



A New Five-Year Strategic Plan for the Carson City Library, 2026 through 2030

Carson City Library Board of Trustees Workshop

Thursday, October 9, 2025

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What is Strategy?

“A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?”

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The Agenda for Today's Workshop

A New Five-Year Plan for the Carson City Library:

1. Reviewing the Key Elements of the Current/Expiring Five-Year Strategic Plan
2. Updating the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
3. Identifying Potential Priority and Primary Issues for the Next Five Years

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Reviewing Elements of the Current/Expiring Five-Year Plan for the Carson City Library

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Current Set of Core Values

- **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.

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Current Strategic Mission and Strategic Vision Statements

Mission Statement

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 Statement

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

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Current Strategic Goals and Objectives

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.

- (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.

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Current Strategic Goals and Objectives

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.

- (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.

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Current Strategic Goals and Objectives

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.

- (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.

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Current Strategic Goals and Objectives

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.

- (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.

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Planning for the Future 2026 through 2030

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For the Next Five Years...

- The **strengths** and **weaknesses** of your organization or community are **internal** to it and are identified in the **present**.
 - Strengths: characteristics of the organization or community/region that give it advantage over others.
 - Weaknesses: characteristics that place the organization or community/region at a disadvantage relative to others.
- The **opportunities** and **threats** of your organization or community are **external** to it and identified in the **future**.
 - Opportunities: elements that the organization or the community/region can exploit to its advantage.
 - Threats: elements in the environment that could cause trouble for the organization or the community/region.

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STRENGTHS • Strengths of the Organization (the Carson City Library) • Strengths of the Community and/or Region <i>Internal and Present</i>	WEAKNESSES • Weaknesses of the Organization (the Carson City Library) • Weaknesses of the Community and/or Region <i>Internal and Present</i>
OPPORTUNITIES • Opportunities for the Organization (the Carson City Library) • Opportunities for the Community and/or Region <i>External and Future</i>	THREATS • Threats facing the Organization (the Carson City Library) • Threats facing the Community and/or Region <i>External and Future</i>

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Priority and Primary Issues for the Next Five Years

What are the priority or primary issues that the community and/or region and the Carson City Library must address over the next five years?

Programming and Activities?
Resources and Infrastructure (i.e. technology)?
Contingency and Resiliency Issues?
Community Engagement?

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OUTREACH → Promote
in CVs

Community Integration

US keeps jobs open
workforce characteristics
Interconnected w/ others
Exhibits fluid & similar things

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"any is better"?
SO MANY! Is it
out role? esp. in MS?

PROMOTE LITERACY

make to be included
How would a person read
the + respond?

The word LITERACY hardly mentioned
at all in books or speeches

WORD "Literacy" started
Not all of our country will
be able to read or write
hearing "Four years ago"
in the 1950s, literacy was

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LITERACY must
be included. How defined?

Community included

Books, Leary, etc.

Should speak to the public that
work for the lib. (except)

Libs: "The Green Book of the 20th"

Has been reported High Point
is "Held" / Christened

What we say will be (as)

1st part Rose
2nd part Key Lines

① we are not long now!
MISSION ACCOMPLISHED!

Come BACK after

GRUBBEN, etc.

used "paraphrase"

Not just the community library

Adapted / changed by people in the

field. Deep / not for what

own scale - not the situation

of what came before

It PD 2000 for staff!

Life-Long Learning

[illegible]

(P) = Shallow reef
No puffs / acid etc.

- Comm. Eurygaster - has to
create / below / see puffs / requires
more input that cover is exposed
get sick, Rotavirus / Rotavirus etc.
- Program + Adults - > colony, country
for resources as well - > people
using more - > LITONAL
- Plan to find Puffins!
K/T.
- Divers / > (Puffins)
Loss of life, sea, etc. / people
All better than my / people
Puffin - Puffin Puffins
Landing / Landing - > see 3
- DIVERS / T / of Comm. / Puffin
Puffins

V's
Appr. all we do
MORE comm EVENTS

"ie: dancers"
get comm to core to /b
"a cultural event"
Lib. needs a "update" in
the LIB old-fash. fee!

Bay Recat keeps of the
comm → records, history
cultural knowledge

STIMULATE of form
People have to do stuff
stimulate social learning

V's
ACCT. + CS go together
communication with collaboration
Access → restrictive →
Push out Digital process

LIBADBERSHIP
w comm lead. / Lib. Lead.
w Tech. Literacy
Highly connected agents per
CV's

So subtle but not → good
w/ comm + Collaboration
Lib. comm. + Collaboration
Lib. comm. + Collaboration
Lib. comm. + Collaboration