Building for the Future
Las Vegas-Clark County Library District
Strategic Plan 2016-2020

Adopted by the LVCCLD Board of Trustees
January 14, 2016
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The creation of this document started with a January 2015 Staff Idea Survey, where staff from across the Library District contributed over 700 service and organizational improvements ideas.

The document would not have been possible without the contribution of the Vision 2020 Team comprised of 33 members that engaged in a year-long planning process to develop and articulate the 2016-2020 Strategic Plan for the Las Vegas-Clark County Library District: Mario Aguilar, Salvador Avila, Kevin Bowman, Tanya Brown-Wirth, Floresto Cabias, Kim Clanton-Green, Rebecca Colbert, Carlotta Dickerson, Steve Dimoulas, Larry Gaskin, Lisa Gibson, Jill Hersha, Gloria Jertberg, Paula Loop, Matt McNally, Danielle Milam, Demosthenes Papaeliou, London Porter, Ginger Lanier, Carla Land, Marie Reed, Carlito Sanchez, Leo Segura, Jenn Schember, Antony Smith, Joe Stoner, Natalia Tabisaura, Amanda Thomas, Tonya Thomas, John Vino, Anthony Weitz, Nikki Winslow and William Wirth.

Thanks also to consultant Margaret Sullivan and MS Studio, who joined the planning effort in July.

Our great appreciation goes to Dr. Ronald R. Heezen, Executive Director, who joined many of the Team 2020 planning sessions, and Executive Council members who support the implementation of this plan, including CFO Fred James, CIO Al Prendergast, General Services Director Steve Rice, HR Director Jerilyn Gregory, Library Operations Director Jenn Schember, Assistant Library Operations Director Mario Aguilar, Community Engagement Director Matt McNally and Planning and Development Director Danielle Patrick Milam.

Close to 700 Library District staff were introduced to the draft plan in October 2015. This version reflects their feedback on details and general support for the strategic framework and focus.
Introduction

“We Don’t Library Like We Used To!” The world is changing quickly and profoundly and so are libraries. New technologies, new communications, new competitors, new models of service, ever-expanding customer expectations and interests all add up to the need for libraries to stay relevant; to be flexible and adaptable; and to innovate and grow public value as times change.

On one hand, libraries are urged to go national and international as a platform for digital content creation and exchange. On the other, libraries are urged to be a bridge for local social, economic and education connections that are critical to well-being and to be local hubs for learning, creativity and community engagement.

The fact is, libraries are already both global and local, material and digital, transformations and transactions, experiences and exchanges. This strategic plan, Building for the Future, is a guide for deploying library assets – virtual and physical – in ways that advance and amplify the talent and vitality of our region, making even more people successful, happy and engaged in learning, discovery, achievement.

This document describes the draft strategic plan that will be considered by the Board of Trustees in January. Please use the worksheets (see pages 66-74) to organize your thoughts, goals and priority action steps for roll-out of the plan over the next four years.
THE URGENCY IS REAL

**FAST-PACED CHANGE** in Society, Technology, Economy, Environment, Politics Libraries

**CHALLENGING LOCAL CONDITIONS** related to literacy, learning, individual and community success

**LOCAL ASSETS AND TALENT** are the region’s vital resources and economic generator
THE WORLD IS CHANGING

SOCIAL – aging populations, increased diversity, customization, personalization, culture of experience, social media, face2face

LEARNING - engaged learning, connected learning, project-based learning, digital natives, anonymity, social media, online learning, Google Glasses

ECONOMIC – budget cuts, restructuring, alliances, community initiatives, agency services going online, continuous job evolution, economic diversification, small business impact, 21st Century workforce skills

TECHNOLOGY – exponential change, fast adoption, rising demand for downloads, devices, WiFi and cloud, mobile, apps, persistent digital divide

COMPETITION – Google, Amazon, FaceBook, Wikipedia, Starbucks
BUILDING FOR THE FUTURE

Need to **ADAPT QUICKLY** and avoid the fate of Kodak, Blockbuster, Sony, Sears, Yahoo (companies who had strong brands and core products, but did not see new technologies, markets, services or competitors coming)

We must **PREPARE** for any number of scenarios

We must **FOCUS** on our preferred future
COMPLEX COMMUNITIES

- 68% of Library Service Area Households are Families, mostly young parents with young children
- 10% of Households are Seniors
- 22% of Households are Singles or Couples
- There is a large population of ADULTS with low literacy and digital skills
- The Vegas Valley is a new gateway for immigrants
- Decades of Rapid Growth, High Mobility, Service & Construction Jobs, Low Education Levels
- Post-Recession Challenges: Food, Housing, Clothing, Employment, Education
COMMUNITY NEEDS ASSESSMENT

FAMILIES
SUPERGROUP

- 68% of our population
- Distributed throughout the valley
- For all branches but 4 they make up at least 50% of population
Couples-Singles Supergroup

- 22% of service population
- More concentrated to West and South
- Branches with high concentrations can still have high numbers in the Families Supergroup
Seniors Supergroup

- Smallest of the Supergroups (10% of service population) but diverse – Snow Birds to Social Security Set

- Distinct areas mostly in established metro neighborhoods and rural locations

- Four libraries serve a predominantly senior population
ALL Supergroups

- Green = Family
- Yellow = Singles & Couples
- Pink = Seniors
COMMUNITY NEEDS ASSESSMENT

Legend

- NeWest Residents/Industrious Urban Fringe
- Inner City Tenants/Main Street USA/City Dimensions/Crossroads
- Aspiring Young Families/Milk & Cookies/Up & Coming/Sophisticated Squires/Boomburbs
- Old And Newcomers/Young and Restless/Midlife Junction
- Cozy And Comfortable/Enterprising Professionals/InStyle/Exurbanites
- Social Security Set/Simple Living/Senior Sun Seekers
- Retirement Communities/Silver & Gold/Prosperous Empty Nesters
WHAT ARE WE LEARNING?

RELEVANCE IS LOCAL – Who are we serving? TAILOR SERVICES to their needs

Libraries are becoming MORE ABOUT EXPERIENCES and less about “books and stuff” – creation, curiosity and community

Libraries are TRUSTED, CONNECTED AND WIDELY DISTRIBUTED

Librarians are becoming FACILITATORS AND COACHES

Next generation SERVICES ARE BOUNDLESS – virtual & physical, inside and outside the buildings

We are shifting to an ACTIVE SERVICE MODEL

This is a NEW ERA WITH NEW OPPORTUNITIES
Libraries are catalysts for transformation
We are in the business of advancing people and communities
VISION 2020

The Las Vegas-Clark County Library District nurtures the social, economic and educational well-being of people and communities.
Consider the Library as a Community Platform

- Other Nonprofits
- Government
- Youth & Education
- Families
- Health and Wellness
- Civic, Social and Faith
- Local Enterprises
V.2020

Building for the Future
2016-2020

A strategic framework for building library relevance and responsiveness in changing times.
STRATEGIC FRAMEWORK:

Limitless Learning

Business & Career Success

Government & Social Services

Culture & Community
EACH OF THE STRATEGY SECTIONS INCLUDES THE FOLLOWING INFORMATION:

• Current Community Conditions

• Future Conditions that Impact our Direction

• What do We Own? What Strengths/Resources do we have? What do we already do well? What could we improve with more attention and focus on individual and community impact?

• What are Implications for Services? Spaces? Other Resources?

• How Will We Define Success?
LIMITLESS LEARNING
The Future of Learning

Author: Dr. Mimi Ito
UC Irvine 2012
Community Conditions Now

- 680,000 of the 1,500,000 people in our service area are in households of families, mostly young parents with young children. Half of those are families with low education and income levels. A quarter of those are in household with limited English proficiency.
- There is a growing digital divide -- many households lack internet connections.
- There is a growing number of English language and special need learners.
- Clark County School District has several challenges, including an insufficient number of buildings and teachers, and a significant restructuring ahead.
- 3% of 3- and 4-year olds have subsidized Pre-K. 29% of all children ages 4-5 are enrolled in Pre-K.
- 69% of 4th graders are reading at grade level (67% nationally).
- 36.8% of 8th graders are proficient in math (73% nationally).
- The Clark County School District graduation rate is 71.7%.
- 22% of local high school graduates go on to college.
- There is a large population of adults with low education and English proficiency.
This map identifies metro areas with a large number of young families with limited means and/or limited English.

This map identifies metro areas with a large number of adults with very limited literacy skills, including some with limited English.
What Do We Own?
What are the strengths the library already has in the strategic area of Limitless Learning?

- Interest-Driven Learning
- Bridging the Education Gap
  - Pre-K
  - Student Support
  - English
- Building 21st Century Literacies
  - Digital
  - Finance
  - Health
  - Media
What Do We Promise?

- To be the bridge that closes the gap.

- To provide free and open access to people of all ages to follow their passions and learning paths.

- To leverage library resources with community partners and resources to provide training, services and materials that increase literacy, learning and achievement in our region.
## Strategies for Limitless Learning

### Education Gap
- Expand reach and impact of Pre-K services
- Strengthen support for K-12 students – in the branches and online
- More STEAM and TechArt programs
- Expand the CALL program
- Expand access to technology
- Expand access to online homework help

### Interest Driven Learning
- Customer-driven selection of programs and collections
- Variety of formats in our collections
- Maker, DIY, DJ programs that grow life and workplace skills
- Apps that make it easy for people to find materials and programs

### Literacies
- Digital, coding, health, financial literacy meetups, programs, materials
- Expansion of partnerships with other organizations that have training and expertise
- Utilize staff, volunteer and mentor expertise
- Implement more online learning
What kind of Spaces will we need?

Family Place  
Makers Space  
Storytelling Space  
Classrooms  
Homework Center  
Quiet Room  
Computer Labs  
Tech Art/Lil Bits/DJ Labs  
Recording Booth  
Film Center  
Writers Lab

Research Center  
Adult Literacy Classrooms and Computer Labs  
Book Browsing  
Teen Space  
Collaboration Space  
Study Rooms  
Hang Out Spaces  
Instructional Spaces  
Café/Kitchen  
Lecture Hall
Activities and Components

Rehearsals
Performances
Storytelling
Homework Help
Book Browsing
Writing Lab
Home Economics Lab
Woodshop
Maker Space
Tech Art Lab
Recording Booth
Film Center
Summer Programs
Lectures
Workshops
Study Rooms
What are the Experiences?
Other resource needs*

* These are starter ideas. Branches and Departments will make recommendations and prioritize. The District will determine resource availability.

**Staff Skills, Talents:**
- Facilitation
- Collaboration
- Great People Skills
- Multilingual/Cultural
- Understand Family, Early, Teen or Adult Learning

**Collections:**
- Early Literacy
- Popular Media
- Parenting
- STEAM/Coding
- Homework Help
- Foreign Materials

**Technology:**
- Computer Labs for All Ages
- Homework Help Center
- Laptop/iPads Kiosks
- Recording Studio
- Multilingual OS devices

**Special Equipment:**
- Family Place
- Maker Space
- DJ Booth
- TechArt Studios
- Café/Vending Food
- Living Room Furniture

**Programs:**
- Early Learning
- Parenting
- TechArt/DJ/Maker CALL
- Financial Literacy Tutoring

**Partnerships:**
- Childcare Centers/WIC
- CCSD
- DISCOVERY Museum
- Vegas PBS
- Clark County Family Services
How will we define success?

- Everyone engages in reading and learning
- Children are ready for Kindergarten
- English proficiency rises
- Students are performing at grade level or above
- Digital and financial literacy increases
- More students are going to college, credentialing programs or the work place
- Everyone has access to virtual and physical learning resources
- The library connects people to convenient, relevant learning opportunities
- Achievement - learning leads to success in life
Future World Looks Like

- **Nano-degrees?**
- **Wide variety of digital learning platforms**
- **9 out of top 10 jobs now require an Associate’s degree.**
- **7 out of 10 jobs in 2025 will require an Associate’s degree and tech skills.**
- **7 Sectors + Small Business**
- **Work at home. Work for self. Uberize.**
- **21st Century skills: team-building, analytical thinking, solution-orientation, STEAM-based**
- **Diversity of credentials, certificates, career paths**
- **Over 10 jobs in a lifetime. Continuous career development is the norm.**

**GOVERNOR’s PLAN**

**Future World Looks Like**

**Future World Looks Like**

**Future World Looks Like**
Community Needs Now

- Large number of adults with LOW EDUCATION LEVELS (HS and below)

- HIGH UNEMPLOYMENT FOR YOUTH (double the national average)

- GAP BETWEEN SKILLS AND JOBS of a diversified economy and skills of present workforce of call centers, retail, construction and casinos

- Need to strengthen workforce assessment, WORKFORCE READINESS & training opportunities

- Need to SUPPORT SMALL BUSINESS
What Do We Own?

What are the primary strengths/weaknesses the library already has in providing employment and career services?

• Job & Career Path Support
• Partnerships, Networking & Meet-Ups
• Business & Career Center
• Business Incubator
## Strategies for Business & Career Success

### Job & Career Path Support
- Grow access to resources for job seekers: resume, interview, tech skills, finance
- Integrate career pathing into CALL
- Partner to develop workforce readiness and skills
- Tool up computer labs with new workforce skills, job assessment and search trainings
- Focus on small business development

### Partnerships, Networking, Meet-ups
- Tap local expertise and employers
- Be the meet-up space for locals
- Grow career path programs, mentors
- Stream content on business basics
- Partnerships with SCORE, Vets, ASU, Nevada Workforce Connections, CSN, UNLV

### Business & Career Center
- Printers, copiers, fax machines, scanners, computers
- Phone room, consultation meeting rooms
- Resources online and one-on-one
- Online support, ex. Health Cards

### Business Incubator
- Programs on all aspects of business planning and development
- Online tools
- Streaming content on business basics
- Business conversation circle
Activities and Components

Resume Writing
Job Training
Certification Training
Networking
Interview Rooms
Business Consultations
Test Proctoring
Lectures
Job Fairs
What are the Experiences?
**Other Resource Needs**

*These are starter ideas. Branches and Departments will identify and prioritize recommendations. The District will determine resource availability.*

<table>
<thead>
<tr>
<th>Staff Skills, Talents:</th>
<th>Collections:</th>
<th>Programs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empathy, Facilitation</td>
<td>Job Databases</td>
<td>Workforce Readiness</td>
</tr>
<tr>
<td>Coaching</td>
<td>Workforce Resources</td>
<td>Employment</td>
</tr>
<tr>
<td>Partnering</td>
<td>Finance &amp; Mgmt</td>
<td>Assessment</td>
</tr>
<tr>
<td>Knowledge of Career &amp;</td>
<td>Legal Resources</td>
<td>Employment Search</td>
</tr>
<tr>
<td>Business</td>
<td>Career Development</td>
<td>Small Business Start-Up</td>
</tr>
<tr>
<td>Information Professionals</td>
<td>Business Resources</td>
<td>and Development</td>
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<thead>
<tr>
<th>Technology:</th>
<th>Special Equipment:</th>
<th>Partnerships:</th>
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</thead>
<tbody>
<tr>
<td>Internet/Wi-Fi</td>
<td>Phone Room</td>
<td>Higher Education</td>
</tr>
<tr>
<td>PCs</td>
<td>Interview Rooms w/</td>
<td>Certification Programs</td>
</tr>
<tr>
<td>Mobile Devices/Apps</td>
<td>Internet and Monitors</td>
<td>Vegas PBS</td>
</tr>
<tr>
<td>Virtual Technology</td>
<td>Test Proctoring</td>
<td>SCORE</td>
</tr>
<tr>
<td>Phones/Email</td>
<td>Business Center</td>
<td>Workforce Connections</td>
</tr>
<tr>
<td>Streaming University</td>
<td>Whiteboard/Projector</td>
<td>Local Businesses</td>
</tr>
</tbody>
</table>

Content
How Will We Define Success?

- Increase public access to technology
- Increase public adoption of new tech skills
- Help customers assess workforce preferences, readiness and employment opportunities
- Successful completion of resume, interviews, job searches
- Increase in successful business development
- Increase connections to local employers
Future of Government & Social Services Looks Like:

- Budget constraints and restructuring
- Merging of public agencies and social service programs and providers
- Robust but changing landscape of local nonprofit service providers
- Escalating trend to move services and transactions online
- Engaging citizens and community in service design
- Increased emphasis on cooperation and collaboration among agencies
Community Needs Now

- Stronger and more integrated networks and connections among agencies, services and information sources to assist many kinds of vulnerable populations – homeless, mentally ill, unemployed, substance abuse, low income, food insecure

- Broad access to online government information and e-services – Health District, DMV, Health Insurance, IRS, SNAP, Medicaid

- Equality of Opportunity

- Social Justice
What Do We Own?

What do we already do well? What could we improve with more attention and focus on individual or community impact?

- Resources: Continue to connect people to government and social service information, resources and services that are essential

- Partnerships: Build stronger community physical and virtual networks between the library & essential service providers

- The Public’s Trust: Continue to provide unbiased/nonpartisan information and shared resources for public benefit
Strategies for Government & Social Services

Resources
- Live Links on Website
- One-stop for materials and e-materials
- Meeting rooms
- Wi-Fi (citywide)
- Computers/Devices
- Public training
- Staff training
- Copiers and fax machines

Partnerships
- Other libraries
- Government agencies
- Nonprofits
- Social workers
- School counselors
- Food banks
- 211 Services
- Veteran’s organizations

The Public’s Trust
- Trusted resource
- Friendly atmosphere
- Public space
- Expertise
- Professional staff
- Unbiased advice
- Public’s best interest
What kind of Spaces will we need?

Social Services Center
Multi-Purpose Room
Meeting Rooms
Consultation Rooms
Computer Lab
Designated Partner Spaces
Skills Training Room
Welcome Center
Activities and Components

- Instruction on e-Government Services
- Training on Navigating Agencies Collections
- Referrals
- Loaned Social Workers or Public Nurses
- Training Classes
- Community Agency Fairs
- Agency Partnerships
- Shared Agency Staff Training
What are the Experiences?

SOCIAL SERVICES CENTER

- SKILLS TRAINING ROOM
- COMPUTER LAB
- DEDICATED PARTNER SPACE
- MEETING ROOM
- WELCOME CENTER

RESOURCES

PARTNERSHIPS

TRUST OF PUBLIC
Other Resource Needs*

* These are starter ideas. Branches and Departments will identify and prioritize necessary resources. The District will determine resource availability.

**Staff Skills, Talents:**
- Customer Service
- Multilingual/Multicultural Facilitator/Connector
- Community Engagement
- Staff Training on working with high needs
- Patience

**Collections:**
- Agency e-resources
- Web-based portals
- Mental health
- Health
- Special needs
- Financial literacy
- Substance Abuse

**Technology:**
- Web conferencing
- Bandwidth for Content streaming
- AV Projection, Audio and Video
- Interactive Social Media
- Informative Website

**Other Resources:**
- Government Kiosks
- Meeting rooms with internet and screens
- Consultation rooms
- Phone room
- Loaned case workers from other agencies

**Programs:**
- Town Hall Meetings
- Voter Registration
- Health, Mental Health, Social Service Fairs
- Speaker Series
- Meet-ups for Support Groups

**Partnerships:**
- Food Bank/SNAP Agencies/Non-Profits
- Social Workers
- CC Family Services
- Shelter Providers
- Veteran’s Department
- Health Care Providers
How Will We Define Success?

- People will find the resources to meet their basic needs
- People will have access to e-government services
- The library will be seen as a strong partner for social service providers and government agencies
- The library’s website will have current links to resources, agencies and e-material
- Librarians will build relationships with government agencies, non-profits and other social service providers to ensure equal access for all
Community Needs Now

The community needs places for locals to come together to learn, play, share experiences, solve problems, celebrate culture, create and explore the world.
Future World Looks Like

Community & Culture: open, creative and flexible physical and virtual spaces where diverse groups of people can enjoy social interaction and self-directed learning.
WHAT DO WE OWN?
What do we already do well? What could we improve with more attention and focus on individual or community impact?

• We Own the “Third Place” (after home and work)
• We Own the Open Door
• We Own Community and Life Enrichment
• We Own Creative Collaboration
What Do We Promise?

- To be available by providing great customer service and to be responsive to our community needs
- To provide the space
- To be open-minded and non-judgmental
- To welcome culture and diversity in all forms
- To offer guidance, resources, programs that ignite the interests and spark the passions of our community
- To become an incubator of creativity
# Strategies for Community & Culture

<table>
<thead>
<tr>
<th>Third Place</th>
<th>Open Door</th>
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<tbody>
<tr>
<td>▪ Sanctuary away from home</td>
<td>▪ Welcoming environment</td>
</tr>
<tr>
<td>▪ Open space, comfortable</td>
<td>▪ Community living room</td>
</tr>
<tr>
<td>seating, work spaces, café</td>
<td>▪ Sense of belonging</td>
</tr>
<tr>
<td>▪ Physical environment</td>
<td>▪ Variety of library material</td>
</tr>
<tr>
<td>conducive to formal/informal learning</td>
<td>▪ formats for diverse audiences</td>
</tr>
<tr>
<td>▪ Wi-Fi, copier, ample outlets, fax, good lighting</td>
<td>▪ Strong social media presence</td>
</tr>
<tr>
<td>▪ Inviting interactive website</td>
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<table>
<thead>
<tr>
<th>Enrich Community &amp; Life</th>
<th>Creative Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Diverse programming</td>
<td>▪ Create collaborative opportunities</td>
</tr>
<tr>
<td>tailored to interests of local audiences</td>
<td>▪ Meet-up atmosphere</td>
</tr>
<tr>
<td>▪ Variety of materials &amp; formats</td>
<td>▪ Social media, sharing, and learning sites</td>
</tr>
<tr>
<td>▪ Offerings at art galleries and theatres</td>
<td>▪ DJ/Tech Art Studio/Productions</td>
</tr>
<tr>
<td>▪ Outreach</td>
<td>▪ Makerspace</td>
</tr>
<tr>
<td>▪ Hub for civic engagement</td>
<td>▪ Paid experts, knowledgeable staff</td>
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</tbody>
</table>
What kind of Spaces will we need?

<table>
<thead>
<tr>
<th>Welcome Center</th>
<th>Gallery</th>
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<tbody>
<tr>
<td>Performance Space</td>
<td>Gaming Room</td>
</tr>
<tr>
<td>Rehearsal Room</td>
<td>Book Store</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td>Recreational Studio</td>
</tr>
<tr>
<td>Living Room</td>
<td>Popular Materials</td>
</tr>
<tr>
<td>Culinary Kitchen</td>
<td>Tinker Garage</td>
</tr>
<tr>
<td>Cafe</td>
<td>Messy Studio</td>
</tr>
<tr>
<td>Art Studio</td>
<td>Lawn/Plaza</td>
</tr>
<tr>
<td>Garden</td>
<td>Community Gardens</td>
</tr>
<tr>
<td>Garage</td>
<td>Meeting Space</td>
</tr>
<tr>
<td>Lawn/Plaza</td>
<td>Cultural Center</td>
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<tr>
<td>Meditation/Yoga Studio</td>
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</tbody>
</table>
Activities and Components

Performances
Rehearsals
Dance Classes
Painting, Drawing
Pottery Throwing
Arts & Crafts
Cooking Classes
Meditation/Yoga
Game Nights
Book Store
Festivals
Movies on the Lawn
Community Garden
Maker’s Space
Community Art Gallery
What are the Experiences?
The Intergenerational Experience
Other Resource Needs*

* These are starter ideas. Branches and Departments will identify and prioritize necessary resources. The District will determine resource availability.

**Staff Skills, Talents:**
- Multi-Lingual, Multi-Cultural
- Researchers & Facilitators
- Mentors/Coaches
- Strong Customer Service
- Adaptable/Open Minded
- Quick Learners
- Community Engagement

**Collections:**
- Virtual Library
- Popular
- DIY/Making
- App Based
- Art, Movies and Music

**Programs:**
- Food, Culture, Literature
- Exhibits, Experiences, Entertainment
- Movie Nights
- Community Events
- Cool and Fun
- Surprising, Imaginative

**Technology:**
- Web Conferencing
- Content Streaming
- Production, Projection,
  Audio and Video
- Advanced Digital Forum
- Interactive Social Media

**Other Resources:**
- Culinary Kitchen
- Flexible Furniture
- AV and Outlets for
  Ballroom one day,
  Hackathon the next

**Partnerships:**
- Community Agencies
- Local Businesses
- Consulates
- Writers and Readers
- Performing Arts Groups
- Local Media and Social Networks
How Will We Define Success?

- Our facilities are full of people
- The public is aware of all our resources
- People feel that the library is their favorite public place
- The public feel they help shape library collections, programs and initiatives
- The library is a vibrant social media channel
- Other local organizations consider the library a strong community partner
How Will We Implement V.2020?

Change of mindset – **EMBRACE CHANGE!**

Be quick and responsive to **TRENDS AND TECHNOLOGY**

Create stronger **CUSTOMER SERVICE CULTURE**

Create **ADAPTABLE** multi-use spaces

Form **PARTNERSHIPS**, foster **ENGAGEMENT**, use **COMMUNITY EXPERTS**

Support an inviting & interactive **DIGITAL PRESENCE**

**REALIGN EXISTING RESOURCES** and find **NEW FUNDING SOURCES**

**EXPERIMENT, PROTOTYPE, LEARN FROM FAILING, AND STRIVE FOR SUCCESS**