



College of Business
University of Nevada, Reno

TECHNICAL MEMORANDUM UNIVERSITY CENTER FOR ECONOMIC DEVELOPMENT

To: Douglas County Public Library Board of Trustees

From: Frederick Steinmann
Assistant Research Professor, University Center for Economic Development

CC: Julia Brown
Interim Director, Douglas County Public Library

Date: February 18, 2022

RE: Overview of Work Completed as Part of the Douglas County Public Library Strategic Planning Project

This University Center for Economic Development technical memorandum provides a general update of the progress that has been made in completing the development of a new five-year organizational strategic plan for the Douglas County Public Library. This summary of the work that has been completed thus far, as of February 18, 2022, is presented as an overview of the status of completion for each of the individual deliverables outlined in the University Center for Economic Development's proposal (*Douglas County Public Library Strategic Planning Services*; University Center for Economic Development Proposal; June 27, 2021).

General Overview of Work Completed

Since the start of this project, University Center for Economic Development, in partnership with representatives from the Douglas County Public Library, has completed a number of the individual deliverables outlined in the aforementioned University Center for Economic Development proposal and has made significant progress on the remaining deliverables.

- **Deliverable:** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the collected and analyzed socio-demographic, economic, and housing data for use during the strategic planning workshops outlined in Task 3.

Status: Completed

University Center for Economic Development faculty have provided the completed comprehensive summary of the collected and analyzed socio-demographic, economic, and housing data to Douglas County Public Library representatives during Strategic Planning Workshop No. 1 (November 19, 2021 and November 20, 2021) and during Strategic Planning Workshop No. 2 (January 28, 2022 and January 29, 2022). The results of this completed socio-demographic, economic, and housing data collection and analysis effort will be incorporated into the development of a draft and final University Center for Economic Development technical report.

- ***Deliverable:*** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the internal and external stakeholder meetings including an overview of common themes and key conclusions for use during the strategic planning workshops outlined in Task 3.

Status: Completed

University Center for Economic Development faculty completed approximately 60 hours of one-on-one and small group meetings with various internal and external stakeholders. Individuals that participated in these internal and external stakeholder meetings included current Douglas County Public Library staff and representatives, members of the Douglas County Friends of the Library group, members of the Douglas County Public Library Board of Trustees, members of the Douglas County Board of County Commissioners, Douglas County government executives and staff, representatives from the Douglas County School District, and various private sector representatives. These meetings were generally held between September 2021 and October 2021. University Center for Economic Development faculty also completed a comprehensive tour of both the Minden Branch Library, of the Lake Tahoe Branch Library, and the Douglas County Public Library Bookmobile. The results of these internal and external stakeholder meetings and ‘listening sessions’ and tours were presented to participants of the two strategic planning workshops, including Strategic Planning Workshop No. 1 (November 19, 2021 and November 20, 2021) and during Strategic Planning Workshop No. 2 (January 28, 2022 and January 29, 2022). The results of these various stakeholder meetings and ‘listening sessions’ and tours will be incorporated into the development of a draft and final University Center for Economic Development technical report.

- ***Deliverable:*** University Center for Economic Development faculty and staff will prepare a comprehensive summary of the results of the community survey for use during the strategic planning workshops outlined in Task 3.

Status: Completed

In partnership with representatives from the Douglas County Public Library, University Center for Economic Development faculty developed, implemented and completed a comprehensive community survey designed to assess future community needs and community/patron opinions regarding the Douglas County Public Library. The results of the community survey, including copies of the comprehensive summary, were presented and provided to participants of the two strategic planning workshops, including Strategic Planning Workshop No. 1 (November 19, 2021 and November 20, 2021) and during Strategic Planning Workshop No. 2 (January 28, 2022 and

January 29, 2022). The results of this completed community survey will be incorporated into the development of a draft and final University Center for Economic Development technical report.

- **Deliverable:** Development and hosting of various organizational strategic planning workshops. As part of this general deliverable, University Center for Economic Development faculty outlined four individual organizational strategic planning workshops with specific deliverables for each individual strategic planning workshop, including:

- **Deliverable:** University Center for Economic Development faculty and staff will produce a comprehensive summary of the results of Workshop No. 1 for use during Workshop No. 2.

Status: Completed

Strategic Planning Workshop No. 1 was held on November 19, 2021 and November 20, 2021 in Gardnerville, Nevada. The comprehensive summary was produced based on the work completed by workshop participants and was provided to workshop participants who attended Strategic Planning Workshop No. 2 that was held on January 28, 2022 and January 29, 2022 in Gardnerville, Nevada.

- **Deliverable:** University Center for Economic Development faculty and staff will produce a comprehensive summary of the results of Workshop No. 2 for use during Workshop No. 3.

Status: Partially Completed

Strategic Planning Workshop No. 2 was held on January 28, 2022 and January 29, 2022 in Gardnerville, Nevada. The comprehensive summary for Strategic Planning Workshop No. 2 was produced based on the work completed by workshop participants and was sent via email to workshop participants and other Douglas County Public Library stakeholders for review, comment, and possible edit and revision on Monday, February 14, 2022. The summary will be revised based on input received prior to the start of Strategic Planning Workshop No. 3.

- **Deliverable:** University Center for Economic Development faculty and staff will produce a comprehensive summary of the results of Workshop No. 3 that will be used to develop the second of two University Center for Economic Development technical reports.

Status: Incomplete

Strategic Planning Workshop No. 3 has not, at the time of this memo dated February 18, 2022, been scheduled. University Center for Economic Development faculty will continue to work with Douglas County Public Library representatives to schedule this third organizational strategic planning workshop.

- **Deliverable:** University Center for Economic Development and staff will revise the second of two University Center for Economic Development technical reports based upon the results of Workshop No. 4 including revisions and refinement of the set of new organizational core

values, new strategic mission and vision statements, new organizational goals and objectives, and the final implementation plan and measures for success.

Status: Incomplete

Strategic Planning Workshop No. 4 has not, at the time of this memo dated February 18, 2022, been scheduled. University Center for Economic Development faculty will continue to work with Douglas County Public Library representatives to schedule this fourth and potentially final organizational strategic planning workshop upon completion of Strategic Planning Workshop No. 3.

- ***Deliverable:*** University Center for Economic Development faculty and staff will develop the first of two University Center for Economic Development technical reports. This first technical report will contain a comprehensive summary of the completed environmental scan completed in Task 2 as well as the results of the internal and external environmental assessment completed by workshop participants during Workshop No. 1.

Status: Partially Completed

University Center for Economic Development faculty and staff continue to work on the completion of this first University Center for Economic Development technical report. This technical report will contain a comprehensive summary of the internal and external ‘environmental scan’ completed for the Douglas County Public Library and will include a comprehensive summary and analysis of the completed socio-demographic, economic, and housing data, the various internal and external stakeholder meetings and ‘listening sessions’, the community survey, and work completed by workshop participants who attended Strategic Planning Workshop No. 1 and Strategic Planning Workshop No. 2.

- ***Deliverable:*** University Center for Economic Development and staff will revise the second of two University Center for Economic Development technical reports based upon the results of Workshop No. 4 including revisions and refinement of the set of new organizational core values, new strategic mission and vision statements, new organizational goals and objectives, and the final implementation plan and measures for success.

Status: Partially Completed

University Center for Economic Development faculty and staff continue to work on the completion of this first University Center for Economic Development technical report. This technical report will contain a comprehensive summary of the various elements of the Douglas County Public Library’s new five-year organizational strategic plan including a comprehensive summary of work completed by workshop participants who attended Strategic Planning Workshop No. 1 and Strategic Planning Workshop No. 2. This technical report will also contain a comprehensive summary of the work completed by workshop participants who will eventually attend Strategic Planning Workshop No. 3 and Strategic Planning Workshop No. 4. As part of this specific technical report, a discussion regarding how the new five-year organizational strategic plan for the Douglas County Public Library ties into Douglas County’s current organizational strategic plan will also be included.

University Center for Economic Development faculty anticipate full completion of the remaining deliverables within the next one to two months followed by completing the four annual updates and evaluations post-adoption of the new strategic plan. Upon completion of the remaining deliverables, University Center for Economic Development faculty will also make themselves available for presentations of the completed new five-year organizational strategic plan for the Douglas County Public Library to various groups including, but not necessarily limited to, the Douglas County Public Library Board of Trustees and Friends of the Library group and the Douglas County Board of County Commissioners.



2021 LSTA

[2021 LSTA: Available Grants](#)

[Available 2021 Grants](#)

[2021 LSTA: Apply for a Grant](#)

[2021 LSTA: Manage Your Grant](#)

[2021 LSTA: Deadlines/Important Dates](#)

[2021 LSTA: Webinars](#)

[2021 LSTA: Required Signature Forms](#)

[2021 LSTA: Required Surveys](#)

[Planning Docs & IMLS Guidance](#)

[Grant Writing Tips](#)

[Project Funded, 2014-2020](#)

Available 2021 Grants

ARP Plus - Pitch an Idea Grants

For New to You projects that address pandemic response and can be completed by September 30, 2022.

- **Grant Announcement:** February 18, 2022
- **Application deadline:** March 18, 2022
- **Funding Level:** up to \$75,000
- **Total Available Funding:** ~\$350,000
- **Funding Period:** January 1, 2022-September 30, 2022
- **Who may apply:** Eligible academic, special, k12, tribal, and public libraries may submit ONE application. The LSTA Rubric for evaluating ARP-Plus applications is [here](#).
- **ARP Priorities:**
 - a. First, to support digital inclusion efforts to enable libraries to reach residents such as through internet hotspots, accessible Wi-Fi, and digital content and related resources, particularly in support of education, health, and workforce development needs.
 - b. Second, to provide rapid emergency relief to libraries across the country, allowing them to safely respond to the pandemic and implement public health protocols;
 - c. Third, to support library services that meet the needs of communities throughout the U.S., including costs such as personnel, technology, training, materials, supplies, equipment, and associated indirect costs; and
 - d. With respect to (a), (b), or (c), reach tribal and museum partners best positioned to assist with pandemic response efforts, in addition to traditionally eligible library entities, where appropriate.

Not all applications will be funded if requests exceed available funds; successful applications may not be funded in full. [Click HERE for the Evaluation Rubric](#)

[Click HERE for Step by Step application instructions.](#)

Successful applications will be innovative with NEW programs or services that will support pandemic response and recovery and solve a specific problem or meet an identified need of the library's current or potential users. Projects must align with and advance at least one of LSTA ARP priorities.

How to apply for ARP Plus:

ARP Plus and applications will be submitted online through the [Grants Portal](#)

- Direct url: <https://nslapr.force.com/portal>

DOUGLAS COUNTY PUBLIC LIBRARY
Statistical Report
FY 2021-2022

	Fiscal Year-to-Date					December 2021					January 2022				
	Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total	
Circulation															
Items Checked Out/Renewed	78,699	3,651	2,640	84,990		9,961	441	179	10,581		11,260	513	163	11,936	
eCheckouts				23,341					3,510					3,586	
New Cards Issued	520	46	95	661		55	2	3	60		68	8	2	78	
Patrons	26,278	3,245	319	29,842		26,214	3,235	316	29,765		26,278	3,245	319	29,842	
Library Visits	27,313	3,606	1,643	32,562		3,488	465	213	4,166		4,162	747	208	5,117	
Curbside Service Pick-ups	288	2	-	290		29	-	-	29		42	1	-	43	
Bookmobile Stops				183					23					23	
Inventory	102,132	28,224	2,041	132,397		101,524	28,526	2,049	132,099		102,132	28,224	2,041	132,397	
Interlibrary Loans Requested	463	32	2	497		83	1	-	84		47	-	-	47	
Interlibrary Loans Loaned	241	29	-	270		27	3	-	30		29	4	-	33	
Homebound Patrons	14	-	-	14		13	-	-	13		11	-	-	11	
Homebound Checkouts	726	-	-	726		120	-	-	120		89	-	-	89	
Database Sessions				133,395					7,458					598	
Services															
Meeting Room Use	77	1	-	78					-		16			16	
Meeting Room Attendance	792	12	-	804					-		128			128	
Kids' Programs	83	3	-	86		17	1	-	18		23	-	-	23	
Kids' Program Attendance	1,045	23	-	1,068		164	1	-	165		248	-	-	248	
Teen Programs	76	-	-	76		13	-	-	13		12	-	-	12	
Teen Program Attendance	253	-	-	253		44	-	-	44		46	-	-	46	
Adult Programs	24	-	-	24		3	-	-	3		4	-	-	4	
Adult Program Attendance	147	-	-	147		26	-	-	26		47	-	-	47	
Total Programs	183	3	-	186		33	1	-	34		39	-	-	39	
Total Program Attendance	1,445	23	-	1,468		234	1	-	235		51	-	-	51	
Outreach	16	-	-	16		4	-	-	4		3	-	-	3	
Public Computer Use	1,208	250	-	1,458					-						
ADA-pc Use	91	2	-	93					-						
Wireless Use	12,142	793	-	12,935		1,823	65	-	1,888		1,734	202	-	1,936	

DOUGLAS COUNTY PUBLIC LIBRARY
Statistical Report
FY 2020-2021

	Fiscal Year-to-Date					December 2020					January 2021				
	Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total	
Circulation															
Items Checked Out/Renewed	116,700	7,083	811	124,594		7,836	356	-	8,192		5,290	194	-	5,484	
eCheckouts				39,200					2,594					3,498	
New Cards Issued	555	66	67	688		27	2	-	29		31	1	-	32	
Patrons	25,768	3,197	221	29,186		25,450	3,164	-	28,614		25,479	3,165	-	28,644	
Library Visits	26,441	3,912	746	31,099		661	44	-	705		-	-	-	-	
Curbside Service Pick-ups	4,939	53	-	4,992		779	22	-	801		698	28	-	726	
Bookmobile Stops				71											
Inventory	101,631	29,354	2,030	133,015		112,556	29,506	1,721	143,783		103,099	29,611	1,727	134,437	
Interlibrary Loans Requested	530	7	-	537		44	-	-	44		36	-	-	36	
Interlibrary Loans Loaned	404	63	-	467		32	7	-	39		38	5	-	43	
Homebound Patrons	8	-	-	8		-	-	-	-						
Homebound Checkouts	105	-	-	105		-	-	-	-						
Database Sessions				80,965					3,151					4,316	
Services															
Meeting Room Use	Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total		Minden	Tahoe	Bkmobile	Total	
Meeting Room Attendance	8	-	-	8					-					-	
	96	-	-	96					-					-	
Kids' Programs															
Kids' Program Attendance	17	-	-	17					-					-	
Teen Programs	283	-	-	283					-					-	
Teen Program Attendance	34	-	-	34					-		5			5	
Adult Programs	179	-	-	179					-		29			29	
Adult Program Attendance	2	-	-	2					-					-	
Total Programs	17	-	-	17					-					-	
Total Program Attendance	53	-	-	53					-					-	
Total Program Attendance	479	-	-	479					-					-	
Outreach	-	-	-	1					-					-	
Mobile Device Assistance	-	-	40	40					-					-	
Public Computer Use	412	14	-	426					-					-	
ADA-pc Use	-	-	-	-					-					-	
Wireless Use	7,664	1,173	-	8,837		509	88	-	597		497	69	-	566	

Circulation by Collection

January 2022

Collection	Location		
	Minden	Lake Tahoe	BKM
Adult Audiobook	615	20	19
Adult Biography	79	3	0
Adult CD Non-Fiction	39	1	0
Adult DVD	1115	48	10
Adult Fiction	3272	129	56
Adult Launchpad	3	0	0
Adult Magazines	154	4	0
Adult Music	120	1	0
Adult Non-Fiction	1038	46	2
Adult Spanish	2	0	0
Children's Audiobook	84	6	2
Children's Biography	42	0	0
Children's DVD	202	5	3
Children's Fiction	592	38	50
Children's Launchpad	17	2	5
Children's Magazines	9	0	0
Children's Music	20	0	0
Children's Non-Fiction	758	50	20
Children's Oversize	5	1	1
Children's Spanish	4	3	0
Easy Reader	392	9	10
Equipment	13	1	0
Exam Books	0	0	0
Large Print	703	7	12
Mobile Devices	5	0	0
Nevada	21	3	0
Picture Books	1548	129	14
Video Games	8	0	0
Young Adult	184	7	1
Graphic Novels	130	0	4
Young Adult Launchpad	2	0	0
Young Adult Magazines	1	0	0

Hoopla

eAudiobook	839	Movie	103
Adult Non-Fiction	162	Adult Non-Fiction	20
Adult Fiction	569	Adult Fiction	60
Juv Non-Fiction	11	Juv Non-Fiction	1
Juv Fiction	97	Juv Fiction	22
eBook	332	Television	98
Adult Non-Fiction	81	Adult Non-Fiction	10
Adult Fiction	215	Adult Fiction	81
Juv Non-Fiction	8	Juv Non-Fiction	0
Juv Fiction	28	Juv Fiction	7
Comics	48	Music	41
Adult Non-Fiction	0	Adult	37
Adult Fiction	36	Juv	4
Juv Non-Fiction	1		
Juv Fiction	11	Total Circulation	1,470

Overdrive/Libby

eAudiobook	513
eBook	529
Magazines	74
Adult	986
Juv	30
Young Adult	25
Total Circulation	1,116

From: Michael Fischer
Sent: Friday, February 18, 2022 2:58 PM
To: Bonnie Rogers
Subject: Library Issue

Hi Bonnie,

It has been a long time and I hope this email finds you well and happy. As you may remember, I do a lot of historical research and use the library quite a bit in those efforts. One of the greatest advances made by the local library was making the historic Douglas County newspapers available online. The format has recently changed and the site is not functioning. For me and many other researchers this is a very unfortunate and unhappy circumstance. To make matters worse, the microfilm and microfilm reader have also been eliminated. I have twice contacted the library by email and I have had **absolutely no response** to those emails. At best, it is poor public relations and in its worst scenario, it is no way to treat anyone who really likes and supports the library. The exact title of the e-library section is "Douglas County Newspaper Archive" and I hope you can help get it back in function.

Thank you and regards,

Michael E. Fischer

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