

The most effective boards concentrate their time and energy on a few issues that will have a major impact on the library's future. Activities that can be completed by individual trustees outside the meeting (such as reading the minutes) should not take up valuable time at a board meeting. Richard Chait of the Harvard School of Education, an authority on nonprofit boards, states the key concepts this way:

- Focus the board's attention only on issues that really matter;
- Use the board's time and structure to pursue those issues;
- Be certain that the board has the information it needs at the right time;
- Ensure that the board works as an effective corporate unit.

Effective Decision-Making:

It is important to keep in mind that legal responsibility for overall library operations rests in the library board, not individual trustees. Therefore, it is important for the board president to use leadership techniques that promote effective group decision-making on the part of the entire library board, not decision-making by a few board members, or the library director, or any other individual.

Board meetings are the place for you to raise questions and make requests of the library director and/or staff. Individual trustees should never make such requests or demands on their own—you are members of a governing body and must act as a body. Yet, as an individual trustee, you should not hesitate to raise concerns or questions at board meetings. By raising questions and/or concerns, you may help the board avoid rushing into an action without appropriate consideration of all of the ramifications or alternatives.

When dealing with the public or the media, trustees need not feel pressured in having to come to an immediate decision or make an immediate statement on an issue. Remember that what is said in an open regular public meeting can be quoted in the media. A good rule of thumb is to remember that individual board members should never speak for the whole board and that questions from the media should be referred to the spokesperson for the library whether it be the Chair of the Board of Trustees or the Library Director.

A "public comment" period during the meeting is not required, but it can be a helpful way for the board to hear about particular public concerns or needs. The board should limit itself to answering basic questions from the public and place any matter on a future meeting agenda if additional discussion or deliberation on the issue is needed.

Bylaws:

Library board bylaws are the rules established by the library board that govern the board's own activities. Well-crafted bylaws help provide for the smooth and effective functioning of a library board. Library board bylaws must comply with all relevant statutes. In addition, all board meetings and board committee meetings should comply with the state's Open Meetings Law. State and federal laws supersede any local library bylaw provisions.

At a minimum, library board bylaws should spell out:

- The library board officers to be elected, how they are elected, the length of their term and the powers and responsibilities of each officer
- When meetings are held, and how meetings are conducted
- Definition of a quorum and attendance requirements
- What standing committees are appointed, how they are appointed, and what they do (examples: personnel and finance)
- Provision for amending bylaws
- Provision for term limits
- Provisions for calling special meetings
- Provision for removing a board member with reasonable cause
- Provision for reviewing bylaws at least every three years

Crafting the Library Board's Bylaws:

Because bylaws are so fundamental to effective (and legal) library board operations, great care must be taken when developing new bylaws or amending existing bylaws. Bylaw language must be clear and unambiguous. Imprecise language can result in confusion and disorder. For example, confusion can result if it is unclear who has the authority to make decisions for the library. Library board bylaws should make clear that actions by board committees are advisory only. A library board committee cannot act on behalf of the full board—only actions by the full board have legal authority. Likewise, individual board members and board officers can perform official actions on behalf of the board only with specific authorization from the full board.

If the board wants to develop new bylaws or amend existing bylaws, it is recommended that a special committee be appointed to develop drafts for full board review. To change your bylaws, you must follow any procedures required by the current bylaws. Library system staff may be available to review drafts of new or amended bylaws.

An organization that is exempt from federal income tax, as described in Internal Revenue Code 501(c)(3), is required to report changes to its bylaws and other governing documents annually to the IRS on the organization's IRS Form 990. Substantial changes to a tax-exempt organization's character, purposes, or method of operation should be reported to the IRS as soon as possible because such changes, if inconsistent with the organization's tax exemption, could affect the organization's tax-exempt status. For minor changes, just report them on the organization's next annual Form 990. Check with the state's regulations for reporting changes to the library's bylaws.

See Appendix for Sample Bylaws and Sample Meeting Agenda:

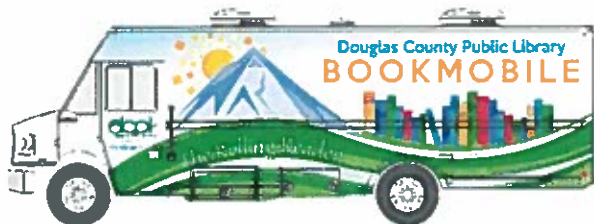
Sources of Additional Information:

- *Robert's Rules of Order* (chapter on the development and amendment of bylaws) or Alice F. Sturgis' *The Standard Code of Parliamentary Procedure*



Sample Route Schedule

Tuesday	Wednesday	Thursday
<p>July 16 11:15 – 12:15 TRE Community Center</p> <p>12:45 – 1:45 Pine View Estates</p>	<p>July 17 9:00 – 12:00 Gardnerville Farmer’s Market</p> <p>12:45 – 1:45 James Lee Park & Indian Hills GID Community Center</p>	<p>July 18 10:00 – 11:00 Johnson Lane Park</p> <p>12:30 – 1:30 Douglas County Community & Senior Center</p> <p>2:00 – 3:00 Carson Valley Senior Living Center</p>
<p>July 23 12:30 – 1:30 Fish Springs Fire Department</p>	<p>July 24 9:00 – 12:00 Gardnerville Farmer’s Market</p> <p>2:00 – 3:00 Chateau Senior Living Center</p> <p>3:30 – 4:30 Stodick Park</p>	<p>July 25 11:00 – 12:30 Boys and Girls Club</p> <p>2:30 – 3:30 Dresslerville Community Center</p> <p>4:00 – 5:00 Tillman Center</p>
<p>July 30 11:15 – 12:15 TRE Community Center</p> <p>12:45 – 1:45 Pine View Estates</p>	<p>July 31 9:00 – 12:00 Gardnerville Farmer’s Market</p> <p>12:45 – 1:45 James Lee Park & Indian Hills GID Community Center</p>	<p>August 1 10:00 – 11:00 Johnson Lane Park</p> <p>12:30 – 1:30 Douglas County Community & Senior Center</p> <p>2:00 – 3:00 Carson Valley Senior Living Center</p>



**Connect
Inform
Inspire**

Request a visit from the bookmobile! Call 775-782-9841 or email info@douglas.lib.nv.us

More information is available on the library’s website: library.douglascountynv.gov



Goal # 1 (2019 objectives)

Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology.

Objective #1– Increase technology available to patrons

- A. Investigate possible expansion of Virtual Reality technology program at both libraries by September 1, 2019 **Proposed deadline November 1, 2019**
 - a. Collect information according to NSLAPR grant guidelines
 - b. Utilize the data to determine potential demand at each library location
 - c. Determine cost estimates (software, equipment)
 - d. Consider potential demand and costs to determine feasibility and sustainability
- B. Assess and determine the need(s) for additional mobile devices and resources by October 1, 2019 **Proposed deadline December 1, 2019**
 - a. Conduct survey of public (users and non-users if possible)
 - b. Examine historical and statistical trends
- C. Evaluate available robotics technology/devices and determine collection possibilities by November 1, 2019
 - a. Perform research of current available technology/devices including their use by other public libraries
 - b. Determine demand and needs for robotics resources
 - c. Create robotics program for 2020 and beyond (based on (b) above)
 - d. Develop assessment protocol for evaluation of program(s)

Objective #2 – Assess and evaluate the demand for technology assistance and education

- A. Collect user data and statistics by September 1, 2019
Proposed deadline December 31, 2019
 - a. Use Polaris to generate reports on usage of mobile devices
 - b. Track Reserve-a-Tech sessions
 - c. Consult staff and document their input
- B. Gather information from patrons and the greater community by October 1, 2019
Proposed deadline January 1, 2020
 - a. Distribute online and paper surveys
 - b. Develop other potential tools for gathering information
- C. Determine possibilities for technology education programs by November 1, 2019
Proposed deadline February 1, 2020
 - a. Compile input from Tech Team and other staff



- b. Using collected data, develop framework of potential programs
- c. Determine cost estimates (software, equipment, program supplies)
- d. Use collected data and staff input to determine feasibility and sustainability
- D. Begin implementing new technology programs by December 1, 2019 **Proposed deadline June 30, 2020**
 - a. Create new publicity plan to feature each resource or program in a series of monthly promotions (newspaper articles, social media posts, and flyers)
 - b. Develop assessment protocol for evaluation of program(s)

Objective #3 – Assess, test and streamline eResources

- A. Evaluate Axis 360 eBooks and eAudiobooks by March 1, 2019 **Completed**
 - a. Investigate usage by other Polaris libraries
 - b. Meet with vendor
 - c. Determine impacts on library's acquisition/selection processes
 - d. Examine functionality (staff and patrons) and cost to determine feasibility
- B. Monitor and evaluate current digital offerings by December 1, 2019
 - a. Examine statistical trends
 - b. Collect staff input
 - c. Determine if (and which) resources should be added and discontinued
- C. Develop and create learning tools for patrons by December 1, 2019
 - a. Design technology education/assistance programs focused on the selected eResources (see Objective #2)
 - b. Develop assessment protocol for evaluation of program(s)



Goal #2 (2019 objectives)

Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers.

Objective #1 – Establish Bookmobile service for valley region of Douglas County

- A. Hire Bookmobile Library Technician by February 1, 2019 **Completed**
 - a. Interview candidates and offer job to top candidate
 - b. Train the new Library Technician on library functions as they apply to bookmobile service
- B. Bookmobile committee will create a service plan for bookmobile (delivery date is TBD) **Completed**
 - a. Bookmobile committee will reconvene by April 1, 2019
- C. Train the Bookmobile Library Technician and other staff on bookmobile functions and services within thirty (30) days of delivery **Completed**
- D. Train Bookmobile volunteers in basic duties within thirty (30) days of delivery **Proposed deadline September 1, 2019**
- E. Launch bookmobile service within thirty (30) days of delivery

Objective #2 – Produce, revise, and improve Library policies, procedures and support documents

- A. Review existing policies and procedures
- B. Establish small staff groups or committees assigned to specific documents
- C. Create and/or update policies and procedures
- D. Interim documents and handbook will be presented September 1, 2019 **Proposed deadline May 31, 2020**
- E. Inform Board of progress by December 1, 2019 **Proposed deadline March 1, 2020**

Objective #3 – Develop and implement a standard system of assessment that will be used to measure, evaluate, and track all library programs by May 1, 2019

- A. Develop a standard system that will be used to evaluate all library programs by March 1, 2019 **Proposed deadline December 31, 2020**
 - a. Initiate a staff committee to design the system
 - b. Tracking and evaluation procedures will be digitized and applicable to all program types
 - c. New system will include statistical analysis
- B. Create a procedure for new programs to ensure equal consideration of all ideas



- a. Design a workflow that will track programs from the “idea” stage to the “evaluation” stage

Objective #4 – Introduce one or more new programs at Minden Library by October 1, 2019

- B. Program(s) will be sustainable (repeatable, cost-effective, realistic)
 - C. Program will be aligned with the Library’s mission and goals
 - D. Program will be launched by September 30, 2019
 - E. Evaluate the program using new system (see Objective #5) by December 1, 2019
- Proposed deadline January 31, 2020**

Objective #5 – Introduce one or more new programs at Lake Tahoe branch by October 1, 2019

- A. Program(s) will be sustainable (repeatable, cost-effective, realistic)
 - B. Program will be aligned with the Library’s mission and goals
 - C. Program will be launched by September 30, 2019
 - D. Evaluate the program using new system (see Objective #5) by December 1, 2019
- Proposed deadline January 31, 2020**

Objective #6 – Summer Reading 2019 patrons will have a Summer Reading Program that features the theme “Space: A Universe of Stories” for all age groups

- A. Launch SRP in June 2019 to include children, teens, and adults
- B. Evaluate SRP by December 1, 2019

New proposed deadlines presented to the Library Board on June 25, 2019



Director's Monthly Report June 2019

1. Bookmobile. DCPL's first bookmobile arrived on June 13. The vendor sent a trainer who delivered the bookmobile and conducted training for all employees. We are finalizing schedules and routes. We are enthusiastic about starting mobile service in Douglas County!
2. Staff Meetings and Training. Staff meetings are held monthly on the first Tuesday of each month, with the exception of June.
3. Summer Reading Program. This year's Summer Reading Program is starting off strong, incorporating the theme "A Universe of Stories!" This year we have adopted an app for readers called Beanstack, which enables readers to register for the program online as individuals or a family. Beanstack is described as an app that "makes it easy for [readers] to earn virtual badges, tickets for drawings, and real-world prizes by keeping track of their reading. Readers can also post book reviews and keep track of activities they complete along the way." We are very excited about offering this new feature.
4. Friends of the Library. The Friends have generously sponsored a significant portion of the Summer Reading Program again this year, including funds for books, programs, and supplies.
5. Staff Development. Kitty Weber (Library Technician) and Luise Davis (Librarian) attended the annual conference of the American Library Association (ALA) in Washington, DC, June 21-26.
6. Staff Changes and Vacancies. Recruitment for the Library Technician position is in progress. Sarah Bates, Adult Services Librarian, has resigned, and her last day will be June 26. Recruitment for her position will begin soon. We are working with Human Resources to get positions filled in a timely fashion.
7. Progress on Improvement Plans. I have completed three of the four sessions of the Douglas County Supervisory Management Training Program. I will attend the fourth session next year when it is offered. I meet with individual employees on a regular basis. Communication continues to improve.
8. Evaluations. The list of recently completed performance evaluations:
 - a. Karen Fitzgerald

DOUGLAS COUNTY PUBLIC LIBRARY						
Statistical Report						
FY 2018-2019						
	Year-to-Date			May 2019		
Circulation	Minden	Tahoe	Total	Minden	Tahoe	Total
Items Checked Out/Renewed	140,810	8,307	149,117	12,111	606	12,717
eCheckouts			19,206			1,899
New Cards Issued	1,116	119	1,235	98	11	109
Patrons	26,786	3,068	29,854	26,786	3,068	29,854
Library Visits	82,245	24,266	106,511	7,782	1,515	9,297
Inventory	108,820	28,229	137,049	108,820	28,229	137,049
Interlibrary Loans Requested	484	13	497	46	-	46
Interlibrary Loans Loaned	469	31	500	33	-	33
Homebound Patrons	15	-	15	15	-	15
Homebound Checkouts	1,539	-	1,539	162	-	162
Database Sessions			30,130			4,626
Services	Minden	Tahoe	Total	Minden	Tahoe	Total
Meeting Room Use	452	76	528	38	9	47
Meeting Room Attendance	5,424	1,096	6,520	456	131	587
Pine Nut Room Use	127	-	127	-	-	-
Pine Nut Room Attendance	635	-	635	-	-	-
Kids' Programs	308	127	435	21	15	36
Kids' Program Attendance	4,978	1,409	6,387	275	198	473
Teen Programs	46	3	49	8	-	8
Teen Program Attendance	245	1	246	45	-	45
Adult Programs	43	6	49	4	-	4
Adult Program Attendance	972	33	1,005	111	-	111
Total Programs	397	136	533	33	15	48
Total Program Attendance	6,195	1,443	7,638	431	198	629
Outreach	18	-	18	2	-	2
Public Computer Use	8,499	858	9,357	722	70	792
ADA-pc Use	35	5	40	3	-	3
Wireless Use	24,265	1,364	25,629	1,237	45	1,282
Volunteers	127	1	128	49	-	49
Volunteer Hours	2,994	35	3,029	221	-	221

Useful Use May 2019

DLT		DCL			
Internet		Internet		ADA	
Internet & Office	68	Internet & Office	626	Extended use	0
Large Print (LP)	2	Large Print (LP)	44	Restricted LP	3
		15-minute Internet & Office	46		
		Word processing	6		
Total	70	Total	722	Total	3

**FAX24 usage report
Douglas County Public Library
Fiscal year 2018-2019**

	# of Transactions	Credit Card Sales	Commissions
July 2018	27	\$132.62	\$9.02
August 2018	23	\$122.64	\$7.03
September 2018	14	\$60.95	\$0.55
October 2018	20	\$65.47	\$0.77
November 2018	16	\$61.90	\$0.60
December 2018	16	\$82.92	\$1.65
January 2019	28	\$111.66	\$4.83
February 2019	9	\$36.20	\$0.00
March 2019	23	\$68.19	\$0.91
April 2019	27	\$100.13	\$2.53
May 2019	16	\$54.96	\$0.25
June 2019			
Totals	219	\$ 897.64	\$ 28.14

Service started 12/29/11