

Minden Branch:  
1625 Library Lane  
Minden, NV 89423  
P:775.782.9841  
F:775.782.5754



Lake Tahoe Branch:  
233 Warrior Way  
Zephyr Cove, NV 89448  
P:775.588.6411  
F:775.588.6464

P.O. Box 337 • Minden, NV 89423

library.douglascountynv.gov

## Douglas County Public Library Board of Trustees Meeting Notice and Agenda

August 16, 2023

The Douglas County Public Library Board of Trustees will meet at 10:00 a.m. on Tuesday, August 22, 2023 in the Meeting Room of the Minden Library, 1625 Library Lane, Minden, NV. The meeting will be in-person and will not be simultaneously streamed via YouTube or Zoom®. **Note\* following the adjournment of the meeting a tour of the library will be offered to the County Manager, Trustees. Members of the public and press are welcome to take the tour. This is a social gathering and no Douglas County Public Library business will be discussed.** Below is an agenda of all items scheduled for consideration.

### Agenda

The Library Board encourages the respectful consideration of all views by members of the public. In order to ensure that every individual desiring to speak before the Library Board has the opportunity to express his or her opinion, it is requested that the audience refrain from disruptive behavior that may interrupt, interfere or prevent the speaker from commenting on items that are for possible action by the Library Board.

#### 1. Public comments. [No Action]

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees. Public comment will not be taken on agenda discussion items because a public hearing is not legally required.

Public Comment is limited to five (5) minutes per speaker. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

If members of the public wish to comment on a specific agenda item scheduled for action, please make comments when the Library Board of Trustees considers that item and the item is opened for public comment.

2. For possible action. Discussion on approval of the agenda. The Library Board of Trustees reserves the right to take items in a different order to accomplish business in the most efficient manner, to combine two or more agenda items for consideration, and to remove items from the agenda or delay discussion relating to items on the agenda.
3. For possible action. Discussion on approval of the minutes of the July 25, 2023 regular meeting.

4. Consent Calendar.

Items appearing on the Consent Calendar are items that can be adopted with one motion unless pulled by a Trustee wishing to have an item or items further discussed. When items are pulled for discussion, they will be automatically placed as the next item for discussion or may be continued until another meeting.

- a. For possible action. Approval of Gift fund claims
  - i. July 2023
  - ii. August 2023

5. For possible action. Discussion and review of Budget Performance Report summary and Gift Fund summary.

- a. 7/31/2023

6. For possible action. Discussion and review of Library Grant Summary Report and acceptance of the Dolly Parton's Imagination Library.

- a. Grant Award:
  - i. Acceptance of the Dolly Parton's Imagination Library book-gifting program and agreeing to cooperate with the United Way to champion the program within Douglas County.

7. For discussion only. Presentation on the Douglas County Strategic Plan and the process to update the plan by Jenifer Davidson, Douglas County Manager, and discussion on how the Library's current strategic plan aligns with Douglas County's overall goals and vision.

8. For discussion only. Discussion and update on the status of the State Library's online training for Nevada Library Trustees.

9. For possible action. Discussion on the progress of the objectives, goals, and achievements established for calendar year 2023 per the Library's Strategic Plan; and establishing objectives and goals for calendar year 2024.

10. For discussion only. Discussion and update on the new Teen Room, including but not limited to supervision, layout, equipment, and applicability of the Library's Patron Conduct Policy.

11. For discussion only. Director's monthly report on library operations and statistical report from staff.

12. Closing public comments.

At this time, public comment will be taken on those items that are within the jurisdiction and control of the Library Board of Trustees or those agenda items where public comment has not already been taken.

13. For possible action. Adjournment.

According to the provisions of NRS 241, this notice and agenda has been posted at or before 9:00 a.m. on the third working day before the meeting at the following locations:

Douglas County Library, 1625 Library Lane, Minden NV,  
<https://library.douglascountynv.gov/>  
Douglas County website,  
[https://douglascountynv.granicus.com/ViewPublisher.php?view\\_id=1](https://douglascountynv.granicus.com/ViewPublisher.php?view_id=1)  
State of Nevada website, <https://notice.nv.gov>

Supporting materials are available at the Minden Library, 1625 Library Lane, Minden, NV or at the Douglas County website address listed above. A request for copies of the supporting materials may be directed to:

Veronica Hallam, Administrative Services Manager  
Douglas County Public Library  
1625 Library Lane, Minden, NV 89423  
775-782-9841  
[vhallam@douglas.lib.nv.us](mailto:vhallam@douglas.lib.nv.us)

Reasonable efforts will be made to assist and accommodate members of the public who are disabled and wish to attend the meeting. Please contact Veronica Hallam at 782-9841 before August 22, 2023 for arrangements.

## DOUGLAS COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES

A quorum or greater number of Library Board Trustees may be gathering at any or all of the following organizations' meetings during the month of September / October 2023. At these meetings the Library Board of Trustees is in attendance to observe the proceedings of the organization and to participate in discussions to the extent allowed by the organization.

These organizations may not have posted a formal agenda for their meetings. The Library Board of Trustees present at the meeting will take no action relevant to the Douglas County Public Library.

2 <sup>nd</sup> Wednesday Book Group	9/13/23	5:00 PM	Minden Library
Friends of the Library	10/9/23	4:00 PM	Minden Library
2 <sup>nd</sup> Wednesday Book Group	10/11/23	5:00 PM	Minden Library

*\*Meeting dates, times and locations are subject to change.*

**UNAPPROVED**  
**LIBRARY BOARD OF TRUSTEES MINUTES**  
**July 25, 2023**

**ATTENDEES**

**Library Board Members:** Chairperson Starla Doughty, Vice Chairperson Robert Conner, Trustees Theresa DeGraffenreid, Jimayne Merkow

**Library Staff:** Library Director Timothy DeGhelder; Library Supervisors Laura Treinen, Vanna Bells, Holly Traxler; Administrative Services Manager Veronica Hallam, Clerk to the Board

**County Staff:** Deputy District Attorney Cynthea Gregory

**Absent:** Trustee Kimberly Estee

**THE MEETING CONVENED AT 10:00 A.M.**

**1. PUBLIC COMMENTS.**

Chairperson Starla Doughty asked for public comment.

Library Director Timothy DeGhelder informed the board that County Manager Jenifer Davidson is in a meeting until 10:20 A.M. and will be arriving soon after.

There being no further public comment, public comment was closed.

**2. DISCUSSION ON APPROVAL OF THE AGENDA.**

MOTION/VOTE:

Vice Chairperson Robert Conner made a motion to approve the agenda. Trustee Jimayne Merkow made a second. There being no public comment, the motion carried unanimously with a 4-0 vote.

**3. DISCUSSION ON APPROVAL OF THE MINUTES OF THE JUNE 27, 2023 REGULAR MEETING.**

MOTION/VOTE:

Trustee Merkow made a motion to approve the minutes of the June 27, 2023 regular meeting. Trustee Theresa DeGraffenreid made a second. There being no public comment, the motion carried unanimously with a 4-0 vote.

#### 4. CONSENT CALENDAR.

##### a. APPROVAL OF GIFT FUND CLAIMS

i. June 2023

ii. July 2023

##### Gift Fund Claims June / July 2023

*Swank Movie Licensing	Movie license for DLT (7/1/23-4/30/24)	04413	\$ 370.83
*Swank Movie Licensing	Movie license for DCL (7/1/23-6/30/24)	04482	\$ 1,438.00
*ABE Printing & Copy	Flyers for READING Paws and SRP to give to the schools	04485	\$ 658.00
*Amazon	DLT SRP prizes	04494	\$ 70.98
Scholastic Inc	Library material from Dollar General funding	04499	\$ 1,751.32
*DoCo Procurement Program	Items and prize baskets for SRP; Refreshments for The Council; Souvenir license plates for FOL Gala	3849	\$ 344.17
*DoCo Procurement Program	Grand prizes and toys and decorations for SRP	8543	\$ 159.94
*DoCo Procurement Program	Gift cards and teen prizes for SRP; Items for the Summer Reading Kick-off; Program reading kits; items for storytime	5774	\$ 549.75
Amazon	Items for Science Club from Dollar General funding	04506	\$ 38.25
*Town of Minden	CVIC Hall rental for SRP finale	04507	\$ 50.00
*Petty Cash	DLT Summer Reading grand prizes	04510	\$ 27.00
Amazon	3D printer supplies from grant funds	04519	\$ 214.77

\*Funding/partial funding by Friends of the Library

##### MOTION/VOTE:

There being no public comment, Vice Chairperson Conner made a motion to approve the consent calendar. Trustee Merkow made a second and the motion carried unanimously with a 4-0 vote.

#### 5. DISCUSSION AND REVIEW OF BUDGET PERFORMANCE REPORT SUMMARY AND GIFT FUND SUMMARY.

a. 6/30/2023

Referring to the budget performance report, Chairperson Doughty asked if this is the final budget for fiscal year 22-23 and Director DeGhelder answered no and that more expenses will come in for items received before July 1<sup>st</sup>. Tim noted that the acquisitions librarian will be starting July 31<sup>st</sup> and that there are currently page positions open. When asked about the progress of opening an assistant library director position, Tim stated that he created a new salary structure along with an updated job description and submitted to Human Resources but he has yet to hear back. Human Resources has been busy with negotiations. He noted that the salary savings from FY22-23 due to all the vacant positions will not affect the salary budget for the current fiscal year.

MOTION/VOTE:

There being no public comment, Trustee DeGraffenreid made a motion to approve the budget performance report. Trustee Merkow made a second and the motion carried unanimously with a 4-0 vote.

**6. DISCUSSION AND REVIEW OF LIBRARY GRANT SUMMARY REPORT AND ACCEPTANCE OF THE FRIENDS OF THE LIBRARY DONATION.**

**a. DONATION AWARD:**

- i. FRIENDS OF THE LIBRARY DONATION OF A STORAGE SHED VALUED AT APPROXIMATELY \$3,500. SHED WILL STORE USED BOOKS, AND OTHER LIBRARY MATERIALS/EQUIPMENT.**

Director DeGhelder stated that the friends will be starting a quarterly book sale in the meeting room of the library and the books and other items that are donated to the library and the friends will need a place to be stored in preparation for the book sale. The shed will be all weather, 12 x 10 in size and shingled. He noted that the purchase of the shed will have to go to IRC so they are aware of the purchase as it may affect other departments as far as placement of the shed.

MOTION/VOTE:

There being no public comment, Trustee Conner made a motion to accept the donation of a storage shed valued at approximately \$3,500. Trustee Merkow made a second and the motion carried unanimously with a 4-0 vote.

**7. PRESENTATION ON THE DOUGLAS COUNTY STRATEGIC PLAN AND THE PROCESS TO UPDATE THE PLAN BY JENIFER DAVIDSON, DOUGLAS COUNTY MANAGER, AND DISCUSSION ON HOW THE LIBRARY'S CURRENT STRATEGIC PLAN MIGHT ALIGN WITH DOUGLAS COUNTY'S OVERALL GOALS AND VISION.**

This item to be moved to next month's meeting. The County Manager had a double booking and was unable to attend.

**8. DISCUSSION ON ADOPTING A DOUGLAS COUNTY LIBRARY 3D-PRINTER POLICY.**

Vanna Bells explained the process on how prints will be requested and the hierarchy in which staff will participate. She noted that the person who is requesting a print must have a library card and in good standing with the library. They must be over 13 years old and will submit their request using Google forms. She stated that there will be an instruction video with written instructions to provide guidance to those who request a print. Completed prints can only be picked up at the lake branch or Minden and prints are paid for at the time of pick up. Vanna explained that if there is a power outage or some other reason the print may fail, patrons do not have to pay for the print. The library is treating the prints like an item in the catalog. Tim stated that the library would like to put a policy in place now so that the 3D printer can be introduced to the public in September.

**MOTION/VOTE:**

There being no public comment, Trustee Merkow made a motion to approve the 3D printer policy. Trustee DeGraffenreid made a second and the motion carried unanimously with a 4-0 vote.

**9. DIRECTOR'S MONTHLY REPORT ON LIBRARY OPERATIONS AND STATISTICAL REPORT FROM STAFF.**

The director's monthly report and staff's statistical reports are attached and made a part of these minutes.

Chairperson Doughty called for a recess at 10:45 A.M. as the board waits for the county manager to arrive.

The meeting reconvened at 11:07 A.M. and Deputy District Attorney Cynthea Gregory informed the board that the county manager would not be able to attend the meeting. Refer to agenda item 7.

**10. CLOSING PUBLIC COMMENTS.**

Chairperson Doughty asked for public comment.

There being no public comment, public comment was closed.

**MEETING ADJOURNED AT 11:08 A.M.**



Lib. Board of Trustees Mtg 8/22/23  
Consent Calendar  
Agenda Item 4a

Gift Fund Claims  
July / August 2023

*Amazon	Supplies for Tween Art program	04524	\$ 100.82
Amazon	Monitor for 3D printer	04526	\$149.99
Amazon	Items for Bilingual Storytime from Dollar General funding	04529	\$ 116.30
Amazon	3D printer supplies from grant funds	04542	\$ 43.98
Amazon	Sign for "The Nook" manga area	04544	\$ 86.96
*DoCo Procurement Program	Items for Tea Party and Reading FURends	8543	\$ 175.15
*DoCo Procurement Program	Gift cards for Employee Recognition; items for Adult Crafters'	3849	\$ 85.26
*DoCo Procurement Program	Shipping costs for new library program material	5774	\$ 7.15

\*Funding/partial funding by Friends of the Library

## GIFT FUND EXPENDITURES REPORT FY 23-24

8/14/2023

Vendor	Voucher	Date	Programs	Library Materials	All Others	Notes
Swank Movie Licensing USA	04413	4/11/2023	370.83			Copyright compliance movie license DLT 10 months \$370.83 7/1/23-4/30/24 FY23-24
Swank Movie Licensing USA	04482	8/13/2023	1,438.00			Swank public performance site movie license 7/1/23-8/30/24
Amazon	04506	7/10/2023			38.25	Dollar General funds
Petty Cash	04510	7/11/2023	27.00			DLT Summer Reading grand prizes
Amazon	04519	7/17/2023			214.77	3D Printer Supplies
Amazon	04524	7/18/2023	100.82			Tween Art Program (FOL)
Amazon	04526	7/19/2023			149.99	3D monitor
Amazon	04529	7/25/2023	118.30			Bilingual - Dollar General
Amazon	04544	8/4/2023			86.96	Sign for The Nook manga area
Amazon	04542	8/3/2023			43.98	3D printer supplies
Do Co Procurement Program	8543	8/4/2023	175.15			\$59.95 refreshments for Tea Party; \$115.21 items for Reading FUNds
Do Co Procurement Program	3849	8/4/2023	85.28			\$60 gift cards for Employee Recognition; \$25.28 items for Adult Crafters'
Do Co Procurement Program	5774	8/4/2023			7.15	Shipping costs for library program items
						Grand Total:
<b>TOTALS</b>			2,313.36	0.00	541.10	<b>\$2,854.46</b>
			Programs	Materials	All others	\$2,854.46

Lib. Board of Trustees Mtg 8/22/23

Agenda Item #5a

Douglas County Public Library

Budget Summary

Fiscal Year 2023-2024

Month End 7/31/2023

% of Fiscal Year

8.3%

EXPENDITURE ACCOUNTS

**Salaries & Wages**

Budgeted	Augments	Current month	Year-to-date	% Used
\$1,028,784		\$56,078	\$56,078	5%

**Benefits**

Budgeted	Augments	Current month	Year-to-date	% Used
\$535,195		\$28,137	\$28,137	5%

**Services & Supplies**

Budgeted	Amend-ments	YTD Current month	YTD Encumber	Year-to-date	% Used
\$680,438		\$25,916	\$0	\$25,916	4%

Some individual lines are paid only once per year, in July and will therefore show a higher than expected percentage of disbursements in the early months of a fiscal year.

**Capital Outlay \*\***

Budgeted	Amend-ments	Current	YTD Encumber	Year-to-date	Amended Less YTD	% Used
\$0		\$0	\$0	\$0	\$0	0%

**Capital Projects \*\*** 224-804-562-000 & 224-804-564-500

Budgeted	Amended Budget	Current	YTD Encumber	Year-to-date	Budget less YTD	% Used
\$0						

\*\* These are pass-through accounts. During the year money will be transferred from Services & Supplies lines or money will be augmented by grant payments. Any single item costing \$50,000 or more will pass through this account. Augmentations are done as needed per fiscal year, and so these accounts can show a negative balance.



# Library Expense Budget Performance Report

Fiscal Year to Date 07/31/23  
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/Rec'd	Prior Year YTD
Fund 224 - Library	Account Description									
Department 804 - Library	EXPENSE									
<i>Salaries &amp; Wages</i>										
510.000	Salaries & Wages	1,028,784.00	.00	1,028,784.00	43,795.64	.00	43,795.64	984,988.36	4	41,450.08
511.165	Holiday Overtime	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.167	Vacation Payout	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.169	Camp Payout	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.170	Overtime	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.171	Holidays	.00	.00	.00	.00	.00	.00	.00	+++	.00
511.172	Camp Paid	.00	.00	.00	3,656.64	.00	3,656.64	(3,656.64)	+++	2,728.32
511.173	Vacation	.00	.00	.00	254.56	.00	254.56	(254.56)	+++	759.64
511.174	Sick	.00	.00	.00	7,136.31	.00	7,136.31	(7,136.31)	+++	6,418.37
511.178	Sick Leave Payout	.00	.00	.00	1,235.19	.00	1,235.19	(1,235.19)	+++	3,240.29
511.999	Salaries-Offset	.00	.00	.00	.00	.00	.00	.00	+++	.00
<i>Salaries &amp; Wages Totals</i>										
		\$1,028,784.00	\$0.00	\$1,028,784.00	\$56,078.34	\$0.00	\$56,078.34	\$972,705.66	5%	\$54,596.70
<i>Employee Benefits</i>										
511.181	Retirement	333,853.00	.00	333,853.00	16,288.11	.00	16,288.11	317,564.89	5	15,640.86
511.182	Workers Comp	23,139.00	.00	23,139.00	1,640.27	.00	1,640.27	21,498.73	7	1,540.57
511.183	Group Insurance	149,143.00	.00	149,143.00	8,584.97	.00	8,584.97	140,558.03	6	4,795.16
511.184	Unemployment	5,207.00	.00	5,207.00	283.01	.00	283.01	4,923.99	5	345.09
511.186	Medicare	15,079.00	.00	15,079.00	781.49	.00	781.49	14,297.51	5	779.02
511.189	Cell Phone Stipend	2,040.00	.00	2,040.00	.00	.00	.00	2,040.00	0	.00
511.195	Social Security	26.00	.00	26.00	.00	.00	.00	26.00	0	.00
511.201	PERS-Rel-Medical	6,708.00	.00	6,708.00	559.00	.00	559.00	6,149.00	8	559.00
<i>Employee Benefits Totals</i>										
		\$535,195.00	\$0.00	\$535,195.00	\$28,136.85	\$0.00	\$28,136.85	\$507,058.15	5%	\$23,659.70
<i>Services &amp; Supplies</i>										
520.000	SERVICES & SUPPLIES	.00	.00	.00	.00	.00	.00	.00	+++	.00
520.029	Program Underwriting	3,286.00	.00	3,286.00	209.86	.00	209.86	3,076.14	6	32.75
520.045	Computer System - County Created	.00	.00	.00	.00	.00	.00	.00	+++	3,292.41
520.055	Telephone Expense	.00	.00	.00	.00	.00	.00	.00	+++	1,454.91
520.060	Postage/Po Box Rent	2,430.00	.00	2,430.00	.00	.00	.00	2,430.00	0	267.99
520.064	Travel	9,939.00	.00	9,939.00	.00	.00	.00	9,939.00	0	278.25
520.072	Advertising	26,932.00	.00	26,932.00	.00	.00	.00	26,932.00	0	324.00
520.078	Printing & Binding	888.00	.00	888.00	76.96	.00	76.96	811.04	9	79.44
520.085	Telephone/Communications	20,180.00	.00	20,180.00	1,084.82	.00	1,084.82	19,095.18	5	811.10
520.088	Utilities	35,175.00	.00	35,175.00	2,538.54	.00	2,538.54	32,636.46	7	2,659.75
520.097	Maint Bags	3,948.00	.00	3,948.00	188.93	.00	188.93	3,759.07	5	125.04
520.098	Janitorial Services	33,944.00	.00	33,944.00	.00	.00	.00	33,944.00	0	.00
520.107	Maint Equip	2,798.00	.00	2,798.00	.00	.00	.00	2,798.00	0	.00
520.114	Motor Pool Expense	5,992.00	.00	5,992.00	.00	.00	.00	5,992.00	0	468.00



# Library Expense Budget Performance Report

Fiscal Year to Date 07/31/23  
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 224 - Library	EXPENSE									
Department 804 - Library										
	<i>Services &amp; Supplies</i>									
520.116	Vet. Maint-Co Shop	1,806.00	.00	1,806.00	.00	.00	.00	1,806.00	0	.00
520.136	Rents & Leases Equipment	3,865.00	.00	3,865.00	.00	.00	.00	3,865.00	0	279.44
520.156	Risk Mgmt-Co. Insurance	36,609.00	.00	36,609.00	.00	.00	.00	36,609.00	0	.00
520.169	EMRB Assessment	.00	.00	.00	.00	.00	.00	.00	+++	.00
520.170	Memberships	1,000.00	.00	1,000.00	.00	.00	.00	1,000.00	0	.00
520.194	Cellular Phones	.00	.00	.00	.00	.00	.00	.00	+++	.00
520.200	Training & Education	3,000.00	.00	3,000.00	.00	.00	.00	3,000.00	0	.00
520.240	Data Lines	4,104.00	.00	4,104.00	178.48	.00	178.48	3,925.52	4	129.97
520.256	Risk Mgmt Cost Allocation	19,061.00	.00	19,061.00	.00	.00	.00	19,061.00	0	.00
521.100	Professional Services	28,915.00	.00	28,915.00	1,561.00	.00	1,561.00	27,354.00	5	.00
521.134	Cataloging	13,953.00	.00	13,953.00	7,701.47	.00	7,701.47	6,251.53	55	7,652.11
521.500	Central Svcs Cost Allocation	203,842.00	.00	203,842.00	.00	.00	.00	203,842.00	0	.00
530.001	Circulation Supplies	1,887.00	.00	1,887.00	148.58	.00	148.58	1,738.42	8	96.93
532.003	Gas & Oil	3,123.00	.00	3,123.00	72.00	.00	72.00	3,051.00	2	255.22
532.054	Library Materials-Books	163,269.00	.00	163,269.00	7,128.43	.00	7,128.43	156,140.57	4	24,048.86
532.057	Processing Materials	8,614.00	.00	8,614.00	112.64	.00	112.64	8,501.36	1	269.92
532.059	Library Materials-Digital	35,000.00	.00	35,000.00	.00	.00	.00	35,000.00	0	.00
532.065	Institutional Supplies	.00	.00	.00	.00	.00	.00	.00	+++	.00
533.800	Office Supplies	4,032.00	.00	4,032.00	1,845.40	.00	1,845.40	2,186.60	46	231.73
533.802	Small Equipment	99.00	.00	99.00	.00	.00	.00	99.00	0	.00
533.806	Software	.00	.00	.00	.00	.00	.00	.00	+++	.00
533.813	Office Products Program	2,315.00	.00	2,315.00	33.70	.00	33.70	2,281.30	1	21,236.93
533.817	Small Projects	.00	.00	.00	3,035.50	.00	3,035.50	(26.50)	101	380.28
540.010	Grants-Services & Supplies	.00	.00	.00	.00	.00	.00	.00	+++	.00
540.012	Statewide Collection Gran	.00	.00	.00	.00	.00	.00	.00	+++	.00
550.100	Bank Fees-Credit Card Processing	432.00	.00	432.00	.00	.00	.00	432.00	0	.00
555.755	Investment Service Fees	.00	.00	.00	.00	.00	.00	.00	+++	.00
	<i>Services &amp; Supplies Totals</i>	\$680,438.00	\$3,009.00	\$683,447.00	\$25,916.31	\$0.00	\$25,916.31	\$657,530.69	4%	\$64,436.49
	<i>Capital Outlay/Projects</i>									
562.000	Capital Projects	.00	.00	.00	.00	.00	.00	.00	+++	.00
	<i>Capital Outlay/Projects Totals</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
	<b>EXPENSE TOTALS</b>	\$2,244,417.00	\$3,009.00	\$2,247,426.00	\$110,131.50	\$0.00	\$110,131.50	\$2,137,294.50	5%	\$142,692.89
	Department 804 - Library Totals	(\$2,244,417.00)	(\$3,009.00)	(\$2,247,426.00)	(\$110,131.50)	\$0.00	(\$110,131.50)	(\$2,137,294.50)	5%	(\$142,692.89)
	Fund 224 - Library Totals	\$2,244,417.00	\$3,009.00	\$2,247,426.00	\$110,131.50	\$0.00	\$110,131.50	\$2,137,294.50		\$142,692.89
	<b>Grand Totals</b>	\$2,244,417.00	\$3,009.00	\$2,247,426.00	\$110,131.50	\$0.00	\$110,131.50	\$2,137,294.50		\$142,692.89



# Gift Fund Expense Budget Performance Report

Fiscal Year to Date 07/31/23  
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/Rec'd	Prior Year YTD
Fund 235 - Library Gift Fund										
Department 800 - Library Gift Fund										
	EXPENSE									
532.061	Library Gift Fund									
	<i>Services &amp; Supplies Totals</i>	.00	.00	.00	607.10	.00	607.10	(607.10)	+++	5,038.18
	EXPENSE TOTALS	\$0.00	\$0.00	\$0.00	\$607.10	\$0.00	\$607.10	(\$607.10)	+++	\$5,038.18
Department 800 - Library Gift Fund Totals		\$0.00	\$0.00	\$0.00	(\$607.10)	\$0.00	(\$607.10)	\$607.10	+++	(\$5,038.18)
Fund 235 - Library Gift Fund Totals		\$0.00	\$0.00	\$0.00	\$607.10	\$0.00	\$607.10	(\$607.10)	+++	\$5,038.18
Grand Totals		\$0.00	\$0.00	\$0.00	\$607.10	\$0.00	\$607.10	(\$607.10)		\$5,038.18



# Gift Fund Trial Balance Listing

Through 07/31/23  
 Detail Listing  
 Exclude Rollup Account

Account	Account Description	Balance Forward	YTD Debits	YTD Credits	Ending Balance	Prior Year	YTD Balance
Fund 235 - Library Gift Fund							
Current Assets							
101,000	Cash	92,632.23	3,310.82	3,429.99	92,513.06	81,134.66	
101,090	Investment-FMV Adjust	(2,647.53)	.00	.00	(2,647.53)	(1,445.96)	
121,100	Interest Receivable	400.45	.00	55.13	345.32	330.00	
	<i>Current Assets Totals</i>	\$90,385.15	\$3,310.82	\$3,485.12	\$90,210.65	\$80,018.70	
202,000	Accounts Payable	(3,026.15)	3,379.99	557.10	(203.26)	(1,387.52)	
	<i>Current Liabilities Totals</i>	(\$3,026.15)	\$3,379.99	\$557.10	(\$203.26)	(\$1,387.52)	
	<i>Fund Balance</i>	(67,111.49)	.00	.00	(67,111.49)	(67,111.49)	
253,000	Fund Balance						
	<i>Fund Balance Totals</i>	(\$67,111.49)	\$0.00	\$0.00	(\$67,111.49)	(\$67,111.49)	



# Gift Fund Income Statement

Through 07/31/23  
Detail Listing  
Exclude Rollup Account

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
Fund Category	Governmental Funds						
Fund Type	Governmental-Spec Revenue						
Fund	235 - Library Gift Fund						
	REVENUE						
	Department 000 - Revenue						
	Miscellaneous Revenue						
367.102	Donations	.00	3,255.69	3,255.69	(3,255.69)	+++	16,466.18
	Miscellaneous Revenue Totals	\$958.00	\$3,255.69	\$3,255.69	(\$2,297.69)	340%	\$16,557.87
	Department 000 - Revenue Totals	\$958.00	\$3,255.69	\$3,255.69	(\$2,297.69)	340%	\$16,557.87
	REVENUE TOTALS	\$958.00	\$3,255.69	\$3,255.69	(\$2,297.69)	340%	\$16,557.87
	EXPENSE						
	Department 800 - Library Gift Fund						
	Services & Supplies						
532.061	Library Gift Fund	.00	607.10	607.10	(607.10)	+++	5,038.18
	Services & Supplies Totals	\$21.00	\$607.10	\$607.10	(\$586.10)	2,891%	\$5,038.18
	Department 800 - Library Gift Fund Totals	\$958.00	\$607.10	\$607.10	\$350.90	63%	\$5,038.18
	EXPENSE TOTALS	\$958.00	\$607.10	\$607.10	\$350.90	63%	\$5,038.18
	Fund 235 - Library Gift Fund Totals						
	REVENUE TOTALS	958.00	3,255.69	3,255.69	(2,297.69)	340%	16,557.87
	EXPENSE TOTALS	958.00	607.10	607.10	350.90	63%	5,038.18
	Fund 235 - Library Gift Fund Net Gain (Loss)	\$0.00	\$2,648.59	\$2,648.59	\$2,648.59	+++	\$11,519.69
	Grand Totals						
	REVENUE TOTALS	958.00	3,255.69	3,255.69	(2,297.69)	340%	16,557.87
	EXPENSE TOTALS	958.00	607.10	607.10	350.90	63%	5,038.18
	Grand Total Net Gain (Loss)	\$0.00	\$2,648.59	\$2,648.59	\$2,648.59	+++	\$11,519.69





# Douglas County Public Library

## STRATEGIC PLAN GOALS

### 2022 - 2027

#### CORE VALUES

Freedom of Access and Information, Stewardship and Accountability, Equitable Service and Treatment, Quality Service, Community Engagement, and Professional Development.

#### MISSION

The Douglas County Public Library meets the informational, educational, recreational and cultural needs of the people of Douglas County by providing a comprehensive and high quality collection of materials, programs, services and technology.

We actively engage in community outreach by providing a relevant and diverse collection aimed at serving the existing, evolving and changing needs and wants of everyone who uses the Library and depends on the Library for educational, social, personal and professional development.

#### VISION

Over the next five years, the Douglas County Public Library is committed to the broader goal of building a truly literate and informed community where existing, evolving and changing individual educational, informational, recreational and cultural needs and wants are met.

The Douglas County Public Library will become a trusted and definitive place for all people and a primary gateway of educational, informational, recreational, and cultural activities by offering a welcoming and inviting place for people to use, striving to routinely improve and enhance the collection of materials, programs, services and technology, and by working collaboratively with community stakeholders.

#### FACILITY IMPROVEMENTS

FI Goal No. 1: Within six months to a year of adoption of this five-year strategic plan, the Douglas County Public Library will develop expanded teen and young adult services and a dedicated space.

FI Goal No. 2: By 2024, the Douglas County Public Library will hire a firm to renovate and reconfigure the existing space at the Minden Library and at the Lake Tahoe Branch in order to improve overall program, resource, and service delivery.

FI Goal No. 3: By 2025, the Douglas County Public Library will develop a dedicated space for programming and education in order to support the development of a supporting technology curriculum.

FI Goal No. 4: By December 2027, the Douglas County Public Library will complete the planning and begin the development of facility improvements needed to support additional program, resource, and service development.

FI Goal No. 5: By the end of this five-year strategic planning horizon, the Douglas County Public Library will complete the plans for and begun implementation of a new branch library, the renovation of the current Minden Branch, or some combination dependent upon resource availability.

#### OPERATIONS, PROGRAMS, RESOURCES, AND SERVICES

OPRS Goal No. 1: Within six months to a year of adoption of this five-year strategic plan, the Douglas County Public Library will successfully and measurably expand overall participation in the existing Summer Reading Program.

OPRS Goal No. 2: By 2025, the Douglas County Public Library will increase overall attendance at and participation in the Library's various youth programs by 80 percent.

OPRS Goal No. 3: The Douglas County Public Library will successfully develop and implement at least five new programs designed to serve identified underserved populations including, but not limited to, specific racial and ethnic populations by December 2027.

OPRS Goal No. 4: The Douglas County Public Library will successfully develop and deliver different programs, resources, and services, with explicit methodologies for implementation, designed to address the existing and evolving technology needs of adults by December 2027.

OPRS Goal No. 5: Over the next five years, the Douglas County Public Library will increase overall library usage by 5 percent each year.

OPRS Goal No. 6: Over the next five years, the Douglas County Public Library will seek out and attempt to secure grant funding opportunities in order to support Library programs, resources, and services.

#### COMMUNITY OUTREACH AND ENGAGEMENT

COE Goal No. 1: Within six months of adoption of this strategic plan, the Douglas County Public Library will develop a comprehensive public relations campaign which will include staff training on the development and execution of various marketing strategies.

COE Goal No. 2: By the end of 2023, the Douglas County Public Library will expand its existing partnership and engagement with the Washoe Tribe to include participation in Tribal events.

COE Goal No. 3: Using existing metrics, the Douglas County Public Library will significantly and measurably increase overall public perception and engagement by 2024.

COE Goal No. 4: By December 2027, the Douglas County Public Library will increase the total number of active community partnerships with Douglas County stakeholders to a minimum target of ten new partnerships.

COE Goal No. 5: Over the next five years, the Douglas County Public Library will increase overall participation in community events and activity outreach and engage with various stakeholders and community organizations in order to more effectively promote Library programs, resources, and services.



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN

**APPROVED JUNE 1, 2017**

PRODUCED BY **OnStrategy**

# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



### TABLE OF CONTENTS

- Overview of the Planning Process ..... 3
- Strategic Plan Purpose & Structure ..... 3
- Current State of the County ..... 4
  - Summary of Current State..... 5
  - County Profile..... 5
  - Community Trends: Demographics ..... 6
  - Community Trends: Economics ..... 9
- County’s Strategic Direction ..... 12
  - Mission Statement ..... 13
  - Values Statement ..... 13
  - Vision Statement & Strategic Objectives..... 13
  - Strategic Objectives & Initiatives At-A-Glance ..... 14
- Strategic Objectives Detail ..... 16
  - Strategic Objective: Financial Stability ..... 19
  - Strategic Objective: Infrastructure ..... 21
  - Strategic Objective: Organizational Sustainability ..... 24
  - Strategic Objective: Economic Vitality ..... 26
  - Strategic Objective: Safe Community..... 29
  - Strategic Objective: Natural Resources, Culture & Quality of Life ..... 32
- Appendix ..... 34
  - Data used to inform current state..... 35
  - SWOT..... 36





### OVERVIEW OF THE PLANNING PROCESS

The process to develop the strategic roadmap for the organization – guiding decisions for the next five years and beyond. The planning process took place over five months in 2017 as follows:

**Jan. 2017 – External and Internal Assessment:** External and internal assessment to include input from the Board of County Commissioners (BOCC), Elected Officials, Town Managers and Department Heads, a Citizen Survey with 294 respondents and secondary data collection to establish major community trends.

**Early Feb. 2017 – BOCC Retreat:** BOCC one-day retreat, including Electeds, Town Managers, Department Heads and citizens, to set the strategic direction and strategic objectives. Total participant count was between 30-40.

**Late Feb. 2017 – Electeds, Department Heads and Town Managers Workshop:** Electeds, Town Managers, Department Heads developed the draft initiatives, roadmaps and funding requirements for all strategic objectives.

**March 2017 – Public Comment:** The draft strategic plan was published and sent out to gather feedback from citizens regarding the strategic objectives. Total survey respondents were 102.

**April-May 2017:** Strategic Plan submitted to the Board for approval and rollout out to staff as well as the community.

Additional information regarding the strategic plan can be found at [www.DouglasCountyNV.gov](http://www.DouglasCountyNV.gov).

### STRATEGIC PLAN PURPOSE & STRUCTURE

The strategic plan is intended to be a roadmap articulating objectives and direction for the County. Because change is constant, the plan is to be both a constant and be responsive to changing community needs. The plan achieves this balance by the BOCC and senior staff reviewing it annually with modifications to the annual items (initiatives and action items) and for consistency of the multi-year items (mission, vision and strategic objectives).

To facilitate effective implementation, the strategic plan is structured as a cascade from the large strategic objectives to annual action items. Progress against the initiatives will be reported twice a year.

Plan Level	Planning Item	Champion	Frequency of Update
1	Strategic Objectives	BOCC	5 Years
1.1.	Initiatives	County Manager, Department Heads, Town Managers & Electeds	~ 3 Years reviewed annual before the budget process
1.1.1.	Major Milestones/Action Items	Managers	1 Year





# CURRENT STATE OF THE COUNTY



### SUMMARY OF CURRENT STATE

**Douglas County’s infrastructure and services needs will put pressure on a budget that is relatively stable due to modest population increases and steady revenues for the foreseeable future.**

In summary, based on the current state analysis reviewed during the February BOCC workshop and detailed in the following pages (5-11), the long-term strategic issues facing Douglas County are:

- While the County offers appealing natural resources and quality of life to families and working-age adults, available housing is limited, expensive and not keeping up with potential demand by working families. Wages are also not keeping up with the cost of living in the County.
- Potential new employers that would continue to diversify the County’s economy, raise wages and further diversify revenue sources for the County are less likely to choose to locate to or expand into Douglas County if the population continues to be dominated by retired residents and the required workforce is not available or unable to afford to live in the County.
- County revenues from taxes are limited by law, requiring the County to defer initiatives that will have positive, long-term effects for residents and current and potential businesses while the County works to identify alternative sources to fully fund strategic priorities.

\*\*See the Appendix for sources.

### COUNTY PROFILE

Figure 1 Douglas County, NV Highlights	
Year Established	1861
Area (Land and Water in Square Miles)	737.7
County Size Ranking	15
Percentage of Federal Lands	67.9%
2015 Population Estimate	47,710
Percentage increase in Population since 2010	1.5%
Housing Units	24,533
Percentage increase in Housing Units since 2010	1.8%
Number of New Residential Permits in 2015	146
Average Sales Price for Single Family Homes (2015)	\$395,332
Number of Jobs in 2015	18,715
Average Wage for all Industries in 2015	\$42,073
Poverty Rate	10.5%
Median Family Income (HUD, FY 2016)	\$69,400
High School Graduation Rate (Class of 2014)	90.61%

\*Lake and Valley sales included

source: Douglas County Master Plan





### COMMUNITY TRENDS: DEMOGRAPHICS

#### Demand for County Services will remain steady with modest population increases.

The current population of Douglas County is 47,710, according to the most recent estimate from the U.S. Census Bureau (July 2015). This represents a 1.5% increase from 2010 population of 46,997 and an average annual growth rate of .3%.

Douglas County U.S. Census Population			
YEAR	POPULATION	DIFFERENCE VS. PREV. YEAR	% DIFFERENCE VS. PREV. YEAR
2010	46,997		
2011	47,021	+24	+0.05%
2012	46,986	-35	-0.07%
2013	47,057	+71	+0.15%
2014	47,519	+462	+0.98%
2015	47,710	+191	+0.40%

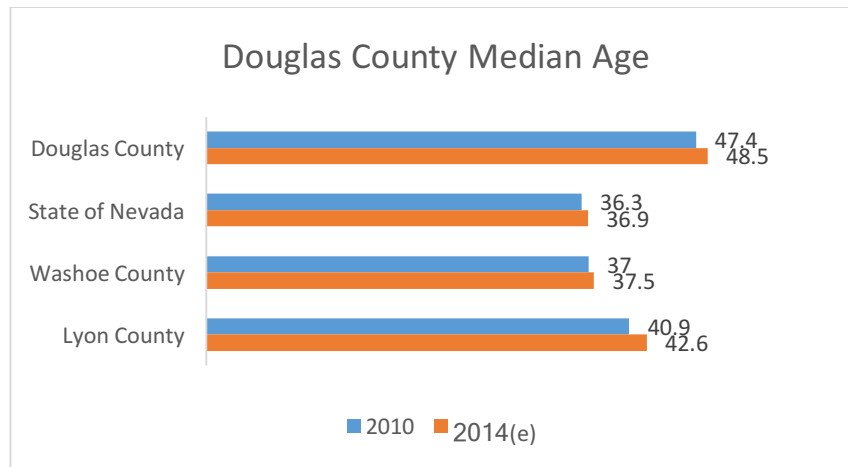
\*\*Source: 2010 U.S. Census

#### Increasing median age will present a challenge for employers' workforce needs and could stretch the County's health care resources.

Following national trends, median ages in Nevada are increasing; over the 15-year period, Douglas County's median age increased by 1.1 years. The populations in Nevada's rural counties, including Douglas, have an older median age than the state and the larger Washoe County. The fact that Douglas County has an older population and that its median is anticipated to continue to rise does indicate that demand for healthcare services, senior services and public transportation could increase. The median age also points to a workforce challenge for Douglas County's employers: more retired residents out of the workforce will make it difficult for growing and new businesses to fill open positions.

- Douglas County's 65+ population represents 20.2% of its total population (compared to the State's 65+ population representing 12% of the state population).
- People 44 years of age and younger in Douglas County have decreased by 11% between 2000 and 2015.





### **New residents and employers will be attracted to Douglas County’s healthy community**

Residents’ and healthcare professionals’ perception of the County as a healthy, active community is an asset that will appeal to both future residents and businesses. In fact, according to a nation-wide survey that ranks counties’ health, Douglas County ranks the highest among all 17 Nevada counties.

The insights and data from the 2016 Douglas County Health Needs Assessment (CHNA), show that many of the ‘weak points’ in the County’s ability to meet the community’s health needs (e.g., access, abuse, safe water) have a larger impact on younger (non-retirees), non-English-speaking and under or uninsured residents.

**Results from the CHNA community survey, the community indicated that the top three contributors to people’s health and well-being were:**

1. “A sense of community”
2. “Clean air”
3. “Access to community parks, trails, events and facilities”

**Residents rating of the overall health of the community:**

- 78.7% of Douglas County residents rate the overall health of the community as “Healthy” (74.2%) or “Very Healthy” (4.5%).
- 82.1% rated their personal health as “Good” (57.9%) or “Excellent” (24.2%); down slightly from 2013 when 85.6% rated their personal health as excellent or good.

**The community felt that the top health needs the Douglas County community faces are:**

- Cost of healthcare 13.5%
  - 19.8% did not see a doctor in the past year because of the cost
- Access to healthcare 10.4%
  - After-work hours, accepting insurance and (in)ability to take time off work were top three access issues





# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



- Mental illness 8.9%
- Obesity 8.3%
- Drug abuse 6.3%
- Alcohol abuse 6.1%

**92.3% of the survey sample reported having any kind of health care coverage / insurance.**

### The CHNA identified areas for improvement:

- Lack of resources available in Spanish and a low tolerance among healthcare providers when translation services are needed;
- Lack of awareness of resources available;
- 27.4% of Douglas County adults have used illicit drugs (vs. 9.35% statewide); binge drinking among adolescents (26.8%) and alcohol-related motor vehicle accidents (48%) are both significantly higher than the state overall (17.5% and 33%, respectively);
- Lack of insurance or underinsurance are barriers for community access to health care services;
- One-third of Douglas County's population is served by water systems that do not meet all health-based standards (1% of state's population are served by under-performing systems);
- Lower vaccination rates (34% vs. 37% statewide).

ORGANIZATIONAL  
SUSTAINABILITY

SAFE  
COMMUNITY

FINANCIAL  
STABILITY

NATURAL  
RESOURCES,  
CULTURE, QOL

INFRASTRUCTURE

ECONOMIC  
VITALITY



### COMMUNITY TRENDS: ECONOMICS

#### Current County property taxes face a cap, potentially limiting County revenue

Douglas County is comprised of 31 taxing districts, including fifteen General Improvement Districts (GIDs) and two redevelopment Districts (Carson Valley and Stateline). Douglas County's major source of revenue is its property tax (also known as Ad Valorem) from commercial and residential, agriculture property, and personal property including commercial and aircraft. There is a cap on increases in residential property tax of 3% and commercial property tax, including rental property, of 8%, based on the increase/decrease in value of property. Sales tax is another source of revenue and is guaranteed by the state (e.g., \$1.2M received in October 2016, despite the County collecting only \$826,815).

#### Declining K-12 student population affects the School District's revenue from the State and may have a negative impact on available workforce

The County's school district has experienced a 13.5% decline in enrollment since 2000; which is in-line with Douglas' decrease in younger, family-age adults and the increase in the median age of its residents. As student count affects funding provided by the state, this decline can be a challenge: it costs the same to run the District's schools in terms of operations/facilities and employees (teachers and staff), but the County faces doing this with declining financial support from the State.

- 7,003 students in 2000; 6,054 2015 (-13.5%)
- Douglas County School District graduation rate: 90.61% (State = 70.77%)

#### A higher percentage of residents with college degrees could be attractive to potential employers

Douglas County has a higher percentage of residents who hold a Bachelor's or Master's degree than the State overall; assuming that not all of Douglas County's residents with higher degrees are retired, this may be a valuable benefit to employers who require a high-skilled workforce considering relocating to or starting in Douglas County.

- As of 2012, 34.5% of Douglas County residents held a Bachelor's or higher degree (Statewide = 29.6%; National = 39.1%)

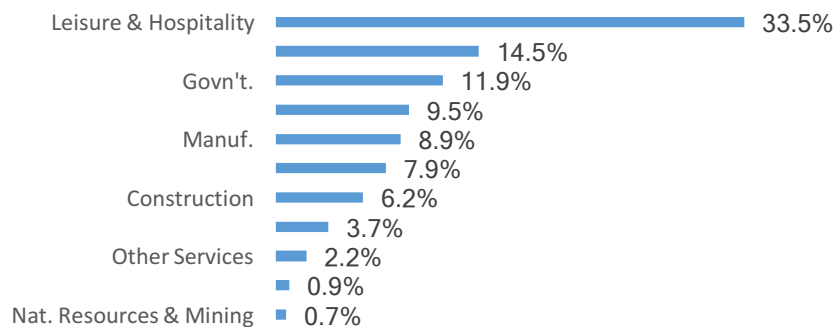


### For working families, Douglas County wages are not keeping up with the rising cost of housing

#### Douglas County Jobs & Wages

Douglas County’s economy is beginning to improve in the aftermath of the Great Recession, but total employment, which was 18,715 for 2015, has not recovered to the pre-Recession levels. The percent of Douglas County’s jobs that are in the leisure and hospitality industry are the highest of any county in Nevada, despite the State’s downward trend in gaming drop. The highest average annual wages are earned by those employed in the Information industry, a small segment of Douglas County’s jobs. The School District’s impressive 90.61% graduation rate provides a viable, if small, workforce for jobs that do not require a secondary education. It is worth noting that the below percentages are based on a total of 18,698 private and public jobs in Douglas County in 2015. The average annual wage: \$42,073. STEM workforce avg. pay \$85K vs. \$44K for all jobs

Douglas County Employment by Industry (2015)



#### Homeownership

Douglas County enjoys a high home ownership rate—likely due to the number of retirees relocating to the community from other counties and states. Younger Douglas County families face a tight and expensive housing market, however. The increase in housing units since 2010 did not keep pace with the rate of population growth in the same period. Douglas County’s median home price is 570% of residents’ median income. While Douglas County residents earn higher median family incomes than families in neighboring Nevada counties, unless more housing units become available to meet demand and lower prices, or more higher-paying jobs become available so that residents can keep up with the cost of housing, the County may not continue to be a viable option for families seeking to own or rent a home in Douglas.

- 2015 homeownership rate in DC=71.1% (v. 62.9% nationally; comparable to Lyon County’s 71.9%, higher than Carson City’s 58.2%)
- 24,533 housing units in 2015 (+1.8% v. 2010).



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



- Median home price \$395,332 in 2015 (+1.8% since 2010)
  - Tahoe median = 1007% of median income
  - Valley median = 570% of median income

As reference, Reno, NV median home price is 530% of median income and the Bay Area, CA is 838%
- 1 apartment complex built in past 5 years
  - Multi-family units in DC 6.1% of total housing (Carson City's = 21.6%)
  - Single-family units in DC 74% (higher than CC, Lyon)
  - Rental Vacancy 3%
- Median Family Income \$69,400 (HUD FY16)
  - 10.2% poverty rate in DC; 14.1% food insecure
  - 33.5% free and reduced lunches (v. 55% statewide 46% Lyon County SD)

### Lower unemployment rates and fewer residents of working age may limit growth of existing businesses and discourage new businesses from relocating to or starting in Douglas County

As Douglas County's unemployment rate continues to drop as projected, businesses will find it more challenging to fill open positions—this can limit growth of existing businesses, discourage new businesses establishing in the County and prevent businesses from relocating to the County from other Nevada counties or other states. Furthermore, with demand for 55,000 anticipated new jobs in the EPIC Report as Tesla, Switch, and other businesses ramp up, it is possible that those businesses will tap in to Douglas County's workforce, pulling employees away from Douglas County-based businesses. November Unemployment: 4.9% 12-month unemployment benefit claims as of November 2016 lowest since mid-2007

Unemployment Rate Ended May				
	Douglas County	Carson City	State of Nevada	United States
2005	4.3%	4.2%	3.9%	4.9%
2010	14.0%	13.2%	13.3%	9.3%
2016	6.2%	6.5%	6.2%	4.5%





# COUNTY'S STRATEGIC DIRECTION



### MISSION STATEMENT

---

Working together with integrity and accountability, the Douglas County team is dedicated to providing essential and cost-effective public services fostering a safe, healthy, scenic, and vibrant community for the enjoyment of our residents and visitors.

### VALUES STATEMENT

---

<b>Integrity</b>	We demonstrate honest and ethical conduct through our actions.
<b>Accountability</b>	We accept responsibility for our actions.
<b>Customer Service</b>	We deliver efficient and effective service with an attitude of respect and fairness.
<b>Leadership</b>	We establish the tone and direction for success motivating and inspiring others to accomplish a shared vision.
<b>Communication</b>	We ensure open dialogue through proactive listening and sharing of information throughout the organization and the community.
<b>Teamwork</b>	We work together to achieve shared goals.

### VISION STATEMENT & STRATEGIC OBJECTIVES

---

A community to match the scenery!

We will achieve our vision by...

- Providing for the maintenance and **infrastructure** necessary to meet current and future service levels.
- Valuing our employees and work to develop a **workforce** that serves and is valued by County citizens.
- Ensuring **financial stability** that allows for sustainable planning and maintenance of the County's resources.
- Partnering to ensure the County's **economic vitality**.
- Committing to the protection and **safety of its citizens** through professional public safety and emergency services.
- Preserve the County's **natural resources, cultural heritage** and other assets to create the ideal destination for residents and visitors alike while ensuring orderly and sustainable development of the community.



### STRATEGIC OBJECTIVES & INITIATIVES AT-A-GLANCE

---

#### Financial Stability Strategic Objective:

Douglas County's financial stability allows for sustainable planning and maintenance of the County's resources.

- **COUNTY FACILITY PLAN:** Develop facilities plan to address County's future needs, including long-term strategy for all County offices.
- **IMPACT FEES:** Develop a feasibility study relating to impact fees.
- **LONG-TERM FINANCIAL STRATEGIES:** Develop strategies to address long-term financial stability to expend County resources to keep up with demand.
- **PRIORITY-BASED BUDGETING:** Renew efforts on Priority Based Budgeting Program for on-going useful and accountable financial and budget decision making.
- **INTERNAL CONTROLS:** Become compliant with software licensing and financial internal control requirements.

#### Infrastructure Strategic Objective:

Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels for roads, facilities, County facilities and assets, sewer, water and storm water.

- **STORMWATER MASTER PLAN:** Complete the Countywide stormwater master plan including a long-term funding strategy.
- **TRANSPORTATION MASTER PLAN:** Complete update of Transportation Master Plan to include identification of future alternative truck & through traffic routes as envisioned in the Valley Vision Plan.
- **BROADBAND AVAILABILITY:** Develop and implement a Dig Once policy to expand broadband availability throughout the County.
- **ROAD MAINTENANCE:** Working in partnership with residents and businesses, develop long term solutions to fund preventative road maintenance.
- **WATER RATE STRUCTURES:** Develop multi-year and equitable water rate structures for the water systems throughout the County in partnership with residents and businesses.
- **SEPTIC CONVERSION:** Initiate a septic systems conversion program throughout the County.

#### Organizational Sustainability Strategic Objective:

Douglas County values its employees and develops a workforce that serves and is valued by County citizens.

- **COMPENSATION:** Design employee compensation package.
- **PERFORMANCE STANDARDS:** Align performance standards to strategic priorities.
- **MANAGEMENT PROGRAM:** Create/implement supervisory management program to develop internal talent.



### Economic Vitality Strategic Objective:

Douglas County will work with partners to ensure the County's Economic Vitality.

- **AFFORDABLE HOUSING DEVELOPMENT INCENTIVES:** Evaluate the potential of offering affordable housing development incentives through the update of the Housing Element of the Master Plan.
- **MARTIN SLOUGH TRAIL:** Complete right-of-way acquisition and construct the Martin Slough Trail.
- **DEVELOPMENT REVIEW PROCESS:** Evaluate development review process and staff support to identify opportunities to improve process flow.
- **REDEVELOPMENT PROGRAM:** Reevaluate the benefits of the Redevelopment Program and if needed identify priority projects and timeline.
- **PONY EXPRESS TRAIL:** Align stakeholders and develop a design for the Pony Express Trail as an additional tourism opportunity.
- **YEAR-ROUND CONFERENCE CENTER:** Work with local partners and stakeholders to initiate the development of a year-round conference/entertainment venue at Lake Tahoe (within Douglas County).
- **VACATION RENTAL ORDINANCE:** Evaluate the need to update the Vacation Rental Ordinance to include changes in on-line vacation rentals (AirBnb, VRBO, etc.).

### Safe Community Strategic Objective:

Douglas County will enhance and improve the provision of public safety and related services.

- **EMERGENCY OPERATIONS PLAN:** Revise Emergency Operations Plan and develop incident response guides by incident type.
- **HAZARD MITIGATION PLAN:** Annual update to FEMA required Hazard Mitigation Plan.
- **EOC TRAINING:** Implement EOC-related training to specific EOC Functions.
- **PUBLIC WARNING SYSTEMS & NOTIFICATION:** Ensure public warning systems & notifications programs are up to date and increase citizen participation overall in programs.
- **CITIZENS EMERGENCY RESPONSE TEAM:** Continue to engage citizen participation in the Citizens Emergency Response Team program.
- **BODY-WORN CAMERAS:** Implement state mandated body-worn camera programs.
- **NEIGHBORHOOD WATCH PROGRAM:** Expand and re-energize Neighborhood Watch Program.
- **MARIJUANA IMPACTS:** Prepare strategic responses for impact of recreational marijuana.

### Natural Resources, Culture & Quality of Life Strategic Objective:

Douglas County will preserve the natural environment, cultural heritage and other assets to create the ideal destination for residents and visitors alike while ensuring orderly and sustainable development of the community.

- **COUNTY MASTER PLAN:** Perform 20-year update to the County's master plan.
- **RECYCLING PROGRAM:** Initiate a Countywide recycling program.
- **USE OF LOCAL ASSETS:** Advocate for the usage, understanding and support of assets including public parks, trails, public libraries, local schools and local colleges in the County.
- **CONSERVATION ACT:** Secure passage of the Douglas County Conservation Act.





# STRATEGIC OBJECTIVE DETAIL



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



### KEY

The items are used in the detail area to explain various definitions and intention of the initiatives as follows:

⊕	<b>Managed Growth:</b> Managed growth is a key theme threaded throughout the plan. Specific initiatives are indicated with this symbol.
*	<b>Carry Forward:</b> The FY12-16 Strategic Plan initiatives that are active but not yet complete have been carried forwarded into this five year plan for continuity and completion.
◆	<b>Mandated:</b> Initiatives that are legislatively mandated and must be implemented
<b>BOLD</b>	<b>Lead Department:</b> Champions leading specific initiatives are indicated in bold.
<b>TRANSFORMATIONAL</b>	<b>Game Changing:</b> Great strategic plans reflect those areas that will significantly transform the future. Not everything can or should be transformational or game changing. This is not related to resource requirements, but specifically is an identification of significant shift that will change the future.
RESOURCES	<b>Funding Needs:</b> In order to achieve the key milestones in FY18, funding needs have been identified in the following brackets. If the initiative is not funded, the milestones will be pushed out to the subsequent year. \$ (<\$25K)    \$\$ (\$25K to \$250K)    \$\$\$ (Over \$250K)

Initiatives are numbered for easy identification and reference, not to indicate priority order.



# FINANCIAL STABILITY





### STRATEGIC OBJECTIVE: FINANCIAL STABILITY

**Douglas County’s financial stability allows for sustainable planning and maintenance of the County’s resources.**

**INTENT:** Douglas County’s finances will be recognized by staff, BOCC and County citizens to be in a healthy state. Contributing to the County’s financial stability will be, funding priorities by leveraging funds available from grants and exploring other revenues sources.

**STRATEGIC SHIFT:** The degree of shift expressed by the BOCC and staff in *the area of financial stability is to transform* where the County is today by funding priorities given there are more priorities than funds.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>1.1 COUNTY FACILITY PLAN:</b> Develop facilities plan to address County’s future needs, including long-term strategy for all County offices. * <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when a comprehensive facilities plan that addresses the needs of the County.</p>	County Manager	\$\$ One Time Supplies & Services	Develop a draft plan & funding options \$\$\$	Board consideration and implementation \$\$\$	Implementation \$\$\$
<p><b>1.2 IMPACT FEES:</b> Develop a feasibility study relating to impact fees. ⊕</p> <p>This initiative will be successfully completed when the study is submitted to the BOCC.</p>	County Manager	\$ One Time Supplies & Services	Evaluate & summarize regional uses of Impact Fees		
<p><b>1.3 LONG-TERM FINANCIAL STRATEGIES:</b> Develop strategies to address long-term financial stability in order to expend County resources to keep up with demand. *</p> <p>This initiative will be successfully completed when the County has a stable 5-year projection that fully funds the fiscal priorities of the Board.</p>	Finance	N/A	Board identifies priorities (projects, programs, etc.)	Align 5 year projections with strategic plan, including building healthy reserves	
<p><b>1.4 PRIORITY-BASED BUDGETING:</b> Renew efforts on Priority Based Budgeting Program for on-going useful and accountable financial and budget decision making. *</p> <p>This initiative will be successfully completed when Priority Based Budgeting model is fully utilized in the annual budgeting process.</p>	Finance, All departments	\$ One Time Supplies & Services	Implement new PBB software and additional staff training	Tie PBB model to annual budget	Evaluate effectiveness
<p><b>1.5 INTERNAL CONTROLS:</b> Become compliant with software licensing and financial internal control requirements.</p> <p>This initiative will be successfully completed when needed system licenses and financial internal control systems are in place.</p>	Technology Services, Finance	\$\$\$ One Time Supplies & Services	Implement Technology Fees Purchase system licenses & implement new systems	Report on compliance efforts	





# INFRASTRUCTURE





### STRATEGIC OBJECTIVE: INFRASTRUCTURE

**Douglas County will provide for the maintenance and infrastructure necessary to meet current and future service levels.**

**INTENT:** By identifying sustainable sources of funding, effective maintenance and operation of assets, integrating infrastructure plans throughout the County and following industry best practices, the County will meet current and anticipated future infrastructure needs, including roads, facilities, County facilities and assets, sewer, water, storm water and broadband.

**STRATEGIC SHIFT:** The degree of shift expressed by the BOCC and staff in *the area of infrastructure is to transform* where the County is today to providing more comprehensive, proactive maintenance, an expanded ability to prevent failures or disasters and preparing the County for future infrastructure needs such as broadband.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>2.1 STORMWATER MANAGEMENT PLAN:</b> Complete the Countywide stormwater master plan including a long-term funding strategy. * <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when the storm water master plan is approved and funded.</p>	<p><b>County Manager</b> with Public Works &amp; County Engineer</p>	<p>\$\$\$ Ongoing Personnel, Supplies &amp; Services, Capital</p>	<p>Develop Stormwater Management Plan including funding source for BOC consideration \$\$\$</p>	<p>Provide dedicated Stormwater Maintenance \$\$\$</p>	<p>Provide dedicated Stormwater Maintenance \$\$\$</p>
<p><b>2.2 TRANSPORTATION MASTER PLAN:</b> Complete update of Transportation Master Plan to include identification of future alternative truck and through traffic routes as envisioned in the Valley Vision Plan. * <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when this updated plan is adopted including an alternative truck route selected.</p>	<p><b>Community Development</b> with Public Works, Finance, DA, County Engineer</p>	<p>\$ One Time Personnel</p>	<p>Plan Adopted / route selected (completed) Environmental Assessment Funding identified \$</p>	<p>Environmental Assessment implemented \$\$\$</p>	<p>Environmental Assessment implemented \$\$\$</p>
<p><b>2.3 BROADBAND AVAILABILITY:</b> Develop and implement a Dig Once policy to expand broadband availability throughout the County. <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when Broadband is accessible throughout the County so the County is prepared for a connected future.</p>	<p><b>Public Works</b> with Community Development, IT, County Engineer</p>	<p>\$ One Time Personnel</p>	<p>Develop Dig Once Policy  Insert policy language in master plan</p>	<p>Modify design manuals and codes</p>	<p>Enforcement</p>
<p><b>2.4 ROAD MAINTENANCE:</b> Working in partnership with residents and businesses, develop long term solutions to fund preventative road maintenance. *<b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when local road maintenance is adequately funded, meeting the PCI goal of 70.</p>	<p>Public Works with PIO</p>	<p>\$\$\$ Ongoing Personnel, Supplies &amp; Services, Capital</p>	<p>Funding source identified</p>	<p>New policy and funding approved and begin Implementation</p>	



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>2.5 WATER RATE STRUCTURES:</b> Develop multi-year and equitable water rate structures for the water systems throughout the County in partnership with residents and businesses. * <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when the County understands the feasibility and efficiency of creating integrated water system for Lake Tahoe.</p>	<p><b>Public Works</b> with Finance, DA</p>	<p>\$\$\$ Ongoing Personnel, Supplies &amp; Services, Capital</p>	<p>Continue to execute in the Valley Identify whether consolidation of systems is a strategy Policy recommendation</p>	<p>Continue to execute in the Valley New policy adopted</p>	<p>Continue to execute in the Valley Implement: i.e., rate structure</p>
<p><b>2.6 SEPTIC CONVERSION:</b> Initiate a septic systems conversion program throughout the County. *</p> <p>This initiative will be successfully completed when proactive conversion to prevent groundwater degradation due to failed septic systems; public health issues avoided.</p>	<p><b>Public Works,</b> PIO, Building Dept., Finance, DA</p>	<p>\$\$\$ Ongoing Personnel, Supplies &amp; Services, Capital</p>		<p>\$\$ Public Communications Plan Preliminary Engineering analysis, Identify delivery options</p>	<p>\$\$\$ Policy adopted Communications and Program Implementation begins</p>



ORGANIZATIONAL  
SUSTAINABILITY

SAFE  
COMMUNITY

FINANCIAL  
STABILITY

NATURAL  
RESOURCES,  
CULTURE, QOL

INFRASTRUCTURE

ECONOMIC  
VITALITY



# ORGANIZATIONAL SUSTAINABILITY







### STRATEGIC OBJECTIVE: ORGANIZATIONAL SUSTAINABILITY

Douglas County values its employees and works to develop a workforce that serves and is valued by County citizens.

**INTENT:** The County will attract and retain high-quality public servants dedicated to providing exceptional service and building community confidence. These practices include investing in its staff and building talent from within, reinforced through a performance evaluation and compensation system that is tied to strategic goals and is fiscally sustainable.

**STRATEGIC SHIFT:** The degree of shift expressed by the BOCC and staff in *the area of organizational sustainability is to transform* where the County is today to become more competitive in compensation and professional development in order to attract and retain the talent needed to support the County now and into the future.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>3.1 COMPENSATION:</b> Design employee compensation package. <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when future compensation and value is clear to employees and tied to relevant economic and performance factors.</p>	HR, Finance	<p>\$\$\$</p> <p>Ongoing Personnel</p>	Cost of Living Adjustment and Merits up to 3%	Cost of Living Adjustment and Merits up to 3%	Update comp and class study, review band size
<p><b>3.2 PERFORMANCE STANDARDS:</b> Align performance standards to strategic priorities. <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when employees are engaged in and are held accountable to contributing based upon organizational strategic priorities.</p>	HR	N/A	New software and evaluation criteria	Fully trained supervisors in giving effective performance evaluations	
<p><b>3.3 MANAGEMENT PROGRAM:</b> Create/implement supervisory management program to develop internal talent. <b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when a group of employees have completed the program.</p>	HR, all	<p>\$</p> <p>Ongoing Supplies &amp; Services</p>	Program curriculum and parameters defined	Pilot class of existing managers	Program fully up and running





# ECONOMIC VITALITY





### STRATEGIC OBJECTIVE: ECONOMIC VITALITY

Douglas County will work with partners to ensure the County’s economic vitality.

**INTENT:** Douglas County will become a community with diverse businesses and workforce where shopping local is second-nature. Working with the local and regional Economic Development entities the County diversifies and expands its economy by leveraging the County’s skilled and educated workforce and vibrant accessibility to core areas. The appeal of Douglas County as a place to live, work and play are enhanced by developing an educated workforce that meets industry demands, matching education curriculum and opportunities to industry demands.

**STRATEGIC SHIFT:** The degree of shift requested in this area is **substantive**, with citizens looking to maintain and, in some cases, see an increase in a thriving business environment, parks, trails and open space.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>4.1 AFFORDABLE HOUSING:</b> Evaluate the potential of offering affordable housing development incentives through the update of the Housing Element of the Master Plan. ☺</p> <p><b>TRANSFORMATIONAL</b></p> <p>This initiative will be successfully completed when the development incentives are in place &amp; being readily used.</p>	<p><b>Community Development,</b> Economic Vitality</p>	<p>Ongoing Supplies &amp; Services \$\$</p>	<p>Develop incentives policy through the update of the Housing Element of the Master Plan</p>	<p>Modify Codes to incorporate incentives</p>	<p>Promote the use of available incentives to the development community</p>
<p><b>4.2 MARTIN SLOUGH TRAIL:</b> Complete R-o-W acquisition and construct the Martin Slough Trail.</p> <p>This initiative will be successfully completed when the Martin Slough Trail is built.</p>	<p><b>Community Development,</b> Economic Vitality, Community Services, Towns of Minden and Gardnerville, NDOT</p>	<p>N/A</p>	<p>Complete R-o-W Acquisition</p>	<p>Construct Trail</p>	
<p><b>4.3 DEVELOPMENT REVIEW PROCESS:</b> Evaluate development review process and staff support to identify opportunities to improve process flow. ☺</p> <p>This initiative will be successfully completed when processes have been evaluated and recommendations implemented. More applicant user-friendly processes: faster, easier, central point of contact.</p>	<p><b>County Manager,</b> Community Development, Public Works, Economic Vitality, Technology Services, Towns, other development entities</p>	<p>One Time Supplies &amp; Services \$</p>	<p>Outline and review process; identify facilitator \$</p>	<p>Review process &amp; report \$</p>	<p>Implement recommendations</p>



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>4.4 REDEVELOPMENT PROGRAM:</b> Reevaluate the benefits of the Redevelopment Program and if needed identify priority projects and timelines. ☺</p> <p>This initiative will be successfully completed when the Board gives direction about the future of Redevelopment Program and priority projects are identified, if needed.</p>	<p><b>County Manager,</b> Economic Vitality, Community Development, Finance, District Attorney</p>	N/A	Board gives direction on the future use of redevelopment, funding and projects (FY 17)		
<p><b>4.5 PONY EXPRESS TRAIL:</b> Align stakeholders and develop a design for the Pony Express Trail as an additional tourism opportunity. *</p> <p>This initiative will be successfully completed when the Conceptual Trail Plan is approved by the Board.</p>	<p><b>Economic Vitality,</b> Community Services</p>	N/A	Develop design for Board Approval		
<p><b>4.6 YEAR-ROUND CONFERENCE CENTER:</b> Work with local partners and stakeholders to initiate the development of a year-round conference/entertainment venue at Lake Tahoe (within Douglas County). *</p> <p>This initiative will be successfully completed when construction of the facility begins and is in use.</p>	<p><b>Economic Vitality,</b> District Attorney, Community Development, TDVA</p>	Ongoing Personnel, Supplies & Services, Capital \$\$\$	If approved by Board (FY17), collect the new tax.  Preliminary design & program - TDVA \$\$\$	Site analysis, scenic evaluations, financial analyses, environmental studies -TDVA \$\$\$	Environmental approval; Redevelopment funding consideration \$\$\$
<p><b>VACATION RENTAL ORDINANCE:</b> Evaluate the need to update the Vacation Rental Ordinance to include changes in on-line vacation rentals (AirBnB, VRBO, etc).</p> <p>This initiative will be successfully completed when The Vacation Rental Ordinance has been evaluated and recommended changes made.</p>	<p><b>Community Development,</b> District Attorney, Finance, Economic Vitality</p>	N/A	Evaluate and update ordinance		
<p><b>4.8 WORK-BASED LEARNING OPPORTUNITIES:</b> Create more work-based learning opportunities for students to gain insight into college majors and career pathways.</p> <p>This initiative will be successfully completed when there are systematic programs for students to be prepared for and placed in work-based learning opportunities with regular follow-up; the program considers the needs of both business and the student.</p>	<p><b>Economic Vitality,</b> School Districts, WNC &amp; Local Businesses</p>	N/A	Research other successful programs and work with School Districts to identify grant funding opportunities	Put program in place and developing work-based opportunities	Expanding program and opportunities



# SAFE COMMUNITY





### STRATEGIC OBJECTIVE: SAFE COMMUNITY

Douglas County commits to the protection and safety of its citizens through professional public safety and emergency services.

**STRATEGIC INTENT:** Douglas County citizens and visitors will feel they are part of a safe community due to low crime, quick response times by emergency services and open communications with law enforcement. The County contributes to being a safe community through citizen outreach and education activities as well as ensuring County staff and citizens are emergency-response ready.

**STRATEGIC SHIFT:** The degree of shift requested in this area is **modest** due to the fact that citizens said efforts should maintain but not necessarily increase, given the strong services levels currently experienced by the community.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>5.1 EMERGENCY OPERATIONS PLAN:</b> Revise Emergency Operations Plan and develop incident response guides by incident type. *</p> <p>This initiative will be successfully completed when the plan is revised and approved by the BOCC.</p>	<p><b>East Fork Fire and Protection District</b> as contract under Douglas County Emergency management</p>	<p>One Time Supplies &amp; Services</p> <p>\$\$\$</p>	<p>New 3-year contract with East Fork Fire Protection District</p> <p>Secure funding for revision of full plan</p> <p>Plan application through guided training exercises</p>	<p>Revisions of the full plan completed to include additional disaster-specific guides</p>	
<p><b>5.2 HAZARD MITIGATION PLAN:</b> Annual update to FEMA required Hazard Mitigation Plan. * (overall plan expires in 2019)</p> <p>This initiative will be successfully completed when the FEMA Hazard Mitigation Plan is updated and approved by the BOCC.</p>	<p>Emergency Management</p>	<p>One Time Personnel, Supplies &amp; Services, Capital</p> <p>\$\$\$</p>	<p>Apply For HMPG (Hazard Mitigation Planning Grant)</p>	<p>BOCC adoption of Hazard Mitigation plan</p> <p>Implementation and application</p>	<p>Implementation and application and Update</p>
<p><b>5.3 EOC TRAINING:</b> Implement EOC-related training to specific EOC Functions. *</p> <p>This initiative will be successfully completed when a training calendar is developed and implemented for those departments that have a seat.</p>	<p><b>East Fork Fire and Protection District</b> as contract under Douglas County Emergency management</p>	<p>Ongoing Personnel, Supplies &amp; Services, Capital</p> <p>\$\$\$</p>	<p>Conduct PDA Training</p> <p>Conduct Finance and Cost Recovery Training</p>	<p>Application of Revised EOP and Exercise Training</p>	<p>Attend EMI in Emmetsburg, Maryland</p>



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>5.4 PUBLIC WARNING SYSTEMS &amp; NOTIFICATION:</b> Ensure public warning systems &amp; notifications programs are up to date and increase citizen participation overall in programs.</p> <p><i>This initiative will be successfully completed when software and hardware improvements are implemented as they are released from the vendor.</i></p>	<p><b>911 Emergency Services</b>, with Technology Services, &amp; PIO</p>	<p>\$</p> <p><b>One Time</b></p> <p><b>Ongoing</b></p> <p>Supplies &amp; Services</p>	<p>Software updates completed</p>	<p>Public outreach program initiatives</p>	<p>Public Outreach program initiatives</p>
<p><b>5.5 CITIZENS EMERGENCY RESPONSE TEAM:</b> Continue to engage citizen participation in the Citizens Emergency Response Team program.</p> <p>This initiative will be successfully completed when citizen participation is sustainable to enhance the disaster resiliency for the first 72 hours after a disaster.</p>	<p><b>East Fork Fire and Protection District</b> as contract under Douglas County Emergency management</p>	<p>Grant Funded</p>	<p>Apply and secure for Homeland Security Sustainment Grant Funds</p> <p>Solicit Contract Coordination</p> <p>CERT Rodeo</p>	<p>Increase CERT membership to 125 persons to serve the Carson Valley, Southern Douglas County, and Lake Tahoe</p> <p>CERT Rodeo</p>	<p>Increase CERT membership to 125 persons to serve the Carson Valley, Southern Douglas County, and Lake Tahoe</p> <p>CERT Rodeo</p>
<p><b>5.6 BODY-WORN CAMERAS:</b> Implement state mandated body -worn camera programs. ♦</p> <p>This initiative will be successfully completed when body worn cameras are successfully deployed.</p>	<p><b>Sheriff's Office</b>, Alternative Sentencing, Douglas County Constable</p>	<p>Ongoing</p> <p>Personnel, Supplies &amp; Services</p> <p>\$\$</p>	<p>Develop policy &amp; deployment schedule.</p>	<p>Begin implementation. Hire system admin. Purchase equipment. Begin phased roll out.</p>	<p>Complete implementation.</p>
<p><b>5.7 NEIGHBORHOOD WATCH PROGRAM:</b> Expand and re-energize Neighborhood Watch Program.</p> <p>This initiative will be successfully completed when measurable effect on neighborhood crime.</p>	<p><b>Sheriff's Office</b>, all Towns and GIDs</p>	<p>One Time</p> <p>Supplies &amp; Services</p> <p>\$</p>	<p>+ 2 new programs</p>	<p>+ 2 new programs</p>	<p>+ 2 new programs</p>
<p><b>5.8 RECREATIONAL MARIJUANA IMPACTS:</b> Prepare strategic responses throughout County for impact of recreational marijuana.</p> <p>This initiative will be successfully completed when all policies are in place.</p>	<p><b>DA</b>, Sheriff's Office, all departments (Task Force)</p>	<p>N/A</p>	<p>Put the plan together based on the state direction</p>	<p>Implement</p>	<p>Adapt</p>



# NATURAL RESOURCES, CULTURE & QUALITY OF LIFE







### STRATEGIC OBJECTIVE: NATURAL RESOURCES, CULTURE & QUALITY OF LIFE

Douglas County will preserve the County's natural environment, cultural heritage and other assets to create the ideal destination for residents and visitors alike while ensuring orderly and sustainable development of the community.

**INTENT:** Douglas County will continue to protect its rural quality of life and continues to be a viable agricultural community by preserving its parks and recreation facilities, open space access and trails, maintaining distinctive downtowns, conservation easements and water management. Citizens and visitors are aware of and use the County's resources and the community's development is understood and serving the needs of the County's citizens.

**STRATEGIC SHIFT:** The degree of shift requested in this area is *modest to substantive*, specific to developing a long-range master plan that will set forth the guidelines for development and preservation of the Douglas County quality of life.

### County-Wide Initiatives & Milestones

	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>6.1 COUNTY MASTER PLAN:</b> Perform 20-year update to the County's master plan.* @</p> <p>This initiative will be successfully completed when the Master Plan is adopted and the County has a long-term plan for preserving quality of life and protecting the County's natural resources.</p>	Community Development	Ongoing Personnel, Supplies & Services, Capital \$\$	Plan completed	Action Items are prioritized Policy Changes done	Implementation
<p><b>6.2 RECYCLING PROGRAM:</b> Initiate a Countywide recycling program.*</p> <p>This initiative will be successfully completed when there is County-wide curbside recycling for businesses and residents (currently doing at the Lake).</p>	Public Works with Franchise Agreements (e.g., Solid Waste)	Ongoing Personnel, Supplies & Services, Capital \$\$\$	Evaluate Pilot Program and public acceptance	Policy Adopted (if there is a policy) Communications outreach Franchise agreement(s)	Implementation
<p><b>6.3 PROMOTION OF LOCAL ASSETS:</b> Advocate for the usage, understanding and support of assets including public parks, trails, public libraries, local schools and local colleges in the County.*</p> <p>This initiative will be successfully completed when usage, understanding and support. Citizens are inspired to use County assets. Citizens understand and support County's role in asset O&amp;M and the benefits to the County.</p>	Community Services with Library, local museums/historical societies, towns and school districts	Ongoing Personnel, Supplies & Services \$	Consolidate marketing efforts (especially, Social media and digital and print media) with Libraries, Chambers, visitors authorities, school district and public	Coordinate and partner so that activities, events and programs are more successful (i.e., evaluate for elimination of duplications)	Increase in tourism-related events (probably already done)



# DOUGLAS COUNTY

## FY18-22 STRATEGIC PLAN



	Key Contributors	Funding Level	FY18	FY19	FY20+
<p><b>6.4 CONSERVATION ACT:</b> Secure passage of the Douglas County Conservation Act. * Ⓢ</p> <p>This initiative will be successfully completed when Land is transferred from Federal to local and state control (within Douglas County). Sell surplus federal land for funding conservation easements and storm water flood control.</p>	<p>County Manager</p> <p>Economic Vitality, Community Services, Community Development</p>	<p>One Time Supplies &amp; Services, Capital \$\$</p>	<p>Congress passage Completed</p>	<p>Cultural resource and environmental assessment</p> <p>Develop management plan for land to be transferred and conservation easements</p>	<p>5 Year transfer begins</p> <p>County begins managing land transferred</p>





# APPENDIX





### DATA USED TO INFORM CURRENT STATE

---

#### Primary Data:

- BOCC and County Manager Interviews
- Department Heads and Electeds Interviews
- Citizen Surveys via Peak Democracy in January 2017 and March 2017

#### Existing Plans & Directional Documents:

- Economic Vitality Plan
- Critical Issues Conference in Sept. 2016: <https://www.youtube.com/watch?v=Kls2hrx3MZ4&t=3s>
- Business Survey done at the Critical Issues Conferenced in Sept. 2016: <http://douglascountynv.gov/DocumentCenter/View/5497>
- Current Update of Master Plan. County Profile: <http://www.douglascountynv.gov/DocumentCenter/View/5575>
- Technology Services Strategic Plan
- 2017 Transportation Plan
- Library Long Range Plan



### SWOT

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Quality of life</li> <li>• Culture and heritage</li> <li>• Open space</li> <li>• Access to outdoor activities</li> <li>• School District</li> <li>• Sheriff’s department</li> <li>• Fire department</li> <li>• County is a healthy community</li> <li>• One of state’s highest percentage of residents with college degrees</li> </ul>	<p><b>Opportunities (External)</b></p> <ul style="list-style-type: none"> <li>• More community involvement: 2-way communication; input on priorities; increased awareness of County programs and value</li> <li>• Bedroom community for where jobs are: Storey, Washoe</li> <li>• Infrastructure (trails) and transit as alternatives to cars within the County</li> <li>• Attract more low-impact, high-skill employers</li> <li>• Leverage community strengths to attract 25-44 year olds</li> <li>• Downtown revitalization</li> <li>• 395 Bypass</li> <li>• Potential for Federal government infrastructure investment</li> <li>• Improved processes for better consistency and efficiency</li> <li>• Bring County staffing levels to approved levels</li> <li>• County staff attraction, retention, performance metrics</li> <li>• Creation of agrihoods to address affordable housing and entry-level housing</li> </ul>
<p><b>Weaknesses / Opportunities (Internal)</b></p> <ul style="list-style-type: none"> <li>• Keeping up with road maintenance</li> <li>• Storm and flood management plan</li> <li>• Portion of community not on County water, sewer</li> <li>• 395 traffic through downtown core</li> <li>• Tight business regulations</li> <li>• Commercial development restrictions</li> <li>• Revenue not in balance with community expectations and infrastructure needs</li> <li>• Inconsistently manage and execute against Master Plan</li> <li>• Community attitude of “no growth” and “no tax”</li> <li>• Lack of community support of and trust in County staff, programs, efforts</li> <li>• Behind technologically: County’s use of technology and community’s tech infrastructure (e.g., broadband)</li> <li>• Eliminate County departments’ potential for duplication of efforts</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of affordable housing</li> <li>• Housing not keeping up with population demand</li> <li>• Aging population</li> <li>• Declining population of 25-44 (workforce)</li> <li>• Difficult for new businesses to start in or relocate to County</li> <li>• Wages do not keep up with cost of living</li> <li>• Not enough or adequate workforce for businesses</li> <li>• County revenue flat as demand increases</li> <li>• Declining K-12 student population affects District’s ability to maintain high standards</li> </ul>



## DOUGLAS COUNTY PUBLIC LIBRARY PATRON CONDUCT POLICY

The purpose of the Library's Policy on Patron Conduct is to protect the rights of Library patrons to use library materials and services, ensure free and equal access to library resources, to protect the rights of staff members to conduct library business without interference, and to preserve library materials and facilities. The Library is open to all with the understanding that an atmosphere conducive to research, education and study is maintained.

All Patrons are expected to abide by the following:

### Alcohol and Illegal Drugs

Patrons shall not possess or consume alcohol or controlled substances on Library property, which includes the main library in Minden, the Lake Tahoe branch library in Zephyr Cove, and the bookmobile.

### Animals

Except for service animals and police dogs, patrons shall not bring pets or animals into the Library. Specific exemptions are contained within the Policy on Animals in the Library.

### Bathing or Washing Clothing

Patrons shall not wash or dry clothing or bathe in any rest room or other library space.

### Bicycles, Roller Blades, Scooters, Skates, Skateboards, Similar Non-Motorized Devices

Patrons shall not bring bicycles into a Library building or secure them anywhere except in designated bike racks. Roller skates, roller blades, scooters, skates, skateboards, similar non-motorized devices may not be used in the Library or near entrances and exits.

### Electrical Outlets

Library equipment may not be unplugged to accommodate non-Library equipment. The Library shall assume no liability for damage to personal equipment caused by electricity, surges, or brown-outs.

### Food

Patrons may consume food or beverages so long as the consumable does not emit an odor, stain or mar library furnishings, and is disposed of appropriately. Beverages must be in lidded containers.

### Illegal Activities

Patrons may not engage in illegal or unauthorized activities on Library property.

### Noise and Other Disturbances

Patrons shall not run or disturb others by such activities as loud behavior, talk or music. With the exception of patrons using adaptive technology devices, patrons shall use headphones with all audio equipment and at a volume that cannot ordinarily be overheard by others. Cell phone calls must be taken in the outer lobby or outside the building. Programs offered by the library may

include audible recorded music and/or the use of musical instruments.

Personal Belongings

Patrons shall assume responsibility for their own belongings.

Respecting Other's Rights

Patrons shall not interfere with the use of the Library by other patrons or by Library employees performing their duties.

Shirt and Shoes

Patrons shall wear footwear and a shirt or other covering of their upper bodies.

Solicitation

Patrons shall not solicit funds or sell any article or service. As established in NRS 293.127565, signature gathering for political purposes is permitted in a designated area at any time the building is open to the public. Under NRS 293.127565 (2), "Before a person may use an area designated ... the person must notify the public officer or employee in control of the operation of the building ... of the dates and times that the person intends to use the area to gather signatures on a petition". Display/exhibit contents are regulated by the Policy on Exhibits and Displays.

Theft and Mutilation

Patrons shall not deface, mar, damage or destroy Library materials, furnishings, walls, machines or other Library property. Patrons shall not destroy, alter, dismantle or disfigure any electronic data, information technologies, properties or facilities. Any materials removed from the Library must be checked out on a valid Library card and returned by the item's due date.

Tobacco

The Library is a smoke-free environment and the use of tobacco products is prohibited.

Unattended Children

Children under the age of 8 must be accompanied by an adult companion or by a sibling of sufficient maturity to protect the young child and to enforce library regulations. Details are contained within the Policy on Unattended Children.

**POLICY VIOLATIONS**

A library patron in violation of this policy will receive one warning from the library staff, explaining what the violation is, what behavior needs to be corrected, and the consequences of not correcting the behavior. If the patron continues the behavior subsequent to a warning, he/she will be required to leave the library and not return until he/she agrees to abide by the policy. Refusal to vacate the library will be referred to the Douglas County Sheriff's Office.

If a library user appears to be in violation of any law such as defacing public property, threatening or causing physical harm to others, stealing public property, consuming illegal substances, or other violations of the law, library staff will notify the Douglas County Sheriff's Office to respond.

Future use of the library may be limited for chronic violators of policy or for any instance of illegal behavior.

While administering this policy, library staff will be polite, non-discriminatory, and will work as a team when confronting problematic behavior. Library staff will not attempt to physically restrain a patron except in the case of physical assault by the patron.

*LIBRARY BOARD OF TRUSTEES*  
*APPROVED 1993 2002, 2008, 2013*  
*ADOPTED November 24, 2020*



## Director Report- August 2024

Friends of the Library- purchased a shed. (10x10 Tuff Shed-same as our current shed behind the library) Hoping for installation late September.

Boy Scouts- will be helping with shed base, painting and pathways for the shed.

Economic Development Day for Leadership Douglas County. Toured companies that are unique for Douglas County.

Douglas County working on strategic plan. Open meetings start August 24<sup>th</sup>

The county wants public input for this meeting. Our goal is to present the current library strategic plan so our goals can be recognized for overall county goals.

Dolly Parton's Imagination Library- coming to September 9<sup>th</sup> story time. Kickoff celebration. The United Way of Northern Nevada is supporting this program. They want library systems to help with signups.

Friends of the Library- Book Sale (with credit card machine) Two day event. We are going to try and promote the Gala during the book sale. The FOL have been working hard on this program. We will have another sale in November.

Very busy at the Lake- tennis tournament. The annual tennis tournament was held in August. Our customer count for the lobby use and library use were up for one week.

Traffic Light construction is being done for the Lake Branch library. Hopefully the traffic light will be installed by September 2023.

Staff are getting trained on 3-D printing when they work a shift at the Lake location. We still plan on giving access to the public in September.

Page Interviews- We need to fill three page positions in August. We will do the interviews and then wait for background checks. This is still taking six weeks.

Staff prepping carts for volunteers. During the hiring period for the new pages, staff will be helping our volunteers get materials back on the shelves.

Every Child Ready to Read- training for staff will be in August. All staff will attend and understand the bigger picture for serving children and parents.

Working on painting bids. We will gather painting bids in August for the library board to choose during our September meeting.

I went to a deck open house up at the lake area. This was a possible Gala fund-raising option. The committee did not choose this project to be funded. I still want to gather more information about adding a reading deck to the Lake location. This process will start with a deck design and a cost estimate. We do not have to commit to contracts to get this information. Free bid and cost estimate.

I toured Carson City Library. They have some interesting things happening at their library. They have a legal kiosk and a large maker station area.

Nevada Library Association conference in Carson City- November 6 & 7. Libraries from across the state will present on new ideas for libraries and staff. My goal is to send professional staff to this since it is close.

Summer Reading update- we gave away a lot of books and prizes. (Holly will have numbers) We exceeded our 5% increase goal.

Getting more money for Reading Paws program. (Kiwanis Club) This will be on the September agenda.

Business expo conference- Leadership September 27<sup>th</sup>. Leadership is going to pay for my ticket to learn more about economic development in Nevada.

Solar glasses will be ordered in case we want to do programming for the eclipse.

Baker-Tilly reclassifying job positions- this is affecting our Assistant Director position. They want to rework all of the current positions before the county adds new ones.

Part of strategic plan- departments working together (community center and 4H club want to look at our full year of programming and look for partnerships.

### Circulation by Collection

July 2023

Collection	Location		
	Minden	Lake Tahoe	BKM
Adult Audiobook	520	18	1
Adult Biography	63	5	0
Adult CD Non-Fiction	37	1	0
Adult DVD	857	22	22
Adult Fiction	3,139	162	49
Adult Launchpad	7	0	2
Adult Magazines	138	8	0
Adult Music	78	4	1
Adult Non-Fiction	912	72	10
Adult Spanish	6	NA	0
Children's Audiobook	191	26	3
Children's Biography	26	0	0
Children's DVD	303	28	3
Children's Fiction	1175	157	29
Children's Launchpad	27	2	0
Children's Magazines	4	2	0
Children's Music	16	0	0
Children's Non-Fiction	1037	83	14
Children's Oversize	9	3	0
Children's Spanish	10	2	0
Easy Reader	670	36	29
Equipment	14	9	0
Exam Books	1	0	0
Large Print	727	6	2
Mobile Devices	4	0	1
Nevada	32	2	0
Picture Books	1570	271	43
Video Games	4	0	0
Young Adult	223	34	3
Manga	125	0	4
Graphic Novels	66	0	0
Young Adult Launchpad	3	0	1
Young Adult Magazines	0	0	0

#### Hoopla

<b>eAudiobook</b>	1023	<b>Movie</b>	96	<b>Bingepasses</b>	17
Adult Non-Fiction	183	Adult Non-Fiction	15	Adult Non-Fiction	2
Adult Fiction	719	Adult Fiction	65	Adult Fiction	15
Juv Non-Fiction	8	Juv Non-Fiction	2	Juv Non-Fiction	0
Juv Fiction	113	Juv Fiction	14	Juv Fiction	0
<b>eBook</b>	442	<b>Television</b>	122		
Adult Non-Fiction	86	Adult Non-Fiction	9		
Adult Fiction	276	Adult Fiction	104		
Juv Non-Fiction	19	Juv Non-Fiction	0		
Juv Fiction	61	Juv Fiction	9		
<b>Comics</b>	44	<b>Music</b>	30		
Adult Non-Fiction	0	Adult	28		
Adult Fiction	24	Juv	2		
Juv Non-Fiction	6				
Juv Fiction	14	<b>Total Circulation</b>	1,774		

#### Overdrive/Libby

eAudiobook	865
eBook	747
Magazines	110
Adult	1,416
Juv	145
Young Adult	51
<b>Total Circulation</b>	1,722

**DOUGLAS COUNTY PUBLIC LIBRARY**  
**Statistical Report**  
**FY 2023-2024**

Circulation	Fiscal Year-to-Date				June 2023				July 2023			
	Minden	Tahoe	Bkmobile	Total	Minden	Tahoe	Bkmobile	Total	Minden	Tahoe	Bkmobile	Total
Items Checked Out/Renewed	11,994	951	217	13,162					11,994	951	217	13,162
eCheckouts				4,867								4,867
New Cards Issued	104	11	7	122					104	11	7	122
Patrons*	27,831	3,482	3,677	309,475					27,831	3,482	408	309,475
Library Visits	5,125	1,443	114	6,682					5,125	1,443	114	6,682
Tahoe Lobby Visits				5,010								5,010
Curbside Service Pick-ups	8	-	-	8					8	-		8
Bookmobile Stops				21								21
Inventory *	102,952	28,820	2,140	133,912					102,952	28,820	2,140	133,912
Interlibrary Loans Requested	72	8	9	89					72	8	9	89
Interlibrary Loans Loaned	34	4	1	39					34	4	1	39
Homebound Patrons *	16	-	-	16					16			16
Homebound Checkouts	55	-	-	55					55			55
Database Sessions				1,466								1,466
<b>Services</b>	<b>Minden</b>	<b>Tahoe</b>	<b>Bkmobile</b>	<b>Total</b>	<b>Minden</b>	<b>Tahoe</b>	<b>Bkmobile</b>	<b>Total</b>	<b>Minden</b>	<b>Tahoe</b>	<b>Bkmobile</b>	<b>Total</b>
Meeting Room Use	43	1	-	44					43	1	-	44
Meeting Room Attendance	344	20	-	364					344	20	-	364
Kids' Programs	19	13	-	32					19	13		32
Kids' Program Attendance	325	75	-	400					325	75		400
Teen Programs	13	2	-	15					13	2		15
Teen Program Attendance	82	1	-	83					82	1		83
Adult Programs	9	6	-	15					9	6		15
Adult Program Attendance	61	11	-	72					61	11		72
Total Programs	41	21	-	62					41	21		62
Total Program Attendance	468	87	-	555					468	87		555
Outreach	3	-	-	3					3	-		3
Public Computer Use	350	43	-	393					350	43		393
ADA-pc Use	7	4	-	11					7	4		11
Wireless Use	2,444	279	-	2,723					2,444	279		2,723

Summer Reading Program	2022	2023	Change
New Registrations	397	555	+39.80%
Challenges Completed	114	121	+6.14%
Activities Completed	332	435	+31.02%
Rewards Redeemed	510	757	+48.43%
Badges (Rewards) Earned	2,406	2,645	+9.93%
Reviews Submitted	351	372	+5.98%
Books Read	1,085	1,575	+45.16%
Minutes Read	126,965	150,612	+18.62%
Total # of Programs*	130	124	-4.61%
Total Program Attendance	897	1,345	+49.94%
Total Calendar Days*	57	46	-19.29%

\*For the 2023 and future Summer Reading Programs we shortened the duration from 8 weeks to 6 this resulted in a slightly lower program total in 2023.

Overall, the changes made had a huge positive impact on the statistics. August is a particularly hard month to operate the Summer Reading Program as many adults and children are focused on last minute vacations and school shopping before the start of the new school term.

For 2024, we are examining the possibilities of starting Summer Reading early June that would entail:

- Working with the school district to integrate assigned reading and the reading challenges into the last few weeks of school.
- Liaising with community preschools regarding storytimes as part of the Summer Reading Program for those ages 0 to 5.
- Outreach to new adults (19 to 25)
- Encouragement digital content such as audiobooks.
- Crafting all ages programming that appeal to Douglas County's diverse community.



# Father's Day Powwow

**June 16-18, 2023 Free Admission**

**Master of Ceremonies: Jerry Bear, (Southern  
Paiute/Goshute)**

**Arena Director: Art Martinez (Ghumash)**

**Host Drum: Red Hoop**

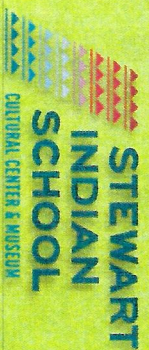
**All Dancers and Drummers Welcome**

### Activities

- Arts and Crafts
- Food Vendors
- Dry Camping
- Stewart School Alumni  
BBQ Dinner  
Saturday 4:00 p.m.

### Grand Entry Times

- Friday, June 16: 6:30 p.m.
- Saturday, June 17: Noon & 6:30 p.m.
- Sunday, June 18: Noon



5500 Snyder Ave. Carson City, NV  
Host Hotel: The Federal Hotel (775) 883-0900  
For information: 775-687-7605 sme2@NIC.NV.gov

This event is alcohol & drug-free.  
The Stewart Father's Day Powwow, the Nevada Indian Commission & the State of Nevada are not liable for accidents, injuries, or short-funded travelers.



Photo by JRM WDTMEDIA, used with permission.