

September 28, 2021 Library Board Meeting

Enclosed:

- ❖ Agenda
- ❖ Public Postings for Library Board
- ❖ Draft Minutes of the August 17, 2021 regular meeting – *Agenda Item 3*
- ❖ Gift Fund Claims August/September 2021, Consent Calendar – *Agenda Item 4a*
- Gift Fund Expenditures Report FY2021, dated 9/23/21
- ❖ Budget Summary/Budget Performance, 8/31/2021 – *Agenda Item 5a*
- ❖ Moss Adams Assessment Report – *Agenda Item 6*
- ❖ ARP Grant Award Documents – *Agenda Item 9*
- ❖ September Monthly Report – *Agenda Item 11*

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Zephyr Cove, NV 89448
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Douglas County Public Library Board of Trustees Meeting Notice and Agenda

September 22, 2021

The Douglas County Public Library Board of Trustees will meet at **10:00 a.m.** on **Tuesday, September 28, 2021** in the Meeting Room of the Zephyr Cove Library, 233 Warrior Way, Zephyr Cove, NV. The meeting will be in-person and will not be simultaneously streamed via YouTube or Zoom®. Below is an agenda of all items scheduled for consideration.

Agenda

The Library Board encourages the respectful consideration of all views by members of the public. In order to ensure that every individual desiring to speak before the Library Board has the opportunity to express his or her opinion, it is requested that the audience refrain from disruptive behavior that may interrupt, interfere or prevent the speaker from commenting on items that are for possible action by the Library Board.

1. **Public comments.** [No Action]

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees. Public comment will not be taken on agenda discussion items because a public hearing is not legally required.

Public Comment is limited to five (5) minutes per speaker. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

If members of the public wish to comment on a specific agenda item scheduled for action, please make comments when the Library Board of Trustees considers that item and the item is opened for public comment.

2. **For possible action.** Discussion on approval of the agenda. The Library Board of Trustees reserves the right to take items in a different order to accomplish business in the most efficient manner, to combine two or more agenda items for consideration, and to remove items from the agenda or delay discussion relating to items on the agenda.
3. **For possible action.** Discussion on approval of the minutes of the August 17, 2021 regular meeting.
4. **Consent Calendar.**
Items appearing on the Consent Calendar are items that can be adopted with one motion unless pulled by a Trustee wishing to have an item or items further discussed.

When items are pulled for discussion, they will be automatically placed as the next item for discussion or may be continued until another meeting.

- a. For possible action. Approval of Gift fund claims
 - i. August 2021
 - ii. September 2021
5. For possible action. Discussion and review of Budget Performance Report summary and Gift Fund summary.
 - a. 8/31/2021
6. For possible action. Presentation and discussion on the Douglas County Public Library Organizational Assessment by Moss Adams, LLP.
7. For possible action. Discussion and update on timeline, process, and status of Library Director recruitment.
8. For possible action. Discussion and update on Strategic Plan survey and stakeholder meetings.
9. For possible action. Discussion and approval of ARP Grant Award.
10. For possible action. Discussion and update on the Bookmobile schedule.
11. For possible action. Discussion of Budget priorities, in preparation for fiscal year 2022-2023 decisions.
12. For discussion only. Interim Library Director's monthly report on library operations and statistical reports from staff.
13. Closing public comments.

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees or those agenda items where public comment has not already been taken.
14. For possible action. Adjournment.

According to the provisions of NRS 241, this notice and agenda has been posted at or before 9:00 a.m. on the third working day before the meeting at the following locations:

Douglas County Library, 1625 Library Lane, Minden NV, <https://library.douglascountynv.gov/>
Douglas County website, <http://douglascountynv.iqm2.com/>
State of Nevada website, <https://notice.nv.gov>

An electronic copy of the supporting materials is posted on the Douglas County website: <http://douglascountynv.iqm2.com/> and is available for viewing or downloading. Supporting materials are also available at the Minden Library, 1625 Library Lane, Minden, NV. A request for copies of the supporting materials may be directed to:

Veronica Hallam, Administrative Services Manager
Douglas County Public Library
1625 Library Lane, Minden, NV 89423
775-782-9841
vhallam@douglas.lib.nv.us

Reasonable efforts will be made to assist and accommodate members of the public who are disabled and wish to attend the meeting. Please contact Veronica Hallam at 782-9841 before September 28, 2021 for arrangements.

DOUGLAS COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

A quorum or greater number of Library Board Trustees may be gathering at any or all of the following organizations' meetings during the month of October. At these meetings the Library Board of Trustees is in attendance to observe the proceedings of the organization and to participate in discussions to the extent allowed by the organization.

These organizations may not have posted a formal agenda for their meetings. The Library Board of Trustees present at the meeting will take no action relevant to the Douglas County Public Library.

Friends of the Library	10/11/21	4:00 PM	Minden Library
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**Meeting dates, times and locations are subject to change.*

UNAPPROVED
LIBRARY BOARD OF TRUSTEES MINUTES
August 17, 2021

ATTENDEES

Library Board Members: Vice Chairperson Heather Martin Maier; Trustees Jill Harper, Kate Garrahan, Elizabeth Tattersall

Library Staff: Interim Library Director Julia Brown; Library Supervisor Laura Treinen; Administrative Services Manager Veronica Hallam, Clerk to the Board

County Staff: Deputy District Attorney Carey Rosser; Human Resources Director Wendy Lang, Human Resources Analyst Cindy McMurry

Absent: Chairperson Bonnie Rogers, Deputy District Attorney Cynthea Gregory

THE MEETING CONVENED AT 10:04 A.M.

1. PUBLIC COMMENTS.

Vice Chairperson Heather Martin Maier asked for public comment.

There being no public comment, public comment was closed.

2. APPROVAL OF PROPOSED AGENDA.

MOTION/VOTE:

Trustee Elizabeth Tattersall made a motion to approve the agenda. Trustee Jill Harper made a second and the motion carried unanimously with a 4-0 vote.

3. DISCUSSION ON APPROVAL OF THE MINUTES OF THE JULY 20, 2021 SPECIAL MEETING AND THE JUNE 27, 2021 REGULAR MEETING.

MOTION/VOTE:

Trustee Harper made a motion to approve the minutes of the July 20, 2021 special meeting and the minutes of the July 27, 2021 regular meeting. Trustee Kate Garrahan made a second. There being no public comment, the motion carried unanimously with a 4-0 vote.

4. CONSENT CALENDAR.

a. Approval of Gift fund claims

- i. July 2021
- ii. August 2021

*Amazon	Prizes for Summer Reading Program	03792	\$ 30.98
*Town of Minden	CVIC rent for Summer Reading Program finale performance (8/26/21)	03793	\$ 50.00
*Do Co Procurement Program	Items for TAB meeting	03807	\$ 33.47
OverDrive	Ebooks – LSTA Evolving Needs Grant	03809	\$ 2,419.60
*Pioneer Center for the Performing Arts	Magic Show for the SRP finale	03812	\$ 400.00
Midwest Tape	Online digital services – LSTA Evolving Needs Grant	03816	\$ 3,030.93
OverDrive	Ebooks – LSTA Evolving Needs Grant	03817	\$ 1,052.84

*Funding/partial funding by Friends of the Library

MOTION/VOTE:

Trustee Tattersall made a motion to approve the consent calendar. Trustee Harper made a second. There being no public comment, the motion carried unanimously with a 4-0 vote.

5. DISCUSSION AND REVIEW OF BUDGET PERFORMANCE REPORT SUMMARY AND GIFT FUND SUMMARY. [Discussion]

a. 7/31/2021

Veronica Hallam noted that she had distributed to the board the budget summary with corrections. She stated that the reason the library is at 37% in Services and Supplies is because of the encumbrances from the purchase orders for library material, cataloging and processing. As far as expenditures year to date the library is at 2% in Services and Supplies.

6. DISCUSSION AND UPDATE ON TIMELINE, PROCESS, AND STATUS OF LIBRARY DIRECTOR RECRUITMENT. [Action]

Human Resources Analyst Cindy McMurray passed out the job description to the board and stated that the posting that was done was based on the job description. The job posted on August 10th with all the ads in place and the closing date for the posting is September 13th. She noted

that she will be meeting with Trustee Tattersall on the 23rd to discuss the selection of interview questions. Once it closes the review process of the applications will be the week of the 13th. She stated that they have established a phone interview for the ones that are the top qualifying applications for the 24th and tentatively 27th depending on how many are received. She explained that the board and HR need to determine a panel interview, panel members, and applicant presentation going forward. Human Resources Director Wendy Lang explained that when interviewing for a position like this that reports to a public board there are variety of ways to approach it. To narrow down to the top qualifying candidates the board can hold a public mixer where a few staff members, members of the board separately and stakeholders from the community can mingle with the candidates and then provide feedback. They could come to a public meeting of this board and be interviewed by this board. The board might want to identify some other panels that would include internal staff across county departments, someone from HR or the District Attorney's office who work closely with the library. The board could have someone externally who has a similar position who can provide input as a panel member or someone from the friends or other members of the community that the board is involved with. The board had a lengthy discussion about the panel interviews and who should be on those panels. It was determined that there will be two panel interviews the week of the 11th in October and then get together with the board with the top candidates. Trustee Harper asked Trustee Tattersall if she would like to be on a panel and Trustee Tattersall said she would. Trustee Harper added that she would be on a panel if no other board member wanted to. Deputy District Attorney Carrie Rosser reminded the board that there cannot be more than one board member on one panel otherwise the board is in violation of the Open Meeting Law. Only one board member per panel. Vice Chairperson Martin Maier suggested that the board wait to determine who specifically will be on a panel until all board members are present. Wendy asked the board if they will be compensating the travel of the candidates and the board had a long discussion regarding the compensation and whether they should or should not cover travel expenses. Vice Chairperson Martin Maier recommended that once the selection of top candidates is narrowed down to a few the board should compensate travel and Trustee Tattersall agreed. HR Director Lang noted that if the organization covers the travel then the organization is the one who books the travel, the rental car and hotel and typically the organization has access to a negotiated rate.

Vice Chairperson Martin Maier asked for public comment. Dianne Deadrich asked how many finalist there will be and is there a limit. HR Director Lang answered that there will be three to maybe five at the most. More closely to three. Ms. Deadrich asked if that should be included in the motion and Wendy stated that she does not recommend the board lock themselves in to a number because the board does not yet know what the candidate pool is going to look like.

MOTION/VOTE:

Trustee Tattersall made a motion to cover travel expenses for the finalists when they come here with monetary details to be determined later. Vice Chairperson Martin Maier made a second and the motion carried unanimously with a 4-0 vote.

Vice Chairperson Martin Maier noted that she thinks having a mixer for the candidates is a great opportunity for staff to interact with the candidates as well as having the candidates do a presentation for those in attendance at the mixer. If the commissioners would like to meet the

candidates it would be a good occasion to get them re-involved in the library and other county officials and community leaders as well.

MOTION/VOTE:

Trustee Tattersall made a motion to have two panels and on each panel there will be one library board member, one library staff member and a minimum of one county staff member. A representative from the Friends of the Library Board will be invited to be on a panel. A representative from the Rotary Club will be invited to be on a panel and there will be a maximum of five people per panel.

Deputy District Attorney Rosser noted that if the panel is appointed today and the panel reports directly back to this board it would be subject to the Open Meeting Law. She recommended that the panel refer their recommendations to Human Resources as Trustee Tattersall suggested and Human Resources can digest the information and make a recommendation directly to the board.

Trustee Harper made a second. Vice Chairperson Martin Maier stated that the panel interview motion has been raised and seconded and all were in favor with 4 ayes.

A date was selected to have the mixer the week of the 25th, in line with the October board meeting on October 26th. HR Director Lang suggested that if the board hold the mixer on the evening of the 25th and anticipate interviews on the 26th the board could invite members of the public that attended the mixer to provide in public comment at the board meeting on the 26th their feedback either written or in person or the board can formally interview and have a discussion about the candidates.

MOTION/VOTE:

Trustee Tattersall made a motion that the board plan to do the final interviews on October 26th at the board's regular Library Board meeting, bring the candidates to town the day before and have a mixer at the CVIC the evening of the 25th inviting the public and inviting public comment on the candidates as part of the meeting on the 26th. Trustee Garrahan made a second. There being no public comment, the vote carried unanimously with a 4-0 vote.

RECESS AT 10:55 AM
RESUME AT 11:01 AM

7. DISCUSSION AND UPDATE ON STRATEGIC PLAN FIRST STEPS, INCLUDING BUT NOT LIMITED TO TIMELINE, EXPECTATIONS AND NEEDS OF LIBRARY STAFF AND TRUSTEES, AND SURVEY AND FOCUS GROUP GOALS. [Action]

Interim Director Julia Brown noted that she and Veronica met with Dr. Fred Steinmann and he stated that in the next two weeks he will be putting together some data points with the basic demographic information. He is anticipating the 2020 census will be available within the next few weeks, possibly by October and he will be including the census report in the demographic

few weeks, possibly by October and he will be including the census report in the demographic summary as well. She stated the next step is to have a survey put out both in hard copy and digital and in English and Spanish by the end of the month. Dr. Steinmann provided Julia and Veronica a copy of Carson City's survey when they did their strategic plan. The library's survey will be very similar to this survey but with questions customized for this library. Interim Director Brown went over the survey with the board and a lengthy discussion was had about the types of questions to ask and where the survey should be distributed. She noted that along with a press release the survey will be posted on the county website and the library website as well as on social media. It was suggested to distribute the survey at the Community & Senior Center, county offices, the museum and the visitor center. Trustee Tattersall recommended having the survey at the schools. She also recommended distributing a flyer with the library's website and a QR code so people can pull up the survey on their phones. Interim Director Brown noted that the survey will be going out within two weeks and the next step in the planning process is to conduct stakeholder interviews which are one on one interviews with Dr. Steinmann. The stakeholders will include staff, board members, representatives from the Friends of the Library, different county offices, the school district in both the valley and the lake. Community stakeholders will include the Zephyr Cove Tennis Association, park staff, preschools, Washoe Tribe, Juvenile Detention Center and China Spring. She noted that Dr. Steinmann is the one who will reach out to the stakeholders to schedule the interviews and will do that in the next two weeks. It was suggested to add the rotary to the list of stakeholders as well as TRE board, Chamber of Commerce and County Commissioner Gardner. She explained that after the stakeholder interviews are done the next step is the organizational workshops which will more than likely start in October. The workshops consist of three groups of ten people who will be asked in depth questions based on what was discussed during the stakeholder interviews. She noted that Dr. Steinmann recommended that board members do not participate in the workshops because it is more difficult for the workshop attendees to open up when the people who are making the decisions are present. She stated that based on the information gathered from the workshops the board will get together to establish the goals and objectives.

Vice Chairperson Martin Maier asked for public comment. There was no public comment.

8. DISCUSSION ON THE BOOKMOBILE SCHEDULE, INCLUDING AN UPDATE ON THE ADDITION OF SOUTH COUNTY STOPS IN GARDNERVILLE RANCHOS AND DRESSLERVILLE. [Action]

Library Supervisor Laura Treinen informed the board that she met with the library's bookmobile coordinator, Karen Myers and Karen has reached out to Curriculum and Instruction for the Douglas County schools and they are working on days to bring the bookmobile to the schools. She stated that some of the places the library is looking into scheduling in September for the bookmobile is Head Start at Dresslerville, the Washoe Tribal Lands, Ranchos Aspen Park and the Boys and Girls Club at Pau-Wa-Lu for after school programming. She noted that she and Karen are still working on the bookmobile's fall schedule. The farmers market at Heritage Park will be done September 15th and the Minden farmers market on September 28th so there will be no more bookmobile visits to those parks after that. There has been a lot of communication but no final dates.

Public comment from Dianne Deadrich suggested some venues the bookmobile could visit such as the Dresslerville Community Center. After school on Thursdays they have an after school program with tutoring. It was also suggested that the bookmobile visit the Dresslerville Senior Center.

Laura mentioned that the library is providing hotspots and laptops at TRE Community Center for those displaced from the Tamarak and Caldor fires. The library has added an extra stop there as well.

9. DISCUSSION AND UPDATE ON CARPET AND SHELVING PROJECT, INCLUDING BUT NOT LIMITED TO STATUS OF PROJECT QUOTES AND TIMELINE. [Discussion]

Veronica stated that the library will be moving forward with the carpet and shelving project. She noted that the board voted to fund this project using the Adjusted Opening Fund Balance and that the library's audited fund balance won't be available until the audit is finished at the end of November or beginning of December. She stated that once the library knows what the fund balance looks like, the library will start the project and get some updated quotes.

Vice Chairperson Martin Maier asked for public comment. There was no public comment.

10. INTERIM LIBRARY DIRECTOR'S MONTHLY REPORT ON LIBRARY OPERATIONS AND STATISTICAL REPORTS FROM STAFF.

The interim director's monthly report and statistical reports are attached and made a part of these minutes.

11. CLOSING PUBLIC COMMENTS.

Vice Chairperson Martin Maier asked for public comment.

There being no public comment, public comment was closed.

MEETING ADJOURNED AT 11:30 A.M.

Lib. Board of Trustees Mtg 9/28/21
Consent Calendar
Agenda Item 4a

Gift Fund Claims
August / September 2021

*Center Point	Donated funds in memory of Helen Raso – large print	03819	\$ 45.73
*Blackstone Audio	Donated funds in memory of Helen Raso – audiobooks	03833	\$ 244.78
*Center Point	Donated funds in memory of Helen Raso – large print	03834	\$ 68.23
OverDrive	Ebooks – LSTA Evolving Needs Grant	03835	\$ 1,298.05
*DoCo Procurement Program	TAB Meeting	03837	\$ 29.58
*DoCo Procurement Program	Adult Crafting Program	03839	\$ 67.32
*Blackstone Audio	Donated funds in memory of Helen Raso – audiobooks	03845	\$ 92.39
OverDrive	Ebooks – LSTA Evolving Needs Grant	03847	\$ 109.00

*Funding/partial funding by Friends of the Library

GIFT FUND EXPENDITURES REPORT FY 21-22

9/23/2021

Vendor	Date	Programs	Library Materials	All Others	Notes
Town of Minden	5/27/2021	50.00			CVIC rent for SRP 2021 kickoff performance (FOL)
Swank Movie Licensing	6/17/2021	1,438.00			Movie licensing for Minden (FOL)
Demco	7/13/2021	366.20			Crafting bags for Summer reading Storytime in the Park (FOL)
Petty Cash	7/19/2021			17.99	Employee recognition
Town of Minden	7/24/2021	50.00			CVIC rent for SRP 2021 finale performance 7/29/21 (FOL)
Amazon	7/23/2021	30.98			Dice for prizes for SRP 2021
OverDrive	7/31/2021		2,419.60		Library materials: ebooks purchased with LSTA Evolving Need Statewide Grant
Pioneer Center for the Performin	8/3/2021	400.00			Show for Summer Reading Finale (FOL)
Do Co Procurement Program	7/29/2021	33.47			Items for library program
OverDrive	8/4/2021		1,052.84		Library materials: ebooks purchased with LSTA Evolving Need Statewide Grant
Midwest Tape	8/4/2021		3,030.93		Online digital services purchased with LSTA Evolving Need Statewide Grant
OverDrive	8/26/2021		1,298.05		Library materials: ebooks purchased with LSTA Evolving Need Statewide Grant
Blackstone Audio	8/26/2021		244.78		Library materials purchased with donated funds- Helen Raso Memorial
CenterPoint	8/26/2021		68.23		Library materials purchased with donated funds- Helen Raso Memorial
CenterPoint	8/7/2021		45.73		Library materials purchased with donated funds- Helen Raso Memorial
Do Co Procurement Program	8/30/2021	29.58			Items for TAB meeting
Do Co Procurement Program	9/7/2021	67.32			Items for the Adult Crafting Club
Blackstone Audio	9/8/2021		92.39		Library materials purchased with donated funds- Helen Raso Memorial
OverDrive	9/8/2021		109.00		Library materials: ebooks purchased with LSTA Evolving Need Statewide Grant
					Grand Total:
TOTALS		2,465.55	8,361.55	17.99	\$10,845.09
		Programs	Materials	All others	\$10,845.09

Lib. Board of Trustees Mtg 9/28/21

Agenda Item #5a

Douglas County Public Library

Budget Summary

Fiscal Year 2021-2022

Month End 8/31/2021

% of Fiscal Year

16.9%

EXPENDITURE ACCOUNTS

Salaries & Wages

Budgeted	Augments	Current month	Year-to-date	% Used
\$920,594		\$51,186	\$113,524	12%

Benefits

Budgeted	Augments	Current month	Year-to-date	% Used
\$455,734		\$26,567	\$46,912	10%

Services & Supplies

Budgeted	Amend-ments	YTD Current month	YTD Encumber	Year-to-date	% Used
\$615,589		\$56,223	\$205,218	\$71,887	45%

Some individual lines are paid only once per year, in July and will therefore show a higher than expected percentage of disbursements in the early months of a fiscal year.

Capital Outlay **

Budgeted	Amend-ments	Current	YTD Encumber	Year-to-date	Amended Less YTD	% Used
\$0		\$0	\$0	\$0	\$0	0%

Capital Projects ** 224-804-562-000 & 224-804-564-500

Budgeted	Amended Budget	Current	YTD Encumber	Year-to-date	Budget less YTD	% Used
\$0						

** These are pass-through accounts. During the year money will be transferred from Services & Supplies lines or money will be augmented by grant payments. Any single item costing \$50,000 or more will pass through this account. Augmentations are done as needed per fiscal year, and so these accounts can show a negative balance.



Library Expense Budget Performance Report

Fiscal Year to Date 08/31/21
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	Encumbrances	YTD Transactions	YTD Transactions	Budget - YTD Transactions	% Used/Rec'd	Prior Year YTD
Fund 224 - Library											
Department 804 - Library											
EXPENSE											
<i>Salaries & Wages</i>											
510.000	Salaries & Wages	920,185.00	.00	920,185.00	43,049.89	.00	79,050.33	.00	841,134.67	9	98,132.58
511.165	Holiday Overtime	.00	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.167	Vacation Payout	.00	.00	.00	.00	.00	15,895.03	.00	(15,895.03)	+++	3,938.65
511.169	Comp Payout	.00	.00	.00	.00	.00	.00	.00	.00	+++	69.03
511.170	Overtime	409.00	.00	409.00	.00	.00	.00	.00	409.00	0	.00
511.171	Holidays	.00	.00	.00	.00	.00	3,010.32	.00	(3,010.32)	+++	2,958.80
511.172	Comp Paid	.00	.00	.00	515.01	.00	1,270.96	.00	(1,270.96)	+++	865.47
511.173	Vacation	.00	.00	.00	7,057.13	.00	12,048.33	.00	(12,048.33)	+++	7,800.75
511.174	Sick	.00	.00	.00	563.82	.00	2,249.28	.00	(2,249.28)	+++	3,112.05
511.178	Sick Leave Payoff	.00	.00	.00	.00	.00	.00	.00	.00	+++	.00
		\$920,594.00	\$0.00	\$920,594.00	\$51,185.85	\$0.00	\$113,524.25	\$0.00	\$807,069.75	12%	\$116,877.33
<i>Salaries & Wages Totals</i>											
<i>Employee Benefits</i>											
511.181	Retirement	264,647.00	.00	264,647.00	14,709.44	.00	28,010.40	.00	236,636.60	11	32,349.12
511.182	Workers Comp	22,987.00	.00	22,987.00	1,307.05	.00	2,716.16	.00	20,270.84	12	2,813.10
511.183	Group Insurance	139,638.00	.00	139,638.00	8,858.50	.00	12,650.23	.00	126,987.77	9	13,400.30
511.184	Unemployment	4,646.00	.00	4,646.00	258.50	.00	571.06	.00	4,074.94	12	589.53
511.186	Medicare	13,462.00	.00	13,462.00	704.42	.00	1,591.64	.00	11,870.36	12	1,641.16
511.189	Cell Phone Stipend	3,060.00	.00	3,060.00	170.00	.00	255.00	.00	2,805.00	8	595.00
511.195	Social Security	586.00	.00	586.00	.00	.00	.00	.00	586.00	0	.00
511.201	PEBS-Ret-Medical	6,708.00	.00	6,708.00	559.00	.00	1,118.00	.00	5,590.00	17	559.00
		\$455,734.00	\$0.00	\$455,734.00	\$26,566.91	\$0.00	\$46,912.49	\$0.00	\$408,821.51	10%	\$51,947.21
<i>Employee Benefits Totals</i>											
<i>Services & Supplies</i>											
520.029	Program Underwriting	7,300.00	.00	7,300.00	.00	.00	.00	.00	7,300.00	0	(634.50)
520.045	Computer System	60,732.00	.00	60,732.00	19,428.65	.00	14,159.53	.00	46,572.47	23	6,504.38
520.055	Telephone Expense	7,467.00	.00	7,467.00	891.56	.00	1,783.12	.00	5,683.88	24	1,510.63
520.060	Postage/Po Box Rent	1,772.00	.00	1,772.00	267.99	.00	542.98	.00	1,229.02	31	547.36
520.064	Travel	1,000.00	.00	1,000.00	.00	.00	.00	.00	1,000.00	0	.00
520.072	Advertising	.00	.00	.00	649.00	.00	649.00	.00	(649.00)	+++	.00
520.078	Printing & Binding	600.00	.00	600.00	.00	.00	.00	.00	600.00	0	418.69



Library Expense Budget Performance Report

Fiscal Year to Date 08/31/21
Exclude Rollup Account

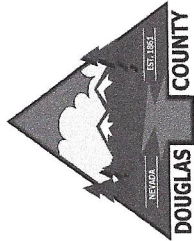
Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	Encumbrances	YTD Transactions	YTD Transactions	Budget - YTD Transactions	% Used/Rec'd	Prior Year YTD
520.085	Communications	3,072.00	.00	3,072.00	494.56	.00	494.56	494.56	2,577.44	16	.00
520.088	Utilities	29,781.00	.00	29,781.00	2,037.04	.00	4,370.56	4,370.56	25,410.44	15	3,097.58
520.097	Maint B&G	3,700.00	.00	3,700.00	14.58	.00	364.45	364.45	3,335.55	10	1,291.49
520.098	Janitorial Services	30,912.00	.00	30,912.00	2,538.00	25,380.00	5,076.00	5,076.00	456.00	99	935.51
520.107	Maint Equip	3,499.00	.00	3,499.00	1,392.00	.00	1,392.00	1,392.00	2,107.00	40	1,382.99
520.114	Motor Pool Expense	5,256.00	.00	5,256.00	.00	.00	438.00	438.00	4,818.00	8	912.16
520.116	Veh. Maint-Co Shop	2,500.00	.00	2,500.00	.00	.00	.00	.00	2,500.00	0	.00
520.136	Rents & Leases Equipment	3,100.00	.00	3,100.00	291.45	.00	588.53	588.53	2,511.47	19	606.39
520.156	Risk Mgmt-Co. Insurance	34,865.00	.00	34,865.00	.00	.00	.00	.00	34,865.00	0	.00
520.169	EMRB Assessment	76.00	.00	76.00	.00	.00	.00	.00	76.00	0	42.00
520.170	Memberships	1,000.00	.00	1,000.00	.00	.00	.00	.00	1,000.00	0	.00
520.194	Cellular Phones	1,734.00	.00	1,734.00	.00	.00	272.41	272.41	1,461.59	16	.00
520.200	Training & Education	500.00	.00	500.00	.00	.00	550.00	550.00	(50.00)	110	.00
520.240	Data Lines	3,600.00	.00	3,600.00	299.96	.00	674.90	674.90	2,925.10	19	653.20
521.100	Professional Services	.00	.00	.00	.00	.00	395.00	395.00	(395.00)	+++	.00
521.134	Cataloging	20,000.00	.00	20,000.00	1,004.66	3,609.50	1,666.72	1,666.72	14,723.78	26	1,173.09
521.500	Admin & Overhead	159,123.00	.00	159,123.00	.00	.00	.00	.00	159,123.00	0	.00
530.001	Circulation Supplies	1,500.00	.00	1,500.00	.00	.00	.00	.00	1,500.00	0	855.29
532.003	Gas & Oil	3,000.00	.00	3,000.00	144.43	.00	365.10	365.10	2,634.90	12	.00
532.054	Library Materials	210,000.00	.00	210,000.00	25,804.13	167,926.64	35,920.91	35,920.91	6,152.45	97	29,029.95
532.057	Processing Materials	11,000.00	.00	11,000.00	487.72	8,302.21	797.79	797.79	1,900.00	83	535.54
532.065	Institutional Supplies	.00	.00	.00	.00	.00	.00	.00	.00	+++	.00
533.800	Office Supplies	2,500.00	.00	2,500.00	.00	.00	147.47	147.47	2,352.53	6	151.78
533.802	Small Equipment	500.00	.00	500.00	.00	.00	.00	.00	500.00	0	.00
533.813	Office Products Program	5,100.00	.00	5,100.00	442.25	.00	690.68	690.68	4,409.32	14	1,162.06
533.817	Small Projects	.00	.00	.00	.00	.00	512.55	512.55	(512.55)	+++	.00
540.012	Statewide Collection Gran	.00	.00	.00	.00	.00	.00	.00	.00	+++	.00
550.100	Bank Fees-Credit Card Processing	400.00	.00	400.00	34.72	.00	34.72	34.72	365.28	9	29.34
<i>Services & Supplies Totals</i>		\$615,589.00	\$0.00	\$615,589.00	\$56,222.70	\$205,218.35	\$71,886.98	\$71,886.98	\$338,483.67	45%	\$50,204.93
<i>Capital Outlay/Projects</i>		.00	.00	.00	.00	.00	.00	.00	.00	+++	.00
562.000	Capital Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
<i>EXPENSE TOTALS</i>		\$1,991,917.00	\$0.00	\$1,991,917.00	\$133,975.46	\$205,218.35	\$232,323.72	\$232,323.72	\$1,554,374.93	22%	\$219,029.47
<i>Department 804 - Library Totals</i>		(\$1,991,917.00)	\$0.00	(\$1,991,917.00)	(\$133,975.46)	(\$205,218.35)	(\$232,323.72)	(\$232,323.72)	(\$1,554,374.93)	22%	(\$219,029.47)
<i>Fund 224 - Library Totals</i>		\$1,991,917.00	\$0.00	\$1,991,917.00	\$133,975.46	\$205,218.35	\$232,323.72	\$232,323.72	\$1,554,374.93		\$219,029.47
<i>Grand Totals</i>		\$1,991,917.00	\$0.00	\$1,991,917.00	\$133,975.46	\$205,218.35	\$232,323.72	\$232,323.72	\$1,554,374.93		\$219,029.47



Gift Fund Expense Budget Performance Report

Fiscal Year to Date 08/31/21
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 235 - Library Gift Fund										
Department 800 - Library Gift Fund										
	EXPENSE									
	Services & Supplies									
532.061	Library Gift Fund	.00	.00	.00	1,959.35	.00	9,358.12	(9,358.12)	+++	.00
	<i>Services & Supplies Totals</i>	\$0.00	\$0.00	\$0.00	\$1,959.35	\$0.00	\$9,358.12	(\$9,358.12)	+++	\$0.00
	EXPENSE TOTALS	\$0.00	\$0.00	\$0.00	\$1,959.35	\$0.00	\$9,358.12	(\$9,358.12)	+++	\$0.00
Department 800 - Library Gift Fund	Totals	\$0.00	\$0.00	\$0.00	(\$1,959.35)	\$0.00	(\$9,358.12)	\$9,358.12	+++	\$0.00
Fund 235 - Library Gift Fund	Totals	\$0.00	\$0.00	\$0.00	\$1,959.35	\$0.00	\$9,358.12	(\$9,358.12)	+++	\$0.00
	Grand Totals	\$0.00	\$0.00	\$0.00	\$1,959.35	\$0.00	\$9,358.12	(\$9,358.12)		\$0.00



Gift Fund Income Statement

Through 08/31/21
Detail Listing
Exclude Rollup Account

Account	Account Description	Budget Amount	YTD	Actual Amount	MTD	Actual Amount	YTD	YTD Actual	Budget Less	% of Budget	Prior Year	YTD Total
Fund Category Governmental Funds												
Fund Type Governmental-Spec Revenue												
Fund 235 - Library Gift Fund												
REVENUE												
Department 000 - Revenue												
<i>Interest Revenue</i>												
361.211	Invest. Earnings-LGIP	52.00	1.61	3.28	48.72	6	5.58					
361.212	Invest. Earnings-BNY Mellon	1,204.00	68.83	143.72	1,060.28	12	106.54					
	<i>Interest Revenue Totals</i>	\$1,208.00	\$70.44	\$146.66	\$1,061.34	12%	\$112.12					
<i>Miscellaneous Revenue</i>												
367.102	Donations	.00	768.74	5,934.74	(5,934.74)	+++	1,142.90					
	<i>Miscellaneous Revenue Totals</i>	\$0.00	\$768.74	\$5,934.74	(\$5,934.74)	+++	\$1,142.90					
Department 000 - Revenue Totals												
		\$82,576.00	\$839.18	\$6,081.40	\$76,494.60	7%	\$1,255.02					
	REVENUE TOTALS	\$82,576.00	\$839.18	\$6,081.40	\$76,494.60	7%	\$1,255.02					
EXPENSE												
Department 800 - Library Gift Fund												
<i>Services & Supplies</i>												
532.061	Library Gift Fund	.00	1,959.35	9,358.12	(9,358.12)	+++	.00					
	<i>Services & Supplies Totals</i>	\$31.00	\$1,959.35	\$9,358.12	(\$9,327.12)	30,187%	\$0.00					
Department 800 - Library Gift Fund Totals												
		\$82,576.00	\$1,959.35	\$9,358.12	\$73,217.88	11%	\$0.00					
	EXPENSE TOTALS	\$82,576.00	\$1,959.35	\$9,358.12	\$73,217.88	11%	\$0.00					
Grand Totals												
	REVENUE TOTALS	82,576.00	839.18	6,081.40	76,494.60	7%	1,255.02					
	EXPENSE TOTALS	82,576.00	1,959.35	9,358.12	73,217.88	11%	.00					
	Grand Total (Net Gain (Loss))	\$0.00	(\$1,120.17)	(\$3,276.72)	(\$3,276.72)	+++	\$1,255.02					



Gift Fund Trial Balance Listing

Through 08/31/21
Detail Listing
Exclude Rollup Account

Account	Account Description	Balance Forward	YTD Debits	YTD Credits	Ending Balance	Prior Year YTD Balance
Fund 235 - Library Gift Fund						
	<i>Current Assets</i>					
101.000	Cash	69,747.77	6,207.11	7,945.89	68,008.99	73,594.12
101.090	Investment-FMV Adjust	1,102.75	.00	.00	1,102.75	2,269.65
121.100	Interest Receivable	430.27	7.67	133.04	304.90	326.48
	<i>Current Assets Totals</i>	<u>\$71,280.79</u>	<u>\$6,214.78</u>	<u>\$8,078.93</u>	<u>\$69,416.64</u>	<u>\$76,190.25</u>
	<i>Current Liabilities</i>					
202.000	Accounts Payable	(496.78)	7,845.55	9,258.12	(1,909.35)	.00
	<i>Current Liabilities Totals</i>	<u>(\$496.78)</u>	<u>\$7,845.55</u>	<u>\$9,258.12</u>	<u>(\$1,909.35)</u>	<u>\$0.00</u>
	<i>Fund Balance</i>					
253.000	Fund Balance	(74,935.23)	.00	.00	(74,935.23)	(74,935.23)
	<i>Fund Balance Totals</i>	<u>(\$74,935.23)</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>(\$74,935.23)</u>	<u>(\$74,935.23)</u>



Proprietary & Confidential

FINAL REPORT

Douglas County Public Library

ORGANIZATIONAL ASSESSMENT

September 22, 2021

Moss Adams LLP
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MOSSADAMS

This report is intended for the internal use of Douglas County Public Library, and may not be provided to, used, or relied upon by any third parties.

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I. EXECUTIVE SUMMARY

A. BACKGROUND, SCOPE, AND METHODOLOGY

The Douglas County Public Library (the Library) operates as a department within Douglas County (the County). It is governed by a five-member Library Board of Trustees (LBOT) appointed by the Board of County Commissioners. Due to several reports to the Douglas County Ethics Hotline, the County Manager engaged Moss Adams, LLP (Moss Adams) to conduct an organizational assessment of Library operations and services. This comprehensive review was designed to identify opportunities for improvement in:

- **Governance:** governance structure, LBOT and management roles and responsibilities, and communication norms.
- **Organization:** structure, staffing levels and skills, workloads, span of control, roles and responsibilities, job descriptions, accountability, and management practices.
- **Operations:** policies, procedures, workflow processes, communication, facilities, technology, and equipment.
- **Services:** program and service delivery, performance metrics, and performance reporting.

Moss Adams conducted the assessment between May and September 2021. The analysis was informed by interviews with Library staff, the LBOT, other County departments, and Library partners. The assessment also included document reviews and research into best practices.

B. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Observations and recommendations are grouped into three categories: governance and leadership, library operations, and community engagement.

OBSERVATIONS AND RECOMMENDATIONS	
Governance and Leadership	
1.	<p>Observation In the midst of a leadership transition and ongoing community relations challenges, the Library is in the beginning stages of an important strategic planning process that will guide Library operations for five years.</p> <p>Recommendation The Library should develop an outcome-based, long-term strategic plan that is rooted in community needs, aligns with Douglas County's strategic plan, and utilizes performance measures to assess progress towards goals.</p>
2.	<p>Observation The Library is preparing to recruit and hire a new Director during a time of complex internal and external challenges.</p> <p>Recommendation Ensure the next Library Director embodies the characteristics needed by the Library to overcome its challenges and is appropriately onboarded to support</p>



OBSERVATIONS AND RECOMMENDATIONS		
		success in this role. Leverage the LBOT to support a smooth leadership transition.
3.	Observation	The Library's governing environment has contributed to challenges related to leadership alignment, trust, and the perception of support, which ultimately impedes organizational effectiveness.
	Recommendation	Fully and consistently implement a policy governance model to focus the Library Board of Trustees (LBOT) on policy and strategy with delegation of operations to the Director.
4.	Observation	Strained relationships among Library leadership negatively affect the Library's operations, decision-making, and ability to serve the community.
	Recommendation	The Library's leadership should reaffirm a commitment to their distinct roles and responsibilities as servant-leaders of Douglas County, thereby establishing positive working relationships to deliver high-quality library services to all members of the community.
5.	Observation	Library management display limited collaboration with other Douglas County departments and do not consistently participate in County-wide initiatives.
	Recommendation	Library leaders should increase collaboration with other County departments and actively participate in County-wide initiatives to promote alignment with strategies and goals.
Library Operations		
6.	Observation	The Library lacks continuity planning strategies to ensure adequate back-up for key roles and to support employee development.
	Recommendation	The Library should develop a plan to cross-train employees in order to ensure adequate back-up for key roles and to support employee growth and development, with priority placed on management functions.
7.	Observation	The Library has lapsed in maintaining a structured and effective internal communication framework to facilitate two-way communication.
	Recommendation	Establish formal internal communication protocols that encourage productive and frequent two-way communication between management and staff.
8.	Observation	The Library currently lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities.
	Recommendation	Establish a consistent program evaluation process and reporting system to ensure programs advance the Library's mission, respond to community needs, and are delivered equitably.
9.	Observation	There is no additional training provided to Library staff after the new hire onboarding process. Workplace skills are acquired through on-the-job activities or self-guided practices.



OBSERVATIONS AND RECOMMENDATIONS	
Recommendation	The Library should create a systematic training program for all employees, including recently promoted employees, to prepare them for success in their role.
10. Observation	The Library has no formal volunteer program or policies to identify Library needs, manage volunteer onboarding, or match volunteer skills.
Recommendation	A. Establish a process to evaluate programs, activities, and past participation to develop a volunteer program that addresses Library needs. B. Develop a strategy to assist interested individuals with the new volunteer application process.
11. Observation	Confusion has arisen regarding the appropriate policies and procedures Library staff are required to abide by.
Recommendation	A. The Library Director should collaborate with the County Manager, Finance Director, and Human Resources Director to review County policies and procedures, establish a common understanding of policy compliance requirements, and conduct regular reviews to ensure all staff are aware of, and in compliance with, the correct policies and procedures. B. The Library Director should align Library procedures with County policies and defer to County policies where appropriate to reduce instances where policies may conflict.
12. Observation	The Minden Library has limited capacity and struggles to accommodate programming changes and the evolving needs of the Douglas County community.
Recommendation	The Library Director should develop a list and estimated costs for facility upgrades and submit improvement requests to Facilities Management for inclusion in the County's Capital Improvement Plan.
Community Engagement	
13. Observation	The Library has limited community partnerships resulting in untapped opportunities to better serve Douglas County's diverse community.
Recommendation	Develop a community partnership strategy to engage community organizations, elevate service offerings, and strengthen community relationships.
14. Observation	The Library relies on passive means of collecting feedback on services and programs, and does not actively reach out to underserved community members who could support the production of equitable and relevant programming.
Recommendation	Develop proactive community engagement practices to ensure Library services address the needs and priorities of all community members.
15. Observation	Library staff and Friends of the Library members reported challenges in effectively collaborating and expressed concerns over historical fundraising practices and the process of requesting funds to support programs



OBSERVATIONS AND RECOMMENDATIONS

Recommendation

To harness the benefits of collaboration, the Library should work with the Friends of the Library to develop and utilize a strategic, consistent approach to considering fundraising and programing opportunities.



II. BACKGROUND, SCOPE, AND METHODOLOGY

A. BACKGROUND

Douglas County Public Library was established as a County library in 1967. The mission of the Library is to provide a comprehensive collection of library materials, services, and programs with the support of qualified staff to meet the informational, educational, recreational, and cultural needs of all residents and visitors of Douglas County.

The Library operates as a department within the County and is governed by a five-member Library Board of Trustees appointed by the Board of County Commissioners. The Library Director reports to LBOT and manages the day-to-day operation of the Library.

Moss Adams was hired to perform an organizational assessment of the Library and identify potential areas for improvement. The need for an organizational assessment stemmed from a desire to improve organizational effectiveness, particularly due to events that have disrupted Library functions, including the COVID-19 pandemic and diversity statement controversy. The results of our assessment reveal many opportunities for improving the Library's organizational structure, and in so doing, its relationship with the community. See Section III for the details of the assessment.

B. SCOPE AND METHODOLOGY

This organizational assessment is designed to identify opportunities for improvement in:

- **Governance:** governance structure, LBOT and management roles and responsibilities, and communication norms.
- **Organization:** structure, staffing levels and skills, workloads, span of control, roles and responsibilities, job descriptions, accountability, and management practices.
- **Operations:** policies, procedures, workflow processes, communication, facilities, technology, and equipment.
- **Services:** program and service delivery, performance metrics, and performance reporting.

Moss Adams conducted the assessment between May and September 2021. The project followed four phases:

- **Project initiation and management:** This phase concentrated on comprehensive planning and project management and included: selecting employees to interview, identifying documents to review, communicating results, and establishing regular reports on project status.
- **Fieldwork:** This phase included interviews, document review, and best practice research. We worked with Library staff to obtain the most up-to-date, available information and insights.



- *Interviews:* We conducted interviews with the Library staff, LBOT, other County departments, and Library partners.
- *Document review:* We reviewed documents including policies, procedures, organization charts, programs, performance measures, etc.
- *Best practice research:* Based on opportunities for improvement identified, we conducted research on best practices and industry standards in other districts.
- **Analysis:** This phase served as the assessment portion of the project where, based on information gathered, we evaluated the importance, impact, and scope of our observations in order to develop actionable recommendations.
- **Reporting:** This phase concluded the project by reviewing draft observations and recommendations with the County Manager to validate facts and confirm the practicality of recommendations.



III. OBSERVATIONS AND RECOMMENDATIONS

Based on input gathered from interviews, document reviews, and comparisons to best practices, we have prepared a comprehensive set of observations and recommendations. The following section details of our observations and recommendations and is broken into three categories: governance and leadership, library operations, and community engagement.

A. GOVERNANCE AND LEADERSHIP

Strategic Planning

1.	Observation	In the midst of a leadership transition and ongoing community relations challenges, the Library is in the beginning stages of an important strategic planning process that will guide Library operations for five years.
	Recommendation	The Library should develop an outcome-based, long-term strategic plan that is rooted in community needs, aligns with Douglas County's strategic plan, and utilizes performance measures to assess progress towards goals.

The Library is in the beginning stages of replacing the current Long-Range Plan, which has been in place for more than a decade. Because the new plan will serve as the cornerstone for Library governance and operations for five or more years, the outcomes of this process will be significant and enduring. A strategic plan provides the Library with a clear direction to serve community needs, identifies goals and objectives, and establishes evaluation and assessment opportunities for the Library's future. A strong strategic plan is vital to the Library's long-term success and there are many factors Library stakeholders should consider when determining how the strategic planning process will occur.

The roles and responsibilities of Trustees, the Director, Library staff, and any other participating stakeholders should be explicitly determined at the beginning of the planning process. The aims of the strategic planning process, available resources, and the timeline for completing the strategic plan should also be decided prior to engaging with the content of the strategic plan.

A strong strategic planning process is rooted in the community. The Library is an important community resource that should be accessible to all Douglas County residents. Although effective planning is largely a coordinated effort between the Board, Director, staff, consultants, and other County stakeholders, community input is paramount. Those involved in the planning process should both examine the what makes Douglas County unique and



solicit input directly from community members to determine how the Library can best serve the community.

- *Factors unique to Douglas County* include current and projected County demographics, current and projected financial support for the Library, and the presence of other local organizations that offer complementary or competing services.
- *Community input* should be solicited from both Library users and non-users via focus groups, surveys, or other methods. This input should be used to determine how the public perceives the Library and to discover which community needs the Library can address. Although they may be harder to contact, engaging with non-users and potential users is just as important, or perhaps even more important, than engaging with regular Library users.

Once the strategic planning process is complete, the Library should align their strategic plan with the Douglas County strategic plan. Although it maintains a separate strategic plan, the Library is a department of the County, providing its services to the same population within same geographic area as all other departments. Aligning strategic plans can both help identify opportunities for collaboration between County departments and position the Library as an integral part of the County's overall strategy. Linking strategic plans also signals to County stakeholders that the Library shares a common purpose with, and can be an asset to, the Douglas County government.

At a minimum, an effective strategic plan should delineate the following:

- **Mission:** A concise statement of the Library's purpose and its role in the community.
- **Vision:** An inspiring description of how the Library would optimally serve the community and manifest its values and goals as an organization in the future.
- **Goals:** Specific, desired end results that the Library will work toward in fulfilling its mission and pursuing its vision.
- **Performance measures:** The metrics by which the Library, LBOT, and Library staff will determine whether the Library is progressing toward and accomplishing its goals and advancing toward its vision.

It is important to note that the American Library Association advises against including explicit actions to achieve operational strategies. When present in a strategic plan, specific actions can hinder operational flexibility and go beyond the scope of the strategic planning process. The desired outcome should be made clear while operational strategies should be fully delegated to Library staff.

A strong strategic plan with effective performance measures contributes to successful policy governance by reinforcing the distinct roles and responsibilities of LBOT and the Director. To achieve an effective policy governance model, LBOT must set goals and evaluate progress toward these goals, while the Director and Library staff handle operations, strategies, and tactics (see [Recommendation 3](#)). The strategic plan will outline the comprehensively reimagined vision and goals for the Library as well as how the they will



measure the success of the Library and its Director. These goals and performance measures provide the framework and direction of all Library operations. Simultaneously, a strong strategic plan recognizes the operational latitude that must be afforded to the Director and staff to accomplish these goals. The LBOT ultimately steers the Library by designing and assessing performance toward strategic goals, not by managing Library activities.

In addition to the strategic plan, the Library may want to consider a separate or integrated technology and emergency preparedness plan. As highlighted in the Library's current long-range plan, in a twenty-first century library, technology is an integral component of serving community needs. It may be helpful to formally plan and document how the Library will use technology to optimize internal operations and provide services to the Douglas County community. Additionally, the far-reaching consequences of the COVID-19 pandemic have demonstrated how emergency planning can be critical to an organization's success. Formally planning how the Library will respond to pandemics, natural disasters, man-made disasters, and other unexpected hazards will increase the resilience of the Library.

New Director

<p>2. Observation</p>	<p>The Library is preparing to recruit and hire a new Director during a time of complex internal and external challenges.</p>
<p>Recommendation</p>	<p>Ensure the next Library Director embodies the characteristics needed by the Library to overcome its challenges and is appropriately onboarded to support success in this role. Leverage the LBOT to support a smooth leadership transition.</p>

The Library is preparing to recruit a new Director. The previous Director left the position under challenging circumstances in July 2021. As of August 2021, the Library is undergoing a strategic planning process and facing difficulties related to governance, operations, and community engagement. The choice of Director will have a profound impact on the Library's ability to overcome its challenges and serve the Douglas County community.

Recent media coverage of Library disruptions affected both Library staff and the Douglas County community. These factors could potentially deter qualified Director candidates from applying for the role. To encourage candidates to apply, the LBOT should publicly emphasize its support of the individual filling the role. Ideally, the Board of County Commissioners should also express support for the new Director role.

As a result of the Douglas County Public Library's recent history and current challenges, the LBOT should search for a Director with traits that would help to establish long-term success in serving the Douglas County Community. Some of these qualities could include:

- Unifier
- Community-oriented



- Collaborative
- Data-driven

Additional information about these traits is included in [Appendix A](#).

As the LBOT conducts the Director recruitment process, they should consider soliciting additional input from Library employees related to ideal Director characteristics, leadership style, and communication practices. Successful search processes typically involve five stages once an initial pool of candidates is identified and screened by phone.

- **First interviews:** The search committee interviews five to eight potential candidates, with the goal of choosing the top two or three candidates.
- **Reference checks:** Reference and background checks are completed for the top candidates. Starting the reference process at this point helps the search committee identify any serious issues and clarify outstanding questions. If concerns arise, the candidates have an opportunity to provide further context that may be useful for the search committee's deliberations.
- **Meet and greet:** The top finalists are invited to a meet and greet with LBOT, Library staff, and partner organizations like the Friends of the Douglas County Library (Friends of the Library). This meeting is not an interview, but rather an opportunity for the candidate to talk with employees and stakeholders, for the Library promotion, and for staff to be involved in sharing feedback.
- **Final decision:** The final hiring decision is made by LBOT. If the top choice candidate is not ultimately available, it would be preferable for LBOT to fully restart the search rather than performing an abbreviated recruitment process.

In preparation for the new Director, LBOT should ensure that it has an accurate and updated leadership onboarding plan. The onboarding plan should address the need for the new Director to develop an understanding of the organizational culture, be patient in building credibility, and focus on creating relationships with staff and community stakeholders (see [Community Engagement](#)). The onboarding plan should also reflect an understanding of the distinct, separate roles and responsibilities of the LBOT and the Library Director (see [Recommendation 3](#)). Leadership onboarding should also address the standards by which the Director will be assessed during an annual performance evaluation.

The following lists important steps that the Director should take in the first few months of the appointment to be successful in the new role:

- Within the first 60 Days:
 - *Onboard effectively*, becoming familiar with the Library's mission, vision, strategic plan, policies, facilities, finances, service population, web presence, circulation and program statistics, communication practices, and other relevant factors that affect Library operations.



- *Establish relationships* with Library staff, the LBOT, the Board of County Commissioners, other County Departments, Library partners, patrons, and the Douglas County Community.
- Within the first 120 Days:
 - *Provide technical advice* in the Library’s new strategic planning process, if still ongoing.
 - *Collaborate* with the LBOT and Library staff to develop strategies to address the internal and external challenges currently facing the Library (Findings 6 – 15).

Policy Governance

3	Observation	The Library’s governing environment has contributed to challenges related to leadership alignment, trust, and the perception of support, which ultimately impedes organizational effectiveness.
	Recommendation	Fully and consistently implement a policy governance model to focus the Library Board of Trustees (LBOT) on policy and strategy with delegation of operations to the Director.

LBOT is responsible for setting policy direction and delegating the authority to implement adopted policies and manage Library operations to the Library Director. According to Nevada Revised Statute (NRS) 379.025, Trustees should:

- Establish, supervise, and maintain a library
- Appoint, evaluate the performance of and, if necessary, dismiss a librarian
- Hold and possess the property and assets of the library in trust for the public
- Submit annual budgets to the Board of County Commissioners, containing detailed estimates of the amount of money necessary for the operation and management of the library for the following year
- Establish bylaws and regulations for the management of the library and their own management
- Manage all the property, real and personal, of the library
- Maintain or defend any action in reference to the property or affairs of the library

However, the LBOT does not consistently operate at the level intended for Trustees per State law or utilize a policy governance model. For example, Trustees often delve into operational matters such as bookmobile scheduling, appropriate staffing levels at the front desk, and operating hours. As a result, LBOT members sometimes participate in discussions that should occur between the County Manager, Director, supervisors, and staff. Not only is this not the best use of Trustee time, but the insertion of LBOT members in day-to-day issues can perpetuate a sense of doubt among Library personnel, effectively undermining their roles, authority, and expertise. This practice contributes to a perception of

mistrust among the LBOT, the Director, and staff. To be effective in their role, the Director must be provided sufficient latitude to direct operational matters.

Under a policy governance model, the primary responsibilities of the LBOT include the following:

- **Framework:** Establish the Library’s mission and vision, thereby defining the Library’s place in the Douglas County community and ensuring it serves residents’ needs.
- **Direction:** Set the direction for the organization by developing Library policies, establishing goals and organizational performance measures, and submitting budgets to the Board of County Commissioners.
- **Accountability:** Monitor the behavior and performance of fellow LBOT members and the Director, including hiring and evaluating the Director, dismissing the Director if necessary, and monitoring and evaluating the financial, operational, and overall effectiveness of the Library through appropriate reporting mechanisms.
- **Good will and support:** Represent the organization to external parties. A fundamental role of LBOT is to advocate for the Library within the community to support Library goals and larger County-wide goals related to economic vitality, a safe community, and a high quality of life for community residents.

Within the specific context of the Library, there are several key points to consider when fully implementing a policy governance model, including adhering to defined roles and responsibilities, establishing mutual trust, and engaging in effective communication practices.

- **Defined roles and responsibilities:** To effectively lead the Library, LBOT and the Director should respect and advocate for mutual understanding of each other’s roles and responsibilities. LBOT should balance setting the large-scale direction of the organization with monitoring ongoing Library performance. Therefore, LBOT should not be focused on day-to-day operations, but should delegate that task to the Director. LBOT members should recognize and support the Director in managing Library staff and programming. [Appendix B](#) provides further detail on LBOT and Director roles and responsibilities.
- **Mutual trust:** To effectively implement a policy governance model with fidelity, a culture of mutual trust must be established in which the LBOT and the Director each believe the other will fulfill their designated roles and responsibilities. Even with a mutual understanding of intended roles and responsibilities, a policy governance model can only be implemented when each party respects the purview of the other, trusting the other party to fulfil its duties. With an established culture of mutual trust, decisions can be made based on community needs—not on personalities. A new directorship and strategic planning process present opportunities for the LBOT and the Director to establish a fresh start, with LBOT focused on Library direction and evaluation, delegating operational matters to the Director, and restoring trust between Library leaders.
- **Communication:** To effectively fulfil their responsibilities, LBOT and the Director must engage in informative, regular, and respectful communication. LBOT should



communicate the direction and goals of the Library to the Director, along with updates on their monitoring and evaluation efforts. The Director should, in turn, proactively inform the LBOT of operational matters, including regular reporting of performance metrics that assess progress toward goals outlined in the Library’s strategic plan. While there are some communication practices established, the Director only regularly presents circulation and services output statistics, which are not all explicitly connected to the Library’s strategic goals. The appointment of a new Director and the upcoming strategic planning process present ideal conditions to institute regular performance reporting practices and to establish effective communication practices (see Recommendation 1 and Recommendation 2).

To ensure adherence to a policy governance model, a facilitated series of work sessions with LBOT members and Library personnel should be held to better understand and implement effective governance practices. Ideally, these work sessions would take place following the appointment of the new Director; however, efforts to focus LBOT on larger policy decisions will help smooth the new Director’s onboarding and therefore should not be delayed. The results of these work sessions should be used as the basis for designing Library-specific onboarding trainings concerning policy governance model, roles and responsibilities, mutual trust, and effective communication. LBOT should convene a committee of Trustees and Library personnel, forming an onboarding team to translate the outcomes of these work sessions into training content. The committee should also decide how best to provide this onboarding to new Trustees and Directors, alongside additional required trainings such as Nevada State Library Trustee Training.

Implementing a policy governance model with fidelity has multiple benefits for the Library. By allowing management to focus their efforts on strategic operations that align with LBOT-established direction, the Library’s culture may be improved by unifying LBOT, the Director, supervisors, and staff. The policy governance model can help LBOT function more effectively and efficiently by giving members the bandwidth required to focus on policies, strategic planning, and vision. Finally, it promotes a healthy culture of trust and teamwork among Library leadership by delegating appropriate tasks and providing sufficient authority to conduct operations.

Roles, Responsibilities, and Relationships

4. Observation	Strained relationships among Library leadership negatively affect the Library’s operations, decision-making, and ability to serve the community.
Recommendation	Library leadership should reaffirm a commitment to their distinct roles and responsibilities as servant-leaders of Douglas County, thereby establishing positive working relationships to deliver high-quality library services to all members of the community.



Strained relationships between Library administrators and the Boards that govern the Library are detrimental to Library operations and have the potential to negatively impact the services provided to Douglas County residents. Library leaders should work together to repair relationships and dutifully perform their roles and responsibilities for the benefit of the Douglas County community.

Lack of support, whether real or perceived, from the Library’s governing Boards has disrupted Library operations by lowering staff morale, perpetuating a negative community perception of the Library, and potentially impacting future budgeting decisions. The Douglas County community ultimately bears the cost of strained relationships among leadership. The negative impacts of low Library employee morale, which include reduced productivity, higher turnover, and potential absenteeism, affect the services provided to Library users. Community perceptions of the Library may contribute to reduced use of the Library, impacting local literacy and quality of life. Finally, budget cuts and service reductions impair the community’s ability to access information, technology, and other resources. If public opinion and financial support for the Library wanes, these strained relationships may lead to service reductions that ultimately impact community members.

To best serve the people of Douglas County, the Library’s leaders must mend these strained relationships and dutifully perform their distinct roles and responsibilities, prioritizing the wellbeing of the community over personal feelings of enmity. The forthcoming strategic planning and Director recruitment processes provide ideal opportunities for leaders to utilize a fresh start to recharacterize Library governance and management as collaborative, respectful, and effective. Central to this process will be leaders understanding their specific roles, basing their decisions on the responsibilities of their positions and the needs of the community, not the personalities or actions of those who occupy other Library leadership roles. See [Appendix B](#) for more information on the roles and responsibilities of Library leaders.

County-wide Collaboration

5. Observation	Library maagement display limited collaboration with other Douglas County departments and do not consistently participate in County-wide initiatives.
Recommendation	Library leaders should increase collaboration with other County departments and actively participate in County-wide initiatives to promote alignment with strategies and goals.

Library leaders have traditionally operated separately from the rest of the County, which may be attributed to strained relationships (see [Recommendation 4](#)), a department-specific strategic plan, distinct policies and bylaws, and even an individual IT network. This separation results in limited collaboration with the rest of the Douglas County government.



Library leaders historically have limited involvement in the County's strategic and capital planning processes and there is little evidence that Library leaders regularly communicate or collaborate with other department leaders.

Although the Library maintains important features that differentiate it from other Douglas County departments, Library leaders, especially the Library Director, should prioritize the Library's integration with the rest of the County to improve the services provided to residents. To the extent possible, Library leaders should participate in County-wide planning, including both the strategic planning and capital improvement planning processes. Although the Library maintains its own strategic plan (see [Recommendation 1](#)), the Library is a County department, meaning it should help to both inform and implement the County's strategic plan. Further, capital improvement planning participation is particularly important for Library leaders considering the constraints placed on the Library by its current facilities (see [Recommendation 12](#)). Planning participation provides Library leaders with opportunities to represent Library interests, improve relationships with stakeholders throughout the County, and identify synergistic opportunities for intra-County collaboration.

Both the Library Director and LBOT should take measures to proactively build relationships and increase collaboration with other County departments. Some of these measures include:

- **Advocacy:** A key responsibility of LBOT under its policy governance model is to advocate for the Library, championing its purpose, values, and vision (see [Recommendation 3](#) and [Appendix B](#)). In their roles as advocates, Trustees should build relationships with County stakeholders, leveraging these relationships to identify opportunities for collaboration.
- **Strategic planning:** LBOT can prioritize inter-departmental cooperation in the Library's strategic planning process, integrating it into the Library's mission, vision, and/or goals.
- **Formal communication:** The Library Director should proactively build relationships with other department leaders and identify opportunities for collaboration. The Library Director should enthusiastically participate in any existing County-wide meetings or meetings with other department heads, representing Library interests and seeking collaboration opportunities. Additionally, the Library Director should regularly communicate (e.g., phone calls, email) with other department leaders to better support this integration.
- **Informal communication:** The Library Director should work to develop good rapport with the leaders of other County departments. Healthy, harmonious working relationships can lead to productive communication and serendipitous opportunities for cross-functional partnerships.
- **Program and service collaboration:** The Library should work with other County departments engaged in direct public service to identify opportunities to improve community engagement and provide collaborative programs and services to the community.



B. LIBRARY OPERATIONS

Continuity Planning

6	Observation	The Library lacks continuity planning strategies to ensure adequate back-up for key roles and to support employee development.
	Recommendation	The Library should develop a plan to cross-train employees in order to ensure adequate back-up for key roles and to support employee growth and development, with priority placed on management functions.

The Library currently does not plan for continuity of operations, which can result in disruptions to service delivery when staff depart. For example, the Library Director managed the majority of the budgeting process, procurement, hiring, and other key administrative functions. After she departed, the remaining Library employees did not have exposure to or sufficient up-to-date information to continue these functions without assistance from other County departments.

Failing to plan for continuity of operations can create confusion and disrupt service delivery when staff depart. When key functions are the sole responsibility of one employee, staff turnover creates risk for the organization in delivering a consistent level of service and enabling employees to successfully complete their jobs.

The Library should develop a strategy to cross-train employees on key functions to promote operational continuity and employee growth, prioritizing the functions performed by Library management. It is a best practice for each position in an organization to have a designated backup for key functions to enable the organization to effectively operate when employees are not available for a short period (e.g., illness, training, or vacation) or long period (e.g., extended illness, parental leave, or departure from the organization). This is particularly important for small teams. Establishing backups also supports an organization's succession needs by proactively preparing individuals to potentially fill other positions and protecting institutional knowledge. Backups can include subordinates, peers, and even supervisors.

Typically, cross-training involves three basic steps:

1. Identify the skills needed for each position within the team.
2. Cross-reference the skills with an inventory of current staff abilities. This step can reveal gaps between staff skills and organizational needs.
3. Assign secondary responsibilities to employees that overlap with other team members' primary duties.



Library leaders and Human Resources should identify and prioritize appropriate external and internal trainings to give employees the skills to assume these new responsibilities and expand the knowledge base of Library staff. Depending on the availability of funding, the Library may need to develop a standard process by which staff can request external trainings and a clear set of criteria for making training decisions to ensure equitable allocation of resources, strategic use of funds, and transparency for all staff. On an ongoing basis, the Library should analyze employee demographics to forecast potential retirements and prioritize the delivery of cross-training to address those positions most likely to be impacted by turnover.

By implementing cross-training and back-up staffing, the Library can improve its ability to deliver a consistent level of service. In addition, many employees appreciate cross-training because it allows them to expand their skills and grow their career.

Communication

7.	Observation	The Library has lapsed in maintaining a structured and effective internal communication framework to facilitate two-way communication.
	Recommendation	Establish formal internal communication protocols that encourage productive and frequent two-way communication between management and staff.

Over the last several years, there has been a breakdown in the internal communication structure of the Library, leading to top-down cascading communication rather than two-way communication. During the pandemic, regular staff and management meetings have been replaced with ad hoc meetings, alongside an open-door policy. However, staff report that flow of information from management regarding key decisions or feedback has been ineffective and sometimes perceived as somewhat authoritarian. As a result, staff reported limited understanding of day-to-day operations or decisions outside of their areas of responsibility.

Library management, the Director and Supervisors, should establish communication practices to ensure that employees across the organization receive consistent, frequent, and transparent communication to remain informed. When communication is channeled successfully from Library leadership, to management, to front-line staff, it drives clarity and alignment around the Library's direction and goals. Whenever Library leadership makes decisions that impact Library staff and management, management should ensure they have a thorough understanding of the decision and provide a consistent message to employees. When communication patterns are clear and documented, it can remove any question of whether or not information has been shared, ensuring that all employees receive the same information and freeing up staff and management to deal with more mission-critical community-oriented work.

Additionally, communication practices should be designed to send information up through the organization to promote two-way communication from front-line staff. Management should relay messages in a timely manner and provide employees an opportunity to ask questions, raise concerns, and provide critical feedback. Front-line staff and managers play a critical role in both sharing information. It is the responsibility of managers to serve as a conduit between Library leadership and staff. As such, staff, supervisors, and managers should all be trained on communication practices so they can effectively participate.

The Library Director and supervisors should establish internal communications protocols, including staff meetings, regular performance reporting, and regular feedback. Supervisors should communicate frequently and consistently, both vertically and horizontally within the organization. The Library should also consider making the following adjustments to its internal communications to achieve enhanced efficiency and effectiveness:

- Conduct monthly all staff meetings, including:
 - Reporting on progress toward goals and objectives
 - Scheduling and staffing
 - Providing administrative updates on policies and procedures
 - Recognizing employee achievements and contributions
 - Requesting feedback from front-line staff on challenges and opportunities within the Library
- Immediately following meetings, the meeting coordinator should distribute draft meeting minutes to all staff. Minutes should include major takeaways from the meeting. This information can also be used for external communications.

Program Offerings and Evaluation

8. Observation	The Library currently lacks a consistent method to evaluate programs and ensure they adequately address community needs and priorities.
Recommendation	Establish a consistent program evaluation process and reporting system to ensure programs advance the Library's mission, respond to community needs, and are delivered equitably.

The Library's current program evaluation process is informal and primarily relies on ad hoc community feedback and Library staff judgement to determine a program's success. While librarians' perspectives on programming and patron experience is valuable, it should also be augmented by a robust data-driven program evaluation framework to better communicate programmatic successes and opportunities for improvement. In the last year, the Library began tracking basic program information including the number of program attendees, cost per attendee, and responsible staff member. These measures could be strengthened by adding total allocated staff resources, demographic information about the target audience,



and subsequent engagement with the Library. This information should be tracked in a unified system to ensure that work is not fragmented or siloed.

Program evaluation processes provide staff with the information and tools needed to share and demonstrate the value that programs, and services provide to the community. They also ensure that Library programs are relevant and responsive to evolving, diverse community needs. Furthermore, evaluations promote a shared understanding of the program purpose and goals for all stakeholders.

To support continuous program improvement, the Library should adopt a formal program evaluation process that combines anecdotal and qualitative evidence with data and other quantitative evidence. Program evaluation activities should integrate into the regular workflow for all programs and services by developing an evaluation framework that includes:

- **Program logic models:** Develop program logic models to clarify goals, resources, activities, outputs, and outcomes.
- **Evaluation measures:** Identify and collect relevant output and outcome indicators for each program, such as number of attendees, attendee satisfaction, and subsequent engagement in Library services.
- **Related processes:** Develop processes to support the evaluative work, including how data will be collected, managed, analyzed, shared, and acted upon.
- **Success standards:** Determine which standards should be adopted to assess program success. For example, does a program need to serve a minimum number of patrons? Does the program need to have a specific cost to participant ratio? Does the program need to actively reduce inequity? A weighted assessment framework that takes multiple dimensions into account may be the most appropriate solution.

The integration of program evaluation processes should be thoughtfully initiated and aligned with the operational planning process. Training may also be required to develop supervisor and staff skills on program evaluation, logic models, and evaluative methods. This may be best facilitated by an outside organization. Throughout the development process, staff should remember that program evaluation processes should be as lean as possible and not generate arduous additional workload for staff, who should be involved in creating the evaluation framework.

Staff Onboarding and Training

9. Observation	There is no additional training provided to Library staff after the new hire onboarding process. Workplace skills are acquired through on-the-job activities or self-guided practices.
Recommendation	The Library should create a systematic training program for all employees, including recently promoted employees, to prepare them for success in their role.

The Library holds a unique position within the community as an apolitical resource that should remain accessible to all members of the Douglas County community. Often, in a community of diverse perspectives, tensions can arise resulting from varying beliefs and priorities. The Library and staff often find themselves at the center of tensions between competing beliefs and would benefit from additional training specific to public engagement. This training could help the Library improve their conflict resolution practices and communicate any diversity and inclusion activities.

Many studies have shown that a well-designed training program can have huge benefits, including increased employee retention, productivity, morale, confidence, job satisfaction, and achievement. The Library should create a systematic training program for all new hires and recently promoted employees to prepare them for success in their role. According to best practices, Library onboarding programs include the following components:

- **Socialization:** This should include clear communication prior to start date; explanation of position; training or shadowing; introduction to expectations and evaluation criteria; and discussion of the organizational history, culture, language, structure, mission, vision and values, politics, and people as applies.
- **Support programs:** A buddy program pairs new hires with veteran employees for a specified period ranging between a few weeks to the first year of employment. Buddies can answer questions and help build camaraderie.
- **Checklist:** Information that is specific to that position should be guided by supervisors may benefit from using a comprehensive checklist.
- **Review of policies:** The checklist should include a review and discussion of relevant policies and guidelines.
- **Safety:** Employees should be given the resources they need to feel physically and emotionally safe.
- **Communication processes:** This may include both informal (email or meetings) and formal (reporting, intranet, newsletters) communication processes.
- **Significant program length:** Training is a comprehensive process that is expected to last between one month to the entire first year. It is not uncommon to host semi-annual or annual trainings to refresh skills and present new topics.
- **Unique activities identified by individual institutions:** Each position is unique and may require additional focused training activities.

Additionally, when Library employees are promoted into a new role, especially if that role includes people management responsibilities, the Library should provide relevant training opportunities to support their success. For example, new managers would benefit from training related to delegation, communication, difficult conversations, and relationship building.



Employee training supports strong employee engagement, trust with peers and supervisors, open communication, and support in adapting to a new work environment. Overall, continued training provides an opportunity to perpetuate cultural transformation.

Volunteer Utilization

10. Observation	The Library has no formal volunteer program or policies to identify Library needs, manage volunteer onboarding, or match volunteer skills.
Recommendation	<p>A. Establish a process to evaluate programs, activities, and past participation to develop a volunteer program that addresses Library needs.</p> <p>B. Develop a strategy to assist interested individuals with the new volunteer application process.</p>

Prior to the pandemic, the Library benefited from informal community volunteerism. By embracing a volunteer program, the Library encourages a two-way dialog that supports local citizenship and community values. Library volunteers can improve Library services and offerings by expanding support for routine tasks and special projects, enhancing the level and quality of services, and providing supplemental resources and expertise. However, due to recent changes to the Douglas County volunteer application process (including an online application and background check requirements), many former Library volunteers have struggled to complete the necessary requirements to continue their volunteer activities in a post-pandemic environment. The Library also has no formal volunteer program to appropriately recruit, onboard, and match the skills of volunteers with Library needs.

An effective volunteer program will help the Library cultivate long-term and mutually beneficial relationships with Douglas County community members. To develop a volunteer program within the Library, supervisors and management should collaborate to develop formal volunteer management policies. These Library policies should supplement existing Douglas County volunteer policies and must follow all requirements set forth by these policies. Consider including the following in the development of a volunteer program:

- Distributing a survey to internal staff to ask what tasks or programs are not getting adequate attention within the library or would benefit from volunteer time and/or expertise.
- Maintaining a list of program areas, quantity of volunteers needed for each, and the required skills to be a successful volunteer.
- Developing a recruitment strategy that includes actions to promote volunteer opportunities and how to assist potential candidates with the application process.
- Creating onboarding materials for various volunteers tailored to their area of service.
- Updating the volunteer schedule.
- Communicating important updates and information to volunteers.

- Creating opportunities for volunteer recognition.

Until there is a formal set of volunteer management policies, Library leadership should work closely with Douglas County Human Resources to develop a strategy to assist volunteer candidates with the application process. This should include a review of existing County volunteer policies, opportunities to streamline the application process, and the development of guides or tutorials to support applicants in the process.

Volunteering can provide an individual with opportunities for personal satisfaction, growth, and enrichment. Individuals who become volunteers benefit from personal development opportunities and relationship formed with Library staff, which can strengthen the overall reputation of the Library.

Policies and Procedures

11.	Observation	Confusion has arisen regarding the appropriate policies and procedures Library staff are required to abide by.
	Recommendation	<p>A. The Library Director should collaborate with the County Manager, Finance Director, and Human Resources Director to review County policies and procedures, establish a common understanding of policy compliance requirements, and conduct regular reviews to ensure all staff are aware of, and in compliance with, the correct policies and procedures.</p> <p>B. The Library Director should align Library procedures with County policies and defer to County policies where appropriate to reduce instances where policies may conflict.</p>

During interviews with staff, concerns were raised regarding the Library's compliance with County policies and procedures, specifically relating to telecommuting activities, procurement, and budgeting. Further investigation revealed that Library staff were either unaware of the County policy or procedure or were challenged by conflicting Library and County policies or messaging.

According to a 2018 resolution, LBOT acknowledged that Douglas County Administrative Policies and Procedures apply to all Library staff. It is unclear if this acknowledgement was shared, or reiterated, as changes to Library operations occurred, or when concerns were raised. The Douglas County Administrative Policies and Procedures are available and searchable on the County website.

The Library has updated policies and procedures on a variety of topics that focus on unique Library services, engagement, and operations. While several of the updated policies are unique to the Library, there are a few (for example, gifts, email, internet use, etc.) that are



the same or similar to policies and procedures outlined by the County. The incoming Library Director should examine current Library policies to identify:

- **Areas where Library policies are the same or similar to County policies.** The Douglas County Library policies and procedures should be an extension of County policies and focus on providing a framework for delivery of services. When policies and procedures are created in alignment with overarching policies, they are enforceable. Inconsistent enforcement can create liability risks for the Library, a lack of cohesiveness within and across County partners, and generate confusion for Library staff and community members. For example, an important policy to review and align on is volunteering. Changes to volunteering guidelines have caused significant disruption to the Library and community members (see [Recommendation 10](#)).
- **Gaps in policies where the County does not address situations unique to the Library.** Improvements could be made to fill gaps in Library operations policies to reduce confusion among staff and community members. These could include formalized program evaluations (see [Recommendation 8](#)), staff training (see [Recommendation 9](#)), or community partnership development (see [Recommendation 13](#)). In each instance, it is critical to review any County policies already in place to determine whether existing policies could relate to the situation, such as procurement, or if the issue is truly unique to the Library and would not apply to other County departments, for example, policies regarding Library Card registration.
- **Opportunities for new policies to address the changing environment.** In light of the changing environment, the Library needs to consistently assess its activities, responsibilities, and external environment to identify the need for updated or new policies and procedures. When considering a new policy or procedure, a thorough evaluation of applicable County policies should take place at the outset. Prioritization should be placed on adopting updated remote or hybrid work expectations and operations.

The new Director should prioritize the examination of the policy manual and collaborate with the County Manager, Finance Director, and Human Resources Director to update current policies and fill policy gaps. These policies should supersede existing policies, and activity-level procedures should be revised or developed to create a consistent policy and procedure environment for the Library. It is the responsibility of the policy owner to share the outcomes of policy updates and provide training to all employees to increase understanding and adherence to established policies. It will be especially important for all employees to receive training and thoroughly understand, County-wide policies. Transparent and accessible policies that are understood and applied consistently organization-wide will create management and employee accountability.

Facilities

12.	Observation	The Minden Library has limited physical capacity and struggles to accommodate programming changes and the evolving needs of the Douglas County community.
	Recommendation	The Library Director should develop a list and estimated costs for facility upgrades and submit improvement requests to Facilities Management for inclusion in the County's Capital Improvement Plan.

Universally, LBOT, Library staff, and Friends of the Library reported the need for significant upgrades to the Minden Library facility. Long-term deprioritization of Library facility maintenance and equipment replacement has impacted the Library's ability to effectively manage the Minden Library building and systems. Without a plan that prioritizes facility updates, the Library will continue to experience operational limitations due to its equipment and facilities. Replacing or repairing equipment and facilities on an emergency basis can substantially increase costs. Emergency work does not allow for flexible scheduling of replacement or repair activities outside of working hours, which can impact service delivery to community members.

In addition to the long-term deprioritization of maintenance and operations, the Library lacks a facilities capital improvement plan. Furthermore, Library facility improvements were not communicated for inclusion in the County's recent Capital Improvement Plans. There are currently no funds reserved for major capital facilities projects, even as buildings age and may not provide a welcoming, safe, and accepting environment for all community members. Ultimately, it is the responsibility of the Library Director to document facility limitations and, with the support of LBOT, advocate for County funds to help support a remodel of its existing facilities or the design of a new facility.

While the Library has requested and received funds for short-term improvements, including carpet and paint, these superficial upgrades will not address the structural challenges within the Library, which include: shortages in storage, staff office spaces, community meeting rooms, program areas, and updated technology to serve emerging community and Library needs. These requests have not previously been brought to the Facilities Management division of Public Works for evaluation and consideration for inclusion in the County's Capital Improvement Program. It is imperative that improvements are brought to Facilities Management and the County and are prioritized alongside other County needs for funding. The Friends of the Library may opt to provide matching costs or initiate fundraising efforts to support significant facility improvements.

In the most updated Long-Range Plan (2011 – 2020) the Library listed several facility expansion options outlined below:

- Expansion of Minden Library to 17,000+ square feet



- Maintenance of Lake Tahoe Branch Library at current size and location
- Construction or co-location of 5,000 square foot branch library in Gardnerville Ranchos
- Construction of 5,000 square foot branch library in North Douglas County within the Georgetown development

Further consideration should be given to other satellite locations, for example, South Douglas County has expressed interest in Library services and is currently an underserved population. A community center is already located in the area, which could provide strategic partnership opportunities for the Library. Additionally, a move to this area could provide the necessary foundation for expanded services, such as Broadband, which is in alignment with the first goal of the Library Long Range Plan as well as County goals.

Ultimately, the Library should critically evaluate significant improvements to the Minden Branch aligned to operational goals established in the new Library strategic plan. Additionally, the County may consider the practicality of finding a new building and pausing smaller improvement projects that do not align with Library service goals.

C. COMMUNITY ENGAGEMENT

Community Partnerships

13	Observation	The Library has limited community partnerships resulting in untapped opportunities to better serve Douglas County's diverse community.
	Recommendation	Develop a community partnership strategy to engage community organizations, elevate service offerings, and strengthen community relationships.

There are several organizations that work to serve Douglas County community members including: the YMCA, the Boys and Girls Club of America, the Rotary, Senior Center, the School District, and more. When interviewing Library staff and key stakeholders, many expressed a desire to partner with other community organizations that were providing similar services in order to combine resources and expand services to build stronger relationships with the community.

It was also noted that the Library currently didn't have access to, or was not serving, members of the Douglas County community who could greatly benefit from Library services. The Library identified two key communities, the Washoe Tribe and the Ranchos, that have historically not had equal access to Library services.

Partnering with other community organizations can provide several benefits for the Library and Douglas County community members. At a high level, partnerships can concentrate the community's focus on a specific need, create alliances among those who might not normally

work together, and provide a holistic approach to serving the community. Other specific reasons for forming a partnership include:

- **Bringing about more targeted delivery of programs and reducing duplicated efforts.** Connecting organizations all working to achieve a particular goal can lead to a more cohesive and comprehensive delivery of services. Rather than duplicating efforts, partner organizations can coordinate responsibilities that can provide greater access to programs and allow for a greater range of services.
- **Increasing communication among groups and breaking down stereotypes.** Cultivating relationships among different sectors of the community can help break down barriers and build trust.
- **Pooling resources.** There are likely many organizations within Douglas County that are limited in their service offerings due to scarce resources. A key reason organizations choose to partner is to increase their available resources. This could include physical resources like staff, meeting rooms, and materials to support learning, but could also include knowledge sharing.
- **Planning and launching community-wide initiatives or revitalizing initiatives.** Partnering can scaffold the efforts of an organization that might be trying to do too much alone. A partnership, with its structure of cooperation among diverse groups and its problem-solving focus, can ease and accelerate new or existing service offerings within a community.

By developing a community partnership strategy, the Library can evaluate and prioritize new community partnerships that will align with both Library and community goals. A thoughtfully designed strategy could include the following elements, but may not include all:

- Evaluate the strategic plan and goals for the Library.
- Identify what progress has been made towards achieving those goals, available resources, and needs.
- Identify and engage potential organizational partners.
- Establish personal relationships and begin to build trust.
- Clarify the goals and objectives each partner wants to accomplish.
- Establish procedures, ground rules and decision-making structures.
- Develop action-oriented messaging, tailored to specific audiences that will help engage the community in shared efforts.

Through the partnership-building process, the Library can be empowered to bring about more effective and efficient delivery of programs to underserved populations. It can facilitate greater communication among diverse groups to break down stereotypes and create long-term relationships. Ultimately, strategic partnerships can help to achieve community goals with members and unite organizations who share a common interest.



Community Engagement

14.	Observation	The Library relies on passive means of collecting feedback on services and programs, and does not actively reach out to underserved community members who could support the production of equitable and relevant programming.
	Recommendation	Develop proactive community engagement practices to ensure Library services address the needs and priorities of all community members.

The Library is a hub for many vital community resources. However, the Library's current operating environment poses barriers to providing resources that are relevant and responsive to community desires and needs. To overcome these challenges, the Library should focus on innovation, community engagement, community service, and outcomes-based programming (see [Recommendation 8](#)). By placing the primary focus on patron needs, the Library can provide desired and innovative services to all members of the Douglas County community.

Community engagement encompasses a wide range of approaches to empower citizens to express their views and influence decisions to best meet their needs. Currently, the Library does not proactively solicit input on its services from community members. Instead, input is mainly received through public meeting comments, online comments, or in-person conversations with front-line staff. By relying on passive efforts, the Library opens itself up to the risk of limiting services to those who use the Library most, have the privilege of access, or are the most vocal, while potentially neglecting the needs of others, including residents who are not currently engaged in the Library.

The Library should implement an active and equitable community engagement approach to ensure services are relevant to the community and respond to requests. To begin these efforts, the Library should consider using a framework to assess current engagement activities and identify opportunities for expansion. The Community Engagement in Public Libraries framework suggests six areas of proactive community engagement on which to focus:

- Partnerships in working with voluntary and community sector
- Partnerships in working with other public services towards community engagement
- Involvement of volunteers
- Community involvement in decision making
- Community involvement in relation to projects and programs
- Community involvement in relation to strategic decision making

Once gaps are identified, the Library should take steps to incorporate invitation-based community engagement activities. These could include:

- **Consistent solicitation of program feedback:** Provide comment cards to all event participants and actively track and analyze results.
- **Exploration of new methods for community involvement in decision making:** Consider appropriate online engagement tools used to distribute newsletters or other notifications to engage patrons in an easy, accessible, and convenient manner.
- **Meet people where they are:** Utilize current outreach programs, like the Book Mobile, to solicit, track, and analyze feedback from people in their own neighborhoods.

This engagement should result in the identification of new, potentially innovative programming, and deeper community relationships that promote the Library as a cultural hub and inclusive public service.

Friends of the Douglas County Library

15. Observation	Library staff and Friends of the Library members reported challenges in effectively collaborating and expressed concerns over historical fundraising practices and the process of requesting funds to support programs.
Recommendation	To harness the benefits of collaboration, the Library should work with the Friends of the Library to develop and utilize a strategic, consistent approach to considering fundraising and programming opportunities.

The Friends of the Douglas County Library is a 501(c)(3) non-profit organization that provides funding and volunteer support to the Library. The organization focuses on supporting a wide variety of special programs and projects that enhance the Library's current services. Historically, meaningful engagement and subsequent relationships between the Library and Friends of the Library have resulted in significant value for both parties. When interviewing members of both staff within the Library and members of Friends of the Library, members of both groups described ongoing challenges in two key areas: fundraising events and the process of requesting funds from Friends of the Library.

The Friends of the Library typically hosts an annual book sale to raise money for Library projects. This event has been a positive way to engage with the community, while proceeds from the event are typically just enough to cover the cost of Library staff time. The event is hosted by the Friends of the Library, but relies on Library employees to staff the event. Due to unresolved challenges with the new volunteer registration process, Friends of the Library are relying on Library staff for greater support for this event. Consequently, revenues generated from the book sale may no longer cover the Library staff time required to run the event.

Until a better volunteer strategy can be developed, (see [Recommendation 10](#)), it would benefit both the Library and the Friends of the Library to reassess future events and determine whether the current programming is the most beneficial to both groups. This



would also be an opportunity for both the Friends of the Library and Library staff to develop creative solutions to provide continued community engagement (see [Recommendation 14](#)). By collaborating and aligning on goals, the Library and Friends of the Library can begin to rebuild a successful and mutually beneficial partnership.

An additional area of concern is the process for requesting funds from Friends of the Library. It was reported that strained relationships caused a breakdown in the request process. The Friends of the Library have available funds to support Library programs but had experienced several months where they did not receive requests from the Library. When requests for funds have been made a standardized form is available to fill out and submit to the Library Director for approval and subsequent submittal for review by the Friends of the Library. However, there is no standardized process by which requests are evaluated. This can lead to what can be described as a “court-like proceedings” where the requester is questioned by members of the Friends of the Library board.

To provide greater transparency into the evaluation process and generate greater consistency in decision making, the Friends of the Library and the Library Director should collaborate on evaluation criteria. This could be a scorecard that measures the request against agreed-upon criteria, for example:

- **Needs, goals, and objectives**
 - Does the request help fulfill the mission of the Library, Friends of the Library, or the County?
 - Are needs realistically addressable by the proposed request?
 - Are objectives related to outcomes?
 - Are objectives measurable?
 - Is this the best possible use of money to achieve the desired results?
- **Implementation**
 - Is there a timetable; is the timeframe clear and realistic?
 - Is staffing adequate?
 - Will volunteers be needed? Are there special volunteer skill requirements?
- **Monitoring and evaluation**
 - If applicable, is there a plan to evaluate the program, or event?
 - Will reports be provided? Are the required?
 - Is request cost effective?
- **Partnership opportunities**
 - Does this request provide solutions that are not provided by other organizations?
 - Is the Library seeking appropriate collaborations to increase the effectiveness/efficiency of their program?
 - Are there currently other sources of funding?
 - Are there other organizations who are doing something similar?

- Do you plan on partnering with other organizations?

A standardized questionnaire can generate predictable outcomes that would benefit both the Friends of the Library and the Library. This can help both organizations fully envision the requirements of the request, potential outcomes, and improve overall collaboration.

Each group's assigned representative should work more closely with other members to concentrate on improving trust and communication between the Library and Friends of the Library. Stakeholder engagement steps can be added to the Library's community engagement plan (see [Recommendation 14](#)). Communication should include clarifying staff members', stakeholders', and residents' roles in future collaborative events to ensure each party knows their expected contributions.

Consistent engagement helps protect both the Friends of the Library and the Library's reputations and encourages future opportunities for collaboration. To harness potential benefits, the Library needs to develop and utilize a strategic and consistent approach to redefine and realign goals and opportunities with the Friends of the Library.

APPENDIX A: QUALITIES OF A SUCCESSFUL LIBRARY DIRECTOR IN DOUGLAS COUNTY

As a part of this organizational assessment, several characteristics were identified that would help a new Director be successful in the Douglas County Public Library, based on the specific external and internal challenges faced by the Library. As a resource of the upcoming recruitment process, the following summarizes four of these characteristics.

Unifier

The Douglas County Public Library must not only confront complex internal and external challenges, but must overcome these difficulties in an environment characterized by discord and strained relationships between Library stakeholders. A successful Library Director will have the capacity to respectfully manage diverging views and unify stakeholders with a common purpose.

Community Oriented

For the Library to thrive, all employees from the top down need to be focused on community and patron needs. Douglas County has many distinctive traits, and a successful Director needs to recognize this community's unique opportunities and challenges. This quality will be particularly valuable as the Library seeks to build community partnerships to augment service offerings to the community (see Recommendation 13).

Collaborative

A successful Director will need to know how to listen, take in feedback from many perspectives, and help people feel heard, even if their input is not ultimately acted upon. Equally as important is the ability to communicate decisions and manage change in a way that builds trust.

Data Driven

Successful library operations rely on data-driven decision-making, using data to determine what services the community needs (see Recommendation 14) and developing a continuous quality improvement processes for library programs (see Recommendation 8). A successful Director will be skilled in collecting, analyzing, and using data to deliver high-quality library programming.

APPENDIX B: ROLES AND RESPONSIBILITIES

The following information is intended to help Library stakeholders better understand their specific duties and relationships with others as they relate to effective Library management in Douglas County. Although this information is partially adapted from Nevada Revised Statutes (NRS), County policies, and Library policies, state and local regulations should be prioritized over the following guidance, particularly if this information is referenced several years after its writing, as the regulatory environment may change.

Distinguishing the Roles of the Library Board and Director¹

LIBRARY BOARD OF TRUSTEES GOVERNS, GUIDES, DIRECTS	LIBRARY DIRECTOR ADMINISTERS, OPERATES
<ul style="list-style-type: none"> • Decides what • Requests information • Considers issues • Creates, reviews, and adopts policy • Monitors progress • Represents public interests 	<ul style="list-style-type: none"> • Decides how • Seeks and provides information • Provides recommendations • Recommends, implements policy • Reports progress • Acts in public interest
The role of the Board is NOT to:	The role of the Library Director is NOT to:
<ul style="list-style-type: none"> • Carry out policies • Direct any staff other than the Library Director • Abdicate Board responsibility • Micro-manage library operations 	<ul style="list-style-type: none"> • Make policies • Direct the Board • Assume Board responsibilities • Circumvent Library or County policies

Roles and Responsibilities of the Library Board of Trustees²

Purpose

The role of the Board is to assure that the Library is accomplishing its goals, carrying out the responsibilities set forth under state and local policies. The Board determines the direction and the administrative leadership of the Library, monitors the Library’s financial and operational effectiveness, and advocates for the Library within the community and the state of Nevada.

¹ Adapted from LBOT Bylaws, library governance best practices, and Centralia WA School Board Operating Protocols, https://www.centralia.k12.wa.us/cms/lib/WA01001473/Centricity/Domain/61/CSD_OPERATION_PROTOCOLS_FEB_2014.pdf

² Adapted from LBOT Bylaws, library governance best practices, Nevada Revised Statutes, Douglas County Administrative Policies and Procedures, and 501 Commons Sample Board Responsibilities

The Role of the Board

- PLAN STRATEGICALLY for the future of the Library
- ESTABLISH POLICIES that guide the Library and frame operational strategies
- EMPLOY AND SUPPORT the Library Director
- MONITOR AND EVALUATE the Library Director, dismissing him or her if necessary
- MONITOR AND EVALUATE the financial, operational, and overall effectiveness of the Library
- ADVOCATE for the Library and champion its purpose, values, and vision
- STEWARD RESOURCES by submitting budgets and monitoring finances

Duties Enumerated in Nevada Revised Statutes (NRS) and LBOT Bylaws

The Trustees shall:

- Establish, supervise, and maintain a County Library.
- Appoint, evaluate the performance of and, if necessary, dismiss a Librarian.
- Hold and possess the property and effects of the Library in trust for the public.
- Submit annual budgets to the Board of County Commissioners containing detailed estimates of the amount of money necessary for the operation and management of the Library for the next succeeding fiscal year.
- Establish bylaws and regulations for the management of the Library and the conduct of the Trustees.
- Manage all the real and personal property held by the Library in trust for the public.
- Acquire and hold real and personal property by gift, purchase, or bequest, for the Library.
- Administer any trust declared or created for the Library.
- Maintain or defend any action in reference to the property or affairs of the Library.
- Cooperate with other public officials and boards and maintain vital public relations.
- Each Trustee must complete the training recommended by the Nevada State Library within six (6) months of appointment to the Library Board.
- Regularly review the physical and building needs of the Library to ensure that they meet the requirements of the programs offered by the Library.
- Approve and submit any required report to the State Library or other state agency.

The Trustees may:

- Make purchases and secure rooms.
- Authorize the merger or consolidation of a city library with a county library district in accordance with NRS Title 31.
- Invest the money in the appropriate library fund in accordance with the provisions of NRS Title 31.

- Do all acts necessary for the orderly and efficient management and control of the Library.

Respecting Policy Governance and Separation of Responsibilities

Even though NRS 379.025(2)(f) states that the Library Board of Trustees may “do all acts necessary for the orderly and efficient management and control of the Library,” the conduct of these acts should be understood to be bounded by the separation of duties between the LBOT and Library Director under the Library’s policy governance model. The LBOT may take action to support the “*management and control*” of the Library, which should not be misconstrued as *carte blanche* to administer daily library operations.

Relationship and Interactions with the Library Director

The Trustees shall:

- Appoint the Library Director
- Regularly evaluate the Library Director
- Dismiss the Library Director if displeased with his or her conduct or capacity to lead Library operations
- Solicit technical advice from the Library Director
- Regularly solicit Library performance measurement information from the Library Director
- Ask questions of the Library Director to better understand Library operations, using this information to guide effective governance decision-making
- Communicate respectfully with the Library Director
- Frame their interactions with the Library Director based on his or her leadership role and responsibilities, not based on his or her personality
- Make decisions based on their responsibilities as a governing body and the best interests of the Douglas County Public Library and Douglas County community, not based on the personality of the Library Director

Strategic Planning

The Library Board of Trustees should:

- Understand and contextualize the Library’s strategic plan within the County’s strategic goals
- Utilize the Library Director as a valuable source of technical expertise and insight into Library operations in the strategic planning process
- Design relevant strategic performance metrics that are reasonable and measurable, working with the Library Director to determine how Library performance can best be evaluated

Budget and Purchasing

The Library Board of Trustees should:

- Work together with the Library Director to prepare, develop, and submit annual budgets to the Board of County Commissioners
- Monitor and evaluate Library financial performance
- Work together with the Library Director, Board of County Commissioners, and other Douglas County stakeholders to ensure Library facilities are included in the County's capital improvement plan
- Consider aligning some of its performance measurement and reporting targets with those that will be reported to Douglas County leaders through forthcoming budget performance measures

Roles and Responsibilities of the Library Director³

Purpose

The role of the Library Director is to administer all functions of Library operations and to provide the Board with information on Library performance and technical advice.

The Role of the Library Director

- ADMINISTER all operations of the Library
- IMPLEMENT policies established by the Library Board of Trustees and Douglas County
- EMPLOY staff
- RECOMMEND policies to the LBOT

Duties Enumerated in Nevada Revised Statutes (NRS) and LBOT Bylaws

The Library Director shall:

- Administer all functions of the library
- Employ assistants
- Carry out the policies established by the Trustees
- Appoint the clerk to the Library Board, usually the Library administrative manager, to take minutes of Library Board meetings
- Maintain an official record of all meetings and Board actions, following state and County policies

³ Adapted from LBOT Bylaws, library governance best practices, Nevada Revised Statutes, and Douglas County Administrative Policies and Procedures

- Assist the LBOT with developing and submitting annual budgets to the Board of County Commissioners
- Act as technical advisor to the Library Board
- Study and support legislation that will bring about the greatest good to the greatest number of library users

The Library Director may:

- Recommend policies to the Trustees

Respecting Policy Governance and Separation of Responsibilities

Although NRS 370.027 states that the Director will “administer all functions of the library,” the conduct of this administration should be understood to be bounded by the separation of duties between the LBOT and Library Director under the Library’s policy governance model. The Library Director administers all library functions, which are defined by the LBOT’s strategic goals and policies. No function exists outside of the Library’s governance framework, as established by state, County, and LBOT policy. No library function is exempt from regulation and scrutiny from these governing bodies. Director conduct and all Library operations must comply with all County and Library policies.

Relationship and Interactions with the Library Board of Trustees

The Library Director shall:

- Regularly reports to the LBOT on Library operations, including performance measures that assess Library progress toward strategic goals
- Participates in all Library Director performance evaluation activities established by the LBOT
- Is subject to criticism from the LBOT relating to his or her professional conduct, including his or her ability to advance the Library toward its strategic goals
- Is subject to dismissal by the LBOT
- Provides technical advice to the LBOT
- Answers questions from the LBOT about Library operations and performance
- Communicates respectfully with all Trustees
- Frames his or her interactions with Trustees based on their roles as leaders in governance, not based on their personalities
- Makes operational decisions based on Library policy and the best interests of the Douglas County Public Library and the Douglas County community, not based on the personalities of Trustees

Relationship and Interactions with the Douglas County Board of Commissioners

The Library Director should:

- Regularly interact with the Commissioners
- Establish and maintain good rapport with the Commissioners, recognizing the Library as an integral department of Douglas County
- Report any information on Library operations requested by the Commissioners or requested by other County departments
- Work together with Commissioners and other departments to advance the strategic goals of Douglas County
- Frame his or her interactions with Commissioners based on their roles as leaders in governance, not based on their personalities
- Make operational decisions based on Library policy and the best interests of the Douglas County Public Library and the Douglas County community, not based on the personalities of Commissioners

Strategic Planning

The Library Director should:

- Recognize the Library as a department of Douglas County and its role in furthering the Douglas County strategic plan
- Understand and contextualize the Library's strategic plan within the County's strategic goals
- Recognize the authority of the Library Board of Trustees to set the Library's strategic goals
- Proactively provide information and technical assistance to the LBOT in the strategic planning process

Budget and Purchasing

The Library Director should:

- Assist the LBOT with the preparation, development, and submission of the annual budgets provided to the Board of County Commissioners
- Ensure compliance with all LBOT financial monitoring and evaluation policies and bylaws
- Strictly follow all County financial and procurement policies, including County Manager or Board of County Commissioners approval for annual purchases larger than \$10,000 or \$50,000, respectively
- Work together with the LBOT, Board of County Commissioners, and other Douglas County stakeholders to ensure Library facilities are included in the County's capital improvement plan

- Work together with the County CFO, Finance Division, and County Manager's office to report on Library departmental goals, objectives, and related performance measures in the County's budget documents
- Regularly report on these performance measures in a cadence determined by County leaders

Relevant Roles and Responsibilities of the Board of County Commissioners⁴

Relevant Roles of the Board of County Commissioners

- Appoint Library Trustees
- Dismiss and replace any Trustee that fails to appear at successive meetings of the LBOT
- Receive budget estimates submitted by the LBOT and the Library Director
- Determine the Library's annual budget through the Douglas County budgeting process
- Plan strategically for the future of the County, recognizing the Library as an important department that can further County goals

Relationship and Interactions with the Library Director

The Board of County Commissioners should:

- Regularly interact with the Library Director
- Establish and maintain good rapport with the Library Director, recognizing the Library as an integral department of Douglas County
- Request any information on Library operations related to the County's goals and objectives
- Work together with the Library Director and the LBOT to advance the strategic goals of Douglas County
- Frame their interactions with the Library Director based on his or her leadership role and responsibilities, not based on his or her personality
- Make governing and budgeting decisions based on their responsibilities as a governing body and the best interests of the Douglas County community, not based on the personality of the Library Director

⁴ Adapted from LBOT bylaws, Nevada Revised Statutes, and Douglas County Administrative Policies and Procedures

American Rescue Plan (ARP) Act Formula Grants

- **Eligibility:** Nevada academic, public, k12, special, or tribal libraries who have opted-in.
- **Funding Period:** Projects occurring between July 1, 2021-August 31, 2022
- **Application Deadline:** August 23, 2021
- **Required Certifications (one set per library per federal year):** <https://nsla.nv.gov/2021LSTA/RequiredForms>
- **Submit application and signature forms to:** nsiaprsta@admin.nv.gov.

Section 1, Library Information

1.1 Library Name: Douglas County Library

1.2 ARP Allotment: \$25,000

1.3 Library Address (Street, City, State, ZIP): 1625 Library Lane, Minden, NV 89423

1.4 DUNS Number: 010984979

1.5 Library Director/Administrator Name: Julia Brown, Interim Director

1.6 Director/Administrator Email: jbrown@douglas.lib.nv.us

Phone: 775-782-9841

1.7 Project Manager Name: Julia Brown

1.8 Project Manager Email: jbrown@douglas.lib.nv.us

Phone: 775-782-9841

Section 2, General Project Information

2.1 Project Title: Expanding Technology for Children

2.2 Estimated number of community members who will benefit: 49,000

2.3 Project Summary *What do you want to do? Briefly give an overview of your project. Space for details is in Section 3.*

We will be updating our AWE Learning computers at our Minden Library and Lake Tahoe Branch Library. Our current units are over 10 years old and are no longer able to be updated. In updating these units we will be adding Bi-Lingual Spanish programs and computer coding programs. We will be using the remaining funds to purchase additional ebooks and eaudiobooks for children through OverDrive. At this time we have a limited offering of juvenile items on OverDrive. These items will include items in Spanish as well as STEAM and coding related content.

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

2.4 ARP Priority (select ONE):

- Digital Inclusion.** To support digital inclusion efforts to enable libraries to reach residents such as through internet hotspots, accessible Wi-Fi, and digital content and related resources, particularly in support of education, health, and workforce development needs.
- Pandemic Response.** To provide rapid emergency relief to libraries across the country, allowing them to safely respond to the pandemic and implement public health protocols;
- Support of Library Services.** To support library services that meet the needs of communities throughout the U.S., including costs such as personnel, technology, training, materials, supplies, equipment, and associated indirect costs.

2.5 Nevada LSTA 5 Year Plan Goals (select ONE)

- 1. Strengthen Nevada libraries' ability to effectively respond to community needs through training, planning, and assessment.
- 2. Encourage Nevada libraries to develop and use partnerships and collaboration to maximize user resources and services throughout the state.
- 3. Nevada libraries will provide responsive and accessible learning environments that meet the needs of all Nevada residents.
- 4. Build capacity of libraries to meet evolving information access needs.

2.6 Primary Audience (select either Library Workforce, General, or Targeted)

- Library Workforce (includes volunteers and trustees)
- General Population
- Targeted Group (select all that apply):
 - People who are living below the poverty line Unemployed

 - American Indian or Alaska Native Asian
 - Native Hawaiian or other Pacific Islander Black or African American
 - Hispanic or Latino

 - Families Intergenerational groups (not families)
 - Immigrants/refugees Persons with disabilities
 - Persons with limited functional literacy skills Other

 - Urban Suburban Rural

 - All ages 0-5 years 6-12 years 13-17 years 18-25
 - 26-49 years 50-59 years 60-69 years 70+ years

2.7 Partners? No Yes (list below, describe their contributions, and note whether Formal or Informal)

AWE Learning will be giving a 10% discount on the cost of the units since they will be ARP Grant funded.

Section 3, Project Details

3.1 Implementation Activities *Describe how your project will be implemented. What Activities will you do to advance the ARP priority selected in question 2.2? This section should tie directly to items listed in your Budget (section 4). Please separate your activities into the following four categories (Instruction, Content, Procurement, Planning/Evaluation). To help inform project Outcomes, IMLS requires that you collect data and distribute surveys as indicated below.**

Instruction. *Describe classes, performances, presentations, drop-in sessions, etc., that center on instruction. How/why did you choose these topics and how will they advance ARP priorities?*

***Instruction Data to be collected:** 1) # of instruction programs/performances/drop-ins, 2) program/presentation length OR # of drop-ins, 3) attendance total, 4) attendance average

***Instruction Program Surveys (for patrons & staff):** see <https://nsla.nv.gov/2021LSTA/Surveys>

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

Content. *Describe the books, information, or materials you will acquire/create/digitize for your collection. How/why did you choose them and how will they advance ARP priorities?*

***Content Data to be collected:** 1) # of items obtained, created, or digitized 2) total usage/circulation, 3) average usage per month

***Content Surveys (for staff):** see <https://nsla.nv.gov/2021LSTA/Surveys>

Ebook and eaudiobooks will be purchased from OverDrive for children related to learning Spanish, coding, and other STEAM topics. We will also purchase titles in these areas for adults and teens as well. This way they can engage with their child about what they are learning on the new AWE computers and from the items they have checked out on OverDrive/Libby.

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

Procurement. *Describe essential project items you will purchase that are NOT collection related (example: hotspots, printers, plexiglass barriers). How/why did you choose them and how will they advance ARP priorities?*

***Procurement Data: 1) # of items obtained and used**

5 new AWE Learning Computers will be purchased. Our current units are over 10 years old and very outdated. The company no longer provides service support for these units. The new computers will also include Bi-Lingual Spanish programs as well as programs for Coding and STEAM.

Planning/Evaluation. *Describe the formal plans or evaluations you will fund with ARP (ex: disaster plans). How do these plans/program evaluations advance ARP priorities?*

***Planning/Evaluation Data: 1) # of plans/evaluations funded**

***Planning/Evaluation Surveys (for staff):** see <https://nsla.nv.gov/2021LSTA/Surveys>

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

3.2 Promotional Activities. *How will you let your community know about this ARP project and its activities?*

The project will be publicized with a press release, and information will be provided on the DCPL website and social media. Posters and fliers will be distributed at both library branches as well as to local schools and county departments.

3.3 Desired Benefits/Outcomes to Primary Audience. *What changes in behavior, attitude, skill, or understanding would you like to see for your primary audience as a result of your ARP project?*

Our outdated AWE computers were very popular with the children in the library, but many complain that they are slow and they want to see new games. We have noticed they are getting used less often. By updating these computers, it will inspire the children to learn something new. They in turn might start a new interest and check out books on a topic they weren't aware of before.

We also would like to see an increase in echeckouts for digital items on OverDrive/Libby for Juvenile items. It is our lowest circulating collection, but the most requested. By purchasing new titles and publicizing our offerings, we should see an increase in circulation and echeckouts on items in OverDrive/Libby for children.

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

3.4 Evaluation Activities. *Describe how the desired outcomes will be measured and evaluated. (Include the data collected and surveys distributed during your project activities!)*

We will observe computer usage and report on the usage statistics of the AWE Computers. We will also have brief surveys for the children to fill out after using the new units. Circulation statistics will be closely monitored for the usage of the purchased ebooks and eaudiobooks.

3.5 Supporting Materials. *Attach any supporting materials (letters of support, partner agreements, equipment over \$5,000 specs, etc.)*

AWE Learning quote attached

Section 4, Budget

4.1 Advanced Payments. NSLAPR will offer advanced payments for this project. An advanced payment schedule will be written into your Grant -in-Aid agreement. After receiving the advanced payment, you must still submit all of your expenditure backup (copies of invoices, receipts, and proof of payment) before your next advanced payment is approved. Failure to submit expenditure documentation will impact any future advanced payments and/or grant awards.

No, I will not need advanced payments

Yes, I would like advanced payments. I will work with NSLAPR on an advanced payment schedule.

4.2 Project Budget & Narrative. *Whole dollar* amounts only. Fields do *not* auto-calculate - please enter TOTAL amounts. Travel not to exceed GSA mileage, hotel, and per diem rates. LSTA Total may not exceed ARP allotment as listed in question 1.2 above. Attach additional budget pages if needed. Also, please double check math.

Budget Category	LSTA ARP	Local Cash/In-Kind*	TOTAL
Salaries/Wages/Benefits	\$	\$	\$
Description			
Consultant Fees	\$	\$	\$
Description			
Travel	\$	\$	\$
Description			
Supplies/Materials	\$6,254.00	\$0	\$6,254
Description OverDrive ebooks & eaudiobooks			
Services	\$	\$	\$
Description			
Equipment over \$5,000	\$18,746.00	\$0	\$18,746.00
Description. Attach specs for pre-approval AWE Learning Computers			
Indirect Costs	\$	\$	\$
Rate %: You MUST attach rate documentation			
TOTALS	\$25,000.00	\$0	\$25,000.00

Match: match is not required, but please document any in-kind or local cash you're using for this project

Section 6, Certifications

6.1, Agreement

By checking the boxes, I agree that I will:

- Submit a Risk Assessment and all Required LSTA Signature forms (one set per library per grant year). Forms are available here: <https://nsla.nv.gov/2021LSTA/RequiredForms>
- Expend 100% of LSTA ARP funds in the allowable costs categories as noted in the budget section and submit receipts/backup documentation for reimbursement/reconciliation
- Document any match, if applicable
- Conduct participant surveys as required by IMLS - see <https://nsla.nv.gov/2021LSTA/Surveys>
- Submit final reimbursement requests/all advanced payment backup by September 15, 2022
- Submit a final report by November 4, 2022
- Acknowledge the source of project funding in all publicity - see <https://nsla.nv.gov/2021LSTA/Manage>
- Retain all LSTA ARP grant related documents, including copies of reimbursement requests and payments received, per federal retention schedules (through Dec. 31, 2026 for Federal Fiscal Year 2021 grants)

6.2, Application Certification

Project Title:

Applicant Name & Library Jurisdiction:

WE, THE UNDERSIGNED, CERTIFY the project application named above will be the basis for the operation and administration of the project for which LSTA ARP funds are requested. We will provide expenditure and other reports and will comply with such fiscal provisions as the Nevada State Library, Archives and Public Records.

Receipt of this application by NSLAPR does not guarantee that my library will be awarded funding.

Heather Martin Maier
Signature of President, Board of Trustees

8/25/21
Date Signed

Julie Brown
Signature of Library Director

8/25/21
Date Signed

Julie Brown
Signature of Project Director

8/25/21
Date Signed

Library Services and Technology Act (LSTA) / American Rescue Plan (ARP)

6.3, Eligibility for LSTA Certification

To be eligible to apply for LSTA funds, each applicant library and participant library must certify to NSLAPR that it meets all of the following eligibility criteria:

- Is supported by public revenues (51% or more) or is a non-profit institution or agency;
- Makes the collection accessible to its primary clientele organized according to a nationally accepted classification system;
- Participates in resource sharing through the Information Nevada program;
- Serves its primary clientele free of charge;
- Has a fixed location with regular, published hours of operation;
- Has one or more paid library staff;
- Has an annual budget with funds reserved for library materials and services;
- Has a current, written long range or strategic plan that is available for review.

Applicants should refer to the LSTA Eligibility Criteria certification form of the proposal. These criteria were approved by the Nevada State Council on Libraries and Literacy in May 2008.

The applicant or participating library must also meet the following requirements:

- **Public Libraries:** Must meet the Minimum Standards for Public Libraries
- **School Libraries:** The school district employs at least one certified library/media specialist;
- **Academic Libraries:** Be accredited by the Northwest Commission on Colleges and Universities
- **Library Consortia:**
 - Be a Nevada local, regional, or statewide cooperative of library entities which provides for the systematic and effective coordination of resources of school, public, academic, and/or special libraries and information centers, for improved services for the clientele of such library entities [20 U.S.C. 9122(2)]; and
 - Have a formal organized structure that includes governance, membership, long range planning and regular funding components.
- **Non-profit library related organization:**
 - Be a non-profit entity registered with the Nevada Secretary of State; and
 - Have tax exempt status under the Internal Revenue Section 501(C)3.

Certification: I certify to the best of my knowledge and belief that the library meets LSTA eligibility.

Julia Brown
Signature of authorized certifying official

8/25/21
Date Signed

Julia Brown - Interim Library Director
Name & Title

Submit application with all completed signature pages to nslaprlsta@admin.nv.gov.
Subject: ARP Grant Application

Inspiring discovery. **AWE** Preparing lives.[®] LEARNING

American Rescue Plan Purchase Quotation

Quotation developed for: Julia Brown Date: August 20, 2021
 Organization ("Customer"): Douglas County Public Library Valid until: September 19, 2021

Please open your product upon receipt to confirm a safe delivery.
 You have 30 days to request an exchange for equipment damaged in shipping.

Item Number	Product	Quantity	Unit Cost	Total								
AIO Model: includes computer, keyboard, mouse, mouse pad and 3 year warranty												
ELS+C	Early Literacy Station + After School Edge + Robogarden Coding	3	\$ 4,197.00	\$ 12,591.00								
BLS+C	ELS Bi-Lingual Spanish + Edge + Robogarden Coding	2	\$ 4,397.00	\$ 8,794.00								
Individual Prices												
	Base Unit ELS		\$ 3,299.00									
	Base Unit Edge		\$ 3,349.00									
	Base Unit Bi-Lingual Spanish		\$ 3,499.00									
	Add ELS Content		\$ 449.00									
	Add Edge Content		\$ 499.00									
	Add Bi-Lingual Spanish Content		\$ 649.00									
	Add RoboGarden Coding Module		\$ 399.00									
*Add-on's available for purchase up to 90 days of initial point of sale; Purchase price will include a surcharge of \$50 per add-on package												
Warranty & Upgrades Extend Plan (for All-in-one's only):												
EXTEND1	1 Year Warranty & Upgrades Extend Plan (at time of purchase & for a total of 4 yrs.)	0	\$ 500.00	\$ -								
EXTEND2	2 Year Warranty & Upgrades Extend Plan (at time of purchase & for a total of 5 yrs.)	0	\$ 1,000.00	\$ -								
Options:												
DJMP-AWE	AWE headphones with volume control, 90-Day limited warranty	0	\$ 30.00	\$ -								
Y SPLITTER	Audio Y-splitter cable, 8 inch (allows 2 set of headphones simultaneously)	0	\$ 5.00	\$ -								
REPLUG	Replug Mini-Stereo Breakaway Audio Adapter	0	\$ 18.00	\$ -								
AIO STAND	Enhanced Support Stand (for All-in-One units) HP _____ DELL _____	0	\$ 150.00	\$ -								
Customer Trade In Program :												
<table border="1"> <thead> <tr> <th>S/N:</th> <th>S/N:</th> </tr> </thead> <tbody> <tr> <td>B7PECJ007750</td> <td>B7PECJ009412</td> </tr> <tr> <td>B7PECJ009407</td> <td>B7PECJ007980</td> </tr> <tr> <td>B7PECJ007510</td> <td></td> </tr> </tbody> </table>		S/N:	S/N:	B7PECJ007750	B7PECJ009412	B7PECJ009407	B7PECJ007980	B7PECJ007510				
S/N:	S/N:											
B7PECJ007750	B7PECJ009412											
B7PECJ009407	B7PECJ007980											
B7PECJ007510												
DISCOUNT	American Rescue Plan	10.00%	\$ (2,138.50)	-\$2,139.00								
DISCOUNT	Trade In Program		\$ (150.00) \$ (750.00)	-\$750.00								
*SHIPPING		Shipping - All-in-Ones	5 \$ 50.00	\$250.00								
		Estimated Sales Tax	0.000%	\$ -								
* Surcharge for Alaska and Hawaii will be applied				TOTAL	\$18,746.00							

Market: Library (LIB-LIB)

If you are exempt, please include a copy of your sales tax certificate

NOTE: An authorized customer contact should sign and return a copy of this quote to AWE within 30 days, to accept this price quote

AWE Acquisition, Inc. Douglas County Public Library Q2_P182021

Sandi Walter 8/20/2021
 (Signature) Date (Signature) Date
 When fully executed this document, including the attached Terms and Conditions which are incorporated herein by reference, is a binding Agreement

Sandi Walter
 (Print Name) (Print Name) / (Title)
 Senior Account Executive

(Title) Email Address & Phone Number
 Check here if you require a paper invoice

* All invoices are sent via email unless otherwise requested

From where do the funds for this purchase originate? _____

Bill To Information

Name: Julia Brown
 Organization: Douglas County Public Library
 Address: 1625 Library Lane
 City, State, Zip: Minden, NV 89423
 Phone / Fax: 775-782-9841
 Email: jbrown@douglas.lib.nv.us

Ship To Information

Name: Julia Brown
 Organization: Douglas County Public Library
 Address: 1625 Library Lane
 City, State, Zip: Minden, NV 89423
 Phone / Fax: 775-782-9841
 Email: jbrown@douglas.lib.nv.us

PAYMENT TYPE: Net 15 Terms or Credit Card VISA MC DISC AMEX / # _____ EXP. _____

NAME ON CREDIT CARD (If Applicable): _____

Key (primary AWE) Contact NAME: _____ Email: _____ Phone: _____
 Warranty & Upgrade Contact NAME: _____ Email: _____ Phone: _____

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Confidential & Proprietary

2501 Seaport Drive, Suite # 410 SH • Chester • Pennsylvania, 19013
 Phone (610) 833-6400 • Fax (610) 833-6440 • Email: orders@awelearning.com • www.awelearning.com

Terms and Conditions

General: These Terms and Conditions are incorporated by reference into each Quotation or Purchase Agreement with an invoice to Customer, and form part of a legally binding agreement between Customer and AWE Acquisition, Inc. ("AWE"), which are referred to herein as either "Terms and Conditions" or this "Agreement." Customer agrees to these Terms and Conditions by 1) entering into a Purchase Agreement with AWE; 2) accepting delivery of and/or using the material or service provided by AWE to Customer; or 3) downloading, installing or using any software or content provided to you by AWE. These Terms and Conditions are subject to change without prior notice.

Invoicing and Payment: AWE will invoice Customer for all AWE learning products and related accessories when they are shipped to the Customer. AWE will invoice Customer for subscription and renewal products including all ELF™ products and Platinum Online when activated. All invoices are sent via e-mail unless Customer provides a written request for a hardcopy. Emailed invoices are binding as a paper invoice even if a paper invoice is requested. Customer agrees to make payment for the full invoice amount due to AWE according to the invoice to Customer within 15 days of the invoice date ("Due Date"). Any payment received after the Due Date is considered past due ("Past Due").

Returns and Exchanges: Customer has thirty (30) calendar days to return or exchange a hardware item from the date it was received. Only items that have been purchased directly from AWE can be returned or exchanged. To return or exchange an item to AWE, Customer must first email support@awelearning.com to request a return merchandise authorization (RMA) number. All returned items must be repackaged in their original packaging with all cords, adaptors, and documentation that were included with the original shipment. Partial returns will not be accepted. All returns must be received by AWE within twenty (20) calendar days from the RMA issuance date. A restocking fee of 15% (of the purchase price) will be charged to Customer for all returns and exchanges. Customer is responsible for all applicable return shipping and packaging costs. AWE Learning will provide a return shipping label; associated costs will be deducted from your order refund for return postage. No returns or exchanges are accepted on ELF Child-Safe Browser™, ELF Reading & Reference™, or Platinum Online subscription licenses.

Delinquent Payment: The Customer agrees to pay interest on all Past Due amounts at the lesser of 1.5% per month or the highest rate allowed by law. In the event legal action is required to collect any amount due, Customer also agrees to pay collection costs and attorney's fees incurred by AWE in a successful collection effort. AWE may suspend services, suspend further shipment of product(s) and/or terminate the Agreement in the event that Customer fails to make full payment within thirty (30) days after receiving notice of delinquency. Notice of delinquency may be sent via email or hard copy. Termination of the Agreement shall not alter Customer's obligation to make full payment under this Agreement.

End User Rights Granted: Access to and use of ELF™, Platinum Online and other software, and all other information, administrative tools, and documentation that may be included in or with AWE products (the "Content") are non-exclusively licensed, and not sold, to Customer, without the right to grant sublicenses, re-sell, distribute or otherwise commercially exploit. During the term of this license and any subsequent license renewals (the "License Period"), AWE grants the Customer the right only to use the Content as an End User. Customer shall not copy in whole or in part (except for back-up purposes only), reproduce, modify, adapt, translate, auction, loan, lease, assign or transfer the Content, or create derivative works based upon the Content. The ELF Child-Safe Browser™ or ELF Reading & Reference™ is licensed for the number of building licenses granted by this Agreement. The Platinum Online Service includes one master account and a number of concurrent logins as set forth on the Purchase Quotation. AWE defines a building or location license as a maximum of 500 active installations distributed from a discrete Customer location. Customer obtains no right, title or interest to any intellectual property owned by AWE or residing in the Content. Any unauthorized use by Customer of the Content shall immediately and automatically terminate the license granted herein.

Limited Warranty on Hardware: Hardware warranties are an extension of, and limited to, the OEM warranty. AWE warrants that hardware products and accessories sold by AWE will be free against defects in materials and workmanship when used normally during the warranty period. Warranty periods vary by product. The Warranty does not cover defects or problems resulting from: (i) External causes such as accident, abuse, misuse, or electrical power problems; (ii) Servicing not authorized by AWE; (iii) Usage not in accordance with product instructions; (iv) Improper or unauthorized maintenance or modification; or (v) Usage of accessories, parts, or components not supplied or supported by AWE. This Limited Warranty does not cover any Products for which AWE has not received payment.

Warranty, Upgrade and Services Period on Bundled Products: AWE bundled hardware and software desktop products ("AWE Learning Stations") include a three-year limited warranty period, periodic software upgrades, and On-line Services from the date of shipment. AWE will notify customer periodically of software upgrade as they become available. AWE bundled hardware and software tablet products ("AWE Tablets") include a two-year limited warranty, no software upgrades, and On-Line services from the date of shipment. AWE's limited warranty on AWE Learning Stations and AWE Tablets is limited to the computer, software, keyboard, and mouse. Headphones include a 90-day limited warranty. Other optional accessories do not include a warranty.

Optional Extended Warranty, Upgrade and Services Period: Extended warranty, upgrade, and services are available for purchase for year four and five on eligible hardware and software products and accessories (not available on Platinum Online Service). Warranty, upgrade, and service periods must run consecutively (e.g., a year five extension may not be purchased without the purchase of a year four extension) and cannot exceed five years from the original date of shipment. Each one-year warranty, upgrade, and service extension will entitle Customer to all software updates during the extension period to the extent a software upgrade is released. AWE will notify Customer periodically of software upgrades as they become available. Customer is responsible for informing AWE of any changes to Customer's contact information and for scheduling and coordinating software upgrade installations.

Optional Accidental Damage Warranty: Optional accidental damage warranty is available for purchase on eligible AWE Tablets. Accidental damage warranty provides coverage for certain physical loss or damage not covered by the limited hardware warranty as specified herein. AWE agrees to repair or replace tablet products covered under the accidental damage warranty during the coverage period for any physical loss or damage caused by: i) Accidental liquid spill in or on the tablet; ii) Accidental damage to the tablet due to unintentional drop or collision; or iii) Physical damage caused by any power surge. Accidental damage warranty does not cover physical loss or damage caused by: i) Damage due to being submerged in liquid or due to fire, flood, or other acts of nature; ii) Intentional damage; iii) Normal wear and tear; iv) Cosmetic damage; or iv) Theft or loss. AWE's liability is limited in the aggregate to the total purchase price of the tablet as evidenced in a valid purchase invoice. AWE may at its discretion decide to repair or replace the damaged item with items similar or equivalent to the original purchased item. There is a limit of only one claim per registered serial number.

On-line Services: On-line services include Customer access to AWE's customer web portal, Customer account management, usage tracking, and all on-line reporting and dashboard facilities ("On-line Services"). AWE maintains the right to disable On-line Services for Customer products whose warranty, upgrade, and services period has expired and/or whose contractual subscription has ended or been terminated.

Terms and Conditions (cont'd)

Technical Support and FAQ: For a list of frequently asked questions (FAQs) or to make a technical support request please visit us online at <http://awelearning.com/support/> or email us at support@awelearning.com

Limitation of Liability: AWE warrants that it will perform all services associated within this agreement in a professional and workman like manner. In no event will AWE's liability whether in contract or tort, exceed the total amount of the fees and expenses paid to it by the Customer under this Agreement. Access to the ELF Child-Safe Browser™, ELF Reading & Reference™, and Platinum software content is provided on an "as is" basis and AWE makes no representations or warranties, either express or implied, of any kind with respect to the content and disclaims all warranties, express or implied, including, but not limited to, the merchantability and fitness for a particular purpose or the continued availability for use of the content. In the event of termination of access to the Content, in the case of subscribers, AWE's liability shall be limited to the refund to a registered subscriber of any subscriber fees corresponding to a pre-paid subscription. Institutional subscribers such as schools, child care, and libraries should independently verify that all Content provided via ELF and Platinum Online is appropriate for the intended audience or educational purpose. AWE's liability for warranty replacement or repair is as stated above, and shall be strictly construed. AWE has no liability whatsoever for indirect, consequential or incidental damages under contract or tort or claims of loss of data, revenue or profits.

Liability and Indemnification: AWE shall indemnify, defend and hold harmless Customer, its officers, employees and designated representatives from any and all claims, suits, actions, damages, liabilities, expenses and costs of any kind, including litigation costs and reasonable attorney's fees, arising out of an assertion that Customer's use of Content infringes on the intellectual property rights of a third party, or for bodily injury (including death) and/or damage to real or tangible personal property, provided that the injury or damage was proximately caused by the intentional or negligent acts of any of AWE's officers, employees, agents or authorized sub-contractors (including suppliers). Customer shall indemnify defend and hold harmless AWE, its officers, employees and designated representative from any and all claims, suits, actions, damages, liabilities, expenses and costs of any kind, including litigation costs and reasonable attorney's fees, arising out of bodily injury (including death) and/or damage to real or tangible personal property, provided that the injury or damage was caused by the intentional or negligent acts of Customer's officers, employees, agents or authorized sub-contractors (including suppliers).

Proprietary, Confidential and Non-Disclosure Agreement: Each party acknowledges that all information concerning the other party which is designated by the party as "Confidential and Proprietary" shall be deemed to be Confidential and Proprietary Information. Confidential and Proprietary Information is not meant to include any information, which, at the time of disclosure, is generally known by the public. Each party agrees that it will not permit the duplication, use, or disclosure of any such Confidential and Proprietary Information to any person (other than its own employees who must have such information for the performance of their obligation under this Agreement and as necessary to secure the performance of obligations hereunder by legal means), unless authorized in writing by the other party. Neither party shall use the name(s), trademark(s) or trade name(s), whether registered or not, of the other party in publicity releases or advertising without securing the prior written approval of the other party, such approval not to be unreasonably withheld; provided that AWE shall have the right, without Customer's approval to use Customer's name in its general list of customers. Each party agrees to hold in confidence any such Confidential and Proprietary information disclosed pursuant to this Agreement for a period of 3 years from the effective date of this Agreement. The parties shall have no obligation to maintain such information in confidence provided, they can show that such information (i) was in their possession prior to disclosure of such information, (ii) is or becomes publicly available through no fault of the party or (iii) was developed by the party independent of this Agreement.

Ownership Rights: AWE shall retain all right, title and interest in all technical information, inventions, patents, trade secrets, developments, discoveries, software, know-how, methods, techniques, formulae, data, processes and other proprietary ideas, whether or not patentable or copyrightable, that are developed pursuant to performance of the services hereunder, or are included in the Content.

Relationship and Right to Employ: AWE is an independent contractor and nothing in this Agreement shall be deemed to create a partnership or joint venture between Customer and AWE. As an independent contractor, AWE shall be responsible for withholding and paying all employment taxes, unemployment insurance, workers' compensation insurance and benefits for its employees. During the term of this Agreement, and any extensions thereto, Customer and AWE agree not to engage in either solicitation or recruitment of each other's employees.

Term: This Agreement shall be effective when signed by both the Customer and AWE and thereafter remain in effect as hereinafter stated (unless otherwise stated in the Agreement). All AWE Learning Stations have an initial term of three years from the date of shipment, unless otherwise extended. AWE Tablets have an initial term of two years from the date of shipment, unless otherwise extended. All ELF Child-Safe Browser™ or ELF Reading & Reference™ and subscription licenses and Platinum Online Services have an initial term of one year from the date of activation, unless otherwise extended.

Governing Law: This Agreement shall be construed and enforced in accordance with the laws of the Commonwealth of Pennsylvania.

Final Agreement: This Agreement and exhibits contain the final and entire agreement between the parties and is intended to be an integration of all prior agreements between them regarding the services. This Agreement cannot be modified except in a writing signed by both parties.

Customer Loyalty Program

General: The Customer Loyalty Program provides eligible Customers with a discount off the purchase of a new AWE Learning Station or AWE Tablet in return for exchanging, recycling, or repurposing a previously purchased AWE Learning Station or AWE Tablet. AWE requires that certain models be sent back to its return center. Your sales representative will identify models that need to be sent back. AWE will provide free shipping and packaging for return of those specific models. The Customer Loyalty Program is subject to change without prior notice.

Eligibility: Any Customer who has previously purchased an AWE Learning Station or Tablet, and desires to exchange, recycle, or repurpose it, in return for a discount off the purchase of a new AWE Learning Station or Tablet is eligible to participate in the Customer Loyalty Program. Only one credit will be provided per exchanged, recycled, or repurposed computer. Customer acknowledges and agrees that by participating in the Customer Loyalty Program, that it owns the property free and clear of any lien or encumbrance and that it has full power and authority to transfer the ownership of said property. AWE maintains the right to determine whether a previously purchased AWE product must be exchanged or recycled in order to be eligible to participate in the Customer Loyalty Program.

Scheduling and Shipping: Participating customers who are exchanging a previous purchase (not recycling it) will receive shipping instructions and shipping labels as part of their replacement purchase. Customer is responsible for scheduling a shipping (pick-up) date and time no later than five business days after receipt of shipping materials and labels, unless mutually agreed otherwise by Customer and AWE. Equipment will be picked-up from a location accessible by the shipping company at Customer's site. Equipment will be transported to AWE's processing site within 10 business days from the date of the pick-up. Additional time required for shipments from Hawaii, Alaska and Puerto Rico is acceptable.

Packaging: Customer is responsible for packing the equipment using the packing materials received as part of the replacement purchase.

Software/Data Backup: Customer is responsible for the backup of any data Customer needs or wishes to retain and for the removal of any confidential or sensitive data, including data that may be subject to unique rules regarding disclosure, accountability, or disposal. AWE is not responsible for the restoration of any data or software removed from the system by AWE or the Customer. AWE does not accept liability for lost data or software resulting from Customer's backup activities (or failure to backup), any restoration of data or software, or for compliance with special rules that may apply to data on Customer's equipment.

Fees: There is no fee to the Customer for return scheduling and shipping services (within the continental United States) provided that the Customer meets all Terms and Conditions of the Customer Loyalty Program. However, additional fees may apply for cancelled or rescheduled shipments. Customer is responsible for any costs incurred if incorrect products are identified and sent for shipment.

Returns and Exchanges: The Customer Loyalty Program does not offer returns or exchanges. AWE will not be able to return equipment once it has been picked up. A Customer Loyalty Program order may be canceled before an equipment pick-up is performed. Cancellation requests can be made online using the support link on AWE's homepage (www.awelearning.com/support). Customer is responsible for canceling any shipping (pick-up) arrangements with such provider directly.

Not Transferable: These services are not transferable.

No Contaminated Products: The service is not intended for equipment that is or has become contaminated or suspected of being contaminated with chemicals, biological agents or other substances that are not integral to the original new equipment or otherwise associated with normal office environments.

Title and Risk of Loss: AWE will bear no risk of loss or damage to the equipment during shipment to AWE or its processing site(s). Title will be deemed to pass to AWE or its provider upon receipt and possession of the equipment by AWE or its provider.

Claims of Confidentiality of Proprietary Rights: Customer agrees that any information or data disclosed or sent to AWE, over the phone, telephonically, electronically or otherwise, is not confidential or proprietary to Customer.

Commercially Reasonable Limits to Scope of Service: In the course of providing the service, AWE may determine that the issue is beyond the scope of the service. AWE may use commercially reasonable efforts to refer Customer to the appropriate alternative resource.

Warranty: AWE warrants that it will perform the services with commercially reasonable care. AWE makes no other warranty and disclaims all other warranties, whether express or implied, including, but not limited to, any implied warranties of merchantability and fitness for a particular purpose.

Limitation of Liability: AWE will not be liable for lost profits, loss of business, lost data or software resulting from Customer's backup activities (or failure to backup), or other consequential, special, indirect, or punitive damages, even if advised of the possibility of such damages, or for any claim by any third party. Customer agrees that AWE is not liable or responsible for any amount of losses or damages above the aggregate dollar amount paid for the purchase of these services for the specific item or items of equipment which caused the losses or damages.



NEVADA STATE LIBRARY, ARCHIVES and PUBLIC RECORDS

Nevada Department of Administration

100 North Stewart Street
Carson City, NV 89701



Federal 2021 LSTA ARP Act GRANT-IN-AID AWARD

Sub-Grantee: Douglas County Library

Address: 1625 Library Lane, Minden, NV 89423

DUNS Number: 010984979

Project Title: Expanding Technology for Children

Grant Number: ARP-o8

P/P# or CFDA #: 45310-ARP

Sub-Award Project dates: July 1, 2021-August 30, 2022

General

- I. Grant funded activities shall provide services and equipment as outlined in the approved grant application. Grant funds must be used to meet NSLAPR Five Year Plan and federal LSTA goals. The approved grant application submitted by the sub-grantee becomes part of this agreement.
- II. The sub-grantee may not obligate or encumber grant funds prior the effective date of this agreement. Funds may not be obligated or encumbered after August 31, 2022.
- III. All unexpended grant funds must be returned to the Nevada State Library, Archives and Public Records

Grant Amounts and Advanced Payment Procedures

- I. Total Amount of Federal funds obligated and advanced for this project: **\$25,000**
- II. One advanced payment of \$25,000 will be made to the sub-grantee. The sub-grantee must submit expenditure reconciliation documentation by September 15, 2022. Failure to submit expenditure reconciliation documentation will impact any future advanced payments and/or grant awards. Unspent funds must be returned. The sub-grantee may not obligate or encumber grant funds before the effective date of this agreement or after August 31, 2022.
- III. Funds for the grant project are authorized according to the final application budget; no match is required.

Request for Fiscal and/or Programmatic Changes

The sub-grantee may request a budget and/or program amendments for fiscal or programmatic changes as outlined below. Sub-grantee must submit a request for the budget or program change in writing to NSLAPR. All requests for changes must be received on or before June 30, 2022. Requests received after that date will be considered on a case by case basis. The revision must be submitted before obligating or expending grant funds.

- I. Fiscal Changes must have a Budget Revision for any of the following conditions:
 - a. Transfers of grant funds among budget categories that exceed ten (10) percent of a budget category;
 - b. A transfer of funds into a budget category that currently equals zero (\$0);
 - c. A change in the items listed in the approved budget categories if an item's cost or features are substantially different from the approved grant application specifications.
- II. Programmatic changes to the approved grant application must be submitted for a change in scope or objectives of the approved program, even if there is no associated budget revision. A change in scope is a substantive difference in the approach or method used to reach program objectives.

Reporting Requirements

The sub-grantee is responsible for submitting periodic reports that reflect the sub-grantee's level of performance for the approved grant application.

Reports will be due as follows:

Reporting period

Mid-year Report: July 1-Dec. 31, 2021

Final Report

Report Due date

January 31, 2022

November 4, 2022

Assurances and Conditions

- I. The sub-grantee will complete and sign all required certifications and assurances.
- II. The sub-grantee agrees to maintain all financial and programmatic records, supporting documents and other records relating to this grant award for three (3) years after the last State Program Report for the Nevada LSTA State Plan 2018 - 2022, to be submitted on December 31, 2023. The sub-grantee will maintain their records through December 31, 2026.
- III. The sub-grantee accepts that any duly authorized representative of NSLAPR, the Nevada Division of Audits, the Legislative Counsel Bureau and the Institute of Museum and Library Services shall have access to any books, documents, papers and all records of information determined to be necessary to conduct an audit for funds expended under the terms and conditions of this sub-grant.
- IV. This sub-grant may be terminated by written notice and mutual agreement of both parties.
- V. Termination for Non-Appropriation: The continuation of this sub-grant is subject to and contingent upon sufficient funds being appropriated, budgeted, and otherwise made available by federal sources. Reservation of funds based upon budget reductions is included herein. The granting authority may reduce or terminate this sub-grant, and the sub-grantee waives any and all claim(s) for damages, effective immediately upon receipt of written notice (or any date specified therein) if for any reason the granting agency's funding from federal sources is not appropriated or is withdrawn, limited, or impaired.

Name of Federal awarding agency: Institute of Museum and Library Services	
Name of recipient: Nevada State Library, Archives and Public Records, Nevada Department of Administration	
Recipient Unique Entity Identifier: 946481140	
CFDA Name: LSTA Grants to States	CFDA Number: 45.310
Federal Award ID Number (FAIN): LS-250224-OLS-21	Federal Award Date: April 9, 2021
Total Amount of Federal Award: \$ 2,683,783	Research & Development: No
Period of Performance Start Date: Oct. 1, 2020 Period of Performance End Date: Sept. 30, 2022	Indirect Cost Rate: 0.0

Contact Information

Question or concerns about an LSTA project should be directed to:

Sulin Jones/LSTA Coordinator
 Nevada State Library, Archives and Public Records
 (775) 684-3340 / Fax (775) 684-3311
 E-mail: sulinjones@admin.nv.gov or nslaprlsta@admin.nv.gov

Required Signatures:

 State Library, Archives & Public Records Administrator

Mike Strom

 Date

 Sub-grantee Authorized Official

 Date

 Printed Name and Title



Interim Director's Monthly Report – September 2021

➤ **Library Operations**

- The Lake Tahoe Branch was closed on August 30th due to the Caldor Fire. It has reopened as of Tuesday, September 14th and resumed Tuesday and Thursday hours.
- The library has added Mango Languages to our digital resources for patrons. Mango is a personalized, adaptive language-learning experience that provides the tools and guidance you need to expand your language skills. Library users can learn over 70 languages online or on a mobile device for free with their library card.
- 3 new programs were introduced this month:
 - Adult Crafters' Club
 - Teen Art Guild
 - Movies at the Library
- Upcoming programs include:
 - The return of Virtual Reality
 - Spooky Story Writing Contest for all ages
 - Scary movie series
 - Paranormal mystery game for teens

➤ **Library Staff**

- The next staff meeting will be held on October 8th.
- One Library Technician position has been filled at the Lake Tahoe Branch and our new staff member will be starting on Monday, September 27th, training in Minden for a few weeks to start.
- New Library Page, Ryan Barca started Monday, September 20th.
- Interviews have been completed for the second Lake Library Technician position and an offer will be made by the end of the day on September 24th.
- A Senior Library Technician position was recently vacated due to failure to pass the probationary period. We are hoping to promote internally to fill this vacancy, then fill a Library Technician position shortly after.