

**ANNUAL UPDATE NO. 3 FOR THE STRATEGIC PLAN FOR
THE CARSON CITY LIBRARY FOR 2019 THROUGH 2024**



ANNUAL UPDATE NO. 3 FOR THE STRATEGIC PLAN FOR THE CARSON CITY LIBRARY FOR 2019 THROUGH 2024

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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 and workforce development 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

Strategic Mission and Strategic Vision

Mission

From 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.

Revised in 2023: *Through the development and delivery of services, programs, resources, sources of information and by providing access to emerging technologies and to the Library's facilities, the Carson City Library supports and enhances our diverse community's quality of life.*

Vision

From 2022: The Carson City Library will be a vibrant hub for community engagement, discovery, and learning.

Revised in 2023: *The Carson City Library will be a welcoming and vibrant hub for community engagement, discovery, and learning.*

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 5 of the Current Strategic Plan

2023 Priority Goal No. 1 (2022 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. 1 from 2022) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.

(Objective No. 2 from 2022) Develop a fully functional, accessible website with electronic resource within one year.

(Objective No. 3 from 2022) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.

(Objective No. 4 from 2022) Increase usage of the library and measure metrics such as cardholders, daily patron counts, and average program attendance.

(Objective No. 5 from 2022) Reach more students by continuing to develop relationships with local school districts and increasing school events.

(Objective No. 6 from 2022) Increase online reading, media, and other resources.

(Objective No. 7 from 2022) Develop additional programming for early literacy and children's programs, including online options.

(Objective No. 8 from 2022) Reflect our community's demographics by increasing Spanish-language collections and programs.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 5 of the Current Strategic Plan

2023 Priority Goal No. 2 (2022 Priority Goal No. 3 and No. 4/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. 1 from 2022) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.

(Objective No. 2 from 2022) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.

(Objective No. 3 from 2022) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.

(Objective No. 4 from 2022) Provide relevant and progressive programming and learning opportunities by engaging with targeted strategic partnerships in order to increase the availability of and access to additional educators, teachers, technology information specialists, and marketing professionals.

(Objective No. 5 from 2022) Dedicate appropriate financial resources for public awareness campaigns.

(Objective No. 6 from 2022) Continually evaluate performance by developing baseline and progress measurers for all staff and volunteers.

Carson City Library Strategic Plan for 2019 through 2024

Organizational Goals – Prioritized and Revamped for Year 5 of the Current Strategic Plan

2023 Priority Goal No. 3a (2022 Priority Goal No. 2a/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 2022) Provide a secure facility where people feel safe and comfortable.

(Objective No. 2 from 2022) Explore innovative programs to address the needs of our community's changing demographics.

(Objective No. 3 from 2022) 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 2022) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.

(Objective No. 5 from 2022) 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 5 of the Current Strategic Plan

2023 Priority Goal No. 3b (2022 Priority Goal No. 2b/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. 1 from 2022) Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.

(Objective No. 2 from 2022) Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.

(Objective No. 3 from 2022) Develop options for flexible and innovative uses of community spaces.

(Objective No. 4 from 2022) Explore possibilities to grow and expand our offerings, services, resources, and programs.

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's 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.

A third annual assessment and evaluation strategic planning workshop was held with representatives and staff of the Carson City Library on October 1, 2023. This third annual assessment and evaluation strategic planning workshop was used to evaluate the performance of the Carson City Library in-terms of further implementation and achievement of priority goals, objectives, and actionable items outlined and selected during the second annual assessment and evaluation strategic planning workshop held on October 3, 2022. The third annual assessment

and evaluation strategic planning workshop is also the final annual assessment and evaluation strategic planning workshop of the Carson City Library's current five-year organizational strategic plan due to no annual assessment and evaluation strategic planning workshop being held in 2020 as a result of the COVID-19 global pandemic. During this third and final annual assessment and evaluation strategic planning workshop held on October 1, 2023, 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 first in 2021 and then in 2022 as part of the first and second annual assessment and evaluation strategic planning workshops held on August 26, 2021 and on October 3, 2022 respectively. 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 1, 2023 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 third annual evaluation and update strategic planning workshop held on October 1, 2023. As part of this internal and external environmental assessment, participants of the October 1, 2023 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

Twelve 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 2021. 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 2021, Carson City's total population increased from an estimated 54,482 total individuals to an estimated 57,957 total individuals, a net increase of 3,475 total individuals or by 6.4 percent. Comparatively, the total population for Douglas increased from an estimated 47,259 total individuals in 2015 to an estimated 49,158 total individuals, a net increase of 1,899 total individuals or by 4.0 percent, and total population for Lyon County increased from an estimated 51,657 total individuals in 2015 to an estimated 58,029 total individuals in 2021, a net increase of 6,372 total individuals or by 12.3 percent. For Storey County, total population increased from an estimated 3,929 total individuals in 2015 to an estimated 4,047 total individuals in 2021, a net increase of 118 total individuals or by 3.0 percent, and total population for Washoe County increased from an estimated 435,019 total individuals in 2015 to an estimated 479,758 total individuals in 2021, a net increase of 44,739 total individuals or by 10.3 percent.

Table 2.1 – Total Population Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	54,482	57,957	3,475	6.4%
Douglas County	47,259	49,158	1,899	4.0%
Lyon County	51,657	58,029	6,372	12.3%
Storey County	3,929	4,047	118	3.0%
Washoe County	435,019	479,758	44,739	10.3%
State of Nevada	2,798,636	3,059,238	260,602	9.3%
United States	316,515,021	329,725,481	13,210,460	4.2%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, the population for the entire state of Nevada increased from an estimated 2.8 million total individuals in 2015 to an estimated 3.1 million total individuals in 2021, a net increase 260,602 total individuals or by 9.3 percent. Nationwide, the population for the entire United States increased from an estimated 316.5 million total individuals in 2015 to an estimated 329.7 million total individuals in 2021, a net increase of approximately 13.2 million total individuals or by 4.2 percent.

2.1.b Median Age

Table 2.2 presents the change in median age for Carson City between 2015 and 2021. Similar changes 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. Median age for Carson City is highlighted.

Between 2015 and 2021, the median age for Carson City decreased from an estimated 42.6 years of age in 2015 to an estimated 42.3 years of age in 2021, a slight decrease of 0.3 years or by a percentage decrease of -0.7 percent. In Douglas County, the median age increased from an estimated 49.4 years of age in 2015 to an estimated 53.0 years of age in 2021, a net increase of 3.6 years or by 7.3 percent and, in Lyon County, the median age increased from an estimated 43.2 years of age in 2015 to an estimated 43.6 years of age in 2021, a net increase of 0.4 years or by 0.9 percent. The median age in Storey County declined from an estimated 54.7 years of age in 2015 to an estimated 53.9 years of age in 2021, a net decrease of 0.8 years or by a percentage decrease of -1.5 percent while the median age for all of Washoe County increased from an estimated 37.6 years of age in 2015 to an estimated 38.5 years of age in 2021, a net increase of 0.9 years or by 2.4 percent.

Table 2.2 – Median Age Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	42.6	42.3	-0.3	-0.70%
Douglas County	49.4	53.0	3.6	7.3%
Lyon County	43.2	43.6	0.4	0.9%
Storey County	54.7	53.9	-0.8	-1.5%
Washoe County	37.6	38.5	0.9	2.4%
State of Nevada	37.2	38.3	1.1	3.0%
United States	37.6	38.4	0.8	2.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, the median age for the entire state of Nevada increased from an estimated 37.2 years of age in 2015 to an estimated 38.3 years of age in 2021, a net increase 1.1 years or by 3.0 percent. Nationwide, the median age for the entire United States increase from an estimated 37.6 years of age in 2015 to an estimated 38.4 years of age in 2021, a net increase of 0.8 years or by 2.1 percent.

2.1.c Total Population by Age Category

Table 2.3 presents the total population for Carson City, the state of Nevada, and for the entire United States by age category for 2021. The three age categories with the most total population for each geographic area is highlighted.

In 2021, there were an estimated 7,477 total individuals aged 25 years of age to 34 years of age for Carson City, accounting for 12.9 percent of Carson City’s total population. An estimated 7,178 total individuals aged 45 years of age to 54 years of age accounted for 12.4 percent of Carson City’s total population and an estimated 7,030 total individuals aged 65 years of age to 74 years of age accounted for 12.1 percent of Carson City’s total population in 2021. Comparatively, there were an estimated 442,799 total individuals aged 25 years of age to 34 years of age living in the state of Nevada in 2021, accounting for an estimated 14.5 percent of the state’s total population. An estimated 413,310 total individuals aged 35 years of age to 44 years of age accounted for 13.5 percent of the state’s total population and an estimated 396,434 total individuals aged 45 years of age to 54 years of age accounted for 13.0 percent of the state’s total population in 2021. Nationwide, an estimated 45.4 million total individuals aged 25 years of age to 34 years of age accounted for 13.8 percent of the nation’s total population in 2021. An estimated 42.4 million total individuals aged 35 years of age to 44 years of age accounted for approximately 12.9 percent of the nation’s total population and an estimated 41.6 million total

individuals aged 45 years of age to 54 years of age accounted for approximately 12.6 percent of the nation's total population in 2021.

Table 2.3 – Total Population by Age Category Carson City, State of Nevada, United States 2021						
Age Group	Carson City	Percent of Total	State of Nevada	Percent of Total	United States	Percent of Total
Under 5 years	3,144	5.4%	181,429	5.9%	19,423,121	5.9%
5 to 9 years	3,256	5.6%	190,962	6.2%	20,247,138	6.1%
10 to 14 years	3,472	6.0%	204,174	6.7%	21,674,117	6.6%
15 to 19 years	3,159	5.5%	185,258	6.1%	21,654,363	6.6%
20 to 24 years	3,205	5.5%	180,697	5.9%	21,574,425	6.5%
25 to 34 years	7,477	12.9%	442,799	14.5%	45,360,942	13.8%
35 to 44 years	6,904	11.9%	413,310	13.5%	42,441,883	12.9%
45 to 54 years	7,178	12.4%	396,434	13.0%	41,631,458	12.6%
55 to 59 years	4,250	7.3%	198,224	6.5%	21,928,936	6.7%
60 to 64 years	4,215	7.3%	183,544	6.0%	20,900,477	6.3%
65 to 74 years	7,030	12.1%	301,849	9.9%	31,590,619	9.6%
75 to 84 years	3,099	5.3%	136,718	4.5%	14,998,214	4.5%
85 years and over	1,568	2.7%	43,840	1.4%	6,299,788	1.9%
Total	57,957	100.0%	3,059,238	100.0%	329,725,481	100.0%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2021

2.1.d Language Spoken at Home

Table 2.4 presents the total population aged five years of age and older for Carson City, the state of Nevada, and for the entire United States by primary language spoken at home for 2021. The two language categories with the most total population for each geographic area is highlighted.

Table 2.4 – Language Spoken at Home, Population 5 Years of Age and Over Carson City, State of Nevada, United States 2021						
Language Spoken at Home	Carson City	Percent of Total	State of Nevada	Percent of Total	United States	Percent of Total
English Only	42,656	77.8%	2,018,616	70.1%	243,098,950	78.3%
Spanish	9,869	18.0%	591,262	20.5%	41,157,140	13.3%
Other-Indo-European Language	996	1.8%	67,197	2.3%	11,525,491	3.7%
Asian and Pacific Islander Languages	986	1.8%	169,163	5.9%	10,906,763	3.5%
Other Languages	306	0.6%	31,571	1.1%	3,614,016	1.2%
Total	54,813	100.0%	2,877,809	100.0%	310,302,360	100.0%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2021

In 2021, an estimated 42,656 total individuals, or 77.8 percent of the total population, living in Carson City spoke English at home as their primary language. An additional 9,869 total individuals, or 18.0 percent of the total population, living in Carson City spoke Spanish at home as their primary language. Statewide, an estimated 2.0 million total individuals, or 70.1 percent of the state's total population, living throughout the state of Nevada spoke English at home as their primary language and an additional 591,262 total individuals, or 20.5 percent of the state's total population, living throughout the state of Nevada spoke Spanish at home as their primary language in 2021. Nationwide, an estimated 243.1 million total individuals, or 78.3 percent of the nation's total population, living throughout the United States spoke English at home as their primary language and an additional 41.2 million total individuals, or 13.3 percent of the nation's total population, living throughout the United States spoke Spanish at home as their primary language in 2021.

2.1.e Average Family Size

Table 2.5 presents the change average family size for Carson City between 2015 and 2021. Similar changes in the average family size 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 estimated average family size for Carson City is highlighted.

Table 2.5 – Average Family Size Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	3.07	2.98	-0.09	-2.9%
Douglas County	2.78	2.69	-0.09	-3.2%
Lyon County	3.11	3.17	0.06	1.9%
Storey County	2.72	3.31	0.59	21.7%
Washoe County	3.21	3.06	-0.15	-4.7%
State of Nevada	3.36	3.27	-0.09	-2.7%
United States	3.24	3.20	-0.04	-1.2%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Between 2015 and 2021, the average family size for Carson City decreased from an estimated 3.07 people per family in 2015 to an estimated 2.98 people per family in 2021, a net decrease of 0.09 people or by a percentage decrease of -2.9 percent. For Douglas County, the average family size decreased from an estimated 2.78 people per family in 2015 to an estimated 2.69 people per family in 2021 a net decrease of 0.09 people or by a percentage decrease of -3.2 percent while, for Lyon County, the average family size increased from an estimated 3.11 people per family in 2015 to an estimated 3.17 people per family in 2021, a net increase of 0.06 people or by 1.9 percent. The average family size for Storey County increased from an estimated 2.72 people per family in 2015 to an estimated 3.31 people per family in 2021, a net increase of 0.59 people or by 21.7 percent while the average family size for Washoe County decreased from an estimated 3.21 people per family in 2015 to an estimated 3.06 people per family in 2021, a net decrease of 0.15 people or by a percentage decrease of -4.7 percent.

Statewide, the average family size for the entire state of Nevada decreased from an estimated 3.36 people per family in 2015 to an estimated 3.27 people per family, a net decrease of 0.09 people or by a percentage decrease of -2.7 percent. Nationwide, the average family size for the entire United States decrease from an estimated 3.24 people per family in 2015 to an estimated 3.20 people per family in 2021, a net decrease of 0.04 or by a percentage decrease of -1.2 percent.

2.1.f Median Household Income

Table 2.6 presents the change in median household income for Carson City between 2015 and 2021. 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.

Table 2.6 – Median Household Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	\$47,668	\$62,217	\$14,549	30.5%
Douglas County	\$58,535	\$75,688	\$17,153	29.3%
Lyon County	\$47,255	\$63,952	\$16,697	35.3%
Storey County	\$64,832	\$66,713	\$1,881	2.9%
Washoe County	\$52,870	\$74,292	\$21,422	40.5%
State of Nevada	\$51,847	\$65,686	\$13,839	26.7%
United States	\$53,889	\$69,021	\$15,132	28.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

For Carson City, median household income increased from an estimated \$47,668 in 2015 to an estimated \$62,217 in 2021, a net increase of \$14,549 or by 30.5 percent. Median household income for Douglas County increased from an estimated \$58,535 in 2015 to an estimated \$75,688 in 2021, a net increase of \$17,153 or by 29.3 percent and median household income for Lyon County increased from an estimated \$47,255 in 2015 to an estimated \$63,952 in 2021, a net increase of \$16,697 or by 35.3 percent. In Storey County, median household income increased from an estimated \$64,832 in 2015 to an estimated \$66,713 in 2021, a net increase of \$1,881 or by 2.9 percent and, in Washoe County, median household income increased from an estimated \$52,870 in 2015 to an estimated \$74,292 in 2021, a net increase of \$21,422 or by 40.5 percent.

Statewide, median household income for the entire state of Nevada increased from an estimated \$51,847 in 2015 to an estimated \$65,686 in 2021, a net increase of \$13,839 or by 26.7 percent. Nationwide, median household income for the entire United States increased from an estimated \$53,889 in 2015 to an estimated \$69,021 in 2021, a net increase of \$15,132 or by 28.1 percent.

2.1.g Median Family Income

Table 2.7 presents the change in median family income for Carson City between 2015 and 2021. 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.

Between 2015 and 2021, median family income for Carson City increased from an estimated \$58,947 in 2015 to an estimated \$76,189 in 2021, a net increase of \$17,242 or by 29.3 percent. Median family income for Douglas County increased from an estimated \$67,919 in 2015 to an

estimated \$87,594 in 2021, a net increase of \$18,675 or by 29.0 percent while median family income for Lyon County increased from an estimated \$52,288 in 2015 to an estimated \$77,888 in 2021, a net increase of \$25,600 or by 49.0 percent. For Storey County, median family income increased from an estimated \$68,203 in 2015 to an estimated \$96,199 in 2021, a net increase of \$27,996 or by 41.0 percent and, for Washoe County, median family income increased from an estimated \$65,698 in 2015 to an estimated \$90,450 in 2021, a net increase of \$24,752 or by 37.7 percent.

Table 2.7 – Median Family Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	\$58,947	\$76,189	\$17,242	29.3%
Douglas County	\$67,919	\$87,594	\$18,675	29.0%
Lyon County	\$52,288	\$77,888	\$25,600	49.0%
Storey County	\$68,203	\$96,199	\$27,996	41.0%
Washoe County	\$65,698	\$90,450	\$24,752	37.7%
State of Nevada	\$60,916	\$78,456	\$17,540	28.8%
United States	\$66,011	\$85,028	\$19,017	28.8%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, median family income for the entire state of Nevada increased from an estimated \$60,916 in 2015 to an estimated \$78,456 in 2021, a net increase of \$17,540 or by 28.8 percent. Nationwide, median family income for the entire United States increased from an estimated \$66,011 in 2015 to an estimated \$85,028 in 2021, a net increase of \$19,017 or by 28.8 percent.

2.1.h Per Capita Income

Table 2.8 presents the change in per capita income for Carson City between 2015 and 2021. 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.

Per capita income for Carson City increased from an estimated \$26,127 in 2015 to an estimated \$34,830 in 2021, a net increase of \$8,703 or by 33.3 percent. For Douglas County, per capita income increased from an estimated \$33,057 in 2015 to an estimated \$43,961 in 2021, a net increase of \$10,904 or by 33.0 percent while, for Lyon County, per capita income increased from an estimated \$23,173 in 2015 to an estimated \$32,568 in 2021, a net increase of \$9,395 or by 40.5 percent. Per capita income for Storey County increased from an estimated \$35,115 in 2015 to an estimated \$40,032 in 2021, a net increase of \$4,917 or by 14.0 percent while per capita

income for Washoe County increased from an estimated \$28,757 in 2015 to an estimated \$40,301 in 2021, a net increase of \$11,544 or by 40.1 percent.

Table 2.8 – Per Capita (Mean Individual) Income Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	\$26,127	\$34,830	\$8,703	33.3%
Douglas County	\$33,057	\$43,961	\$10,904	33.0%
Lyon County	\$23,173	\$32,568	\$9,395	40.5%
Storey County	\$35,115	\$40,032	\$4,917	14.0%
Washoe County	\$28,757	\$40,301	\$11,544	40.1%
State of Nevada	\$26,541	\$34,621	\$8,080	30.4%
United States	\$28,930	\$37,638	\$8,708	30.1%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,541 in 2015 to an estimated \$34,624 in 2021, a net increase of \$8,080 or by 30.4 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,930 in 2015 to an estimated \$37,638 in 2021, a net increase of \$8,708 or by 30.1 percent.

2.1.i Poverty Rate

Table 2.9 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 2021. Similar changes in the poverty 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 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 is highlighted.

For Carson City, the percentage of individuals aged 18 years of age or older whose income in the past 12 months was below the poverty level decreased from an estimated 14.4 percent in 2015 to an estimated 9.0 percent in 2021, a net decrease of 5.4 percent or by a -37.5 percentage decrease. The poverty level for Douglas County decreased from an estimated 9.3 percent in 2015 to an estimated 6.6 percent in 2021, a net decrease of 2.7 percent or by a percentage decrease of -29.0 percent while the poverty level for Lyon County decreased from an estimated 14.9 percent in 2015 to an estimated 9.1 percent in 2021, a net decrease of 5.8 percent or by a percentage decrease of -38.9 percent. For Storey County, the poverty level increased from an estimated 7.2 percent in 2015 to an estimated 9.9 percent in 2021, a net increase of 2.7 percent or by a percentage increase of 37.5 percent while the poverty level for Washoe County decreased from

an estimated 13.7 percent in 2015 to an estimated 10.5 percent in 2021, a net decrease of 3.2 percent or by a percentage decrease of -23.4 percent.

Table 2.9 – 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 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	14.4%	9.0%	-5.4%	-37.5%
Douglas County	9.3%	6.6%	-2.7%	-29.0%
Lyon County	14.9%	9.1%	-5.8%	-38.9%
Storey County	7.2%	9.9%	2.7%	37.5%
Washoe County	13.7%	10.5%	-3.2%	-23.4%
State of Nevada	13.4%	11.5%	-1.9%	-14.2%
United States	13.5%	11.3%	-2.2%	-16.3%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, the poverty level for the entire state of Nevada decreased from an estimated 13.4 percent in 2015 to an estimated 11.5 percent in 2021, a net decrease of 1.9 percent or by a percentage decrease of -14.2 percent. Nationwide, the poverty level for the entire United States decreased from an estimated 13.5 percent in 2015 to an estimated 11.3 percent in 2021, a net decrease of 2.2 percent or by a percentage decrease of -16.3 percent.

2.1.j Civilian Labor Force Unemployment Rate

Table 2.10 presents the change in the civilian labor force unemployment rate for Carson City between 2015 and 2021. 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.

The civilian labor force unemployment rate, or unemployment rate, for Carson City declined significantly between 2015 and 2021, declining from an estimated 11.3 percent in 2015 to an estimated 4.6 percent in 2021, a net decrease of 6.7 percent or by a percentage decrease of -59.3 percent. The unemployment rate for Douglas County declined from an estimated 8.5 percent in 2015 to an estimated 3.8 percent in 2021, a net decrease of 4.7 percent or by a percentage decrease of -55.3 percent while the unemployment rate for Lyon County declined from an estimated 13.6 percent in 2015 to an estimated 8.1 percent in 2021, a net decrease of 5.5 percent or by a percentage decrease of -40.4 percent. For Storey County, the unemployment rate declined from an estimated 10.3 percent in 2015 to an estimated 5.3 percent in 2021, a net

decrease of 5.0 percent or by a percentage decrease of -48.5 percent while the unemployment rate for Washoe County declined from an estimated 9.1 percent in 2015 to an estimated 5.0 percent in 2021, a net decrease of 4.1 percent or by a percentage decrease of -45.1 percent.

Table 2.10 – Civilian Labor Force Unemployment Rate Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	11.3%	4.6%	-6.7%	-59.3%
Douglas County	8.5%	3.8%	-4.7%	-55.3%
Lyon County	13.6%	8.1%	-5.5%	-40.4%
Storey County	10.3%	5.3%	-5.0%	-48.5%
Washoe County	9.1%	5.0%	-4.1%	-45.1%
State of Nevada	10.5%	7.1%	-3.4%	-32.4%
United States	8.3%	5.5%	-2.8%	-33.7%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, the unemployment rate for the entire state of Nevada declined from an estimated 10.5 percent in 2015 to an estimated 7.1 percent in 2021, a net decrease of 3.4 percent or by a percentage decrease of -32.4 percent. Nationwide, the unemployment rate for the entire United States declined from an estimated 8.3 percent in 2015 to an estimated 5.5 percent in 2021, a net decrease of 2.8 percent or by a percentage decrease of -33.7 percent.

2.1.k Percentage of Households with a Computer

Table 2.11 presents the change in the percentage of total households with a computer for Carson City between 2015 and 2021. 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.

Between 2015 and 2021, the percentage of total households with a computer in Carson City increased from an estimated 87.1 percent in 2015 to an estimated 92.1 percent in 2021, a net increase of 5.0 percent or by a percentage increase of 5.7 percent. In Douglas County, the percentage of total households with a computer increased from an estimated 91.1 percent in 2015 to an estimated 94.8 percent in 2021, a net increase of 3.7 percent or by a percentage increase of 4.1 percent while the percentage of total household with a computer in Lyon County increased from an estimated 87.2 percent in 2015 to an estimated 95.1 percent in 2021, a net increase of 7.9 percent or by 9.1 percent. The percentage of total households with a computer in Storey County increased from an estimated 87.3 percent in 2015 to an estimated 95.3 percent in 2021, a net

increase of 8.0 percent or by 9.2 percent and, for Washoe County, the percentage of total households with a computer increased from an estimated 89.8 percent in 2015 to an estimated 95.5 percent in 2021, a net increase of 5.7 percent or by 6.3 percent.

Table 2.11 – Percentage of Total Households with a Computer Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	87.1%	92.1%	5.0%	5.7%
Douglas County	91.1%	94.8%	3.7%	4.1%
Lyon County	87.2%	95.1%	7.9%	9.1%
Storey County	87.3%	95.3%	8.0%	9.2%
Washoe County	89.8%	95.5%	5.7%	6.3%
State of Nevada	89.7%	94.7%	5.0%	5.6%
United States	87.2%	93.1%	5.9%	6.8%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

Statewide, the percentage of total households with a computer for the entire state of Nevada increased from an estimated 89.7 percent in 2015 to an estimated 94.7 percent in 2021, a net increase of 5.0 percent or by a percentage increase of 5.6 percent. Nationwide, the percentage of total household with a computer for the entire United States increased from an estimated 87.2 percent in 2015 to an estimated 93.1 percent in 2021, a net increase of 5.9 percent or by a percentage increase of 6.8 percent.

2.1.1 Percentage of Households with a Broadband Internet Subscription

Table 2.12 presents the change in the percentage of total households with a broadband Internet subscription for Carson City between 2015 and 2021. 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.

For Carson City, the percentage of total households with a broadband Internet subscription increased from an estimated 77.9 percent in 2015 to an estimated 86.0 percent in 2021, a net increase of 8.1 percent or by 10.4 percent. Between 2015 and 2021, the percentage of total households with a broadband Internet subscription for Douglas County increased from an estimated 84.5 percent in 2015 to an estimated 91.6 percent in 2021, a net increase of 7.1 percent or by 8.4 percent and the percentage of total households with a broadband Internet subscription for Lyon County increased from an estimated 78.7 percent in 2015 to an estimated 89.3 percent

in 2021, a net increase of 10.6 percent or by 13.5 percent. For Storey County, the percentage of total households with a broadband Internet subscription increased from an estimated 78.6 percent in 2015 to an estimated 85.8 percent in 2021, a net increase of 7.2 percent or by 9.2 percent while the percentage of total households with a broadband Internet subscription for Washoe County increased from an estimated 80.8 percent in 2015 to an estimated 88.2 percent in 2021, a net increase of 7.4 percent or by 9.2 percent.

Table 2.12 – Percentage of Total Households with a Broadband Internet Subscription Carson City, Douglas County, Lyon County, Storey County, Washoe County, State of Nevada, United States 2015 and 2021				
Community	2015	2021	2015-2021 Actual Change	2015-2021 Percent Change
Carson City	77.9%	86.0%	8.1%	10.4%
Douglas County	84.5%	91.6%	7.1%	8.4%
Lyon County	78.7%	89.3%	10.6%	13.5%
Storey County	78.6%	85.8%	7.2%	9.2%
Washoe County	80.8%	88.2%	7.4%	9.2%
State of Nevada	79.3%	87.3%	8.0%	10.1%
United States	78.1%	87.0%	8.9%	11.4%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015 and 2021

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 2015 to an estimated 87.3 percent in 2021, a net increase of 8.0 percent or by 10.1 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 2015 to an estimated 87.0 percent in 2021, a net increase of 8.9 percent or by 11.4 percent.

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

Participants of the third annual evaluation and update strategic planning workshop for the Carson City Library on October 1, 2023 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 four unique socio-demographic, economic, and housing conditions were selected by workshop participants.

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- *Condition No. 1:* Median household income, median family income, and per capita income for Carson City all increased between 2015 and 2021, with some growing at rates greater than other geographic areas throughout northwestern Nevada.

Between 2015 and 2021, median household income, median family income, and per capita income for Carson City grew by 30.5 percent, 29.3 percent, and by 33.3 percent respectively. Comparatively, median household income, median family income, and per capita income for the entire state of Nevada grew by 26.7 percent, 28.8 percent, and by 30.4 percent respectively while growing by 28.1 percent, 28.8 percent, and by 30.1 percent respectively for the entire United States between 2015 and 2021. While median household income, median family income, and per capita income have each grown significantly for Carson City over the past five to six years, the actual amounts in 2021 were still significantly less than other geographic areas throughout northwestern Nevada. Several workshop participants noted that this trend is reflective of the challenges that Carson City residents, in particular, have in finding affordable and attainable housing and at the difficulty that area residents have in dealing with rising costs of living across the community and throughout the region.

- *Condition No. 2:* The median age for Carson City has decreased while median age for much of northwestern Nevada, for the entire state of Nevada, and for the entire United States has increased.

Between 2015 and 2021, the median age for Carson City declined by a net 0.3 years and by a percentage decrease of -0.7 percent. Comparatively, the median age for Douglas County increased by a net 3.6 years or by 7.3 percent, increased in Lyon County by a net 0.4 years or by 0.9 percent, and increased in Washoe County by a net 0.9 years or by 2.4 percent. Statewide and nationwide, the estimated median age increased by a net 1.1 years or by 3.0 percent and by a net 0.8 years or by 2.1 percent. Only Storey County, with a net decrease of 0.8 years or by a percentage decrease of -1.5 percent, saw a decline in the estimated median age between 2015 and 2021. In 2021, Carson City was one of the youngest geographic areas in the northwestern Nevada region, with an estimated median age of 42.3 years of age in 2021 compared to 53.0 years of age in Douglas County, 43.6 years of age in Lyon County, 53.9 years of age in Storey County, and 38.5 years of age in Washoe County. Workshop participants generally noted the relatively young median age in Carson City, coupled with the decline in the estimated median age between 2015 and 2021, is an indication that Carson City's overall population is getting younger and that more families with younger children are likely moving into the Carson City area.

- *Condition No. 3:* Increased demand for programming, resources, and services for families with young children as well as for teens, 'tweens', and young adults.

For Carson City in 2021, approximately 28.0 percent of the community's existing residential population was 24 years of age or younger. The population in Carson City aged 25 years of age to 34 years of age specifically accounted for 12.9 percent of the community's total residential population of 57,957 total individuals. In addition to indicating that these population distribution trends tend to support the observation that the

Carson City Library should continue to expand its existing set of programs, resources, and services aimed at families with young children, teens, ‘tweens’ (typically defined as children between the ages of 8 years of age and 12 years of age), and young adults, workshop participants noted, anecdotally, that the Library has seen a significant increase in the demand for existing and new programs, resources, and services that serve these particular demographic groups. A continued decline in the estimated median age for Carson City over the past five to six years suggests that the demand for programs, resources, and services aimed at families with young children, teens, ‘tweens’, and young adults is likely to continue and may actually increase over the next several years.

- *Condition No. 4:* Carson City continues to lag behind the rest of the northwestern Nevada region in-terms of the percentage of total households with either a computer or a broadband Internet subscription.

The percentage of total households with a computer and the percentage of total households with a broadband Internet subscription for Carson City both increased between 2015 and 2021, increasing by a net 5.0 percent or by a percentage increase of 5.7 percent and increasing by a net 8.1 percent or by a percentage increase of 10.4 percent respectively. However, despite these increases, Carson City continues to lag behind the rest of the northwestern Nevada region in-terms of improved household access to a computer or other similar electronic device and improved household access to a broadband Internet subscription. In 2021, 92.1 percent of total households in Carson City had a computer compared to 94.8 percent in Douglas County, 95.1 percent in Lyon County, 95.3 percent in Storey County, and 95.5 percent in Washoe County. In 2021, 86.0 percent of total households in Carson City had a broadband Internet subscription compared to 91.6 percent in Douglas County, 89.3 percent in Lyon County, 85.8 percent in Storey County, and 88.2 percent in Washoe County. Workshop participants agreed that, while the Carson City Library can and should continue to provide those households without a computer or a broadband Internet subscription online access using resources available through the Library, the Library should also remain aware that a significant percentage of households throughout the community still do not have online access to the Internet and, as a result of this, to online resources.

Workshop participants generally agreed that the Carson City Library should continue to make the development and delivery of programs, resources, and services oriented to families with young children, teens, ‘tweens’, and even young adults a top priority for the next year of implementation of the current five-year organizational strategic plan. Specifically, several workshop participants noted that successful programs such as the Library’s summer reading program should be duplicated for other parts of the year, namely the winter break where families with young children, teens, ‘tweens’, and even young adults and time away from formal structured education could continue to benefit from programs, resources, and services tailored to meet their specific and unique needs and wants. However, several workshop participants noted that it is also important for the Carson City Library to not ignore other parts of the community’s and region’s general demographic. While approximately 28.0 percent of Carson City’s existing residential population is 24 years of age or younger, 34.7 percent of Carson City’s existing residential population is 55 years of age or older. There is still significant demand for various

Carson City Library programs, resources, and services that are tailored to meet the needs of an older demographic.

Of particular concern for several workshop participants was the degree to which Carson City has fallen behind other geographic areas of the northwestern Nevada region in-terms of having a computer or other similar electronic devise in the household and in-terms of the percentage of total households in Carson City that have a broadband Internet subscription. Several workshop participants noted their concern regarding this trend given the general increase in the number of people working from home or remotely since the COVID-19 global pandemic and given the general increase in homeschooling and/or online schooling. Workshop participants also noted that older individuals, individuals that are housing secure, or individuals, households, and families that may have lower income levels may also struggle to access programs, resources, and services offered by the Carson City Library through online sources. While the Carson City Library's digital collection grows and usage of the Library's digital collection continues to increase, the Carson City Library should be cognizant of the needs of patrons and community members that are either unable to access online resources, programs, and services due to the lack of a computer or broadband Internet subscription in the household. Because of this, the Carson City Library should continue to improve the ability of community members and patrons to access physical resources, programs, and services in-person at the physical location of the Carson City Library.

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

As part of the third 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 1, 2023 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 1, 2023.

Workshop participants overwhelmingly agreed that the Carson City Library’s existing staff is one of the Library’s most important organizational strengths. Specifically, workshop participants noted that, over the last year, the Carson City Library and its staff have dedicated itself to improving the organization’s connections to patrons of the Library that have come to increasingly depend on the various programs, resources, and services that the Carson City Library provides to the community. Because the Carson City Library serves a broad geographic area, extending well beyond Carson City, staff have had to become increasingly knowledgeable about the needs and wants of individual patrons who live outside the Carson City area and about the unique characteristics of other communities throughout the broader northwestern Nevada region. This knowledge and understanding has enable staff to build meaningful and deep connections to patrons who utilize Carson City Library programs, resources, and services. The building of these meaningful and deep connections is also due to the staff’s strong knowledge of the various programs, resources, and services that the Library currently offers. Workshop participants also highlighted the supportive, friendly, and welcoming way in which staff assists patrons and the positive way in which Library staff responds to patron inquiries.

Figure 2.1 – Organizational Strengths of the Carson City Library
October 1, 2023 Annual Evaluation and Update Strategic Planning Workshop



In addition to the Library’s staff being a major organizational strength for the Carson City Library, workshop participants also highlighted a number of organizational improvements that the Carson City Library has made over the past year that have significantly strengthened the Library’s role and value throughout the community. Workshop participants highlighted the expansion of Library hours that enables the Library to serve more patrons that had not been able to access in-person programs, resources, and services due to conflicts with either their personal

or work schedules. Continued development and diversification of the Library's various online programs, resources, and services have also expanded the reach of the Carson City Library, providing even more patrons and community members with opportunities to access even more programs, resources, and services without having to travel to the Library's physical location. Several workshop participants also highlighted significant investments that have been made into the Library's physical location over the past year. While workshop participants agreed that the physical location of the Carson City Library is still and will likely never fully serve the growing and evolving needs of the Library's patrons due to the relative age of the building, significant investments in dedicated program, resource, service space within the Library itself, coupled with targeted new investments in the Library's existing technological infrastructure, have extended the useful life of the existing physical location.

More broadly, workshop participants highlighted a number of specific programs, resources, and services that the Carson City Library has and continues to provide as well as the continued development and delivery of new programs, resources, and services needed to serve a growing and evolving set of patron and community needs and wants. Various children programs, the Library's collection of audiobooks and DVD's, the Book-in-a-Bag program, free computer and wi-fi access, and the summer reading program were just a few of the many programs, resources, and services that the Carson City Library offers that serve a diverse set of patron and community needs and wants by providing an inclusive and welcoming environment. Several workshop participants noted that the organization has and continues to provide Library staff with the freedom to routinely evaluate and improve existing programs, resources, and services and to develop new programs, resources, and services in order to ensure that the Carson City Library remains relevant to the community and to the broader region. Throughout the northwestern Nevada region, workshop participants agreed that the Carson City Library has developed one of the strongest collections of programs, resources, and services that routinely serves a broad and diverse range of patrons and community members.

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 1, 2023.

While the Carson City Library's existing staff was identified as a major organizational strength, workshop participants unanimously agreed that the organization will need to significantly invest in additional staff and associated staff resources in order to meet the growing demand that the Library has and continues to experience. Regionally, including Carson City, Douglas County, Lyon County, Storey County, and Washoe County, the area's total population has increased from an estimated 592,346 total individuals in 2015 to an estimated 648,949 total individuals in 2021, a net increase of 56,603 total individuals or by 9.6 percent. The population of Carson City alone has increased from an estimated 54,482 total individuals in 2015 to an estimated 57,957 total individuals in 2021, a net increase of 3,475 total individuals or by 6.4 percent. Workshop participants agreed that the Carson City Library is unable to 'keep up' with the growing demand for existing and new programs, resources, and services given current staffing levels and

continued local and regional population growth. Increasingly, the Carson City Library is asked to serve a growing population base and a patron base that has become increasingly diverse with an increasingly diverse set of needs and wants. In order to effectively match this increased demand, additional and new staff positions are and will be needed as the entire northwestern Nevada region continues to grow. Workshop participants also noted that existing staff will require additional training and professional development opportunities, especially as the Library's patron base continues to grow and diversify and as the Carson City Library continues to expand existing and develop new programs, resources, and services to meet this growing and changing demand.

**Figure 2.2 – Organizational Weaknesses of the Carson City Library
October 1, 2023 Annual Evaluation and Update Strategic Planning Workshop**



Consistent with previous annual assessments and evaluations of the Carson City Library's current five-year organizational strategic plan, workshop participants agreed that the Library's existing physical location is simply inadequate to keep up with the growing demand for existing and new programs, resources, and services that the Library has and will likely continue to experience for the foreseeable future. Several workshop participants noted that the challenges posed by the Library's existing physical space can be temporarily overcome in the short term by exploring and pursuing options to more efficiently use the Library's existing physical footprint including better utilization of the surrounding outdoor spaces and possibly pursuing the development of 'pop up' spaces or smaller satellite locations in underutilized or vacant retail spaces located in other parts of the community. However, new additional space will be needed to provide patrons with additional programs, resources, and services including the growing demand for dedicated study rooms and specialized spaces. While it is recognized that significant

expansion of the Library's existing physical location and the development of a new branch location is highly unlikely in the foreseeable future, workshop participants agreed that the Library and its stakeholders should work collaboratively over the coming years to develop a comprehensive capital improvement plan that includes both a major renovation and expansion of the existing physical space and the development of a new branch library that serves parts of the community that have been developed over the past several decades.

Tied to the challenges that the Carson City Library faces in-terms of limited staff resources and in-terms of the Library's existing physical space difficulties is the need for additional resources needed to expand the Library's existing collection of programs, resources, and services and to develop and deliver new programs, resources, and services as the community and the region continues to grow and diversify. Specifically, there is increased need to develop specialized programs, resources, and services including additional dedicated computer and print stations, a public phone and fax machine, develop and provide additional technological resources, and programming and outreach to the community's and region's housing insecure population. Additional teen engagement with dedicated programming and resources and more youth and family oriented programming for elementary school aged children and families is an additional area of increased demand where the Library's current resources are insufficient. Over the past several years, the median age of Carson City has declined, declining from an estimated 42.6 years of age in 2015 to an estimated 42.3 years of age in 2021, a net decrease of 0.3 years or by a percentage decrease of -0.7 percent. In 2021, Carson City had one of the youngest median ages in the northwestern Nevada region, at 42.3 years of age in 2021 compared to 53.0 years of age in Douglas County, 43.6 years of age in Lyon County, and 53.9 years of age in Storey County. Only Washoe County, with a median age of 38.5 years of age in 2021, had a younger median age than Carson City. It is important to note that the Carson City Library also provides Washoe County residents with a number of programs, resources, and services as a notable number of Washoe County residents work in Carson City and, as a result of this live-work location trend, the Carson City Library provides a number of programs, resources, and services to residents who live in Washoe County but work in Carson City. Additional staff and other financial and non-financial resources will be needed in order for the Library to match the increased demand it has experienced over the past several years for additional programs, resources, and services that serve families with young children, teens, 'tweens', and even young adults.

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 1, 2023.

Several of the individual organizational weaknesses identified by workshop participants were also identified as possible opportunities for the Carson City Library for the coming year and beyond as part of a possible new five-year organizational strategic plan. Notably, workshop participants agreed that the Carson City Library should continue the process of evaluating the Library's ongoing physical space challenges and pursue capital improvements designed to further enhance the overall efficient use of the existing space. Several workshop participants

agreed that extending the Library’s physical footprint outdoors with targeted improvements could expand the amount of available space the Carson City Library will have access to in order to develop and deliver new programs, resources, and services designed to serve currently underserved patron and community needs and wants. To overcome the Library’s existing staff level challenges, workshop participants agreed that the Carson City Library should seek to cross train as many existing staff members as possible, enabling the Library to diffuse the demands of providing existing and developing new programs, resources, and services across the existing staff. By diffusing these demands, workshop participants believe that individual stress levels can be reduced and overall organizational morale can be improved, leading to even greater improvements in the relationship between Library staff, patrons, and community members. Additional engagement across staff, improved efficiency through new technology investments, and additional professional development opportunities in targeted areas, such as providing programs, resources, and services to the area’s housing insecure, are a few of the various other organizational opportunities as identified by workshop participants.

**Figure 2.3 – Possible Future Opportunities for the Carson City Library
October 1, 2023 Annual Evaluation and Update Strategic Planning Workshop**



Workshop participants also agreed that the growing and evolving characteristics of the community and region are opportunities to grow existing programs, resources, and services and to develop and deliver new programs, resources, and services. Developing additional programs, resources, and services for families with young children, teens, ‘tweens’, and young adults, for example developing a more robust winter reading program, was one specific programming opportunity identified by workshop participants. The development of resources for parents who have decided to homeschool their children, additional literacy services, new workforce

development training services targeting new and emerging local and regional industry and occupation sectors, and further increasing the Library's partnerships with other educational institutions including various public schools administered by the Carson City School District and with Western Nevada College were a few of the many new program, resource, and service opportunities that workshop participants would like to see the Carson City Library pursue over the next year and, possibly, as part of a new five-year organizational strategic plan. Alongside these opportunities to expand existing and develop and deliver new programs, resources, and services is the opportunity to further improve the Library's existing community outreach efforts. A comprehensive assessment and eventual improvement in how the Library utilizes social media to communicate to the public as well as how the Library provides various programs, resources, and services is a major opportunity as identified by workshop participants. Workshop participants further noted that increased community outreach should also focus on identifying and pursuing new partnerships while also introducing the Library and its existing collection of various programs, resources, and services to underserved parts of the community and region.

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 1, 2023.

**Figure 2.4 – Possible Future Threats Facing the Carson City Library
October 1, 2023 Annual Evaluation and Update Strategic Planning Workshop**



The greatest single threat facing the Carson City Library, as identified by workshop participants, is directly tied to the recent national threat that public libraries are currently facing. Workshop participants unanimously agreed that, while not a direct or immediate threat in Carson City or in northwestern Nevada, the recent and very public national trend toward censorship, book banning, and overall targeting of programs, resources, and services that public libraries provide that are viewed by certain groups as ‘controversial’, is a threat that the Carson City Library should take seriously. Several workshop participants noted that this threat can be countered by continued engagement between Library representatives, key stakeholders and partners, and individual patrons and members of the community. A continued and ongoing ‘community conversation’ on the role that the Carson City Library serves throughout the community and throughout the region and ways in which the Library can remain relevant in serving individual patron and broader community needs and wants is an essential part of how staff would counter growing national antagonism toward public libraries and to recent national trends of book banning and censorship. In some cases, however, workshop participants noted that a less visible approach to providing programs, resources, and services to certain population groups is and may also be necessary. However, the organization should continue its existing efforts to educate policy makers, key stakeholders and partners, and even individual members of the community about the importance of and important role that each part of the Library’s collection serves, especially in serving population groups that are underserved or underrepresented.

Other identified threats included ongoing economic and even political uncertainty at the local, regional, state, and even national level and the impacts that possible changes at these levels could result in both the short term and over the long run. Changes in the composition of elected and even appointed officials at the local, regional, state and even national level could lead to policy priority shifts that could threaten the Carson City Library’s funding and other resource availability or even threaten the independence of the Library in-terms of developing and delivering various programs, resources, and services. Continue inflationary pressures and even a possible economic recession could equally threaten the availability of financial and non-financial resources that the Carson City Library depends upon in order to meet the needs and wants of patrons and individual community members. Workshop participants agreed that the Carson City Library should continue to advocate for itself with the public by highlighting the many positive contributions the Library has and continues to make to the community while also seeking out opportunities for leveraging its resources with the resources of other agencies, organizations, and even private sector firms through the expansion of exiting partnerships and the development of new partnerships. Workshop participants also agreed that the Carson City Library should continue to seek out grant and possible philanthropic funding opportunities in order to augment existing financial resources that may become threatened due to possible changes in the existing political and economic landscape.

In a more esoteric sense, workshop participants noted that the Carson City Library, like many public libraries located throughout Nevada and throughout the United States, face the threat of general obsolescence. Rapid changes in general technology have exponentially increased the ability of individuals to access a wide range of programs, resources, and services virtually and through various online media platforms. Locally and regionally, as the region continues to grow and develop, there is simply more competition from other sources of programs, resources, and services and demands on the time that individual patrons have either access to or confront.

Individuals can utilize their own electronic devices at home to access programs, resources, and services that have no physical location or may not have the necessary time to visit the Carson City Library in person. The way in which public libraries engage patrons and the communities that they serve has changed significantly, both as a result of the continued development and deployment of new technologies but also due to the changed way in which individuals consume programs, resources, and services as a result of the COVID-19 global pandemic. Because of these changes, and in order to remain relevant and avoid obsolescence, the Carson City Library must continue to communicate its value to the community through proactive community engagement while also evolving both its current collection of programs, resources, and services and the way in which it provides those programs, resources, and services.

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

The third and final annual assessment and evaluation strategic planning workshop of the Carson City Library's current strategic plan, held on October 1, 2023, 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 the development of priority focus areas for the fifth and final 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 but not revised in 2022, 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.

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- **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, outlines the desired outcomes that the Library expects in the interactions that Library representatives have with Library patrons, users, visitors and with the broader community. During the October 1, 2023 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. A number of workshop participants did, however, note that individual members of the Library’s existing staff must take a more proactive approach to learning these existing core values and guiding principles and more purposefully incorporate the expectations that are laid out in them into their own daily performance. Specifically, several workshop participants noted that the expectations that are laid out within the core values are used in individual personnel evaluations and that aligning individual behavior with the expectations in the core values will continue to remain a critical way in which individual performance is evaluated. Other workshop participants noted that the Carson City Library should strive to better communicate the expectations of the core values to both existing staff and to new staff members immediately upon being hired by the Library. Continued clear, direct, and purposeful communication of the expectations as outlined in the core values will further ensure that individual behavior aligns with the broader mission of the Carson City Library.

In response to the second question, *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?*, workshop participants generally agreed that the core values and guiding principles, as currently listed and defined, are sufficiently detailed and do not require significant revision at this time. The only exception was the agreement that the phrase ‘and workforce development’ be added to the definition of the core value ‘Education’. The revised definition for ‘Education’ now reads as follows:

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

The addition of the phrase and words ‘and workforce development’ to the core value of ‘Education’ is reflective of the increased role that the Carson City Library plays in broader workforce development efforts both locally throughout the community and regionally throughout northwestern Nevada. Since the adoption of the Carson City Library’s current five-year organizational strategic plan in 2019, public libraries throughout Nevada have engaged various state agencies and departments in collaborative workforce development programming as new programs and services have been developed to address workforce development shortages across the state in a variety of industry and occupation sectors both due to continued economic growth and diversification efforts and, more specifically, due to the lingering impacts that the COVID-19 global pandemic have had and continue to have on local and regional labor markets and on the state’s existing workforce. Over the past four years, the Carson City Library has made workforce development programming, resources, and services a major organizational priority as part of its broader educational mission. The addition of the phrase and words ‘and workforce development’ to the definition of ‘Education’ as a core value better reflects this growth in Library provided educational services as well as the expectation that the organization has for organizational members in-terms of workforce development.

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 and then again in 2022 as part of the last annual assessment and evaluation, 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.

Individuals representing the Carson City Library who participated in the annual assessment and evaluation strategic planning workshop held on October 1, 2023 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 2022 requires additional refinement as the Carson City Library’s overall purpose and focus has continued to evolve as a direct result of the lingering impacts of the COVID-19 global pandemic on the community. Specifically, workshop participants noted that Carson City and much of the northwestern Nevada region has continued to linger in-terms of the accessibility that individual community members have to electronic and online programs, resources, and services despite growth in both the percentage of local and regional households that have a computer or other similar electronic and digital device and in the percentage of local and regional households that have a broadband Internet subscription. In 2021, the percentage of total households that have a computer or other similar electronic and digital device was 92.1 percent in Carson City, 94.8 percent in Douglas County, 95.1 percent in Lyon County, 95.3 percent in Storey County, and 95.5 percent in Washoe County compared to 94.7 percent statewide throughout the state of Nevada and to 93.1 percent nationwide throughout the United States. The percentage of total households with a broadband Internet subscription in 2021 for Carson City was 86.0 percent, 91.6 percent in Douglas County, 89.3 percent in Lyon

County, 85.8 percent in Storey County, and 88.2 percent in Washoe County compared to 87.3 percent statewide throughout the state of Nevada and to 87.0 percent nationwide throughout the United States. Workshop participants agreed that the existing strategic mission statement of the Carson City Library should be slightly revised to include the words ‘to emerging technologies’ directly after the word ‘access’ in order to reflect the core functions and purpose that the Carson City Library perform. 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 emerging technologies and to the Library’s facilities, the Carson City Library supports and enhances our diverse community’s quality of life.

Since the beginning of the COVID-19 global pandemic, individuals have become increasingly dependent on technology as a means of working remotely, homeschooling their children, or accessing a wide variety of various programs, resources, and services providing an ever increasing number of public sector agencies, private sector firms, and even various non-profit and community-based organizations. Throughout the pandemic and into the post-pandemic period, the Carson City Library has provided access to the technological resources needed by individuals. The Carson City Library has also historically prided itself on providing patrons and community members with access to various emerging technologies as part of its underlying mission to meet the educational, informational, and even entertainment and recreational needs of its patrons. The addition of the words ‘to emerging technologies’ after the word ‘access’ more accurately reflects an essential core function and purpose of the Carson City Library and even the aspiration of the Carson City Library to be a leader throughout the community and throughout the region in-terms of providing access to and even training for new and emerging technologies that continue to shape and influence the community and the broader region.

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 and again slightly revised in 2022, is:

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

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 1, 2023 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 vision 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 and final year of the current five-year strategic planning horizon through the continued implementation of the existing

elements of the existing strategic plan. One slight recommended revision of the current strategic vision statement for the Carson City Library was the addition of the words ‘welcoming and’ between the words ‘will be a’ and ‘and vibrant hub’. For the next year, the Carson City Library’s strategic vision statement will read as follows:

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

The addition of the words ‘welcoming and’ to the strategic vision statement reflects the relationship that Carson City Library representatives strive to further establish with patrons and with the entire community and region that the Carson City Library has and continues to serve. As part of the revised strengths, weaknesses, opportunities, and threats analysis completed by workshop participants as part of the third annual assessment and evaluation strategic planning workshop held on October 1, 2023, workshop participants noted that the Library’s most important strength is the welcoming demeanor that Carson City Library staff have in executing their job functions and in engaging with every single member of the community that visits the Library and utilizes Library programs, resources, and services. This welcoming demeanor is essential in establishing trust and a positive repour with individuals who depend on the Library while also ensuring that the Carson City Library remains valued by the community and region that it serves. Becoming and remaining a ‘welcoming and vibrant hub’ is also a direct statement of the physical presentation of the Carson City Library itself. Having engaging and welcoming spaces where individuals, groups of individuals, and families can meet and access and use Library programs, resources, and services is an essential first step in meeting the community’s various engagement, discovery, and learning needs and wants. Becoming and remaining a ‘welcoming and vibrant hub’ captures the desire of Carson City Library representatives to continue to make the capital improvements to the Library’s physical space that are needed to ensure that individuals, groups of individuals, and families feel welcome when they enter the Library. This desire is a long-term ‘mountaintop’ goal of the current five-year organizational strategic plan that has not yet been fully realized and will require additional further investment over the remaining year of the Carson City Library’s current five-year organizational strategic plan and likely as part of any new five-year organizational strategic plan.

3.4 Review of the Current Strategic Goals

As part of the annual assessment and evaluation strategic planning workshop held in 2022, 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 organizational strategic plan. The existing order of the four current primary goals with each primary goal’s objectives and actionable items from 2022 are:

- ***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.***

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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 relationships 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.
- **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.

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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.
 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.

Participants of the October 1, 2023 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 indicating whether any measurable progress has been made in achieving the specific objectives and actionable items associated with each of the four primary goals. 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 2022 Priority Goal No. 1 (Original Goal No. 1), Services, Programs, & Resources

For the first priority goal from 2022, *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 had made significant progress in completing each of the eight individual and associated objectives and actionable items over the past year of implementation and over the past four years of the current five-year strategic planning horizon. The only two objectives that workshop participants noted only little measurable progress in completing included Objective No. 7 “Develop additional programming for early literacy and children’s programs, including online and virtual options” and Objective No. 8 “Reflect our community’s demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff”. Despite the little measurable progress that have been made on achieving and completing both objectives and related actionable items, workshop participants generally agreed that both Objective No. 7 and Objective No. 8 are still very relevant parts of the Library’s current strategic mission and in further achieving the ultimate goal outlined in the Library’s current strategic vision. The remaining objectives and actionable items, including Objective No. 1 through Objective No. 6, are still very relevant parts of the Library’s overall strategic plan.

Workshop participants did suggest some slight revisions to the wording of three of the objectives and actionable items associated with the *Services, Programs, & Resources* goal. Most notably, for Objective No. 4 “Increase usage of the library and measure metrics such as cardholders, daily person county, and average program attendance”, workshop participants noted that the word ‘county’ should be changed to ‘counts’. For Objective No. 7 “Develop additional programming for early literacy and children’s programs, including online and virtual programs”, workshop participants suggested dropping the words ‘and virtual’ from the objective. Finally, for Objective No. 8 “Reflect our community’s demographics by increasing Spanish-language collections and programs by supporting and recruiting more bilingual staff”, workshop participants suggested dropping the last part of the objective that reads “...by supporting and recruiting more bilingual staff”. Dropping the last part of Objective No. 8, “...by supporting and recruiting more bilingual staff”, is reflective of the desire of workshop participants to focus on more cross-staff training in able to allow individual staff to support program, resource, and service development and delivery across a wide variety of program, resource, and service areas.

Workshop participants also agreed to maintain the existing order of the eight individual associated objectives and actionable items for the goal *Services, Programs, & Resources* as determined during the 2022 annual assessment and evaluation strategic planning workshop. Based on the assessment and evaluation of the specific objectives and actionable items for the

first priority strategic goal from 2022, the revised set of objectives and actionable item for *Services, Programs, & Resources* for the next and final year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 1 from 2022) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.
2. (Objective No. 2 from 2022) Develop a fully functional, accessible website with electronic resource within one year.
3. (Objective No. 3 from 2022) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.
4. (Objective No. 4 from 2022) Increase usage of the library and measure metrics such as cardholders, daily patron counts, and average program attendance.
5. (Objective No. 5 from 2022) Reach more students by continuing to develop relationships with local school districts and increasing school events.
6. (Objective No. 6 from 2022) Increase online reading, media, and other resources.
7. (Objective No. 7 from 2022) Develop additional programming for early literacy and children's programs, including online options.
8. (Objective No. 8 from 2022) Reflect our community's demographics by increasing Spanish-language collections and programs.

The revised set of objectives and actionable items for this first priority goal from 2022 continues to emphasize the Carson City Library's focus on developing additional programs, resources, and services that continue to meet the growing and changing needs and wants of individual patrons and the entire community and region that the Library serves. The Carson City Library will continue to evaluate these growing and changing needs and wants by working with strategic partners across Carson City and throughout the northwestern Nevada that share a similar mission and provide unique programs, resources, and services to targeted population groups including families with young children, teens and 'tweens', young adults, and underserved and underrepresented populations. The substantive changes to Objective No. 7 and Objective No. 8 also reflects a realistic assessment of the Library's own internal resources in-terms of hiring additional staff with specific expertise. Most notably, the revision to Objective No. 8 is reflective of the shifting focus from hiring new staff with specific expertise to the cross-training of existing staff in multiple program, resource, and service areas.

3.4.b Evaluation of 2022 Priority Goal No. 2a (Original Goal No. 3), Access & Comfort Improvements

For the second priority goal from 2022, *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 measurable progress in completing each of the associated objectives and specific actionable items. Workshop participants agreed that, especially over the past year, the Carson City Library has continued to make the Library a secure facility where people feel safe and comfortable, has explored innovative programs that address the unique needs of underserved and underrepresented populations including lower-income population groups and individuals who have and might be experiencing housing insecurity, has provided meaningful opportunities for professional development to staff in order to effectively and positively engage with underserved and underrepresented groups, has continued to review and revise Library rules and regulations as needed, and that staff continue to positively and proactively communicate the Library's policies regarding respectful and positive patron conduct to everyone that uses and visits the Carson City Library.

Workshop participants unanimously agreed that each of the five objectives and associated actionable items are still very relevant to ensuring execution of the Carson City Library's current strategic mission and in supporting achievement of the Library's broader and longer-term strategic vision. Several workshop participants noted that each of the five objectives and associated actionable items are 'evergreen' objectives and actionable items in that there is never a definitive 'completion' to any of the objectives and associated actionable items. Maintaining a safe and comfortable environment, addressing the needs and wants of the community's changing demographics, providing relevant professional development opportunities to staff, and the continued review, revision, and communication of Library rules, regulations, and policies are ongoing objectives and actionable items needed to support both the strategic mission and the strategic vision of the Carson City Library. Workshop participants did note that Objective No. 2 "Explore innovative programs to address the needs of downtown's changing demographics, including options such as embedded social worker at the library" should be revised by dropping the last half of the objective, including the words "...including options such as embedded social worker at the library". Objective No. 2 for the goal *Access & Comfort Improvements* should also be revised to change the words "...downtown's changing demographics" to "...our community's changing demographics" in order to better reflect the community-wide programs, resources, and services provided by the Carson City Library.

Workshop participants agreed to keep the order of each of the five objectives associated with the goal *Access & Comfort Improvements* as reordered during the 2022 annual assessment and evaluation of the current five-year organizational strategic plan. Based on the assessment and evaluation of the specific objectives and actionable items for the second priority strategic goal from 2022, 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 2022) Provide a secure facility where people feel safe and comfortable.

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2. (Objective No. 2 from 2022) Explore innovative programs to address the needs of our community's changing demographics.
 3. (Objective No. 3 from 2022) 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 2022) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.
 5. (Objective No. 5 from 2022) Communicate the library's policy regarding respectful and positive patron conduct.

Again, workshop participants emphasized the 'evergreen' nature of the five objectives and actionable items associated with the goal *Access & Comfort Improvements*. Workshop participants agreed that the Carson City Library should continue to pursue organizational efforts that make ongoing and continual improvement to the ease of access and comfort of the Library's facilities to ensure a user-friendly environment where everyone, regardless of their own personal background and socio-demographic and economic characteristics, feels welcome and comfortable using the Library's vast collection of programs, resources, and services. Workshop participants further agreed that additional financial and non-financial resources will need to be invested into the further implementation of each of the individual objectives and actionable items associated with this goal. Each individual objective and actionable item will require additional training of the existing Library staff and of new staff members hired over time. Finally, workshop participants agreed that implementation of each of the associated objectives and actionable items should be pursued by the organization and by individual Library staff members and representatives in a manner that is consistent with the expectations that are laid out in the Carson City Library's existing core values and guiding principles.

3.4.c Evaluation of 2022 Priority Goal No. 2b (Original Goal No. 4), Facility & Space Improvements

For the third priority goal from 2022, or '2b' priority goal, *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 some progress in achieving Objective No. 1 "Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability" and some progress in achieving Objective No. 2 "Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity". Workshop participants agreed that only some progress has been made in achieving both Objective No. 1 and Objective No. 2 because of the physical limitations of the existing library building and ongoing inflationary pressures that have significantly increased the cost of new furniture, fixtures, and equipment. Specifically, workshop participants noted that the Carson City Library has made significant progress in leveraging existing facilities and resources that drive engagement and promote patron usability of the facility. However, the focus on patron usability of the facility has come at the cost of staff usability. A number of workshop participants noted that staff areas within the existing library building are simply

insufficient and will likely remain insufficient over the next year to support and promote staff usability due to a lack of storage and a lack of program, resource, and service preparation areas.

As for Objective No. 3 “Develop options for flexible uses of community spaces” and for Objective No. 4 “Explore possibilities to grow and expand our offerings, services, resources, and programs”, workshop participants unanimously agreed that the Carson City Library has made significant and measurable progress in achieving and implementing both of these objectives and actionable items. Associated with the broader goal of improving the Library’s space and facilities to meet the continued and changing needs of the Library’s users and community, the Carson City Library has successfully redeployed a significant portion of the existing and available square footage to serve multiple needs on different days and during different hours of operation and during different times of the year when patron and community needs shift. Workshop participants further agreed that the Carson City Library has successfully expanded the Library’s existing collection of programs, resources, and services and has successfully created and delivered new programs, resources, and services by creatively redeploying and reusing existing available square footage.

Workshop participants agreed that all four objectives, as outlined and as part of the goal *Facility & Space Improvements*, are all still very relevant to the Library’s broader strategic mission and strategic mission and will remain very relevant as part of the continued effort to implement elements of the current five-year organizational strategic plan over the next and final year. Each of these objectives will also likely remain very relevant beyond the current five-year strategic planning horizon and several workshop participants noted that, as part of any new five-year organizational strategic plan, they would like to see the Carson City Library commit to the development of a comprehensive capital improvement plan in partnership with various other public sector agencies and relevant private sector firms and non-profit community-based organizations. A number of workshop participants also noted the importance of involving individual patrons and members of the community in the development of any future comprehensive capital improvement plan when it comes to further implementation and refinement of the objectives and actionable items associated with the goal *Facility & Space Improvements*.

No revisions to any of the four individual objectives and actionable items associated with the goal *Facility & Space Improvements* were suggested by workshop participants and workshop participants agreed to retain the existing order of the associated objectives and actionable items based on the annual assessment and evaluation of the current five-year organizational strategic plan completed in 2022. Based on the assessment and evaluation of the specific objectives and actionable items for the third, or ‘2b’, priority strategic goal from 2022, 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.

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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.

A number of workshop participants noted the ‘evergreen’ nature of several of the specific objectives and actionable items associated with the goal *Facility & Space Improvements*, most notably Objective No. 2 and Objective No. 4. Due to the ongoing change and advancement in new technologies, new collaborative and inspiring furniture, fixtures, and equipment will likely to have be purchased on a semi-regular basis in order to support and facilitate usage of new technologies as they develop. For example, workshop participants highlighted the continued growth and popularity of wireless devices, virtual reality, and even artificial intelligence over the past few years. These new technologies often require supportive furniture, fixtures, and equipment and periodic assessments should be completed on a regular basis by the Carson City Library. The continued growth and evolution of the many different and diverse characteristics of the community and the of the broader northwestern Nevada region will also necessitate an ongoing and ‘evergreen’ effort in exploring possibilities to grow and expand the Library’s current inventory and collection of offerings, services, resources, and programs. Continual and ongoing engagement among staff and with the Library’s strategic partners and patrons is essential in ensuring that the Carson City Library continues to provide a physical space and facilities that meet the continued and changing needs of Library patrons, users, and the broader community and region.

3.4.d Evaluation of 2022 Priority Goal No. 3 and No. 4 (Original Goal No. 2), Operations Improvements

For the final priority goal from 2022, *The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources to users*, workshop participants representing the Carson City Library unanimously agreed that the Library has made significant and measurable progress on achieving each of the six objectives and individual actionable items associated with the goal *Operations Improvements*. Much of this success over the past year and over the past four years was largely credited to the work that the Carson City Library’s senior leadership completed during the COVID-19 global pandemic when the Library’s in-person operations were disrupted and to the smooth transition between Library Directors over the past two years. While continued evaluation of and improvement in the Carson City Library’s operations is an ongoing process, workshop participants credited the leadership of the Carson City Library for the significant progress the organization has made in improving the organization’s overall operations.

Workshop participants agreed that, despite the significant and measurable progress that has been made in improving various aspects of the Library’s overall operations, there is still room for additional improvement and that each of the six objectives and actionable items associated with the goal *Operations Improvements* are still relevant and will remain relevant for the next and final year of implementation of the current five-year organizational strategic plan.

Improvements in marketing efforts, further development of innovative and technologically-relevant learning and support services, ongoing assessment of programs and services, providing additional relevant and progressive programming and learning opportunities, dedicating additional resources to support ongoing public awareness campaigns, and ongoing and continual evaluation of performance remain central objectives as the Carson City Library continues to ensure the smooth delivery of services, programs, and resources. Workshop participants provided only minor revisions for two of the six objectives and actionable items associated with the goal *Operations Improvements*. For Objective No. 4, “Provide relevant and progressive programming and learning opportunities by recruiting and hiring more educators, teachers, technology information specialists and marketing professionals”, workshop participants suggested emphasizing an increased role for strategic partnerships in accomplishing the specific outcomes desired in this objective. Specifically, workshop participants suggested revising the portion of Objective No. 4 that reads “...recruiting and hiring more...” to read “...engaging with targeted strategic partnerships in order to increase the availability of and access to...”. For Objective No. 6, “Continually evaluate performance by developing baseline and progress measures for all staff work teams and volunteers”, workshop participants agreed to simply delete the words “work teams” from the objective.

Like the previous strategic goals and each of the associated objectives and actionable items, workshop participants agreed to maintain the existing order of the associated objectives and actionable items based on the revisions to the existing five-year organizational strategic plan completed during the 2022 annual assessment and evaluation strategic planning workshop. Based on the assessment and evaluation of the specific objectives and actionable items for the fourth priority strategic goal from 2022, the revised set of objectives and actionable item for *Operations Improvements* for the next and final year of implementation of the current five-year organizational strategic plan are:

1. (Objective No. 1 from 2022) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.
2. (Objective No. 2 from 2022) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.
3. (Objective No. 3 from 2022) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.
4. (Objective No. 4 from 2022) Provide relevant and progressive programming and learning opportunities by engaging with targeted strategic partnerships in order to increase the availability of and access to additional educators, teachers, technology information specialists, and marketing professionals.
5. (Objective No. 5 from 2022) Dedicate appropriate financial resources for public awareness campaigns.
6. (Objective No. 6 from 2022) Continually evaluate performance by developing baseline and progress measurers for all staff and volunteers.

Central to the Carson City Library's continued efforts to achievement elements of the goal *Operations Improvements* and to the achievement of the associated objectives and individual actionable items is the additional need to expand existing strategic partnerships and pursue new strategic partnership with a broader array of like-minded public sector, private sector, and non-profit community-based agencies, firms, and organizations. Workshop participants recognized the current limitations on the Library's existing set of financial and non-financial resources as well as the need for additional financial and non-financial resources in order to make further progress on achieving the specific objectives and actionable items outlined for the goal *Operations Improvements*, especially for Objective No. 1 and Objective No. 4. For the remaining objectives, workshop participants generally agreed that ongoing improvement in the overall operations of the Carson City Library should be done on an as-needed basis, based upon routine and periodic assessment of various operational functions.

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 as part of the annual assessment and evaluation strategic planning workshop held on October 1, 2023. 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.

- ***2023 Priority Goal No. 1 (2022 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. 1 from 2022) Assess and offer the best language learning resources, including mentoring, training, ESL, and online methods.
 2. (Objective No. 2 from 2022) Develop a fully functional, accessible website with electronic resource within one year.
 3. (Objective No. 3 from 2022) Continue to review and develop programs to improve workplace literacy, enhance business support, and seek methods to support the entrepreneurial community.
 4. (Objective No. 4 from 2022) Increase usage of the library and measure metrics such as cardholders, daily patron counts, and average program attendance.
 5. (Objective No. 5 from 2022) Reach more students by continuing to develop relationship with local school districts and increasing school events.

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6. (Objective No. 6 from 2022) Increase online reading, media, and other resources.
 7. (Objective No. 7 from 2022) Develop additional programming for early literacy and children's programs, including online options.
 8. (Objective No. 8 from 2022) Reflect our community's demographics by increasing Spanish-language collections and programs.
- **2023 Priority Goal No. 2 (2022 Priority Goal No. 3 and No. 4/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. 1 from 2022) Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts.
 2. (Objective No. 2 from 2022) Assess and pursue appropriate staff to develop innovative and technologically-relevant learning and support services.
 3. (Objective No. 3 from 2022) Assess programs and services and identify means to maximize effective and appropriate operational staffing levels.
 4. (Objective No. 4 from 2022) Provide relevant and progressive programming and learning opportunities by engaging with targeted strategic partnerships in order to increase the availability of and access to additional educators, teachers, technology information specialists, and marketing professionals.
 5. (Objective No. 5 from 2022) Dedicate appropriate financial resources for public awareness campaigns.
 6. (Objective No. 6 from 2022) Continually evaluate performance by developing baseline and progress measurers for all staff and volunteers.
 - **2023 Priority Goal No. 3a (2022 Priority Goal No. 2a/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 2022) Provide a secure facility where people feel safe and comfortable.
 2. (Objective No. 2 from 2022) Explore innovative programs to address the needs of our community's changing demographics.
 3. (Objective No. 3 from 2022) Incorporate additional opportunities for staff professional development, especially regarding the mental health and physical safety of users and other library personnel.

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4. (Objective No. 4 from 2022) Continue to review library rules and regulations regarding patron conduct to ensure they reflect current needs.
 5. (Objective No. 5 from 2022) Communicate the library's policy regarding respectful and positive patron conduct.
- **2023 Priority Goal No. 3b (2022 Priority Goal No. 2b/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. 1 from 2022) Creatively leverage existing facilities and resources to drive engagement and promote patron and staff usability.
 2. (Objective No. 2 from 2022) Purchase collaborative and inspiring furniture that is designed to encourage technology use and creativity.
 3. (Objective No. 3 from 2022) Develop options for flexible and innovative uses of community spaces.
 4. (Objective No. 4 from 2022) Explore possibilities to grow and expand our offerings, services, resources, and programs.

The reorganization and prioritization of the four existing organizational strategic goals as well as certain revisions to individual objectives and actionable items reflects the various primary issues identified by workshop participants during the annual assessment and evaluation of the Carson City Library's existing five-year organizational strategic plan held on October 1, 2023. As part of this annual assessment and evaluation strategic planning workshop, workshop participants were asked identify the primary issues that the Carson City Library must address over the next and final year of the current five-year organizational strategic plan. Working in individual small groups, the following ten primary issues were identified:

- Group No. 1:
 - Issue No. 1: Providing Increased Services to Teens
 - Issue No. 2: Better Usage of Existing Space
 - Issue No. 3: Evening Programming
 - Issue No. 4: Improved Marketing
 - Issue No. 5: Increased Usage of the Makerspace
- Group No. 2:

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- Issue No. 1: Improved Utilization of the Existing Space and Needed Building Improvements
 - Issue No. 2: Increased Public Outreach (with groups and individuals such as Social Workers, Boys & Girls Club, Senior Center, Native American and Indigenous Populations, Friends in Service Helping Social Services for Rural Northern Nevada, Ron Woods Center, Local Law Enforcement and the Mobile Outreach Safety Team)
 - Issue No. 3: Improved Access (with additional Meeting Spaces, engagement with Housing Insecure populations)
 - Issue No. 4: Focus Programming on Underserved Populations (Teens, ‘Tweens’, Housing Insecure populations)
 - Issue No. 5: Community Education, Promote an Increased Feeling of ‘Community’

A number of these individual primary issues share similar themes and focus areas such as providing additional programs, resources, and services that serve various specific groups including the area’s growing teen and ‘tween’ populations and even housing insecure populations. Additional community engagement and education through targeted and purposeful strategic partnerships and outreach is another shared theme and focus area among many of the individual primary issues identified and outlined by workshop participants and by representatives of the Carson City Library. Finally, a number of the primary issues identified and outlined by workshop participants and by representatives of the Carson City Library focus on providing continued improved access to the Library’s collection of various programs, resources, and services and to the Library’s physical spaces and facilities. In order to reflect these primary issues that the Carson City Library will focus on over the next and final year of implementation of the Library’s current five-year organizational strategic plan, workshop participants have reprioritized the goal of *Services, Programs, & Resources* and the associated objectives and actionable items as the Library’s primary goal of focus. Closely related to this top prioritized goal is the goal of *Operations Improvements*. Objective No. 1 for the goal of *The Carson City Library will improve our operations to ensure the smooth delivery of services, programs, and resources* is “Ensure community members know about and can effectively use library resources by assessing and improving marketing efforts”. Workshop participants noted that this objective and the other five associated objectives and actionable items for *Operations Improvements* are each vitally important to ensuring the full achievement of the objectives and actionable items listed for the goal of *Services, Programs, & Resources*.

While providing continued improved access to the Library’s collection of various programs, resources, and services and to the Library’s physical spaces and facilities were common themes among the various primary issues identified and outlined by workshop participants, workshop participants noted that the various objectives and actionable items outlined in the goal of *Access & Comfort Improvements* and in the goal of *Facility & Space Improvements*, while critically important in further supporting the Library’s mission and achieving the Library’s vision, would

likely require additional long term investment. The requirement of additional long term investment, in-terms of both financial and non-financial resources, will likely push full achievement of both of these goals and the full achievement of each goals' associated objectives and actionable items beyond the remaining year of the Carson City Library's current five-year strategic planning horizon. The Carson City Library is and will remain committed to the achievement of the associated objectives and actionable items listed as part of the *Access & Comfort Improvements* goal and as part of the *Facility & Space Improvements* goal. However, a more comprehensive capital improvement plan and additional political, financial, and community support will be needed. Development and securing of these additional political, financial, and community commitments will likely need further exploration and pursuit as part of a new five-year organizational strategic plan for the Carson City Library.

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 1, 2023 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 specific questions. The five questions, including the answers provided by workshop participants as a single large group, are provided here.

- *Does the current strategy still give overall direction for the organization?* Workshop participants unanimously agreed that the current five-year organizational strategic plan for the Carson City Library, especially given the revised strengths, weaknesses, opportunities, and threats analysis and the revisions made to the current strategic plan's critical elements, including the core values, mission and vision statements, and revised goals, objectives, and actionable items, provides clear and concise direction for the next and remaining year of implementation. Specifically, workshop participants noted that it is critically important to continue to provide and revise existing programs, resources, and services while developing new programs, resources, and services in order to serve specific population groups. Notably, expanded existing and newly developed programs, resources, and services that serve targeted demographic groups such as families with young children, teens and 'tweens', and even young adults is critical to meeting the needs and wants of these specific groups. Several workshop participants also noted that it is critically important to provide programs, resources, and services and to provide a welcoming environment to underserved and underrepresented groups such as low-income and even housing insecure populations, two groups specifically identified by workshop participants in the revisions made to the existing five-year organizational strategic plan as part of the October 1, 2023 annual assessment and evaluation strategic planning workshop.
- *Does the current strategy still fit resources and opportunities?* As part of the revised strengths, weaknesses, opportunities, and threats analysis completed by workshop

participants during the October 1, 2023 annual assessment and evaluation strategic planning workshop, workshop participants a number of existing and potential future resource constraints as well as new emerging opportunities that the Carson City Library could potentially take advantage of during the next and final year of implementation of the current five-year organizational strategic plan. Generally, workshop participants agreed that the revised five-year organizational plan, with its renewed focus on the objectives and actionable items associated with the *Services, Programs, & Resources* goal and the *Operations Improvements* goal fits the primary opportunities of making better efficient use of the Library's existing space and physical assets, for improved programming, resource, and service development and delivery for identified population groups, and for improved community engagement and education. Workshop participants also noted that the availability of both financial and non-financial resources remains a key resource constraint, especially given broader local, regional, statewide, and even national political and economic uncertainty. Several workshop participants noted that the Carson City Library should explore the a potential 'incremental approach' to revamping and refreshing the Library's various physical assets, including refreshed and improved furniture, fixtures, and equipment, based on the budgetary realities that the Library currently faces and will likely continue to face over the next year.

- *Does the current strategy still minimize resistance and barriers?* Workshop participants agreed that the current five-year organizational strategic plan, as revised, appropriately acknowledges the resistance and barriers that the Carson City Library is likely to continue to face over the next year. Several workshop participants noted that the recognition of potential threats, such as concerns over book banning and censorship, increased competition from other sources of resources, programs, and services, and general political and economic uncertainty at the local, regional, statewide, and national levels, are adequately addressed through the revised elements of the Carson City Library's current five-year organizational strategic plan. Most notably, the Carson City Library will continue to pursue a wide range of strategic partnerships with other public sector, private sector, and even non-profit and community-based agencies, firms, and organizations in order to leverage and enhance the Library's existing pool of available resources while also working to further enhance the Carson City Library's status as a welcoming and vibrant hub that serves the community's engagement, discovery, and learning needs and wants.
- *Does the strategy still reach those affected?* Various elements of the revised five-year organizational strategic plan for the Carson City Library notes specific population groups that workshop participants and representatives from the Carson City Library wish to engage more directly through expanded existing and through the development of new programs, resources, and services. Addressing the growing needs of families with young children, teens and 'tweens', and young adults will remain a central focus of the Library's overall strategy to serve the educational, informational, and even entertainment and recreational needs of the community and the region. Workshop participants also made several notes regarding the Library's efforts to reach out to and address the needs of the community's housing insecure population as well as other underserved and underrepresented groups. Additional strategic partnerships and targeted community

engagement and education will serve as the primary ways in which the Library will continue to identify the needs and wants of those groups that workshop participants hope to positively impact over the next and final year of implementation.

- *Does the current strategy still advance the mission?* Representatives of the Carson City Library who participated in the October 1, 2023 annual assessment and evaluation strategic planning workshop broadly agreed that the current strategy as outlined throughout the various critical 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 revised over the past four years of implementation. The Carson City Library remains dedicated to the ongoing development and delivery of services, programs, resources, sources of information and to providing access to emerging technologies and to the Library's facilities. These efforts are part of the Carson City Library's continued commitment to supporting and enhancing the Library's diverse community's quality of life.

In general, workshop participants agreed that the current five-year strategic plan and the plan's existing and revised critical elements 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 as outlined in the current strategic plan for the following final year of the current five-year strategic planning horizon. A renewed focus on further developing and delivering high quality programs, resources, and services over the next year, with continued increased community outreach, engagement, and education 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.