BYLAWS
CARSON CITY LIBRARY
BOARD OF TRUSTEES

ARTICLE I- Name & Authorization

This organization shall be called the Board of Trustees of the Carson City Library, existing by virtue of the provision of Chapter 379 of the Nevada Revised Statutes, and exercising the powers and authority and assuming responsibilities delegated to it under said statute.

ARTICLE II- Purpose

The purpose of the Board of Trustees of the Carson City Library is to represent the library both to the people and to the governing officials, and to provide the people and the governing officials a well-run library.

ARTICLE III-Officers

Board officers shall be as follows: Chairman and Vice-Chairman, who shall be elected from the Trustees at the first regular board meeting of the fiscal year, serve a term of one year in such office, and may be reelected subsequent terms.

Should either office be vacated, the members shall elect a new officer at the next meeting. The board chairman shall preside at all meetings, certify all actions approved by the board, authorize calls for special meetings, and generally perform the duties of a presiding officer.

In the absence of the chairman, the vice chairman shall perform all duties authorized for the chairman. The members in attendance will appoint a vice chairman if needed.

The Librarian shall act as executive secretary to the board. The secretary shall keep a true and accurate account of all proceedings of the board meetings; issue notices of all proceedings of the board meetings; issue notices of all regular meetings and on the authorization of the chairman, of all special meetings; and have custody of the minutes and other records of the Board.

ARTICLE-IV-Terms, Vacancies, Etc.

SECTION-1: Term of Office

The term of office of trustees shall be four years. No trustees may be appointed to hold more than two consecutive four year terms. All vacancies which may occur at any time in the office
of the Board of Trustees must be filled by appointment by the Board of Supervisors. (NRS 379.020)

SECTION 2: Disqualifications, Vacancies

When any trustee fails to attend three consecutive regular meetings of the board without cause it shall be the duty of the Chairman to notify the appointing officials. (NRS 379.020(5))

ARTICLE V - MEETINGS

All meetings of the Carson City Library Board of Trustees shall comply with the Nevada Open Meeting Law.

SECTION 1: Annual Meeting

An annual meeting shall be the first meeting of the fiscal year for election and appointment of officers.

SECTION 2: Special Meetings

Special meetings may be called by the chairman or upon the written request of three members for the transaction of business stated in the call for the meeting.

SECTION 3: Quorum

A quorum for transaction of business shall consist of a simple majority of members.

SECTION 4: Order of Business

The order of business at regular meetings shall comply with the provisions of the Nevada Open Meeting Law.

SECTION 5: Parliamentary Authority

Roberts Rules of Order shall govern the parliamentary procedure of the meetings.

SECTION 6: Subcommittees

The Board may establish subcommittees consisting of not more than two Trustees and if so desires members of the public. The subcommittees are subject to the provisions of the open meeting law.

ARTICLE VI - Librarian

The Librarian shall be appointed by the board and is the board’s executive officer and shall have charge of administration of library. The Librarian shall be responsible for employing
and directing staff, for appointing a recorder to attend board meetings and act as recording secretary for selecting library materials for the care of the buildings and the equipment, for the efficiency of the library's service to the public, and for operating the library under the financial conditions set forth in the annual budget. The Librarian or a designee shall attend all board meetings. (NRS 379.027)

ARTICLE VII- Duties of the Board of Trustees

1. Set, appoint and evaluate the professional performance of the Librarian. (NRS 379.025)

Determine the policy of the library to allow development of the highest possible degree of operating efficiency in the library.

Submit the annual budget, and work to secure adequate funds to finance the requested library services.

Through the Librarian supervise and maintain buildings and grounds, as well as regularly review various physical and building needs to see that they meet the requirements of the total library program.

Study and support legislation which will bring about the greatest good to the library.

Cooperate with other public official and boards to promote the services of the library and participate in maintaining vital public relations.

Other duties as set forth under NRS 379.025 and NRS 379.060

ARTICLE VIII- Amendments

These bylaws may be amended by a simple majority of the members of the board, provided the amendment was stated in the agenda of the meeting

(Amended & Adopted July 26, 2007)
STANDARDS FOR NEVADA PUBLIC LIBRARY TRUSTEES

Legal responsibility for all operations of the library:

Participate in monthly library board meetings and serve regularly on related committees.

- Attend meetings regularly with no more than 3 exceptions yearly. (NRS 379.020.5)

Participate in yearly review and evaluation of performance of the library director.

- Standards for performance of library director should be in place at all times. (NRS 379.025.1 b)

Provide and maintain insurance on library property, functions and employees.

- Property must be maintained and library employees and activities covered continuously. (NRS 379.025.1 a,c; 2 a,d)

Review statutes and bylaws, policies and regulations for management of board and library.

- Study NRS and federal laws related to libraries and review and update library bylaws, policies and regulations as necessary.
- Complete and submit financial disclosure forms within legally required timelines. (NRS 281.561)

Fiscal responsibility for providing quality library service:

Participate in local government and serve on selected committees.

- Attend meetings and hearings regularly and represent library interests. (NRS 379.025.2d)

Negotiate with authorities to secure adequate funding for services, facilities and employees.

- Meet the Minimum Public Library Standards for Nevada in order to qualify for grant funding. Communicate library needs continuously to anyone who has influence over funding. (NRS 379.025.1 d,e; 2 c,d; NRS 379.026)

Review and approve budget and provide additional information upon request.

- Study budget continuously, review quarterly reports and provide information as soon as possible after requested. (NRS 379.025.1 d; f 2,3)

Leadership responsibility for securing future library services:

Play an active role in the process to create and update five-year library master plans.

- Update local library masterplan every two years. (NRS 379.003)

Be knowledgeable of Minimum Public Library Standards for Nevada and seek local compliance.

- Develop a time line for coming into compliance if library fails to meet standards.

Advocate for the library through community organizations and at public gatherings.

- Represent library interests continuously and provide information at every opportunity.

Support continuing education for library staff and trustees.

- Participate in library workshops and conferences yearly and support full staff participation in courses and workshops necessary to stay abreast of new technology and provide quality services. (NRS 379.007-379.0087, NRS 379.025.3)

Approved by SCLL 8/98
MINIMUM PUBLIC LIBRARY STANDARDS FOR NEVADA

1. The library must be legally established and operated in compliance with NRS 379, NAC 379, NRS 380.153 and NAC 380.010 including having written by-laws and policies for the management of the library board of trustees and the library. – See Notes.

2. The library board of trustees shall have a written master plan designed to extend five years into the future and which must be made current at least every two years. The plan and its updates are filed with the Nevada State Library and Archives by January 31 of the year following their adoption by the library board (NRS 397.003).

3. The library collects, provides, and coordinates access to library materials that are organized according to a nationally accepted classification system; the library ensures access to legal materials (NRS 380.153, NAC 380.010) through collections, online resources, or collaborative agreements with other agencies.

4. The library must have a completed annual statistical report for the preceding fiscal year accepted by, and on file with, the Nevada State Library and Archives by December 1 to be made available in a timely manner for national reporting.

5. The library has regular and published hours of operation with a "system" wide average of twenty hours per identified branch/outlet per week including some night and/or weekend hours. – See Notes.

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

7. The Library Board of Trustees shall select from one of three listed options as a means by which to validate and document the library’s efforts to maintain a collection appropriate to community needs. The option selected by a jurisdiction may be revised each year. – See Notes.

   Option I: Meet or exceed at 90% - The five-year average of amounts spent on collections.
   Option II: Meet or exceed at 30% - Amount spent on collections divided by Total Services and Supplies budget.
   Option III: Meet or exceed at 10% - Adjusted total operating budget divided by collection budget. Exclude from TOB rent for facility(s), motor pool/vehicle charges, technology = Adjusted TOB

8. Librarian certification for staff:

   a. Population (legal service area): 1,000-14,999. Public library jurisdictions shall have a library director who holds the credential of certified librarian from the State of Nevada (NAC 379.010).

   b. Population (legal service area): 15,000-49,999. Public library jurisdictions shall have a library director who holds the credential of certified librarian from the State of Nevada (NAC 379.010). Any additional staff holding a full-time library position performing the
duties of reference and/or children’s services shall hold the credential of certified librarian from the State of Nevada (NAC 379.010).

c. *Population (legal service area): 50,000 or more.* Public library jurisdictions shall have a library director who holds a master’s degree in library or information science from a college or university accredited by the American Library Association. Any additional staff in the position of librarian or other full-time professional library position performing the duties of reference and/or children’s services shall hold the credential of certified librarian from the State of Nevada (NAC 379.010).

d. Any public Library Board of Trustees that has declined to adopt NAC 379.010, Section 1 and whose librarians are not exempted under NAC 379.010, Section 2 may bring their library into compliance with this standard by adopting a good faith effort to meet the standards for public library employees delineated in NAC 379.020. – See Notes. *(8.d. is a DRAFT standard currently in the review process.)*

9. Public libraries shall agree to lend circulating materials in accordance with the state-wide interlibrary loan program Information Nevada. Postage charges for interlibrary loans are assumed by the library, not the user.

10. Public libraries shall extend to Nevada library card holders the same lending privileges received by their card holders. Nevada card holders will not be charged a non-resident fee when borrowing from any Nevada public library.

11. Public libraries not meeting one or more of the above standards shall submit a “Request for Waiver of Minimum Standards” form to NSLA which includes the reason for the waiver, the action taken to comply with the standard, and the projected date for compliance with the standard. – See Notes.

Amended 9/29/10
NOTES:
The notes are an integral part of the Minimum Public Library Standards for Nevada and are included as explanatory information.

Minimum Standard 1
- Written by-laws are adopted by the board, available in the library for review, and submitted to the appropriate local governmental entity, i.e., County Commission or City Council/Supervisors. They are reviewed, revised, re-adopted, and filed with the appropriate local authority at least every five years.
- Written policies for operation of the library include, but are not limited to, selection of materials and request for reconsideration; personnel; facility use; interlibrary loan; circulation; public internet access; collection development; and confidentiality. Policies are available in the library for review. The policies are reviewed, revised and re-adopted at least every five years.

Minimum Standard 5
- Hours of service should be offered in relation to local community needs as determined by the Library Board of Trustees and the hours and days selected for service should reflect the maximum potential use. An annual review of the hours and days selected for service shall be conducted by the Library Board of Trustees as part of the local budget process.
- A system-wide average of hours opened is calculated by using the total number of hours the entire library jurisdiction is open divided by the reported number of library branches or outlets within the jurisdiction.

Minimum Standard 6
- Library buildings shall meet community needs as determined by the Library Board of Trustees and shall be compliant with local, state and federal regulations.

Minimum Standard 7
- If Options I, II, III are adopted, the annual statistics entry may be modified by NSLA to more easily capture the required data.
- Definitions of line items are determined by the accounting practices of the local jurisdiction. The local jurisdiction will identify and memorialize which line item(s) are defined by the words: rent(s) for facility(s), motor pool/vehicle charges, technology.
- The selected option shall be determined during the budget process each year, prior to the adoption of the budget for the forthcoming fiscal year. The option selected shall be documented and will be in effect during the term of the forthcoming fiscal year.
- Preface: The NSLA Administrator shall have the authority to declare any given year one of “extraordinary circumstances” Such declaration would allow for the automatic waiver of standards for individual library jurisdictions in order to accommodate unprecedented or unforeseeable changes in the economy, natural disasters, or other unavoidable problems.

Minimum Standard 8.d
- This good faith effort may be achieved by inclusion of a Continuing Education component in the required 5-Year Plan (NRS 397.003) This component will include the manner in which library employees who do not hold Master’s Degrees will be educated and/or trained in those competencies delineated in NAC 379.020 and will be appropriate to the size of the population served and the resources available.
- Successful compliance with good faith efforts made to satisfy this standard does not confer certification upon participating library employees.

**Minimum Standard 11**

- The "Request for Waiver of Minimum Standards" form shall be completed by the applicant library, signed by the Library Board, and submitted to the Administrator of the Nevada State Library and Archives by January 31 of each year.
- The NSLA Administrator shall grant or deny the waiver within thirty days of receipt and return a signed copy of the form to the applicant library.
- Granted waivers shall be filed by NSLA as an addendum to the master plan of the applicant library.
- NSLA shall provide a summary report of waivers requested and whether approved or denied to State Council of Libraries and Literacy at the first meeting of the year subsequent to February 28.
- A Request for Waiver will be evaluated by the NSLA Administrator on a good faith basis: has the applicant library presented a plan to come into compliance with the applicable standard(s) that is achievable within a defined period of time.
Carson City Library Strategic Plan Revision 2016

The hope is that this new structure eliminates repetitiveness of objectives and clarifies the Strategic Plan without redoing the plan. This is a revision and as you will see, the same content is there, just arranged in a more friendly manner. Any changes discussed in Board Meetings have been shown in red.

I have diagrammed the structure change below:
LEVEL UP(!)
2014 – 2019

ASTRATEGIC PLAN FOR LEARNING

Carson City Library
Your Knowledge & Discovery Place
Revised 12/2015 Approved
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## Appendices

The following documents supporting the Strategic Plan are at the back of the report.

- Library Profile
- Space Needs Assessment
- Carson City Library Organizational Chart
- Trends, Best Practices, and Issues
- Collection Development Brief
- Patron Snapshot Survey
- Strategic Planning Focus Group Comments
- Joint Resolution No. 2013-JR-1 – A resolution of the Carson City Board of Supervisors and the Carson City School Board of Trustees regarding the educational partnerships shared by Carson City and the Carson City School District
- Empower Carson City 2017 – A five-year strategic plan for extraordinary schools built by the community of Carson City
From THE CHAIR OF THE BOARD OF TRUSTEES

What's in the Toolbox?

Much has been discussed regarding the requisite tools in a personal, professional, organizational toolbox. The implementation of the Carson City Library’s 2014-2019 Strategic Plan relies heavily on four tools. Personal experience combines the efforts of former Library Director Sara Jones and Deputy/Interim Director Tammy Westergard. Research has been accumulated through a survey of library patrons (Survey Monkey), a website (www.onward.ning.com), and a space needs assessment compiled by Kathy Page. Commitment by a talented, determined staff has shown how self-motivation, grit and openness prove the adage, “Let smart people do what they do best and then get out of the way.” Finally, pragmatism from the Foundation, the Friends of the Library and a Board of Trustees with three new members, has facilitated opportunities to recall triumphs, to examine failures as conduits for growth and to demonstrate a willingness to adapt, grow and change.

The award winning (Broadband Hero Award) Carson Library proudly serves the entire community, young and old alike. With an efficient use of current space and strong collaborations and partnerships with community entities such as the Boys & Girls Club, the Carson City School District, the Board of Supervisors, UNR and Nevada Legal Services, the Library maintains a cutting edge presence in Carson City. Our visionary new Director and enthusiastic new Youth Services Librarian will have support and assistance from a veteran staff and vested stakeholders. When one door closes, another will often open. With our new Strategic Plan, sound leadership and expanding technology, the Library is poised to make significant strides -- inspiring learning, facilitating connections and creating opportunities for the 300,000 yearly visitors. Whatever you need in your toolbox, the Library can help. Check it out.

Sandy Foley

Library Board of Trustees, Chairperson
From THE INTERIM DIRECTOR

The five-year strategic plan that I signed on with, *A Place for Everyone 2009 – 2013*, had ambitious goals and the previous library director, Sara Jones, led an effective charge to deliver on those promises daily. Those goals and the work that went with them are what inspired me to start library school. Libraries matter.

The final goal of the last five years was not realized: an ambitious effort to provide Carson City with adequate library space for a community of our size in a new facility. Yet, the plan for what would be done in the new space is very much a part of the next five years and is laid out herein under the moniker *Level Up, a strategic plan for learning – 2014 – 2019*.

This little library’s spaces are more valuable than Manhattan real estate. The strategic plan identifies ways to make do with what we have while establishing priorities. For one thing the balance of available space is finally more focused on youth, particularly teens. For far too long that imbalance has left too many kids out of the library once they pass storytime age. I know from personal experience. This is the library of my childhood and that of my three children.

Currently there is real momentum among community leaders to address workforce readiness and level up marketable skills for every age learner. For the library’s part, quality out-of-school-time programs that are meaningfully linked between formal education, other youth-serving organizations and the workplace is our primary role. It is also necessary to provide the same kinds of learning opportunities for adults in the community who know the importance of staying sharp and being relevant in the workplace.

If these links and partnerships are even a little bit successful, they will make a big difference to the whole community. Young people will get what they need to develop marketable skills (particularly related to technology), find good jobs and take their place within Carson City as productive citizens. The adults will have the chance to build on individual strengths and fill in learning gaps.

This focus for the library provides practical solutions to address some pretty big challenges. The course rarely corrects itself, let’s get to work!

Best,

Tammy Westergard,
Interim Library Director
MISSION

As a center for knowledge and discovery the Carson City Library will inspire learning, facilitate connection and create opportunity for our community.

“Libraries like all other institutions must grow and adapt to changing requirements and conditions. The rate of change in the world today and in our knowledge of it is incredibly fast. We cannot afford to let our libraries slip behind,” --- JFK, 1963

**THE CARSON CITY LIBRARY …**
- is an essential community resource which supports community schools, life-long learning, literacy and digital literacy,
- provides essential technology tools and training to help citizens gain and sharpen marketable skills,
- recognizes community challenges and opportunities and responds nimbly with creativity and an entrepreneurial spirit,
- is a place for everyone to access cultural and civic life,
- is customer focused,
- grows its most valuable resources: a passionate and dedicated staff.

To meet our mission and fulfill our vision, we are directed by the following values day to day with our patrons and one another:

**VALUES**

**WE EMBRACE**
The opportunity to provide resources to everyone.

**WE ARE COMMUNITY**
And as such welcome ways to help people to meet, exchange ideas, and participate.

**WE ARE ACCOUNTABLE**
To the public as trusted servants

**WE COLLABORATE**
And as such welcome partnerships throughout the community.

**WE RESPECT**
And honor diversity, different points of view and the right to privacy and confidentiality.

**WE GUIDE**
Learning and literacy in all forms.
EXECUTIVE SUMMARY

The Carson City Library Strategic Plan for 2014 – 2019 offers a unified vision and practical approach to deliver public library services over the next five years. The plan outlines emphasis on learning opportunities, access to technology and reconfigured spaces within the main library building on Roop Street. Taken together the library can better serve the community’s most pressing needs, especially those that are related to building or sharpening marketable skills and providing essential support to public, private, charter and home school teachers, students and families.

The Strategic Plan realigns library space and programs to help insure strategic educational ties between the Carson City Board of Supervisors, Carson City School Board and the Carson City Library Board of Trustees. These ties can not only be maintained but year after year also strengthened into an educational learning rope. Those who seek education, information and skill building as a means to individual economic and civic health can do so. Also community-wide prosperity and sustainability will result.

With this plan, the library proclaims its new mission:

“As a center for knowledge and discovery the Carson City Library will inspire learning, facilitate connection and create opportunity for our community.”

On November 13, 2013, the Carson City Board of Supervisors met jointly with the Carson City School Board and 115 interested community members. Meeting details, among other things, formalized links between the two governing bodies through a joint resolution.

“It was four years ago that this conversation was last had between these two boards, and that’s too long,” said Mayor Bob Crowell. “I’m very pleased to be working with School Board President Lynette Conrad. There is a lot of good work happening throughout the community that shares the roles, responsibilities and rewards of educating our youth to successfully take their place in a complicated economy that is heavily reliant on computer skills and digital literacy. Coming together to see how that is currently being executed in Carson City through a growing network of community partnerships is the point of the meeting. Determining the path to continued success is my goal for this meeting,” said Crowell.

2014 - 2019 key objectives emphasize the library’s role as a community asset that inspires learning with technology tools and programs designed expressly for increasing digital literacy. Meaningfully linked learning opportunities between the formal classroom, home and third places of learning (like the public library) leads to a skilled and qualified local workforce who can compete for higher paying jobs.

“An educated, skilled citizenry will secure our future. The integration of the strategic plans and the exciting partnerships/collaborations demonstrate that collectively, community leadership gets it. We welcome the challenge and look forward to the possibilities,” said Library Trustee Chairwoman Sandy Foley.

In April of 2013, the Library Board of Trustees directed staff to convene a series of community meetings to solicit input about the library, its facilities,
resources, programs and services. Strategic planning sessions were incorporated as a part of Trustee monthly meetings onsite at the three different library locations, drawing not only stakeholders but also members of the general public. Between April and June over 120 interested citizens and key community stakeholders provided input, feedback and shared ideas about moving the Carson City Library forward over the next five years. In fact from these groups alone 406 data points were collected.

In 2009 – 2013, strategic planning work delivered an exhaustive needs assessment that included over 5,000 surveys sent to a representative sample of households; and survey findings were tested further to provide a thorough and comprehensive report. The process took over a year and a half, relied on numerous experts and ultimately recommended efforts to deliver a much needed and significantly larger library building. The final goal of the previous plan was not realized, however.

Leveraging investment in the prior studies, in March of 2013, the Library Board of Trustees engaged the services of Page and Associates, the same library facility planning firm who conducted the previous space needs assessment.

This time Page and Associates related prior community knowledge to studying how the library can make do within the layout and reorganization of existing interior space in the main library, since the 2014 – 2019 strategic plan will be executed within the current library spaces.

As such, in June the firm’s lead planner, Kathy Page with H+K Architects’ Jeff Klippenstein as a sub consultant, discussed the building’s service issues with 17 library staff representing all departments. During two in-depth group sessions participants shared their observations regarding:

- The most important things staff would change about the building to improve public service.
- The ways that the building gets in the way of visitors’ ability to have an excellent library experience.
- Areas within the building that contribute to visitor frustration or conflict.
- Services or features that could be reduced in size or eliminated.

Following these discussions, Ms. Page asked each staff member to identify the five issues, in priority order, he or she considers the most important to address. The groups then shared their priority lists and the consultant summarized them by category. The full report is contained within the strategic plan appendix.

Between July and December, Interim Library Director, Tammy Westergard, challenged library staff to look at finding internal alignments and efficiencies to address issues raised during planning sessions. The intent was to move forward with implementation of recommendations from the space planning report that fundamentally would immediately make improvements day to day. In September, the library seamlessly moved to a single point of service model and over the following three months management found solutions to realign work units, floor space and program focus that can forward the goals of 2014 – 2019 strategic plan.

In addition to the quantitative research from the community meetings noted above, management also relied on a patron survey and added day-to-day public feedback as well as updated our community profile. From this work three strategic areas of concentration are presented. Strategies and measures
are detailed in the full plan, but in sum the three goals are:

**Goal 1-** The Carson City Library will inspire learning.

**Goal 2-** The Carson City Library will facilitate connection.

**Goal 3-** The Carson City Library will create opportunity.

Unlike any other City department the Carson City Library is governed by a five member, City Supervisor appointed Board of Trustees.

A Library Board of Trustees requires people who believe that the public library is essential to Carson City’s quality of life. These are leaders who are willing to defend the community’s right to robust library materials, services and programs because of a fundamental belief that public library services promote access to life-long learning, enjoyment and civic engagement. Library trustees must have the demonstrated ability to approach people and problems with an open mind, and have the courage to resist pressures which interfere with the community’s democratic right to public library services, places and spaces.

Nevada Revised Statute 379.105 defines the roles and responsibilities of Nevada Public Library Trustees, however, primary activities include:

- working with the Carson City Board of Supervisors to obtain adequate library funding and assist in the review and approval of the annual budget and monthly expenditures as presented by the library director;
- participate in the development and approval of library policies and review policies on a regular, systematic schedule;
- help determine and advocate for reasonable staff salaries and benefits;
- hire, supervise and evaluate the library director;
- study the needs and interests of the community and see that they are addressed, as appropriate by the library;
- act as an advocate for the library through contacts with civic groups and public officials;
- become familiar with the principles and issues relating to intellectual freedom and equitable provision of library services;
- every five years assist in the formulation and adoption of a strategic plan and update it every two years;
- attend the Nevada Library Association conferences and other training opportunities in order to expand knowledge of effective leadership, and consider membership with the Friends of the Carson City Library.

It’s a big job. The strategic plan helps to ensure accountability of key library support groups to the Trustees and offer strategic oversight to the library system and goals.

The goals in this plan are big and doable. As the capital of the Silver State Carson City will lead the way for library services and reinforce their essential value to citizens of every age.
STRATEGIC GOAL #1:
The Carson City Library will inspire learning.

The Carson City School District is preparing students for their future in a digital age and transforming teaching and providing every student with access to current 1:1 mobile technology. Emphasis on promoting anytime, anywhere access to collaborative and connected learning environments individualizes student learning and differentiates instruction. **Meaningful links between school, home, after school and during the summer are essential to a young person’s ability to keep up.** The Carson City Library will inspire learning with a range of materials, equipment, furniture and programs as tools to engage, enable and empower students of all ages and create a gateway to enhance college, career and workforce readiness.

What Success Will Look Like:

- Year over year a steady increase of virtual patrons engaging in all aspects of public library services.
- Digital objects are produced using library tools - quality and quantity of objects increase.
- Library is recognized as central player in lifelong learning and the primary out of school time place for quality learning programs. In other words: learning is fun.
- Library employees recognize themselves as informal guides and skilled information mentors.
- Teachers and educators recognize the library as critical to student achievement.
- Patrons can navigate the virtual world and successfully find authoritative information to help them make decisions, measured anecdotally and with surveys.
- Deputy Sheriff or other security in library - helps keep disruptive people away and good people in the library.
- Young people see the community cares about them by dedicating significant space for their use.
STRATEGIC GOAL #2: 
The Carson City Library will facilitate connection.

For decades Carson City has struggled with having enough meeting spaces. Further, for the last seven years the public library usage in Carson City ranks among the highest foot traffic counts for a community of our size. Verified door counts at the public library record over 1,000 patrons each day visit the library – six days a week. In light of the limited space within the library the library will “be where the people are” and flexibly respond to partnership opportunities; repurposing space and resources; customize collections and programs; source new service outlets; and build strategic, focused alliances with community organizations, in particular those that serve youth. The library will also rely on technology to provide right now connection as well as opportunity to share library created digital content.

What Success Will Look Like:
- Everyone in community has and uses a library card—whether they are in the library or virtually.
- Our community is digitally inclusive and has widespread broadband adoption.
- Members of the community use a variety of virtual platforms to stay connected.
- The library is recognized as the community gathering and convening place.
- Reading books in all formats is connected to the person when they need and want it.
- A keeper of the civic truth, the public library is where citizens can get authoritative information on local, state and federal government.
- The library has enough space for people to meet and engage.
- The library furniture is worn out.
STRATEGIC GOAL #3:  
The Carson City Library will create opportunity.

By providing learning opportunities in computers, health, finances and adult and early literacy, the Carson City Library joins the City in building economic stability and opportunity. There is a clear link between libraries and economic development and prosperity. Making Cities Stronger: Public Library Contributions to Local Economic Development (2007) defines the key economic development services public libraries deliver to support business. The tools of hard working people are technology and access to information. The Library’s resources help meet that need. Good jobs are linked to good skills.

What Success Will Look Like:

✓ The library is recognized as central player in economic development.
✓ Business grows and unemployment lowers with library help.
✓ Ability to sharply focus on business education in particular specific needs of industries best positioned in Carson City.
✓ Competitive intelligence capacity and analysis - white glove reference help at the BRIC - results in more profitable and diverse business within the community.
✓ The library is recognized and has better relationships with other business organizations.
✓ Patrons give back with their time, talent and treasure in measure to what the library gave them.
✓ The library offers enough space for people to meet and engage.
✓ A high percentage of community student graduates are career/college ready, are fluent in the digital world and can demonstrate universal skills, these skills are complimented by their library behavior that demonstrates:
  o reflective learning, that is when figuring out what went wrong and course correcting – or in other words ability to trouble shoot (!)
  o ability to monitor their own performance and progress regarding tasks that bring them to the library and demonstrate bibliographic skill and independence
  o working in teams
  o independent inquiry and curiosity
PRIORITIES:

Infrastructure:

Objective 1: Expand website and technology for a digital branch re-emphasizing the importance of libraries embracing the world of conversation, community, and collaboration using technology tools.
  Goal: #1 Inspire Learning
  #2 Facilitate Connection
  #3 Create Opportunity

Objective 2: Purchase collaborative, inspiring furniture designed to use technology, increase collaboration and creativity.
  Goal: #1 Inspire Learning
  #2 Facilitate Connection

Objective 3: Sustain investment in technology with updated hardware, software and digital equipment. Insure Wi-Fi works with adequate speed and capacity. Maintain partnership with Charter Communications.
  Goal: #1 Inspire Learning
  #2 Facilitate Connection
  #3 Create Opportunity

Objective 4: Provide materials and resources that support learning, recreation and local civic engagement.
  Goal: #1 Inspire Learning

Objective 5: Promote and expand the use of technology within the library digitorium, with emphasis on partnership with the formal education community’s educators, families and youth – in particular teens.
  Goal: #1 Inspire Learning

Objective 6: Provide for technology tools and expertise to be portable outside the library and in any locations.
  Goal: #1 Inspire Learning
  #3 Create Opportunity

Objective 7: Connect patrons with online learning resources such as Lynda.com, Certification programs and MOOCs (Massive Open Online Courses).
  Goal: #2 Facilitate Connection
  #3 Create Opportunity
Objective 8: Dedicate appropriate financial resources for public awareness campaigns.
   Goal: #3 Create Opportunity

Programming:

Objective 1: Promote and expand the use of live Homework Help and online databases and virtual training resources.
   Goal: #1 Inspire Learning

Objective 2: Promote Love on a Leash, Lego Club, storytime and Summer Reading Program (SRP) and other programs that encourage reading skills.
   Goal: #1 Inspire Learning

Objective 3: Promote and expand the use of technology within the library digitorium, with emphasis on partnership with the formal education community’s educators, families and youth.
   Goal: #1 Inspire Learning

Objective 4: Expand the Summer Reading Program to be a meaningfully linked year-round enrichment program by assigning responsibility and timetables for multi-level contacts with school administrators, principals, teachers and school librarians and promote documented relationship between library services and student performance. Integrate with the Governor’s “Read by 3” (3rd Grade) Initiative.
   Goal: #1 Inspire Learning

Objective 5: Provide adult programming to enhance transliteracy skills for adult patrons.
   Goal: #1 Inspire Learning

Objective 6: Maintain exceptionally high level of programming in the adult and youth departments, both in terms of quantity and quality and within the library as well as outside the library through embedded partnerships.
   Goal: #2 Facilitate Connection

Objective 7: Seek, enhance and maintain programming offerings that utilize other organizations.
   Goal: #2 Facilitate Connection

Objective 8: Formalize partnerships with all educational institutions in the area.
   Goal: #2 Facilitate Connection

Objective 9: Hire, assign and/or train staff who are equipped to effectively deliver teen services.
   Goal: #2 Facilitate Connection
Objective 10: Acquire additional Spanish-language and bilingual floating collections for Spanish-focused library programs, recruit and appropriately deploy Spanish-speaking staff and conduct staff training for better service to Spanish-speaking patrons.
   Goal: #2 Facilitate Connection

Objective 11: Pursue increased funding from the City and any available resource for more staff to include:
   • educators/teachers
   • technology wizards
   • marketers
   • administrative support staff
Goal: #2 Facilitate Connection

Objective 12: Train all staff in excellent customer service practices with emphasis on soliciting patron feedback to assess customer satisfaction.
   Goal: #2 Facilitate Connection

Objective 13: Develop and promote collaborative programs and workshops with the business community.
   Goal: #3 Create Opportunity

Objective 14: Enhance online reference services to improve customer service and efficiencies.
   Goal: #3 Create Opportunity

Objective 15: Increase business, career and industry resources to coordinate efforts that support 21st Century skills and provide collections, technology, computer access, tutoring space and trained staff to support workforce readiness, training and flexibility.
   Goal: #3 Create Opportunity

Staffing:

Objective 1: Recruit, train and retain library staff that recognizes their role in the learning goals of the community.
   Goal: #1 Inspire Learning
   Goal: #2 Facilitate Connection

Objective 2: Provide professional development for all staff to become highly trained information navigators. Include monthly staff customer service training activities and connect job appraisals to customer service.
   Goal: #1 Inspire Learning
   Goal: #2 Facilitate Connection
Objective 3: Seek opportunities for internships and collaborations to extend human resources beyond those provided by Carson City general fund.
   Goal: #1 Inspire Learning
   Goal: #3 Create Opportunity

Objective 4: Recruit local professional mentors with both depth and breadth particularly in STEAM (science, technology, engineering, arts and mathematics) fields.
   Goal: #1 Inspire Learning

Objective 5: Adjust staffing so that youth staff have time allocated to regular interactions with community schools.
   Goal: #1 Inspire Learning

Objective 6: Assign adult services activities to oversee the Library’s self-directed adult learning services.
   Goal: #1 Inspire Learning

Objective 7: Encourage a Deputy Sheriff to visit library spaces during regular operating hours, including Deputy parking. Explore video surveillance system installation. Ex: Henderson Police Department would use parking lot to fill out reports in their cruisers.
   Goal: #1 Inspire Learning

Objective 8: Develop baseline and progress measures for all staff work teams and evaluate performance standards, also establish performance standards for management and develop succession plans.
   Goal: #3 Create Opportunity

Objective 9: Provide managers with expectations and tools for more consistent communication with their teams, and conduct periodic surveys to assess effectiveness of internal communication.
   Goal: #3 Create Opportunity

Space:

Objective 1: Provide a secure facility where people feel safe and comfortable.
   Goal: #1 Inspire Learning
   Goal: #3 Create Opportunity

Objective 2: Find adequate floor space in the facility on North Roop Street to accommodate study space, collaborative space and meeting space.
   Goal: #1 Inspire Learning
   Goal: #3 Create Opportunity
Objective 3: Provide dedicated space for teens in the library establishing a separate place for HOMAGO (Hanging Out / Messing Around / Geeking Out).
   Goal: #1 Inspire Learning
   Goal: #2 Facilitate Connection
   Goal: #3 Create Opportunity

Objective 4: Maintain adult computing space with training capabilities.
   Goal: #2 Facilitate Connection

Objective 5: Find appropriate space for a “Maker Space.”
   Goal: #2 Facilitate Connection

Objective 6: Obtain a sound booth.
   Goal: #2 Facilitate Connection

Objective 7: Reorient family-focused spaces within the library for imagination, play, and fun.
   Goal: #2 Facilitate Connection

Objective 8: Create flexible spaces for adults and youth to tinker, play and test new technologies, social media and life building skills.
   Goal: #2 Facilitate Connection

Objective 9: Maintain space at Business Resource Innovation Center.
   Goal: #3 Create Opportunity

Collaboration:
Objective 1: Patrons/Learners-Online are using technology to learn, not learning about technology. They are comfortable with the virtual world as extension of the real world.
   Goal: #1 Inspire Learning

Objective 2: Education collaborations are maintained, expanded and enhanced.
   Goal: #1 Inspire Learning

Objective 3: Students become mentors and teachers in the digital media production spaces.
   Goal: #1 Inspire Learning

Objective 4: Utilize mobile website to improve information access and delivery.
   Goal: #1 Inspire Learning

Objective 5: Collaborate with public, private and nonprofit partners to expand learning opportunities and cultural experiences.
   Goal: #1 Inspire Learning

Objective 6: Volunteer involvement and collaborations are maintained and expanded that serve fundamental needs, like re-shelving materials and
teaching basic computer skills. **Evaluation of the need for a part or full time volunteer coordinator.**

**Goal: #1 Inspire Learning**

**Objective 7:** Maintain Business Resource Innovation Center (BRIC) presence.  
Goal: #3 Create Opportunity

**Objective 8:** Maintain Boys and Girls Clubs of Western Nevada (BGCWN) presence & partnership.  
Goal: #3 Create Opportunity

**Objective 9:** Maintain Carson City School District (CCSD) partnership.  
Goal: #3 Create Opportunity

**Objective 10:** Maintain partnerships with economic development organizations, like The Northern Nevada Development Authority, National Manufacturers Association’s Dream It Do It, the Governor’s Office of Economic Development, area chambers of commerce and the like.  
Goal: #3 Create Opportunity
Fundamentally the first next steps require implementation of the immediate term recommendations, modified through staff analysis, from the Page and Associates space plan. Library staff has worked diligently during the strategic planning process to craft a sound, doable reconfiguration of the existing library space that once completed will allow for operational and program goals to begin. Staff has crafted a six month implementation plan that addresses repurposing library space – see appendix floor maps.

The strategic plan sets forth what is on the horizon for the Carson City Library, and while all the priorities are important it is equally important that they be set into motion. As such a system of shared ownership and accountability for success of the 2014 – 2019 strategic plan is in order.

All key stakeholders, that is administration, staff, the Trustees, Friends of the Library and Library Foundation must have shared understanding of roles, responsibilities and rewards in order to help drive success.

The Friends of the Library have already stepped up to address space issues by moving operations from the library into their own space, freeing up valuable space for new uses. And in a unanimous vote at their last quarterly meeting of 2013, the Carson City Library Foundation (CCLF) voted to commit $33,000 toward renovating and furnishing the library auditorium to house the new Digitorium, a proposed space build-out for approximately 20 MacBook Pro computers, high tech software and more.

“Libraries have always responded to the information needs of their respective communities, and the Carson City Library has gone above and beyond to provide free Internet, digital technology and computer skills instruction. Moreover, acknowledging how intently the Carson City Supervisors and Carson City School District emphasize education in all its forms, the Carson City Library is arguably the community’s most valuable resource where all residents can link to essential online resources and platforms. Reliable Internet connections as well as state of the art computers make the public library a true digital toolbox. It is a no cost place to sharpen technology skills and learn new ones,” said Library Foundation Chairwoman and Board Trustee Pam Graber.

Currently auditorium space houses the Friends of the Library Bookstore and meeting space. Over the next five to six months the bookstore is moving across the street to 711 E. Washington Street, where it will greatly expand its space and hours. In addition to expanding bookstore business, the Friends also hope to host various topical, author and book-signing events. Groups that met in the auditorium will continue to do so in the Digitorium’s open space area, or convene in the Business Resource Innovation Center (BRIC), at 108 East Proctor Street, Carson City, NV.

The Strategic Plan outlines an ambitious effort to help the community “level up” its skills – particularly with technology. Analysis of this work will be used to inform the Director’s annual work plan, the budget process and help evaluate progress toward meeting goals. Flexibility will be a key factor to success .... well that and a can-do attitude. Let’s have fun and get to work!
ACKNOWLEDGEMENTS 2013

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Carson City Library staff,
Your commitment to librarianship and public service makes people smile. Thank you 😊

“There is not such a cradle of democracy upon the Earth as the Free Public Library -- this republic of letters, where neither rank, office, nor wealth receives the slightest consideration.”

--Andrew Carnegie

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