



Annual Evaluation and Update No. 2 Carson City Library Strategic Plan

Carson Library Board of Trustees

Thursday, February 9, 2023

Carson City Library Strategic Plan for 2019 through 2024

- Adopted by the Carson City Library Board of Trustees on Thursday, May 30, 2019.
- University Center for Economic Development Technical Report 2018/19-20, *A Strategic Plan for the Carson City Library for 2019 through 2024*.
- Result of a comprehensive organizational and community assessment:
 - Community Survey, Interviews and Meetings with Staff and Key Stakeholders
 - Four Separate Strategic Planning Workshops: February 16, 2019; March 2, 2019; March 16, 2019; and April 16, 2019
- Provide four separate annual evaluations and updates (**2020**, **2021**, **2022**, and 2023); **NO** additional cost (part of the original contract from 2019).

Carson City Library Strategic Plan for 2019 through 2024

- The First (and Second) Annual Evaluation and Update for 2020 and 2021:
 - Delayed to Summer/Fall of 2021 due to the COVID-19 Global Pandemic.
 - Update of the Community Survey.
 - Collection and Analysis of Relevant Socio-Demographic, Economic, and Housing Data.
 - Half-Day Strategic Planning Workshop with Carson City Library Staff on August 13, 2021 and Library Trustee Meeting on August 26, 2021.
- The Second (Third?) Annual Evaluation and Update for 2022:
 - Collection and Analysis of Relevant Socio-Demographic, Economic, and Housing Data.
 - Half-Day Strategic Planning Workshop with Carson City Library Staff on October 3, 2022.

Carson City Library Strategic Plan for 2019 through 2024

Purpose of the Annual Evaluation and Update:

- Review the Strategic Planning Process (Goals and Objectives of Strategic Planning)
- Review and Evaluate the Core Values, Strategic Mission Statement, and Strategic Vision Statement
- Review the Strategic Organizational Goals and the accompanying Primary and Secondary Objectives and Activities (what has been done, what has not been done, what needs to be done...set priorities for the coming year)
- Complete an updated Strengths, Weaknesses, Opportunities, and Threats Analysis (includes revised socio-demographic and economic analysis of the community/region)

Carson City Library Strategic Plan for 2019 through 2024

Core Values (revised in 2021)

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

Core Values (unchanged in 2022)

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

With slight revision to the definitions of a few of the Core Values.

Carson City Library Strategic Plan for 2019 through 2024

Mission (from 2021)

The Carson City Library improves people's lives through relevant, traditional, and innovative means. The development and delivery of services, programs, resources, and sources of information and the providing of access to the Library's facilities supports and enhances our diverse community's quality of life.

Mission (revised in 2022)

Through the development and delivery of services, programs, resources, sources of information and by providing access to the Library's facilities, the Carson City Library supports and enhances our diverse community's quality of life.

Carson City Library Strategic Plan for 2019 through 2024

Vision (from 2021)

The Carson City Library will be a vibrant hub for community engagement, discovery, and learning.

Vision (unchanged in 2022)

The Carson City Library will be a vibrant hub for community engagement, discovery, and learning.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals (prioritized for 2022 into 2023)

2022 Priority Goal No. 1 (2021 Priority Goal No. 3/Original Goal No. 1), Services, Programs, & Resources: The Carson City Library will continue to develop and improve the services, programs, and resources that we provide to users. (8 Objectives)

2022 Priority Goal No. 2a (2021 Priority Goal No. 2/Original Goal No. 3), Access & Comfort Improvements: The Carson City Library will improve the access and comfort of our facilities to ensure a user-friendly environment where everyone feels welcome and comfortable using our services, programs, and resources. (5 Objectives)

2022 Priority Goal No. 2b (2021 Priority Goal No. 4/Original Goal No. 4), Facility & Space Improvements: The Carson City Library will improve our space and facilities to meet the continued and changing needs of our users and community. (4 Objectives)

2022 Priority Goal No. 3/No. 4 (2021 Priority Goal No. 1/Original Goal No. 2), Operations Improvements: The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources to users. (6 Objectives)



**Annual Evaluation and Update No. 2
Carson City Library Strategic Plan**

Thursday, February 9, 2023

**ANNUAL UPDATE NO. 2 FOR THE STRATEGIC PLAN FOR
THE CARSON CITY LIBRARY FOR 2019 THROUGH 2024**



ANNUAL UPDATE NO. 2 FOR THE STRATEGIC PLAN FOR THE CARSON CITY LIBRARY FOR 2019 THROUGH 2024

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November 2022

This publication, *Annual Update No. 2 for the Strategic Plan for the Carson City Library for 2019 through 2024*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the Carson City Library, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

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Carson City Library Strategic Plan for 2019 through 2024

Core Values

Access, Accountability, Collaboration, Community, Customer Satisfaction, Education, Innovation, Respect

Access: All community members can access the library in a user-friendly setting.

Accountability: Our staff and volunteers will demonstrate a high level of responsibility and transparency.

Collaboration: We will work with other organizations and individuals to develop and deliver services, resources, and programs.

Community: We will be a hub of connection and positively contribute to the area's sense of community.

Customer Satisfaction: We will be courteous, responsive, and helpful. We will protect our users' privacy.

Education: We will promote learning through literacy, reading, digital, and technology-knowledge programs.

Innovation: We will employ new technologies and techniques to serve our community's interests and needs.

Respect: We will provide equal treatment and a welcoming environment for all users and staff.

Carson City Library Strategic Plan for 2019 through 2024

Mission

From 2021: The Carson City Library improves people’s lives through relevant, traditional, and innovative means. The development and delivery of services, programs, resources, and sources of information and the providing of access to the Library’s facilities supports and enhances our diverse community’s quality of life.

Revised in 2022: *Through the development and delivery of services, programs, resources, sources of information and by providing access to the Library’s facilities, the Carson City Library supports and enhances our diverse community’s quality of life.*

Vision

From 2021: The Carson City Library will be a vibrant hub for community engagement, discovery, and learning.

Revised (Unchanged) in 2022: *The Carson City Library will be a vibrant hub for community engagement, discovery, and learning.*

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 4 of the Current Strategic Plan

*2022 Priority Goal No. 1 (2021 Priority Goal No. 3/Original Goal No. 1), Services, Programs,
& Resources: The Carson City Library will continue to develop and improve the services,
programs, and resources that we provide to users.*

Associated Key Objectives and Actionable Items

(Objective No. 5 from 2021) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.

(Objective No. 7 from 2021) Develop a fully functional, accessible website with electronic resource within one year.

(Objective No. 9 from 2021) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.

(Objective No. 1 from 2021) Increase usage of the library and measure metrics such as cardholders, daily patron count, and average program attendance.

(Objective No. 3 from 2021) Reach more students by continuing to develop relationship with local school districts and increasing school events.

(Objective No. 6 from 2021) Increase online reading, media, and other resources.

(Objective No. 4 from 2021) Develop additional programming for early literacy and children's programs, including online and virtual options.

(Objective No. 8 from 2021) Reflect our community's demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 4 of the Current Strategic Plan

2022 Priority Goal No. 2a (2021 Priority Goal No. 2/Original Goal No. 3), Access & Comfort Improvements: The Carson City Library will improve the access and comfort of our facilities to ensure a user-friendly environment where everyone feels welcome and comfortable using our services, programs, and resources.

Associated Key Objectives and Actionable Items

(Objective No. 1 from 2021) Provide a secure facility where people feel safe and comfortable.

(Objective No. 2 from 2021) Explore innovative programs to address the needs of downtown’s changing demographics, including options such as embedded social worker at the library.

(Objective No. 3 from 2021) Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel.

(Objective No. 4 from 2021) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.

(Objective No. 5 from 2021) Communicate the library’s policy regarding respectful and positive patron conduct.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 4 of the Current Strategic Plan

*2022 Priority Goal No. 2b (2021 Priority Goal No. 4/Original Goal No. 4), Facility & Space
Improvements: The Carson City Library will improve our space and facilities to meet the
continued and changing needs of our users and community.*

Associated Key Objectives and Actionable Items

(Objective No. 3 from 2021) Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.

(Objective No. 2 from 2021) Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.

(Objective No. 4 from 2021) Develop options for flexible and innovative uses of community spaces.

(Objective No. 5 from 2021) Explore possibilities to grow and expand our offerings, services, resources, and programs.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 4 of the Current Strategic Plan

2022 Priority Goal No. 3/No. 4 (2021 Priority Goal No. 1/Original Goal No. 2), Operations Improvements: *The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources to users.*

Associated Key Objectives and Actionable Items

(Objective No. 4 from 2021) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.

(Objective No. 1 from 2021) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.

(Objective No. 2 from 2021) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.

(Objective No. 3 from 2021) Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals.

(Objective No. 4 from 2021) Dedicate appropriate financial resources for public awareness campaigns.

(Objective No. 5 from 2021) Continually evaluate performance by developing baseline and progress measures for all staff work teams and volunteers.

1.0 Introduction

Overview

Between January 2019 and May 2019, faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, facilitated the development of a new organizational strategic plan for the Carson City Library for 2019 through 2024. The resulting comprehensive organizational strategic plan contained a new set of core values and guiding principles, a new strategic mission statement and a new strategic vision statement, four primary strategic organizational goals, and a series of primary, secondary, and general organizational objectives focused on further development of the Library's infrastructure, programming, staffing, space and facilities, and collaboration. The resulting Carson City Library organizational strategic plan for 2019 through 2024 was published as part of two University Center for Economic Development technical reports, *A Strategic Plan for the Carson City Library for 2019 through 2024: Summary Results of Carson City Library Strategic Planning Community Workshop No. 1* UCED Technical Report 2018/19-16 and *A Strategic Plan for the Carson City Library for 2019 through 2024* UCED Technical Report 2018/19-20.

As part of the effort to support the implementation and successful completion of the Carson City Library's new five-year organizational strategic plan, the University Center for Economic Development agreed to conduct four annual assessment and evaluations of the Carson City Library's strategic plan for 2019 through 2024. The first annual assessment and evaluation of the Carson City Library's current five-year strategic plan was completed in August 2021. Completion of an annual assessment and evaluation strategic planning workshop in 2020 was not possible due to the ongoing disruptions to both the Carson City Library and to the University Center for Economic Development in-person operations as a result of the COVID-19 global pandemic. The decision was made to use the August 2021 annual assessment and evaluation strategic planning workshop to evaluate the performance of the Carson City Library for the first two years, including 2019 through 2020 and 2020 through 2021, of the current five-year strategic planning horizon. Due to the full return of in-person operations during the summer of 2022, Carson City Library representatives decided that the next annual assessment and evaluation strategic planning workshop would be held in October, with the second Carson City Library annual assessment and evaluation strategic planning workshop held on October 3, 2022 in Carson City.

During this second annual assessment and evaluation strategic planning workshop held on October 3, 2022, workshop participants were asked to complete a series of facilitated large and small group exercises. These various facilitated exercises included a review and evaluation of the current set of core values and guiding principles, the current strategic mission statement and current strategic vision statement, and an evaluation of the current strategic goals and objectives developed initially in early 2019 and as part of the current five-year organizational strategic plan

and revised in 2021 as part of the first annual assessment and evaluation strategic planning workshop held on August 26, 2021. Workshop participants also completed a new comprehensive strengths, weaknesses, opportunities, and threats (SWOT) Analysis designed to guide organizational efforts for the coming year and were also given the opportunity to review and evaluate various socio-demographic, economic, and housing trends for Carson City and for the entire northwestern Nevada region.

Section two of this University Center for Economic Development technical report presents a comprehensive summary of the local and regional socio-demographic, economic, and housing data presented to and evaluated by workshop participants during the October 3, 2022 annual assessment and evaluation strategic planning workshop and the results of the updated comprehensive Strengths, Weaknesses, Opportunities, and Threats analysis. Section three of this University Center for Economic Development technical report contains the completed evaluation of the Library's core values and guiding principles, the mission and vision statements, and the current set of strategic goals and objectives. The third section also contains a summary of the reordered and reworked strategic goals and objectives that the Carson City Library will attempt to achieve over the next year of the current five-year strategic planning horizon.

2.0 Evaluating Internal and External Environmental Conditions

This section presents a general overview of local and regional socio-demographic, economic, and housing conditions in addition to an updated strengths, weaknesses, opportunities, and threats (SWOT) Analysis completed by Carson City Library representatives during the second annual evaluation and update strategic planning workshop held on October 3, 2022. As part of this internal and external environmental assessment, participants of the October 3, 2022 strategic planning workshop also identified a number of priority issues and areas that the Carson City Library should focus on as part of the continued effort to implement elements of the existing five-year organizational strategic plan.

2.1 Local and Regional Socio-Demographic, Economic, and Housing Conditions

Ten separate socio-demographic, economic, and housing categories were analyzed as part of the second annual evaluation and update of the Carson City Library's current five-year organizational strategic plan. Year-over-year changes in each of these categories are presented in this sub-section and, when possible, comparison in the change for each category for Carson City and similar changes at the regional, state, and national levels are presented.

2.1.a Total Population

Table 2.1 presents the change in total population for Carson City between 2015 and 2020. Similar changes in total population for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. Total population for Carson City is highlighted.

Between 2015 and 2020, the total population for Carson City increased from an estimated 54,482 total individuals in 2015 to an estimated 55,244 total individuals in 2020, a net increase of 762 total individuals or by 1.4 percent. Total population for Douglas County increased from an estimated 47,259 total individuals in 2015 to an estimated 48,486 total individuals in 2020, a net increase of 1,227 total individuals or by 2.6 percent, and the total population for Lyon County increased from an estimated 51,657 total individuals in 2015 to an estimated 55,667 total individuals in 2020, a net increase of 4,010 total individuals or by 7.8 percent. Total population for Storey County increased from an estimated 3,929 total individuals in 2015 to an estimated 4,086 total individuals in 2020, a net increase of 157 total individuals or by 4.0 percent, and the total population for Washoe County increased from an estimated 435,019 total individuals in 2015 to an estimated 464,182 total individuals in 2020, a net increase of 29,163 total individuals or by 6.7 percent.

Table 2.1 – Total Population Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	54,482	55,244	762	1.4%
Douglas County	47,259	48,486	1,227	2.6%
Lyon County	51,657	55,667	4,010	7.8%
Storey County	3,929	4,086	157	4.0%
Washoe County	435,019	464,182	29,163	6.7%
State of Nevada	2,798,636	3,030,281	231,645	8.3%
United States	316,515,021	326,569,308	10,054,287	3.2%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Statewide, the total population of the entire state of Nevada increased from an estimated 2.80 million total individuals in 2015 to an estimated 3.03 million total individuals in 2020, a net increase of 231,645 total individuals or by 8.3 percent. Nationwide, the total population for the entire United States increased from an estimated 316.52 million total individuals in 2015 to an estimated 326.57 million total individuals in 2020, a net increase of approximately 10.05 million total individuals or by 3.2 percent.

2.1.b Median Age

Table 2.2 presents the change in the estimated median age for Carson City between 2015 and 2020. Similar changes in the change in median age for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. The change in median age for Carson City is highlighted.

Between 2015 and 2020, the estimated median age for Carson City decreased from an estimated 42.6 years of age in 2015 to an estimated 42.2 years of age in 2020, a net decrease of 0.4 years of age or by -0.9 percent. Across the northwestern Nevada region, Carson City was one of only two counties that experienced a net decline in the estimated median age of its residential population between 2015 and 2020. The estimated median age for Douglas County increased from an estimated 49.4 years of age in 2015 to an estimated 52.9 years of age in 2020, a net increase of 3.5 years of age or by 7.1 percent, and the estimated median age for Lyon County increased from an estimated 43.2 years of age in 2015 to an estimated 43.9 years of age in 2020, a net increase of 0.7 years of age or by 1.6 percent. For Storey County, the estimated median age decreased from an estimated 54.7 years of age in 2015 to an estimated 53.0 years of age in 2020, a net decrease of 1.7 years of age or by -3.1 percent, while the estimated median age for Washoe County increased from an estimated 37.6 years of age in 2015 to an estimated 38.5 years of age in 2020, a net increase of 0.9 years of age or by 2.4 percent. In 2020, Carson City had the second youngest estimated median age throughout the northeastern Nevada region, at an estimated 42.2

years of age, second only to the Washoe County that had an estimated median age of 38.5 years of age in 2020.

Table 2.2 – Median Age Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	42.6	42.2	-0.4	-0.9%
Douglas County	49.4	52.9	3.5	7.1%
Lyon County	43.2	43.9	0.7	1.6%
Storey County	54.7	53.0	-1.7	-3.1%
Washoe County	37.6	38.5	0.9	2.4%
State of Nevada	37.2	38.2	1.0	2.7%
United States	37.6	38.2	0.6	1.6%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Between 2015 and 2020, the estimated median age for the entire state of Nevada increased from an estimated 37.2 years of age in 2015 to an estimated 38.2 years of age in 2020, a net increase of 1.0 years of age or by 2.7 percent. Nationwide, the estimated median age for the entire United States increased from an estimated 37.6 years of age in 2015 to an estimated 38.2 years of age in 2020, a net increase of 0.6 years of age or by 1.6 percent.

2.1.c Median Household Income

Table 2.3 presents the change in median household income for Carson City between 2015 and 2020. Similar changes in median household income for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. Median household income for Carson City is highlighted.

Between 2015 and 2020, median household income for Carson City increased significantly, increasing from an estimated \$47,668 in 2015 to an estimated \$58,305 in 2020, a net increase of \$10,637 or by 22.3 percent. Median household income also increased significantly between 2015 and 2020 for both Douglas County and Lyon County, increasing from an estimated \$58,535 in 2015 to an estimated \$71,145 in 2020, a net increase of \$12,880 or by 22.0 percent, for Douglas County, and increasing from an estimated \$47,255 in 2015 to an estimated \$58,814 in 2020, a net increase of \$11,559 or by 24.5 percent, for Lyon County. Median household income declined for Storey County between 2015 and 2020, decreasing from an estimated \$64,832 in 2015 to an estimated \$64,000 in 2020, a net decrease of -\$832 or by an estimated -1.3 percent, but increased significantly in Washoe County, increasing from an estimated \$52,870 in 2015 to an estimated \$68,272 in 2020, a net increase of \$15,402 or by 29.1 percent.

Table 2.3 – Median Household Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	\$47,668	\$58,305	\$10,637	22.3%
Douglas County	\$58,535	\$71,415	\$12,880	22.0%
Lyon County	\$47,255	\$58,814	\$11,559	24.5%
Storey County	\$64,832	\$64,000	-\$832	-1.3%
Washoe County	\$52,870	\$68,272	\$15,402	29.1%
State of Nevada	\$51,847	\$62,043	\$10,196	19.7%
United States	\$53,889	\$64,994	\$11,105	20.6%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Statewide, median household income for the entire state of Nevada increased from an estimated \$51,847 in 2015 to an estimated \$62,043 in 2020, a net increase of \$10,196 or by 19.7 percent. Nationwide, median household income for the entire United States increased from an estimated \$53,889 in 2015 to an estimated \$64,994 in 2020, a net increase of \$11,105 or by 20.6 percent.

2.1.d Median Family Income

Table 2.4 presents the change in median family income for Carson City between 2015 and 2020. Similar changes in median family income for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. Median family income for Carson City is highlighted.

Table 2.4 – Median Family Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	\$58,947	\$69,727	\$10,780	18.3%
Douglas County	\$67,919	\$82,721	\$14,802	21.8%
Lyon County	\$52,288	\$71,405	\$19,117	36.6%
Storey County	\$68,203	\$90,429	\$22,226	32.6%
Washoe County	\$65,698	\$84,192	\$18,494	28.2%
State of Nevada	\$60,916	\$74,077	\$13,161	21.6%
United States	\$66,011	\$80,069	\$14,058	21.3%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Median family income increased significantly across the entire northwestern Nevada region between 2015 and 2020. Between 2015 and 2020, median family income for Carson City increased from an estimated \$58,947 in 2015 to an estimated \$69,727 in 2020, a net increase of \$10,780 or by 18.3 percent. Median family income for Douglas County increased from an estimated \$67,919 in 2015 to an estimated \$82,721 in 2020, a net increase of \$14,802 or by 21.8 percent, and median family income for Lyon County increased from an estimated \$52,288 in 2015 to an estimated \$71,405 in 2020, a net increase of \$19,117 or by 36.6 percent. For Storey County, median family income increased from an estimated \$68,203 in 2015 to an estimated \$90,429 in 2020, a net increase of \$22,226 or by 32.6 percent, and, for Washoe County, median family income increased from an estimated \$65,698 in 2015 to an estimated \$84,192 in 2020, a net increase of \$18,494 or by 28.2 percent.

Statewide, median family income for the entire state of Nevada increased from an estimated \$60,916 in 2015 to an estimated \$74,077 in 2020, a net increase of \$13,161 or by 21.6 percent. Nationwide, median family income for the entire United States increased from an estimated \$66,011 in 2015 to an estimated \$80,069 in 2020, a net increase of \$14,058 or by 21.3 percent.

2.1.e Per Capita (Mean Individual) Income

Table 2.5 presents the change in per capita income for Carson City between 2015 and 2020. Similar changes in per capita income for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. Per capita income for Carson City is highlighted.

Table 2.5 – Per Capita (Mean Individual) Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	\$26,127	\$32,819	\$6,692	25.6%
Douglas County	\$33,057	\$41,921	\$8,864	26.8%
Lyon County	\$23,173	\$29,865	\$6,692	28.9%
Storey County	\$35,115	\$39,758	\$4,643	13.2%
Washoe County	\$28,757	\$37,689	\$8,932	31.1%
State of Nevada	\$26,541	\$32,629	\$6,088	22.9%
United States	\$28,930	\$35,384	\$6,454	22.3%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Between 2015 and 2020, per capita income for Carson City increased from an estimated \$26,127 in 2015 to an estimated \$32,819 in 2020, a net increase of \$6,692 or by 25.6 percent. For Douglas County, per capita income increased from an estimated \$33,057 in 2015 to an estimated

\$41,921 in 2020, a net increase of \$8,864 or by 26.8 percent, and, for Lyon County, per capita income increased from an estimated \$23,173 in 2015 to an estimated \$29,865 in 2020, a net increase of \$6,692 or by 28.9 percent. Per capita income for Storey County increased from an estimated \$35,115 in 2015 to an estimated \$39,758 in 2020, a net increase of \$4,643 or by 13.2 percent, and per capita income for Washoe County increased from an estimated \$28,757 in 2015 to an estimated \$37,689 in 2020, a net increase of \$8,932 or by 31.1 percent.

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,541 in 2015 to an estimated \$32,629 in 2020, a net increase of \$6,088 or by 22.9 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,930 in 2015 to an estimated \$35,384 in 2020, a net increase of \$6,454 or by 22.3 percent.

2.1.f Poverty Level

Table 2.6 presents the change in the percentage of individuals aged 18 years of age or older whose income in the past 12 months was below the poverty level for Carson City between 2015 and 2020. Similar changes in estimated poverty levels for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. Estimated poverty levels for Carson City is highlighted.

Table 2.6 – Percentage of Individuals Whose Income in the Past 12 Months is Below the Poverty Level, 18 Years and Over Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	14.4%	9.0%	-5.4%	-37.5%
Douglas County	9.3%	6.8%	-2.5%	-26.9%
Lyon County	14.9%	9.5%	-5.4%	-36.2%
Storey County	7.2%	7.6%	0.4%	5.6%
Washoe County	13.7%	10.2%	-3.5%	-25.5%
State of Nevada	13.4%	11.4%	-2.0%	-14.9%
United States	13.5%	11.5%	-2.0%	-14.8%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

The estimated percentage of individuals aged 18 years of age or older whose income in the past 12 months was below the poverty level for Carson City declined from an estimated 14.4 percent in 2015 to an estimated 9.0 percent in 2020, a net decrease of 5.4 percent or by a percentage decrease of -37.5 percent. The poverty level for Douglas County declined from an estimated 9.3 percent in 2015 to an estimated 6.8 percent in 2020, a net decrease of 2.5 percent or by a percentage decrease of -26.9 percent, and the poverty level of Lyon County declined from an estimated 14.9 percent in 2015 to an estimated 9.5 percent in 2020, a net decrease of 5.4 percent

or by a percentage decrease of -36.2 percent. The estimated poverty level for Storey County increased between 2015 and 2020, increasing from an estimated 7.2 percent in 2015 to an estimated 7.6 percent in 2020, a net increase of 0.4 percent or by a percentage increase of 5.6 percent, while the estimated poverty level for Washoe County decreased between 2015 and 2020, decreasing from an estimated 13.7 percent in 2015 to an estimated 10.2 percent in 2020, a net decrease of 3.5 percent or by a percentage decrease of -25.5 percent.

Statewide, the percentage of individuals aged 18 years of age or older whose income over the past 12 months was below the poverty level for the entire state of Nevada declined from an estimated 13.4 percent in 2015 to an estimated 11.4 percent in 2020, a net decrease of 2.0 percent or by a percentage decrease of -14.9 percent. Nationwide, the estimated poverty level for the entire United States decreased from an estimated 13.5 percent in 2015 to an estimated 11.5 percent in 2020, a net decrease of 2.0 percent or by a percentage decrease of -14.8 percent.

2.1.g Civilian Labor Force Unemployment Rate

Table 2.7 presents the change in the civilian labor force unemployment rate for Carson City between 2015 and 2020. Similar changes in the civilian labor force unemployment rate for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. The civilian labor force unemployment rate for Carson City is highlighted.

Table 2.7 – Civilian Labor Force Unemployment Rate Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2020				
Community	2015	2020	2015-2020 Actual Change	2015-2022 Percent Change
Carson City	11.3%	4.6%	-6.7%	-59.3%
Douglas County	8.5%	4.1%	-4.4%	-51.8%
Lyon County	13.6%	8.0%	-5.6%	-41.2%
Storey County	10.3%	3.7%	-6.6%	-64.1%
Washoe County	9.1%	5.2%	-3.9%	-42.9%
State of Nevada	10.5%	6.6%	-3.9%	-37.1%
United States	8.3%	5.4%	-2.9%	-34.9%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2020

Between 2015 and 2020, the civilian labor force unemployment rate has declined significantly across the entire northwestern Nevada region. For Carson, the civilian labor force unemployment rate declined from an estimated 11.3 percent in 2015 to an estimated 4.6 percent in 2020, a net decrease of 6.7 percent or by a percentage decrease of -59.3 percent. The civilian labor force unemployment rate for Douglas county declined from an estimated 8.5 percent in 2015 to an estimated 4.1 percent in 2020, a net decrease of 4.4 percent or by a percentage

decrease of -51.8 percent, and, for Lyon County, decreased from an estimated 13.6 percent in 2015 to an estimated 8.0 percent in 2020, a net decrease of 5.6 percent or by a percentage decrease of -41.2 percent. For Storey County, the civilian labor force unemployment rate declined from an estimated 10.3 percent in 2015 to an estimated 3.7 percent in 2020, a net decrease of 6.6 percent or by a percentage decrease of -64.1 percent, and, for Washoe County, decreased from an estimated 9.1 percent in 2015 to an estimated 5.2 percent in 2020, a net decrease of 3.9 percent or by a percentage decrease of -42.9 percent.

Statewide, the civilian labor force unemployment rate for the entire state of Nevada declined from an estimated 10.5 percent in 2015 to an estimated 6.6 percent in 2020, a net decrease of 3.9 percent or by a percentage decrease of -37.1 percent. Nationwide, the civilian labor force unemployment rate for the entire United States declined from an estimated 8.3 percent in 2015 to an estimated 5.4 percent in 2020, a net decrease of 2.9 percent or by a -34.9 percentage decrease.

2.1.h Households with a Computer

Table 2.8 presents the percentage of total households with a computer for Carson City between 2017 and 2020. Similar changes in the percentage of total households with a computer for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. The percentage of total households with a computer for Carson City is highlighted.

Table 2.8 – Percentage of Total Households with a Computer Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2017 and 2020				
Community	2017	2020	2017-2020 Actual Change	2017-2022 Percent Change
Carson City	87.1%	92.0%	4.9%	5.6%
Douglas County	91.1%	94.4%	3.3%	3.6%
Lyon County	87.2%	93.5%	6.3%	7.2%
Storey County	87.3%	94.6%	7.3%	8.4%
Washoe County	89.8%	94.5%	4.7%	5.2%
State of Nevada	89.7%	93.6%	3.9%	4.3%
United States	87.2%	91.9%	4.7%	5.4%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017 and 2020

Between 2017 and 2020, the percentage of total households with a computer for Carson City increased from an estimated 87.1 percent in 2017 to an estimated 92.0 percent in 2020, a net increase of 4.9 percent or by a percentage increase of 5.6 percent. For Douglas County, the percentage of total households with a computer increased from an estimated 91.1 percent in 2017 to an estimated 94.4 percent in 2020, a net increase of 3.3 percent or by a percentage increase of 3.6 percent, and the percentage of total households with a computer for Lyon County increased

from an estimated 87.2 percent in 2017 to an estimated 93.5 percent in 2020, a net increase of 6.3 percent or by a percentage increase of 7.2 percent. The percentage of total households with a computer for Storey County increased from an estimated 87.3 percent in 2017 to an estimated 94.6 percent in 2020, a net increase of 7.3 percent or by a percentage increase of 8.4 percent, and the percentage of total households with a computer for Washoe County increased from an estimated 89.8 percent in 2017 to an estimated 94.5 percent in 2020, a net increase of 4.7 percent or by a percentage increase of 5.2 percent.

Statewide, the percentage of total households with a computer for the entire state of Nevada increased from an estimated 89.7 percent in 2017 to an estimated 93.6 percent in 2020, a net increase of 3.9 percent or by a percentage increase of 4.3 percent. Nationwide, the percentage of total households with a computer for the entire United States increased from an estimated 87.2 percent in 2017 to an estimated 91.9 percent in 2020, a net increase of 4.7 percent or by a percentage increase of 5.4 percent.

2.1.i Households with a Broadband Internet Subscription

Table 2.9 presents the percentage of total households with a broadband Internet subscription for Carson City between 2017 and 2020. Similar changes in the percentage of total households with a broadband Internet subscription for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States, are also presented. The percentage of total households with a broadband Internet subscription for Carson City is highlighted.

Table 2.9 – Percentage of Total Households with a Broadband Internet Subscription Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2017 and 2020				
Community	2017	2020	2017-2020 Actual Change	2017-2022 Percent Change
Carson City	77.9%	85.4%	7.5%	9.6%
Douglas County	84.5%	90.5%	6.0%	7.1%
Lyon County	78.7%	88.0%	9.3%	11.8%
Storey County	78.6%	85.9%	7.3%	9.3%
Washoe County	80.8%	87.2%	6.4%	7.9%
State of Nevada	79.3%	85.5%	6.2%	7.8%
United States	78.1%	85.2%	7.1%	9.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017 and 2020

Between 2017 and 2020, the percentage of total households with a broadband Internet subscription for Carson City increased from an estimated 77.9 percent in 2017 to an estimated 85.4 percent in 2020, a net increase of 7.5 percent or by a percentage increase of 9.6 percent. For Douglas County, the percentage of total households with a broadband Internet subscription

increased from an estimated 84.5 percent in 2017 to an estimated 90.5 percent in 2020, a net increase of 6.0 percent or by a percentage increase of 7.1 percent, and, for Lyon County, increased from an estimated 78.7 percent in 2017 to an estimated 88.0 percent in 2020, a net increase of 11.8 percent. The percentage of total households with a broadband Internet subscription for Storey County increased from an estimated 78.6 percent in 2017 to an estimated 85.9 percent in 2020, a net increase of 7.3 percent or by a percentage increase of 9.3 percent, and, for Washoe County, increased from an estimated 80.8 percent in 2017 to an estimated 87.2 percent in 2020, a net increase of 6.4 percent or by a percentage increase of 7.9 percent.

Statewide, the percentage of total households with a broadband Internet subscription for the entire state of Nevada increased from an estimated 79.3 percent in 2017 to an estimated 85.5 percent in 2020, a net increase of 6.2 percent or by a percentage increase of 7.8 percent. Nationwide, the percentage of total households with a broadband Internet subscription for the entire United States increased from an estimated 78.1 percent in 2017 to an estimated 85.2 percent in 2020, a net increase of 7.1 percent or by a percentage increase of 9.1 percent.

2.1.j Total Employment by Industry Sector

Table 2.10 presents total employment by industry sector for Carson City in 2020. Total employment by industry sector for 2020 is also presented for Douglas County, Lyon County, Storey County, and Washoe County, and for the state of Nevada and for the entire United States. The five largest industry sectors, in-terms of total employment, are highlighted for each jurisdiction.

Of the 25,998 total individuals working in Carson City in 2020, an estimated 4,609 total individuals worked in the Educational Services, Health Care and Social Assistance industry sector, an estimated 3,742 total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, and an estimated 3,168 total individuals worked in the Public Administration industry sector. An additional estimated 3,059 total individuals worked in the Retail Trade industry sector in Carson City in 2020 and an additional estimated 2,435 total individuals worked in the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector. For Douglas County, of the estimated 21,579 total individuals working throughout the county in 2020, an estimated 3,960 total individuals worked in the Educational Services, Health Care and Social Assistance industry sector, an estimated 3,290 total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, and an estimated 2,324 total individuals worked in the Public Administration industry sector. An additional estimated 2,179 total individuals worked in the Retail Trade industry sector in Douglas County in 2020 and an additional estimated 1,936 total individuals worked in the Professional, Scientific, and Management, and Waste Management Services industry sector.

For Lyon County in 2020, of the 23,278 total individuals working throughout the county, an estimated 3,383 total individuals worked in the Educational Services, and Health Care and Social Assistance industry sector, an estimated 3,239 total individuals worked in the Retail Trade industry sector, and an estimated 2,966 total individuals worked in the Manufacturing industry sector. An additional estimated 2,707 total individuals worked in the Arts, Entertainment, and

Table 2.10 – Total Employment for the Civilian Employed Population 16 Years and Over Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2020

Industry Sector	Carson City	Douglas County	Lyon County	Storey County	Washoe County	State of Nevada	United States
Agriculture, Forestry, Fishing and Hunting, and Mining	190	375	530	9	1,957	19,815	2,658,413
Construction	2,360	1,821	1,918	114	18,593	103,255	10,416,196
Manufacturing	2,433	1,830	2,966	112	19,728	68,651	15,617,461
Wholesale Trade	568	196	998	47	7,519	29,963	3,971,773
Retail Trade	3,059	2,179	3,239	135	26,950	164,356	17,195,083
Transportation and Warehousing, and Utilities	874	862	1,836	80	14,579	87,835	8,576,862
Information	443	305	204	60	3,431	21,929	3,066,743
Finance and Insurance, and Real Estate and Rental and Leasing	958	1,378	748	120	13,251	79,205	10,319,201
Professional, Scientific, and Management, and Administrative and Waste Management Services	2,435	1,936	1,735	211	27,486	163,316	18,312,454
Educational Services, and Health Care and Social Assistance	4,609	3,960	3,383	162	45,608	232,486	36,315,080
Arts, Entertainment, and Recreation, and Accommodation and Food Services	3,742	3,290	2,707	261	35,481	328,529	14,651,909
Other Services, Except Public Administration	1,159	1,123	1,193	103	10,175	66,182	7,516,616
Public Administration	3,168	2,324	1,821	86	11,139	59,518	7,271,189
Total	25,998	21,579	23,278	1,500	235,897	1,425,040	155,888,980

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2020

Recreation, and Accommodation and Food Services industry sector in Lyon County in 2020 and an additional estimated 1,918 total individuals worked in the Construction industry sector. For Storey County in 2020, of the 1,500 total individuals working throughout the county, an estimated 261 total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, an estimated 211 total individuals worked in the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector, and an estimated 162 total individuals worked in the Educational Services, and Health Care and Social Assistance industry sector. An additional estimated 135 total individuals worked in the Retail Trade industry sector in Storey County in 2020 and an additional estimated 120 total individuals worked in the Finance and Insurance, and Real Estate and Rental and Leasing industry sector.

Of the 235,897 total individuals working in Washoe County in 2020, an estimated 45,608 total individuals worked in the Educational Services, and Health Care and Social Assistance industry sector, an estimated 35,481 total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, and an estimated 27,486 total individuals worked in the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector. An additional estimated 26,950 total individuals worked in the Retail Trade industry sector in Washoe County in 2020 and an additional estimated 19,728 total individuals worked in the Manufacturing industry sector.

Statewide, of the estimated 1.43 million total individuals working across the entire state of Nevada in 2020, an estimated 328,529 total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, an estimated 232,486 total individuals worked in the Educational Services, and Health Care and Social Assistance industry sector, and an estimated 164,356 total individuals worked in the Retail Trade industry sector. An additional estimated 163,316 total individuals worked in the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector across the entire state of Nevada in 2020 and an additional estimated 103,255 total individuals worked in the Construction industry sector.

Nationwide, of the estimated 155.89 million total individuals working across the entire United States in 2020, an estimated 36.32 million total individuals worked in the Educational Services, and Health Care and Social Assistance industry sector, an estimated 18.31 million total individuals worked in the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector, and an estimated 17.20 million total individuals worked in the Retail Trade industry sector. An additional estimated 15.62 million total individuals worked in the Manufacturing industry sector across the entire United States in 2020 and an additional estimated 14.65 million total individuals worked in the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector.

2.2 Identifying Relevant Socio-Demographic, Economic, and Housing Trends

Participants of the second annual evaluation and update strategic planning workshop for the Carson City Library on October 3, 2022 were asked to identify relevant trends in the socio-

demographic, economic, and housing data presented to them. Workshop participants were asked to identify the specific condition in the socio-demographic, economic, and housing data that they believe to be particularly relevant to the efforts of the Carson City Library, identify what direction of change the data describes and the overall intensity of that change, compare the selected socio-demographic, economic, and housing trend to other communities, and to describe what the trend means to the Carson City Library. Working in small groups, workshop participants noted a number of specific conditions. Combined, a total of eight unique socio-demographic, economic, and housing conditions were selected by workshop participants.

- *Condition No. 1:* Continued increase in the number of homeless individuals in Carson City and throughout the northwestern Nevada region.

Anecdotally, representatives from the Carson City Library who participated in the October 3, 2022 annual evaluation and update strategic planning workshop noted that there has been a noticeable increase in the number of homeless individuals in Carson City. Due to the Carson City Library's physical centrality in Carson City and its designation as a public facility, many homeless routinely congregate around and even, at times, inside the Library. While Library staff were adamant in their belief that the Library should remain a welcoming and safe place for everyone, even individuals who are homeless, this condition could potentially represent a health and safety concern and could deter other individuals from visiting the Library and using Library programs, resources, and services. As was identified in the initial draft of the Carson City Library's current five-year organizational strategic plan, workshop participants noted that the Library should continue to work with local law enforcement and local homeless service providers to address the needs of this growing population.

- *Condition No. 2:* Decreased levels of poverty locally and regionally.

With the exception of Storey County, workshop participants noted that the percentage of individuals aged 18 years of age whose income over the past 12 months was below the poverty level has decreased significantly over the past several years. In Carson City, poverty levels have declined by a net 5.4 percent or by a percentage decrease of -37.5 percent between 2015 and 2020, declined by a net 2.5 percent or by a percentage decrease of -26.9 percent for Douglas County, by a net 5.4 percent or by a percentage decrease of -36.2 percent for Lyon County, and a by a net 3.5 percent or by a percentage decrease of -25.5 percent for Washoe County. In 2020, the estimated poverty level for Carson City, Douglas County, Lyon County, Storey County, and Washoe County were measurably less than poverty levels at the state and national levels. However, workshop participants noted that the Carson City Library can continue to support this declining trend by ensuring that local and regional agencies and organizations that provide various services, including job placement and housing services, have the opportunity to distribute those services through the Library itself.

- *Condition No. 3:* Significant increase and improvement in various levels of household and personal income.

Between 2015 and 2020, median household income in Carson City increased by a net \$10,637 or by 22.3 percent, median family income increased by a net \$10,780 or by 18.3 percent, and per capita income increased by a net \$6,692 or by 25.6 percent. Workshop participants noted that, with a few exceptions, similar increases in median household income, median family income, and per capita income occurred across the northwestern Nevada region over the same 2015 to 2020 period. Workshop participants noted that the general rise in household and personal income levels has likely translated into more personal disposable income and potentially increased demand for new collaboration spaces and more digital resources and services. For the Carson City Library, providing additional collaboration spaces and more digital resources and services could potentially serve a population and patron base growing demand for these types of resources.

- *Condition No. 4:* Continued aging of the local and regional population.

While Carson City had the second youngest median age in 2020, at an estimated 42.2 years of age, within the northwestern Nevada region, workshop participants noted that median age has, in general, increased throughout the region between 2015 and 2020 with Carson City and Storey County experiencing a net and percentage decrease in their recorded median ages. Between 2015 and 2020, the median age of Carson City declined by a net 0.4 years of age or by -0.9 percent and the median age for Storey County declined by a net 1.7 years of age or by -3.1 percent. The median age, however, for Douglas County, Lyon County, and Washoe County each increased between 2015 and 2020, increasing by a net 3.5 years of age or by 7.1 percent, by a net 0.7 years of age or by 1.6 percent, and by a net 0.9 years of age or by 2.4 percent respectively. The estimated median age of each community and county in northwestern Nevada in 2020 was measurably greater than the estimated median age for the entire state of Nevada. Over time, the continued aging of the region's existing population will likely result in a corresponding increase of library programs, resources, and services oriented toward older adults and even adults entering or already in their retirement years. For Carson City, however, the slight decline in the community's median age may suggest that the Carson City Library continue to focus on providing various library programs, resources, and services that address the specific needs of families with children, teens and young adults, and even adults of working age.

- *Condition No. 5:* Continued decline in local and regional civilian labor force unemployment rates.

Between 2015 and 2020, the estimated civilian labor force unemployment rate for Carson City declined by a net 6.7 percent or by a percentage decrease of -59.3 percent. Similar significant declines in the civilian labor force unemployment rate were noted and identified for Douglas County, a net decline of 4.4 percent or a -51.8 percent decrease, for Lyon County, a net decline of 5.6 percent or a -41.2 percent decrease, for Storey County, a net decline of 6.6 percent or a -64.1 percent decrease, and for Washoe County, a net decline of 3.9 percent or a -42.9 percent decrease. Local and regional businesses are finding it increasingly difficult to successfully recruit and retain needed workers to support new business creation and attraction efforts and to successfully retain and expand

existing businesses. Several workshop participants noted that the Carson City Library should continue to work with local and regional agencies and organizations to provide necessary job training and job placement services in order to support local and regional business development efforts.

- *Condition No. 6:* Continued population growth at the local and regional level.

Both Carson City and the entire northwestern Nevada region continue to experience significant population growth. Between 2015 and 2020, the total population of Carson City grew by an estimated 762 total individuals or by 1.4 percent. Douglas County grew by a net 1,227 total individuals or by 2.6 percent, Lyon County grew by a net 4,010 total individuals or by 7.8 percent, Storey County grew by a net 157 total individuals or by 4.0 percent, and Washoe County grew by a net 29,163 total individuals or by 6.7 percent. Workshop participants noted that this continued local and regional population growth will continue to result in increased demand for various library programs, resources, and services. Increased demand for these programs, resources, and services will require the Carson City Library to increase its organizational capacity to respond to this growing population by making continual improvements in existing and new programs, resources, and services, in increasing staff resources at corresponding rates while providing existing staff additional training and professional development opportunities, and to ensure that the Library continues to meet the changing needs and wants of area and regional residents and visitors and users of the Carson City Library in general.

- *Condition No. 7:* Improvement in the number of households locally and regional that have access to a computer and have a broadband Internet subscription.

In Carson City, the percentage of total households with a computer and the percentage of total households with a broadband Internet subscription have both increased over the past several years. Between 2017 and 2020, the percentage of total households with a computer in Carson City increased by a net 4.9 percent or by a percentage increase of 5.6 percent with an estimated 92.0 percent of all households in Carson City in 2020 having a computer. Between 2017 and 2020, the percentage of total households with a broadband Internet subscription in Carson City increased by a net 7.5 percent or by a percentage increase of 9.6 percent with an estimated 85.4 percent of all households in Carson City in 2020 having a broadband Internet subscription. Similar trends in the percentage of total households with a computer and with a broadband Internet subscription were noted for the entire northwestern Nevada region. Workshop participants noted that increased household access to computers and to a broadband Internet subscription could potentially enable the Carson City Library to expand its reach and community-wide and region-wide impact by expanding its own online and virtual services. However, with nearly 8.0 percent of all households in Carson City in 2020 not having access to a computer and with nearly 14.6 percent of all households in Carson City in 2020 not having a broadband Internet subscription, workshop participants noted that the Carson City Library should continue to expand its in-person programs, resources, and services in order to ensure that the Library continues to meet the educational, informational, and even recreational and

entertainment needs and wants of individuals who are unable to access online and virtual programs, resources, and services.

- *Condition No. 8:* Local and regional employment is dominated by a few key industry sectors.

Several workshop participants noted that Carson City's economic base and the economic base for much of the northwestern Nevada region is dominated by a few key industry sectors. Regionally, the Educational Services, and Health Care and Social Assistance industry sector was the single largest employment sector, employing an estimated total of 57,722 total individuals in 2020 across Carson City, Douglas County, Lyon County, Storey County, and Washoe County. Other large employment sectors across the northwestern Nevada region in 2020 included the Arts, Entertainment, and Recreation, and Accommodation and Food Services industry sector, employing an estimated 45,481 total individuals regionally, the Retail Trade industry sector, employing an estimated 35,562 total individuals regionally, the Professional, Scientific, and Management, and Administrative and Waste Management Services industry sector, employing an estimated 33,803 total individuals regionally, and the Manufacturing industry sector, employing an estimated 27,069 total individuals regionally. In order to support the continued growth of Carson City's economic base and the economic base of the northwestern Nevada region, several workshop participants noted that the Carson City Library should continue, either independently or in partnership with other agencies and organizations, to develop existing and provide new workforce development and job training programs and employment placement services that support each of these critical industry sectors.

Expanding the programs, resources, and services that meet the existing and future needs of Library patrons, users, and visitors and that the Carson City Library already provides was a primary issue identified by workshop participants in evaluating the Library's current five-year organizational strategic plan. Continued expansion of these existing programs, resources, and services coupled with the creation of new programs, resources, and services will enable the Carson City Library to address each of the eight conditions outlined above. Continued improvement in the efficient use of Library spaces and physical resources and continuing to address ongoing staffing needs over the next year will be essential to the Library's efforts to meet this primary issue of expanding existing and creating new programs, resources, and services that address Library patron, user, and visitor needs and wants.

One specific area that workshop participants noted as requiring additional investment and focus is the need to focus more on developing the Library's technological resources and technology-oriented programs and services. First, several workshop participants noted that the Carson City Library needs additional computers and dedicated computer and technology-oriented space for patrons to use. Potential revamping and renovation of the Carson City Library's second floor could be pursued over the next year and over the remainder of the existing five-year strategic planning horizon to accommodate the growing technology needs of the Library's patrons, users, and visitors. Creating an inviting space with furniture, fixtures, and equipment that enable increased technology usage is one way in which several workshop participants would like to see the second floor of the Carson City Library revamped and renovated in order to dedicate

additional space to additional technology and to support the further development and implementation of a comprehensive technology-oriented patron curriculum.

Several workshop participants also noted that it is critical for the Carson City Library to maintain the momentum that it has successfully created as the Library and the community continue to recover from the impacts of the COVID-19 global pandemic. In many ways, workshop participants noted that the Carson City Library has emerged from the pandemic as a community-wide resource center and capable of meeting a vast array of informational, educational, training, and entertainment needs and wants of community members and Library patrons. Workshop participants further noted that it is essential that the Library maintain this momentum in order to meet its stated vision and in order to successfully achieve the various strategic goals and objectives that comprise the current five-year organizational strategic plan. Part of this effort to maintain the Library's existing momentum also includes expanding existing programming, resources, and services to meet Library patron needs and wants beyond technology-oriented issues, continuing to increase the overall user-friendliness of the Carson City Library's website, and to ensure improved consistency in how the Library's policies and procedures are communicated and adhered to across all Library program, resource, and service areas.

2.3 A Revised Strengths, Weaknesses, Opportunities, and Threats Analysis

As part of the second annual evaluation and update of the Carson City Library's current five-year organizational strategic plan, participants of the strategic planning workshop held on October 3, 2022 were asked to develop a revised strengths, weaknesses, opportunities, and threats (SWOT) analysis for the Carson City Library. *Strengths* are defined as those existing and current conditions and characteristics of the Carson City Library that give the organization an advantage and enable the organization to produce value and *weaknesses* are defined as those existing and current conditions and characteristics of the organization that place it at a disadvantage and inhibit the organization's ability to produce value. *Opportunities* are defined as possible future and external conditions that the Carson City Library could potentially take advantage of and *threats* are defined as possible future and external conditions that be disadvantageous for the Library over the next year. Strengths and weaknesses are viewed as existing and internal characteristics whereas opportunities and threats are viewed as external and future conditions that may be advantageous or disadvantageous for the Carson City Library.

2.3.a Strengths of the Carson City Library

Figure 2.1 presents a word cloud summarizing the various current and internal organizational strengths of the Carson City Library as identified by representatives of the Carson City Library that participated in the annual evaluation and update strategic planning workshop held on October 3, 2022.

Workshop participants overwhelmingly agreed that the Carson City Library's existing staff is one of the Library's most important organizational strengths. As the organization continues to emerge from the impacts of the COVID-19 global pandemic, a number of workshop participants noted that organizational staff morale has significantly improved and that individual Library staff

members are increasingly committed to building a positive environment based on collaboration and teamwork that is focused on serving the individual needs and wants of individual Library patrons, users, and visitors. Anecdotally, it was further noted that individual Library patrons, users, and visitors have noticed and increasingly appreciate the positive attitude and exceptional talent that individual Library staff members contribute to the organization’s overall efforts to serve patron, user, and visitor needs and wants. Several workshop participants further noted that this positive assessment of Library staff extends throughout all levels of the organization up to the Library’s Board of Trustees and senior management and leadership team. In general, Library representatives noted that individual suggestions for new programs, resources, and services and for areas in which the Library could improve overall operational efficiency and effectiveness are fairly considered and evaluated and, if the suggestion proves to be feasible given existing and anticipated resources, often further developed and implemented.

**Figure 2.1 – Organizational Strengths of the Carson City Library
October 3, 2022 Annual Evaluation and Update Strategic Planning Workshop**



Several workshop participants further noted that, despite the ongoing cost and economic uncertainty that currently exists regarding the availability of needed resources, the Carson City Library has seen a steady increase in the amount of physical and non-physical resources that are needed to support and expand the Library’s operations. Despite the lingering cost and economic impacts of the COVID-19 global pandemic, the Carson City Library has been able to significantly expand the programs, resources, and services that it provides to Library patrons, users, and visitors. Increased and improved access to additional public collaboration spaces, an increase in the number of young adult and adult programs that the Library offers, the investments that have been made in improving and modernizing the Library’s collection of technological

resources, and the continued investments that the Carson City Library has made in its virtual and online resources and services has led to a measurable increase in overall patron, user, and visitor use of various Library programs, resources, and services. Continued increases in program attendance and in resource and service usage have also contributed to a ‘reinvigoration’ of the Library’s programs, resources, and services and to the Library’s overall collection in general. Moving forward, workshop participants noted that it will be critical to the Library’s long-term success to capitalize on the increased level of patron, user, and visitor engagement and use of the Library and the Library’s collection of programs, resources, and services. Demonstration of the critically important role that the Library plays in the community, and possibly throughout the region, should be used as justification for additional investment to be made in the physical and non-physical resources of the Library over the remainder of the current five-year strategic planning horizon and beyond.

2.3.b Weaknesses of the Carson City Library

Figure 2.2 presents a word cloud summarizing the various current and internal organizational weaknesses of the Carson City Library as identified by representatives of the Carson City Library that participated in the annual evaluation and update strategic planning workshop held on October 3, 2022.

**Figure 2.2 – Organizational Weaknesses of the Carson City Library
October 3, 2022 Annual Evaluation and Update Strategic Planning Workshop**



The phrases ‘not enough of’ and ‘lack of’ were used frequently by workshop participants to describe the current and internal organizational weaknesses of the Carson City Library as the

Library continues to address the lingering impacts of the COVID-19 global pandemic and continues to refocus organizational efforts back to the long-term achievement of the strategic organizational goals and objectives developed as part of the current five-year organizational strategic plan originally developed in 2019. Despite the staffing level improvements that have been made over the past year, workshop participants highlighted a growing ‘lack of’ and ‘not enough of’ staff that is needed to support the increased level of demand by Library patrons, users, and visitors that the Carson City Library is currently experiencing. Specifically, not enough frontline staff to serve individual patron needs at the hourly and classified levels, increased difficulty in finding and retaining qualified staff, a lack of responsiveness from qualified and selected candidates, and a lack of time that staff has for interviews and vetting of selected candidates are specific staff related weaknesses that the Carson City Library will have to address over the next year.

The next major weakness in regard to a general ‘not enough of’ or ‘lack of’ concern is centered on the Library’s existing physical and even non-physical resources. As was initially identified in the current five-year organizational strategic plan developed in 2019, the Carson City Library’s physical space is no longer sufficient to support ongoing development and expansion of the Library’s collection and various programs, resources, and services. The Library has reached a critical point in its operations in that improvements to the existing physical space are only made on the margins. While workshop participants identified a number of opportunities to increase the overall efficient and effective use of the Library’s existing physical space, including the placement of additional power outlets in strategic locations throughout the Library, these improvements will result in only marginal improvements in the ability of the Library to continue to provide existing and development new programs, resources, and services that are needed to support the growing needs and wants of Library patrons, users, and visitors. Internally, Library staff deal with crowded workspaces, a chronic lack of storage that is needed to support periodic program, resource, and service activities, an obsolescent reception and front check-out and reference area, and continued aging of the Library’s various technological resources. Combined, these issues negatively impact overall staff morale and impede the ability of staff to more adequately address and serve Library patron, user, and visitor needs and wants. Several workshop participants noted that it is critical for the Carson City Library to work with local elected officials and selected Library stakeholders and partners to develop and begin implementation of a comprehensive facility improvement plan that should incorporate the possibility of opening a branch location (permanent or ‘pop-up’) and the construction and successful opening of a new main library. The development of a comprehensive and long-term facility improvement plan should also include the development of a comprehensive technology plan that outlines the anticipated changes in Library patron, user, and visitor technology-oriented needs and how the Library will meet those needs through the investment in new technological resources and accompanying programs and services.

A number of workshop participants noted that the Carson City Library has made significant improvements in its overall community outreach, engagement, and marketing efforts over the past several years since the initial development of the Library’s current five-year organizational strategic plan in 2019 and, specifically, over the past year as the Library successfully transitioned to full in-person operations post-pandemic. Over the next year, workshop participants noted that the Carson City Library should continue to increase its efforts to outreach and engage with the

public and to better market the Library’s collections and various programs, resources, and services to targeted population groups in Carson City and throughout the region. Increased engagement with the area’s and region’s Hispanic and Lantinx population and specific and targeted partnerships with individual public agencies, private sector firms, and certain community-based and non-profit organizations that share a similar mission and vision with the Carson City Library were a few of the specific suggestions that workshop participants made that could substantially and meaningfully increase the overall effectiveness of the Library’s outreach, engagement, and marketing efforts. Workshop participants also suggested that, over the next year, the Library should broaden its social media efforts by exploring the possibility of using alternative sites and platforms and should commit itself to overhauling its existing website in order to enhance overall user friendliness. Several workshop participants indicated that broadened social media efforts and needed improvements to the Carson City Library’s should also be incorporated into the development of a comprehensive technology plan in order to broad consistency with Library activities and Library policies and procedures.

2.3.c Opportunities for the Carson City Library

Figure 2.3 presents a word cloud summarizing the various possible future opportunities that the Carson City Library could potentially take advantage of over the next year as identified by representatives of the Carson City Library that participated in the annual evaluation and update strategic planning workshop held on October 3, 2022.

**Figure 2.3 – Possible Future Opportunities for the Carson City Library
October 3, 2022 Annual Evaluation and Update Strategic Planning Workshop**



In a general sense, workshop participants noted that the increased level of demand that the Carson City Library has experienced for existing and new programs, resources, and services over the past year is, perhaps, one of the most important opportunities that the Library could potentially take advantage of over the next year. In addition to the steady overall increase level of demand that the Library has experienced over the past year, the type of demand, for different programs, resources, and services, has also become increasingly varied. This increase in the level and variety of demand is very much a function of the continued growth and diversification of the Carson City population and of the regional population. To meet these growing and diversified needs and wants, workshop participants suggested a number of specialized staff positions that the Library should consider developing and creating over the next year and over the remainder of the existing five-year strategic planning horizon. A Workplace Development Coordinator, a Technology Coordinator, and staff with specialized training in cardiopulmonary resuscitation (CPR), technology programming, and youth and young adult programs were a few of the specialized staff areas identified by workshop participants. Workshop participants also suggested that the Carson City Library should expand the opportunities that existing staff has for professional development training and that the Library should also pursue cross function training as a way of better linking and integrating the Library's existing collection of programs, resources, and services.

Over the next year, several workshop participants specifically noted a number of emerging opportunities to expand existing and create new programs, resources, and services in a number of critical areas that would address the types of needs and wants that Library patrons, users, and visitors have increasingly asked the Library to provide. Additional adult programming that is offered in the evening and on weekends, additional workforce development, job training, and job placement services, additional youth and families with children oriented programs and services, and expanded Maker Space dedicated space were each suggested as possible areas to expand existing and create new programs, resources, and services around. In order to expand existing and create new programs, resources, and services in these areas, workshop participants noted that it will be essential for the Carson City Library to expand its existing partnerships with other public sector agencies, individual private sector firms, and certain community-based non-profit organizations. The Carson City Library simply does not have the physical and non-physical resources to meet every need and want of everyone patron, user, and visitor that utilizes the Library. To meet more of these growing and increasingly diverse needs and wants, the Carson City Library will have to leverage its own resources and capabilities with the resources of other agencies, firms, and organizations that share a similar mission and vision with the Library.

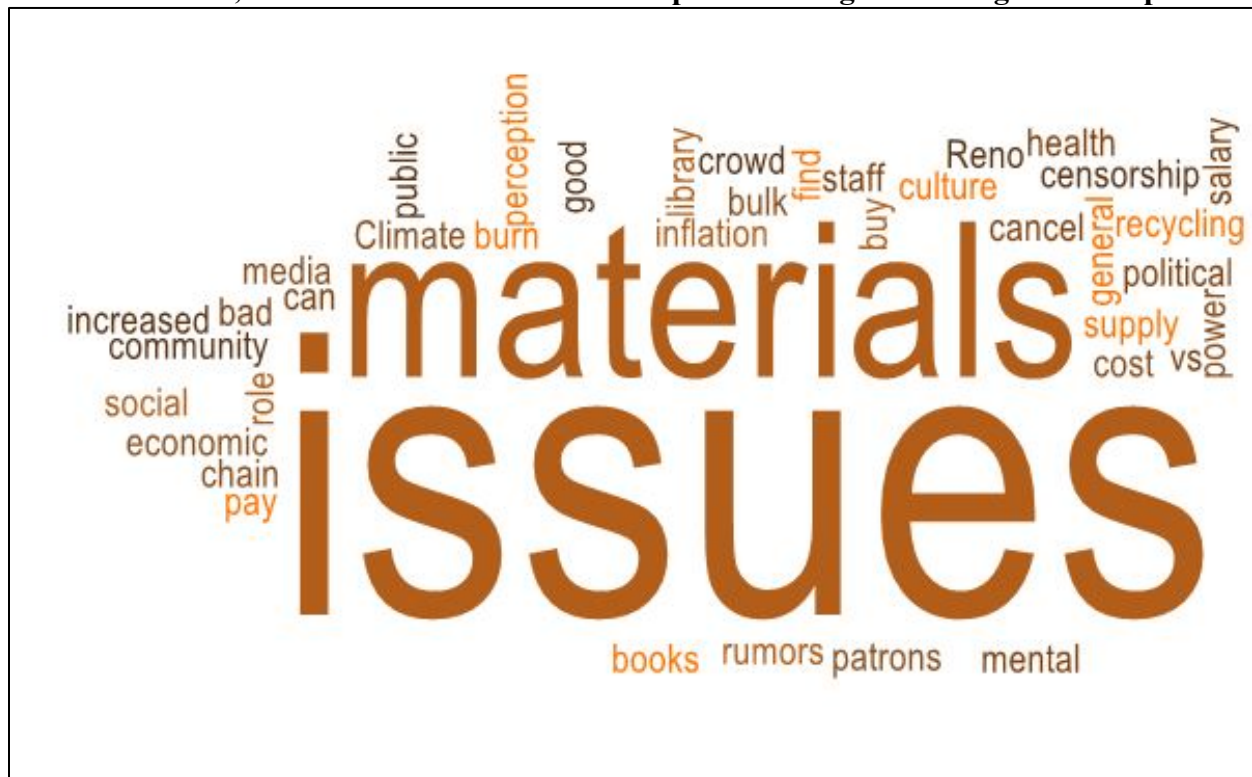
2.3.d Threats Facing the Carson City Library

Figure 2.4 presents a word cloud summarizing the various possible future threats that the Carson City Library may have to contend with over the next year as identified by representatives of the Carson City Library that participated in the annual evaluation and update strategic planning workshop held on October 3, 2022.

Workshop participants noted a number of critical issues that could potentially derail the efforts of the Carson City Library to further implement and achieve elements of the existing five-year organizational strategic plan. Ongoing supply chain issues, broader inflationary and economic

issues, and even increased mental health issues the Library staff and Library patrons, users, and visitors are facing were each identified by workshop participants as primary and emerging threats. Many of these issues are also a direct result of the impacts of the COVID-19 global pandemic and post-pandemic recovery efforts. Most notably, several workshop participants indicated that it has become increasingly difficult to find and secure the needed materials to support Library programs, resources, and services and general organizational operations. Like many organizations, the Carson City Library has been impacted by and continues to confront ongoing supply chain issues that began at the start of the pandemic in early 2020. Related to this is the growing cost of materials and supplies that the Library needs to sustain existing programs, resources, and services and the organization’s general operations. The Carson City Library should begin to develop contingency plans in order to deal with the growing scarcity and the growing cost of needed materials and supplies.

**Figure 2.4 – Possible Future Threats Facing the Carson City Library
October 3, 2022 Annual Evaluation and Update Strategic Planning Workshop**



Increased mental health issues and associated ‘burn out’ is another concern that workshop participants identified. While the hiring of new staff has helped mitigate this impact over the past year, continued overall increases in the level of demand for various programs, resources, and services that the Library is currently experiencing is placing a significant strain on the ability of Library staff to meet this increased demand while still providing exceptionally high quality service to Library patrons, users, and visitors. Related to this is a growing concern regarding a growing perception by a small but growing portion of the public regarding libraries in general. The power of social media to spread rumors, a growing movement to actively censor the types of materials and collections that libraries house and provide to the public, the continued spread of

‘cancel culture’, and even changing community perceptions regarding the value of libraries in society are existential threats that the Carson City Library, and many libraries across Nevada and in other parts of the United States, now must confront. In some ways, these growing social and cultural trends are contributing to the mental health issues and ‘burn out’ that staff are facing. Workshop participants generally agreed that increased community outreach and engagement, partnership with other agencies, individual private sector firms, and with various community-based non-profit organizations, and improved communication between the Carson City Library and existing Library patrons, users, and visitors should each be pursued as a way of countering these social and cultural trends and to protect the role that the Carson City Library inhabits throughout the community and throughout the region.

3.0 Assessment and Evaluation of the Current Carson City Library Strategic Plan

The second annual assessment and evaluation strategic planning workshop of the Carson City Library's current strategic plan, held on October 3, 2022, included an assessment of the progress that the Carson City Library has made in implementing elements of the current strategic plan over the past year and development of priority focus areas for the fourth year of implementation. This effort included an opportunity for representatives of the Carson City Library to evaluate and revise, as necessary, the existing core values, existing mission statement and vision statement, and evaluate and reprioritize the existing strategic goals and objectives. This section presents a general overview of the assessment and evaluation of the critical elements of the Carson City Library's current five-year organizational strategic plan and a revised prioritization of the Carson City Library's existing strategic goals and objectives and accompanying actionable items.

3.1 Review of the Current Core Values

The Carson City Library's current set of core values, developed and adopted in 2019 and slightly revised in 2021, consists of the following eight core values and guiding principles:

- **Access:** All community members can access the library in a user-friendly setting.
- **Accountability:** Our staff and volunteers will demonstrate a high level of responsibility and transparency.
- **Collaboration:** We will work with other organizations and individuals to develop and deliver services, resources, and programs.
- **Community:** We will be a hub of connection and positively contribute to the area's sense of community.
- **Customer Satisfaction:** We will be courteous, responsive, and helpful. We will protect our users' privacy.
- **Education:** We will promote learning through literacy, reading, digital, and technology-knowledge programs.
- **Innovation:** We will employ new technologies and techniques to serve our community's interests and needs.
- **Respect:** We will provide equal treatment and a welcoming environment for all users and staff.

Each of the existing eight core values and guiding principles outline the expectations that the Carson City Library has for all Library representatives and, implicitly, out the desired outcomes that the Library expects in the interactions that Library representatives have with Library patrons, users, and visitors. During the October 3, 2022 annual assessment and evaluation strategic planning workshop, representatives from the Carson City Library were asked to evaluate each of the existing eight core values and guiding principles by answering two questions, including: (1) do the core values still represent the fundamental expectations, beliefs, and norms that the Library (organizationally) expects of all Library representatives?, and (2) is there anything ‘missing’ from the current core values that should be added and are there any changes, additions, subtractions, or new definitions that should be included in the core values and guiding principles?

For the first question, *Do the core values still represent the fundamental expectations, beliefs, and norms that the Library (organizationally) expects of all Library representatives?*, workshop participants unanimously agreed that all eight of the existing core values and guiding principles do represent the fundamental expectations, beliefs, and norms that the Library expects from all Library representatives. Several workshop participants noted that each of the core values clearly lay out the expectation that the organization has for how individual Library representatives are expected to conduct their assigned responsibilities on a daily basis as well as what desired outcomes the organization desires to see when Library representatives engage with Library patrons, users, and visitors. Several of the core values and guiding principles, including *Collaboration* and *Community*, directly support the Library’s existing mission and vision and directly tie into several of the existing strategic goals and objectives. For the second question, *Is there anything ‘missing’ from the current core values that should be added and are they are changes, additions, subtractions, or new definitions that should be included in the core values and guiding principles?*, workshop participants unanimously agreed that no changes to the core values and guiding principles should be made at this time. For the coming year of implementation of the existing five-year organizational strategic plan, the core values and guiding principles of *Access, Accountability, Collaboration, Community, Customer Satisfaction, Education, Innovation, and Respect* and each accompanying definition will remain the fundamental expectations, beliefs, and norms that the Carson City Library will continue to expect from all Library representatives.

3.2 Review of the Current Strategic Mission Statement

Adopted as part of the Carson City Library’s current strategic plan for 2019 through 2024, the Carson City Library’s current strategic mission statement, which was revised slightly in 2021 as part of the last annual assessment and evaluation, is:

The Carson City Library improves people’s lives through relevant, traditional, and innovative means. The development and delivery of services, programs, resources, and sources of information and the providing of access to the Library’s facilities supports and enhances our diverse community’s quality of life.

Individuals representing the Carson City Library who participated in the annual assessment and evaluation strategic planning workshop held on October 3, 2022 generally agreed that the current strategic mission statement does accurately define the Library’s various existing functions and the organization’s primary purpose and focus. Workshop participants did, however, agree that the revised strategic mission statement from 2021 is simply a bit ‘wordy’ and agreed to revise the strategic mission statement in order to better focus on the Library’s primary purpose and focus. The revised strategic mission statement for the Carson City Library for the coming year of implementation of the existing five-year strategic plan is:

Through the development and delivery of services, programs, resources, and sources of information and by providing access to the Library’s facilities, the Carson City Library supports and enhances our diverse community’s quality of life.

Workshop participants representing the Carson City Library agreed that this condensed and revised strategic mission statement better emphasizes the Library’s existing functions, as providing various services, programs, resources, and sources of information and by providing access to the Library’s facilities, and the primary purpose and focus of the Library to support and enhance the community’s quality of life. The word ‘our’ between ‘enhances’ and ‘diverse’, according to several workshop participants, emphasizes the personal ownership that Library representatives and staff are expected to have when servicing the needs and wants of Library patrons, users, and visitors who have increasingly come to depend upon the various programs, resources, and services that the Library provides. This increasing dependency is largely associated to the changing relationship that patrons, users, and visitors have with the Library as a direct result of the COVID-19 global pandemic. Over the course of the pandemic, the Library became one of the few organizations in Carson City and throughout the region that continued to provide a variety of educational, informational, and even recreational programs, resources, and services over the course of the entire pandemic. While other potential sources of these programs, resources, and services had to either pause or altogether terminate their operations, the Library invested in new technologies and in new program, resource, and service delivery approaches that enabled the Library to continue operating. As the community and the region continues to emerge from the pandemic, the Carson City Library continues to become a primary sources of services, programs, resources, and sources of information for a community that continues to grow and become increasingly diversified.

3.3 Review of the Current Strategic Vision Statement

Adopted as part of the Carson City Library’s current strategic plan for 2019 through 2024, the Carson City Library’s current strategic vision statement, which was revised slightly in 2021 as part of the last annual assessment and evaluation, is:

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

In order to evaluate the existing strategic vision statement, workshop participants representing the Carson City Library during the annual assessment and evaluation strategic planning

workshop held on October 3, 2022 were asked to determine whether or not the current strategic vision statement still accurately defines the absolute ‘mountaintop’ of what the Library, as an organization, wants to achieve by the end of the current five-year strategic planning horizon. Workshop participants unanimously agreed that, yes, the existing strategic mission statement as it is currently written accurately defines the anticipated final outcome of what the Carson City Library and Library representatives and staff hope to achieve over the next year and over the remainder of the current five-year strategic planning horizon through the continued implementation of the existing elements of the existing strategic plan. For the next year, the Carson City Library’s strategic vision statement will remain:

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

Ultimately, workshop participants strongly believed that the Carson City Library should continue to strive to become the premier destination for the community’s diverse discovery and learning needs. Again, the use of the word ‘our’ between ‘destination for’ and ‘diverse community’s’ emphasizes the personal ownership that the Carson City Library expects of Library representatives and staff in helping Library patrons, users, and visitors meet their discovery and learning needs. Workshop participants also agreed that it is essential for the Library to continue to emphasize the continued growth and continued diversification of the community’s and region’s population. Continued growth and diversification of the community’s and region’s population has and will continue to result in increased demand for various Library programs, resources, and services and will further require the Library, either by itself or in partnership with other agencies, various private sector firms, or with various community-based non-profit organizations, to expand existing and develop new programs, resources, and services designed to meet the evolving needs of the community and the region.

3.4 Review of the Current Strategic Goals

As part of the annual assessment and evaluation strategic planning workshop held in 2021, representatives from the Carson City Library reprioritized each of the four primary goals that were initially developed in 2019 as part of the Library’s current five-year strategic plan. The existing order of the four current primary goals with each primary goal’s objectives and actionable items from 2021 are:

- ***2021 Priority Goal No. 1 (Original Goal No. 2), Operations Improvements: The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources to users.***
 1. Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.
 2. Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.

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3. Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals.
 4. Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.
 5. Dedicate appropriate financial resources for public awareness campaigns.
 6. Continually evaluate performance by developing baseline and progress measures for all staff work teams and volunteers.
 7. Establish succession plans for key personnel.
- **2021 Priority Goal No. 2 (Original Goal No. 3), Access & Comfort Improvements:** *The Carson City Library will improve the access and comfort of our facilities to ensure a user-friendly environment where everyone feels welcome and comfortable using our services, programs, and resources.*
 1. Provide a secure facility where people feel safe and comfortable.
 2. Explore innovative programs to address the needs of downtown’s changing demographics, including options such as embedded social worker at the library.
 3. Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel.
 4. Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.
 5. Communicate the library’s policy regarding respectful and positive patron conduct.
 6. Increase availability for the community to hold events.
 - **2021 Priority Goal No. 3 (Original Goal No. 1), Services, Programs, & Resources:** *The Carson City Library will continue to develop and improve the services, programs, and resources that we provide to users.*
 1. Increase usage of the library and measure metrics such as cardholders, daily patron county, and average program attendance.
 2. Support our community’s love of reading by developing and promoting a broad collection that reflects their many interests.

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3. Reach more students by continuing to develop relationship with local school districts and increasing school events.
 4. Develop additional programming for early literacy and children’s programs, including online and virtual options.
 5. Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.
 6. Increase online reading, media, and other resources.
 7. Develop a fully functional, accessible website with electronic resource within one year.
 8. Reflect our community’s demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff.
 9. Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.
- **2021 Priority Goal No. 4 (Original Goal No. 4), *Facility & Space Improvements*: The Carson City Library will improve our space and facilities to meet the continued and changing needs of our users and community.**
 1. Assess the facility’s fixed assets, furniture, and space usability and determine if they meet the needs of users and staff.
 2. Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.
 3. Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.
 4. Develop options for flexible and innovative uses of community spaces.
 5. Explore possibilities to grow and expand our offerings, services, resources, and programs.

Participants of the October 3, 2022 annual assessment and evaluation strategic planning workshop were asked to evaluate each individual goal and the accompanying objectives and actionable items for each primary goal by determining whether or not any measurable progress has been made over the last year in achieving the primary goal and by using a scale of ‘0’ to ‘10’ with ‘0’ representing absolutely no progress and ‘10’ indicating that the goal has been fully completed. Workshop participants were then given an opportunity to evaluate each individual objective and actionable item in order to determine whether the individual objective or

actionable item is still relevant, is no longer relevant, or if the individual objective or actionable item has been completed.

3.4.a Evaluation of 2021 Priority Goal No. 1 (Original Goal No. 2), Operations Improvements

For the first priority goal from 2021, *The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources*, workshop participants representing the Carson City Library generally agreed that the Library has made significant progress on achieving this specific strategic goal over the past year. On a scale of ‘0’ to ‘10’ with ‘0’ representing absolutely no progress and ‘10’ indicating that the goal has been fully completed, workshop participants rated the degree of progress in achieving this specific strategic goal between a ‘6’ and an ‘8’. While there is still considerable progress to be made, workshop participants noted that the Carson City Library had made significant progress on achieving each of the primary goal’s seven specific objectives and actionable items prior to the pandemic, over the course of the COVID-19 pandemic, and continues to make significant progress post-pandemic. Specifically, workshop participants that Objective and Actionable Item No. 7, *Establish succession plans for key personnel*, has been completed and should be dropped as a specific objective and actionable item for the coming year of further implementation.

Workshop participants also agreed that Objective and Actionable Item No. 4, *Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts*, should be the Library’s primary focus as part of this primary goal. Workshop participants further agreed that Objective and Actionable Item No. 1, *Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services*, Objective and Actionable Item No. 2, *Assess programs and services and identify means to maximize effective and appropriate operational staffing levels*, and Objective and Actionable Item No. 3, *Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals*, should each remain top priorities as part of the Library’s efforts to achieve elements of this first primary strategic goal.

Based on the assessment and evaluation of the specific objectives and actionable items for the first priority strategic goal from 2021, the revised set of objectives and actionable item for *Operations Improvements* for the next year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 4 from 2021) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.
2. (Objective No. 1 from 2021) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.
3. (Objective No. 2 from 2021) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.

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4. (Objective No. 3 from 2021) Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals.
 5. (Objective No. 4 from 2021) Dedicate appropriate financial resources for public awareness campaigns.
 6. (Objective No. 5 from 2021) Continually evaluate performance by developing baseline and progress measures for all staff work teams and volunteers.

The revised set of objectives and actionable items for this first priority goal from 2021 emphasizes the continued need to grow and expand the Library's marketing and community engagement efforts and to continue to invest in staff resources that are needed to ensure that the Carson City Library is able to meet the growing demand and increased diversity for existing and new programs, resources, and services that the Library provides to Library patrons, users, and visitors. Workshop participants further noted that because of the significant progress that the Carson City Library has already made in achieving this specific priority goal, *Operations Improvements*, and because of the growing importance of the other three priority goal areas as the Library continues to recover from the impacts of the COVID-19 global pandemic, additional emphasis and priority should be placed on the other three priority goals areas including *Access & Comfort Improvements*, *Services, Programs, & Resources*, and *Facility & Space Improvements*.

3.4.b Evaluation of 2021 Priority Goal No. 2 (Original Goal No. 3), Access & Comfort Improvements

For the second priority goal from 2021, *The Carson City Library will improve the access and comfort of our facilities to ensure a user-friendly environment where everyone feels welcome and comfortable using our services, programs, and resources*, workshop participants representing the Carson City Library generally agreed that the Library has made significant progress on achieving this specific strategic goal over the past year. On a scale of '0' to '10' with '0' representing absolutely no progress and '10' indicating that the goal has been fully completed, workshop participants rated the degree of progress in achieving this specific strategic goal as a 'solid 8'. While there is still additional work that is needed to successfully complete all elements of this second primary goal from 2021, workshop participants generally agreed that the Carson City Library has made the most progress out of all four primary goals from 2021 in achieving the various objectives and actionable items outlined in this specific primary goal. Specifically, workshop participants agreed that the Carson City Library has completed Objective and Actionable Item No. 6, *Increase availability for the community to hold events* over the past year. While the Library must now actively market the Library's facilities as a place to hold community events, workshop participants agreed that this specific objective and actionable item should be dropped from the list of objectives and actionable items for this specific primary goal for the next year of implementation.

For the remaining five specific objectives and actionable items, workshop participants agreed that the current order for each specific objective and actionable item should remain in place for the next year of implementation. However, several workshop participants, while agreeing that

Objective and Actionable Item No. 1, *Provide a secure facility where people feel safe and comfortable*, should remain the top priority for this specific primary goal, noted that it will be difficult for the Library to make additional progress without the assistance and support of other public sector agencies and even various community-based and non-profit organizations. Workshop participants agreed that ensuring a secure facility where people feel safe and comfortable must remain a top priority and agreed that staff should receive additional training in interacting with Library patrons, users, and visitors that might pose a threat to themselves and to other Library patrons, users, and visitors. Workshop participants further agreed that ‘reasonable expectations’ for Library staff need to be considered in ensuring a safe and comfortable space and that efforts to provide a safe and comfortable space should take into account applicable legal limits and applicable ethical considerations to ensure equitable access by anyone to public spaces like the Carson City Library.

Based on the assessment and evaluation of the specific objectives and actionable items for the second priority strategic goal from 2021, the revised set of objectives and actionable item for *Access & Comfort Improvements* for the next year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 1 from 2021) Provide a secure facility where people feel safe and comfortable.
2. (Objective No. 2 from 2021) Explore innovative programs to address the needs of downtown’s changing demographics, including options such as embedded social worker at the library.
3. (Objective No. 3 from 2021) Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel.
4. (Objective No. 4 from 2021) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.
5. (Objective No. 5 from 2021) Communicate the library’s policy regarding respectful and positive patron conduct.

The revised set of objectives and actionable items for this second priority goal from 2021 emphasizes the continued importance that the Carson City Library places on *Access & Comfort Improvements* and the ways in which Carson City Library representatives will continue to pursue achievement of this specific priority strategic goal. Certain specific objectives and actionable items, most notably Objective No. 3, *Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel*, emphasizes the continued need for additional staff professional development and role that additional staff professional development will play in providing a user-friendly environment where Library patrons, users, and visitors feel welcome and comfortable when accessing and using the Library’s various programs, resources, and services.

3.4.c Evaluation of 2021 Priority Goal No. 3 (Original Goal No. 1), Services, Programs, & Resources

For the third priority goal from 2021, *The Carson City Library will continue to develop and improve the services, programs, and resources that we provide to users*, workshop participants representing the Carson City Library generally agreed that the Library has made significant progress on achieving this specific strategic goal over the past year. On a scale of ‘0’ to ‘10’ with ‘0’ representing absolutely no progress and ‘10’ indicating that the goal has been fully completed, workshop participants rated the degree of progress in achieving this specific strategic goal between a ‘7’ and an ‘8’. Workshop participants agreed that the Carson City Library has, for the most part, completed Objective and Actionable Item No. 2, *Support our community’s love of reading by developing and promoting a broad collection that reflects their many interests* and that, although the Library is committed to maintaining a broad collection that reflects the community’s many interests, the Library should no longer list this as a specific objective or actionable item as part of this specific primary goal. Workshop participants also agreed that continued progress on achieving and completing the other objectives and actionable items listed as part of this specific primary goal is sufficient to maintain that broad collection and to ensure that the Library continues to reflect the many interests of Library patrons, users, and visitors.

Because of the significant progress that the Carson City Library has also made in achieving Objective and Actionable Item No. 4, *Develop additional programming for early literacy and children’s programs, including online and virtual options*, and Objective and Actionable Item No. 6, *Increase online reading, media, and other resources*, workshop participants agreed that both of these objectives and actionable items should be de-emphasized over the next year as part of the Library’s continued effort to achieve this third primary goal from 2021. Again, like Objective and Actionable Item No. 2, workshop participants agreed that elements of Objective and Actionable Item No. 4 and Objective and Actionable Item No. 6 are best served by emphasizing and directly investing in the achievement of other specific objectives and actionable items that are a part of this third primary goal from 2021 and the other three primary goals that comprise the Carson City Library’s current five-year organizational strategic plan.

Over the next year as the Carson City Library continues to implement elements of the existing five-year strategic plan, workshop participants representing the Carson City Library agreed that Objective and Actionable Item No. 5, *Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods*, Objective and Actionable Item No. 7, *Develop a fully functional, accessible website with electronic resources within one year*, and Objective and Actionable Item No. 9, *Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community*, should be the top and priority objectives and actionable items for this specific primary goal. In addition to these areas, workshop participants also expressed their support for additional youth and young adult programs, resources, and services and for programs, resources, and services that address the specific needs and wants of families with young children. The use of data mining, the ongoing assessment of community needs, and the continued identification and pursuit of partnerships with other public sector agencies, private sector firms, and various community-based and non-profit organizations should each be incorporated into the efforts of the

Carson City Library to achieve this specific primary goal, *Services, Programs, & Resources*, and the accompanying and reprioritized objectives and actionable items.

Based on the assessment and evaluation of the specific objectives and actionable items for the third priority strategic goal from 2021, the revised set of objectives and actionable item for *Services, Programs, & Resources* for the next year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 5 from 2021) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.
2. (Objective No. 7 from 2021) Develop a fully functional, accessible website with electronic resource within one year.
3. (Objective No. 9 from 2021) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.
4. (Objective No. 1 from 2021) Increase usage of the library and measure metrics such as cardholders, daily patron county, and average program attendance.
5. (Objective No. 3 from 2021) Reach more students by continuing to develop relationship with local school districts and increasing school events.
6. (Objective No. 6 from 2021) Increase online reading, media, and other resources.
7. (Objective No. 4 from 2021) Develop additional programming for early literacy and children's programs, including online and virtual options.
8. (Objective No. 8 from 2021) Reflect our community's demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff.

Again, the reordering and reprioritization of the objectives and actionable items for this specific priority goal, especially by moving Objective and Actionable Item No. 5, Objective and Actionable Item No. 7, and Objective and Actionable Item No. 9 from 2021 to the top three spots reflects the desire of workshop participants to expand existing and create new programs, resources, and services that meet the growing and evolving needs and wants of Library patrons, users, and visitors. Continued implementation and achievement of this objectives and actionable items will, like many of the other objectives and actionable items that are part of this specific priority goal, will require the Carson City Library to expand its existing collection of programs, resources, and services and to develop new programs, resources, and services either by itself or in partnership with other local and regional public sector agencies, individual private sector firms, and with various community-based and non-profit organizations. Developing and securing the financial and non-financial resources needed to expand existing or create new programs, resources, and services is additional critical piece of the Library's increased focus on

developing and improving the services, programs, and resources that the Library provides to its patrons, users, and visitors.

3.4.d Evaluation of 2021 Priority Goal No. 4 (Original Goal No. 4), Facility & Space Improvements

For the fourth priority goal from 2021, *The Carson City Library will improve our space and facilities to meet the continued and changing needs of our users and community*, workshop participants representing the Carson City Library generally agreed that the Library has made some measurable progress on achieving this specific strategic goal over the past year. On a scale of ‘0’ to ‘10’ with ‘0’ representing absolutely no progress and ‘10’ indicating that the goal has been fully completed, workshop participants rated the degree of progress in achieving this specific strategic goal between a ‘5’ and a ‘6’. As with the previous annual assessment and evaluation of the Carson City Library’s current five-year organizational strategic plan, workshop participants representing the Carson City Library noted that the existing physical space of the Library has largely grown obsolescent and, while the Library has made some individual improvements to the efficient and effective use of the Carson City Library’s existing physical space, these improvements have largely been made ‘on the margins’ and that significant efficiency and effectiveness improvements require additional square footage to be created and, possibly, a new library facility to be developed and built. Workshop participants did, however, note that the development and completion of a new library facility is highly unlikely as part of the existing five-year strategic planning horizon but that the Carson City Library should begin working with stakeholders and key partners to begin the planning process for a new library facility that can support the long-term growth of the Library’s collection and various programs, resources, and services.

Over the past year, workshop participants noted that Objective and Actionable Item No. 1, *Assess the facility’s fixed assets, furniture, and space usability and determine if they meet the needs of users and staff*, has been completed and should be dropped from the list of objectives and actionable items that the Carson City Library will continue to pursue as part of this specific primary goal over the next year. In-terms of other notable *Facility & Space Improvements* objectives and actionable items that have been completed over the past year, workshop participants highlighted the reopening of the Library’s Digi space, the completion of several improvements that have been made to the Library’s dedicated Children’s Area, and a general improvement in the efficient use of previously identified ‘dead space’ within the Library including the use of the Library’s main lobby and entrance area.

For the next year of continued implementation of the current five-year organizational strategic plan and as part of the Library’s ongoing efforts to achieve specific elements of this specific primary goal, workshop participants agreed that Objective and Actionable Item No. 3, *Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability*, should be elevated to the top priority as part of this specific primary goal. Specifically, and as part of Objective and Actionable Item No. 3, workshop participants emphasized the growing and critical need to increase the amount of dedicated staff and storage areas and to revamp and revitalize the Library’s existing circulation and front desk. The Carson City Library suffers from a chronic shortage of dedicated staff space and storage for materials and equipment

used periodically for specific activities and programs. The existing circulation and front desk often becomes a ‘bottleneck’ during peak operational hours where individual patrons, users, and visitors cluster alongside staff that use the circulation and front desk as an activity and program staging area.

Additionally, and as part of this specific objective and actionable item, workshop participants noted that the existing furniture, fixtures, and equipment as part of the Library’s Maker Space is in desperate need for a significant overhaul in order to better meet the needs of individual patrons, users, and visitors who routinely utilize the Maker Space area. As has already been alluded to throughout this annual assessment and evaluation of the Carson City Library’s existing five-year organizational strategic plan, further achievement of this specific objective and actionable item should also include further efforts to revitalize and modernize the Library’s existing inventory of publicly available computers and related supportive technology assets and to make the necessary physical improvements to the dedicated public computer space in order to enhance the ability of patrons, users, and visitors to utilize these technology-based resources.

Based on the assessment and evaluation of the specific objectives and actionable items for the fourth priority strategic goal from 2021, the revised set of objectives and actionable item for *Facility & Space Improvements* for the next year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 3 from 2021) Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.
2. (Objective No. 2 from 2021) Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.
3. (Objective No. 4 from 2021) Develop options for flexible and innovative uses of community spaces.
4. (Objective No. 5 from 2021) Explore possibilities to grow and expand our offerings, services, resources, and programs.

While measurable and significant progress in achieving this specific priority goal, *Facility & Space Improvements*, over the next year is severely limited by the capabilities and capacity of the Carson City Library’s existing physical facilities, workshop participants agreed that there are important improvements that the Library can pursue and complete over the next year of implementation of the existing five-year organizational strategic plan. Making necessary improvements to the Library’s circulation and front desk, to the existing Maker’s Space, and to the dedicated public computer space are specific facility and space improvements that the Carson City Library will pursue over the next year. Workshop participants also noted that the Library should expand its existing efforts to work with stakeholders and partners, including local policy makers, to begin development of a comprehensive facilities improvement plan that would significantly increase the availability of physical space in a new facility. While the development of a new facility is critically important to the Library’s general efforts to further expand existing and develop new programs, resources, and services, workshop participants noted the importance

of maintaining a central geographic location within the community. Future plans for a new facility should incorporate the desire to remain centrally located within the community in order to provide the maximum amount of access to existing and future Library patrons, users, and visitors.

3.5 Prioritizing the Existing Strategic Goals and Areas of Focus for the Next Year of Implementation

As part of the effort to assess and evaluate the progress that the Carson City Library has made in achieving each of the four priority strategic goals and the various objectives and actionable items for each individual priority goal, workshop participants were asked to prioritize each existing priority strategic goal for the next year of implementation. The following lists the four existing priority strategic goals based on the order of importance and preference that workshop participants representing the Carson City Library would like to see the Library place on each priority goal area.

- ***2022 Priority Goal No. 1 (2021 Priority Goal No. 3/Original Goal No. 1), Services, Programs, & Resources: The Carson City Library will continue to develop and improve the services, programs, and resources that we provide to users.***
 1. (Objective No. 5 from 2021) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.
 2. (Objective No. 7 from 2021) Develop a fully functional, accessible website with electronic resource within one year.
 3. (Objective No. 9 from 2021) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.
 4. (Objective No. 1 from 2021) Increase usage of the library and measure metrics such as cardholders, daily patron county, and average program attendance.
 5. (Objective No. 3 from 2021) Reach more students by continuing to develop relationship with local school districts and increasing school events.
 6. (Objective No. 6 from 2021) Increase online reading, media, and other resources.
 7. (Objective No. 4 from 2021) Develop additional programming for early literacy and children's programs, including online and virtual options.
 8. (Objective No. 8 from 2021) Reflect our community's demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff.

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- **2022 Priority Goal No. 2a (2021 Priority Goal No. 2/Original Goal No. 3), Access & Comfort Improvements: *The Carson City Library will improve the access and comfort of our facilities to ensure a user-friendly environment where everyone feels welcome and comfortable using our services, programs, and resources.*
 1. (Objective No. 1 from 2021) Provide a secure facility where people feel safe and comfortable.
 2. (Objective No. 2 from 2021) Explore innovative programs to address the needs of downtown’s changing demographics, including options such as embedded social worker at the library.
 3. (Objective No. 3 from 2021) Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel.
 4. (Objective No. 4 from 2021) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.
 5. (Objective No. 5 from 2021) Communicate the library’s policy regarding respectful and positive patron conduct.**

 - **2022 Priority Goal No. 2b (2021 Priority Goal No. 4/Original Goal No. 4), Facility & Space Improvements: *The Carson City Library will improve our space and facilities to meet the continued and changing needs of our users and community.*
 1. (Objective No. 3 from 2021) Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.
 2. (Objective No. 2 from 2021) Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.
 3. (Objective No. 4 from 2021) Develop options for flexible and innovative uses of community spaces.
 4. (Objective No. 5 from 2021) Explore possibilities to grow and expand our offerings, services, resources, and programs.**

 - **2022 Priority Goal No. 3/No. 4 (2021 Priority Goal No. 1/Original Goal No. 2), Operations Improvements: *The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources to users.*
 1. (Objective No. 4 from 2021) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.**

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2. (Objective No. 1 from 2021) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.
 3. (Objective No. 2 from 2021) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.
 4. (Objective No. 3 from 2021) Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals.
 5. (Objective No. 4 from 2021) Dedicate appropriate financial resources for public awareness campaigns.
 6. (Objective No. 5 from 2021) Continually evaluate performance by developing baseline and progress measures for all staff work teams and volunteers.

The prioritization of priority goals and each set of accompanying objectives and actionable items for the next year of implementation of the Carson City Library’s existing five-year strategic plan largely reflects the Library’s continued return to more ‘normal’ and long-term operational trends. By selecting *Services, Programs, & Resources* as the top priority goal for the next year of implementation, workshop participants representing the Carson City Library are signaling that the Library will continue to shift from a pandemic-related focus to a focus on expanding existing and developing new programs, resources, and services that serve the growing and evolving needs and wants of various patrons, users, and visitors. *Access & Comfort Improvements* and *Facility & Space Improvements* will receive roughly equal focus in-terms of allocating the financial and non-financial resources to further implement and achieve each priority goal area’s set of accompanying objectives and actionable items. While listed as the third or fourth priority goal area for the next year of implementation of the Carson City Library’s current five-year organizational strategic plan, *Operations Improvements* will remain a priority goal area for the Library and a central element of this existing strategic plan. However, the listing of this specific priority goal, *Operations Improvements*, as the third or fourth priority strategic goal for the next year of implementation is more a reflection of the significant operational improvements that the Library has already completed over the past year and over the last three years of implementation of the current five-year organizational strategic plan.

3.6 Overall Evaluation of the Current Strategic Plan

After reviewing the existing core values and guiding principles, strategic mission statement, strategic vision statement, and the existing set of strategic goals and accompanying objectives and actionable items, workshop participants representing the Carson City Library who participated in the October 3, 2022 annual evaluation and assessment workshop were asked to evaluate the current five-year organizational strategic plan in its entirety. In order to evaluate the current strategic plan, workshop participants were asked to answer five primary questions. The five questions, including the answers provided by workshop participants as a single large group, are provided here.

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- *Does the current strategy still give overall direction for the organization?* Workshop participants universally agreed that the existing five-year organizational strategic plan for the Carson City Library does provide overall, clear, and definitive direction for the organization and for all Library representatives and staff. Furthermore, workshop participants agreed that the emphasis on community outreach and engagement and on working collaboratively with stakeholders and potential partners provides clear and definitive confirmation to external parties that the Carson City Library is willing to work with other public sector agencies, various private sector firms, and individual community-based and non-profit organizations to address and serve the needs of the community and even the region.
 - *Does the current strategy still fit resources and opportunities?* De-emphasis of the *Facility & Space Improvements* priority goal and the *Operations Improvements* priority goal for the next year of implementation of the Carson City Library's current five-year organizational strategic plan is a reflection of the identified opportunities for expanding existing and developing and providing new programs, resources, and services that meet a growing level of demand for the role that the Library plays in the community and throughout the region. Continued population growth of Carson City and of much of the northwestern Nevada region, coupled with growing levels of diversity in-terms of the community's and region's socio-demographic and economic characteristics, is an opportunity for the Carson City Library to grow existing and provide new programs, programs, and resources that will further enable the Library's efforts to become a vibrant hub for community engagement, discovery, and learning across Carson City and throughout the northwestern Nevada region.
 - *Does the current strategy still minimize resistance and barriers?* As the Carson City Library continues to address the mid-term and long-term impacts of the COVID-19 global pandemic, Library representatives and staff continue to identify sources of resistance and potential barriers that the Library has and will continue to face as the Library continues to pursue implementation of the existing five-year organizational strategic plan. Lingering limitations on available financial and non-financial resources and the lingering impacts that the pandemic and certain changes in social attitudes towards the role that public libraries play in a community remain primary sources of resistance and are becoming primary barriers to the Carson City Library's mission of developing and delivering services, programs, resources, and sources of information that support and enhances the community's quality of life. Despite these sources of resistance and emerging barriers, workshop participants generally agreed that the existing five-year organizational strategic plan, which includes the various revisions made to several of the strategic plan's key elements as outlined throughout this University Center for Economic Development technical report, provide a useful roadmap for minimizing them.
 - *Does the strategy still reach those affected?* Workshop participants representing the Carson City Library unanimously agreed that the general strategy outlined throughout the Library's five-year organizational strategy absolutely reaches those individuals that Library representatives and staff most want to affect and positively impact. Continued to provide existing and developing new programs, resources, and services to targeted socio-

demographic and economic groups throughout the community and throughout the region is a critical step in the Library becoming a vibrant hub for community engagement, discovery and learning. Representatives of the Carson City Library have identified several key socio-demographic and economic groups that additional program, resource, and service development is needed for in order to better reach and serve. Increased community engagement and improved marketing efforts, combined with a renewed focus on actively partnering with other public sector agencies, individual private sector firms, and various community-based and non-profit organizations will remain a central feature of the Carson City Library's efforts over the next year and over the remainder of the existing five-year strategic planning horizon to reach those individuals and socio-demographic and economic groups that the Library hopes to positively affect.

- *Does the current strategy still advance the mission?* Representatives of the Carson City Library who participated in the October 3, 2022 annual assessment and evaluation strategic planning workshop unanimously agreed that the current strategy outlined throughout the various elements of the Library's existing five-year strategic plan, including the various revisions to certain key elements as outlined throughout this University Center for Economic Development technical report, still advances the Library's existing mission as initially developed in 2019 and slightly revised in both 2021 and 2022. Ultimately, the Carson City Library will continue to support and enhance the community's quality of life by developing and delivering services, programs, resources, and sources of information and by providing access to the Library's facilities. The priority goals and accompanying objectives and actionable items are each tied directly to this mission and further achievement of each individual objective and actionable item will further enable the Carson City Library to better serve the growing and evolving needs and wants of existing and future Library patrons, users, and visitors.

In general, workshop participants agreed that the current five-year strategic plan for the Carson City Library for 2019 through 2024 is still relevant and that the Library should continue to pursue completion of each individual element outlined in the current strategic plan for the following year and for the remainder of the current five-year strategic planning horizon. The modification, revisions, and reprioritization of the priority goals and accompanying objectives and actionable items made by workshop participants during the October 3, 2022 annual assessment and evaluation strategic planning workshop will continue to focus and prioritize the actions of the Carson City Library. A renewed focus on developing and delivering high quality programs, resources, and services over the next year, with increased community outreach and engagement and increased collaboration and partnership with various public sector agencies, individual private sector firms, and community-based and non-profit organizations, will serve as the Carson City Library's top priorities over the next year.