

**A STRATEGIC PLAN FOR THE CARSON CITY LIBRARY FOR
2019 THROUGH 2024**



A STRATEGIC PLAN FOR THE CARSON CITY LIBRARY FOR 2019 THROUGH 2024

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Adopted by the Carson City Library Board of Trustees on _____

Jeremy Hays, Trustee (Chair)

Nick Cranston, Trustee

Amanda Long, Trustee

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Dianne Solinger, Trustee

Carson City Library Strategic Planning Workshops

Carson City Library Strategic Planning Workshop No. 1; Saturday, February 16, 2019

Carson City Library Strategic Planning Workshop No. 2; Saturday, March 2, 2019

Carson City Library Strategic Planning Workshop No. 3; Saturday, March 16, 2019

Carson City Library Strategic Planning Workshop No. 4; Tuesday, April 16, 2019

A special thank you to everyone that attended and participated in these strategic planning workshops and to the Carson City Sheriff's Office and the Carson City Community Center for providing space for these workshops.

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Carson City Library Strategic Plan for 2019 through 2024

Core Values

The Carson City Library values Access, Respect, Accountability, Customer Satisfaction, Collaboration, Community, Innovation, and Education.

Mission

The Carson City Library meets the needs of our diverse community and enhances our community's quality of life through traditional and non-traditional library services, programs, and resources.

Vision

The Carson City Library will become the premier destination for the discovery and learning needs of our diverse community.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals

Goal No. 1: Improvement of the Carson City Library's Space and Facilities in order to meet the continued and changing needs of our patrons.

Goal No. 2: Improvement of the Safety and Security of the Library's Patrons and Visitors in order to ensure an environment where our patrons and visitors can comfortably use the Library's services, programs, and resources.

Goal No. 3: Improvement of the Carson City Library's Operations in order to ensure the smooth delivery of the Library's services, programs, and resources to our patrons and visitors.

Goal No. 4: Continued Development and Improvement of the Services, Programs, and Resources that the Carson City Library provides to our patrons and visitors.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Objectives and Activities

Primary Objectives and Activities

Increased marketing and outreach by 50% to primary community by December 2024.

Improve Access: increase the number of library cardholders to 70% in Carson City in 5 years.

Increase staff in Creative Learning and Access Services by 2 FTE by 2024.

Increase daily patron count by 20% by 2024.

Increase average program attendance by 20% by 2024.

Increase patronage by 20% in five years through rearrangement of space.

Increase outreach to school events to reach every school 2x per year in 5 years.

Increase non-managerial staff by 10% in 5 years.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Objectives and Activities

Secondary Objectives and Activities

Increase collection of new fiction books by 20% by 2024.

Increase online children's programs by 20% in 5 years.

Increase accessibility for the community to hold events within 5 years.

Implement system and program development using expanded resources to achieve survey goals by 2023 (to be incorporated into ongoing evaluation of this strategic plan).

Mentoring and/or training ESL and/or Rosetta Stone competency level in 5 years.

Increase use of Overdrive by 20% by 2024.

Develop fully functional, accessible website with electronic resources within one year.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Objectives (Continued from 2014 through 2019)

Infrastructure

Purchase collaborative, inspiring furniture – designed to use technology, increase collaboration and creativity.

Dedicate appropriate financial resources for public awareness campaign.

Programming

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.

Pursue increased funding from the City and any available resource for more staff to include: educators/teachers, technology wizards, marketers, and administrative support staff.

Staffing

Develop baseline and progress measures for all staff work teams and evaluate performance standards, also establish performance standards for management and develop succession plans.

Space

Provide a secure facility where people feel safe and comfortable.

Collaboration

Students become mentors and teachers in the digital media production spaces.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, strategic plans written for local governments and public agencies, such as the Carson City Library, are impossible to separate from the community and environment in which the organization operates within. As an organization, the Carson City Library, as part of its strategic plan, employs actions that improve organizational efficiency and effectiveness while improving public accountability and responsibility in the organization's actions. However, as part of the community in which it operates, the Carson City Library must also strive to protect the existing culture and community identity enjoyed by the area's residents while expanding and improving the organization's provision and delivery of public services as the community continues to grow and change as well.

In late 2018, the Carson City Library contracted with the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to assist in the development of a new organizational strategic plan for 2019 through 2024. As part of this initiative, the University Center for Economic Development facilitated four strategic planning workshops. The first strategic planning workshop was held in Carson City on Saturday, February 16, 2019 and the second strategic planning community workshop, also held in Carson City, was held on Saturday, March 2, 2019. A third strategic planning workshop was held on March 16, 2019 and a fourth strategic planning workshop was held on April 16, 2019. Workshop participants at all four workshops included current employees of the Carson City Library, members of the Friends of the Carson City Library, patrons, members of the community, and other key stakeholders.

The first strategic planning workshop, held on Saturday, February 16, 2019, provided workshop participants the opportunity to complete a comprehensive organizational and environmental assessment, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and an evaluation of the Carson City Library's current strategic plan for 2014 through 2019. Workshop participants were also presented with an overview of the preliminary results of a comprehensive community survey developed and administered by faculty from the University Center for Economic Development as part of this strategic planning project and with an overview of key socio-demographic and economic trends for Carson City and the surrounding counties of Douglas County, Lyon County, and Washoe County. A separate University Center for Economic Development technical report, UCED Technical Report 2018/19-16, "A Strategic Plan for the Carson City Library for 2019 through 2024: Summary Results of Carson City Library Strategic Planning Community Workshop No. 1", summarizes the work completed by workshop participants during the first strategic planning workshop held on February 16, 2019 and the additional analysis completed by University Center for Economic Development faculty.

This University Center for Economic Development technical report summarizes the work completed by workshop participants during the second, third, and fourth strategic planning

workshops held on March 2, 2019, on March 16, 2019, and on April 16, 2019. Section 2 of this University Center for Economic Development technical report presents a review of the organizational and environmental assessment completed during the first strategic planning workshop and reviewed during the second strategic planning workshop. Section 3 presents a summary of the various core values, the strategic mission and strategic vision statements, and a set of strategic objectives and goals developed by workshop participants during the second, third, and fourth strategic planning workshops. Section 4 presents a new comprehensive organizational strategic plan for the Carson City Library for 2019 through 2024.

Faculty from the University Center for Economic Development facilitated a third strategic planning workshop, held on March 16, 2019, and a fourth strategic planning workshop, held on April 16, 2019. Participants of both of these two strategic planning workshops, having been given a draft set of core values, a draft strategic mission statement, a draft strategic vision statement, and a draft set of new organizational goals, were given the opportunity to revise the draft core values, draft strategic mission statement, draft strategic vision statement, and draft set of new organizational goals. Between the third and fourth strategic planning workshop, workshop participants were provided a draft copy of this University Center for Economic Development technical report and the final core values, final strategic mission statement, final strategic vision statement, and the final set of organizational goals and objectives presented in this technical report were finalized during the fourth strategic planning workshop held on April 16, 2019.

2.0 Review of the Organizational and Environmental Assessment and the SWOT Analysis

Workshop participants who attended the second strategic planning workshop held on Saturday, March 2, 2019 completed a review of the organizational and environmental assessment and SWOT analysis completed during the first strategic planning workshop. This organizational and environmental assessment and SWOT analysis was first completed during the first strategic planning workshop held on Saturday, February 16, 2019 and summarized in UCED Technical Report 2018/19-16, “A Strategic Plan for the Carson City Library for 2019 through 2024: Summary Results of Carson City Library Strategic Planning Community Workshop No. 1”. This section presents a review of the overview of the results of the first strategic planning workshop presented during the second strategic planning workshop held on Saturday, March 2, 2019.

2.1 Review of the Completed Organizational and Environmental Assessment

The initial organizational and environmental assessment completed by workshop participants during the February 16, 2019 strategic planning workshop began by asking workshop participants to answer three questions, including: (1) If your community were a person, what would it be like and why?, (2) If your community were a car, tell me about it., and (3) If we put a music score to the daily activity of your community, what would it sound like and why? Workshop participants who attended the second strategic planning workshop noted that the results of this analysis are reflective of the individuals who attended the first strategic planning and may not necessarily be reflective of what the entire community believes. However, workshop participants who attended the second strategic planning workshop were generally confident that the results were reflective of the work completed during the first strategic planning workshop.

The initial environmental assessment completed by workshop participants during the February 16, 2019 strategic planning workshop consisted of eight separate questions. The questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

- Is the community generally supportive or antagonistic toward business interests and growth? ***Mixed attitudes; sometimes verbally supportive but not in regards to actions; dependent on actual location.***
- Is the community generally supportive or antagonistic toward government programs and initiatives? ***Mixed attitudes; “independence, self-sufficiency, libertarianism”; must see benefits; leery of costs.***

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- What types of programs do residents generally support – redistributive programs or developmental programs? ***Mixed attitudes; more developmental than redistributive; some redistributive if they directly address social and economic concerns.***
 - Does the community have a history of public-private collaboration? ***Yes! Long history of public-private collaboration...community and area could do more.***
 - Is the community willing to sacrifice some of its quality of life to either promote or curtail growth? ***NO, NO, NO...and NO.***
 - Are the elite members of the community willing to share power with others? ***Not really but power is fairly distributed across the public...at least in Carson City; once support is achieved, new initiatives are pursued.***
 - Are the citizens generally accepting of change, or do they resist it? Examples of both? ***Generally resistant to change but, once change occurs and the benefits are experienced, people become supportive; accept or resist based on geographic location within northern Nevada (urban vs. rural).***
 - Where do residents and businesspeople stand on issues of environmental sustainability? ***Mixed set of responses...almost contradictory. Level of support dependent on specific community (Carson no; Reno-Sparks yes; etc.); type of environmental sustainability varies upon specific geographic location.***

Workshop participants who attended the second strategic planning workshop generally agreed to the summary presented for each of these eight questions. Workshop participants did not provide any additional insight or answers for any of these eight environmental assessment questions.

As part of the initial organizational and environmental assessment completed by workshop participants during the first strategic planning workshop, workshop participants were asked to answer four additional questions, including: (1) What do you like about your community? (2) What do you dislike about your community, (3) What do you like about the organization (the Carson City Library)?, and (4) What do you dislike about the organization (the Carson City Library)? These four questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

- What do you like about your community? Top initial answers included ***the small town feel of Carson City while being a large urban city close to Reno but also close to Lake Tahoe and the mountains, the sense of community that exists, the friendliness and approachableness of the people who live in the community, and the various events that help build a sense of community in Carson City.***

Attendees of the second strategic planning workshop generally agreed with the shared answers collected from workshop participants who attended the first strategic planning workshop. A number of workshop participants did note that the community's 'small town feel' combined with the area's growing population have combined to increase the

overall importance of the services, programs, and resources that the Carson City Library currently provides. Workshop participants further agreed that the Carson City Library has become an essential part of Carson City's sense of community and a key provider of services, programs, and resources for people who live throughout northern Nevada. Workshop participants added the general interconnectivity, both locally and regionally, of Carson City and the area's infrastructure as additional elements of the community that they liked.

- What do you dislike about your community? Top initial answers included ***a number of issues largely associated with the amount of growth Carson City and the northern Nevada region have both experienced over the last five to ten years, ranging from a lack of affordable housing to a lack of various entertainment and retail opportunities to an increase in poverty and homelessness.***

Workshop participants who attended the second strategic planning workshop pointed out that, while the Carson City Library has become essential in dealing with several of these growth pressures. While the Carson City Library does not have the authority to directly address the lack of affordable housing, several workshop participants noted that the Library's patrons use the online resources of the Library to find available housing in Carson City and throughout the region. Directly, workshop participants noted that the Library's various services, resources, and programs have helped fill a gap in the availability of entertainment and recreational options in Carson City and that the Library's various workforce and employment services and programs help people find employment opportunities and build their skills in order to secure future employment. Workshop participants added the lack of medical care opportunities in Carson City as another aspect of the community that they did not like or needed additional work.

- What do you like about the organization (the Carson City Library)? Top initial answers included ***the Carson City Library's current staff and volunteers, the Carson City Library's current breadth and quality of existing collections, services, programs, and resources, the central location of the Library itself, and the positive and welcoming environment of the Library.***

The single largest shared response to this question by workshop participants who attended the first strategic planning workshop was the quality of the Library's staff and the dedication of the staff to serving the public and their patrons. During both the first and second strategic planning workshops, workshop participants noted that the Library's staff and mix of volunteers is, quite possibly, the organization's greatest asset. The dedication of the Library's staff and volunteers helps create the positive and welcoming environment that already exists at the Carson City Library. Workshop participants who attended the second strategic planning workshop noted that the Library's dedicated, friendly, and knowledgeable staff is why so many people in Carson City and throughout northern Nevada feel comfortable accessing the Library's existing collections, services, programs, and resources. While workshop participants who attended the second workshop noted that the Library could work on improving its marketing and outreach efforts, workshop participants did note the Library's existing support of and engagement with the community as an additional element of the Carson City Library that they liked.

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- What do you dislike about the organization (the Carson City Library)? Top initial answers included *the general ‘lack of’ additional resources including staff, money, and space needed to continue to expand and grow the Carson City Library’s existing collections, services, programs, and resources.*

Workshop participants found it generally difficult to criticize any one aspect of the Carson City Library, noting that they could not find anything about the organization that they specifically disliked but, instead, agreed that there were areas that the Carson City Library could work on. Workshop participants who attended the second strategic planning workshop noted that the Carson City Library should continue to build upon existing relationships and partnerships it has in order to expand its existing collections, services, programs, and resources. Workshop participants also generally agreed that the Library should continue to work on improving its marketing and outreach efforts in Carson City and throughout northern Nevada. Workshop participants added the need for additional opportunities for staff professional development, especially when it comes to dealing with individuals with mental illness, and the need for additional safety and security steps as areas that the Carson City Library will need to work on as part of the Library’s new five-year strategic plan.

The results of the organizational and environmental assessment reviewed during the second strategic planning workshop were ultimately used by workshop participants to develop a list of new core values, a new strategic mission statement and a new strategic vision statement, and a set of new strategic goals and objectives for the Carson City Library. These core values, strategic mission and strategic vision statements, and the set of new strategic goals and objectives are summarized in the following sections of this University Center for Economic Development technical report.

2.2 Review of the Strengths, Weaknesses, Opportunities, and Threats Analysis

An overview of the initial SWOT analysis, completed during the first strategic planning workshop, was presented to participants who attended the second strategic planning workshop held on March 2, 2019. A comprehensive summary of the initial SWOT analysis is available in the University Center for Economic Development technical report, UCED Technical Report 2018/19-16, “A Strategic Plan for the Carson City Library for 2019 through 2024: Summary Results of Carson City Library Strategic Planning Community Workshop No. 1”. A summary of the additional strengths, weaknesses, opportunities and threats provided by workshop participants who attended the second strategic planning workshop is presented here.

- Strengths: Internal and present; characteristics of the organization that give it an advantage over others.

Workshop participants who attended the second Carson City Library strategic planning workshop noted that the Library is well positioned to deal with a possible recession or economic downturn that may negatively affect the Library’s financial resources.

Workshop participants noted that the Library has taken the necessary steps to ensure that

critical services, programs, and resources are protected from possible cuts in the short-term. Several workshop participants also noted that the Library's second floor computer lab and area is another primary strength not identified by workshop participants who attended the first strategic planning workshop as the computer lab and area provides additional access to a variety of services, programs, and resources that patrons can access and use. Additional strengths identified by workshop participants during the second strategic planning workshop included the Children's Corner part of the Library and the ability of the Library to serve several 'at need' populations and groups through the diverse set of services, programs, and resources provided by the Library.

- Weaknesses: Internal and present; characteristics that place the organization in a disadvantage relative to others.

Workshop participants continued to underscore the limitations of the Library's current physical space and layout as a primary weakness, noting that the current Library facility has generally reached capacity and can no longer be significantly modified or redesigned to support further growth and expansion in new or existing services, programs, and resources. Several workshop participants again noted that, while the Carson City Library has aggressively pursued and secured various grants to fund specific services, programs, and resources, the use of grant funding has left parts of the Library's operations vulnerable to potential future reductions in the availability of grant funds. Workshop participants noted that additional sustainable funding that is not directly tied to a specific grant source will be needed to ensure the continued operation and longevity of the various services, programs, and resources that many of the Library's patrons have come to rely upon.

- Opportunities: External and future; elements that the organization can exploit to its advantage.

In addition to the original set of opportunities generated by workshop participants who attended the first strategic planning workshop, workshop participants who attended the second strategic planning workshop noted that the community's and region's changing socio-demographic and economic profile presents several opportunities for the Carson City Library to grow and/or expand upon new and existing services, programs, and resources. Specifically, workshop participants noted that the growing Hispanic population in northern Nevada, combined with the overall aging of the region's population, will likely make various English as a Second Language (ESL) programs and resources and various services targeted towards individuals aged 55 years or older increasingly popular and valuable to a growing segment of the area's population. By creating new and expanding upon existing services, programs, and resources targeting these demographic groups, the Carson City Library could potentially expand its existing patron base.

- Threats: External and future; elements in the environment that could cause trouble for the organization.

Workshop participants generally indicated that the community and region could potential ‘forget’ about the direct and indirect positive impacts that the Carson City Library has on the area’s overall quality of life and on the lives of individual patrons. As a result of this possibility, the Carson City Library could potentially lose the community support, political support, and financial support that it depends upon in order to maintain and expand its current operations. Workshop participants noted that the Carson City Library should, for the duration of the new comprehensive organizational strategic plan for the next five-year period, focus on marketing and public relations in order to properly communicate the benefits that the Library has on the community and the larger region in order to protect and grow its community support, political support, and financial support.

3.0 Development of Core Values, Strategic Mission and Vision, and Strategic Objectives

The majority of the second strategic planning workshop, held on Saturday, March 2, 2019, was spent developing a list of new core values, a new strategic mission statement, a new strategic vision statement, and a list of new strategic goals and objectives for the Carson City Library's new five-year strategic plan. This section presents a general summary of the work completed by workshop participants who participated in the second strategic planning workshop developing the various elements of the Carson City Library's new organizational strategic plan for 2019 through 2024.

3.1 Development of a List of Core Organizational Values

Core values are the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization's functions and in pursuing its strategic mission and vision. Because core values are thought of as universal beliefs, traits, and behavioral norms that everyone within an organization are expected to display, most strategic plans list only four to eight core values.

During the second Carson City Library strategic planning workshop, workshop participants, in small groups of approximately four to six participants per group, were first asked to generate a list of no more than eight core values that the group believed are shared and should be shared by all members of the Carson City Library. Each small group wrote down a short definition for each core value. Individually, workshop participants then selected no more than eight core values developed by the other small groups that the individual felt were and should be most shared throughout the organization.

The participants who attended the second strategic planning workshop held on March 2, 2019 developed 21 individual core values. The following is a list of each individual value generated by workshop participants, the definition of that core value, and the number of 'votes' each individual core value received.

- (7 votes) **Accountable to the Public:** (no definition provided)
- (6 votes) **Access to Resources:** (no definition provided)
- (6 votes) **Respect:** treat patron and staff with respect
- (6 votes) **Accountability:** held responsible for our actions

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- (6 votes) **Equal Treatment and Welcoming:** to people abiding by behavior policy, provision of diverse resource reflecting many points of view
 - (5 votes) **Community Center:** learning, culture, job training, entertainment, literacy
 - (5 votes) **Collaborate:** try to partner and be member of the community
 - (5 votes) **Innovative Learning Center:** keeping a space for work and skills and technology
 - (5 votes) **Education:** value of the library, literacy and reading, digital, programs for all ages
 - (5 votes) **Openness to Possibilities and Creative Solutions:** (no definition provided)
 - (4 votes) **Community:** sense of community
 - (3 Votes) **Customer Service Excellence:** right to privacy, respect and courtesy, responsiveness
 - (3 votes) **Collaboration:** public and private entities, volunteers and mentors
 - (3 votes) **Customer Service:** friendly, helpful, timely
 - (3 votes) **Support Staff:** help from other staff
 - (3 votes) **Access:** information, technology (public computers), resources (books, periodicals, etc.)
 - (3 votes) **Collaboration:** community, businesses, high schools
 - (2 votes) **Privacy:** patron information, computer privacy
 - (2 votes) **Responsiveness to Community Needs:** (no definition provided)
 - (2 votes) **Privacy and Confidentiality:** of patron information
 - (1 vote) **Facilities:** clean, available

While the 21 individual core values listed above were developed by those who attended the second strategic planning workshop in small groups individually, several of these core values were the same, nearly the same, or had similar definitions. When combined, based upon their similarities, eight core values remain. Similar to the previously provided summary of core values listed above, the total number of ‘votes’ each core value received by individual workshop

participants and the definition(s) listed by each individual small group for each core value are provided here.

- (14 votes) **Access:** to resources, openness to possibilities and creative solutions, information technology (public computers), resources (books, periodicals, etc.).
- (14 votes) **Respect:** treat patron and staff with respect, equal treatment and welcoming, to people abiding by behavior policy, provision of diverse resources reflecting many points of view, responsiveness to community needs.
- (13 votes) **Accountability:** held responsible for our actions.
- (13 votes) **Customer Service:** right to privacy, respect and courtesy, responsiveness, friendly, helpful, timely, help from other staff, privacy (patron information, computer privacy).
- (11 votes) **Collaboration:** try to partner and be a member of the community, public and private entities, volunteers and mentors, community, businesses, high schools.
- (9 votes) **Community:** community center (learning, culture, job training, entertainment, literacy), sense of community.
- (6 votes) **Innovation:** keeping a space for work and skills and technology, clean, available, privacy of patron information (through new technology and policies and procedures).
- (5 votes) **Education:** value of the library, literacy and reading, digital programs for all ages.

During the third Carson City Library strategic planning workshop, held on Saturday, March 16, 2019, workshop participants were asked to evaluate each of these eight core values. Workshop participants were asked to answer four separate questions regarding each of the eight core values developed as part of this strategic plan. These questions, including a brief summary of the answers collected from workshop participants, are presented here.

- Are these the absolute fundamental core values that all employees and representatives of the Carson City Library are expected to display?

Workshop participants who attended the March 16, 2019 Carson City Library strategic planning workshop generally agreed that the core values of access, respect, accountability, customer service, collaboration, community, innovation, and education are core values that each employee and representative of the Carson City Library are expected to display. However, several workshop participants noted that the draft set of core values should include some discussion regarding pride in the work that employees and volunteers of the Library exhibit and the pride in their community that employees and volunteers are expected to have.

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- Do they convey real meaning?

Several workshop participants felt that each of the eight draft core values developed by workshop participants did convey adequate meaning and communicated a clear expectation of the types of behavior and actions that would be expected of any employee or representative of the Carson City Library. However, workshop participants noted that the draft set of core values needed to also incorporate a sense of having ‘fun’ and ‘enjoyment’ in the work that they do.

- Do they define specificity?

Workshop participants noted that the draft set of core values, including the accompanying definitions, did provide a degree of specificity and helped convey a sense of expectation for Carson City Library staff, volunteers, and other representatives. Several workshop participants did note that each definition of each draft core value should be clearly defined within the new five-year strategic plan for the Carson City Library.

- Are they repetitive?

Workshop participants generally agreed that the eight core values included in this strategic plan, when the definitions provided for each core value are taken into account, are not repetitive. A few workshop participants did indicate that the core values of collaboration, customer service, and community might be a little repetitive and that there might be an opportunity to combine these core values into a single core value.

During the fourth Carson City Library strategic planning workshop held on April 16, 2019, workshop participants were given an opportunity to further review and revise the draft core values for the Carson City Library’s new organizational strategic plan as drafted during previous strategic planning workshops. Workshop participants largely focused on revising the definitions of each of the core values while evaluating each core value’s relevance to the Carson City Library. Workshop participants agreed that each of the core values are relevant to the daily activities of the Library and its staff and other representatives and that the core values should remain rank-ordered in-terms of the number of votes that each core value received during previous strategic planning workshops. Workshop participants further agreed that the core value of *Customer Service* should be changed to read *Customer Satisfaction*.

It was further agreed during the fourth strategic planning workshop that the eight draft core values can be organized into three major categories, including: (1) Operations, (2) External Relationships, and (3) Anticipated Outcomes. The core values of *Access*, *Respect*, *Accountability*, and *Customer Satisfaction* represent values that Carson City Library staff and representatives should aspire to in the performance and execution of the Library’s daily operations. The core values of *Collaboration* and *Community* are core values that the Carson City Library, its staff, and other representatives should aspire to in building and maintaining relationships with various external stakeholders including the Library’s patrons, other organizations, and the community in general. The core values of *Innovation* and *Education* are core values that the Carson City Library, its staff, and other representatives should aspire to

achieve in the anticipated outcomes of the Library’s routine operations and relationship with various external stakeholders.

3.2 Development of an Organizational Strategic Mission Statement

A strategic mission statement typically describes the organization’s present identity. Key elements of a properly developed strategic mission statement include direction on day-to-day activity and a foundation for future decision-making. Typical strategic mission statements focus on highlighting what makes the organization unique and competitive relative to other organizations.

During the second Carson City Library strategic planning workshop held on March 2, 2019, workshop participants developed a draft strategic mission statement for the Carson City Library in small groups of four to six attendees. As a small group, workshop participants were asked to develop their draft strategic mission statement by including a description of the Carson City Library’s cause (Who are we? What is our purpose? Where do we operate?), the Carson City Library’s current services, programs, and resources (What do we do?), and the impacts the Carson City Library, both directly and indirectly, has across the community and throughout the northern Nevada region. After each group completed writing their draft strategic mission statement, each statement was individually assessed.

Four separate strategic mission statements were developed during the second Carson City Library strategic planning workshop and are presented here along with the accompanying assessment completed for each individual statement. The actual draft strategic mission statements produced by each individual group are in bold.

- **The Carson City Library is a hub for information, learning, recreation and collaboration which enhances the lives of our patrons.**

The workshop participants that developed this strategic mission statement noted that the cause of the Carson City Library is, as a library, to provide information, to facilitate learning, to provide recreation, and to allow people the opportunity to meet. Workshop participants noted that the Carson City Library does this by acquiring and updating its collections, by providing programs and classes, and by conducting outreach to the community. By doing so, the Carson City Library is a center for fun, entertainment, recreation, and education and, as a result, contributes to a more informed public and a happier, and better educated, community. During the large group evaluation of this strategic mission statement, workshop participants noted that to be a ‘hub’ means being a focal point in the community.

- **We create excitement around ideas by providing resources and information to the community of Carson City.**

The workshop participants that developed this strategic mission statement further added, “We (the Carson City Library) create excitement around ideas by providing resources and

information to the community of Carson City; bring together community around exciting ideas (catalyst)...information, knowledge, ideas, creativity, star on the map, community enrichment.” During the large group evaluation of this strategic mission statement, workshop participants noted that being a catalyst implies action in that the Carson City Library *increases*, as the action word, the level of education, knowledge, inspiration, and learning for people who live in and around Carson City and who use the Carson City Library. Workshop participants noted that creating excitement is done through all the ‘things’, the services, programs, and resources, that the Carson City Library does and offers.

- **We ensure that all community members have access to learning, entertainment, and personal growth resources in a user-friendly setting to support and better our community.**

During the large group evaluation of this strategic mission statement, workshop participants generally agreed that the definition of ‘bettering our community’ is done by producing a more informed public and community group by providing opportunities for personal exploration of ideas and information while also improving the civility and understanding of discourse within the community. The Carson City Library ‘beters our community’ through promoting an increased sense of community and by reducing barriers between people and between people and competing ideas. These larger community goals are achieved through the provision of different services, programs, and resources by the Carson City Library and by ensuring that the Library’s patrons have access to learning, entertainment, and personal growth resources. Workshop participants also noted that a ‘user-friendly setting’ is vital to achieving these larger community goals as well.

- **Carson City Library, a center for knowledge and discovery, inspires learning, facilities connection and creates opportunity and meets the informational needs of the patrons through traditional and non-traditional means.**

During the large group discussion of this strategic mission statement, workshop participants were asked to define what the ‘informational needs’ of the Carson City Library’s patrons are. Workshop participants noted a number of different informational needs including new technology and keeping up with the changes in technology, various events and special activities, continuing education and professional development opportunities, the development of workforce skills, new books (both fiction and non-fiction), recreational opportunity and events, and making history available to the public and wider community.

In general, workshop participants who helped develop each of these four strategic mission statements during the second Carson City Library strategic planning workshop were generally satisfied with each one of these strategic mission statements. Workshop participants generally agreed that each of the draft strategic mission statements developed during the second strategic planning workshop spoke to a specific strength of the Carson City Library and to the various

expectations that the community's residents, citizens, visitors, business owners, and other key stakeholders have when it comes to the Library's role within the community.

Several key words were common to each of the four strategic mission statements developed during the second Carson City Library strategic planning workshop including information, learning, recreation, collaboration, resources, entertainment, knowledge, and discovery. A singular draft strategic mission statement was developed using each of the four strategic mission statements developed by the small groups during the second strategic planning workshop. This singular two-sentence draft strategic mission was:

- **The mission of the Carson City Library is to be a center in our community for knowledge and discovery, information and resources, learning, recreation and entertainment, and collaboration and opportunity.**

The Carson City Library provides a user-friendly setting so that we can meet the needs of our patrons and enhance their lives through traditional and non-traditional library services, facilities, and means.

During the third Carson City Library strategic planning workshop, held on March 16, 2019, workshop participants were asked to evaluate this draft strategic mission statement by answering five questions: (1) Does it focus on satisfying constituent needs?, (2) Is this mission based on perceived core competencies?, (3) Does it motivate and inspire stakeholder commitment?, (4) Is it specific, short, and sharply focused and memorable?, and (5) Is it clear and easily understood? In responding to each of these questions, workshop participants who attended the third strategic planning workshop suggested changing 'user-friendly center' to 'welcoming' as the mission of the Carson City Library should be to provide an inviting place that facilitates knowledge and discovery, provides information and resources, encourages learning, allows for recreation and entertainment, and is also collaborative. Additional suggestions from workshop participants who attended the third strategic planning workshop included dropping 'knowledge' from the mission statement and only use 'learning' and to drop 'entertainment' and to use only 'recreation'. A few workshop participants also noted that it might be important to note that 'books' are a big part of what the Carson City Library also does and that this should also be referenced in the mission statement.

During the fourth Carson City Library strategic planning workshop, held on April 16, 2019, workshop participants were again given the opportunity to review and revise the draft strategic mission statement for the Carson City Library's new strategic plan for 2019 through 2024. After evaluating the first sentence in the draft strategic mission statement, workshop participants agreed to use the second sentence as the Library's new strategic mission statement with some minor revisions. Workshop participants generally agreed that the second sentence better describes what the Carson City Library does and how the Library is differentiated from other organizations. However, workshop participants did express a desire to keep elements of the first sentence in the draft strategic mission statement in some accompanying explanatory text. Workshop participants did agree, in drafting the accompanying explanatory text, to keep the words 'discovery', 'information', 'entertainment', and 'collaboration' and to drop the words

‘knowledge’, ‘resources’, ‘recreation’, and ‘opportunity’ in order to keep the focus on the new strategic mission statement concise.

3.3 Development of an Organizational Strategic Vision Statement

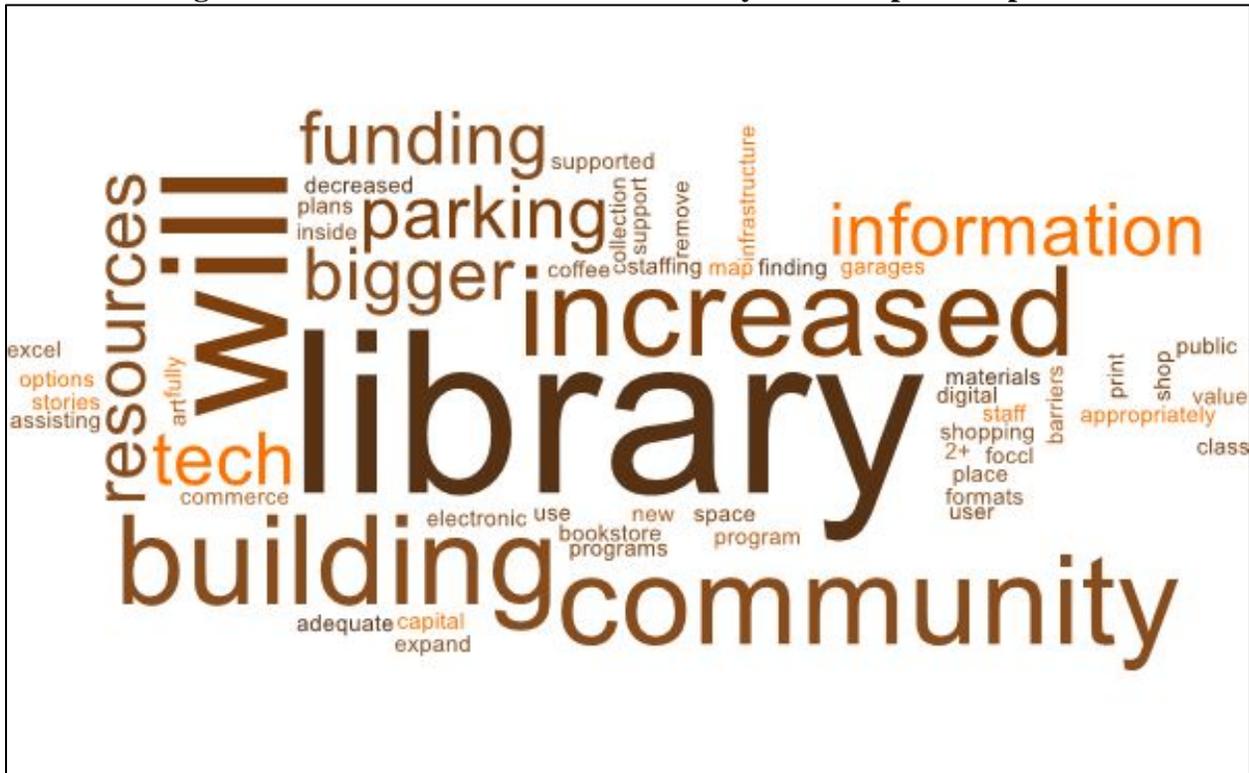
An organizational strategic vision statement should describe the general direction of where the organization is headed and, more generally, what the organization eventually wants to achieve by the end of the strategic plan’s five-year planning horizon. While falling short of providing day-by-day instruction, the strategic vision statement should provide a general overview of the desired course and direction that the organization has charted. An effectively worded strategic vision statement should be graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. The strategic vision statement is a *criteria* to evaluate day-to-day activities and short-term decisions. Ultimately, day-to-day activities and short-term decisions are evaluated in how they directly contribute to the achievement of the desired course and direction illustrated in the strategic vision statement.

Workshop participants who attended the second Carson City Library strategic planning workshop completed four separate steps as part of the development of a draft strategic vision statement for the Carson City Library’s new strategic plan for 2019 through 2024. First, as an individual, workshop participants were asked to answer two questions, including: (1) What will the Carson City Library look like in five years and what will Carson City, the community, look like in five years?, and (2) What are your personal hopes and aspirations for the Carson City Library and for Carson City? Second, in small groups of four to six individuals, workshop participants shared their results and identified the most important themes for the Carson City Library and for Carson City as a community identified during the first step. Third, in small groups of four to six individuals, and based upon the results of the first and second steps, workshop participants were asked to develop their own draft strategic vision statement for the Carson City Library. Fourth, and finally, each individual strategic vision statement was evaluated in the same way the draft strategic mission statements were evaluated.

Figure 3.1 presents a word cloud of the responses to the two initial questions individual workshop participants completed in the first step of developing a strategic vision statement, including: (1) What will the Carson City Library look like in five years and what will Carson City, the community, look like in five years?, and (2) What are your personal hopes and aspirations for the Carson City Library and for Carson City?

Individually, workshop participants identified a number of individual hopes and aspirations for the next five years for both the Carson City Library and for Carson City as a community. While workshop participants identified a number of new services, programs, and resources that the Library might want to pursue over the next five years, workshop participants who attended the second strategic planning workshop generally agreed that they hope that the Carson City Library will continue to be and will continue to become a vital center for the community and that the community will continue to support and use the Library’s various services, programs, and resources. More specifically, workshop participants generally agreed that the Carson City Library has become a highly visible center for knowledge, learning, professional development

Figure 3.2 – Common Themes Identified by Workshop Participants



The individual and shared vision for the Carson City Library for the next five years identified by individual workshop participants and the shared most common themes identified by the individual small groups were then combined into a single draft strategic vision statement. Each participating small group of approximately four to six individual workshop participants developed a separate draft strategic vision statement in the third part of this exercise. Four separate strategic vision statements were developed and are presented here along with some accompanying details provided by the small groups. The actual draft strategic vision statements produced by each individual group are in bold.

- **In five years, the Carson City Library will meet and surpass the recreational and informational requests and needs of our patrons.**
- **In five years, the Carson City Library will achieve a #1 rating in the United States with ‘unlimited’ funding.**

Workshop participants in the small group that developed this draft strategic vision statement suggested a number of ways in which the Carson City Library can measure achievement of this vision. These performance measures included focusing less on books and more on technology, producing a larger patron base that will require expanded Information Technology and vocational training, more virtual reality resources, betting parking and traffic flow at the Library’s main branch, more funding and Library staff,

more visibility as a community resource, a more vibrant ‘must go to destination’ community, and more conversation between the Library and the community.

- **In five years, everyone in our community will be connected to the Library.**

Workshop participants in the small group that developed this draft strategic vision statement noted that the achievement of this vision will be visible through the ‘sparking’ of connections between the Library and its patrons through ideas, information, and new skills.

- **We will be the premier destination of knowledge and community.**

Similar to the shared ideas developed by workshop participants present in the draft mission statements, each of these four draft strategic vision statements share a number of similar themes. Each draft vision statement emphasizes an increased connection between the Library, the community, and the patrons that the Library serves. Workshop participants generally supported this primary theme of increased connectivity between the Library and the community and its patrons. Most importantly, in one way or another, each of the four draft strategic vision statements touched upon the core function and core role of the Carson City Library as a destination in Carson City and throughout northern Nevada. Embedded in these draft strategic vision statements is also a recognition that a radical departure from the Carson City Library’s current course and direction is *not* needed and that the Library should build upon the organization’s success over the past five years to achieve even more over the next five years.

Based upon this shared vision, a singular draft strategic vision statement was created after the second strategic planning workshop held on March 2, 2019 and presented to workshop participants during the third strategic planning workshop held on March 16, 2019. This singular draft strategic vision statement was:

- **In five years, the Carson City Library will become the premier destination for the informational, learning, and recreational needs and wants of our patrons by securing sustainable library resources and by improving the Library’s connectivity with our community.**

During the third Carson City Library strategic planning workshop, held on March 16, 2019, workshop participants were asked to evaluate this draft strategic vision statement by answering five questions, including: (1) Is this strategic vision statement futurecasting?, (2) Is this strategic vision statement audacious?, (3) Is this strategic vision statement motivating?, (4) Is this strategic vision statement purpose-driven?, and (5) Is this strategic vision statement inspiring? In answering these five questions as one large group, workshop participants generally agreed that the draft vision statement is too long and is not necessarily inspiring. Specific suggestions made by workshop participants included dropping either ‘needs’ or ‘wants’. Workshop participants also suggested that the phrase ‘connectivity with our community’ should be changed to ‘connection with our community’.

During the fourth Carson City Library strategic planning workshop, held on April 16, 2019, workshop participants further evaluated and revised the draft strategic vision statement

developed and refined during previous strategic planning workshops. While generally supporting the draft strategic vision statement developed during previous workshops, workshop participants focused on refining the draft strategic vision statement by making it tighter and more succinct. This was accomplished by dropping several words and phrases from the draft strategic vision statement including, but not limited to, dropping the words, ‘In five years...’, ‘...with our community...’, and changing the word ‘patrons’ to ‘our community’. Changing ‘patrons’ to ‘our community’ was more reflective, according to workshop participants, of the larger community in and around Carson City that the Carson City Library currently serves and will strive to continue to serve over the next five years.

As part of the strategic visioning exercises that workshop participants completed during the second Carson City Library strategic planning workshop, workshop participants were also asked to generate a list of formal and informal mandates that the Carson City Library is expected to comply with. Formal mandates tend to be the formal local, state, and federal laws and regulations that a public organization are expected to comply with and informal mandates tend to be the expectations that the public, including citizens and businesses, have of an organization as well as the specific needs and wants of the public that the organization are expected to fill.

In regards to formal mandates, workshop participants identified a number of local, state, and federal laws and regulations that the Carson City Library is expected to comply with, most notably Nevada Revised Statute Chapter 379, *Public Libraries*, and Nevada Administrative Code 379, *Public Libraries*. Additional Nevada state laws and regulations that the Carson City Library are expected to follow include the state’s Open Meeting Law and state law outlining the Interlocal Cooperative between participating and qualified public libraries in Nevada. Locally, the Carson City Library must follow all Carson City city policies and procedures as well as all policies established by the Carson City Board of Trustees. Nationally, the Carson City Library is expected to follow all federally enforced copyright laws as well as all federal laws and regulations regarding the protection of individual civil liberties and rights. Workshop participants also noted that the Carson City Library, as a participating member, is expected to follow the American Library Association’s Library Bill of Rights.

Figure 3.3 presents a word cloud of the various informal mandates identified by workshop participants during the second Carson City Library strategic planning workshop.

Many of the informal mandates identified by workshop participants focused on the expectations that the community and the Library’s patrons have for the staff and volunteers who work for the Carson City Library and routinely engage with the public. Specifically, workshop participants noted that the public and the Library’s patrons expect the Library’s staff and volunteers to be friendly, accessible, and knowledgeable. Workshop participants did note that the Library’s existing mix of paid staff members and volunteers currently meet, and in many cases exceed, this informal mandate but also noted that this specific informal mandate will likely remain very important for the Carson City Library over the next five years.

Workshop participants further noted that the public and the Library’s patrons expect that the Library be a broad source of information and that the collections, services, resources, and programs that the Carson City Library currently administers and delivers meet the specific needs

availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who attended the second, third, and fourth Carson City Library strategic planning workshops were given the opportunity to first develop a list of SMART goals for the Carson City Library for the new organizational strategic plan covering 2019 through 2024 (during the second strategic planning workshop) and then develop a preliminary implementation plan for each of SMART goal (during the third and fourth strategic planning workshops). In small groups of approximately four to six individuals, workshop participants developed no more than five SMART goals as a small group and then, as an individual, selected five SMART goals from other groups that they were most interested in achieving over the next five years. The individual selection of individual SMART goals by workshop participants is to help the Carson City Library prioritize the use of scarce resources expended over the next five years to achieve those specific goals identified as a priority by Library stakeholders.

The following is a list of the SMART goals developed by the various small groups and the number of individual votes each SMART goal received. The participating small groups and workshop participants developed 19 separate strategic goals.

- (11 votes) **Increased marketing and outreach by 50% to primary community by December 2024.**
- (8 votes) **Improve Access: increase the number of library cardholders from 35% to 70% in Carson City in 5 years.**
- (7 votes) **Increase staff in Creative Learning and Access Services by 2 FTE by 2024.**
- (6 votes) **Increase daily patron count by 20% by 2024.**
- (5 votes) **Increase average program attendance by 20% by 2024.**
- (5 votes) **Increase patronage by 20% in five years through rearrangement of space.**
- (4 votes) **Increase outreach to school events to reach every school 2x per year in 5 years.**
- (4 votes) **Increase non-managerial staff by 10% in 5 years.**
- (3 votes) **Increase collection of new fiction books by 20% by 2024.**
- (2 votes) **Increase online children's programs by 20% in 5 years.**
- (2 votes) **Increase accessibility for the community to hold events within 5 years.**

-
- (1 vote) **Understand ILMS criteria for national library rating to submit a draft application and receive feedback from ILMS by December 2019 to finalize implementation plan to become #1 in the United States.**
 - (1 vote) **Increase customer survey responses in select ILMS categories by 100% Very Satisfied by 2022.**
 - (1 vote) **Obtain funding to achieve 100% Very Satisfied in survey for remaining ILMS criteria by 2022.**
 - (1 vote) **Implement system and program developing using expanded resources to achieve survey goals by 2023.**
 - (1 vote) **Submit final application to ILMS by December 2023 to achieve #1 rating in 2024.**
 - (1 vote) **Mentoring and/or training ESL and/or Rosetta Stone competency level in 5 years.**
 - (1 vote) **Increase use of Overdrive by 20% by 2024.**
 - (1 vote) **Develop fully functional, accessible website with electronic resources within one year.**

After each individual workshop participant was able to select up to five separate goals, one goal, “Increased marketing and outreach by 50% to primary community by December 2024.”, received a total of 14 individual votes and one goal, “Improve Access: increase the number of library cardholders from 35% to 70% in Carson City in 5 years.”, received a total of eight individual votes. The goal, “Increase staff in Creative Learning and Access Services by 2 FTE by 2024.”, received a total of seven individual votes and the goal, “Increase daily patron count by 20% by 2024.”, received a total of six individual votes.

Two goals, “Increase average program attendance by 20% by 2024.” and “Increase patronage by 20% in five years through rearrangement of space.”, both received five individual votes apiece. Two additional goals, “Increase outreach to school events to reach every school 2x per year in 5 years.” and “Increase non-managerial staff by 10% in 5 years.”, both received four individual votes apiece. Based upon the feedback provided by workshop participants during the second strategic planning workshop held on March 2, 2019, these eight goals should be considered the priority goals for the Carson City Library for the next five years and the remaining eleven goals, that received three or fewer votes per goal, should be considered secondary goals and focused on once the eight priority goals have been achieved.

During the fourth strategic planning workshop held on April 16, 2019, workshop participants were given the opportunity to further revise each of the various strategic goals that were developed during the previous strategic planning workshops. In addition to providing some

minor revisions for each strategic goal, workshop participants agreed that each of the strategic goals addressed one or several of four primary goal areas, including: (1) Space (Facilities), (2) Safety and Security, (3) Operations, and (4) Library Services, Programs, and Resources. Workshop participants agreed that each of the 19 strategic goals developed during each of the previous strategic planning workshops, and each of the various objectives from the Library's current strategic plan to be extended into the Library's new strategic plan for 2019 through 2024, addressed one or several of these four specific areas of concern or focus identified by workshop participants at previous strategic planning workshops or in the community needs assessment survey.

3.5 Development of an Accompanying Implementation Plan for Each Objective and Activity

The development of an accompanying implementation plan for each new strategic goal and objective begins with identifying the various assets an organization has at its immediate disposal that it can use to achieve a stated goal or objective. Assets can be divided into four categories, including: (1) people assets, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions.

People assets are the hidden talents and skills of people both within and outside the organization and tend to be in key positions, both internally and externally, that have access to and can provide important resources the organization will require. Physical resources, including those that are both natural and human made, are things such as water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical 'things' the organization can employ in achieving organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted upon to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization. These local formal institutions tend to carry out specific functions that are vital to the long-term sustainability of the organization's efforts.

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need in order to achieve a specific organizational goal and objective. Capital can be divided and separated into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built.

Natural types of capital include the quality and quantity of natural and environmental resources. Cultural types of capital include the values, norms beliefs and traditions of the community(ies) the organization operates within and of the internal and external individuals who regularly engage the organization. The education and skills of organizational members and the learning opportunities and programs that are designed to build organizational leadership are used to

measure human capital. Social capital includes the connections among people and the organization that are internal and external.

Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the degree of access to influential people and decision makers the organization has. Political capital can also be measured by the degree of stakeholder engagement with the organization. Financial capital is the ‘cash’ and other financial assets the organization will need to develop and implement its own efforts. Built capital typically includes the infrastructure, including facilities, services, and physical structures, needed in order to support organizational activities.

The third and final step in building an implementation plan includes exploring the possible barriers that might arise during implementation and that could prohibit an organization from successfully achieving all or part of a specific strategic goal and objective. Barriers are forces that might hinder successful achievement of a specific organizational goal or may also hinder the successful implementation of the overall strategic plan. Barriers can arise from within the organization, from outside the organization, or can arise simultaneously from within and outside the organization. Ultimately, successful implementation of an organizational strategic plan involves developing countermeasures designed to reduce resistance to implementation of the strategic plan and overcome possible barriers as they arise.

In small groups of approximately four to six people, workshop participants were asked to generate a list of needed assets (People, Physical Resources, Voluntary Associations, and Local Formal Institutions), capital areas (Natural, Cultural, Human, Social, Political, Financial, and Built), and possible barriers (internal or external, impact on a goal or the entire strategic plan, source of the barrier, and what can be done to counter the barrier) for each one of their various SMART goals. The listed needed assets, capital areas, and possible barriers generated for the 19 goals that workshop participants developed are listed here. The development of a list of existing assets, needed capital areas, and possible barriers was completed during the third strategic planning workshop, held on March 16, 2019, and during the fourth strategic planning workshop, held on April 16, 2019.

During the fourth strategic planning workshop, held on April 16, 2019, workshop participants agreed to develop four primary goal areas, including: (1) the Improvement of the Carson City Library’s Space and Facilities, (2) the Continued Improvement of the Safety and Security of the Library’s Patrons and Visitors, (3) the Continued Improvement of the Carson City Library’s Operations, and (4) the Continued Development and Improvement of the Services, Programs, and Resources provided by the Carson City Library. The initial list of SMART goals developed by workshop participants during the third strategic planning workshop and refined during the fourth strategic planning workshop were then redefined as specific objectives and activities that, given the availability of resources, the Library could complete in pursuit of the four primary goal areas listed above.

The following is a list of the various objectives and activities, including the asset needs, capital needs, and potential barriers, for each of the various objectives and activities developed by workshop participants.

-
- (11 votes) **Increased marketing and outreach by 50% to primary community by December 2024.**

Assets:

- Resources: banners, signs, flyers
- Measures? Facebook and social media posts, printed flyers.

Capital Needs:

- Digital – wireless, signboards

Barriers:

- Lack of Staff
- Will impact the entire plan
- Increase funding resources including staff

- (8 votes) **Improve Access: increase the number of library cardholders from 35% to 70% in Carson City in 5 years.**

Assets:

- People: Managers, NV Momentum, front desk staff, key patrons, school district, WNC
- Physical: library building (tours), enough library cards, Pedal Library
- Voluntary: Friends of the Library, School District, WNC
- Institutions: BGCWN, school district, WNC, GNCU

Capital Needs:

- Natural: more land
- Built: new building
- Human: more staff (increase), more volunteers
- Financial: increase salary costs

Barriers:

- People
- Will impact the entire plan
- Competition with other services/organizations/businesses
- Marketing and educate public on library resources

- (7 votes) **Increase staff in Creative Learning and Access Services by 2 FTE by 2024.**

Assets:

- We have good part-timers
- Extension office (University of Nevada Cooperative Extension)
- Friends
- HR, Library Board, Admin
- Talented current library staff

Capital Needs:

- Find people with education and passion for libraries
- Volunteers
- Visibility and Marketing: identifying importance of seniors
- Cash
- Space

Barriers:

- \$125,000
- External
- Impact just this goal
- Multifaceted (taxes, Board of Supervisors)
- Aggressive marketing (need a 'how to' on aggressive marketing efforts)

- (6 votes) **Increase daily patron count by 20% by 2024.**

Assets:

- Current Patrons,
- Staff
- Diverse community
- Diverse collection
- Parent organizations, schools
- Programs and services

Capital Needs:

- Bigger facility
- Parking
- Checkout/in
- Bigger collection (print and digital)
- Marketing/image
- Computers

Barriers:

- Uninformed citizens
- Internal and external
- Will impact the entire plan
- Marketing, changing methods of people's use of materials
- Marketing and outreach (billboard); "Did you Know" campaign

- (5 votes) **Increase average program attendance by 20% by 2024.**

Assets:

- Social media
- Carson Now website
- Current program attendees
- Materials and technology

-
- Tables and chairs
 - Talented and knowledgeable staff to create and implement programs

Capital Needs:

- Marketing
- Money
- More space (meeting spaces)

Barriers:

- Uninformed citizens
- Internal and external
- Will impact the entire plan
- Marketing, changing methods of people's use of materials
- Marketing and outreach (billboard); "Did you Know" campaign

- (5 votes) **Increase patronage by 20% in five years through rearrangement of space.**

Assets:

- Free or low cost notices regarding 'use and uses of the library'
- Ads/community notices
- Social media
- More flexible space for other uses in the building

Capital Needs:

- More open hours

Barriers:

- Attitude: presentations in community of library functions, special events; bookstore/marketing/PR

- (4 votes) **Increase outreach to school events to reach every school 2x per year in 5 years.**

Assets:

- People: school district, Creative Learning department
- Resources: technology, hotspot
- Voluntary: PTA, school/library partners
- Institutions: School District, City

Capital Needs:

- Financial: internship program
- Social: Carson High School librarian, maintain district connections
- Political: school board, legislature
- Cultural: school board, point of contact at each school
- Human: continuing education, connect with curriculum

Barriers:

- Internal: staff
- External: change with school interest
- Impact goal not plan
- People/staff in school district (retirement)
- Continued/increased interaction with school district

- (4 votes) **Increase non-managerial staff by 10% in 5 years.**

Assets:

- People skills
- Technology

Capital Needs:

- More involvement with government participation; i.e. Department of Education
- Could do Public Service Announcements as an example
- Down to partners speaking to their personal groups championing the library

Barriers:

- Apathy Generally: better PR/Marketing; more participation by patrons expected

- (3 votes) **Increase collection of new fiction books by 20% by 2024.**

Assets:

- Shelving
- Knowledgeable staff on collections
- Displays
- Bookstore
- Vendor knowledge
- Book reviews
- Book Club and groups

Capital Needs:

- Shelves
- Shelves
- Carts
- Space
- Marketing/social media

Barriers:

- Funding
- External
- Will impact the entire plan
- Taxes, competition
- More taxes (increase)

-
- (2 votes) **Increase online children’s programs by 20% in 5 years.**

Assets:

- Ton of content available

Capital Needs:

- Flexible (movable) space within for multiple uses
- Possibly take some programs to other sites.

Barriers:

- Might need more staff

- (2 votes) **Increase accessibility for the community to hold events within 5 years.**

Assets:

- Some limited flexible space in current facility
- Collaboration Room

Capital Needs:

- Flexible (movable) space within for multiple uses (new or expanded facility).
- Possibly take some programs to other sites (already do this as possible).

Barriers:

- Space: need more space or an auxiliary location.

- (1 vote) **Understand ILMS criteria for national library rating to submit a draft application and receive feedback from ILMS by December 2019 to finalize implementation plan to become #1 in the United States.**

Assets:

- People: Sena Loyd, Mark Amodei, library staff (select experienced), community volunteers
- Formal Institutions: School Board, Board of Supervisors
- Voluntary: NNDA, Friends of the Library
- Physical: In concert with other strategic goals

Capital Needs:

- Cultural: cultivating community pride
- Human: more diverse staff (language, education, public speaking, skills)
- Social: TMCC, WNC; expand community connections (e.g.: Boys and Girls Club, Schools)
- Political: state legislature, federal government (Nevada Congressional Members)
- Financial: grant dollars, staff retention
- Built: Technology

Barriers:

- Understand if ILMS will continue to exist as is...overarching concern (external federal funding)
 - If criteria change, need to 'start from scratch'
 - If no federal money, need to find replacement money from private sources
- (1 vote) **Increase customer survey responses in select ILMS categories by 100% Very Satisfied by 2022.**

Assets:

- Advertising
- Community outreach
- Other strategic goals
- Social media

Capital Needs:

- (None identified)

Barriers:

- (None identified)

- (1 vote) **Obtain funding to achieve 100% Very Satisfied in survey for remaining ILMS criteria by 2022.**

Assets:

- Board of Supervisors
- NNDA
- Fundraising activities (TBD)
- Social Media
- Friends of the Library

Capital Needs:

- (None identified)

Barriers:

- (None identified)

- (1 vote) **Implement system and program developing using expanded resources to achieve survey goals by 2023.**

Assets:

- Review past library success stories (Carson City, Others, ILMS winners)

Capital Needs:

- (None identified)

Barriers:

- (None identified)
- (1 vote) **Submit final application to ILMS by December 2023 to achieve #1 rating in 2024.**

Assets:

- (None identified)

Capital Needs:

- (None identified)

Barriers:

- (None identified)
- (1 vote) **Mentoring and/or training ESL and/or Rosetta Stone competency level in 5 years.**

Assets:

- Partnerships probably available with ULC
- Ready, willing and able people out there but City presents a barrier

Capital Needs:

- (None identified)

Barriers:

- City requirements for volunteers
- (1 vote) **Increase use of Overdrive by 20% by 2024.**

Assets:

- Have Overdrive/Library
- Staff knowledgeable
- Local schools

Capital Needs:

- Outreach
- Marketing
- Money
- Increase eBook collection

Barriers:

- Uninformed citizens
- Internal and external
- Will impact the entire plan
- Marketing, changing methods of people's use of materials

-
- Marketing and outreach (billboard); “Did you Know” campaign
 - (1 vote) **Develop fully functional, accessible website with electronic resources within one year.**

Assets:

- People: internal staff, focus groups
- Resources: funds (gift, city, grant)
- Voluntary:
- Institutions: Nevada Library Cooperative in coordination with contracted vendor.

Capital Needs:

- Social: tech support
- Human: more staff
- Financial: more funding

Barriers:

- Staff time
- Impact entire plan
- Lack of staff
- Increase funding resources including staff

Successful achievement of each of these listed objectives and activities, as well as the continued implementation of the various objectives from the revised 2016 version of the Carson City Library’s strategic plan for 2014 through 2019, will hinge upon the ability of the Carson City Library to successfully employ existing assets, secure the needed capital, and to overcome the various internal and external barriers that currently prohibit their achievement. Annual evaluation of the progress the Carson City Library is making toward achievement of each objective and activity will also be required in order to ascertain if additional assets are required, whether or not securing the needed capital was successful, or whether or not additional external and internal barriers have been encountered.

4.0 A Strategic Plan for the Carson City Library for 2019 through 2024

The strategic plan for the Carson City Library for the five-year period for 2019 through 2024 outlined in this section consists of a set of core values, a strategic mission statement, a strategic vision statement, and a set of organizational goals the Carson City Library will strive to achieve over the next five years. The beginnings of an implementation and action plan, and subsequent annual evaluation plan, are outlined in the previous section. Once adopted, it will be up to the administrative and managerial staff of the Carson City Library, working in partnership with its various key internal and external stakeholders, to more fully develop these implementation and action and annual evaluation plans and then begin the process of implementation.

4.1 Core Values of the Carson City Library

For the strategic planning horizon for 2019 through 2024, the Carson City Library, including its staff and other key internal and external stakeholders, will live and promote the values of ***Access, Respect, Accountability, Customer Satisfaction, Collaboration, Community, Innovation, and Education.***

These eight core values can be divided into three primary areas, including: (1) Operations, (2) External Relationships, and (3) Anticipated Outcomes. For Operations, the core values of ***Access, Respect, Accountability, and Customer Satisfaction*** focus on the day-to-day functions of the Library including the development, delivery, and administration of the Library's services, resources, and programs and how Library staff are expected to treat and engage with the Library's patrons.

For External Relationships, the core values of ***Collaboration*** and ***Community*** frame the general relationship the Carson City Library is expected to have with other individuals and organizations and with the larger community in achieving the strategic goals and objectives outlined in this strategic plan. For Anticipated Outcomes, the core values of ***Innovation*** and ***Education*** help frame a larger goal or 'end point' in regards to the most desired impacts the Carson City Library will work towards as the Library implements this new comprehensive organizational strategic plan.

The core values presented here are listed in order of priority set by workshop participants who developed and refined these core values during the various strategic planning workshops held in March and April of 2019. They are listed in rank order of priority to provide the Carson City Library and its staff with general guidance on which core values to prioritize over other core values if and when situations arise in which the core values could potentially conflict with each other. Presented here is a list of each of these eight core values and the final definitions developed by workshop participants for each core value:

-
- **Access:** The Carson City Library will provide access to the Library's resources (books, periodicals, etc.) and information technology (public computers, etc.) to the entire community. Carson City Library staff are expected to be open to new possibilities and creative solutions.
 - **Respect:** The Carson City Library and its staff pledges to treat patrons and fellow staff members with respect by providing equal treatment and a welcoming environment. People who come to the Library and use the Library's services, resources, and programs are expected to abide by the Library's behavior policy. The Carson City Library is expected to provide a diverse set of resources that reflect many points of view and that are responsive to the community's needs.
 - **Accountability:** The Carson City Library and its staff will be held accountable for their actions.
 - **Customer Satisfaction:** The Carson City Library and its staff are committed to the protection of the Library patron's right to privacy. Library staff will be respectful, courteous, responsive, friendly, helpful, and timely in assisting patrons and other staff members.
 - **Collaboration:** The Carson City Library will strive to collaborate with and to be a member of the community. The Carson City Library will engage with other public sector, for-profit private sector and non-profit private sector organizations and entities. It is important that the Carson City Library and its staff work collaboratively with volunteers and mentors, businesses, various public education organizations, and the entire community to continue to develop and deliver various services, resources, and programs.
 - **Community:** The Carson City Library is dedicated to being a community center for learning, culture, job training, entertainment, and literacy. The Library and its staff will always strive to contribute positively to the area's sense of community.
 - **Innovation:** The Carson City Library and its staff are dedicated to keeping a physical space for work, skill development, and technology that is safe, welcoming, clean, and available. The Carson City Library will seek to employ new and emerging technologies and develop new policies and procedures designed to protect the privacy of patron information, meet the Library patron's needs, and serve the community's interests.
 - **Education:** The Carson City Library and its staff are dedicated to promoting the value of all libraries, including the education of people throughout the community through the promotion of literacy and reading programs and digital and technology-knowledge programs.

These eight core values are universal in that all employees and all key internal and external stakeholders of the Carson City Library are expected to live up to and emulate them at all times

when representing the Carson City Library in either their professional capacity or in their personal activities.

4.2 Strategic Mission of the Carson City Library

Based upon the various draft strategic mission statements developed during the strategic planning process, the following strategic mission statement has been drafted for the Carson City Library for its new comprehensive organizational strategic plan covering the strategic planning horizon for 2019 through 2024:

The Carson City Library meets the needs of our diverse community and enhances our community's quality of life through traditional and non-traditional library services, programs, and resources.

The Carson City Library achieves this mission by being a center in the community for discovery, information, entertainment, and collaboration. The Library further strives to provide a safe, secure, and welcoming physical environment where people can come and engage in discovery, can get the information that they need, can engage in entertainment and recreation, and collaborate with Library staff and other patrons.

4.3 Strategic Vision of the Carson City Library

Based upon the various draft strategic vision statements developed during the strategic planning process, the following strategic vision statement has been drafted for the Carson City Library for its new comprehensive organizational strategic plan covering the strategic planning horizon for 2019 through 2024:

The Carson City Library will become the premier destination for the discovery and learning needs of our diverse community.

This vision statement is aspirational in that it represents an ideal conclusion to the successful implementation of this strategic plan for the Carson City Library for 2019 through 2024. Successful implementation and achievement of the various strategic goals and objectives listed below will contribute to the eventual successful achievement and realization of this strategic vision.

4.4 Strategic Goals and Objectives of the Carson City Library

For the strategic planning horizon for 2019 through 2024, the Carson City Library will commit itself to the achievement of policies and to the development of services and programs designed to achieve measurable improvement in four primary goal areas, including: (1) the Improvement of the Carson City Library's Space and Facilities, (2) the Continued Improvement of the Safety and

Security of the Library's Patrons and Visitors, (3) the Continued Improvement of the Carson City Library's Operations, and (4) the Continued Development and Improvement of the Services, Programs, and Resources provided by the Carson City Library. In order to achieve measurable improvement in these four primary goal areas, the following objectives and activities have been developed, including eight primary objectives and activities and seven secondary objectives and activities:

Primary Objectives and Activities

- Increased marketing and outreach by 50% to primary community by December 2024.
- Improve Access: increase the number of library cardholders to 70% in Carson City in 5 years.
- Increase staff in Creative Learning and Access Services by 2 FTE by 2024.
- Increase daily patron count by 20% by 2024.
- Increase average program attendance by 20% by 2024.
- Increase patronage by 20% in five years through rearrangement of space.
- Increase outreach to school events to reach every school 2x per year in 5 years.
- Increase non-managerial staff by 10% in 5 years.

Secondary Objectives and Activities

- Increase collection of new fiction books by 20% by 2024.
- Increase online children's programs by 20% in 5 years.
- Increase accessibility for the community to hold events within 5 years.
- Implement system and program development using expanded resources to achieve survey goals by 2023 (to be incorporated into ongoing evaluation of this strategic plan).
- Mentoring and/or training ESL and/or Rosetta Stone competency level in 5 years.
- Increase use of Overdrive by 20% by 2024.
- Develop fully functional, accessible website with electronic resources within one year.

The eight primary objectives and activities listed above should receive the majority attention in terms of implementation over the next five years and, once completed, the Carson City Library is

expected to begin work on implementation and achievement of the seven secondary objectives and activities listed above. An outline for implementation for each of these 15 objectives and activities, developed during the various strategic planning workshops, is provided above in Section 3 of this University Center for Economic Development technical report. Implementation and achievement of these 15 objectives and activities is conditional upon the availability of resources that the Carson City Library will have, in any given fiscal year, to allocate to each objective and activity. Over the next five years, the Carson City Library may also need to shift priority in the development of new services, programs, and resources and in the Library's own internal operation in order to continue to meet the shifting needs of the community, the region, and of the Library's current and future patrons.

During the third and fourth strategic planning workshops, several workshop participants identified four specific objectives and activities tied to achieving a high Institute of Museum and Library Services (ILMS) ranking and further recognition. After discussing their incorporation into this strategic plan with Carson City Library representatives, it was ultimately decided to omit them from the final list of primary and secondary objectives and activities. It was determined that the successful implementation of this strategic plan, including the successful achievement of the 15 above listed primary and secondary objectives and the four primary goal areas (space and facilities, safety and security, operations, and Library services, programs, and resources), should be used by Library staff for eventual ILMS recognition.

The four strategic goals and the 15 objectives and activities for the Carson City Library's new comprehensive organizational strategic plan for 2019 through 2024 will also include a number of the objectives from the Carson City Library's previous comprehensive organizational strategic plan for 2014 through 2019. The Carson City Library's 2014 through 2019 comprehensive organizational strategic plan consisted of 51 separate objectives divided into five priority areas, including: (1) Infrastructure, consisting of eight objectives, (2) Programming, consisting of 15 objectives, (3) Staff, consisting of 9 objectives, (4) Space, consisting of 9 objectives, and (5) Collaboration, consisting of 10 objectives.

The following is a list of those objectives for each of these five priority areas that were identified during the strategic planning process that should be extended into the 2019 through 2024 strategic planning horizon for the Carson City Library:

- Infrastructure:
 - Purchase collaborative, inspiring furniture – designed to use technology, increase collaboration and creativity.
 - Dedicate appropriate financial resources for public awareness campaign.
- Programming:
 - 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.

- Pursue increased funding from the City and any available resource for more staff to include: educators/teachers, technology wizards, marketers, and administrative support staff.
- Staffing:
 - Develop baseline and progress measures for all staff work teams and evaluate performance standards, also establish performance standards for management and develop succession plans.
- Space:
 - Provide a secure facility where people feel safe and comfortable.
- Collaboration:
 - Students become mentors and teachers in the digital media production spaces.

A number of the objectives from the Carson City Library’s comprehensive organizational strategic plan for 2014 through 2019 were also identified as objectives that should be extended into the Library’s new comprehensive organizational strategic plan for 2019 through 2024. However, these additional objectives were identified as lower priority or maintenance objectives for the 2019 through 2024 period. These additional objectives listed as lower priority or as maintenance objectives can be found in Section 6.5 in University Center for Economic Development Technical Report 2018/19-16, “A Strategic Plan for the Carson City Library for 2019 through 2024: Summary Results of Carson City Library Strategic Planning Community Workshop No. 1”.

4.5 Benchmarks for the Carson City Library’s Strategic Plan for 2019 through 2024

Over the next five years, the Carson City Library will be given the opportunity to revisit the core values, strategic mission statement, strategic vision statement, and the various goals and objectives outlined in this strategic plan for 2019 and 2024. On annual basis, the Carson City Library will be able to benchmark their success in implementing this strategic plan using a series of questions that were answered by workshop participants who participated in the various strategic planning workshops held in February, March, and April of 2019. These benchmarking questions are divided into two parts, consisting of three questions for the first part and five questions for the second part, and the initial answers to each question are presented here:

Part 1

- Does this strategic plan recognize existing barriers and resource (people, money, power, materials, etc.)? **Yes**
- Is this strategic plan tied to an overall vision, mission, and a set of clearly defined objectives? **Yes**
- Does this strategic plan provide direction for future planned initiatives focused on providing information, enhancing support, removing barriers, providing resources, etc.? **Yes**

Part 2

- Does this strategic plan give overall direction? **Yes**
- Does this strategic plan fit resources and opportunities? **Yes**
- Does this strategic plan minimize resistance and barriers? ***It provides a path to minimize resistance and barriers.***
- Does this strategic plan reach those affected? **Yes**
- Does this strategic plan advance the mission? **Yes**