witness has not participated, attended, testified or produced the books or papers as required by the subpoena. A certified copy of the order must be served upon the witness.

10. If it appears to the court that the subpoena was regularly issued pursuant to this section, the court shall enter an order that the witness comply with the subpoena, at the time and place fixed in the order, and participate, attend, testify or produce the required books and papers. Upon failure to obey the order, the witness must be dealt with as for contempt of court.

(Added to NRS by [1991, 1591](#); A [1997, 257](#); [1999, 2733](#); [2003, 3387](#); [2005, 2279](#); [2009, 1052](#); [2013, 3769](#); [2017, 2492](#))

SPECIALIZED OR LOCAL ETHICS COMMITTEE

NRS 281A.350 Establishment; functions; limitations on powers; confidentiality.

1. Any state agency or the governing body of a county or an incorporated city may establish a specialized or local ethics committee to complement the functions of the Commission. A specialized or local ethics committee may:

(a) Establish a code of ethical standards suitable for the particular ethical problems encountered in its sphere of activity. The standards may not be less restrictive than the statutory ethical standards.

(b) Render an opinion upon the request of any public officer or employee of its own organization or level seeking an interpretation of its ethical standards on questions directly related to the propriety of the public officer's or employee's own future official conduct or refer the request to the Commission. Any public officer or employee subject to the jurisdiction of the committee shall direct the public officer's or employee's inquiry to that committee instead of the Commission.

(c) Require the filing of financial disclosure statements by public officers on forms prescribed by the committee or the city clerk if the form has been:

(1) Submitted, at least 60 days before its anticipated distribution, to the Secretary of State for review; and

(2) Upon review, approved by the Secretary of State. The Secretary of State shall not approve the form unless the form contains all the information required to be included in a financial disclosure statement pursuant to [NRS 281.571](#).

2. The Secretary of State is not responsible for the costs of producing or distributing a form for filing a financial disclosure statement pursuant to the provisions of subsection 1.

3. A specialized or local ethics committee shall not attempt to interpret or render an opinion regarding the statutory ethical standards.

4. Each request for an opinion submitted to a specialized or local ethics committee, each hearing held to obtain information on which to base an opinion, all deliberations relating to an opinion, each opinion rendered by a committee and any motion relating to the opinion are confidential unless:

(a) The public officer or employee acts in contravention of the opinion; or

(b) The requester discloses the content of the opinion.

(Added to NRS by [1977, 1107](#); A [1985, 2126](#); [1991, 105](#); [1995, 2198, 2445](#); [1997, 640, 641](#); [2011, 1727](#); [2013, 3781](#); [2015, 1726](#)) — (Substituted in revision for NRS 281A.470)

CODE OF ETHICAL STANDARDS

NRS 281A.400 General requirements; exceptions. A code of ethical standards is hereby established to govern the conduct of public officers and employees:

1. A public officer or employee shall not seek or accept any gift, service, favor, employment, engagement, emolument or economic opportunity, for the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity, which would tend improperly to influence a reasonable person in the public officer's or employee's position to depart from the faithful and impartial discharge of the public officer's or employee's public duties.

2. A public officer or employee shall not use the public officer's or employee's position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for the public officer or employee, any business entity in which the public officer or employee has a significant pecuniary interest or any person to whom the public officer or employee has a commitment in a private capacity. As used in this subsection, "unwarranted" means without justification or adequate reason.

3. A public officer or employee shall not participate as an agent of government in the negotiation or execution of a contract between the government and the public officer or employee, any business entity in which the public officer or employee has a significant pecuniary interest or any person to whom the public officer or employee has a commitment in a private capacity.

4. A public officer or employee shall not accept any salary, retainer, augmentation, expense allowance or other compensation from any private source, for the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity, for the performance of the public officer's or employee's duties as a public officer or employee.

5. If a public officer or employee acquires, through the public officer's or employee's public duties or relationships, any information which by law or practice is not at the time available to people generally, the public officer or employee shall not use the information to further a significant pecuniary interest of the public officer or employee or any other person or business entity.

6. A public officer or employee shall not suppress any governmental report or other official document because it might tend to affect unfavorably a significant pecuniary interest of the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity.

7. Except for State Legislators who are subject to the restrictions set forth in subsection 8, a public officer or employee shall not use governmental time, property, equipment or other facility to benefit a significant personal or pecuniary interest of the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity. This subsection does not prohibit:

(a) A limited use of governmental property, equipment or other facility for personal purposes if:

(1) The public officer or employee who is responsible for and has authority to authorize the use of such property, equipment or other facility has established a policy allowing the use or the use is necessary as a result of emergency circumstances;

(2) The use does not interfere with the performance of the public officer's or employee's public duties;

(3) The cost or value related to the use is nominal; and

(4) The use does not create the appearance of impropriety;

(b) The use of mailing lists, computer data or other information lawfully obtained from a governmental agency which is available to members of the general public for nongovernmental purposes; or

(c) The use of telephones or other means of communication if there is not a special charge for that use.

➤ If a governmental agency incurs a cost as a result of a use that is authorized pursuant to this subsection or would ordinarily charge a member of the general public for the use, the public officer or employee shall promptly reimburse the cost or pay the charge to the governmental agency.

8. A State Legislator shall not:

(a) Use governmental time, property, equipment or other facility for a nongovernmental purpose or for the private benefit of the State Legislator or any other person. This paragraph does not prohibit:

(1) A limited use of state property and resources for personal purposes if:

(I) The use does not interfere with the performance of the State Legislator's public duties;

(II) The cost or value related to the use is nominal; and

(III) The use does not create the appearance of impropriety;

(2) The use of mailing lists, computer data or other information lawfully obtained from a governmental agency which is available to members of the general public for nongovernmental purposes; or

(3) The use of telephones or other means of communication if there is not a special charge for that use.

(b) Require or authorize a legislative employee, while on duty, to perform personal services or assist in a private activity, except:

(1) In unusual and infrequent situations where the employee's service is reasonably necessary to permit the State Legislator or legislative employee to perform that person's official duties; or

(2) Where such service has otherwise been established as legislative policy.

9. A public officer or employee shall not attempt to benefit a significant personal or pecuniary interest of the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity through the influence of a subordinate.

10. A public officer or employee shall not seek other employment or contracts for the public officer or employee or any person to whom the public officer or employee has a commitment in a private capacity through the use of the public officer's or employee's official position.

(Added to NRS by [1977, 1105](#); A [1987, 2094](#); [1991, 1595](#); [1993, 2243](#); [1997, 3324](#); [1999, 2736](#); [2003, 3388](#); [2009, 1053](#); [2013, 3771](#); [2017, 2493](#))

NRS 281A.410 Limitations on representing or counseling private persons before public agencies; request for relief from strict application of certain provisions. In addition to the requirements of the code of ethical standards and the other provisions of this chapter:

1. If a public officer or employee serves in a state agency of the Executive Department or an agency of any county, city or other political subdivision, the public officer or employee:

(a) Shall not accept compensation from any private person to represent or counsel the private person on any issue pending before the agency in which that public officer or employee serves, if the agency makes decisions; and

(b) If the public officer or employee leaves the service of the agency, shall not, for 1 year after leaving the service of the agency, represent or counsel for compensation a private person upon any issue which was under consideration by the agency during the public officer's or employee's service. As used in this paragraph, "issue" includes a case, proceeding, application, contract or determination, but does not include the proposal or consideration of legislative measures or administrative regulations.

2. Except as otherwise provided in subsection 3, a State Legislator or a member of a local legislative body, or a public officer or employee whose public service requires less than half of his or her time, may represent or counsel a private person before an agency in which he or she does not serve.

3. A member of a local legislative body shall not represent or counsel a private person for compensation before another local agency if the territorial jurisdiction of the other local agency includes any part of the county in which the member serves. The Commission may relieve the member from the strict application of the provisions of this subsection if:

(a) The member files a request for an advisory opinion from the Commission pursuant to [NRS 281A.675](#); and

(b) The Commission determines that such relief is not contrary to:

(1) The best interests of the public;

(2) The continued ethical integrity of each local agency affected by the matter; and

(3) The provisions of this chapter.

4. For the purposes of subsection 3, the request for an advisory opinion, the advisory opinion and all meetings, hearings and proceedings of the Commission in such a matter are governed by the provisions of [NRS 281A.670](#) to [281A.690](#), inclusive.

5. Unless permitted by this section, a public officer or employee shall not represent or counsel a private person for compensation before any state agency of the Executive or Legislative Department.

(Added to NRS by [1977, 1106](#); A [1991, 1597](#); [2001, 2289](#); [2007, 638](#); [2009, 1054](#); [2013, 3772](#); [2017, 2495](#))

NRS 281A.420 Requirements regarding disclosure of conflicts of interest and abstention from voting because of certain types of conflicts; effect of abstention on quorum and voting requirements; exceptions.

1. Except as otherwise provided in this section, a public officer or employee shall not approve, disapprove, vote, abstain from voting or otherwise act upon a matter:

- (a) Regarding which the public officer or employee has accepted a gift or loan;
- (b) In which the public officer or employee has a significant pecuniary interest;
- (c) Which would reasonably be affected by the public officer's or employee's commitment in a private capacity to the interests of another person; or
- (d) Which would reasonably be related to the nature of any representation or counseling that the public officer or employee provided to a private person for compensation before another agency within the immediately preceding year, provided such representation or counseling is permitted by [NRS 281A.410](#), without disclosing information concerning the gift or loan, the significant pecuniary interest, the commitment in a private capacity to the interests of the other person or the nature of the representation or counseling of the private person that is sufficient to inform the public of the potential effect of the action or abstention upon the person who provided the gift or loan, upon the public officer's or employee's significant pecuniary interest, upon the person to whom the public officer or employee has a commitment in a private capacity or upon the private person who was represented or counseled by the public officer or employee. Such a disclosure must be made at the time the matter is considered. If the public officer or employee is a member of a body which makes decisions, the public officer or employee shall make the disclosure in public to the chair and other members of the body. If the public officer or employee is not a member of such a body and holds an appointive office, the public officer or employee shall make the disclosure to the supervisory head of the public officer's or employee's organization or, if the public officer holds an elective office, to the general public in the area from which the public officer is elected.

2. The provisions of subsection 1 do not require a public officer to disclose:

- (a) Any campaign contributions that the public officer reported in a timely manner pursuant to [NRS 294A.120](#) or [294A.125](#); or
- (b) Any contributions to a legal defense fund that the public officer reported in a timely manner pursuant to [NRS 294A.286](#).

3. Except as otherwise provided in this section, in addition to the requirements of subsection 1, a public officer shall not vote upon or advocate the passage or failure of, but may otherwise participate in the consideration of, a matter with respect to which the independence of judgment of a reasonable person in the public officer's situation would be materially affected by:

- (a) The public officer's acceptance of a gift or loan;
- (b) The public officer's significant pecuniary interest; or
- (c) The public officer's commitment in a private capacity to the interests of another person.

4. In interpreting and applying the provisions of subsection 3:

(a) It must be presumed that the independence of judgment of a reasonable person in the public officer's situation would not be materially affected by the public officer's acceptance of a gift or loan, significant pecuniary interest or commitment in a private capacity to the interests of another person where the resulting benefit or detriment accruing to the public officer, or if the public officer has a commitment in a private capacity to the interests of another person, accruing to the other person, is not greater than that accruing to any other member of any general business, profession, occupation or group that is affected by the matter. The presumption set forth in this paragraph does not affect the applicability of the requirements set forth in subsection 1 relating to the duty of the public officer to make a proper disclosure at the time the matter is considered and in the manner required by subsection 1.

(b) The Commission must give appropriate weight and proper deference to the public policy of this State which favors the right of a public officer to perform the duties for which the public officer was elected or appointed and to vote or otherwise act upon a matter, provided the public officer makes a proper disclosure at the time the matter is considered and in the manner required by subsection 1. Because abstention by a public officer disrupts the normal course of representative government and deprives the public and the public officer's constituents of a voice in governmental affairs, the provisions of this section are intended to require abstention only in clear cases where the independence of judgment of a reasonable person in the public officer's situation would be materially affected by the public officer's acceptance of a gift or loan, significant pecuniary interest or commitment in a private capacity to the interests of another person.

5. Except as otherwise provided in [NRS 241.0355](#), if a public officer declares to the body or committee in which the vote is to be taken that the public officer will abstain from voting because of the requirements of this section, the necessary quorum to act upon and the number of votes necessary to act upon the matter, as fixed by any statute, ordinance or rule, is reduced as though the member abstaining were not a member of the body or committee.

6. The provisions of this section do not, under any circumstances:

- (a) Prohibit a member of a local legislative body from requesting or introducing a legislative measure; or
- (b) Require a member of a local legislative body to take any particular action before or while requesting or introducing a legislative measure.

7. The provisions of this section do not, under any circumstances, apply to State Legislators or allow the Commission to exercise jurisdiction or authority over State Legislators. The responsibility of a State Legislator to make disclosures concerning gifts, loans, interests or commitments and the responsibility of a State Legislator to abstain from voting upon or advocating the passage or failure of a matter are governed by the Standing Rules of the Legislative Department of State Government which are adopted, administered and enforced exclusively by

the appropriate bodies of the Legislative Department of State Government pursuant to [Section 6 of Article 4](#) of the Nevada Constitution.

8. As used in this section, “public officer” and “public employee” do not include a State Legislator.

(Added to NRS by [1977, 1106](#); A [1987, 2095](#); [1991, 1597](#); [1995, 1083](#); [1997, 3326](#); [1999, 2738](#); [2003, 818, 1735, 3389](#); [2007, 3372](#); [2009, 1055, 1057](#); [2013, 3774](#); [2017, 2496](#))

NRS 281A.430 Contracts in which public officer or employee has interest prohibited; exceptions; request for relief from strict application of certain provisions.

1. Except as otherwise provided in this section and [NRS 218A.970](#) and [332.800](#), a public officer or employee shall not bid on or enter into a contract between an agency and any business entity in which the public officer or employee has a significant pecuniary interest.

2. A member of any board, commission or similar body who is engaged in the profession, occupation or business regulated by such board, commission or body may, in the ordinary course of his or her business, bid on or enter into a contract with an agency, except the board, commission or body on which he or she is a member, if the member has not taken part in developing the contract plans or specifications and the member will not be personally involved in opening, considering or accepting offers.

3. A full- or part-time faculty member or employee of the Nevada System of Higher Education may bid on or enter into a contract with an agency, or may benefit financially or otherwise from a contract between an agency and a private entity, if the contract complies with the policies established by the Board of Regents of the University of Nevada pursuant to [NRS 396.255](#).

4. Except as otherwise provided in subsection 2, 3 or 5, a public officer or employee may bid on or enter into a contract with an agency if:

(a) The contracting process is controlled by the rules of open competitive bidding or the rules of open competitive bidding or for a solicitation are not employed as a result of the applicability of [NRS 332.112](#) or [332.148](#);

(b) The sources of supply are limited;

(c) The public officer or employee has not taken part in developing the contract plans or specifications; and

(d) The public officer or employee will not be personally involved in opening, considering or accepting offers.

➤ If a public officer who is authorized to bid on or enter into a contract with an agency pursuant to this subsection is a member of the governing body of the agency, the public officer, pursuant to the requirements of [NRS 281A.420](#), shall disclose the public officer’s interest in the contract and shall not vote on or advocate the approval of the contract.

5. A member of a local legislative body shall not, either individually or through any business entity in which the member has a significant pecuniary interest, sell goods or services to the local agency governed by his or her local legislative body unless:

(a) The member, or the business entity in which the member has a significant pecuniary interest, offers the sole source of supply of the goods or services within the territorial jurisdiction of the local agency governed by his or her local legislative body;

(b) The local legislative body includes in the public notice and agenda for the meeting at which it will consider the purchase of such goods or services a clear and conspicuous statement that it is considering purchasing such goods or services from one of its members, or from a business entity in which the member has a significant pecuniary interest;

(c) At the meeting, the member discloses his or her significant pecuniary interest in the purchase of such goods or services and does not vote upon or advocate the approval of the matter pursuant to the requirements of [NRS 281A.420](#); and

(d) The local legislative body approves the purchase of such goods or services in accordance with all other applicable provisions of law.

6. The Commission may relieve a public officer or employee from the strict application of the provisions of this section if:

(a) The public officer or employee files a request for an advisory opinion from the Commission pursuant to [NRS 281A.675](#); and

(b) The Commission determines that such relief is not contrary to:

(1) The best interests of the public;

(2) The continued ethical integrity of each agency affected by the matter; and

(3) The provisions of this chapter.

7. For the purposes of subsection 6, the request for an advisory opinion, the advisory opinion and all meetings, hearings and proceedings of the Commission in such a matter are governed by the provisions of [NRS 281A.670](#) to [281A.690](#), inclusive.

(Added to NRS by [1993, 2241](#); A [1995, 689](#); [2001, 1629](#); [2003, 892](#); [2009, 1060](#); [2013, 3776](#); [2017, 2498](#); [2019, 786](#))

ADDITIONAL REQUIREMENTS, ETHICAL STANDARDS, REMEDIES AND PENALTIES

NRS 281A.500 Notice and acknowledgment of statutory ethical standards: Distribution of information regarding standards; duty to file acknowledgment; contents; form; retention; penalty for

willful refusal to file.

1. On or before the date on which a public officer swears or affirms the oath of office, the public officer must be informed of the statutory ethical standards and the duty to file an acknowledgment of the statutory ethical standards in accordance with this section by:

- (a) For an appointed public officer, the appointing authority of the public officer; and
- (b) For an elected public officer of:
 - (1) The county and other political subdivisions within the county except cities, the county clerk;
 - (2) The city, the city clerk;
 - (3) The Legislative Department of the State Government, the Director of the Legislative Counsel Bureau; and
 - (4) The Executive Department of the State Government, the Director of the Department of Administration, or his or her designee.

2. Within 30 days after a public employee begins employment:

(a) The Director of the Department of Administration, or his or her designee, shall provide each new public employee of a state agency with the information prepared by the Commission concerning the statutory ethical standards; and

(b) The manager of each local agency, or his or her designee, shall provide each new public employee of the local agency with the information prepared by the Commission concerning the statutory ethical standards.

3. Each public officer shall acknowledge that the public officer:

- (a) Has received, read and understands the statutory ethical standards; and
- (b) Has a responsibility to inform himself or herself of any amendments to the statutory ethical standards as soon as reasonably practicable after each session of the Legislature.

4. The acknowledgment must be executed on a form prescribed by the Commission and must be filed with the Commission:

(a) If the public officer is elected to office at the general election, on or before January 15 of the year following the public officer's election.

(b) If the public officer is elected to office at an election other than the general election or is appointed to office, on or before the 30th day following the date on which the public officer swears or affirms the oath of office.

5. Except as otherwise provided in this subsection, a public officer shall execute and file the acknowledgment once for each term of office. If the public officer serves at the pleasure of the appointing authority and does not have a definite term of office, the public officer, in addition to executing and filing the acknowledgment after the public officer swears or affirms the oath of office in accordance with subsection 4, shall execute and file the acknowledgment on or before January 15 of each even-numbered year while the public officer holds that office.

6. For the purposes of this section, the acknowledgment is timely filed if, on or before the last day for filing, the acknowledgment is filed in one of the following ways:

- (a) Delivered in person to the principal office of the Commission in Carson City.
- (b) Mailed to the Commission by first-class mail, or other class of mail that is at least as expeditious, postage prepaid. Filing by mail is complete upon timely depositing the acknowledgment with the United States Postal Service.

(c) Dispatched to a third-party commercial carrier for delivery to the Commission within 3 calendar days. Filing by third-party commercial carrier is complete upon timely depositing the acknowledgment with the third-party commercial carrier.

(d) Transmitted to the Commission by facsimile machine or other electronic means authorized by the Commission. Filing by facsimile machine or other electronic means is complete upon receipt of the transmission by the Commission.

7. If a public officer is serving in a public office and executes and files the acknowledgment for that office as required by the applicable provisions of this section, the public officer shall be deemed to have satisfied the requirements of this section for any other office held concurrently by him or her.

8. The form for making the acknowledgment must contain:

(a) The address of the Internet website of the Commission where a public officer may view the statutory ethical standards and print a copy of the standards; and

(b) The telephone number and mailing address of the Commission where a public officer may make a request to obtain a printed copy of the statutory ethical standards from the Commission.

9. Whenever the Commission, or any public officer or employee as part of the public officer's or employee's official duties, provides a public officer with a printed copy of the form for making the acknowledgment, a printed copy of the statutory ethical standards must be included with the form.

10. The Commission shall retain each acknowledgment filed pursuant to this section for 6 years after the date on which the acknowledgment was filed.

11. Willful refusal to execute and file the acknowledgment required by this section shall be deemed to be:

- (a) A willful violation of this chapter for the purposes of [NRS 281A.785](#) and [281A.790](#); and
- (b) Nonfeasance in office for the purposes of [NRS 283.440](#) and, if the public officer is removable from office pursuant to [NRS 283.440](#), the Commission may file a complaint in the appropriate court for removal of the public officer pursuant to that section. This paragraph grants an exclusive right to the Commission, and no other person may file a complaint against the public officer pursuant to [NRS 283.440](#) based on any violation of this section.

12. As used in this section, "general election" has the meaning ascribed to it in [NRS 293.060](#).
(Added to NRS by [1999, 2730](#); A [2001, 2289](#); [2003, 3020, 3396](#); [2003, 20th Special Session, 265](#); [2009, 1066](#); [2013, 3784](#); [2017, 2503](#))

NRS 281A.510 Public officer or employee prohibited from accepting or receiving honorarium; penalty.

1. A public officer or public employee shall not accept or receive an honorarium.
2. An honorarium paid on behalf of a public officer or public employee to a charitable organization from which the officer or employee does not derive any financial benefit is deemed not to be accepted or received by the officer or employee for the purposes of this section.
3. This section does not prohibit:
 - (a) The receipt of payment for work performed outside the normal course of a person's public office or employment if the performance of that work is consistent with the applicable policies of the person's public employer regarding supplemental employment.
 - (b) The receipt of an honorarium by the spouse of a public officer or public employee if it is related to the spouse's profession or occupation.
4. As used in this section, "honorarium" means the payment of money or anything of value for an appearance or speech by the public officer or public employee in the officer's or employee's capacity as a public officer or public employee. The term does not include the payment of:
 - (a) The actual and necessary costs incurred by the public officer or public employee, the officer's or employee's spouse or the officer's or employee's aid for transportation and for lodging and meals while the public officer or public employee is away from the officer's or employee's residence.
 - (b) Compensation which would otherwise have been earned by the public officer or public employee in the normal course of the officer's or employee's public office or employment.
 - (c) A fee for a speech related to the officer's or employee's profession or occupation outside of the officer's or employee's public office or employment if:
 - (1) Other members of the profession or occupation are ordinarily compensated for such a speech; and
 - (2) The fee paid to the public officer or public employee is approximately the same as the fee that would be paid to a member of the private sector whose qualifications are similar to those of the officer or employee for a comparable speech.
 - (d) A fee for a speech delivered to an organization of legislatures, legislators or other elected officers.
5. In addition to any other penalties provided by law, a public officer or public employee who violates the provisions of this section shall forfeit the amount of the honorarium.
(Added to NRS by [1991, 1592](#); A [1999, 2745](#); [2007, 640](#); [2017, 2505](#))

NRS 281A.520 Public officer or employee prohibited from requesting or otherwise causing governmental entity to incur expense or make expenditure to support or oppose ballot question or candidate in certain circumstances.

1. Except as otherwise provided in subsections 4 and 5, a public officer or employee shall not request or otherwise cause a governmental entity to incur an expense or make an expenditure to support or oppose:
 - (a) A ballot question.
 - (b) A candidate.
2. For the purposes of paragraph (b) of subsection 1, an expense incurred or an expenditure made by a governmental entity shall be considered an expense incurred or an expenditure made in support of a candidate if:
 - (a) The expense is incurred or the expenditure is made for the creation or dissemination of a pamphlet, brochure, publication, advertisement or television programming that prominently features the activities of a current public officer of the governmental entity who is a candidate for a state, local or federal elective office; and
 - (b) The pamphlet, brochure, publication, advertisement or television programming described in paragraph (a) is created or disseminated during the period specified in subsection 3.
3. The period during which the provisions of subsection 2 apply to a particular governmental entity begins when a current public officer of that governmental entity files a declaration of candidacy and ends on the date of the general election, general city election or special election for the office for which the current public officer of the governmental entity is a candidate.
4. The provisions of this section do not prohibit the creation or dissemination of, or the appearance of a candidate in or on, as applicable, a pamphlet, brochure, publication, advertisement or television programming that:
 - (a) Is made available to the public on a regular basis and merely describes the functions of:
 - (1) The public office held by the public officer who is the candidate; or
 - (2) The governmental entity by which the public officer who is the candidate is employed; or
 - (b) Is created or disseminated in the course of carrying out a duty of:
 - (1) The public officer who is the candidate; or
 - (2) The governmental entity by which the public officer who is the candidate is employed.
5. The provisions of this section do not prohibit an expense or an expenditure incurred to create or disseminate a television program that provides a forum for discussion or debate regarding a ballot question, if persons both in support of and in opposition to the ballot question participate in the television program.
6. As used in this section:

- (a) “Governmental entity” means:
- (1) The government of this State;
 - (2) An agency of the government of this State;
 - (3) A political subdivision of this State; and
 - (4) An agency of a political subdivision of this State.
- (b) “Pamphlet, brochure, publication, advertisement or television programming” includes, without limitation, a publication, a public service announcement and any programming on a television station created to provide community access to cable television. The term does not include:
- (1) A press release issued to the media by a governmental entity; or
 - (2) The official website of a governmental entity.
- (Added to NRS by [2003, 925](#); A [2009, 1067](#); [2019, 3419](#))

NRS 281A.540 Governmental grant, contract or lease and certain actions taken in violation of chapter are voidable; prohibited contract is void; recovery of benefit received as result of violation.

1. In addition to any other penalties provided by law, a governmental grant, contract or lease entered into in violation of this chapter is voidable by the State, county, city or political subdivision. In a determination under this section of whether to void a grant, contract or lease, the interests of innocent third parties who could be damaged must be taken into account. The Attorney General, district attorney or city attorney must give notice of the intent to void a grant, contract or lease under this section no later than 30 days after the Commission has determined that there has been a related violation of this chapter.

2. In addition to any other penalties provided by law, a contract prohibited by [NRS 281.230](#) which is knowingly entered into by a person designated in subsection 1 of [NRS 281.230](#) is void.

3. Any action taken by the State in violation of this chapter is voidable, except that the interests of innocent third parties in the nature of the violation must be taken into account. The Attorney General may also pursue any other available legal or equitable remedies.

4. In addition to any other penalties provided by law, the Attorney General may recover any fee, compensation, gift or benefit received by a person as a result of a violation of this chapter by a public officer. An action to recover pursuant to this section must be brought within 2 years after the violation or reasonable discovery of the violation.

(Added to NRS by [1991, 1593](#); A [2009, 1068](#)) — (Substituted in revision for NRS 281.557)

NRS 281A.550 Employment of certain former public officers and employees by regulated businesses prohibited; certain former public officers and employees prohibited from soliciting or accepting employment from certain persons contracting with State or local government; request for relief from strict application of certain provisions.

1. A former member of the Public Utilities Commission of Nevada shall not:

- (a) Be employed by a public utility or parent organization or subsidiary of a public utility; or
- (b) Appear before the Public Utilities Commission of Nevada to testify on behalf of a public utility or parent organization or subsidiary of a public utility,

↳ for 1 year after the termination of the member’s service on the Public Utilities Commission of Nevada.

2. A former member of the Nevada Gaming Control Board or the Nevada Gaming Commission shall not:

- (a) Appear before the Nevada Gaming Control Board or the Nevada Gaming Commission on behalf of a person who holds a license issued pursuant to [chapter 463](#) or [464](#) of NRS or who is required to register with the Nevada Gaming Commission pursuant to [chapter 463](#) of NRS; or
- (b) Be employed by such a person,

↳ for 1 year after the termination of the member’s service on the Nevada Gaming Control Board or the Nevada Gaming Commission.

3. In addition to the prohibitions set forth in subsections 1 and 2, and except as otherwise provided in subsections 4 and 6, a former public officer or employee of a board, commission, department, division or other agency of the Executive Department of State Government, except a clerical employee, shall not solicit or accept employment from a business or industry whose activities are governed by regulations adopted by the board, commission, department, division or other agency for 1 year after the termination of the former public officer’s or employee’s service or period of employment if:

- (a) The former public officer’s or employee’s principal duties included the formulation of policy contained in the regulations governing the business or industry;
- (b) During the immediately preceding year, the former public officer or employee directly performed activities, or controlled or influenced an audit, decision, investigation or other action, which significantly affected the business or industry which might, but for this section, employ the former public officer or employee; or
- (c) As a result of the former public officer’s or employee’s governmental service or employment, the former public officer or employee possesses knowledge of the trade secrets of a direct business competitor.

4. The provisions of subsection 3 do not apply to a former public officer who was a member of a board, commission or similar body of the State if:

- (a) The former public officer is engaged in the profession, occupation or business regulated by the board, commission or similar body;
- (b) The former public officer holds a license issued by the board, commission or similar body; and

(c) Holding a license issued by the board, commission or similar body is a requirement for membership on the board, commission or similar body.

5. Except as otherwise provided in subsection 6, a former public officer or employee of the State or a political subdivision, except a clerical employee, shall not solicit or accept employment from a person to whom a contract for supplies, materials, equipment or services was awarded by the State or political subdivision, as applicable, for 1 year after the termination of the officer's or employee's service or period of employment, if:

(a) The amount of the contract exceeded \$25,000;

(b) The contract was awarded within the 12-month period immediately preceding the termination of the officer's or employee's service or period of employment; and

(c) The position held by the former public officer or employee at the time the contract was awarded allowed the former public officer or employee to affect or influence the awarding of the contract.

6. A current or former public officer or employee may file a request for an advisory opinion pursuant to [NRS 281A.675](#) concerning the application of the relevant facts in that person's case to the provisions of subsection 3 or 5, as applicable, and determine whether relief from the strict application of those provisions is proper. If the Commission determines that relief from the strict application of the provisions of subsection 3 or 5, as applicable, is not contrary to:

(a) The best interests of the public;

(b) The continued ethical integrity of the State Government or political subdivision, as applicable; and

(c) The provisions of this chapter,

↳ it may issue an advisory opinion to that effect and grant such relief.

7. For the purposes of subsection 6, the request for an advisory opinion, the advisory opinion and all meetings, hearings and proceedings of the Commission in such a matter are governed by the provisions of [NRS 281A.670](#) to [281A.690](#), inclusive.

8. The advisory opinion does not relieve the current or former public officer or employee from the strict application of any provision of [NRS 281A.410](#).

9. For the purposes of this section:

(a) A former member of the Public Utilities Commission of Nevada, the Nevada Gaming Control Board or the Nevada Gaming Commission; or

(b) Any other former public officer or employee governed by this section,

↳ is employed by or is soliciting or accepting employment from a business, industry or other person described in this section if any oral or written agreement is sought, negotiated or exists during the restricted period pursuant to which the personal services of the public officer or employee are provided or will be provided to the business, industry or other person, even if such an agreement does not or will not become effective until after the restricted period.

10. As used in this section, "regulation" has the meaning ascribed to it in [NRS 233B.038](#) and also includes regulations adopted by a board, commission, department, division or other agency of the Executive Department of State Government that is exempted from the requirements of [chapter 233B](#) of NRS.

(Added to NRS by [2009, 1044](#); A [2015, 924](#); [2017, 2506](#))

OPINIONS GENERALLY

NRS 281A.665 Opinions of Commission may include guidance to public officer or employee. The Commission's opinions may include guidance to a public officer or employee on questions whether:

1. A conflict exists between the public officer's or employee's personal interest and the public officer's or employee's official duty.

2. The public officer's or employee's official duties involve the use of discretionary judgment whose exercise in the particular matter would have a significant effect upon the disposition of the matter.

3. The conflict would materially affect the independence of the judgment of a reasonable person in the public officer's or employee's situation.

4. The public officer or employee possesses special knowledge which is an indispensable asset of the public officer's or employee's public agency and is needed by it to reach a sound decision.

5. It would be appropriate for the public officer or employee to withdraw or abstain from participation, disclose the nature of the public officer's or employee's conflicting personal interest or pursue some other designated course of action in the matter.

(Added to NRS by [1977, 1107](#); A [1985, 2126](#); [1987, 2097](#); [1997, 258](#); [2005, 2280](#)) — (Substituted in revision for NRS 281A.460)

ADVISORY OPINIONS

NRS 281A.670 Applicability. The provisions of [NRS 281A.670](#) to [281A.690](#), inclusive, apply to proceedings concerning a request for an advisory opinion.

(Added to NRS by [2017, 2479](#))

NRS 281A.675 Initiation of request for advisory opinion; purpose of request; form and contents; Commission may decline to render advisory opinion under certain circumstances.

1. A public officer or employee may file with the Commission a request for an advisory opinion to:

- (a) Seek guidance on matters which directly relate to the propriety of his or her own past, present or future conduct as a public officer or employee under the statutory ethical standards set forth in this chapter; or
 - (b) Request relief pursuant to [NRS 281A.410](#), [281A.430](#) or [281A.550](#).
 - 2. The request for an advisory opinion must be:
 - (a) Filed on a form prescribed by the Commission; and
 - (b) Submitted with all necessary information for the Commission to render an advisory opinion in the matter.
 - 3. The Commission may decline to render an advisory opinion if the public officer or employee does not:
 - (a) Submit all necessary information for the Commission to render an advisory opinion in the matter; or
 - (b) Declare by oath or affirmation that he or she will testify truthfully regarding the matter.
- (Added to NRS by [2017, 2479](#))

NRS 281A.680 Rendering of advisory opinion by Commission; deadline and waiver; certain advisory opinions binding upon requester; judicial review; confidentiality and waiver.

1. If a public officer or employee properly files a request for an advisory opinion, the Commission shall render an advisory opinion that interprets the statutory ethical standards and applies those standards to the given set of facts and circumstances. The Commission shall render the advisory opinion within 45 days after receiving the request, unless the requester waives this time limit.

2. If the advisory opinion rendered by the Commission relates to the propriety of the present or future conduct of the requester, the advisory opinion is:

- (a) Binding upon the requester with regard to the future conduct of the requester; and
- (b) A final decision that is subject to judicial review pursuant to [NRS 233B.130](#).

3. If the requester seeks judicial review pursuant to [NRS 233B.130](#), any proceedings concerning such judicial review must be confidential and held in closed court without admittance of persons other than those necessary to the proceedings, unless the requester waives this right to confidential proceedings.

(Added to NRS by [2017, 2479](#))

NRS 281A.685 Confidentiality of certain materials; no duty on Commission or staff to protect confidentiality of materials not in their possession; exceptions.

1. Except as otherwise provided in this section, the following materials are confidential and are not public records pursuant to [chapter 239](#) of NRS:

- (a) A request for an advisory opinion;
- (b) The advisory opinion rendered by the Commission in response to the request;
- (c) Any information, communications, records, documents or other materials in the possession of the Commission or its staff that are related to the request; and
- (d) Any information, communications, records, documents or other materials in the possession of the requester of the advisory opinion that are related to the request and, if disclosed by the requester, would reveal the existence, nature or content of the request or the advisory opinion.

2. The provisions of subsection 1 do not create or impose any duty on the Commission or its staff to protect or defend against the disclosure of any materials not in the possession of the Commission or its staff, regardless of whether the materials are related to the request.

3. The provisions of subsection 1 do not apply to any materials in the possession of the Commission or its staff that are related to the request if the requester of the advisory opinion:

(a) Acts in contravention of the advisory opinion, in which case the Commission may disclose the request, the advisory opinion and any information, communications, records, documents or other materials in the possession of the Commission or its staff that are related to the request;

(b) Authorizes the Commission, in writing, to make the request, the advisory opinion or any information, communications, records, documents or other materials in the possession of the Commission or its staff that are related to the request publicly available; or

(c) Voluntarily discloses, in any manner, the request, the advisory opinion or any information, communications, records, documents or other materials in the possession of the Commission or its staff that are related to the request, except to:

- (1) The public body, agency or employer of the requester or the legal counsel of the requester;
- (2) Any person to whom the Commission authorizes the requester to make such a disclosure; or
- (3) Any person to whom the requester makes such a disclosure for the purposes of judicial review

pursuant to [NRS 281A.680](#).

(Added to NRS by [2017, 2479](#))

NRS 281A.690 Inapplicability of Open Meeting Law to proceedings concerning request for advisory opinion; exceptions.

1. Except as otherwise provided in this section, the provisions of [chapter 241](#) of NRS do not apply to:

(a) Any meeting or hearing held by the Commission to receive information or evidence concerning a request for an advisory opinion; and

(b) Any deliberations or actions of the Commission on such information or evidence.

2. The public officer or employee who files the request for an advisory opinion may also file a request with the Commission to hold a public meeting or hearing regarding the request for an advisory opinion.

(Added to NRS by [2017, 2480](#))

ETHICS COMPLAINTS AND OPINIONS

General Provisions

NRS 281A.700 Applicability. The provisions of [NRS 281A.700](#) to [281A.790](#), inclusive, apply to proceedings concerning an ethics complaint.

(Added to NRS by [2017, 2480](#))

NRS 281A.705 Legal defense of state officer or employee subject to ethics complaint.

1. If an ethics complaint is filed with or initiated by the Commission concerning a present or former state officer or employee, unless the state officer or employee retains his or her legal counsel or the Attorney General tenders the defense of the state officer or employee to an insurer who, pursuant to a contract of insurance, is authorized to defend the state officer or employee, the Attorney General shall defend the state officer or employee or employ special counsel to defend the state officer or employee in any proceeding relating to the ethics complaint if:

(a) The state officer or employee submits a written request for defense in the manner provided in [NRS 41.0339](#); and

(b) Based on the facts and allegations known to the Attorney General, the Attorney General determines that the act or omission on which the alleged violation is based:

(1) Appears to be within the course and scope of public duty or employment of the state officer or employee; and

(2) Appears to have been performed or omitted in good faith.

2. The Attorney General shall create a written record setting forth the basis for the Attorney General's determination of whether to defend the state officer or employee pursuant to paragraph (b) of subsection 1. The written record is not admissible in evidence at trial or in any other judicial or administrative proceeding in which the state officer or employee is a party, except in connection with an application to withdraw as the attorney of record.

(Added to NRS by [2005, 2556](#); A [2017, 2500](#)) — (Substituted in revision for NRS 281A.450)

Proceedings

NRS 281A.710 Initiation of ethics complaint; form and contents; Commission may decline to render opinion under certain circumstances.

1. Except as otherwise provided in this section and [NRS 281A.280](#), the Commission may render an opinion that interprets the statutory ethical standards and applies those standards to a given set of facts and circumstances regarding the propriety of the conduct of a public officer or employee if an ethics complaint is:

(a) Filed by a specialized or local ethics committee established pursuant to [NRS 281A.350](#).

(b) Filed by any person, except a person who is incarcerated in a correctional facility in this State or any other jurisdiction.

(c) Initiated by the Commission on its own motion, except the Commission shall not initiate such an ethics complaint based solely upon an anonymous complaint.

2. An ethics complaint filed by a person must be:

(a) Verified under oath and filed on a form prescribed by the Commission; and

(b) Submitted with sufficient evidence to support the allegations in order for the Commission to make a determination of whether it has jurisdiction in the matter and whether an investigation is warranted in the matter pursuant to [NRS 281A.715](#) and [281A.720](#).

3. The Commission may decline to render an opinion if the person who files the ethics complaint does not submit all necessary evidence in the matter.

(Added to NRS by [2017, 2480](#))

NRS 281A.715 Determination of jurisdiction and whether evidence warrants investigation; deadline and waiver; dismissal for lack of jurisdiction or insufficient evidence; initiation of investigation.

1. Based on the evidence submitted with an ethics complaint filed with the Commission pursuant to [NRS 281A.710](#), the Commission shall determine whether it has jurisdiction in the matter and whether an investigation is warranted in the matter. The Commission shall make its determination within 45 days after receiving the ethics complaint, unless the public officer or employee who is the subject of the ethics complaint waives this time limit.

2. If the Commission determines that it does not have jurisdiction in the matter, the Commission shall dismiss the matter.

3. If the Commission determines that it has jurisdiction in the matter but the evidence submitted with the ethics complaint is not sufficient to warrant an investigation in the matter, the Commission shall dismiss the matter, with or without issuing a letter of caution or instruction to the public officer or employee pursuant to [NRS 281A.780](#).

4. If the Commission determines that it has jurisdiction in the matter and the evidence submitted with the ethics complaint is sufficient to warrant an investigation in the matter, the Commission may direct the Executive Director to investigate the ethics complaint pursuant to [NRS 281A.720](#).

(Added to NRS by [2017, 2481](#))

NRS 281A.720 Investigation by Executive Director; notice of investigation; opportunity to submit response; deadline and extension; purpose of response; preservation of objections and defenses.

1. If the Commission directs the Executive Director to investigate an ethics complaint pursuant to [NRS 281A.715](#) or if the Commission initiates an ethics complaint on its own motion pursuant to [NRS 281A.710](#), the Executive Director shall investigate the facts and circumstances relating to the ethics complaint to determine whether the Executive Director believes that there is just and sufficient cause for the Commission to render an opinion in the matter in order to present a written recommendation to the review panel pursuant to [NRS 281A.725](#).

2. The Executive Director shall provide notice of the investigation pursuant to this section to the public officer or employee who is the subject of the ethics complaint and provide the public officer or employee an opportunity to submit to the Executive Director a response to the allegations against the public officer or employee in the ethics complaint. The response must be submitted within 30 days after the date on which the public officer or employee receives the notice of the investigation pursuant to this section, unless the Executive Director grants an extension.

3. The purpose of the response submitted pursuant to this section is to provide the Executive Director and the review panel with any information relevant to the ethics complaint which the public officer or employee believes may assist:

(a) The Executive Director in performing his or her investigation and other functions pursuant to this section and [NRS 281A.725](#); and

(b) The review panel in performing its review and other functions pursuant to [NRS 281A.730](#).

4. The public officer or employee is not required in the response submitted pursuant to this section or in any proceedings before the review panel to assert, claim or raise any objection or defense, in law or fact, to the allegations against the public officer or employee, and no objection or defense, in law or fact, is waived, abandoned or barred by the failure to assert, claim or raise it in the response or in any proceedings before the review panel.

(Added to NRS by [2017, 2481](#))

NRS 281A.725 Completion of investigation by Executive Director; presentation of written recommendation to review panel; deadline and waiver; contents of recommendation.

1. Except as otherwise provided in this subsection, the Executive Director shall complete the investigation required by [NRS 281A.720](#) and present a written recommendation to the review panel within 70 days after the Commission directs the Executive Director to investigate the ethics complaint or after the Commission initiates the ethics complaint on its own motion, as applicable. The public officer or employee who is the subject of the ethics complaint may waive this time limit.

2. The recommendation must:

(a) Set forth the factual and legal basis for the recommendation;

(b) State whether the Executive Director believes that there is just and sufficient cause for the Commission to render an opinion in the matter; and

(c) If the Executive Director believes that a disposition of the matter without an adjudicatory hearing is appropriate under the facts and circumstances, state any suggested disposition that is consistent with the provisions of this chapter, including, without limitation, whether the Executive Director believes that the conduct at issue may be appropriately addressed through additional training or other corrective action under the terms and conditions of a deferral agreement.

(Added to NRS by [2017, 2482](#))

NRS 281A.730 Consideration of recommendation by review panel; determination of just and sufficient cause; deadline and waiver; record of proceedings; dismissal; approval of deferral agreement; referral to Commission for further proceedings.

1. Except as otherwise provided in this section, the review panel shall determine whether there is just and sufficient cause for the Commission to render an opinion in the matter within 15 days after the Executive Director provides the review panel with the recommendation required by [NRS 281A.725](#). The public officer or employee who is the subject of the ethics complaint may waive this time limit.

2. The review panel shall cause a record of its proceedings to be kept.

3. The review panel shall not determine that there is just and sufficient cause for the Commission to render an opinion in the matter unless the Executive Director has provided the public officer or employee an opportunity to respond to the allegations as required by [NRS 281A.720](#).

4. If the review panel determines that there is not just and sufficient cause for the Commission to render an opinion in the matter, it shall dismiss the matter, with or without prejudice, and with or without issuing a letter of caution or instruction to the public officer or employee pursuant to [NRS 281A.780](#).

5. If the review panel determines that there is just and sufficient cause for the Commission to render an opinion in the matter but reasonably believes that the conduct at issue may be appropriately addressed through additional training or other corrective action under the terms and conditions of a deferral agreement, the review panel may:

(a) Approve a deferral agreement proposed by the Executive Director and the public officer or employee instead of referring the ethics complaint to the Commission for further proceedings in the matter; or

(b) Authorize the Executive Director and the public officer or employee to develop such a deferral agreement and may thereafter approve such a deferral agreement instead of referring the ethics complaint to the Commission for further proceedings in the matter.

6. If the review panel does not approve a deferral agreement pursuant to subsection 5 or if the public officer or employee declines to enter into such a deferral agreement, the review panel shall refer the ethics complaint to the Commission for further proceedings in the matter.

7. If the review panel determines that there is just and sufficient cause for the Commission to render an opinion in the matter and reasonably believes that the conduct at issue may not be appropriately addressed through additional training or other corrective action under the terms and conditions of a deferral agreement, the review panel shall refer the ethics complaint to the Commission for further proceedings in the matter.

(Added to NRS by [2017, 2482](#))

NRS 281A.735 Inapplicability of Open Meeting Law to proceedings of review panel. The provisions of [chapter 241](#) of NRS do not apply to:

1. Any meeting or hearing held by the review panel to receive information or evidence concerning an ethics complaint; and

2. Any deliberations or actions of the review panel on such information or evidence.

(Added to NRS by [2017, 2483](#))

NRS 281A.740 Deferral agreements: Development; approval; enforcement; contents; terms and conditions; monitoring and documenting compliance; proceedings for noncompliance; dismissal of matter after satisfactory compliance.

1. In proceedings concerning an ethics complaint, the Executive Director and the public officer or employee who is the subject of the ethics complaint may develop a deferral agreement to defer further proceedings in the matter under the terms and conditions of the deferral agreement.

2. A deferral agreement does not become effective unless approved by the review panel pursuant to [NRS 281A.730](#). If the review panel approves a deferral agreement, the Commission shall enforce the terms and conditions of the deferral agreement.

3. A deferral agreement must:

(a) Specify the training or other corrective action to be completed by or imposed upon the public officer or employee;

(b) Specify any other terms and conditions, consistent with the provisions of this chapter, to be imposed upon the public officer or employee; and

(c) Provide that the Commission may vacate the deferral agreement and conduct further proceedings in the matter if the Commission finds that the public officer or employee has failed to comply with any terms and conditions of the deferral agreement.

4. The imposition of training or other corrective action and the imposition of any other terms and conditions in a deferral agreement is without prejudice to any other disposition of the matter, consistent with this chapter, that may be ordered by the Commission if it vacates the deferral agreement and conducts further proceedings in the matter and finds that the public officer or employee has violated any provision of this chapter.

5. The Executive Director shall monitor the compliance of the public officer or employee who is the subject of a deferral agreement and may require the public officer or employee to document his or her compliance with the deferral agreement.

6. The Executive Director shall:

(a) Inform the Commission of any alleged failure of the public officer or employee to comply with the deferral agreement;

(b) Give the public officer or employee written notice of any alleged failure to comply with the deferral agreement; and

(c) Allow the public officer or employee not less than 15 days to respond to such a notice.

7. Within 60 days after the date on which the public officer or employee responds or was entitled to respond to the written notice of any alleged failure to comply with the deferral agreement, the Commission shall determine whether the public officer or employee failed to comply with the deferral agreement, unless the public officer or employee waives this time limit.

8. If the Commission determines that the public officer or employee failed to comply with the deferral agreement, the Commission may take any action it deems appropriate, consistent with the terms and conditions of the deferral agreement and the provisions of this chapter, including, without limitation, vacating the deferral agreement and conducting further proceedings in the matter.

9. If the public officer or employee who is the subject of the deferral agreement complies in a satisfactory manner with the deferral agreement, the Commission shall dismiss the matter.

(Added to NRS by [2017, 2483](#))

NRS 281A.745 Adjudicatory hearings: Powers and duties of Commission; deadline and waiver; procedural rights; evidence; use of telephone or video conference.

1. If the review panel refers an ethics complaint to the Commission for further proceedings in the matter pursuant to [NRS 281A.730](#) or if the Commission vacates a deferral agreement and conducts further proceedings in the matter pursuant to [NRS 281A.740](#), the Commission shall hold an adjudicatory hearing and render an

opinion in the matter within 60 days after the date on which the review panel refers the ethics complaint to the Commission or the Commission vacates the deferral agreement, as appropriate, unless the public officer or employee who is the subject of the ethics complaint waives this time limit.

2. If the Commission holds an adjudicatory hearing to receive evidence concerning an ethics complaint, the Commission shall:

(a) Notify the public officer or employee who is the subject of the ethics complaint of the date, time and place of the hearing;

(b) Allow the public officer or employee to be represented by legal counsel; and

(c) Allow the public officer or employee to hear the evidence presented to the Commission and to respond and present evidence on his or her own behalf.

3. Unless the public officer or employee agrees to a shorter time, an adjudicatory hearing may not be held less than 10 days after the date on which the notice of the hearing is given to the public officer or employee.

4. For good cause shown, the Commission may take testimony from a person by telephone or video conference at an adjudicatory hearing or at any other proceedings concerning the ethics complaint.

(Added to NRS by [2017, 2484](#))

NRS 281A.750 Confidentiality of certain materials; exceptions; confidentiality of identity of certain requesters; disclosure of identity under certain circumstances.

1. Except as otherwise provided in this section and [NRS 281A.755](#), all information, communications, records, documents or other materials in the possession of the Commission, the review panel or their staff that are related to an ethics complaint are confidential and are not public records pursuant to [chapter 239](#) of NRS until:

(a) The review panel determines whether there is just and sufficient cause for the Commission to render an opinion in the matter and serves written notice of its determination on the public officer or employee who is the subject of the ethics complaint; or

(b) The public officer or employee who is the subject of the ethics complaint authorizes the Commission, in writing, to make the information, communications, records, documents or other materials that are related to the ethics complaint publicly available,
 ↳ whichever occurs first.

2. Except as otherwise provided in subsection 3, if a person who files an ethics complaint asks that his or her identity as the requester be kept confidential, the Commission:

(a) Shall keep the identity of the requester confidential if he or she is a public officer or employee who works for the same public body, agency or employer as the public officer or employee who is the subject of the ethics complaint.

(b) May keep the identity of the requester confidential if he or she offers sufficient facts and circumstances showing a reasonable likelihood that disclosure of his or her identity will subject the requester or a member of his or her household to a bona fide threat of physical force or violence.

3. If the Commission keeps the identity of the requester confidential, the Commission shall not render an opinion in the matter unless there is sufficient evidence without the testimony of the requester to consider the propriety of the conduct of the public officer or employee who is the subject of the ethics complaint. If the Executive Director intends to present the testimony of the requester as evidence for consideration by the Commission at the adjudicatory hearing or in rendering an opinion in the matter and the public officer or employee who is the subject of the ethics complaint submits a written discovery request to the Commission pursuant to [NRS 281A.755](#), the Commission shall disclose the name of the requester only as a proposed witness within a reasonable time before the adjudicatory hearing on the matter.

(Added to NRS by [2017, 2484](#))

NRS 281A.755 Confidentiality of investigative file; exceptions; discovery request for list of proposed witnesses and certain portions of investigative file; contents of investigative file.

1. Except as otherwise provided in this section, the investigative file related to an ethics complaint is confidential and is not a public record pursuant to [chapter 239](#) of NRS.

2. At any time after being served with written notice of the determination of the review panel regarding the existence of just and sufficient cause for the Commission to render an opinion in the matter, the public officer or employee who is the subject of the ethics complaint may submit a written discovery request to the Commission for a list of proposed witnesses and a copy of any portion of the investigative file that the Executive Director intends to present as evidence for consideration by the Commission at the adjudicatory hearing or in rendering an opinion in the matter.

3. Any portion of the investigative file which the Executive Director presents as evidence for consideration by the Commission at the adjudicatory hearing or in rendering an opinion in the matter becomes a public record and must be open for inspection pursuant to [chapter 239](#) of NRS.

4. For the purposes of this section:

(a) The investigative file includes, without limitation:

(1) Any response concerning the ethics complaint prepared by the public officer or employee pursuant to [NRS 281A.720](#) and submitted to the Executive Director and the review panel during the course of the investigation and any proceedings before the review panel;

(2) Any recommendation concerning the ethics complaint prepared by the Executive Director pursuant to [NRS 281A.725](#) and submitted to the review panel during the course of the investigation and any proceedings

before the review panel; and

(3) Any other information provided to or obtained by or on behalf of the Executive Director through any form of communication during the course of the investigation and any proceedings before the review panel and any records, documents or other materials created or maintained during the course of the investigation and any proceedings before the review panel which relate to the public officer or employee who is the subject of the ethics complaint, including, without limitation, a transcript, regardless of whether such information, records, documents or other materials are obtained pursuant to a subpoena.

(b) The investigative file does not include any deferral agreement.

(Added to NRS by [2017, 2485](#))

NRS 281A.760 Inapplicability of Open Meeting Law to certain proceedings of Commission. The provisions of [chapter 241](#) of NRS do not apply to:

1. Any meeting or hearing held by the Commission to receive information or evidence concerning an ethics complaint; and

2. Any deliberations of the Commission on such information or evidence.

(Added to NRS by [2017, 2486](#))

Disposition; Remedies and Penalties

NRS 281A.765 Opinions must include findings of fact and conclusions of law; dismissal of matter if violation not proven; authorized actions if violation proven.

1. If the Commission renders an opinion in proceedings concerning an ethics complaint, the opinion must include findings of fact and conclusions of law.

2. If, in proceedings concerning an ethics complaint, the Commission determines that a violation of this chapter:

(a) Has not been proven, the Commission shall dismiss the matter, with or without prejudice, and with or without issuing a letter of caution or instruction to the public officer or employee pursuant to [NRS 281A.780](#).

(b) Has been proven, the Commission may take any action authorized by this chapter.

(Added to NRS by [2017, 2486](#))

NRS 281A.770 General standards for resolving ethics complaints by stipulations, agreed settlements or consent orders and for approving deferral agreements. In any matter in which the Commission disposes of an ethics complaint by stipulation, agreed settlement or consent order or in which the review panel approves a deferral agreement, the Commission or the review panel, as appropriate, shall treat comparable situations in a comparable manner and shall ensure that the disposition of the matter bears a reasonable relationship to the severity of the violation or alleged violation.

(Added to NRS by [2013, 3764](#); A [2017, 2500](#)) — (Substituted in revision for NRS 281A.465)

NRS 281A.775 Additional standards for determining whether violation is willful violation and type of penalty imposed and for approving deferral agreements.

1. The Commission, in determining whether a violation of this chapter is a willful violation and, if so, the penalty to be imposed on a public officer or employee or former public officer or employee pursuant to [NRS 281A.785](#) or [281A.790](#), or the review panel, in determining whether to approve a deferral agreement regarding an alleged violation, shall consider, without limitation:

(a) The seriousness of the violation or alleged violation, including, without limitation, the nature, circumstances, extent and gravity of the violation or alleged violation;

(b) The number and history of previous warnings, letters of caution or instruction, deferral agreements or violations or alleged violations of the provisions of this chapter relating to the public officer or employee;

(c) The cost to conduct the investigation and any meetings, hearings or other proceedings relating to the violation or alleged violation;

(d) Any mitigating factors, including, without limitation, any self-reporting, prompt correction of the violation or alleged violation, any attempts to rectify the violation or alleged violation before any ethics complaint is filed and any cooperation by the public officer or employee in resolving the ethics complaint;

(e) Any restitution or reimbursement paid to parties affected by the violation or alleged violation;

(f) The extent of any financial gain resulting from the violation or alleged violation; and

(g) Any other matter justice may require.

2. The factors set forth in this section are not exclusive or exhaustive, and the Commission or the review panel, as appropriate, may consider other factors in the disposition of the matter if they bear a reasonable relationship to the determination of the severity of the violation or alleged violation.

3. In applying the factors set forth in this section, the Commission or the review panel, as appropriate, shall treat comparable situations in a comparable manner and shall ensure that the disposition of the matter bears a reasonable relationship to the severity of the violation or alleged violation.

(Added to NRS by [2013, 3765](#); A [2015, 921](#); [2017, 2500](#)) — (Substituted in revision for NRS 281A.475)

NRS 281A.780 Letters of caution or instruction: Contents; confidentiality; effect on subsequent ethics complaints.

1. In proceedings concerning an ethics complaint, the Commission or the review panel, as appropriate, may issue a letter of caution or instruction to the public officer or employee who is the subject of the ethics complaint to caution or instruct the public officer or employee regarding the propriety of his or her conduct under the statutory ethical standards set forth in this chapter.

2. If the Commission or the review panel issues a letter of caution or instruction to the public officer or employee, the letter:

(a) Is confidential and is not a public record pursuant to [chapter 239](#) of NRS.

(b) May be considered in deciding the appropriate action to be taken on any subsequent ethics complaint involving the public officer or employee, unless the letter is not relevant to the issues presented by the subsequent ethics complaint.

(Added to NRS by [2017, 2486](#))

NRS 281A.785 Types of remedies and penalties; judicial review of certain actions of Commission; limitations on judicial review of actions of review panel.

1. Except as otherwise provided in this section, in proceedings concerning an ethics complaint, the Commission, based on a finding that a violation of this chapter has been proven, or the review panel, as part of the terms and conditions of a deferral agreement, may, in addition to any other penalty provided by law and in accordance with the provisions of [NRS 281A.775](#):

(a) Require the public officer or employee who is the subject of the ethics complaint to:

(1) Comply in all respects with the provisions of this chapter for a specified period without being the subject of another ethics complaint arising from an alleged violation of this chapter by the public officer or employee which occurs during the specified period and for which the review panel determines that there is just and sufficient cause for the Commission to render an opinion in the matter.

(2) Attend and complete training.

(3) Follow a remedial course of action.

(4) Issue a public apology.

(5) Comply with conditions or limitations on future conduct.

(b) Publicly admonish, reprimand or censure the public officer or employee.

(c) Take any combination of such actions or any other reasonable action that the Commission or the review panel, as appropriate, determines will remedy the violation or alleged violation or deter similar violations or conduct.

2. In carrying out the provisions of subsection 1, the Commission, based on a finding that a violation of this chapter has been proven, or the review panel, as part of the terms and conditions of a deferral agreement, may publicly:

(a) Admonish a public officer or employee if it is determined that the public officer or employee has violated any provision of this chapter, but the violation is not willful, or if such an admonishment is imposed as part of the terms and conditions of a deferral agreement. An admonishment is a written expression of disapproval of the conduct of the public officer or employee.

(b) Reprimand a public officer or employee if it is determined that the public officer or employee has willfully violated any provision of this chapter, but there is no evidence that the willful violation involved bad faith, malicious intent or knowing or reckless disregard of the law, or if such a reprimand is imposed as part of the terms and conditions of a deferral agreement. A reprimand is a severe written reproof for the conduct of the public officer or employee.

(c) Censure a public officer or employee if it is determined that the public officer or employee has willfully violated any provision of this chapter and there is evidence that the willful violation involved bad faith, malicious intent or knowing or reckless disregard of the law or there are no substantial mitigating factors pursuant to [NRS 281A.775](#) for the willful violation, or if such a censure is imposed as part of the terms and conditions of a deferral agreement. A censure is a formal written condemnation of the conduct of the public officer or employee.

3. Any action taken by the Commission pursuant to this section is a final decision for the purposes of judicial review pursuant to [NRS 233B.130](#). Any action taken by the review panel pursuant to this chapter, including, without limitation, any action relating to a deferral agreement, is not a final decision for the purposes of judicial review pursuant to [NRS 233B.130](#).

(Added to NRS by [2017, 2486](#))

NRS 281A.790 Additional types of remedies and penalties; duties of Commission upon finding willful violation; circumstances in which violation not deemed willful; effect of chapter upon criminal law; judicial review of certain actions of Commission; burden of proof.

1. In addition to any other penalties provided by law and in accordance with the provisions of [NRS 281A.775](#), the Commission may impose on a public officer or employee or former public officer or employee civil penalties:

(a) Not to exceed \$5,000 for a first willful violation of this chapter;

(b) Not to exceed \$10,000 for a separate act or event that constitutes a second willful violation of this chapter; and

(c) Not to exceed \$25,000 for a separate act or event that constitutes a third willful violation of this chapter.

2. In addition to any other penalties provided by law, if any person prevents, interferes with or attempts to prevent or interfere with any investigation or proceedings pursuant to this chapter or the discovery of a violation

of this chapter, the Commission may, upon its own motion or upon the motion of the current or former public officer or employee who is the subject of the investigation or proceedings:

(a) Impose on the person committing such an act a civil penalty not to exceed \$5,000; and

(b) If appropriate under the facts and circumstances, assess against the person committing such an act an amount equal to the amount of attorney's fees and costs actually and reasonably incurred by the current or former public officer or employee as a result of the act.

3. If the Commission finds that a violation of a provision of this chapter by a public officer or employee or former public officer or employee has resulted in the realization of a financial benefit by the current or former public officer or employee or another person, the Commission may, in addition to any other penalties provided by law, require the current or former public officer or employee to pay a civil penalty of not more than twice the amount so realized.

4. In addition to any other penalties provided by law, if a proceeding results in an opinion that:

(a) One or more willful violations of this chapter have been committed by a State Legislator removable from office only through expulsion by the State Legislator's own House pursuant to [Section 6 of Article 4](#) of the Nevada Constitution, the Commission shall:

(1) If the State Legislator is a member of the Senate, submit the opinion to the Majority Leader of the Senate or, if the Majority Leader of the Senate is the subject of the opinion or the person who requested the opinion, to the President Pro Tempore of the Senate; or

(2) If the State Legislator is a member of the Assembly, submit the opinion to the Speaker of the Assembly or, if the Speaker of the Assembly is the subject of the opinion or the person who requested the opinion, to the Speaker Pro Tempore of the Assembly.

(b) One or more willful violations of this chapter have been committed by a state officer removable from office only through impeachment pursuant to [Article 7](#) of the Nevada Constitution, the Commission shall submit the opinion to the Speaker of the Assembly and the Majority Leader of the Senate or, if the Speaker of the Assembly or the Majority Leader of the Senate is the person who requested the opinion, to the Speaker Pro Tempore of the Assembly or the President Pro Tempore of the Senate, as appropriate.

(c) One or more willful violations of this chapter have been committed by a public officer other than a public officer described in paragraphs (a) and (b), the willful violations shall be deemed to be malfeasance in office for the purposes of [NRS 283.440](#) and the Commission:

(1) May file a complaint in the appropriate court for removal of the public officer pursuant to [NRS 283.440](#) when the public officer is found in the opinion to have committed fewer than three willful violations of this chapter.

(2) Shall file a complaint in the appropriate court for removal of the public officer pursuant to [NRS 283.440](#) when the public officer is found in the opinion to have committed three or more willful violations of this chapter.

↳ This paragraph grants an exclusive right to the Commission, and no other person may file a complaint against the public officer pursuant to [NRS 283.440](#) based on any violation found in the opinion.

5. Notwithstanding any other provision of this chapter, any act or failure to act by a public officer or employee or former public officer or employee relating to this chapter is not a willful violation of this chapter if the public officer or employee establishes by sufficient evidence that:

(a) The public officer or employee relied in good faith upon the advice of the legal counsel retained by his or her public body, agency or employer; and

(b) The advice of the legal counsel was:

(1) Provided to the public officer or employee before the public officer or employee acted or failed to act; and

(2) Based on a reasonable legal determination by the legal counsel under the circumstances when the advice was given that the act or failure to act by the public officer or employee would not be contrary to the provisions of this chapter as interpreted by the Commission.

6. In addition to any other penalties provided by law, if a public employee commits a willful violation of this chapter or fails to complete a period of compliance imposed by the Commission pursuant to [NRS 281A.785](#) or by the review panel as part of the terms and conditions of a deferral agreement, the public employee is subject to disciplinary proceedings by the employer of the public employee and must be referred for action in accordance to the applicable provisions governing the employment of the public employee.

7. The provisions of this chapter do not abrogate or decrease the effect of the provisions of the Nevada Revised Statutes which define crimes or prescribe punishments with respect to the conduct of public officers or employees. If the Commission finds that a public officer or employee has committed a willful violation of this chapter which it believes may also constitute a criminal offense, the Commission shall refer the matter to the Attorney General or the district attorney, as appropriate, for a determination of whether a crime has been committed that warrants prosecution.

8. The imposition of a civil penalty pursuant to subsection 1, 2 or 3 is a final decision for the purposes of judicial review pursuant to [NRS 233B.130](#).

9. A finding by the Commission that a public officer or employee has violated any provision of this chapter must be supported by a preponderance of the evidence unless a greater burden is otherwise prescribed by law.

(Added to NRS by [1977, 1108](#); A [1987, 2097](#); [1991, 1600](#); [1993, 2244](#); [1995, 2446](#); [1997, 258, 3330, 3333](#); [1999, 2564, 2743](#); [2001, 199](#); [2003, 3394](#); [2005, 1577, 2281](#); [2007, 639](#); [2009, 1064](#); [2013, 3782](#); [2015, 922](#); [2017, 2501](#)) — (Substituted in revision for NRS 281A.480)

TO: Library Board of Trustees
FROM: Jeff Scott, Library Director
RE: Cost for Drag Queen Story Hour
DATE: January 17, 2024

Washoe County Library System provided five Drag Queen Story Hours during Summer 2023. These programs cost the library zero dollars. Our partnership with Our Center provided the support for volunteers and financial support of \$2,620.63.

To: Library Board of Trustees

From: Policy Review Service Team: Stacy McKenzie; Admin Lead, Corinne Dickman; chair

<https://www.washoecountylibrary.us/about/policies.php>

Date: January 17, 2024

Aligning with Washoe County Library's Mission, Vision and Strategic Priorities, library policies reflect the values of the institution to provide free and equitable access to spaces, materials, services, and events for our diverse community. Policies also govern operations and interactions with the public. This one-sheet provides a brief overview of WCLS policies and processes.

Policy Process:

- Subject matter experts via system-wide service teams initiate a review of existing policies or creation of new policies.
- Policy Review Service Team (PRST) along with subject matter experts meet to review/revise/create policies.
- Upon completion, PRST ensures that policies that reference statutes, codes, laws and other WCLS policies are consistent in content and verbiage.
- Draft Policies are submitted to WCLS Leadership Team for review.
- Draft Policies are submitted to WCLS Legal Counsel for review.
- Finalized policies are submitted to WCLS Library Board of Trustees for possible action.
- Upon action by the board, PRST ensures updated policies are linked on the public website, staff are advised of approval and effective date of implementation, and internal procedures developed as needed.

Review/revision schedule: PRST and library leadership are working toward prioritizing and creating a review/revision/affirmation schedule. We expect to have a brief working retreat to complete this by Spring, 2024.

Attachment 1 is a brief overview of existing policies and their intent.

Attachment 2 is a list of existing policies, approval dates, the service team acting as subject matter experts, evaluation criteria for modification, and strategic priorities the policy is intended to enhance.

Attachment 1

Brief description of existing policies:

- Adult Patron Use of Youth Areas—insuring a welcoming space for youth and families.
- Animals in the Library—In compliance with ADA requirements defining service animals, prohibits animals in the library, except for animals in library sponsored programs.
- Cash Policy—to comply with Washoe County Treasurer’s office cash reporting and deposit regulations.
- Collection Development Policy—the ongoing process of assessing the materials available for purchase or licensing and making decisions about their inclusion and retention within the library.
- Conduct Policy—the library has a responsibility to provide an environment conducive to library use.
- Confidentiality Policy—in accordance with NRS 239.013 the library insures the confidentiality of patron records.
- Fees and Charges Policy—to protect and secure the property and materials entrusted to the library for preservation, research, or loan to the public.
- Fund Raising Policy—encourage acceptable fund-raising efforts on behalf of the Library System, by Friends of Washoe County Library and by authorized outside persons and organizations.
- Gift Policy—outlining the irrevocable acceptance of gifts and the library’s right to determine use or disposal of them.
- Gift Fund Policy—authorizes the Library Board of Trustees to hold as custodian a gift fund for the library according to NRS 379.026.
- Interlibrary Loan Policy—in conjunction with the Collection Development Policy provides an avenue to secure items not owned by WCLS for our users.
- Internet Safety Policy--to comply with the Children’s Internet Protection Act [Pub.L.No.16-554 and 47 USC 254 (h)] (hereto referred to as CIPA).
- Library Card and Materials Borrowing Policy—outlining types of library cards issued to users, and rights and responsibilities of card holders.
- Library Programs and Presenters Policy—defines the types of library events offered and provides an avenue for community collaboration events.
- Meeting Room Policy—Provides an avenue for community users to reserve meeting spaces within the libraries, and the conditions and responsibilities of community users.
- Naming Libraries Policy—how Library buildings, galleries, meeting rooms or spaces in libraries are named.
- Patron Suspension Policy—Suspension of Library privileges is an option used when users exhibit or engage in behavior that violates any Library Policy, City or County Ordinance, or State Law.
- Posting, Exhibit, and Display Policy—an avenue for community posting in libraries, and compliance with NRS 241 for Open Meeting Law requirements.
- Privacy Policy—How the library protects the privacy of individuals and personally identifiable information; what we collect, why we use it, and how we protect it.
- Public use of Technology Policy—the library offers access to information through technology; users are responsible for all applicable laws, regulations, and damages to equipment, the library is not responsible for loss of information/data.
- Scholarship Policy—The Washoe County Library Board of Trustees has established a scholarship program to help Washoe County Library System staff members further their development by encouraging learning in Library Science.
- Unattended Children Policy—Children 10 and under must be supervised in the library, library staff cannot be responsible for them.
- Volunteer Policy—provides an avenue for community members to volunteer in the library NRS 609.240.

Washoe County Library Policy Overview
January 17, 2024

Policy	References to Other Policies	Responsible Team/Division	Board Approval Date	Evaluation Criteria	WCLS Strategic Priorities
Adult Patron Use of Youth Areas		Youth Services and Library Events	June 15, 2005	Strategic Priorities, Library's current environment	Welcoming Spaces, School Support, Public Safety, Celebrates Diverse Community
Animals in Library Policy	Library Events and Presenters Policy	Administration/Leadership Team	July 15, 2009	ADA laws, Library Events and Presenter's policy	Welcoming Spaces
Cash Policy		Administration/Leadership Team	October 16, 2014	WC Policy compliance	
Collection Development and Management Policy	Gift of Books and other Materials	Collection Management team	May 19, 2010	ALA statement compliance, Library's current environment	Stimulate Imagination, School Support, Lifelong Learning, Celebrates Diverse Community
Conduct Policy	NRS 293.127565, WCC 80.520Patron Suspension Policy	Administration/Leadership Team	May 22, 2014	Consistent, significant behaviors/situations that need to be addressed, language for public consumption	Welcoming Spaces, School Support, Lifelong Learning, Public Safety, Celebrates Diverse Community
Confidentiality Policy	NRS 239.010	Administration/Leadership Team	May 18, 2011	NRS Revisions	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning
Fees and Charges Policy	NRS 379	Leadership Team/Circulation Team	August 20, 2020	Best Practices, current library environment	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning
Fund Raising Policy	Gift Fund, Gift of Books and Other Materials	Public Information/Development Officer	February 20, 2013	Current Library environment	Promote the Library
Gift Fund Policy	NRS 379.026	Administration/Public Information/Development Officer	February 20, 2013	Current Library environment, NRS changes	Promote the Library
Interlibrary Loan Policy	National Inter Library Loan Code (link), Fees and Charges	Collection Development Librarian	January 15, 2014	Changes to Fees and Charges Policy, Changes to Collection Development and Management Policy, changes to the ILL agreement	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community
Internet Safety Policy		Library Technology Manager	November 16, 2017	Changes to CIPA/COPA (S1418-Children and Teens' Online Privacy Protection Act--if passed)	Stimulate Imagination, Welcoming Spaces, School Support, Lifelong Learning, Celebrates Diverse Community
Library Card and Borrowing Policy	Fees and Charges Policy, Confidentiality Policy	Circulation/Leadership Team	September 20, 2018	Changes to Fees and Charges Policy, Changes to Collection Development and Management Policy, changes to the ILL agreement	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning
Library Events and Presenters Policy	Meeting Room Policy	Youth Services and Library Events	September 20, 2018	Current Library environment,	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community, Promotes the Library
Meeting Room Policy	WCC 80.520 (soliciting)	Administration/Leadership Team	March 15, 2023	Current Library environment, Washoe County Code (soliciting on county property)	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community, Promotes the Library
Naming Libraries Policy		Administration/Leadership Team/Library Board	August 20, 1997	Current Library Environment, changes to Fund Raising Policy	Welcoming Spaces, Promoting the Library
Posting, Exhibit and Display Policy		Youth Services and Library Events	September 20, 2018	Current Library Environment	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community, Promotes the Library
Privacy Policy		Library Technology Manager	May 18, 2011	ALA statement compliance, Library's current environment	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community, Promotes the Library
Public Use of Library Technology Policy	Fines, Fees and Charges	Library Technology Manager	November 16, 2017	Changed to Fees and Charges Policy, Current Library environment	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community
Scholarship Policy		Administration Team/Library Board	April 16, 2015		Workforce Building
Suspension Policy	Conduct Policy	Administration Team	May 19, 2016	Changes to Conduct Policy, Current Library Environment, verbiage consistent for public	Stimulate Imagination, Welcoming Spaces, School Support, Lifelong Learning, Celebrates Diverse Community
Unattended Children Policy		Youth Services and Library Events	May 22, 2014		Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community
Volunteer Policy	NRS 609.240	Public Information Officer	June 17, 2009	Current library environment, verbiage for public use, comply with WC volunteer policies	Stimulate Imagination, Welcoming Spaces, Workforce Building, School Support, Lifelong Learning, Celebrates Diverse Community, Promotes the Library



ADULT PATRON USE OF YOUTH AREAS POLICY

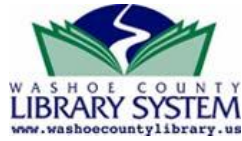
Washoe County Library promotes the safety and well being of the library-going children of the community and provides a welcoming atmosphere for our young patrons.

It should be noted that the youth areas do not provide a quiet room, so patrons who are seeking a quiet Library atmosphere in which to study will find it necessary to move to another area.

The youth areas have limited resources, including the number of staff available for assisting patrons and computer access. As a consequence, Washoe County Library System reserves the right to restrict adult patron use of these resources.

Adult patrons who are not in compliance with this policy may be requested to leave the youth areas.

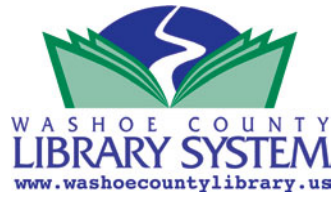
APPROVED: June 15, 2005



ANIMALS IN THE LIBRARY POLICY

It is the policy of the Washoe County Library System to prohibit all animals from entering library facilities, with the exceptions of animals featured in programs sponsored by the Library System and service animals and service-animal trainees in accordance with "Americans with Disabilities Act" Title III Regulations.

Approved: July 15, 2009



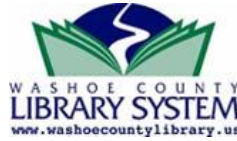
CASH POLICY

The amount of each Division's cash bank is set by the County Commissioners and can only be changed by ordinance. The County sets all department fiscal policies and changes can only be made by the County Commissioners.

At no time will any Division close their cash bank with more or less than is set by the Board of County Commissioners. Any cash bank increase or decrease requests will be processed through Library Accounting.

APPROVED: April 20, 1995

REVISED: October 16, 2014



COLLECTION DEVELOPMENT AND MANAGEMENT POLICY

Collection Development is the ongoing process of assessing the materials available for purchase or licensing and making decisions about their inclusion and retention within the Library.

Scope of the Collection

The library materials collection, one of Washoe County Library System's (WCLS) major assets, is developed and managed to meet the informational, educational, cultural and recreational needs of Washoe County Library customers. Since library systems cannot possibly acquire all print and non-print materials, they must employ a policy of selectivity in acquisitions. The Library System provides, within its financial limitations, a general collection of materials embracing broad areas of knowledge and literary and cultural genres. Included are works of enduring value and timely materials on current issues. Within the framework of these broad objectives, selection is based on community demographics and evidence of areas of interest.

Collections are reviewed and revised on an ongoing basis to meet contemporary needs. Collections are current and popular, not archival, and materials are not needlessly duplicated. Collections provide general coverage of subjects and reflect the characteristics of the community. Materials are withdrawn from the collection to maintain the collection's usefulness, currency and relevance. Withdrawn materials may be sold or used in collaboration with community agencies.

Other community resources and area library resources are taken into consideration when developing collections. Through Interlibrary Loan, librarians may obtain materials from other institutions for the use of WCLS patrons. Information may also be obtained through electronic access and the internet. Information sources made available electronically will be selected using the same principles that are applied to books and other formats. New formats will be considered when a significant portion of the community creates a demand.

The Library supports the individual's right to access ideas and information representing all points of view. To this end, the Library welcomes and solicits patron suggestions, comments and ideas about the collection and its development. The Washoe County Library Board of Trustees has adopted the American Library Association's Library Bill of Rights, Freedom to Read Statement and Freedom to View Statement. The Library recognizes and respects intellectual property rights and conforms to legislative mandates regarding copyright protections.

Collection Development and Management Criteria

To build and maintain a collection of merit, materials are evaluated according to one or more of the following criteria. An item need not meet all of these criteria in order to be acceptable.

- Current and potential relevance to community needs
- Suitability of subject and style for intended audience
- Attention by critics and expert reviewers
- Cost
- Requests by the public
- Comprehensiveness
- Skill, competence, purpose of author
- Reputation and significance of author
- Objectivity
- Authenticity of history or social setting
- Consideration of the work as a whole
- Representation of diverse points of view
- Suitability in physical form for library use
- Technical quality

Gifts of Library Materials

WCLS will accept unrestricted, irrevocable gifts of books and other library materials. Gifts and donations are accepted with the understanding that they will be evaluated by the same criteria used to select and purchase materials for addition to the collection. If gifts do not meet these criteria, they may be conveyed to the Friends of Washoe County Library for sales to benefit the Library System, used for Read and Exchange collections, recycled or otherwise disposed of.

Collection Structure

The placement of materials within the libraries is determined by several factors. The Library uses the Dewey Decimal Classification scheme which divides materials by subject. Professional catalogers use Dewey and Library of Congress subject headings to place materials into the proper subject areas and assign them to Adult, Juvenile, Young Adult, Reference or other specific areas of the Library. Reviews by professionals in the field and the librarians' expertise contribute to the proper placement of material.

Washoe County Library respects the rights of children to choose their own materials. It is the responsibility of parents to monitor the materials their children borrow or use in the Library.

Collection Responsibilities

Staff responsibility for the collection rests with the Library Director, who operates within the framework of the Washoe County Library Collection Development and Management Policy. The Director delegates to staff members authority to interpret and apply this policy in daily operation.

Staff in a centrally organized collection development unit provides continuity in the collections through an organized structure for planning, selecting, acquiring and managing library materials. All staff contributes to the development of collections driven by customer needs and expectations by:

- Engaging in open, continuous communication with customers
- Handling all requests equitably
- Understanding and responding to continually changing demographics, as well as societal and technological changes
- Recognizing that materials of varying complexity and format are necessary to satisfy diverse needs

Intellectual Freedom

A democracy presupposes an informed citizenry, and the public library has an integral role in achieving that goal. The Library provides a neutral environment in which individuals and their interests are brought together with the universe of ideas and information spanning the spectrum of knowledge and opinions. The American Library Association's Library Bill of Rights, Freedom to Read and Freedom to View statements are cornerstones of this policy and guide the acquisitions and management of the collection.

Collection development and management decisions are based on the merit of the work as it relates to the Library's mission and its ability to meet the needs and interests of the community. Decisions are not made on the basis of any anticipated approval or disapproval of the material. The inclusion of an item in the Library collection is in no way an endorsement of its contents. Materials are not marked or identified to show approval or disapproval of the contents.

The Library recognizes that some materials may be controversial and that any given item may offend some. Only the individual can define what materials are consistent with her/his own values. Individuals can apply those values to the use of library materials only for themselves. Parents and legal guardians have the responsibility for monitoring their children's use of library materials.

Reconsideration of Library Materials

A singular obligation of the public library is to reflect within its collection differing points of view. Individuals may request reconsideration of a selection decision of library materials by submitting a written request for reconsideration to any Washoe County Library using the form appended to this policy. The Library Director will respond in writing to an individual's written request.

The Washoe County Library Board of Trustees, upon written request to the Board Chair, will hear appeals of the Library Director's written response. Decisions on appeals are based on this policy, the material, careful review of the objection and the American Library Association's Bill of Rights, Freedom to Read Statement, Freedom to View Statement and Guidelines on Intellectual Freedom. The final decisions on appeals rest with the Washoe County Library Board of Trustees.

APPROVED: December 15, 2004

REVISED: May 19, 2010

CITIZEN REQUEST FOR RECONSIDERATION OF LIBRARY MATERIALS AND ARTWORK

Author/Artist _____

Title _____

Book _____ Periodical _____ Other _____ Publisher/Date _____

Please state the reason for your request. _____

Have you read/viewed/listened to this work/exhibition in its entirety? _____

What are the positive points of this material? _____

What would you like the Library to do about this work? _____

In its place, what work would you recommend that would convey as valuable a picture and perspective of the subject? _____

Have you read the Washoe County Library Collection Development and Management Policy? _____

Have you read the Washoe County Library Public Use of Bulletin Boards, Exhibit Spaces and Display Spaces Policy? _____

Request initiated by: _____

Address _____

State _____ Zip _____ Phone _____

Do you represent:

- Yourself
- Organization (name) _____

Date: _____ Signature of Patron: _____

Date: _____ Received by Staff Member: _____



CONDUCT POLICY

The Library has a responsibility to provide an environment conducive to library use. Library users are expected to conduct themselves in a reasonable manner.

1. Library users must comply with all applicable laws, codes and policies.
2. Conduct that disturbs library users or that hinders people from using the Library or library materials is prohibited.
3. Behavior that interferes with staff's ability to do their job is prohibited.
4. Library users will not engage in behavior that could compromise the safety of themselves or others.
5. Damage, destruction or theft of Library property (including, but not limited to: materials, furniture or equipment) is prohibited.
6. Users whose odor constitutes a nuisance will be required to leave the building.
7. Sleeping or dozing is prohibited in the Library.
8. Library users may eat or drink only in the Library's designated areas. Consumption or possession of alcoholic beverages is prohibited on library property.
9. Soliciting donations of money or anything of value and selling or taking orders for anything of value in the Library is prohibited by County Code 80.520.
10. The use of skateboards, bicycles, scooters, shopping carts and rollerblades is prohibited in the Library.
11. Library users must have all their possessions in their constructive control at all times.
12. Violation of any of these regulations may result in the suspension of Library privileges. In accordance with the Patron Suspension Policy, individuals have the right to appeal any such action by contacting Washoe County Library Administration.

APPROVED: July 18, 2007

REVISED: May 22, 2014



CONFIDENTIALITY POLICY

All circulation records are confidential in nature. Circulation records consist of patron data and actual circulation files.

Nevada Revised Statutes 239.013 states:

“Any records of a public library or other library which contain the identity of a user and the books, documents, films, recording or other property of the library which were used are confidential and not public books or records within the meaning of NRS 239.010. Such records may be disclosed only in response to an order issued by a court upon a finding that the disclosure of such records is necessary to protect the public safety or to prosecute a crime.”

The Library System complies with the law as it relates to the U.S.A. P.A.T.R.I.O.T. Act (Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act (Public Law 107-56; U.S. Statutes at Large 115 Stat.272), including confidentiality laws of federal and state governments and any lawful and appropriate court order. The Library System has plans and/or procedures in place to address responses to court orders.

APPROVED: October 20, 1993

REVISED: May 18, 2011



FEES AND CHARGES POLICY

The Washoe County Library Board of Trustees reaffirms its intention to carry out and fulfill the duties and obligations imposed upon all library boards under Chapter 379 of the Nevada Revised Statutes.

It is the policy of the Library Board, through the library administration and staff, to protect and secure, by whatever lawful means necessary, the property and materials entrusted to it for preservation, research or loan to the general public the Washoe County Library System serves. Following is a list of fines and fees that may be imposed pursuant to NRS Chapter 379.

Public libraries strive to serve all citizens, and a healthy collection is part of that process. Our primary goal is to have materials returned in a timely manner in order to serve our community.

All patrons will be held responsible for lost materials. All charges listed herein are subject to periodic review.

Lost Materials

'Lost materials' are items that have been overdue for 30 days.

Patrons with lost library items cannot check out any library materials, except by special arrangement with a library supervisor.

The actual cost of the material or a default cost for the material as indicated on the list below is charged as a replacement charge for lost items.

- If the item is not returned, the patron owes the replacement charge.
- If a patron pays the replacement charge and later returns the "lost" item to the library, no refund is given. The patron may keep the book or donate it to the library.

Library Fees

External storage device	\$ 2.00 above cost
Headphone purchase	\$ 2.00 above cost
Print fees	\$.25 per page
Includes printing of received faxes	

Default Replacement Charges

These default charges are incurred when the purchase price of an item is not available through library records.

Audiobook set	\$40.00
CD (music)	\$15.00
CD set (music)	\$40.00
DVD/Blu-ray	\$25.00
DVD/Blu-ray set	\$40.00
Magazine	\$ 3.00
Hard cover book	\$25.00
Paperback	\$10.00
Read-along	\$10.00
Reference material	\$50.00

Fees and charges may be adjusted by the branch manager or her/his designee.

APPROVED: February 15, 2006
REVISED: June 21, 2012
REVISED: August 21, 2014
REVISED: October 16, 2014
REVISED: December 8, 2016
REVISED: September 20, 2018
REVISED: February 1, 2020
REVISED: August 20, 2020



FUND RAISING POLICY

It is the policy of the Washoe County Library Board of Trustees to permit and encourage acceptable fund raising efforts on behalf of the Library System, its components and services, by Library components, by Friends of Washoe County Library and by authorized outside persons and organizations.

Fund raising projects held in the Library must have the approval of the Library Board of Trustees or the Library Director prior to being implemented. Library auxiliaries, such as the Friends of Washoe County Library, act autonomously but with representation from the Library Board of Trustees or Library Administration.

Outside organizations and persons wishing to raise funds for Library purposes may use the name of the Washoe County Library System, its components or services only after the Library Board of Trustees has reviewed the fund raising project plans and procedures prior to the proposed fund raising project starting date and is satisfied that acceptable financial procedures will be followed, appropriate advertising and publicity will be utilized, the Library, its personnel and agents will be fully indemnified against loss or damage and the Library Board of Trustees or its designated agent will receive a full and complete accounting and all funds raised in its behalf immediately upon completion of the fund raising project.

All advertising and/or promotional activities for joint ventures between the Library and a private business or corporation are to be produced by the business or corporation in such a manner that supports the Library.

No profit or commercial advantage shall devolve upon any person or organization involved in the fund raising project.

The foregoing is in no way intended to limit or preclude outside persons or organizations from donating funds to the Library, its components or services, on their own initiative or at the request of the Library Board of Trustees or its designated agent, so long as the provisions of this policy are satisfied.

All funds raised or donated in accordance with this policy are to be placed in the Washoe County Library Gift Fund account and the donor or donors may specify the use to which they are to be put. The provisions of the current "Washoe County Library Gift Fund Policy" and the current "Washoe County Library Collection Development and Management Policy" apply.

APPROVED: *October 20, 1993*
REVISED: *February 20, 2013*



GIFT FUND POLICY

The Library Board of Trustees, the governing authority of the Washoe County Library System, is authorized by Nevada Revised Statutes, Section 379.026 to establish with the County Treasurer/Comptroller, as custodian, a special fund known as the Washoe County Library System Gift Fund (hereinafter Gift Fund). The monies in the Gift Fund must be derived from all or any part of any gift, bequest or devise, including the interest thereon. The gift fund is a separate and continuing fund and no money in it shall revert to the General Fund of the County at any time.

Monies in the Gift Fund may be used for the construction of new Library buildings, capital improvement to existing buildings, special Library services or programs, staff development and training, collection development, equipment and furniture and other identified Library purposes. The Gift Fund consists of a Systemwide fund and any subsidiary gift funds that may be authorized by the Library Board of Trustees. The Systemwide Gift Fund will be spent at the discretion of the Library Director and the Library Board of Trustees. Both the Systemwide fund and the subsidiary funds may contain monies that are either designated by the donor(s) to be spent for specific purposes or that are undesignated and available for any library-related expenditures. Gifts received with no instruction as to which subsidiary fund should receive it will be deposited in the Systemwide Gift Fund. Monies received from any in house donation, book sales and/or general fund raising activities shall be considered undesignated gift funds.

Expenditures may be made as follows:

Grants and designated funds shall be expended according to the grant or designated gift. Designated balances of \$50 or less will be rolled back into the undesignated gift funds.

Expenditures of more than \$5,000 per purchase order must be submitted in writing for approval by the Library Board of Trustees.

APPROVED: *October 15, 2003*

REVISED: *February 20, 2013*



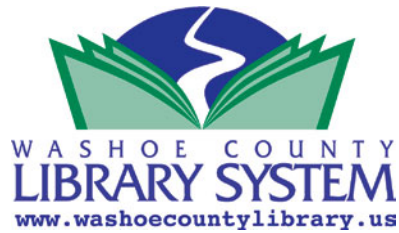
GIFT POLICY

Washoe County Library System may accept unrestricted, irrevocable gifts. All gifts must be unconditional, transferring ownership and all rights of ownership to the Library. Gifts are accepted only with the understanding that the Library has the right to determine retention, location or disposal of the gift. The Library may sell the item for value and use the proceeds for any purpose appropriate to the Library's mission. Washoe County Library may accept or reject any offered gift at its discretion and upon approval of the County Commission when appropriate.

In general, a gift to the Library is tax deductible. However, consultation with the Internal Revenue Service (IRS) or a tax expert is recommended for detailed information on appraisals and donated materials for acceptability as a charitable tax deduction. IRS regulations prohibit the Library and its employees from assessing the monetary value of any non-cash donations.

WCLS shall seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate.

APPROVED: *February 20, 2013*



INTERLIBRARY LOAN POLICY

Interlibrary Loan (ILL) services are based on mutual relationships between U.S. libraries and are governed by the American Library Association's *National Interlibrary Loan Code for the United States*.

Library materials may be requested within the scope of Washoe County Library System's ILL procedures. The supplying library determines whether the material can be provided and may charge a fee, which is the responsibility of the borrower.

APPROVED: *June 16, 1999*

REVISED: *January 15, 2014*



INTERNET SAFETY POLICY

As of November 16, 2017, it will be the policy of the Washoe County Library System (WCLS) to comply with the Children's Internet Protection Act [Pub.L.No.16-554 and 47 USC 254 (h)] (hereto referred to as CIPA) which requires the library to install filtering software on the Library's Internet terminals for protecting against access through the library's Internet terminals to visual depictions that are I. Obscene, II. Child Pornography, or III. Harmful to Minors. This policy follows specific guidelines to provide filtered Internet access in all public libraries receiving E-Rate discounts and LSTA funding.

The blocking software, or filtering software is inherently imprecise and flawed, it will inevitably block access to a vast variety of constitutionally protected material available on the Internet. Patrons are hereby notified that due to technological limitations of filtering software and constantly evolving Internet technology, filters are incapable of totally protecting against access to Internet material that is obscene, child pornography, or harmful to minors.

Key terms are as defined in the Children's Internet Protection Act (CIPA)

Technology Protection Measure:

A specific technology that blocks or filters Internet access to visual depictions that are:

1. Obscene, as that term is defined in section 1460 of title 18, United States Code; or
2. Child Pornography, as that term is defined in section 2256 of title 17, United States Code; or
3. Harmful to minors, meaning any picture, image, graphic image file, or other visual depiction that:
 1. Taken as a whole and with respect to minors, appeals to a prurient interest in nudity, sex, or excretion;
 2. Depicts, describes, or represents, in a patently offensive way with respect to what is suitable for minors, an actual or simulated sexual act or sexual contact, actual or simulated normal or perverted sexual acts, or a lewd exhibition of the genitals; and
 3. Taken as whole, lacks serious literary, artistic, political, or scientific value to minors.

Sexual Act; Sexual Contact meaning such terms defined in 2246 of title 18, United States Code.

Access to Inappropriate Materials:

To the extent practical, technology protection measures (or "Internet filters") shall be used to block or filter Internet or other forms of electronic communications or access to inappropriate information. Specifically, as required by CIPA, blocking shall be applied to visual depictions of material deemed obscene or child pornography, or to any material deemed harmful to minors. For individuals age 18 years and older technology protection measures may be disabled or minimized for bona fide research or other lawful purposes. Users with a WCLS card who are over 18 are provided a choice at the beginning of a computer session for unfiltered access.

Inappropriate Network Usage:

To the extent practical, steps shall be taken to promote the safety and security of users of the Washoe County Library online computer network when using electronic mail, chat rooms, instant messaging, and other forms of electronic communications. Specifically, prevention of inappropriate network usage includes: (a) unauthorized access, including so-called "hacking", and other unauthorized disclosure, (b)

use and dissemination of personal identification information regarding minors, (c) software piracy and violation of copyright or license agreements and (d) attempts to damage or alter equipment, software or hardware configurations. WCLS Public Use of Library Technology Policy is prominently displayed in the library and on the library's web page. Individuals who violate these policies, after being warned, may be restricted from access to library services and facilities. Police may be called for assistance.

Privacy and Anonymity

1. Users will be able to access and use the Internet anonymously.
2. Sites visited by users will not be recorded by filtering software.
3. A user's requests to have sites unblocked or filters removed will not be recorded in any way that can be linked to the user's identity.

Supervision and Monitoring

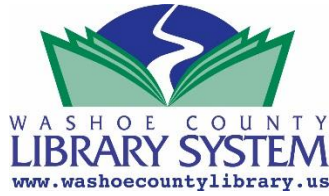
It shall be the responsibility of WCLS staff to supervise and monitor usage of the online computer network and access to the Internet in accordance with this policy and CIPA. Information about the ongoing blocking of content by filters required by CIPA will be made available to library users and the community.

Procedures for disabling or modification to technology protection measures shall be the responsibility of the WCLS Director or designated library staff.

The library highly recommends that as part of its Internet Safety Policy that parents read Keeping Kids Safer on the Internet from the National Center for Missing and Exploited Children.

Adopted by the Washoe County Library System Library Board of Trustees on November 15, 2017.

Effective November 16, 2017



LIBRARY CARD AND MATERIALS BORROWING POLICY

STANDARD CARD: A card issued to Washoe County residents, students attending school in Washoe County, and non-residents working or owning real property in Washoe County. Cards expire three years from issue.

NON COUNTY RESIDENT: A card issued to those living outside Washoe County and not working or owning real property in Washoe County. Cards expire three years from issue.

EDUCATOR CARD: A card issued to educators employed at Washoe County Pre-K-12 schools as well as educators at charter schools, daycares, camps, after school programs, homeschooling parents in Washoe County, and Washoe County Library System employees. Cards expire three years from issue.

CONDITIONAL LIBRARY CARD: A card issued in lieu of a standard Library Card pending acceptable documentation. Conditional cards carry a limit of two items at a time and expire three months from issue.

**** All applicants must present a current, valid government-issued photo ID and verification of current address. ****

Borrowing privileges are extended to physical formats of library materials.

Electronic resources may be limited to Washoe County residents.

By applying for and accepting a library card, users accept responsibility for all materials checked out and are bound by Washoe County Library System (WCLS) policies and procedures. The *Fines, Fees and Charges Policy* outlines charges and restrictions associated with borrowing physical materials.

WCLS respects the rights of children to select their own library materials. It is the responsibility of the parents to monitor the materials their children borrow or use in the Library.

Transacting business requires verification of the account holder's identity. See the Washoe County Library System *Confidentiality Policy*.

WCLS reserves the right to limit the total number of items, the number of items within a specific category or format, the length of lending and renewal period(s) for materials and formats per library card.

A list of Acceptable Documents serving as proof of current address is available at all WCLS libraries and on the WCLS website

APPROVED: February 23, 2017
REVISED: September 20, 2018



LIBRARY EVENTS AND PRESENTERS POLICY

Purpose

In alignment with the Strategic Plan, Washoe County Library System is committed to providing the public with opportunities for arts, cultural and educational enrichment and engagement through library events.

Subject to all applicable laws and library policies, the Library System's meeting rooms are available for the lawful activities of all individuals or groups and must be free and open to the public. Events taking place within Library facilities are not endorsed or sponsored by Library staff or the Library Board of Trustees except as indicated below.

Foundations for Policy

Article I of the Library Bill of Rights states, "Books and other library resources should be provided for the interest, information and enlightenment of all of the people of the community the library serves."

Reaffirmed in 2000, the ALA interpretation of Article I states, "Library-initiated programs are a library resource and as such are developed in accordance with written guidelines."

The ALA Code of Ethics states in Article VI "We do not advance private interests at the expense of library users, colleagues or our employing institutions."

There are two basic types of library events:

Library-initiated events: Those events that are initiated by the Library.

Library-cooperative events: Those events that result from an individual or organization approaching the Library. The Library may partner with other agencies, organizations, institutions or individuals.

Library-cooperative events must meet these criteria:

- In alignment with the Strategic Plan and at the discretion of the Youth Services and Library Events Team, the presenter must demonstrate knowledge, expertise, and experience in the particular subject matter.
- The desired dates for presentation must be acceptable to the Library.
- Resources required, including publicity and corresponding collateral may be shared and will be agreed upon well in advance of the event.
- The Library will provide the opportunity to present differing viewpoints. Each presenting group will have equal access and equal rights.

Library-initiated or library-cooperative special events

Special events may include sales of goods per Washoe County Code 80.520: Soliciting on county property. Such sales must be pre-approved by the Library Administration upon the recommendation of the Youth Services and Library Events Team.

Approval process for library-initiated or library-cooperative events:

The Youth Services and Library Events Team may review requests for fee-based events on a case-by-case basis. Fee-based events will be an agreed upon flat fee.

The Youth Services and Library Events Team has discretion to decide if a particular event meets the criteria of a library-initiated or cooperative event. If the Team declines a proposal, the event representatives have the right to appeal the decision to the Library Director or his/her designee. If Library Administration denies an appeal, a subsequent appeal may be taken to the Library Board of Trustees.

All other users of meeting rooms must follow the Meeting Rooms Policy.

APPROVED: February 21, 2007
REVISED: February 15, 2012
REVISED: October 16, 2014
REVISED: September 20, 2018



MEETING ROOM POLICY

The community meeting rooms provided by the Washoe County Library System are for Library-sponsored programs, for carrying out the mission and goals of the Library System and for use by other governmental agencies.

When a Library or other governmental agency is not using these meeting rooms, they are available for use by the public. Social events are prohibited. Use of Library facilities may be subject to special conditions imposed by the Library or by the branch in charge of a meeting room/auditorium facility.

The Washoe County Library System is an institution dedicated to free expression of and access to ideas representing all points of view. Accordingly, subject to all applicable laws and Library policies, the Library System's meeting rooms are available for the activities of individuals or groups. Permission to use Library facilities, in and of itself, does not constitute an endorsement or sponsorship by an individual library, the Library System, the Library Board of Trustees or Washoe County. By submitting a room reservation request, users agree to abide by all applicable laws and library policies, and release Washoe County and Washoe County Library System from all liability.

1. Meeting rooms may be used at any time during the regular business hours of the Library. Some Library facilities have separate entrances to meeting rooms and can be reserved for meetings that may begin prior to or end after Library hours. Confirmation of legal age required to book before and/or after hours use.
2. All programs and meetings must be free and open to the public. Meeting room users, groups and individuals may not charge or solicit fees, dues or donations as a condition of attending, or during any meeting or program.
3. All Library-sponsored and Friends of Washoe County Library-sponsored meetings/programs take first priority on all meeting room schedules. The Library reserves the right to reschedule an existing reservation.
4. Reservations will be on a first-come, first-served basis. Groups may schedule up to 24 meetings per library in a calendar year (January through December). Meeting rooms may be reserved no more than six months in advance; exceptions may be made at the discretion of the Library Manager or designee.
5. More than two no shows or last-minute cancellations within a twelve-month period may result in the loss of privileges. Reservations will be held for 20 minutes, unless the group has notified the Library that it will be late.
6. Groups and individuals using the meeting room may not disrupt the use of the Library by others. Persons attending meetings or programs are subject to all applicable Library and County policies. Washoe County Library System reserves

the right to revoke meeting room privileges when policies or procedures are not followed. Print copies of Library policies are available upon request or at our website.

7. Food and non-alcoholic beverages may be served upon the approval of the Library Manager or his/her designee. Alcoholic beverages may be served outside of the Library's public hours upon the approval of the Library Director or his/her designee.
8. Pursuant to Library policy, no child aged nine or under may be left unattended elsewhere in the Library while a parent or guardian attends a meeting or program in the meeting room. Library staff cannot assume liability for children who are left unattended.
9. Groups must provide proof of adequate liability insurance coverage when any of its meetings or programs has more than 106 attendees.
10. Set-up and clean-up are the responsibility of the group. When scheduling, groups or individuals should include the full time they will need access to the room including set-up and clean-up.
11. Activities that create a substantial risk of damage to or destruction of Library property are prohibited in the Library meeting rooms. Meeting rooms must be left in a clean and orderly condition. Groups will pay the cost for repair of any damage to facilities or equipment for which the group is responsible. The Library will not be responsible for materials or equipment left in the building by groups.

APPROVED: February 15, 2006
REVISED: June 21, 2012
REVISED: October 16, 2014
REVISED: February 23, 2017
REVISED: January 1, 2019
REVISED: March 15, 2023



NAMING LIBRARIES POLICY

Library buildings in the Washoe County Library System are to be named after the area in which they are located.

Art Galleries, Community Rooms or other separate defined areas within Library buildings may be named in honor of persons who have made a significant contribution to the Library System.

A Committee will be appointed by the Library Director to consider all proposals regarding the naming of buildings, areas and rooms. Based on guidelines approved by the Board, the Naming Committee will make a recommendation to the Library Board for approval on each proposal to name a Library building, area or room.

APPROVED: August 20, 1997



POSTING, EXHIBIT AND DISPLAY POLICY

Postings, exhibits and displays must comply with Washoe County Code 80.520 governing solicitation on County property, will be placed in predetermined areas in the Library, and must be approved by Library Administration, the Managing Librarian or other authorized Library staff. The Library will designate public posting, exhibiting and display areas within the facility, and will establish size and time limits for any posting, exhibit or display. In accordance with NRS 241, the Library will confirm that agendas or other documents subject to Open Meeting Law requirements have been posted; otherwise, the Library does not acknowledge that any particular posting has been received, displayed or removed.

Any individual or group requesting to post or display material(s) must provide the material(s) or, in the case of an exhibit, a representative sample, to the Library in which it is requested to be posted, exhibited or displayed. Posted, exhibited or displayed work will be consistent with the samples provided.

Preference will be given to the Library, Library support groups and government agencies, in that order. As space permits, announcements of events of tax-supported or non-profit educational, cultural and charitable organizations will be posted. Except as permitted by the Library pursuant to applicable law, space for commercial advertising and/or solicitations will not be provided.

Acceptance or rejection of material for posting, exhibit or display does not imply approval or disapproval by the Library of the ideas or opinions expressed. The Library does not assume responsibility or liability for material(s) posted, exhibited or displayed in Library facilities. The Library reserves the right to refuse to post, exhibit or display specific materials and the right to remove posted, exhibited or displayed material(s). Material(s) left for Library consideration for posting will not be returned, and the Library will dispose of all material(s) as it sees fit. In the case of exhibits and displays, prior arrangements will be made between authorized Library staff and the exhibitor/displayer.

All postings, exhibits and displays shall be temporary. All postings shall be marked "Approved for Posting" and dated. The "Approved for Posting" notation means only that the person responsible for the material has obtained the Library's permission to post the material, not that the Library necessarily agrees with, endorses, approves or otherwise supports the contents of the material posted.

If the Library declines a posting, exhibit or display, the representatives have the right to appeal the decision to the Library Director or his/her designee. If Library Administration denies an appeal, a subsequent appeal may be taken to the Library Board of Trustees.

The Washoe County Library Board of Trustees approves and adopts the ALA statement "Exhibit Spaces and Bulletin Boards: an Interpretation of the Library Bill of Rights," adopted July 2, 1991 and amended June 30, 2004, and July 1, 2014 by the ALA Council.

APPROVED: February 21, 2007
REVISED: June 20, 2012
REVISED: July 16, 2015
REVISED: September 20, 2018



PRIVACY POLICY

Washoe County Library System (WCLS) makes every effort to protect the privacy of library users. WCLS adheres to the American Library Association Code of Ethics that states in Article III: "We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted."

Emails and Web Forms

Personally identifying information that you provide by emails or web forms will be used only for such purposes as are described at the point of collection (for example on a web form), such as to provide information and/or services to you, update your patron record or to respond to your questions or comments. If you provide contact information, WCLS staff may contact you to clarify your comment or question.

Email sent to the Library is not necessarily secure against interception. The Library will not ask for and does not use sensitive information such as social security numbers or credit card numbers, and it is advisable not to send such sensitive information by email.

Cookies

The Library uses cookies to enable customization of individual visits on the Library website. Additionally, some WCLS electronic services, such as the library catalog and remote databases, set temporary cookies for current sessions. These cookies do not capture personal information, and they cannot be used to reveal or discover the identity of the individual user. Refusing or disabling cookies may result in an inability to access some library services from computers within the Washoe County Library System.

The Washoe County Library System may track the usage of the Library website and other services accessed through Library servers. WCLS uses this information as anonymous aggregate data to determine the number of visitors to different sections of our site and services and to help make our sites more useful. This information does not identify individual library users. The automatically collected data may include all or some of the following: the name of the domain and host from which you access the internet, the Internet Protocol (IP) address of the computer you use, the browser software you use and your operating system, the date and time you access our sites, the pages visited and the length of time visited and the internet address of the site from which you linked directly to our site and services.

Many of the Library's electronic databases can be freely accessed from anywhere by anyone with a Washoe County library card. The vendors of some of these databases collect statistics such as the names of the databases used, how often they are used and whether they are used in the Library or by remote access, but they do not track personal information about individual visitors or specific queries submitted to the databases. These vendors provide statistical information to the Library.

Server logs and statistical summaries are reviewed by WCLS to determine how individual electronic services are used in order to improve website content, better manage network traffic and troubleshoot server problems.

Wireless Network

The Washoe County Library System also offers a wireless network that allows patrons to connect to the internet at many WCLS branches. Please be aware that data accessed and sent over the WCLS wireless network is not encrypted.



Links to Other Sites

The WCLS website contains links to external websites and databases not maintained by the Washoe County Library System. The Library cannot be responsible for user privacy when visiting outside websites or the privacy practices of other sites which may differ from the practices described in this policy.

Policy Changes and Revisions

The Washoe County Library System reserves the right to change, revise or modify this privacy statement at any time to reflect changes in the Library's policies and practices or to reflect new services and content provided by the Library. Patrons are encouraged to check this document periodically to stay informed of the Library's current privacy guidelines.

For more information:

- 1) ALA Policy Concerning Confidentiality of Personally Identifiable Information about Library Users
- 2) ALA Policy on Confidentiality of Library Records
- 3) ALA Code of Ethics

Approved: May 18, 2011



PUBLIC USE OF LIBRARY TECHNOLOGY

The Library provides access to information, ideas and technology resources. All applicable Washoe County Library rules, regulations and policies apply to all users at all times. Any illegal activity is subject to Federal and Nevada law, whether on a Library owned or privately owned device. The Library reserves the right to terminate any Computer session at any time.

The Library complies with The Children's Internet Protection Act (CIPA) Internet filtering software will be set to the level necessary to comply with CIPA .(See Internet Safety Policy)

Security: Library users use Library computers at their own risk. The Library is not responsible for any information that is compromised, for loss of data or for any harm that may come, directly or indirectly, from the use of Library computers.

- Filtering: All access is filtered by default
 - Unfiltered: unfiltered Internet access is available to adults using a WCLS Adult Library Card (as determined by the date of birth in the library record) on a per-session basis
1. Wireless (Wi-Fi): A wireless network is available to anyone with a compatible wireless device. The wireless network is neither filtered nor secure. Sensitive personal data may be vulnerable to interception and viewing by others if transmitted. The Library does not guarantee that a wireless connection can be made or maintained. If printing is available on wireless networks, see "Fines, Fees and Charges" Policy for applicable charges.
 2. Files / Storage: Users may not install, run or access their own software or programs not already installed on Library computers or modify WCLS software. Users may download files to their own storage media. If users do not have their own storage media, the Library may have storage media available for purchase. (See "Fines, Fees and Charges" Policy.)
 3. Equipment:
 - Users are financially responsible for damage caused to any Library-owned equipment, computer hardware, software or peripherals.
 - Users may connect personal headphones and USB driven accessories to Library computers (cell phone, storage devices, cameras, etc). The Library is not responsible for any information that is compromised, for loss of data or for any harm that may come, directly or indirectly to personal devices from the use of Library computers.
 - Users may not alter, modify or disconnect Library computer equipment, or attempt to connect any peripheral device other than listed above to Library computers.
 - Some libraries may offer scanners or fax machines for public use. The Library cannot guarantee the quality of images scanned, nor of faxes sent or received. Fees are charged for all documents received by Library fax machines. (See "Fines, Fees and Charges" Policy.)
 - Printing is available from most Library computers; fees are charged for all pages processed through printers, whether or not paper is provided by the Library. The Library cannot guarantee the quality of images saved or printed. (See "Fines, Fees and Charges" Policy.)
 - Library staff will attempt to provide instructional support specific to accessing Library services, including downloadable media. Library staff does not modify personal equipment. The Library does not guarantee resolution of equipment issues and is not responsible for personal equipment.

APPROVED: September 19, 2007

REVISED: November 16, 2017



SCHOLARSHIP POLICY

The Washoe County Library Board of Trustees has established a scholarship program to help Washoe County Library System staff members further their development by encouraging learning in Library Science. The Library Board of Trustees offers to staff enrolled in a formal MLS Degree program or in the Librarian Certification Program a scholarship up to \$2,000 per year, contingent on funds available.

Eligibility

- Successful completion of a year (2,080 hours) of employment and performance appraisal ratings of “meets expectations” or above
- Acceptance in an American Library Association-accredited graduate school of Library and Information Sciences;
OR
Acceptance in a Librarian Certification Program
- Completion of an application form submitted to the Board of Trustees

Recipients who resign or are terminated for cause before working the equivalent of six months full-time (1,040 hours) after graduation or certification will be required to repay their scholarship(s) in full. Recipients who resign or are terminated for cause before working the equivalent of two years full-time (4,160 hours) after graduation or certification will be required to pay back a prorated portion of awarded funds.

Recipients not receiving a graduate degree or certificate within the time frame outlined by their educational institution will repay their scholarship(s) in full.

A recipient may appeal the requirement to repay a scholarship to the Library Board of Trustees.

APPROVED: *April 20, 2005*

REVISED: *April 16, 2015*



SUSPENSION POLICY

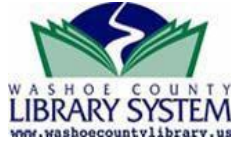
Suspension of Library privileges is an option used when users exhibit or engage in behavior that violates any Library Policy, City or County Ordinance, or State Law.

- Incident reports will be completed as soon as possible after the incident and filed with Library Administration. The report may be mailed or delivered at the next opportunity.
- Library staff will indicate the applicable information in the incident report including but not limited to:
 - Violation of Library Policy, City or County Ordinance, or State Law
 - Law Enforcement involvement
 - User name (if known) and physical description
 - Length of suspension
 - Building suspension (system-wide or branch specific)
 - Borrowing privilege suspension
 - Computer access suspension
 - Method of user notification
- Acts of aggression or verbal threats or behaviors that require the presence of law enforcement will result in suspension from all Washoe County Libraries. System-wide suspensions will be forwarded to Library Leadership Team.
- Right to appeal;
 - Within 10 days, any action by a staff member may be appealed by contacting Washoe County Library Administration.
 - The first appeal shall be made to the Assistant Library Director
 - A second possible appeal may be made to the Library Director.
 - A third and final appeal may be made to the Library Board of Trustees. The decision of the Library Board of Trustees is final.
 - Failure to file an appeal within 10 days of the suspension, or within 10 days of a first and/or second appeal decision, will be considered a waiver of the right to appeal.

APPROVED: March 19, 2003

REVISED: July 18, 2007

REVISED: May 19, 2016



UNATTENDED CHILDREN POLICY

The Washoe County Library System welcomes youth of all ages in accordance with the American Library Association's Library Bill of Rights. The Library, although an entertaining place to be, is a busy public facility, and public places may present hazards for unsupervised children.

No child under ten (10) years of age may be left unattended in any area of the library. Children under ten (10) must be supervised by a caregiver at least thirteen (13) years old who is able to attend to the child's safety and ensure appropriate behavior. Exceptions may be made in individual cases at the discretion of library management.

Neither Washoe County nor the library staff has custodial responsibility for unattended children. Library staff cannot assume liability for children who are left unattended.

If a child under ten (10) is found to be unattended in the library, staff will attempt to find the child's parent/guardian. If the staff cannot locate a parent/guardian, law enforcement officials may be notified.

If any minor is left at the library at closing time, the library staff will attempt to reach the parent/guardian. If the parent/guardian cannot be reached, law enforcement officials will be notified.

APPROVED: June 15, 2005

REVISED: May 22, 2014



VOLUNTEER POLICY

A **Volunteer** is an individual who donates regular, ongoing time and service to the Washoe County Library System.

Special Event Volunteers are groups or individuals who donate time and service to the Washoe County Library System for specific or time-limited events or programs.

Project Volunteers are community service groups or individuals who request to donate time and service to the Washoe County Library System to assist with a specific project.

Court ordered community service is not considered to be volunteerism and is not accepted.

All individual Volunteers, Special Event Volunteers and Project Volunteers are required to fill out and submit a Volunteer Application form prior to donating time. Special Event and Project Volunteer **groups** are not required to complete individual applications, but the group or team leader is required to fill out a group application. Volunteers shall adhere to all applicable Washoe County policies and Washoe County Library System policies and procedures.

Volunteers 18 years or older shall be subject to background checks and fingerprinting.

Volunteers between the ages of 14 and 18 must have proof of parental permission on file with the Washoe County Library System. Volunteers under the age of 16 are also subject to the limitations of Nevada Revised Statute (NRS) 609.240.

Volunteers under the age of 14 must be accompanied by an adult who assumes responsibility for the child during the course of the voluntary activity. The adult may be a parent, guardian, teacher, service group leader or someone in a position of responsibility for the child(ren).

APPROVED: July 19, 2000

REVISED: June 17, 2009

Library Director Updates 1/2/2024

Happy New Year! I have a few updates today as we kick off 2024.

Keith Lockard

I wanted to let you know that Keith Lockard passed away just before Christmas. He was a long time library board trustee and instrumental in getting our Tax passed in 1994.

<https://www.rgj.com/obituaries/pnvs0665671>

South Valleys Library had a reunion of the board in 2022.



Bud Fuji, Sandi Scott, Lucille Adin, Keith Lockard, Nancy Cummings-Schmidt, May 2022

Washoe County Library in the News

In case you haven't seen these:

Reno News and Review: The library wars: Right-wing allies appear to have taken control of the Washoe County Library Board by Delaney Uronen December 28, 2023

<https://renonr.com/2023/12/28/the-library-wars-right-wing-allies-appear-to-have-taken-control-of-the-washoe-county-library-board/>

Nevada Independent: Washoe library board meeting results in hours long public comment. Again. by Carly Sauvageau December 22nd, 2023 at 2:00 AM

<https://thenevadaindependent.com/article/washoe-library-board-meeting-results-in-hourslong-public-comment-again>

This is Reno: Library director's annual evaluation sparks controversy: Supporters and critics clash at Washoe County Libraries board meeting (videos) by Bob Conrad December 21, 2023

<https://thisisreno.com/2023/12/library-directors-annual-evaluation-sparks-controversy-supporters-and-critics-clash-at-washoe-county-libraries-board-meeting-videos/>

The top four underreported Reno news stories in 2023 By: ThisIsReno December 28, 2023

<https://thisisreno.com/2023/12/the-top-four-underreported-reno-news-stories-in-2023/>

KOLO: Winter Events at Washoe County Libraries

<https://www.kolotv.com/video/2023/12/16/winter-events-washoe-county-libraries/>

RECRUITMENT OPENS FOR WASHOE COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES

by Jamie Hemingway | Jan 2, 2024

<https://washoelife.washoecounty.gov/library-system/recruitment-reopens-for-washoe-county-library-system-board-of-trustees-2/>

Elevator Update

The Downtown Reno Library Elevator Upgrade is taking longer than anticipated with sensitive equipment in the general areas. As a result we will remain closed until February 5th.

Thank you for Staff Day

I wanted to send another thank you to Jamie Hemingway and the crew setting up staff day this year. Thank you to Rebecca Reed, Megan Connolly, Stacy McKenzie, John Andrews, and Kyle with TMCC for presentations. We had a blast at the Wilbur D May and learned a lot from our own staff and partners.



TO: Library Board of Trustees
FROM: Jeff Scott, Library Director
RE: Tax Initiative Update
DATE: January 17, 2024

Washoe County Library System is in Phase I of its Tax Initiative plan. We are currently working with partners to establish timelines for public promotion. We have contracts approved for Riley Sutton, This is Reno, and we are working on a contract with PBS Reno among others. We are having weekly meetings with our PIO group to discuss progress on our action plan. We had a meeting with the Washoe County Fiscal Sustainability Team, who have placed this as a high priority to minimize impacts on the county budget. We have also tested our reach with paid social media posts, which should yield positive results. We are working on speaking engagements with local service groups. Lastly, we are meeting with staff to develop videos and scripts for library promotion.



WASHOE
COUNTY
LIBRARY

Downtown Reno Library

December 2023 Library Board Report

LIBRARY

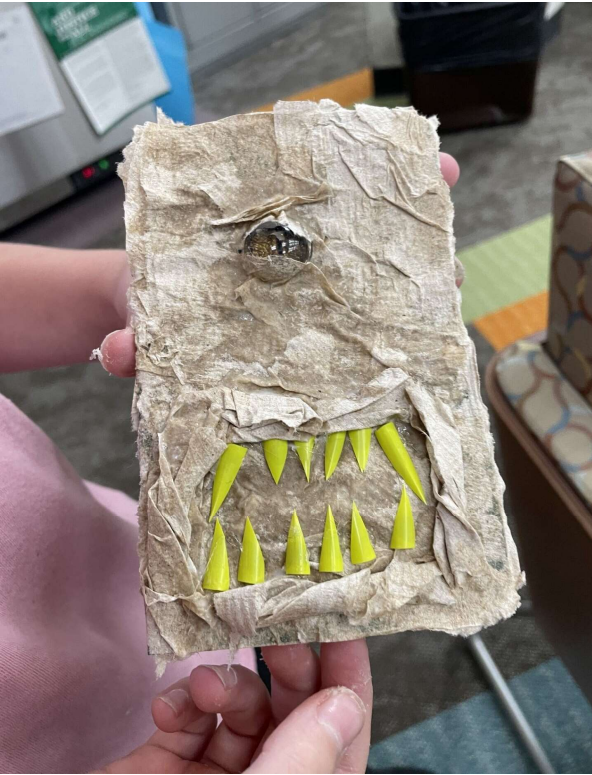
SPEED
LIMIT
30

Increase of Standard Programs

- Baby Story Time
- Twisting Sprout
- Crafternoons
- Adult Craft Club
- Adulting 101



Teentober Events





Drag Queen Story Time



After Hours Events



Community Resource Partnership

- Reno Ambassadors
- Employ NV
- WCSO HOPE Team
- SNAP



Increase of New Books

- In July 2023 Washoe County Increased Book Budget
- Moved part of the collection to accommodate the increased collection
- New displays

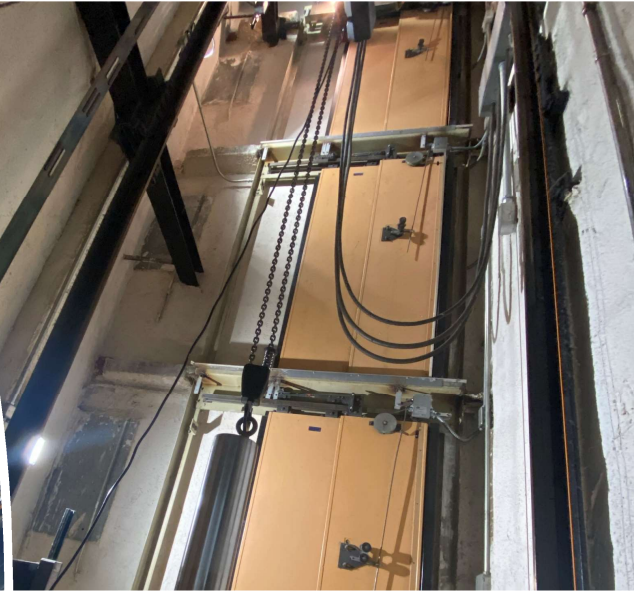


New Children's Restroom





Elevator Update



Staff Trainings



New Staff



Nicole, Jerome and Shannon promoted to FT Library Assistant II

Marie transferred from North Valleys

Jordon promoted to PT Library Assistant II

Audrey hired as PT Library Assistant II

Richard hired as Library Aide

New Guard: Bianca

Questions

