

**A STRATEGIC PLAN FOR THE DOUGLAS COUNTY PUBLIC
LIBRARY FOR 2022 THROUGH 2027: THE CORE VALUES,
MISSION AND VISION STATEMENTS, AND STRATEGIC
GOALS**



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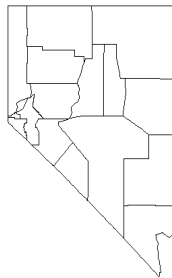
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Douglas County Public Library Strategic Planning Workshops

Douglas County Public Library Strategic Planning Workshop No. 1
November 19, 2021 and November 20, 2021

Douglas County Public Library Strategic Planning Workshop No. 2
January 28, 2022 and January 29, 2022

Douglas County Public Library Strategic Planning Workshop No. 3
April 2, 2022

Douglas County Public Library Strategic Planning Workshop No. 4
August 23, 2022

A special thank you to everyone that attended and participated in these strategic planning workshops.

Douglas County Public Library Strategic Plan for 2022 through 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.

Douglas County Public Library Strategic Plan for 2022 through 2027

Organizational Goals – 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.

Douglas County Public Library Strategic Plan for 2022 through 2027

Organizational Goals – 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.

Douglas County Public Library Strategic Plan for 2022 through 2027

Organizational Goals – 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.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, the strategic plans of local governments and public agencies, such as the Douglas County Public Library, cannot be separated from the community and environment in which the organization operates. As part of its strategic plan, the Douglas County Public Library strives to improve organizational efficiency and effectiveness while improving public accountability and responsibility. However, as part of the community in which it operates, the Douglas County Public Library is aware of the existing culture and community identity of the area and strives to expand and improve the organization's provision and delivery of public services as the community continues to grow and change.

In 2021, the Douglas County Public Library contracted with the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to assist in the development of a new five-year organizational strategic plan for 2022 through 2027. As part of this initiative, University Center for Economic Development faculty facilitated four separate strategic planning workshops. These workshops were held in Minden, Nevada on November 19, 2021 and November 20, 2022 (Strategic Planning Workshop No. 1), January 28, 2022 and January 29, 2022 (Strategic Planning Workshop No. 2), on April 2, 2022 (Strategic Planning Workshop No. 3), and on August 23, 2022 (Workshop No. 4). Workshop participants at each of these strategic planning workshops included current employees of the Douglas County Public Library, members of the Friends of the Douglas County Public Library, members of the Douglas County Public Library Board of Trustees, and other invited stakeholders.

The first strategic planning workshop for the Douglas County Public Library, held on Friday, November 19, 2021 and Saturday, November 20, 2021, provided participants the opportunity to complete a comprehensive evaluation of the existing Douglas County Public Library's *Long Range/Strategic Plan for 2011 through 2022*, including an evaluation of the existing core values, beliefs, and organizational commitments, an evaluation of the current strategic mission statement, and an evaluation of the revised goals and objectives from 2019. Workshop participants were also asked to complete a general evaluation of existing internal and external conditions, including evaluating area and regional socio-demographic, economic, housing, and industry and occupation sector data for Douglas County and for the northwestern Nevada region. In addition to evaluating existing organizational culture and existing community and organizational conditions, workshop participants were given the opportunity to complete a revised Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the Douglas County Public Library.

For the second strategic planning workshop, held on Friday, January 28, 2022 and Saturday, January 29, 2022, workshop participants were given the opportunity to further refine a new set of organizational core values that had been initially developed during the first strategic planning workshop held in November 2021. Workshop participants were also given the opportunity to

draft a new five-year strategic mission statement and a new five-year strategic vision statement for the Douglas County Public Library and to draft a set of new organizational strategic goals tied to the draft strategic mission and vision statements developed during the second strategic planning workshop. As part of the new five-year organizational strategic goals, workshop participants were asked to develop a set of actionable items and implementation measures for each new organizational strategic goal. For the third strategic planning workshop, held on Saturday, April 2, 2022, workshop participants were given the opportunity to further refine the final set of new core values, new mission statement, new vision statement, and new set of organizational strategic goals. During the fourth strategic planning workshop, held on Tuesday, August 23, 2022, workshop participants were given the opportunity to make final revisions to the core values, new mission statement, new vision statement, and the new set of organizational strategic goals developed during the previous workshops.

This University Center for Economic Development technical report summarizes the work completed by workshop participants who participated in the first, second, and third strategic planning workshops held in November 2021, January 2022, and April 2022 and also includes the various revisions made to the final set of core values, to the new mission and vision statements, and to the final set of new strategic goals made during the fourth strategic planning workshop held in August 2022. A separate University Center for Economic Development technical report, “A Strategic Plan for the Douglas County Public Library for 2022 through 2027: Results of the Community Assessment”, summarizes some of the work completed during the first strategic planning workshop held in November 2021. This separate University Center for Economic Development technical report also contains a comprehensive summary and analysis of the socio-demographic, economic, housing, and industry and occupation sector data collected and analyzed as part of this strategic planning process, a summary and analysis of a comprehensive community needs summary completed between September 2, 2021 and October 22, 2021, and a summary of nearly 100 hours of facilitated one-on-one stakeholder interviews completed by University Center for Economic Development faculty.

Section 2.0 presents a summary of the organizational and environmental assessment of the Douglas County Public Library completed by workshop participants during parts of the first and second strategic planning workshops. Section 3.0 of this University Center for Economic Development technical report presents a comprehensive summary of the Douglas County Public Library’s existing organizational strategic plan including the Library’s existing core values, existing mission statement, and existing goals and objectives. Section 4.0 presents a summary of the initial development of a set of new organizational core values and a summary of the initial development of a new strategic mission statement, new strategic vision statement, and a new set of organizational strategic goals. Section 5.0 presents the various elements of the Douglas County Public Library’s new five-year organizational strategic plan including the final core values and noble cause, the new strategic mission statement and strategic vision statement, the final new organizational strategic goals and an accompanying action plan and implementation plan. Each element of Section 5.0 will be evaluated annually based upon the elements outlined in the accompanying action plan and implementation plan.

2.0 Review of the Organizational and Environmental Assessment and the SWOT Analysis

Workshop participant who attended and participated in the first and second strategic planning workshops held in November 2021 and January 2022, completed a comprehensive set of organizational and environmental assessment including a revised Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. This section of this University Center for Economic Development technical report presents a comprehensive summary of this completed organizational and environmental assessment for the Douglas County Public Library.

2.1 Evaluating Existing Organizational Culture

Understanding organizational culture is essential in developing a set of core values, a strategic mission statement and a strategic vision statement, and a set of new organizational goals as organizational culture provides the general framework in which organizational representatives will attempt to achieve elements of the new strategic plan. Without a firm understanding of an organization's existing culture, it is likely that attempts to achieve new organizational strategic goals will meet with strong internal, and possibly external, opposition as the new organizational strategic goals may conflict with the cultural expectations of the organization. Workshop participants were asked to complete a series of facilitated small group exercises designed to evaluate the existing organizational culture of the Douglas County Public Library as part of developing a set of core values, a new strategic mission statement and a new strategic vision statement, and a set of organizational strategic goals that align with organizational cultural expectations.

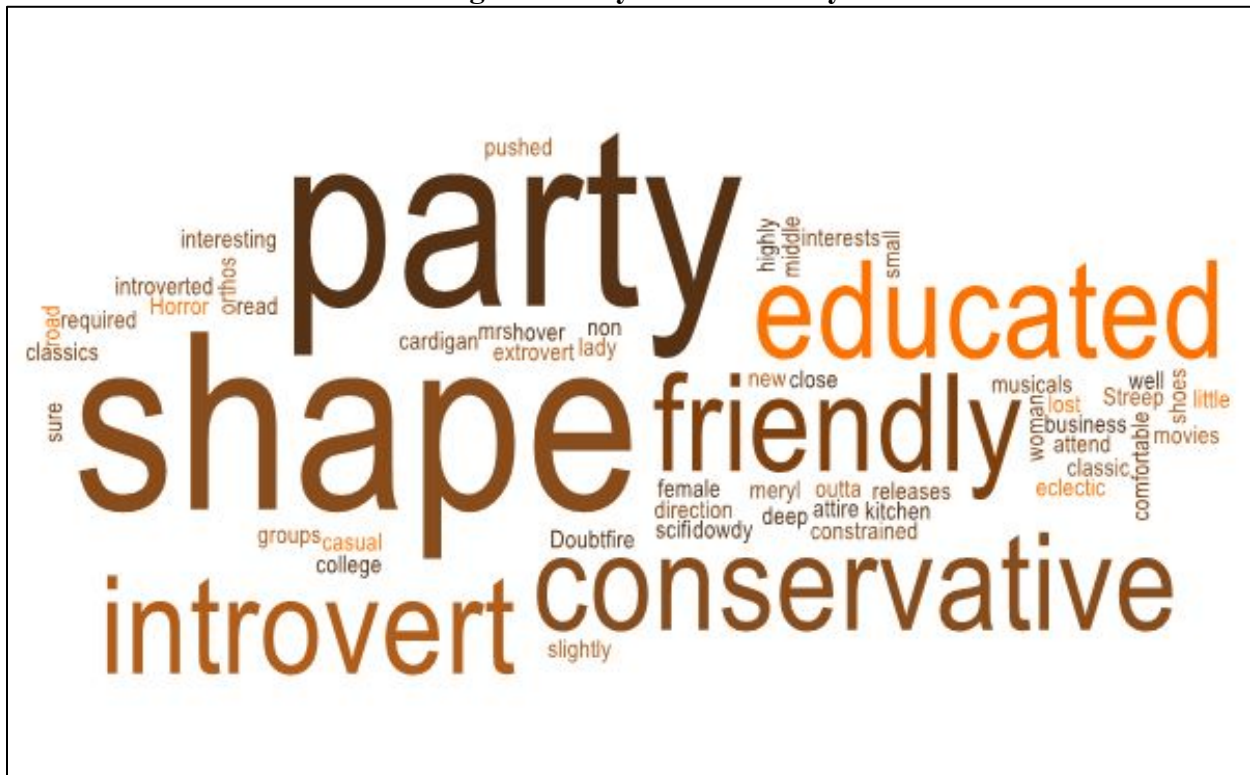
The first of these organizational culture and characteristic evaluation and assessment exercises, completed during the first strategic planning workshop held on November 19, 2021 and November 20, 2021, consisted of three separate questions that workshop participants were asked to answer in small groups, including: (1) If this organization were a person, what would it be like and why?, (2) If this organization were a car, what would it be and why?, and (3) If we put a musical score to the daily activity of this organization, what would it sound like and why?

Figure 2.1 presents a word cloud summarizing the responses provided by workshop participants for the question, *If this organization were a person, what would it be like and why?*

Workshop participants who participated in the first strategic planning workshop for the Douglas County Public Library held on November 19, 2021 and November 20, 2021 largely agreed that the Library, if it were a person, would likely be female and, despite being an introvert, would still be friendly, welcoming, and offer help to anyone that asks for help and assistance. Several workshop participants noted that the Douglas County Public Library has, in many ways, become

a space where individuals can pursue their own educational, entertainment, and even recreational pursuits. In this way, the Douglas County Public Library’s own organizational culture is very much tied to the culture of Douglas County that, from a political perspective, is far more conservative than progressive. However, several workshop participants pointed out that the Douglas County Public Library, as an organization and as part of its existing organizational culture, is committed to the principles of freedom of speech and access to information without censorship, without judgement, and with a firm commitment to ensuring the privacy of the Library’s patrons.

**Figure 2.1 – If this organization were a person, what would it be like and why?
Douglas County Public Library**

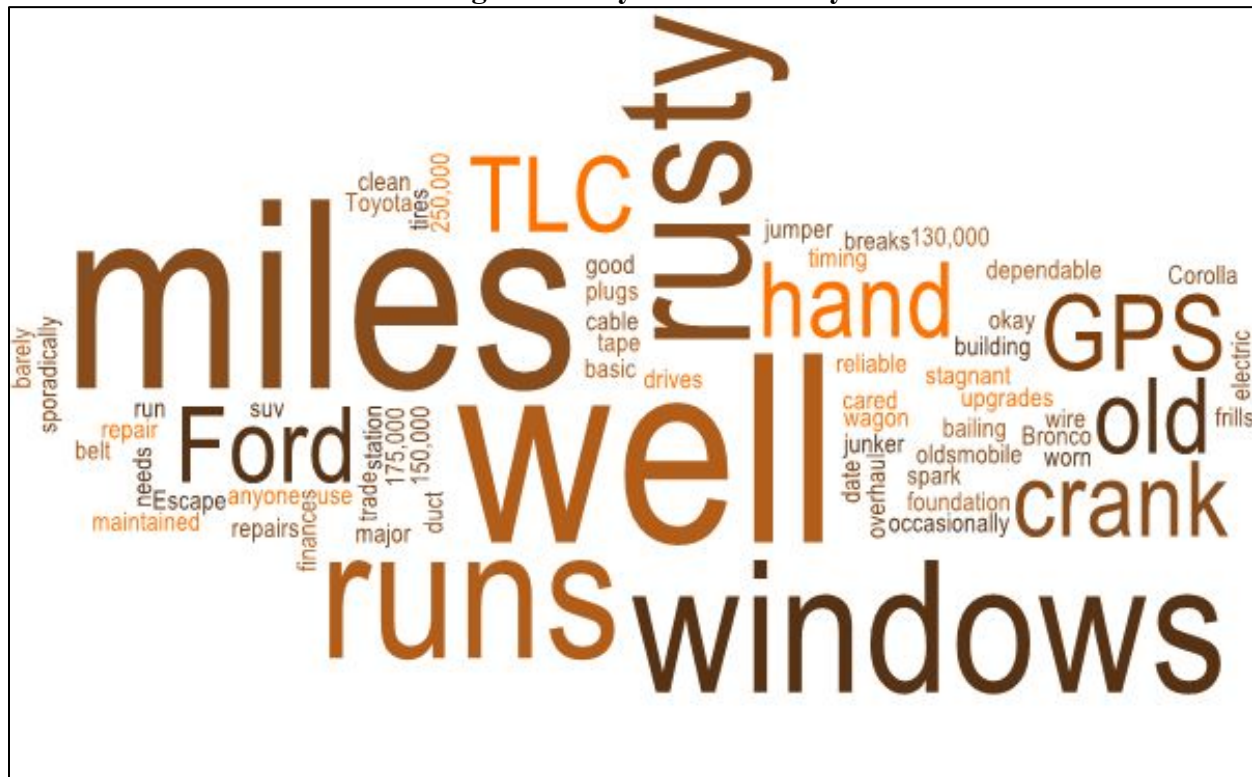


If the Douglas County Public Library could be represented by a single individual, workshop participants generally agreed that this person would likely be somewhat out of shape, highlighting the growing need to identify, plan, and complete significant facility improvements that are needed at both the Minden Library, located in Minden, Nevada, and at the Lake Tahoe Branch, located in Zephyr Cover, Nevada. These physical improvements range from necessary physical infrastructure, including improvements to each building’s networking and information technology infrastructure, to potential expansion and renovation of each branch in order to accommodate anticipated growth in patron usage, to specific improvements including improved employee workspaces, improved patron study, quiet reading, and general activity spaces, and increased storage. Several workshop participants noted that the two existing branch libraries are simply no longer sufficient to adequately serve the educational, informational, and recreational needs of the Library’s existing patrons and will become even less sufficient as Douglas County’s population continues to grow.

Several archetypes were used to describe the general appearance and demeanor of the Douglas County Public Library. These specific archetypes included the fictional character of Mrs. Doubtfire to the actress Meryl Streep. In both cases, workshop participants highlighted the Douglas County Public Library’s approachability and the approachability of Douglas County Public Library staff and representatives. Workshop participants further highlighted the high-degree of education that Library staff and representatives have, both formal and informal, and workshop participants generally agreed that this constructed culturally representative ‘person’ would attend a party but only if required or encouraged to do so as this ‘person’ would likely exhibit more introverted personality characteristics. Being well read, having a diverse and even ‘eclectic’ set of interests, enjoying a wide range of movies, and generally wearing casual non-business attire were other specific characteristics of this constructed ‘person’ representing the culture of the Douglas County Public Library.

Figure 2.2 presents a word cloud summarizing the responses provided by workshop participants for the question, *If this organization were a car, what would it be and why?*

**Figure 2.2 – If this organization were a were a car, what would it be and why?
Douglas County Public Library**



Reflecting the generally ‘out of shape’ characteristics identified by workshop participants in their combined answers to the first question, workshop participants generally agreed, if the Douglas County Public Library was represented by a single automobile, that this automobile would have well over 100,000 miles and, in some cases, might even have well over 250,000 miles on it and would be showing its age with accumulated rust spots and having relatively few additional

features. The windows on this representative automobile would likely be hand-crank windows as opposed to electric windows, would have a basic radio and would generally be ‘no frills’ but very reliable. Several workshop participants noted that the Douglas County Public Library, represented by a single automobile, is well cared for, greatly appreciated by those that depend on it, and that regular maintenance is performed to keep the Library operating as efficiently and effectively as possible. However, workshop participants again noted that the physical characteristics of the organization, including the physical conditions of the Library’s two branch libraries, are in need of significant improvement and revitalization. Several workshop participants extended this metaphor even further, noting that it is time for the Douglas County Public Library to ‘shop’ for a new branch library, possibly in the Gardnerville Ranchos area, in order to support the county’s growing population and the growing diversity in the educational, informational, and recreational needs of the Library’s patrons. Again, workshop participants further noted the need for significant physical and infrastructure improvements at each of the existing branch libraries, including the Minden Library and the Lake Tahoe Branch.

Specific automobile models and makes identified by workshop participants, representing the Douglas County Public Library, included an older classical car from the 1950’s, a 1992 Ford Bronco, an older model Oldsmobile, a station wagon, a Ford Escape, and even a Toyota Corolla. One workshop participant even described the Douglas County Public Library, portrayed as an automobile, as a bit of ‘junker’ but still well cared for and well maintained with good tires and a strong foundation. Each of these models and makes reflects the ‘no frills’ characteristics that workshop participants highlighted in describing the Douglas County Public Library as an automobile. Yet, despite this, workshop participants agreed that the Library continues to meet, and in several cases exceeds, the educational, informational, and recreational needs of its patrons. The ability of the Douglas County Public Library to continue to meet and exceed these needs was largely attributed to the commitment that Library staff and stakeholders, including members of the Friends of the Library group and the members of the Board of Trustees, have to the community and people of Douglas County and the commitment that Library representatives have for the Library itself. While the Douglas County Public Library is, in many ways according to workshop participants, in need of a significant physical and even cultural overhaul, workshop participants agreed that the need for this overhaul stems from the desire of Douglas County Public Library representatives to continue to serve the county and the people that depend upon the Library for their educational, informational, and recreational needs and wants.

Figure 2.3 presents a word cloud summarizing the responses provided by workshop participants for the question, *If we put a musical score to the daily activity of this organization, what would it sound like and why?*

Workshop participants identified a wide range of different musical genres and artists to describe the musical score that would be reflective of daily activity of the Douglas County Public Library. This wide range of different musical genres and artists, according to several workshop participants, is representative of the Douglas County Public Library’s diverse collection of resources that continue to serve a diverse array of individual patron educational, informational, and recreational needs and wants. Because the Douglas County Public Library and Library representatives are committed to serving a diverse, growing, and changing population in Douglas County, the Douglas County Public Library has sought to diversify its collections and offered

services and resources. This has resulted in an organizational culture that, in some regards, can appear contradictory from the outside but is unified internally around the needs and wants of a diverse patron and population base.

Figure 2.3 – If we put a musical score to the daily activity of this organization, what would it sound like and why?

Douglas County Public Library



In using various musical scores, genres, and artists to describe the organizational culture of the Douglas County Public Library, several workshop participants noted that the lack of a unified organizational culture is somewhat due to a growing disparity between the availability of internal resources needed to develop and deliver programs, resources, services, and activities and the growing demand that is placed upon the Library due to the continued growth of the county’s population. This lack of a cohesive and unifying organizational culture has become, in the view of several workshop participants, an unchanging characteristic of the Douglas County Public Library and there is a growing internal need to ‘get ahead’ of the growing demand for expanded existing and new programs, resources, services, and activities by developing additional organizational resources.

One additional characteristic of the Douglas County Public Library’s organizational culture that is also unchanging, as identified by workshop participants, is the commitment that Library representatives have to serving the needs and wants of the Library’s patrons and of the people of Douglas County. Building upon this shared commitment and dedication is a specific area in which workshop participants believe that the Douglas County Public Library could potentially build upon as part of this new five-year organizational strategic plan. Workshop participants

noted that this will require organizational representatives to work toward the achievement of shared organizational goals that contribute to the achievement of a shared organizational strategic vision that should be focused on serving the educational, entertainment, and recreational needs and wants of Library patrons and visitors and members of the community that the Douglas County Public Library serves.

2.2 Evaluating Organizational Characteristics

As part of the initial organizational and environmental assessment completed by workshop participants during the first strategic planning workshop, workshop participants were also asked to answer four additional questions, including: (1) What do you *like* about Douglas County and your community?, (2) What do you *dislike* about Douglas County and your community?, (3) What do you *like* about the Douglas County Public Library (as an organization)?, and (4) What do you *dislike* about the Douglas County Public Library (as an organization)?

Figure 2.4 presents a word cloud summarizing the responses provided by workshop participants to the question, *What do you like about Douglas County and your community?*

Figure 2.4 – What do you like about Douglas County and your community?



The most common response to this question, *What do you like about Douglas County and your community*, provided by workshop participants focused on the strong sense of community that exists throughout Douglas County. In general, workshop participants noted that people who live in Douglas County are generally friendly, approachable, helpful, and, at the community level,

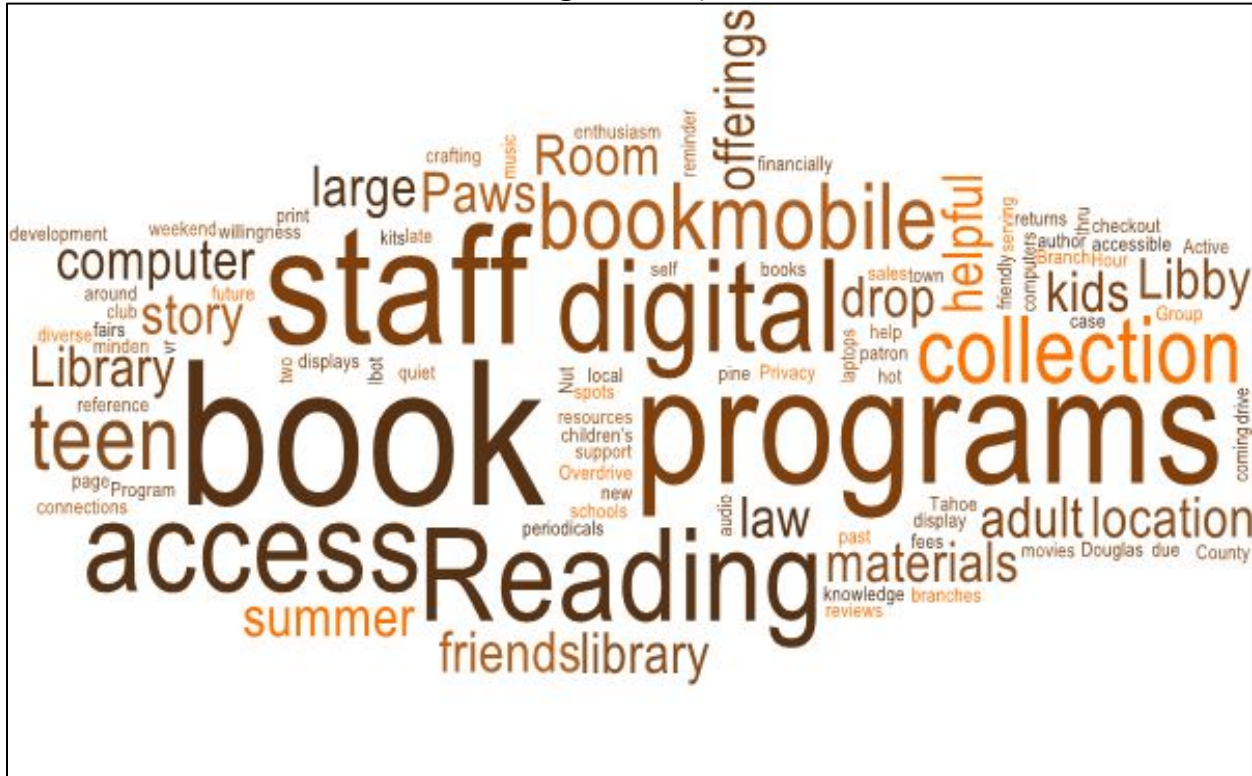
strive to know their neighbor and work together to address issues of community concern. Several workshop participants further noted Douglas County’s historically rural community culture and identity as a specific characteristic of Douglas County that they strongly liked. Workshop participants even noted that the Douglas County Public Library has dedicated a significant portion of its collections toward highlighting this history and sharing this history with patrons and with newcomers to the community. Workshop participants also highlighted Douglas County’s broad geographic diversity ranging from the valley to the Sierra Nevada mountain range to Lake Tahoe itself. Again, workshop participants noted that the Douglas County Public Library has dedicated a significant portion of its collections to celebrating this geographic diversity and further suggested that new programs, resources, services, and activities could potentially be built around this geographic diversity.

In examining specific characteristics and conditions of Douglas County that they personally liked, workshop participants also highlighted the county’s collection of various outdoor recreation assets that appeal to various demographic population groups, age ranges, and specific interests. Excellent public services, including police, fire, and transportation services, growing commercial retail services, and new parks, aquatic facilities, and community centers each contribute to the overall and relatively high quality of life that most Douglas County residents and visitors enjoy. Workshop participants also noted that the Douglas County Public Library plays a pivotal role in ensuring that high quality of life and does so by providing an incredibly deep and broad range of programs, resources, services, and activities that serve a diverse set of demographic groups across a variety of age ranges and interest areas. While workshop participants noted that the Douglas County Public Library struggles to continue to expand these existing programs, resources, services, and activities and struggles to develop and deliver new programs, resources, services, and activities, the Douglas County Public Library remains a critical part of ensuring that Douglas County residents and visitors are able to access the Library generally free of charge and in ways that meet their unique needs and wants.

Figure 2.5 presents a word cloud summarizing the responses provided by workshop participants to the question, *What do you dislike about Douglas County and your community?*

Many of the specific dislikes about Douglas County as a community stem from a general ‘lack of’ something as the county continues to struggle to maintain a high quality of life in the face of significant and sustained population growth. Several workshop participants noted that as the county has continued to grow in-terms of significant and sustained population growth over the past several years, the county’s existing public infrastructure has failed to keep pace. The lack of affordable and attainable housing, the lack of additional shopping, restaurants, and various other entertainment options were other areas in which workshop participants noted the need for targeted improvement. A number of workshop participants also highlighted the impact that continued significant and sustained population growth has had on the general ‘sense of community’ that has existed throughout Douglas County. With increased population growth, community members are less likely to know each other and, because of this, are less likely to engage and participate in community events. Workshop participants suggested that the Douglas County Public Library could become a central community hub where residents get to know each other and where there are opportunities to participate in community events. Workshop participants also suggested that the Douglas County Public Library could become a central place

Figure 2.6 – What do you like about the Douglas County Public Library (as an organization)?



Several workshop participants highlighted a number of the Douglas County Public Library’s various activities and programs as characteristics of the Library that they particularly liked. The Library’s summer reading program, programs and activities aimed at young children and families, and even programs and resources aimed at teenagers and young adults has ensured that the Douglas County Public Library plays a pivotal role in the educational development of Douglas County’s population at various stages of an individual’s own development. This level of engagement and interaction with patrons and visitors of various ages extends to adults as the Douglas County Public Library continues to expand programming and activities aimed at different adult age groups. A number of workshop participants noted that they would like to see the Douglas County Public Library continue to grow and expand adult-oriented programming and activities such as increased vocational and job training programming and activities aimed at serving the needs and wants of the county’s growing senior and elderly population.

Related to the Library’s existing and continually expanding collections and various activities and programs has been the investment that the Douglas County Public Library has made in improving overall patron and visitor access. The successful completion and implementation of the Douglas County Public Library’s Bookmobile has extended the reach of the Library and has improved the visibility of the Douglas County Public Library throughout the county. Continued investment in the Library’s digital and virtual infrastructure has also allowed the Library to maintain operations during the COVID-19 global pandemic when in-person use of the Library was not possible. As part of this new five-year strategic plan for the Douglas County Public Library, workshop participants agreed that the Library must continue to invest in the ways in

which the Library provides access to the Library’s various programs, resources, and services, including the Library’s existing digital and virtual infrastructure. Workshop participants also highlighted the Library’s existing staff as a major positive characteristic of the Douglas County Public Library. Staff is extremely knowledgeable and extremely dedicated to the Library’s mission and routinely spend significant time in providing direct one-on-one support and assistance to Library patrons and visitors.

Figure 2.7 presents a word cloud summarizing the responses provided by workshop participants to the question, *What do you dislike about the Douglas County Public Library (as an organization)?*

Figure 2.7 – What do you dislike about the Douglas County Public Library (as an organization)?



In general, many of the specific characteristics of the Douglas County Public Library that workshop participants disliked or felt that the Library needs to improve upon as part of this new five-year organizational strategic plan were focused around a general ‘lack of’ something. Workshop participants almost universally agreed that the ‘lack of’ space that is available at both the Minden Library and the Lake Tahoe Branch has significantly curtailed the Library’s ability to grow and expand its existing collections, activities, and programs. Both the Minden Library and the Lake Tahoe Branch have simply ‘outgrown’ the needs of the Douglas County Public Library. Neither location has adequate storage to house Library collections or materials and supplies needed to support activity and program development and delivery. Staff space typically doubles as storage or even programming space and existing dedicated activity and program space is often crowded due to increased patron and visitor demand for specific educational, entertainment, and

recreational activities and programs. Continued modification of the existing Minden Library and Lake Tahoe Branch is simply not possible given the physical limitations of both buildings and continued population growth throughout Douglas County is occurring further and further away from the existing locations resulting in it becoming increasingly difficult for patrons and visitors to physically visit and use either the Minden Library or the Lake Tahoe Branch. Addressing the Douglas County Public Library's ongoing challenges regarding the physical limitations of both the Minden Library and the Lake Tahoe Branch was identified by workshop participants as a major priority for the Library's new five-year organizational strategic plan.

In addition to not having enough physical space, workshop participants also noted that the Library continues to struggle to provide support and service to patrons and visitors given the lack of staff currently available. While workshop participants highlighted the Library's existing staff as a major organizational strength, workshop participants also noted that staff is starting to reach 'burn out' levels as individual staff members are increasingly asked to take on more responsibilities and 'do more with less' as demand for library resources, programs, and activities continues to increase while Library resources have not increased at a similar level. Addressing this growing 'lack of' staff concern by providing additional training and professional development opportunities, by hiring additional staff in critical administrative and operational areas, and by addressing the growing need for additional volunteers was a major priority that workshop participants would like to see the Douglas County Public Library address over the next five years.

Workshop participants further noted that the Douglas County Public Library should strategically and aggressively develop and implement a comprehensive community outreach, engagement, and marketing campaign. A number of workshop participants noted that the Douglas County Public Library has become too focused on internal issues and, because of this, has become increasingly detached from the community that the Library serves. Several workshop participants suggested that Library administrative staff should seek to work collaboratively with other Douglas County departments and agencies, the Douglas County School District, local and regional Native American indigenous peoples communities, and various community groups and associations such as local Chambers of Commerce in order to increase overall community support of the Library and overall awareness about the Library's vast collections, activities, and programs. This effort should also include an improved marketing campaign designed to inform targeted population groups living throughout Douglas County as to how the Library can serve specific educational, entertainment, and recreational needs and wants.

2.3 Evaluating Organizational Accomplishments and Challenges

As part of the second organizational strategic planning workshop held on January 28, 2022 and January 29, 2022, workshop participants were asked to identify the major accomplishments that the Douglas County Public Library has completed over the past year and to identify what the Douglas County Public Library's major challenges for the coming year will be. As part of this assessment and in identifying the major accomplishments of the Douglas County Public Library over the past year, workshop participants highlighted the Library's ability to overcome the impact that the COVID-19 global pandemic has had on the Library's operations. Despite these

ongoing challenges, the Douglas County Public Library was able to continue to serve the public even when the Library's physical locations were closed, employing new innovative approaches to program, resource, and service delivery including curbside service, offering increased usage of digital resources, and augmenting budgetary restrictions with new grants, donations, and even additional book sale revenues. Over the past year, the Douglas County Public Library has also completed major investments in critical infrastructure, expanded hours, provided mobile hotspots for patrons to check out and use, improved the organization's book acquisition budget, and has even been able to hire additional staff. The Douglas County Public Library has also been able to successfully expand Bookmobile service, with regular service now being provided to the Topaz Ranch Estates area, to Dresslerville, and to Indian Hills. As a result of all of this, the Douglas County Public Library has had a significant and positive impact on the communities that the Library serves as evident in the increased number of library cards that have been issued, the increased ability to reach a broader community base, reaching patrons that the Library had been unable to reach in the past, and to expand existing programs, resources, and services.

Over the next year, continued recovery from the COVID-19 global pandemic and the pandemic's related impacts on the Library's operations will remain a primary challenge. Part of this ongoing challenge is addressing the ongoing funding concerns that the Douglas County Public Library has, the continued stress that Library employees are already experiencing, and continuing to build a positive image of the Library throughout the county and within the communities that the Library serves, with other Douglas County representatives, and with new potential partners. Addressing inadequate staffing and volunteer levels was identified by workshop participants as a major challenge that the Douglas County Public Library must purposefully address. This includes the hiring of a new Library Director, the filling of existing vacant positions and the creation and filling of needed new positions, and increasing the number of volunteers that the Library has increasingly come to depend upon in order to successfully accomplish the new strategic goals and objectives outlined in this new five-year organizational strategic plan. While addressing the Library's ongoing physical space challenges and the need for either a major renovation of the existing locations and/or the development and successful completion of a new branch location were each identified as a major challenge, workshop participants were also realistic in agreeing that resolution of these physical space challenges are likely not possible over the next year. However, workshop participants did agree that the Douglas County Public Library could make strategic moves and investments over the next year that would enable the Library to address these physical space challenges over the course of the next five years and beyond.

2.4 An Updated Strengths, Weaknesses, Opportunities, and Threats Analysis

As part of the first organizational strategic planning workshop held on November 19, 2021 and November 20, 2021, workshop participants were asked to identify specific and existing organizational strengths and weaknesses and specific opportunities and threats that the Douglas County Public Library could potentially take advantage of or may have to mitigate and address as part of this new five-year organizational strategic plan. *Strengths* are defined as existing characteristics of the Douglas County Public Library that gives it a competitive advantage and allows the Library to produce value while *weaknesses* are defined as existing characteristics of the Douglas County Public Library that places the organization at a disadvantage or prohibits the

Library's greatest strength and that additional investment in staff resources, in increasing the number of library volunteers and providing additional professional development opportunities, is needed over the next five years. As part of this major organizational strength, workshop participants also highlighted the contribution that the Douglas County Public Library's Board of Trustees and Friends of the Library group make to program, resource, and service development and delivery. Both the Board of Trustees and the Friends of the Library have become critical advocates for the Library to local policymakers and to the public at large and have supported staff in the continued expansion of existing and development of new programs, resources, and services designed to serve patron and visitor needs and wants.

Again, workshop participants highlighted the Douglas County Public Library's existing collections and existing set of activities and programs as a major organizational strength that has contributed to the Library's growing importance as a primary provider of educational, entertainment, and recreational services throughout the county and throughout the region. Additional investment in the Library's technological infrastructure, including increased online and virtual access, has made the Library's collections and various programs, resources, and services even more accessible to additional population groups throughout Douglas County. The successful development of the Library's Bookmobile and the expanded coverage of the Bookmobile to other parts of Douglas County has added to this increased accessibility and has helped improve the Library's overall visibility among patrons, visitors, and with all residents of Douglas County. While the physical condition and limitations of both the Minden Library and the Tahoe Branch Library were identified as major organizational weaknesses by workshop participants, workshop participants did note that the strategic location of both the Minden Library and the Tahoe Branch Library has, at least historically, provided direct physical access to the Library's collections of existing resources, programs, and services to a large percentage of Douglas County's existing residential population. A large number of patrons and visitors are able to access the resources, programs, and services of the Douglas County Public Library because both physical library locations are co-located with other major public services and near major transportation corridors.

2.4.b Weaknesses of the Douglas County Public Library

Figure 2.9 presents a word cloud summarizing the existing organizational weaknesses of the Douglas County Public Library as identified by workshop participants.

As has previously been illustrated as part of this environmental and organizational assessment of the Douglas County Public Library, workshop participants generally agreed that the major organizational weaknesses that exist and inhibit the ability of the Library to produce value and serve patron and visitor needs stem from a general 'lack of' needed resources including additional space, additional staff, and additional financial resources. Workshop participants generally concluded that the Douglas County Public Library has simply outgrown both the Minden Library and the Tahoe Branch Library. Both locations suffer from a chronic lack of available storage and a lack of dedicated activity and program space that is needed to serve an increasingly diverse population with unique needs and wants. The physical limitations of both the Minden Library and the Tahoe Branch Library simply prohibit continued growth of the

Many of the specific opportunities that the Douglas County Public Library might be able to take advantage of as part of this new five-year organizational strategic plan, as identified by workshop participants, focused on increasing the Library's access to various financial and non-financial resources. New funding sources that have been developed as part of the U.S. federal government's and state of Nevada's response to the COVID-19 global pandemic could potentially mitigate the cost of improving the existing physical conditions of the Minden Library and the Tahoe Branch Library, including the need for additional technological infrastructure, and might also mitigate the cost of building a new branch library in parts of Douglas County where the population continues to significantly grow. Improved community engagement and new partnerships with various community-based organizations may eventually lead to additional financial resources either through donations and direct financial assistance or through increased community support for expanded budgetary support of the Douglas County Public Library.

As Douglas County continues to grow and as the county's population continues to become increasingly diversified, there is also a growing opportunity to expand existing programs, resources, and services and to develop and deliver new programs, resources, and services in order to reach and serve a larger patron and visitor base. While additional financial and non-financial resources, including additional staff and volunteers, will be needed in order to take advantage of this opportunity, the Douglas County Public Library could significantly increase its status throughout Douglas County as the premier place where patrons and visitors can access the programs, resources, and services that will satisfy and meet their growing educational, entertainment, and recreational needs. This opportunity has become even more possible as Douglas County, in general, lacks other alternatives in providers of the types of resources, services, and programs that the Douglas County Public Library already provides. Douglas County residents often travel to neighboring urban population centers, such as the Carson City metropolitan statistical area and the Reno-Sparks metropolitan statistical area in order to access a broader set of entertainment and recreational services. Expanding existing programs, resources, and services and developing and delivering new programs, resources, and services could enable county residents to use the Douglas County Public Library even more and to increase the overall role that the Library plays throughout the county and within each individual community.

2.4.d Threats Facing the Douglas County Public Library

Figure 2.11 presents a word cloud summarizing the possible threats that the Douglas County Public Library may have to address of as identified by workshop participants.

The single largest, and perhaps most important, threat facing the Douglas County Public Library is the threat posed by potential future cuts to the Douglas County Public Library's budget and, perhaps, the failure to grow the Library's budget year-over-year in a manner that matches the continued increased demand that the Douglas County Public Library is facing as Douglas County's population continues to grow and becomes increasingly diverse. Even prior to the impact that the COVID-19 global pandemic has had on the Douglas County Public Library's budget, the Library's budget has been insufficient to support increased staff and volunteer levels needed to provide increased programs, resources, and services, has been insufficient to continue to increase and modernize the Library's existing collections, and has been insufficient to address ongoing physical space and infrastructure issues. Over the past ten years, the Douglas County

ensuring that the Douglas County Public Library remains a critical provider of various educational, entertainment, and recreational resources, programs, and services.

3.0 Evaluating Elements of the Existing Strategic Plan

The current Douglas County Public Library strategic plan, *Long Range Plan 2011-2020*, was initially adopted by the Douglas County Public Library on December 13, 2011 and has served as the Library’s primary guiding document over the past ten years. The original goals and objectives of the existing strategic plan have been revised and updated every year since between 2013 and 2019, with a final comprehensive assessment of the existing strategic plan completed in 2020. The *Long Range Plan 2011-2020* consists of ten separate core values, “Our Beliefs and Commitments”, a mission statement, and two primary strategic goals. Each individual primary strategic goal each consisted of a series of individual objectives and actionable items. As part of the first organizational strategic planning workshop held for the Douglas County Public Library on November 19, 2021 and November 20, 2021, workshop participants were asked to evaluate each individual element of the existing strategic plan.

3.1 Evaluating the Existing Core Values

As part of the Douglas County Public Library’s *Long Range Plan 2011-2020*, ten separate core values were developed along with the following preamble:

Our Values: Our Beliefs and Commitments

As Trustees, administrators, and staff of the Douglas County Public Library, we endeavor to accomplish the Library’s mission through our commitment to these essential core values:

Patron Focus, Respect for People, Equitable Service, Freedom of Information and Freedom to Read, Patron Privacy, Free Basic Services, Promotion of Services, Quality, Integrity, Stewardship of Community Resources

The *Long Range Plan 2011-2020* contained the following definitions for each of these ten core values, including:

- ***Patron Focus:*** We place the highest priority on customer service to our patrons and treat every request as being of equal value. As we consider enhancements to traditional services and implementation of new and innovative services, we first acknowledge our patrons’ information needs. We will proactively develop new services to meet changing reading and information needs in our community.
- ***Respect for People:*** We will treat all patrons and each of our staff members as valued individuals.

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- ***Equitable Service:*** We seek to ensure access to information for people of all ages, abilities, and means. We strive to place library services in convenient, accessible locations.
 - ***Freedom of Information and Freedom to Read:*** We protect our patrons' freedom to read and view all library information. We abide by the American Library Association's Library Bill of Rights.
 - ***Patron Privacy:*** We safeguard our patrons' rights to request and obtain information privately. The information we collect is kept in confidence and used solely to deliver and improve library services.
 - ***Free Basic Services:*** We provide basic library services free of charge.
 - ***Promotion of Services:*** We inform our community about library services through a variety of channels. An informed community is a participating community.
 - ***Quality:*** We endeavor to deliver the highest quality services possible with friendly, approachable, knowledgeable and expert staff.
 - ***Integrity:*** We abide by the policies which have been adopted by the Library Board of Trustees and the Code of Ethics of the American Library Association.
 - ***Stewardship of Community Resources:*** We recognize that we have been entrusted by our community with managing resources contributed through taxes and donations. We hold ourselves accountable for the efficient and effective use of all resources – people, time, assets, and funds.

As part of the evaluation of the Douglas County Public Library's current strategic plan and of the existing core values, workshop participants, participating in small groups, were asked to develop a list and a set of accompanying one to two-sentence definitions of no less than four and no more than eight core values based upon the definitions provided for the ten existing core values found within the *Long Range Plan 2011-2020*. Workshop participants were then asked to vote for the revised core values that they felt were most important and best reflected the beliefs, traits, and behavioral norms that organizational personnel and members are currently expected to display in conducting the functions of the Douglas County Public Library and pursuing the Library's strategic mission. Several individual draft core values developed by workshop participants were combined based on the similarity in the name of the core value and the accompanying definition provided. In order of most important as voted for by workshop participants, the following revised core values with each core value's accompanying revised definition is presented here:

- **Stewardship of Community Resources; Stewardship of Resources (19 votes):** we hold ourselves accountable for the efficient and effective use of all resources entrusted to us – people, time, assets, and funds; we are accountable for the efficient and effective use of all resources – people, time, costs, and funds; things, money, time, staff, volunteers.

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- **Freedom of Information and Freedom to Read** (16 votes): we protect our patron’s freedom to read and view all information; we follow the ALA Bill of Rights; no library censorship, ALA Bill of Rights; we protect our patrons’ freedom to read and view all library information; we abide by the American Library Association’s Library Bill of Rights.
 - **Equitable Service; Equal Access and Respect for People by Insuring Access to All; Equal Access** (16 votes): we seek to ensure access to information to people of all ages and abilities and treat all patrons and staff with respect; provide equal access to all patrons regardless of socio-economic status.
 - **Patron Focus** (10 votes): we place the highest priority on customer service to our patrons; we first acknowledge our patrons information needs and proactively develop services to meet changing reading and information needs in our community; changing needs and technology; educating on changing tech
 - **Quality** (5 votes): we strive to provide quality service, materials, and knowledgeable and approachable staff.
 - **Integrity** (3 votes): privacy, Code of Ethics, policies.
 - **Promotion of Services** (3 votes): public signage, radio/public media, PSA; we inform our community about library services through a variety of channels; promoting programs, materials, and technology accessible through the library.
 - **Ensure Patron Privacy; Patron Privacy** (2 votes): personal information, records, usage, will be confidential; protect patron’s rights to privacy of personal information and library usage information.
 - **Community Engagement** (1 vote): patrons, residents, relationships, partnerships, stakeholders, schools.
 - **Strong Educational, Informational, Community Programs, Services, and Resources** (1 vote)
 - **Welcoming and Secure Environment** (1 vote)

The results of this evaluation were later used, during the second organizational strategic planning workshop held on January 28, 2022 and January 29, 2022 and during the third organizational strategic planning workshop held on April 2, 2022, to develop a new set of core values that will guide the Douglas County Public Library in pursuing its new organizational strategic mission and strategic vision and in achieving its new organizational strategic goals and objectives. The new draft core values for the Douglas County Public Library are presented in Section 4.0 of this University Center for Economic Development technical report and the final new core values, that serve as the foundation of this new five-year organizational strategic plan, with expanded definitions, are presented in Section 5.0.

3.2 Evaluating the Existing Mission Statement

As part of the Douglas County Public Library's *Long Range Plan 2011-2020*, the current mission statement of the Douglas County Public Library is as follows:

The mission of the Douglas County Public Library is to provide a comprehensive collection of library materials, services, and programs to meet the informational, recreational, and cultural needs of the citizens of Douglas County.

In evaluating the existing mission statement of the Douglas County Public Library, workshop participants who participated in the first organizational strategic planning workshop held on November 19, 2021 and November 20, 2021 were asked to answer two sets of questions. The first set of questions included: (1) What are the *informational needs* of the citizens of Douglas County?, (2) What are the *recreational needs* of the citizens of Douglas County?, and (3) What are the *cultural needs* of the citizens of Douglas County? The second set of questions included: (1) *Who* does the Douglas County Public Library serve?, (2) What are the Douglas County Public Library's *core functions*?, and (3) How does the Douglas County Public Library *perform its core functions* and deliver programs, resources, and services?

3.2.a Identifying Informational, Recreational, and Cultural Needs

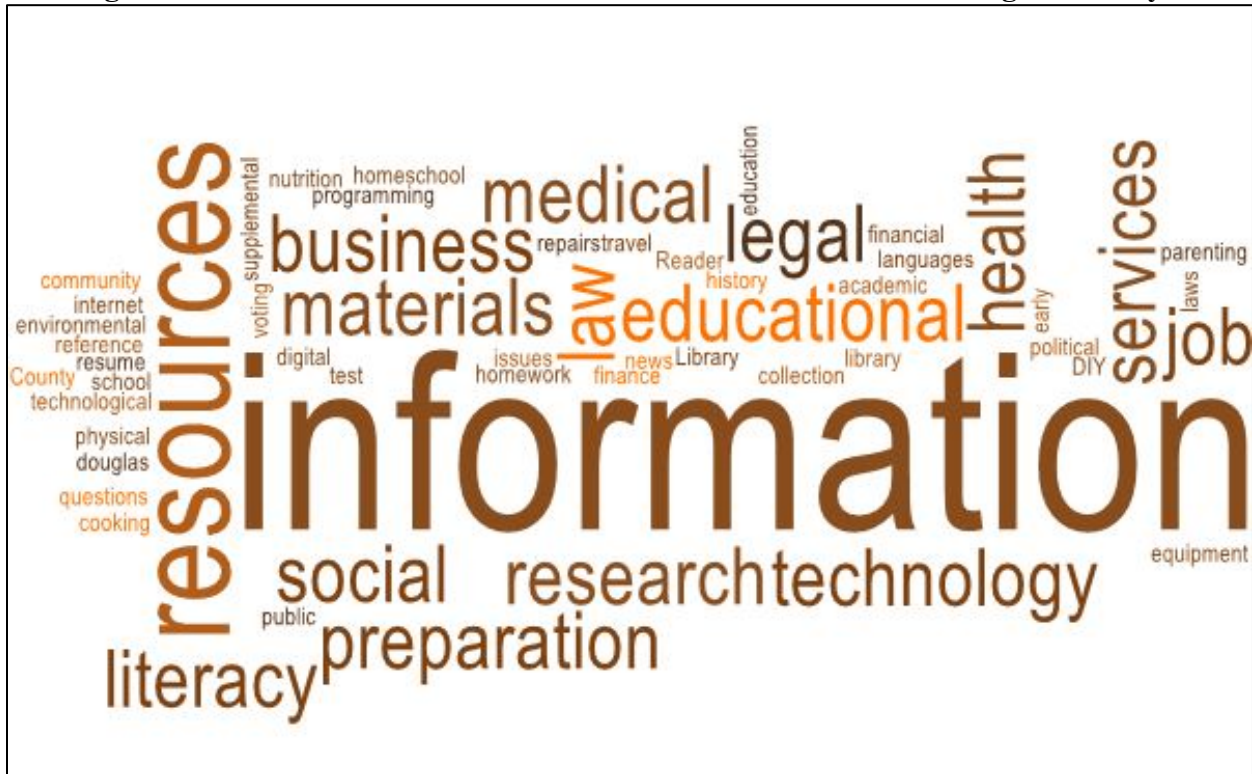
Figure 3.1 presents a word cloud summarizing workshop participant responses to the question, *What are the informational needs of the citizens of Douglas County?*

Common among the many specific informational needs identified, workshop participants noted that the Douglas County Public Library has and remains a central hub for critical informational resources that the citizens of Douglas County routinely ask for and depend upon. In general, the various informational needs of the citizens of Douglas County and of the patrons and visitors of the Douglas County Public Library are served by the Library's existing collections and technological resources. Information on how to start and run a business, test preparation materials, job and employment training and placement information, legal information, and information on medicine and health related topics were a few of the many specific informational needs identified by workshop participants. The Douglas County Public Library, by providing access to wide range of informational resources, continues to promote broad community literacy on a variety of topics to a variety of socio-demographic and economic groups throughout the county.

A number of workshop participants noted that the Douglas County Public Library is also a central hub for the informational resources provided by other public sector, private sector, and even non-profit community-based agencies, firms, and organizations that operate throughout Douglas County. Workshop participants noted that, as part of this new five-year organizational strategic plan, the Douglas County Public Library should work collaboratively with other agencies, firms, and organizations to expand access to the information that these agencies, firms, and organizations provide as long as the informational resources that they provide are consistent

with the Library’s own mission and serve the purpose of addressing specific informational needs of Library patrons and visitors.

Figure 3.1 – What are the informational needs of the citizens of Douglas County?



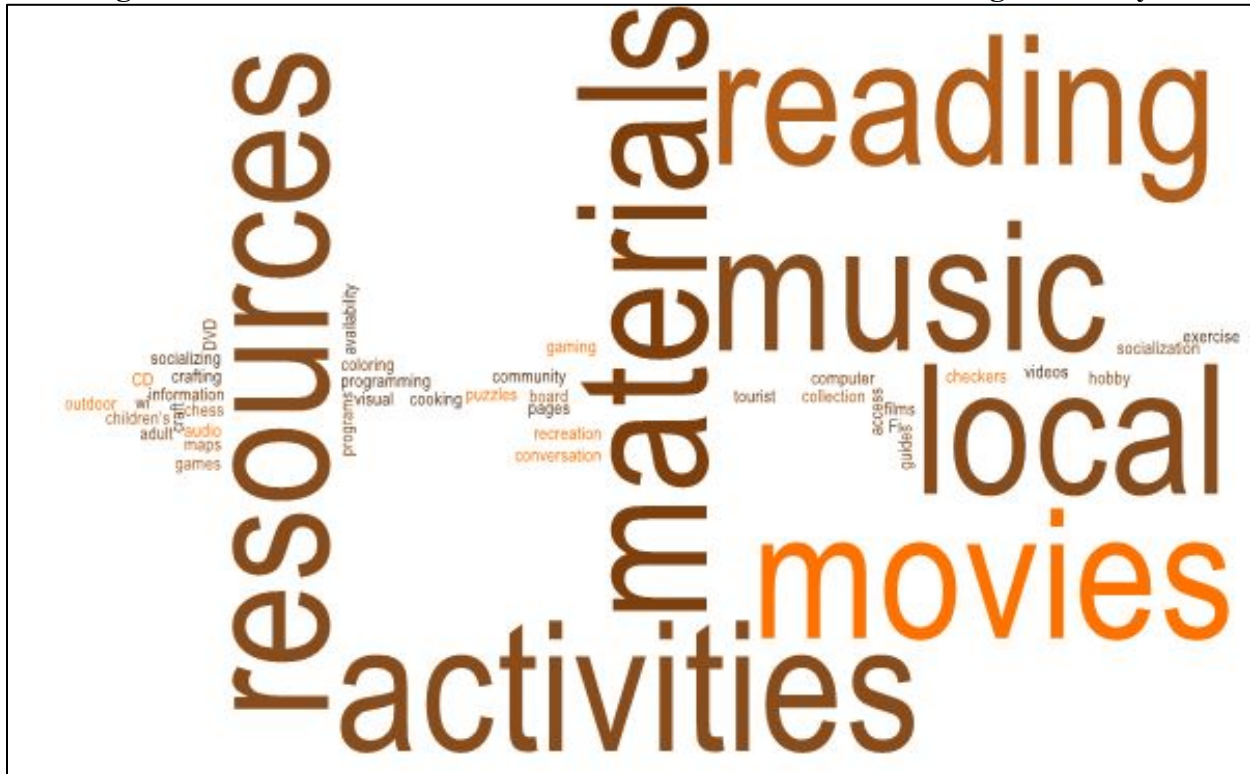
Several workshop participants noted that the Douglas County Public Library has developed certain special collections that serve very specific informational needs. For example, the Library offers access to an extensive Law Library and continues to grow its Nevada history and Douglas County history collection. These special collections serve unique informational needs of patrons and visitors in an easy-to-access format, a format and environment that is unmatched by other public libraries currently operating throughout the state. A number of workshop participants noted that the Douglas County Public Library has developed a series of specific programs and services designed to meet the informational needs of Douglas County residents. For example, the Library’s test preparation services, Early Reader program, and job placement services expand the Library’s ability to address patron and visitor informational needs beyond access to printed reference materials.

Figure 3.2 presents a word cloud summarizing workshop participant responses to the question, *What are the recreational needs of the citizens of Douglas County?*

Workshop participants noted that the Douglas County Public Library is more than just a repository for information and printed materials but has become a destination recreation facility for various population groups currently living throughout Douglas County. Many families with young children utilize the Library’s recreation activities and programs while teenagers and young adults utilize the Douglas County Public Library as a ‘safe space’ to pursue specific interests,

hobbies, and even leisure activities with friends. The Library’s extensive collection of movies, music, and board games are used frequently by Library patrons and visitors and the Douglas County Public Library also hosts a variety of hobby and crafting activities and outdoor activities throughout the year.

Figure 3.2 – What are the recreational needs of the citizens of Douglas County?



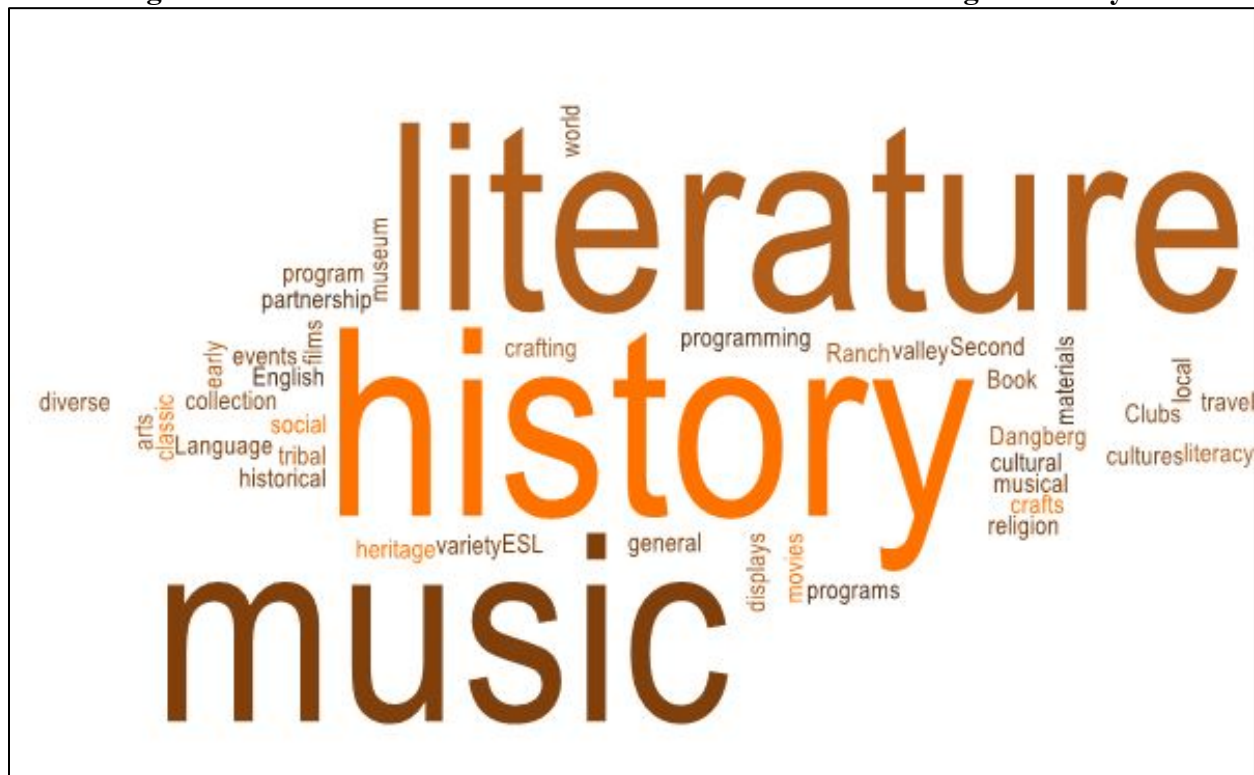
A central feature of the activities, programs, and services that the Douglas County Public Library has developed and provides in order to meet the recreational needs of Douglas County citizens is the importance of socialization and socializing and supporting a sense of community through conversation and engagement. Several workshop participants noted that these important features, socialization and socializing and supporting a sense of community through conversation and engagement, have become increasingly important as a result of the social isolation that individuals felt over the course of the COVID-19 global pandemic. As the Douglas County Public Library resumes normal in-person activities, programs, and services, the Library is striving to address the various recreational needs of the citizens of Douglas County as people re-enter society after over a year of social isolation.

Figure 3.3 presents a word cloud summarizing workshop participant responses to the question, *What are the cultural needs of the citizens of Douglas County?*

Many of the specific cultural needs of the citizens of Douglas County identified by workshop participants generally fall into three specific categories including history, literature, and music. The Douglas County Public Library’s *Pine Nut Room* is currently the physical home of the Library’s extensive Nevada and, specifically, Douglas County history collection. The Pine Nut

Room, used here to refer to the Library’s Nevada and Douglas County history collection, is one of the largest collections of its types by any public library currently operating throughout the state of Nevada. Additionally, through both the Library’s existing collections and in partnership with other groups and even local and regional museums, the Douglas County Public Library routinely displays historical artifacts highlighting a wide range of historical events. The Douglas County Public Library has also expanded its collections that are focused on local and regional Native American and indigenous communities history.

Figure 3.3 – What are the cultural needs of the citizens of Douglas County?



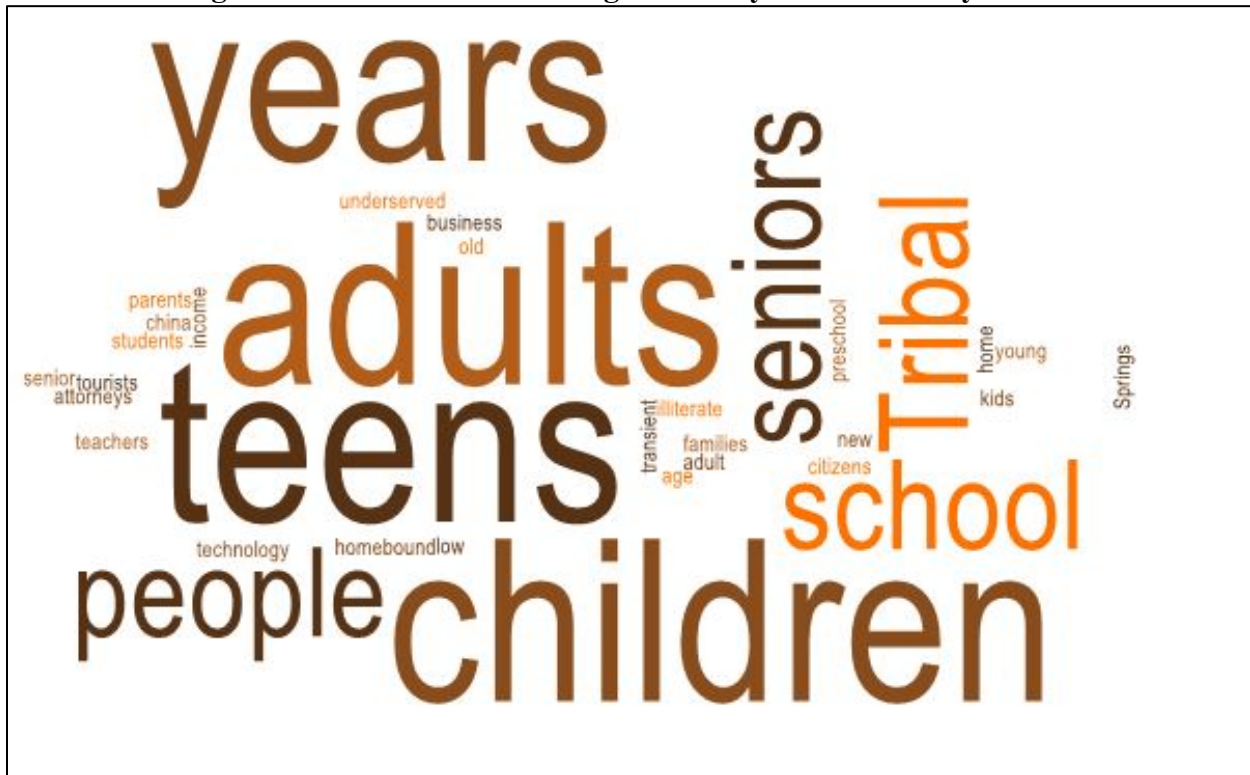
Workshop participants also noted that there is a growing interest among patrons and visitors in classical and contemporary literature and the Douglas County Public Library strives to routinely update and refresh its existing collections to provide Library patrons and visitors with a diverse offering of literature that they may not necessarily be familiar with or have the opportunity to learn more about. Like many public libraries, the Douglas County Public Library supports a very active local Book Club program and has integrated activities and programs designed around selected readings in order to provide an immersive cultural experience. This process has also been replicated as a way of addressing the musical cultural needs of Library patrons and visitors. The Douglas County Public Library provides access to a wide range of music and hosts a number of musical programs designed to inform Library patrons and visitors while simultaneously addressing the recreational and entertainment needs of the residents of Douglas County. Like many of the programs, resources, and services that the Douglas County Public Library provides that are focused on addressing specific informational and even recreational needs, the programs, resources, and services that the Douglas County Public Library provides that are focused on

addressing specific cultural needs of Library patrons and visitors are designed to promote a broader sense of literacy throughout the communities that the Library serves.

3.2.b Who the Library Services, Core Functions, and Performance of Core Functions

Figure 3.4 presents a word cloud summarizing workshop participant responses to the question *Who does the Douglas County Public Library serve?*

Figure 3.4 – Who does the Douglas County Public Library serve?

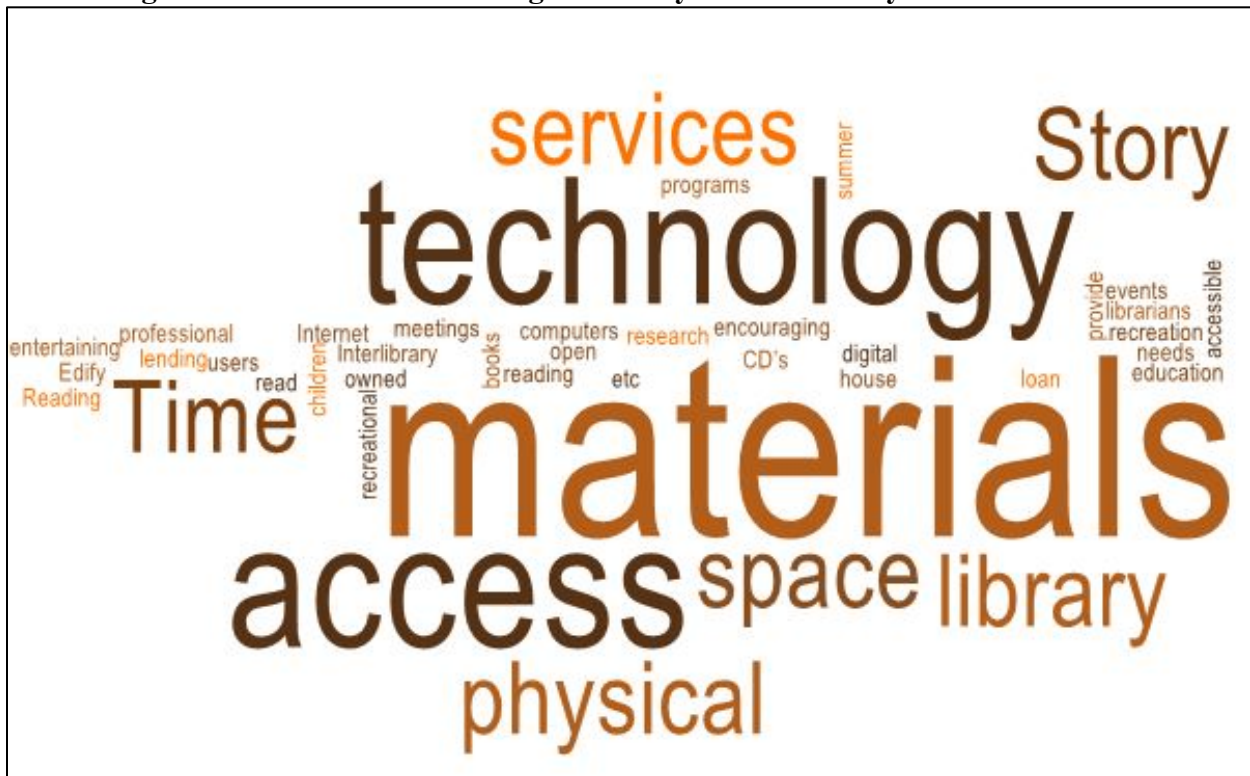


Workshop participants noted a number of specific population groups that the Douglas County Public Library currently serves and will continue to serve as part of this new five-year organizational strategic plan. Families with young children, school aged children and teenagers through young adults, adults, and senior citizens were a few of the many specific population groups that routinely depend upon the programs, resources, and services that the Douglas County Public Library provides. Workshop participants noted that the Douglas County Public Library has also expanded its services for several historically underserved populations including existing indigenous communities and populations within Douglas County and throughout the northwestern Nevada region, low-income families and individuals, and even transient individuals in need of various public services. The Douglas County Public Library has also become a central place where new residents who have recently moved to Douglas County can gain access to needed public services and to general information about the county and their new community. Tourists and visitors to Douglas County often utilize Library resources, especially the Library’s *Pine Nut Room* collection as well the Library’s collection of maps and other items highlighting special ‘points of interest’ located throughout the county.

A number of workshop participants did note, however, that the Douglas County Public Library could improve its own level of service to local and area businesses, to other Douglas County agencies and departments, to the Douglas County School District, to members of the Washoe Tribe of Nevada and California and to other local and regional Native American and indigenous peoples, and to bilingual residents of Douglas County. Engagement with local businesses should focus on expanded job training, job placement, and workforce development issues and expanded engagement with the Douglas County School District could focus on expanding the various literacy and social programs and resources that the Library provides to families with school aged children and teens in need of a ‘safe place’ outside of school hours. While the Douglas County Public Library already features an extensive collection on local and regional Native American and indigenous community history, workshop participants agreed that direct engagement with local and area Tribes, including the Washoe Tribe of Nevada and California, could include storytelling, language, and interactive exhibits and activities designed to highlight the Tribe’s history with the community and the region. As the Douglas County Public Library is already a central hub utilized by county residents and visitors, workshop participants noted that there is a significant opportunity to use the Library as a central access point to the information and services that other Douglas County agencies and departments already provide.

Figure 3.5 presents a word cloud summarizing workshop participant responses to the question *What are the Douglas County Public Library’s core functions?*

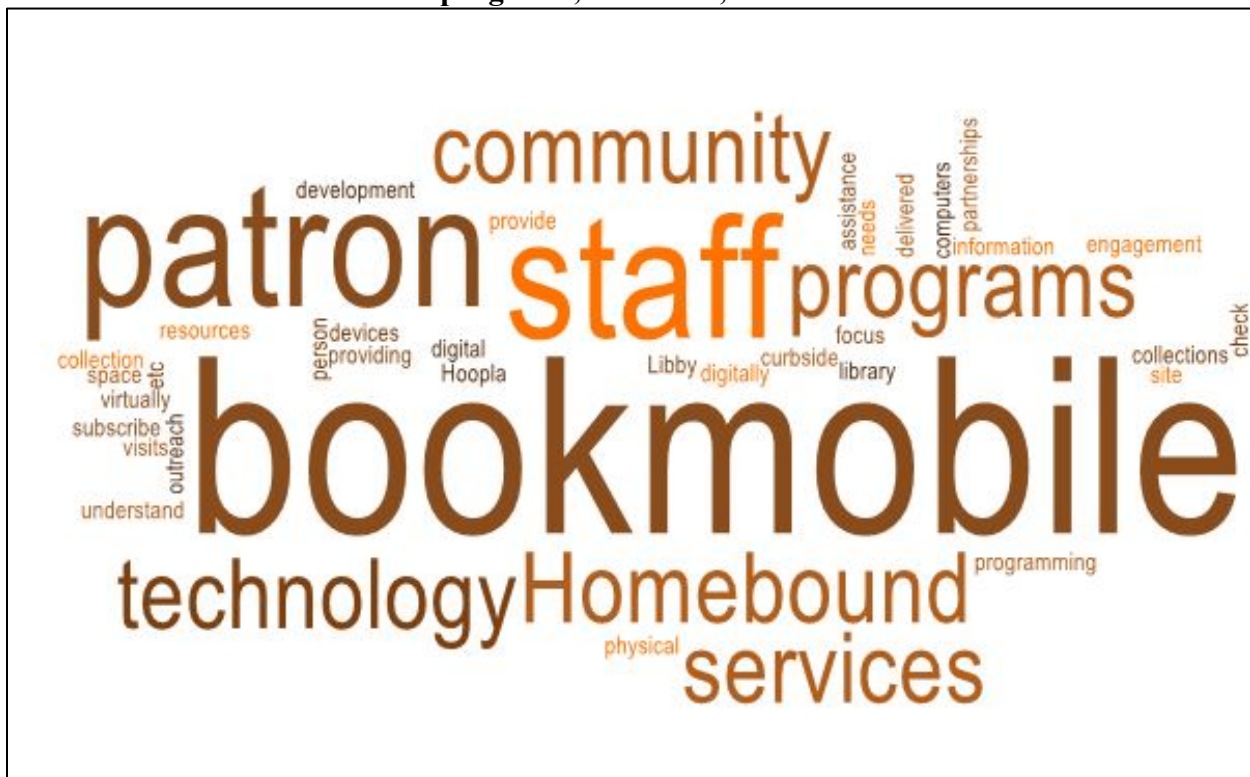
Figure 3.5 – What are the Douglas County Public Library’s core functions?



Workshop participants generally agreed that the primary core function of the Douglas County Public Library is to provide generally free access to a wide range of educational, recreational, and even entertainment oriented programs, resources, and services to any patron or visitor who uses the Library. This includes access to the Library’s extensive and diverse collection of materials, technology services and equipment, and to the physical space of the Library for activities, events, and even meetings. Being ‘open and accessible’ was a defining characteristic of the Library’s core function as identified by workshop participants and each and every employee and representative of the Douglas County Public Library is expected to provide friendly, helpful, and welcoming service to those patrons and visitors who request assistance and access to the Library’s programs, resources, and services.

Figure 3.6 presents a word cloud summarizing workshop participant responses to the question *How does the Douglas County Public Library perform its core functions and deliver programs, resources, and services?*

Figure 3.6 – How does the Douglas County Public Library perform its core functions and deliver programs, resources, and services?



Consistent with the answers provided by workshop participants to the question *What are the Douglas County Public Library’s core functions?*, workshop participants noted that the exceptional service that Library staff and other representatives provide is an essential part of how the Library performs its core functions. Despite budgetary restrictions that have limited the ability of the Douglas County Public Library to expand its existing staff and its number of volunteers, the Library has and continues to invest in the development of staff and volunteers in order to ensure that patron and visitor educational, entertainment, and recreational needs and

wants are routinely met. The Douglas County Public Library has made significant investments in the routine updating and refreshing of the Library's existing collections as community needs and wants shift. While additional investment is needed in updating and modernizing the Library's technological infrastructure, this investment has also included the continued improvement of the Library's technological resources. The Douglas County Public Library has further expanded its reach into the community through the successful development and continued provision of the Library's Bookmobile and expanded Homebound Services in order to reach individuals that may not be able to access Library resources, programs, and services on their own or who may not know about the Douglas County Public Library.

Workshop participants did note, however, that expanded and new partnerships with various public sector agencies, private sector firms, and various community-based organizations is needed in order to ensure that the Douglas County Public Library continues to perform its core functions. As Douglas County's total population continues to grow and as the county becomes increasingly diversified, it will become increasingly difficult for the Douglas County Public Library, given its financial and non-financial resource limitations, to reach individuals across the county without strategically collaborating and partnering with agencies, firms, and organizations that share a similar mission with the Douglas County Public Library. Workshop participants did caution, however, that the Library must ensure that these expanded existing and new partnerships do not infringe on the ability of the Douglas County Public Library to provide 'open and accessible' access to the Library's existing collection of programs, resources, and services as individual patrons and visitors seek to meet their own informational, entertainment, and cultural needs.

3.3 Evaluating the Existing Goals and Objectives

The current Douglas County Public Library strategic plan, *Long Range Plan 2011-2020*, consisted of two general goals, with each goal having several individual objectives and with each individual objective having several specific actionable items. The two general goals of the *Long Range Plan 2011-2020* for the Douglas County Public Library are:

- **Goal No. 1:** Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology.
- **Goal No. 2:** Douglas County residents and visitors will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers.

Workshop participants who participated in the first organizational strategic planning workshop held on November 19, 2021 and November 20, 2021 were asked to evaluate each individual objective for each of the two existing goals by answering two specific questions, including: (1) has the goal and objective been completed?, and (2) are there elements of the goal and objective that are still relevant and, if so, what are those elements? The analysis for each objective listed for each of the two existing goals would be used in subsequent organizational strategic planning workshops to develop a new set of strategic goals and objectives and a comprehensive

implementation plan as part of the Douglas County Public Library's new five-year organizational strategic plan.

3.3.a Evaluating the Progress Made Related to Existing Organizational Strategic Goal No. 1

For the first existing organizational strategic goal, *Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists information, media and technology*, three specific objectives were initially developed, including: (Objective 1) increase technology available to patrons, (Objective 2) assess and evaluate the demand for technology assistance and education, and (Objective 3) assess, test and streamline eResources. For each of these individual objectives, a series of individual actionable items were originally developed and assigned.

As part of Goal No. 1 Objective No. 1, *increase technology available to patrons*, three specific actionable items were developed and assigned, including: (1) investigate possible expansion of Virtual Reality technology programs at both libraries by March 31, 2020, (2) assess and determine the need(s) for additional mobile devices and resources by January 31, 2020, and (3) evaluate available robotics technology/devices and determine collection possibilities by January 31, 2020. Workshop participants generally agreed that a measurable level of progress has been made in achieving each of the three individual actionable items assigned to this objective of increasing technology availability to patrons. The recent investment and installation of virtual reality technology at the Minden Library was highlighted as a major accomplishment. Workshop participants did point out, however, that the Douglas County Public Library has yet to provide regular virtual reality access at the Lake Tahoe Branch. Moving forward, workshop participants agreed that the Douglas County Public Library should continue to improve and expand patron and visitor access to virtual reality technology and launch a full Virtual Reality Lab by the end of the next five-year strategic planning horizon. A few workshop participants also suggested that the Douglas County Public Library explore expanding its existing virtual reality resources by actively collaborating with other organizations and, possibly, private sector firms that already have expansive virtual reality technological resources and capabilities.

Most notably, increased engagement with Western Nevada College and other Nevada System of Higher Education institutions could potentially and significantly expand patron and visitor access to virtual reality technologies through the Douglas County Public Library without the Library having to make its own sizable financial and non-financial resource investments. Workshop participants did generally agree that the third actionable item, evaluating available robotics technology/devices and determining collection possibilities, while technically completed has not been fully implemented. Expanding and providing access to robotics technology and devices has proved challenging given existing financial and non-financial resource level availability. Continuing to evaluate patron and visitor interest in robotic technology and devices should remain an ongoing function of the Library as part of this new five-year organizational strategic plan but updating and refreshing the Library's robotic technology and devices collection will largely be dependent upon the availability of needed financial and non-financial resources. Again, workshop participants suggested that the Douglas County Public Library could potentially partner with area organizations and private sector firms with expertise and access to a

wider array of robotic technologies and devices as a way of improving the Library's own direct access to these resources.

For Goal No. 1 Objective No. 2, *asses and evaluate the demand for technology assistance and education*, workshop participants generally agreed that this objective has been largely accomplished although the objective itself needs to be routinely pursued as the demand for technology assistance and education among Library patrons and visitors is not a static condition and continually changes and evolves as new technologies are developed and made available. In general, workshop participants did agree that each of the four specific actionable items developed for and assigned to this specific objective have been successfully completed. For this specific objective, the four specific actionable items included: (1) collect user data and statistics by March 1, 2020, (2) gather information from patrons and the greater community by March 31, 2020, (3) determine possibilities for technology education programs by March 31, 2020, and (4) begin implementing new technology programs, by June 30, 2020. While each of these four specific actionable items have been generally completed, collecting user data and statistics, gathering information from patrons and the greater community, determining possibilities for technology education programs, and implementing new technology programs, are now ongoing functions performed periodically by the Douglas County Public Library and will remain part of the Library's ongoing operations as part of this new five-year organizational strategic plan.

Specific elements of Goal No. 1 Objective No. 2 that workshop participants identified as still particularly relevant include the continued and regular determination of possibilities for technology education programs and the continued development and implementation of new programs. Again, the limitation of available financial and non-financial resources, including the necessary staff and volunteers with the needed technological training and expertise, will determine whether the Douglas County Public Library remains successful in developing and implementing new technology programs. Several workshop participants noted that the effects of the COVID-19 global pandemic and subsequent budgetary restrictions have limited the ability of the Douglas County Public Library to move forward with the development, implementation, and delivery of new technology programs despite the clear need and increased demand among Library patrons and visitors for these types of programs and services. Having staff and volunteers that are dedicated to the development, implementation, and delivery of new technology programs, as opposed to increasing the responsibilities of existing staff and volunteers to include new technology programs, is a vital first step in further achieving these specific actionable items as part of this objective. Joint technology program development and delivery with the Douglas County School District and Nevada System of Higher Education institutions such as Western Nevada College might be used to fill specific technology program 'gaps' in existing Library programs. However, certain programs, ranging from very basic technology assistance programs (i.e. assisting patrons with the use of their mobile devices, instruction in basic computer applications such as the Microsoft Office suite, and accessing online Internet-based resources) to more advanced technology programs including expanded in-house virtual reality services will require significant internal investment.

As part of Goal No. 1 Objective No. 3, *assess, test and streamline eResources*, three specific actionable items were developed and assigned, including: (1) evaluate Axis 360 eBooks and eAudiobooks by March 1, 2019, (2) monitor and evaluate current digital offerings by January 31,

2020, and (3) develop and create learning tools for patrons by March 31, 2020. As part of the evaluation of the first assigned actionable item, completing an evaluation of Axis 360 eBooks and eAudiobooks by March 1, 2019, workshop participants noted that the evaluation had been completed and that the Douglas County Public Library has moved to new eResources platforms including OverDrive and Switch. Workshop participants agreed that, while the evaluation is complete, this specific actionable item, given its focus on Axis 360, is no longer relevant. However, workshop participants did note that the Library's collection of various eResources is one of the Library's primary strengths and enabled the Douglas County Public Library to continue to serve the educational, entertainment, and even recreational needs of Library patrons and visitors over the course of the COVID-19 global pandemic despite the interruptions to normal in-person operations. In regard to the monitoring and evaluation of current digital offerings, workshop participants agreed that this specific actionable item has largely been achieved and that the Douglas County Public Library has made the ongoing monitoring and evaluation of the Library's various digital offerings a standard part of the Library's regular and ongoing operations.

While workshop participants generally agreed that the Douglas County Public Library has made significant progress in achieving this objective, in assessing, testing, and streamlining eResources, workshop participants also generally agreed that only some progress has been made in achieving the last assigned actionable item, developing and creating learning tools for patrons. The Douglas County Public Library has mostly continued to promote the use of Libby, a library reading app available as part of the Library's use of OverDrive, a digital distributor of eBooks, audiobooks, online magazines, and streaming video titles. Again, workshop participants noted that additional staff dedicated to the development and eventual implementation and administration of new and internally created learning tools will be needed and that the Douglas County Public Library's existing financial and non-financial resource levels are simply inadequate to support this type of internal effort. Moving forward, the Douglas County Public Library will continue to utilize OverDrive and the Libby app but will also continue to assess, test, and streamline as necessary the Library's existing and future eResources collection.

3.3.b Evaluating the Progress Made Related to Existing Organizational Strategic Goal No. 2

For the second existing organizational strategic goal, *Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers*, six specific objectives were initially developed, including: (Objective 1) establish Bookmobile service for valley region for Douglas County, (Objective 2) produce, revise, and improve Library policies, procedures and support documents, (Objective 3) develop and implement a standard system of assessment that will be used to measure, evaluate, and track all Library programs by May 1, 2019, (Objective 4) introduce one or more new programs at Minden Library by October 1, 2019, (Objective 5) introduce one or more new programs at Lake Tahoe Branch by October 1, 2019, and (Objective 6) Summer Reading 2019 patrons will have a Summer Reading Program that features the theme "Space: A Universe of Stories" for all age groups. For each of these individual objectives, a series of individual actionable items were originally developed and assigned.

As part of Goal No. 2 Objective No. 1, *establish Bookmobile service for valley region of Douglas County*, five specific actionable items were developed and assigned, including: (1) hire Bookmobile technician by February 1, 2019, (2) Bookmobile committee will create a plan for the Bookmobile, (3) train the Bookmobile Library Technician and other staff on Bookmobile functions and services within thirty (30) days of delivery, (4) train Bookmobile volunteers in basic duties within thirty (30) days of delivery, and (5) launch Bookmobile service within thirty (30) days of delivery. For all five specific actionable items, workshop participants generally agreed that progress in completing each actionable item has been somewhat mixed and that completed activities have also been hampered by unforeseen setbacks. For example, the Douglas County Public Library has been successful in establishing a new Bookmobile that has expanded the Douglas County Public Library's reach to underserved parts of the county and to underserved population groups. However, the Library has found it difficult to retain a Library Technician dedicated to the Bookmobile. Expanding staff and volunteer resources that can be assigned to the Bookmobile on a permanent or semi-permanent basis remains a relevant part of this objective moving forward. Workshop participants were less certain as to whether a comprehensive 'Bookmobile plan' has been developed and completed and certain workshop participants have felt that the Bookmobile has been used in more of an 'ad hoc' fashion without a larger purpose in mind.

For the remaining three specific actionable items assigned to Goal No. 2 Objective No. 1, including training of the Bookmobile Library Technician and other staff, training assigned Bookmobile volunteers, and launching Bookmobile services, workshop participants again indicated an uneven level of success in terms of successful implementation. While the Bookmobile has been successfully launched and used, staff and volunteer availability levels has significantly set-back training of assigned staff and volunteers and more consistent use and deployment of the Bookmobile. Again, the uneven level of success in implementing each of these specific actionable items is largely a function of inconsistent and often volatile and unpredictable levels of financial and non-financial resources that can be assigned and allocated to the Bookmobile. Workshop participants agreed that the Bookmobile is and will remain an essential part of the Douglas County Public Library's core functions relating to the development and provision of programs, resources, services, and activities to Library patrons and visitors and to the residents and visitors of Douglas County. However, success of the Bookmobile will only be possible if needed financial and non-financial resources can be securely and consistently allocated to the support and ongoing operation of the Bookmobile and related operational functions.

Goal No. 2 Objective No. 2, *produce, revise, and improve Library policies, procedures and supporting documents*, consisted of five specific actionable items including: (1) review existing policies and procedures, (2) establish small staff groups or committees assigned to specific documents, (3) create and/or update policies and procedures, (4) interim documents and handbook will be presented by September 1, 2019, and (5) inform Board of Trustees of progress by December 1, 2019. For all five of these specific actionable items, workshop participants generally agreed that each have been completed and that the Board of Trustees, along with applicable Douglas County government representatives and staff, have been part of the process of producing, revising, and improving the Library's own internal policies, procedures, and supporting documents over the past several years. Workshop participants generally agreed that

this specific objective and the assigned specific actionable items, as written, should no longer be considered a strategic objective but that the Douglas County Public Library should commit itself, at an operational level, to review and revise as necessary all internal policies, procedures, and supporting documents at least every two years. While formal review and revision may occur every two years, workshop participants did agree that Library administrative staff, representatives from the Library's Board of Trustees, and other key administrative staff of Douglas County should routinely evaluate and revise selected policies, procedures, and supporting documents as needed and as required by the government of Douglas County in response to changing internal policies, procedures, and supporting documents implemented by the Douglas County Board of County Commissioners and county government staff.

For Goal No. 2 Objective No. 3, *develop and implement a standard system of assessment that will be used to measure, evaluate, and track all Library programs by May 1, 2019*, two specific actionable items were originally assigned, including: (1) develop a standard system that will be used to evaluate all library programs by December 31, 2020, and (2) create a procedure for new programs to ensure equal consideration of all ideas. In evaluating each specific actionable item and the overall objective, workshop participants generally agreed that limited progress has been made on developing a *formal* standard system of assessment including a standard system that will be used to evaluate all library programs and in creating a procedure for new programs to ensure equal consideration of all ideas. Workshop participants did agree, however, that more informal systems of assessment have been created and implemented largely based on improving the level of internal communication among Library staff and volunteers and between Library staff, members of the Library's Board of Trustees, and members of the Friends of the Library group. The development of a formal standard system of assessment may be less relevant than other existing objectives and other new objectives that have emerged over the past several years. Creating a formal standard system of assessment, including a formal procedure for new programs to ensure equal consideration of all ideas, will require additional financial and non-financial resources. These growingly scarce resources, according to many workshop participants, would be better used to support existing and developing new programs, resources, and services and in improving staff and volunteer resources. While ongoing program evaluation and assessment is important, workshop participants generally agreed that a formal standard system of assessment is largely unnecessary moving forward as long as the Douglas County Public Library continues to emphasize and support ongoing improvement in internal communication efforts.

As part of Goal No. 2 Objective No. 4, *introduce one or more programs at the Minden Library by October 1, 2019*, four specific actionable items were originally developed and assigned, including: (1) program(s) will be sustainable (repeatable, cost-effective, realistic), (2) program will be aligned with the library's mission and goals, (3) program will be launched by September 30, 2019, and (4) evaluate the program using the new system outlined in Goal No. 2 Objective No. 3 by January 31, 2020. For all four specific actionable items, with the exception of evaluating the new program(s) using a *formal* evaluation system, workshop participants unanimously agreed that the Douglas County Public Library has successfully developed and introduced a number of new programs at the Minden Library despite ongoing financial and non-financial resource constraints. Expanded virtual reality resources and programming, an adult summer reading program, 3-D Pen, various new children programming, introduction and implementation of the Bookmobile and OverDrive, special movie nights, Crafting Club, Scary

Stories, Paranormal Mysteries, Murder Mystery, Weekend Warriors, and Writer’s Block were a few of the many new programs, resources, and services that the Douglas County Public Library has successfully developed and introduced over the past several years. And while no formal organization-wide evaluation system exists, each of these new programs, resources, and services are regularly reviewed and evaluated in order to ensure that each program, resource, and service continues to serve patron and visitor needs and wants. Moving forward, workshop participants agreed that the Douglas County Public Library should continue to evaluate and improve each of these programs and develop new programs, resources, and services as needed in order to meet the changing and evolving needs of Douglas County.

Similar to Goal No. 2 Objective No. 4, Goal No. 2 Objective No. 5, *introduce one or more new programs at the Lake Tahoe Branch by October 1, 2019*, consisted of four specific actionable items, including: (1) program(s) will be sustainable (repeatable, cost-effective, realistic), (2) program will be aligned with the library’s mission and goals, (3) program will be launched by September 30, 2019, and (4) evaluate the program using the new system outlined in Goal No. 2 Objective No. 3 by January 31, 2020. Workshop participant responses to the evaluation of each specific actionable item to Goal No. 2 Objective No. 5 were nearly identical to the results of the evaluation for Goal No. 2 Objective No. 4. Workshop participants agreed that the Douglas County Public Library has significantly increased the number of programs, resources, and services offered directly through the Lake Tahoe Branch over the past several years and that evaluation of each of these programs are performed regularly to ensure that each program, resource, and service provided specifically at the Lake Tahoe Branch serves the needs of patrons and visitors who use the Lake Tahoe Branch. In addition to the new programs, resources, and services listed by workshop participants in evaluating Goal No. 2 Objective No. 4, workshop participants noted that the previous Branch Manager of the Lake Tahoe Branch had done an excellent job on developing specific programs, resources, and services for the Lake Tahoe Branch that serve the branch’s unique group of patrons and visitors. For example, the Lake Tahoe Branch now offers a series of science lectures focusing on the unique environmental characteristics of the Lake Tahoe area and has geared a number of new programs toward new afterschool programs for local area students. The Lake Tahoe Branch has also developed and provides new fire awareness programs in partnership with other public agencies operating within the Lake Tahoe basin. Again, while no formal evaluation process is in place, regular and periodic evaluation of these programs is completed for each program, resource, and service provided directly through the Lake Tahoe Branch.

For Goal No. 2 Objective No. 6, *summer reading 2019 patrons will have a Summer Reading Program that features “Space: A Universe of Stories” for all ages*, two specific actionable items were assigned, including: (1) launch the Summer Reading Program in June 2019 to include children, teens, and adults, and (2) evaluate the Summer Reading Program by December 1, 2019. Workshop participants unanimously agreed that the Douglas County Public Library has successfully completed and achieved this objective and each of the two specific actionable items. Not only has the Library successfully launched a comprehensive Summer Reading Program that serves a variety of age groups including children, teens, and adults, the Summer Reading Program has been very successful and continues to grow as one of the Library’s most popular programs. Moving forward, workshop participants agreed that the Douglas County Public Library should continue to evaluate the Summer Reading Program and to make necessary

improvements in order to meet the changing reading and literacy needs and wants of children, teens, and adults across a variety of socio-demographic and economic groups. Several workshop participants suggested that the Summer Reading Program should be better integrated into other existing programs, resources, and services including the Bookmobile and utilized more during school breaks in specific community areas such as Jacks Valley, Johnson Lane, the Ranchos Douglas County, and the Topaz Ranch Estates. Given the growing participation in the Library's existing Summer Reading Program, workshop participants noted that increasing the amount of financial and non-financial resources to the Summer Reading Program should be a part of the Library's new five-year organizational strategic plan.

4.0 Development of Core Values, Strategic Mission and Vision, and Strategic Objectives

The majority of the second strategic planning workshop, held on January 28, 2022 and January 29, 2022, was spent developing a list of new core values, a new strategic mission statement, a new strategic vision statement, and a list of new strategic goals and objectives for the Douglas County Public Library's new five-year strategic plan. This section presents a general summary of the work completed by workshop participants who participated in the second strategic planning workshop and presents the initial draft elements of the Douglas County Public Library's new five-year organizational strategic plan for 2022 through 2027.

4.1 Development of a List of Core Organizational Values

Core values are the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization's functions and in pursuing its strategic mission and vision. Because core values are universal beliefs, traits, and behavioral norms that everyone within an organization is expected to display, most strategic plans include only four to eight core values.

As outlined in Section 2.0 of this University Center for Economic Development technical report, workshop participants who participated in the first strategic planning workshop developed 11 initial possible core values for the Douglas County Public Library's new five-year organizational strategic plan. These initial possible core values, listed in order of importance as voted on by workshop participants, included:

- **Stewardship of Community Resources; Stewardship of Resources** (19 votes): we hold ourselves accountable for the efficient and effective use of all resources entrusted to us – people, time, assets, and funds; we are accountable for the efficient and effective use of all resources – people, time, costs, and funds; things, money, time, staff, volunteers.
- **Freedom of Information and Freedom to Read** (16 votes): we protect our patron's freedom to read and view all information; we follow the ALA Bill of Rights; no library censorship, ALA Bill of Rights; we protect our patrons' freedom to read and view all library information; we abide by the American Library Association's Library Bill of Rights.
- **Equitable Service; Equal Access and Respect for People by Insuring Access to All; Equal Access** (16 votes): we seek to ensure access to information to people of all ages and abilities and treat all patrons and staff with respect; provide equal access to all patrons regardless of socio-economic status.

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- **Patron Focus** (10 votes): we place the highest priority on customer service to our patrons; we first acknowledge our patrons information needs and proactively develop services to meet changing reading and information needs in our community; changing needs and technology; educating on changing tech
 - **Quality** (5 votes): we strive to provide quality service, materials, and knowledgeable and approachable staff.
 - **Integrity** (3 votes): privacy, Code of Ethics, policies.
 - **Promotion of Services** (3 votes): public signage, radio/public media, PSA; we inform our community about library services through a variety of channels; promoting programs, materials, and technology accessible through the library.
 - **Ensure Patron Privacy; Patron Privacy** (2 votes): personal information, records, usage, will be confidential; protect patron’s rights to privacy of personal information and library usage information.
 - **Community Engagement** (1 vote): patrons, residents, relationships, partnerships, stakeholders, schools.
 - **Strong Educational, Informational, Community Programs, Services, and Resources** (1 vote)
 - **Welcoming and Secure Environment** (1 vote)

Both before and during the second organizational strategic planning workshop held in January 2022, the initial possible 11 draft core values were revised and combined to form a list of five consolidated core values. These five new draft core values, based on workshop participant input, included:

- ***Freedom of Access and Information*** (20 Votes): The Douglas County Public Library will protect the rights of all our patrons and community members to access the information, resources, services, and programs offered by the Library without restriction in compliance with the American Library Association’s Bill of Rights regardless of their socio-economic status.
- ***Accountability and Stewardship*** (19 Votes): The Douglas County Public Library and all Library employees and representatives are accountable for the efficient and effective use of all Library resources which are dedicated to supporting the informational, recreational, and cultural needs of the people of Douglas County.
- ***Equitable Service and Treatment*** (18 Votes): Douglas County Public Library employees and representatives are expected to treat each other, our patrons, and everyone who interacts with the Douglas County Public Library with equitable treatment and respect, with integrity, and with the goal of protecting the patron’s right to privacy of their

personal information and library usage information. Douglas County Public Library employees and representatives are expected to behave in a manner that is consistent with the Library's stated policies regarding the treatment of other employees and representatives, patrons, and with anyone that interacts with the Library.

- ***Quality Customer and Patron Service*** (16 Votes): Our patrons depend on the information, resources, services, and programs offered by the Douglas County Public Library in order to meet their informational, recreational, and cultural needs and wants. In order to help our patrons meet their existing, evolving, and changing informational, recreational, and cultural needs and wants, the Douglas County Public Library places a high priority on exceptional customer service that begins by acknowledging our patron informational, recreational, and cultural needs and wants and proactively helping patrons meet them with the information, resources, services, and programs we provide.
- ***Community Engagement*** (4 Votes): The Douglas County Public Library and its employees and representatives are committed to actively and proactively engaging with our community and community stakeholders including, but not limited to, Library patrons, community residents and visitors, community schools and other educational providers, members of the business community, and other public sector organizations that serve Douglas County. We are committed to informing our community about the information, resources, services, and programs offered by the Douglas County Public Library through traditional and non-traditional engagement and outreach efforts including making the technological resources offered by the Library available to the public.

During the second organizational strategic planning workshop, workshop participants further evaluated and provided additional definitions for each draft core value. For *Freedom of Access and Information*, workshop participants agreed that this core value is the most fundamental core value of the Douglas County Public Library and provides the essential framework and bedrock within and upon the other core values are built. For *Accountability and Stewardship*, workshop participants agreed that additional detail regarding the treatment of existing physical assets and facilities should be explicitly stated within the definition. By providing this additional detail, Library representatives will strive to ensure that the physical facilities operated and maintained by the Douglas County Public Library are part of how Library staff, volunteers, and representatives provide programs, resources, and services that meet the educational, entertainment, and recreational needs and wants of Library patrons and visitors. Workshop participants noted that, for the core value of *Equitable Service and Treatment*, Douglas County Public Library staff, volunteers, and representatives are expected to comply with all Library policies and procedures while remaining patron-focused. Providing equitable service and treatment is an expectation that Library staff, volunteers, and representatives are expected to provide externally to patrons and visitors and internally to other staff members, volunteers, and representatives of the Douglas County Public Library.

For *Quality Customer and Patron Service*, workshop participants agreed that it is important to note and reference that the provision of exceptional customer and patron service is needed in order to meet the existing, evolving, and changing informational, recreational, and cultural needs and wants of patrons and visitors who regularly use the programs, resources, and services of the

Douglas County Public Library. Workshop participants further noted the words ‘customer’ and ‘patron’ should be dropped from the core value and changed to simply read ‘Quality Service’. The Douglas County Public Library strives to provide quality service, as defined within the core value itself, to both internal (staff, volunteers, and representatives) and external (customers, patrons, and visitors) stakeholders and various users of the Library regardless of the specific nature of their relationship and status with the Library. As for *Community Engagement*, workshop participants agreed that this core value should also reflect the desire of the Douglas County Public Library to build broad community support for the Library, for the programs, resources, and services that the Library provides, and for the financial and non-financial resources that the Douglas County Public Library needs to expand existing and provide new programs, resources, and services to Library patrons and visitors.

The final set of core values were developed during the third organizational strategic planning workshop held on April 2, 2022. This final set of core values, presented in Section 5.0, represent the fundamental beliefs, traits, and behavioral norms that all organizational personnel and members are expected to display in conducting the Douglas County Public Library’s functions and in implementing and pursuing other elements of the Library’s new five-year organizational strategic plan.

4.2 Development of an Organizational Strategic Mission Statement

A strategic mission statement typically describes the organization’s present identity. Key elements of a properly developed strategic mission statement include direction on day-to-day activity and a foundation for future decision-making. Typical strategic mission statements focus on highlighting what makes the organization unique and competitive relative to other organizations.

During the second Douglas County Public Library organizational strategic planning workshop held on January 28, 2022 and January 29, 2022, workshop participants were asked to develop a set of possible new strategic mission statements. In individual small groups, workshop participants were asked to develop their draft strategic mission statement by including a description of the Douglas County Public Library’s existing cause (Who are we? What is our purpose? Who do we serve?), the Douglas County Public Library’s current services, programs, and resources (What do we do?), and the impacts that the Douglas County Public Library, both directly and indirectly, has throughout the community (What changes in our community do we make for the better?). The resulting three draft strategic mission statements were developed during the second Douglas County Public Library strategic planning workshop and are presented here:

- The Douglas County Public Library provides a comprehensive collection of materials, services, technology, and programs to meet the informational, recreational, and cultural needs of the citizens of Douglas County.

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- Our Cause: To provide a comprehensive collection of quality materials, services and programs to meet the informational, educational, recreational and cultural needs of residents and visitors of Douglas County.

In order to meet the informational, educational, recreational and cultural needs of the people of Douglas County, the Douglas County Public Library will provide a comprehensive collection of quality materials, services and programs by easing access to.

- Our Cause: To provide informational, educational, and recreational needs with a comprehensive collection of materials, services and programs. We strive to provide access to current technology.

Our Actions: By providing community outreach and by providing a relevant and diverse collection of materials and technology.

Our Impact: Educating, preventing isolation, building community spaces, offering access to vocational opportunities, and cultivating literacy, and offering entertainment.

Each of these three draft mission statements developed by workshop participants emphasize the role that the Douglas County Public Library plays in serving the various needs and wants of Library patrons and visitors and the broader role that the Douglas County Public Library plays throughout all of Douglas County in providing a diverse and quality set of collections comprised of relevant and in-demand programs, resources, and services. Several of the draft mission statements also emphasize specific impacts that the Douglas County Public Library has in each community that the Library serves and on the entire county. In the third draft mission statement outlined above, workshop participants emphasized the educational impact that the Library has as well as several other specific impacts including the prevention of isolation, the building of a sense of community among individuals, offering vocational and workforce development opportunities, cultivating literacy across all socio-demographic and economic groups, and offering opportunities for entertainment and recreation.

Each of the three draft mission statements developed during the second organizational strategic planning workshop were combined into a single summary draft mission statement:

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 their educational, social and personal and professional development.

This summarized draft mission statement was further reviewed and revised during the third organizational strategic planning workshop held on April 2, 2022. Based on the input received from workshop participants during this third organizational strategic planning workshop, a final

new strategic mission statement, as part of this new five-year organizational strategic plan for the Douglas County Public Library, was developed and is presented in Section 5.0 of this University Center for Economic Development technical report.

4.3 Development of an Organizational Strategic Vision Statement

An organizational strategic vision statement should describe the general direction of where the organization is headed and what the organization aims to achieve by the end of the strategic plan's five-year planning horizon. While falling short of providing day-by-day instruction, the strategic vision statement should provide a general overview of the desired course and direction the organization has charted. An effectively worded strategic vision statement should be graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. The strategic vision statement provides *criteria* through which day-to-day activities and short-term decisions can be evaluated. Ultimately, day-to-day activities and short-term decisions are evaluated by how they contribute to the achievement of the desired course and direction described in the strategic vision statement.

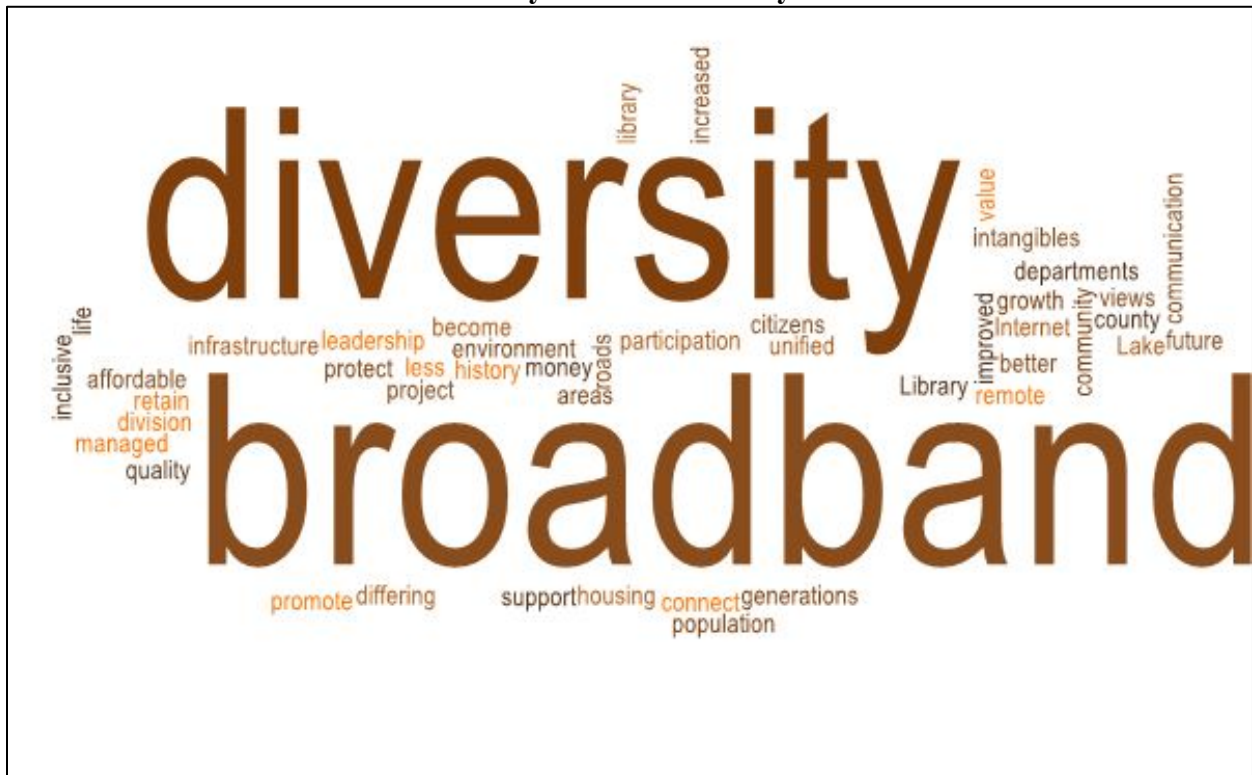
Development of a new organizational strategic vision statement for the Douglas County Public Library's new five-year organizational strategic plan began during the first organizational strategic planning workshop held on November 19, 2021 and November 20, 2021. During this first organizational strategic planning workshop, workshop participants were asked to answer four specific questions, including: (1) What are your personal hopes and aspirations for Douglas County as a community for the next five years?, (2) What are your personal hopes and aspirations for the Douglas County Public Library over the next five years?, (3) What are your personal hopes and aspirations for Douglas County as a community for the next 20 to 30 years?, and (4) What are your personal hopes and aspirations for the Douglas County Public Library over the next 20 to 30 years?

Figure 4.1 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for Douglas County as a community for the next five years?*, as provided by workshop participants.

Over the next five years, the two most frequently listed personal hopes and aspirations for Douglas County, as identified by workshop participants, included the continued development and improvement of countywide broadband and telecommunication infrastructure and access and that people already living throughout Douglas County will better recognize and come to accept the growing level of diversity that is occurring as the county's residential population continues to grow. A number of workshop participants noted that parts of Douglas County still have limited broadband and telecommunication access and that significant and immediate investment in existing broadband and telecommunication access is needed to support the county's growing population. The personal hope and aspiration for significantly improved broadband and telecommunication infrastructure and access was extended by workshop participants to cover a broader range of public infrastructure needs including improved surface roadway and transportation related infrastructure, improved sewer and water infrastructure, and more sustainable energy production and distribution infrastructure. Included in this discussion was

also the hope and aspiration that additional investment will be made in the county’s existing stock of public assets including the Douglas County Public Library, existing public schools, new parks and recreational facilities, and improved services and facilities to support the county’s growing senior and elderly population. Like most of the northwestern Nevada region, workshop participants also identified a growing need for affordable and attainable quality housing. Workshop participants expressed their personal hope and aspiration that Douglas County can work collaboratively with local, regional, and state partners to develop a long-term plan designed to address the area’s growing housing concerns.

Figure 4.1 – What are your personal hopes and aspirations for Douglas County as a community for the next five years?



The personal hope and aspiration that Douglas County, as a community, becomes more supportive of the diversity that already exists throughout the county and will continue to grow as the county’s population continues to increase was expressed by a number of workshop participants. Several workshop participants noted that support of and value for social and cultural diversity is embedded in the Douglas County Public Library’s own core values and core functions and is evident in the diversity of programs, resources, and services that the Library routinely provides to its diverse patron and visitor base. While unanimous community agreement is not the goal, workshop participants expressed their immediate hope and aspiration that individuals simply become more tolerant of diverse and differing opinions and views regardless of their own social, economic, or political points of view. More unified community leadership and less division is needed if the county, as a community, is going to better manage the already significant population growth that has occurred over the past several years while retaining Douglas County’s existing cultural identity. Several workshop participants noted that

the Douglas County Public Library should be part of this ‘conversation’ regarding diversity by providing uncensored access to programs, resources, and services that support a broader understanding of differing ideas, opinions, and perspectives.

Figure 4.2 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for the Douglas County Public Library over the next five years?*, as provided by workshop participants.

Figure 4.2 – What are your personal hopes and aspirations for the Douglas County Public Library over the next five years?

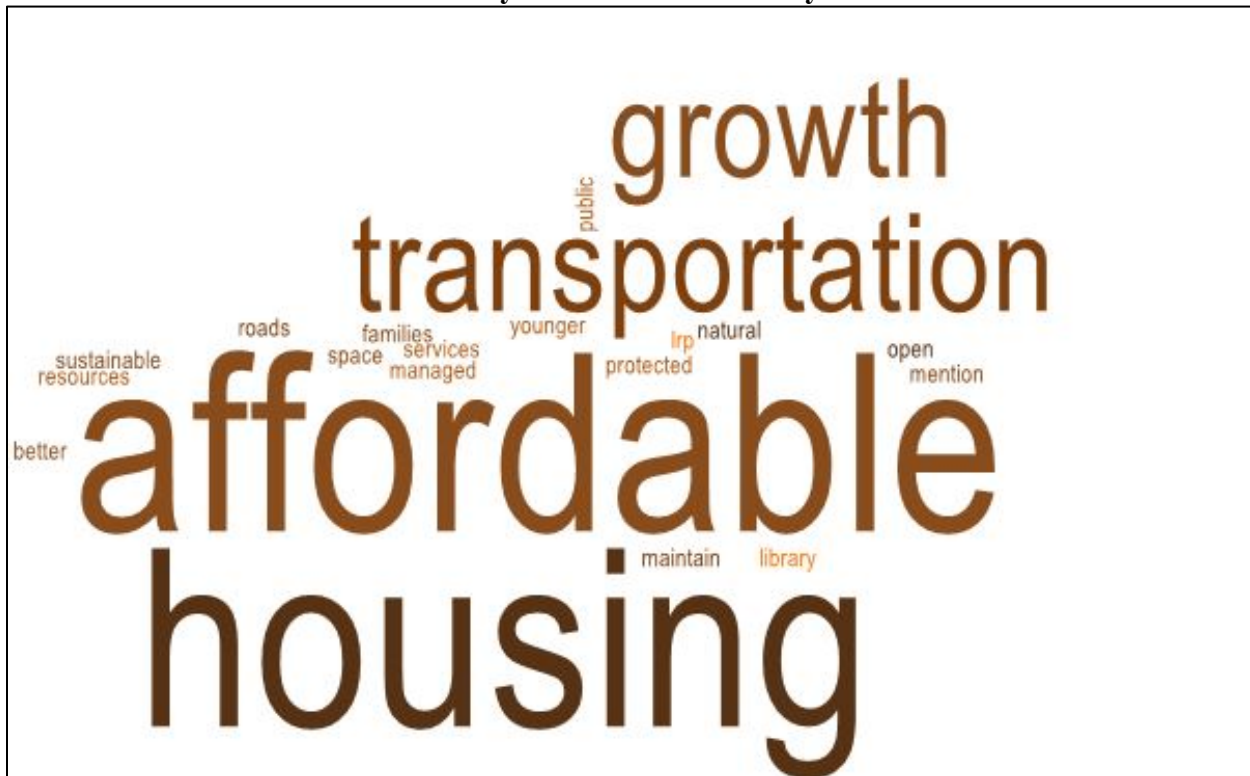


In the short term, workshop participants expressed the hope and aspiration that the Douglas County Public Library continue to be an active and respected part of the broader community. Expanded existing and new partnerships with other public sector agencies, private sector firms, and community-based organizations were each identified by several workshop participants in regard to how they would like to see the Douglas County Public Library become an even more engaged member of the community. As part of this effort, several workshop participants would like to see the Douglas County Public Library build additional trust with the community and increase the overall engagement that the public has with the Library, especially among underserved populations. Workshop participants also expressed the hope and aspiration that the Douglas County Public Library will continue to expand existing programs, resources, and services and will create new programs, resources, and services that will further make the Library the ‘go to place’ for patrons, visitors, and community residents. Workshop participants also expressed their personal hope and aspiration that the Douglas County Public Library’s financial and non-financial resources will be significantly increased in order to expand existing and create

new programs, resources, services to a level that matches the increased demand that the Library currently faces. Updated collections, embracing new technologies while modernizing existing technologies already employed and offered by the Library, expanded hours of operation, and more stable funding were all additional personal hopes and aspirations that workshop participants expressed for the Douglas County Public Library for the next five years.

Figure 4.3 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for Douglas County as a community for the next 20 to 30 years?*, as provided by workshop participants.

Figure 4.3 – What are your personal hopes and aspirations for Douglas County as a community for the next 20 to 30 years?

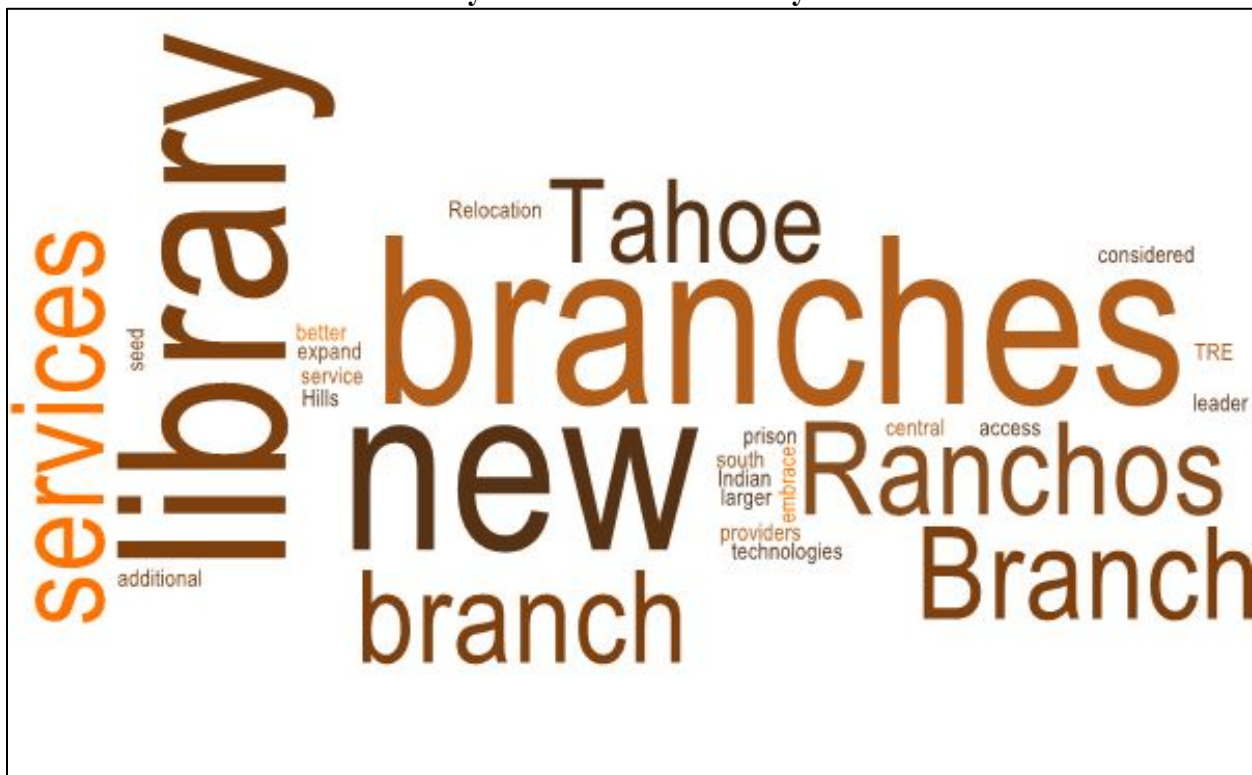


Longer-term, workshop participant personal hopes and aspirations for Douglas County as a community over the next 20 to 30 years were almost exclusively focused on the pressures that Douglas County is currently facing because of significant and sustainable population growth. Better long-term management of population growth, a more purposeful focus on sustainable growth, increased and more diverse public transportation services and options, and more affordable and attainable affordable housing were a few of the specific areas that workshop participants noted in identifying their own long term personal hopes and aspirations for Douglas County over the next 20 to 30 years. More services for families with younger children and more services for the county’s growing senior and elderly populations were additional personal hopes and aspirations identified by workshop participants. Several workshop participants suggested that the Douglas County Public Library should work collaboratively with other public agencies and organizations, such as the Douglas County School District and Douglas County Senior

Services, to identify the specific programs, resources, and services families with younger children and senior and elderly populations currently need and will need over the next 20 to 30 years and how the Library could help provide and deliver these programs, resources, and services.

Figure 4.4 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for the Douglas County Public Library over the next 20 to 30 years?*, as provided by workshop participants.

Figure 4.4 – What are your personal hopes and aspirations for the Douglas County Public Library over the next 20 to 30 years?



The most common personal hope and aspiration shared by workshop participants for the Douglas County Public Library for the next 20 to 30 years focused on addressing the need for improved physical facilities, including needed improvements at both the Minden Library and Lake Tahoe Branch and the development and opening of a new branch library that can serve growing parts of Douglas County that are currently underserved by the existing branch library locations. The existing branch libraries, including the Minden Library and the Lake Tahoe Branch, lack the necessary dedicated program and activity space to effectively support the growing set of programs and activities already provided by the Douglas County Public Library. Increased and better dedicated technology space, quiet reading and study space, and additional ‘flex’ space is needed at both the Minden Library and at the Lake Tahoe Branch and both branch libraries suffer from a chronic shortage of storage and dedicated staff space. Several workshop participants noted, as part of this personal hope and aspiration, that the physical infrastructure of both branch libraries, including existing telecommunication and networking infrastructure, requires

significant modernization that will have to be started in the short term and completed over the long term in order to maintain and expand existing program, resource, and service offerings.

Much of the county's recent population growth has occurred in geographic areas that are increasingly farther and farther away from the existing locations of the Minden Library and the Lake Tahoe Branch. A new branch library, located in a position to better serve parts of the county such as Jacks Valley, Johnson Lane, the Ranchos Douglas County, and the Topaz Ranch Estates, is already needed and workshop participants hope that the Douglas County Public Library will be able to develop and open a new branch library that is more centrally located to the parts of the county that have and will likely continue to experience significant and sustained population growth over the next 20 to 30 years. A number of workshop participants also noted that they would like to see the Douglas County Public Library at least consider and possibly complete a relocation of the existing Lake Tahoe Branch to a more centrally located part of the portion of Douglas County that is part of the Lake Tahoe basin. The current Lake Tahoe Branch, while located along a major transportation corridor, is somewhat hidden from view and lacks direct and easy access to individuals who do not have their own personal automobile transportation. Relocation of the Lake Tahoe Branch to a more populated and more visible part of the Lake Tahoe basin could significantly increase the impact that the Douglas County Public Library has throughout the basin and in the communities that are located around Lake Tahoe.

As part of the development of a new strategic vision statement for the Douglas County Public Library, workshop participants during the second organizational strategic planning workshop held on January 28, 2022 and January 29, 2022 were asked to draft a set of new strategic vision statements. Workshop participants were asked to ensure that each draft vision statement be future focused and oriented, be focused on desired impacts, outcomes, and results, and be limited to one or two sentences. Workshop participants were also asked to provide some additional explanatory description of their draft vision statements by defining key terms within their own draft vision statement. The resulting three draft strategic vision statements were developed during the second Douglas County Public Library strategic planning workshop and are presented here:

- In five years, the Douglas County Public Library will be the definitive place for business resources and information on the community, teens (latest, greatest technology), seniors (books, large print, audio, history, information), adults (classes on digital resources, employment opportunities, job applications, searching for jobs), and families (activities, kids programs) in our more literate (improved reading ability and skills, success in schools) and informed (access to data and resources to make informed decisions) community.
- In the next five years, the Douglas County Public Library will be an inviting space that will meet the educational, informational, recreational and cultural needs of the community.

In the next five years, the Douglas County Public Library will be the primary gateway in Douglas County for information.

In the next five years, the Douglas County Public Library will become a place where people can go and get information (history, culture, employment opportunities, reference materials, research), reading materials, and a place where people WANT to go (excited about the library, reading, ‘finding out about...’).

Key Aspirations: comfortable space, welcoming, a literate and informed community.

- In the next five years, the Douglas County Public Library will achieve expanding services to previously underused populations and creating a comfortable and welcoming environment through updated facilities. We also strive to keep current with new and innovative technologies.

Comfortable: clean, ample seating, warm, natural lighting, organized and cohesive design.

Welcoming: friendly staff who are helpful and greet patrons immediately; inclusive programming.

Each of the initially drafted vision statements shared a number of common elements including expanding the Douglas County Public Library’s reach to a broader and more diverse patron and visitor base, improving the Library’s existing physical facilities, and having specific positive impacts on the lives of various Douglas County residents across a broad range of socio-demographic and income groups. Workshop participants also focused on the relationship between the programs, resources, and services provided by the Douglas County Public Library and the educational, informational, recreational, and cultural needs and wants of Library patrons and visitors. The three draft vision statements developed during the second organizational strategic planning workshop were combined into a single summary draft vision statement:

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.

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

This summarized draft vision statement was further reviewed and revised during the third organizational strategic planning workshop held on April 2, 2022. Based on the input received from workshop participants during this third organizational strategic planning workshop, a final new strategic vision statement, as part of this new five-year organizational strategic plan for the Douglas County Public Library, was developed and is presented in Section 5.0 of this University Center for Economic Development technical report.

4.4 Development of a Set of Strategic Goals, Objectives, and Activities

According to the US Department of Agriculture Rural Development's Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be **s**pecific, **m** measurable, **a** attainable, **r** relevant, and **t** time framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan's implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who participated in the second organizational strategic plan for the Douglas County Public Library held on January 28, 2022 and January 29, 2022 developed a series of new strategic goals. Working in small groups, workshop participants developed 16 separate new draft strategic goals, including:

- Increase community partnerships to a minimum of ten in Douglas County by December 2027.
- Develop five programs for each of the community's racial and ethnic populations by December 2027.
- Develop and deliver different methodologies of existing and evolving technologies for adults by December 2027.
- Develop a facility to support the services of the Library by December 2027.
- Hire a firm to renovate and reconfigure existing space at the Minden Library by 2024.
- Create a Public Relations campaign.
- Participate in community events and reach out to organizations for promotion of library programs and services each year.
- Expand participation in the Summer Reading Program.
- Increase library usage by 5 percent each year.
- Seek out grant funding opportunities for existing and expanding current programs.
- Expansion on partnership with Washoe Tribe.
- Get a new library branch/renovate current main branch.

-
- Swap out Pine Nut Room Collection with Teen’s Services.
 - Increase attendance at youth programs by 80 percent.
 - Increase positive public perception and engagement by 15 percent.
 - Fostering a space for technological programming and education.

In subsequent facilitated small group exercises, workshop participants would refine each of the 16 draft strategic goals and develop a comprehensive implementation plan for each individual strategic goal. This effort would include the identification of assets needed for implementation, existing capital resources that could be used to support achievement of the goal, and the identification of possible barriers that might impede achievement of the goal. Workshop participants were also asked to identify specific conditions that each goal is designed to address, individual behaviors that will require modification and change, and new attitudes, knowledge, and skill sets needed to facilitate implementation. As part of the implementation plan, workshop participants would also develop at least one specific actionable item that could be pursued and achieved that would facilitate eventual achievement of the specific strategic goal. The details of this comprehensive implementation plan, along with a refinement and sorting of the initial 16 draft strategic goals, are presented in Section 5.0 of this University Center for Economic Development technical report.

5.0 A Strategic Plan for the Douglas County Public Library, 2022 through 2027

The strategic plan for the Douglas County Public Library for the five-year period for 2022 through 2027 outlined in this section consists of a set of core values, a strategic mission statement, a strategic vision statement, and a set of organizational goals the Douglas County Public Library will strive to achieve over the next five years. A comprehensive implementation and action plan for each individual strategic goal is also outlined in this section. Once adopted, it will be up to the administrative and managerial staff of the Douglas County Public Library, working in partnership with its various internal and external stakeholders including members of the Douglas County Public Library's Board of Trustees and the Friends of the Library group, to more fully develop these implementation and action items and initiate implementation.

5.1 Core Values of the Douglas County Public Library

For the five year 2022 through 2027 strategic planning horizon, the Douglas County Public Library, including its staff, volunteers, and representatives, will live and promote the values of *Freedom of Access and Information, Stewardship and Accountability, Equitable Service and Treatment, Quality Service, Community Engagement, and Professional Development.*

The core values presented here are listed in order of priority set by workshop participants who developed and refined these core values during the various organizational strategic planning workshops, including the final organizational strategic planning workshop held on April 2, 2022. They are listed in rank order of priority to provide the Douglas County Public Library and its staff with general guidance on which core values to prioritize over others if they appear to conflict with each other. Presented here is a list of each of the six core values and the final definitions developed by workshop participants for each core value:

- ***Freedom of Access and Information:*** The Douglas County Public Library will protect the rights of all people to access the information, resources, services, and programs offered by the Library without restriction in compliance with the American Library Association's Bill of Rights.
- ***Stewardship and Accountability:*** The Douglas County Public Library and all Library employees and representatives are accountable for the efficient and effective use of all Library tangible and intangible resources, including facilities and staff, which are dedicated to supporting the informational, recreational, and cultural needs of the people of Douglas County.
- ***Equitable Service and Treatment:*** In order to serve our patrons, Douglas County Public Library employees and representatives are expected to treat each other, our patrons, and

everyone who interacts with the Douglas County Public Library with equitable treatment and respect, with integrity, and with the goal of protecting the patron's right to privacy, their personal information, and their library usage information. Douglas County Public Library employees and representatives are expected to behave in a manner that is consistent with the Library's stated policies regarding the treatment of other employees and representatives, patrons, and with anyone that interacts with the Library and are expected to be informed about all Library policies and procedures and comply with them in a responsible manner.

- ***Quality Service:*** The Douglas County Public Library places a high priority on providing exceptional quality service to our patrons in order to meet their informational, recreational, and cultural needs and wants. In order to help our patrons meet their existing, evolving, and changing informational, recreational, and cultural needs and wants, the Douglas County Public Library places a high priority on exceptional customer service that begins by acknowledging our patron's needs and wants and proactively helping patrons meet them with the information, resources, services, and programs that we provide.
- ***Community Engagement:*** The Douglas County Public Library and its employees and representatives are committed to engagement with our community and stakeholders by striving to recognize the unique environmental factors that patrons may experience in order to serve our community and to build support for the Douglas County Public Library. We are committed to informing our community about the information, resources, services, and programs offered by the Douglas County Public Library through traditional and non-traditional engagement and outreach efforts including making the technological resources offered by the Library available to the public.
- ***Professional Development:*** Representatives of the Douglas County Public Library are expected to engage in regular professional development opportunities and training in order to meet the existing, evolving, and changing informational, recreational, and cultural needs and wants of our patrons and of our community. Representatives of the Douglas County Public Library expect that the Douglas County Public Library will make professional development opportunities available to Library staff on a regular basis and without additional cost incurred by the individual representative but as resources are available for the support of professional development opportunities. Building a highly qualified and responsive staff is an essential step in achieving the Library's overall mission and engaging in routine professional development opportunities is an essential step in our representatives building trust, becoming leaders within the organization, and taking advantage of opportunities for advancement and personal and professional growth.

These six core values are universal in that all employees, volunteers, and anyone who represents the Douglas County Public Library in an official capacity are expected to live up to and emulate them at all times when representing the Library in either their professional capacity or in their personal activities. Each core value represents the fundamental beliefs, traits, and behavioral norms that all personnel and members of the Douglas County Public Library are expected to display in conducting the Library's functions and in pursuing its strategic vision and mission,

and in pursuit of the organizational strategic goals that are part of this new five-year organizational strategic plan.

5.2 Strategic Mission of the Douglas County Public Library

Based upon the various draft strategic mission statements developed during the strategic planning process, the following will serve as the Douglas County Public Library's strategic mission statement for the five-year 2022 through 2027 strategic planning horizon:

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.

The development and delivery of Library programs, resources, and services are done to ensure that the informational, educational, recreation and cultural needs of the people of Douglas County are met. This mission statement requires that Douglas County Public Library staff, volunteers, and representatives prioritize the reasonable needs and wants of Library patrons and visitors in the official conducting of all official organizational functions and operations.

5.3 Strategic Vision of the Douglas County Public Library

Based upon the various draft strategic vision statements developed during the strategic planning process, the following will serve as the Douglas County Public Library's strategic vision statement for the five-year 2022 through 2027 strategic planning horizon:

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.

This vision statement is aspirational in that it represents the ultimate result of successfully achieving all the stated strategic goals outlined in this new five-year organizational strategic plan for the Douglas County Public Library. Successful implementation and achievement of the

various strategic goals and objectives listed below will contribute to the achievement and realization of this strategic vision.

5.4 Strategic Goals of the Douglas County Public Library

For the five-year strategic planning horizon for 2022 through 2027, the Douglas County Public Library will commit itself to the achievement of policies and the development of programs, resources, and services designed to achieve 16 specific strategic organizational goals divided into three primary goal areas, including: (1) Operations, Programs, Resources, and Services, (2) Facility Improvements, and (3) Community Outreach and Engagement. The Operations, Programs, Resources, and Services primary goal area consists of six separate strategic organizational goals, the Facility Improvements primary goal area consists of five separate strategic organizational goals, and the Community Outreach and Engagement primary goal area consists of an additional five strategic organizational goals.

5.4.a Operations, Programs, Resources, and Services Strategic Organizational Goals

The six specific strategic organizational goals for the Operations, Programs, Resources, and Services (OPRS) primary goal area are:

- **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.

Progress toward the achievement of each of the six Operations, Programs, Resources, and Services goals will be evaluated each year over the next five years based on the elements of the comprehensive implementation and action plan outlined in the following subsections. Additional Operations, Programs, Resources, and Services goals may be developed over the course of the five-year strategic planning horizon based upon possible changes to the internal and external environment of the Douglas County Public Library, based upon the changing needs and wants of Library patrons and visitors, and based upon the availability of needed financial and non-financial resources.

5.4.b Facility Improvements Strategic Organizational Goals

The five specific strategic organizational goals for the Facility Improvements (FI) primary goal area are:

- **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.

Progress toward the achievement of each of the five Facility Improvements goals, like the various Operations, Programs, Resources, and Services goals, will be evaluated each year over the next five years based on the elements of the comprehensive implementation and action plan outlined in the following subsections. Additional Facility Improvements goals may be developed over the course of the five-year strategic planning horizon based upon possible changes to the internal and external environment of the Douglas County Public Library, based upon the changing needs and wants of Library patrons and visitors, and based upon the availability of needed financial and non-financial resources.

5.4.c Community Outreach and Engagement Strategic Organizational Goals

The five specific strategic organizational goals for the Community Outreach and Engagement (COE) primary goal area are:

- **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.

Progress toward the achievement of each of the five Community Outreach and Engagement goals, like the various Facility Improvements goals and the various Operations, Programs, Resources, and Services goals, will be evaluated each year over the next five years based on the elements of the comprehensive implementation and action plan outlined in the following subsections. Additional Facility Improvements goals may be developed over the course of the five-year strategic planning horizon based upon possible changes to the internal and external environment of the Douglas County Public Library, based upon the changing needs and wants of Library patrons and visitors, and based upon the availability of needed financial and non-financial resources.

5.5 An Accompanying Implementation Plan for Each Strategic Organizational Goal

Comprehensive implementation and action plans have three individual components. Assets that will be needed to achieve the goal but do not currently exist are identified for each individual goal along with existing capital resources that can be redeployed internally within the organization toward achieving the specific goal and contingency steps are planned out to address barriers that might arise and threaten overall achievement. Next, conditions that the individual goal is designed to change, behaviors or concrete actions that an organization can take to achieve

the stated conditional change, and attitudes, knowledge, and skill sets that must be learned or developed to affect positive change are also developed for each individual goal. Finally, a specific strategy, or set of actionable items, that will contribute to the achievement of each individual goal is developed and assigned.

The development of an accompanying implementation plan for each new strategic goal includes the identification of specific assets an organization does not have control of or access to but will be needed to achieve the stated strategic goal. Assets can be divided into four categories, including: (1) people, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions. People assets are the talents and skills of people both within and outside the organization that have access to and can provide important resources the organization will require. Physical resources, both natural and human made, include water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical ‘things’ the organization can use or deploy to achieve organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted on to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization. These local formal institutions tend to carry out specific functions vital to the long-term sustainability of the organization’s efforts.

Capital resources are those resources that the organization already has some level of access to, control over, and can be redeployed to affect the achievement of the state strategic goal. Capital can be divided into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built. Natural types of capital include the quality and quantity of natural and environmental resources. Cultural types of capital include the values, norms, beliefs and traditions of the community(ies) the organization operates within and of the internal and external individuals who regularly engage with the organization. The education and skills of organizational members and the learning opportunities and programs designed to build organizational leadership are used to measure human capital. Social capital includes the internal and external connections among people and the organization. Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the organization’s degree of access to influential people and decision makers. Political capital can also be measured by the degree of stakeholder engagement with the organization. Financial capital is the ‘cash’ and other financial assets the organization will need to develop and implement its own efforts. Built capital typically includes the infrastructure, including facilities, services, and physical structures, needed in order to support organizational activities.

An implementation plan includes exploring the possible barriers that might arise during implementation and that could prevent an organization from successfully achieving all or part of a specific strategic goal and objective. Barriers are forces that might hinder successful achievement of a specific organizational goal or the successful implementation of the overall strategic plan. Barriers can arise from within or outside the organization or can arise simultaneously from within and outside the organization. Ultimately, successful implementation

of an organizational strategic plan involves developing effective countermeasures to reduce resistance to implementation and overcome possible barriers as they arise.

The second step in developing a comprehensive implementation plan involves the identification of underlying conditions, or the overarching changes, that successful achievement of a specific strategic goal will affect. Typically, changes in underlying and targeted conditions can take up to five years, or the duration of the entire strategic planning horizon, to achieve. Behaviors are concrete actions that are directly linked to the underlying conditions that the specific strategic goal is designed to change. Underlying conditions change because of changed behavior of individuals and groups and are typically realized within one to two years. Attitudes, knowledge, and skill sets are specific elements that individuals or organizations can learn or develop in a rather short period of time, typically between six months to one year. Adopting and learning new attitudes, new knowledge or understanding, and new skill sets are typically required to enable the behavioral change that will then contribute to the positive change in the underlying condition that successful achievement of a specific strategic goal is designed to influence.

The third and final step in developing a comprehensive implementation plan includes the development of a specific strategy or set of strategies. A strategy is a specific actionable step that a responsible person, group of people, or an organization can complete in order to influence the learned attitude, knowledge, and/or skill set that will ultimately enable the behavioral change and facilitate the overarching change in the underlying condition that the specific strategic goal is focused on. A comprehensive strategy should include a specific actionable item, a person, group of people, or organization that will be primarily responsible for implementing the actionable item, a realistic timetable as to when needed assets, existing capital resources, and potential barriers are assembled and possibly mitigated and when the specific actionable item is to be implemented and completed, and regular checkpoints to ensure that forward progress is being made in implementing the actionable item.

During the second organizational strategic planning workshop held on January 28, 2022 and January 29, 2022 and as part of the development of a new five-year organizational strategic plan for the Douglas County Public Library, workshop participants were first asked to develop a list of needed assets, existing capital resources, and possible barriers for each initially drafted strategic organizational goal. Workshop participants were then asked to identify the underlying conditions that each individual strategic goal is designed to positively influence along with the linked behavioral changes and learned attitude, knowledge, and/or skill set needed to affect positive change in the identified underlying conditions. Finally, workshop participants were then asked to develop at least one specific actionable item, or strategy, for each individual strategic goal that would lead to forward progress in successfully completing the goal. These steps form the basis of the implementation plan for the Douglas County Public Library's new five-year organizational strategic plan.

5.5.a Implementation Elements and Actionable Items for the Operations, Programs, Resources, and Services (OPRS) Goals

The following subsection contains the identified needed assets, existing capital resources, and possible barriers for each of the six Operations, Programs, Resources, and Services goals that

comprise the new five-year organizational strategic plan for the Douglas County Public Library. This subsection also contains conditions, behaviors, and attitudes, knowledge, and skill sets that will be positively impacted by the achievement of each Operations, Programs, Resources, and Services strategic goal and at least one specific strategy and actionable item for each individual strategic goal.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include engagement with the Douglas County School District and promotion of the Summer Reading Program by Douglas County School District administrators, teachers, and school librarians, additional dedicated Summer Reading Program space(s), and additional Library volunteers. Existing capital resources include continued support by the Friends of the Library group and existing Library staff expertise. Potential barriers include a lack of community participation and existing Summer Reading Spaces becoming too small to support increased participation. The Douglas County Public Library will aggressively promote and advertise the Summer Reading Program and pursue opportunities to renovate and expand the existing meeting room at the Minden Library.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to increase overall participation in the Summer Reading Program by 25 percent by 2027. Library staff and representatives will seek to increase community awareness and participation in the Summer Reading Program through increased public relations, community engagement, and marketing, by increasing the overall ease of participation in the program, and by partnering with other organizations such as the Douglas County School District. Through book recommendations, teams, poster contests, provision of scholastic ‘free’ books, the Douglas County Public Library will encourage the public to adopt a ‘reading is fun’ attitude.

Specific Actionable Item(s): The first specific actionable item involves the Douglas County Public Library contacting at least one representative at each Douglas County School District school within one year that can serve as a distribution point for information about the Library’s Summer Reading Program. The second specific actionable item will require the creation of a dedicated space at both the Minden Library and at the Lake Tahoe Branch where participants of the Summer Reading Program can leave ‘child-to-child’ book recommendations. The third specific actionable item will include the successful launching and completion of a Child Summer Reading Program Poster Contest, led by a Library volunteer, within one year.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include additional patron participation, additional dedicated meeting and program space, and

needed furniture, fixtures, and equipment and related youth program materials. Existing capital resources include existing Library staff and volunteer qualifications, existing patron buy-in and support of the Library's various youth programs, already dedicated funding and financial resources, and existing social media engagement and publicity. Possible barriers include a lack of community and targeted patron awareness of the various youth programs and a reduced working relationship with the Douglas County School District. The Douglas County Public Library will explore new ways of publicizing existing and future youth programs and will recommit its focus on working collaborating with Douglas County School District administrators, teachers, and school librarians.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to increase overall early childhood literacy rates across Douglas County. Increasing overall attendance and participation in the Library's various youth programs will require increased parental support and engagement. Parents of young children will need to learn the importance of early childhood literacy and the positive impacts that improved childhood literacy can have on their child's development.

Specific Actionable Item(s): Within three years, assigned Douglas County Public Library staff will complete a comprehensive assessment of existing youth programs, identify gaps between program offerings and youth patron needs, and begin to develop and offer additional youth programs. Regular participation rates will be estimated and reported for all youth programs offered by the Douglas County Public Library.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include the identification of specific populations, individuals with connections to the identified populations, a physical location and means to deliver programs and services, and identification of associations that represent different populations and institutions. Existing capital resources include the county's existing Temporary Assistance for Needy Families (TANF) representative/coordinator. Possible barriers include failure to identify the targeted and in-need populations and not having enough internal staff with the necessary expertise. The Douglas County Public Library will seek to identify the specific in-need populations to serve, continue to develop targeted programs and services, and allocate funding needed for staff development.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal will seek to increase overall awareness of and participation in various Douglas County Public Library programs, resources, and services among designated and identified populations and population groups. The Douglas County Public Library will need to increase its overall level of contact and engagement with designated and identified populations and population groups by better identifying and developing working relationships with these

individual populations and population groups in order to develop programs, resources, and services that serve specific needs and wants.

Specific Actionable Item(s): Within one to two years, the Douglas County Public Library will identify targeted in-need and underserved populations and develop and deliver targeted new programs, resources, and services. Responsibility for completion of this specific actionable item and strategy will be assigned to appropriate Library managers. The Douglas County Public Library will count the number of participants that were served by the targeted new programs, resources, and services.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include staff with the required expertise, a facility large enough to house associated technological equipment and resources, and increased engagement with organizations such as the Nevada Department of Training, Employment, and Rehabilitation, JOIN, Inc., and local Chambers of Commerce. Existing capital resources include the existing staff and other representatives for the Douglas County Public Library. Possible barriers generally include the necessary financial resources needed to purchase and maintain additional technological equipment and resources. The Douglas County Public Library will actively pursue different grants to address potential financial resource shortfalls and actively create partnerships with technology related associations and private sector businesses.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to increase overall accessibility and usage of technology throughout Douglas County. Douglas County Public Library staff will develop and implement new technology training programs and services and will maintain current technology resources while expanding into new areas of technology.

Specific Actionable Item(s): The Douglas County Public Library will develop and implement a new technology training and assistance program within two to three years and the appropriate Library Supervisor (or a newly hired Senior Library Technician) will be responsible for implementing this specific actionable item and strategy. Success of this strategy will be based on estimated participation rates of the new technology training and assistance program.

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

Needed Assets, Capital Resources, and Possible Barriers: Needed resources include improved statistical tracking and evaluation of Library usage and additional public relations, community outreach, and marketing activities. Existing capital resources include the two existing branch libraries including the Minden Library and the Lake

Tahoe Branch, existing Library staff and volunteers, and existing Library online and ‘app’ resources. Possible barriers include failed efforts to expand the Library’s visibility throughout the county and throughout individual communities. Douglas County Public Library staff will develop and implement a comprehensive public relations, community engagement, and marketing campaign designed to increase the Library’s overall visibility. Staff and volunteer resources will be dedicated to this effort and needed renovations and improvements to both the Minden Library and the Lake Tahoe Branch will be completed.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: Specific conditions to be changed by the achievement of this strategic goal include additional financial resources and increased community support, increased overall library usage, increased variety and number of events and activities that are hosted by the Library (more reasons for the public, patrons, visitors, and community to use the Douglas County Public Library), and a general increase in participation of approximately 25 percent in the Summer Reading Program. Promoting the value of the Library to the Douglas County Board of County Commissioners, improved internal staff and representative skill in public relations, community engagement, and marketing, improved partnerships with external stakeholders, and improved tracking of Library program, resource, and service usage are behavioral changes needed to support achievement of this strategic goal. The public, patrons, visitors, and the community will develop an attitude that the Douglas County Public Library is a comfortable and welcoming place.

Specific Actionable Item(s): Within one year, the Douglas County Public Library will increase the number of Bookmobile location stops and increase overall marketing of the Bookmobile to underserved parts of Douglas County. Library card sign-up drives will be incorporated into the new Bookmobile location stops as well as during special events including the American Library Association’s Library Card Signup Month. Appropriate Library staff will be assigned the responsibility for completing each of these specific actionable items including increasing the frequency and visibility of Bookmobile services and library card sign-up drives.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include the hiring and training of a dedicated grants writer with the necessary skills (hire new or train existing, include existing staff and volunteers). Existing capital resources include the Library’s past success in applying for and receiving various grants, use of the Friends of the Library to provide matching funds and/or to sponsor fundraising efforts to generate the necessary matching funds, and the need to expand existing programs, resources, and services. Possible barriers include the possibility that additional successful grant funding could reduce existing funding provided by Douglas County. The Douglas County Public Library will educate the Douglas County Board of County Commissioners and Douglas

County staff on how additional grant funding is needed to augment existing funding levels (not replace them).

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: Existing conditions that need to be changed prior to achievement of this strategic goal include the hiring of a dedicated and training grant writer and the annual development of targeted grant funding opportunities. Post-completion of this strategic goal, this strategic goal seeks to support the Douglas County Public Library’s efforts to expand existing and create new programs, resources, and services. Additional training in grant identification, writing, and administration along with an annual grant targeting plan will need to be developed. The Douglas County Public Library will need to see the value in dedicating significant staff time and resources to grant identification, writing, and administration by hiring the necessary staff.

Specific Actionable Item(s): The Douglas County Public Library will develop a grant writing and administration training program in partnership with Nevada System of Higher Education institutions (possibly Western Nevada College and/or the University of Nevada, Reno) and with possible privately owned community foundations. A ‘certificate in grant writing’ will be given to Library staff that complete the training program and this specific actionable item will be completed within one year by the end of 2023.

Achievement of each strategic goal’s specific actionable item, as well as the successful change in the identified underlying condition, behavior, and attitude, knowledge, and/or skill set will be evaluated each year over the five-year 2022 through 2027 strategic planning horizon.

5.5.b Implementation Elements and Actionable Items for the Facility Improvements (FI) Goals

The following subsection contains the identified needed assets, existing capital resources, and possible barriers for each of the five Facility Improvements goals that comprise the new five-year organizational strategic plan for the Douglas County Public Library. This subsection also contains conditions, behaviors, and attitudes, knowledge, and skill sets that will be positively impacted by the achievement of each Facility Improvements strategic goal and at least one specific strategy and actionable item for each individual strategic goal.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include the necessary staff and staff time dedicated to completion of the necessary modifications and improvements, needed space for the existing Nevada and Douglas County history collections, and new furniture, fixtures, and equipment and other materials needed to support expanded teen and young adult services. Existing capital resources include strong internal staff support, increased demand for dedicated teen and young adult service space, and already allocated and dedicated funding and financial resources. Possible barriers include the lack of necessary time to complete the necessary modifications and

improvements and possible resistance from patrons who prefer the Pine Nut Room as is currently laid out. The Douglas County Public Library will dedicate the necessary staff time and potentially use temporary workers and volunteers (possibly retired staff) and educate patrons on the benefits of completing the necessary modifications and improvements.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: Completion of this strategic goal will result in the development of a new dedicated space for teen and young adult services. The Douglas County Public Library hopes to provide a dedicated space for teen and young adult services that will create a welcoming space for existing and new Library patrons and users. Douglas County Public Library staff and representatives will have to actively educate the public about the importance of having a dedicated space for teen and young adult services.

Specific Actionable Item(s): Within six months, assigned Douglas County Public Library staff will complete an evaluation of the current collection housed within the Pine Nut Room and prepare for moving and relocating the existing collection. Assigned Douglas County Public Library staff will also work with parents and teens to identify the needed resources, including new furniture, fixtures, and equipment, to transform the Pine Nut Room into a dedicated teen and young adult services 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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include a better understanding of library building standards, needed square foot per patron, and an estimate of the number of needed computer stations to support a growing population along with the support of the Douglas County Board of County Commissioners, general community support and support from existing Library patrons and visitors, needed financial resources, and possible grants. Existing capital resources include the two existing branches of the Douglas County Public Library including the Minden Library and the Lake Tahoe Branch, existing community support of the Douglas County Public Library and individual patrons and visitors that are passionate about the Library, and a positive track record of the Douglas County Public Library applying for and receiving grants. Possible barriers include a lack of funding and other needed financial resources. Douglas County Public Library staff and representatives will work with the Douglas County Public Library Board of County Commissioners and Douglas County government staff to identify and secure the needed funding and other financial resources.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: Representatives of the Douglas County Public Library want a modern, inviting, and functional building that can support long-term growth of Library programs, resources, and services. This is possible by increasing the amount of financial support and broad community support by promoting the value of the Library to the Douglas County Board of County Commissioners, patrons and visitors, and to the broader community. Representatives of

the Douglas County Public Library should actively promote the value of the Library's program, resources, and services as well as the Library's potential if needed physical improvements to the Minden Library are completed.

Specific Actionable Item(s): The hiring of a firm to provide renovation and reconfiguring consulting services will be completed within one year and a comprehensive implementation and action plan to complete the reconfiguration of the Minden Library will be developed within two years. Assigned Douglas County Public Library staff, including the Library Director, will be responsible for completing this specific actionable item.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include additional dedicated space for technology programming and education and additional funding and other financial resources. Existing capital resources include existing staff and volunteers with the required expertise, existing space that can be expanded to support additional programming, and existing materials and partial grant funding that has already been awarded. Possible barriers include not gaining the additional space needed to support programming and education and not securing the additional needed funding. The Douglas County Public Library will work with the Douglas County Board of County Commissioners to secure the necessary buy-in and support for expanding the existing Minden Library and will seek out additional grants.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal will increase the community's overall awareness of the Douglas County Public Library's digital resources and the Library will seek to close the existing 'technology literacy' gap that currently exists throughout Douglas County. By providing additional technology programming and education, individual patrons and visitors will overcome their fear and uncertainty of technology and this will be achieved by providing a non-judgmental learning environment within the Douglas County Public Library.

Specific Actionable Item(s): Assigned Douglas County Public Library staff will develop and implement a new technology program curriculum within three years. The Douglas County Public Library will market the new technology program(s) to community-based organizations and a survey of program participants will be completed regularly to evaluate performance of the new technology program(s).

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include the necessary land, additional staff, secured funding sources, and support of the Douglas

County government and Board of County Commissioners. Possible partners to be enlisted in this effort may include Bently Heritage, local Chambers of Commerce, various service clubs (Kiwanis, Fortnightly, Rotary), the Tahoe Visitors Authority, the Douglas County School District, local Tribal Councils and governments, the Northern Nevada Development Authority and the Economic Development Authority of Western Nevada, the Governor's Office of Economic Development, the Nevada State Library, local Temporary Assistance for Needy Families representative, and Douglas County community leaders. Existing capital resources include the Douglas County Public Library's existing branch libraries including the Minden Library and the Lake Tahoe Branch. Possible barriers include a lack of support from the Douglas County and/or the Board of County Commissioners. The Douglas County Public Library, including administrative staff and key representatives will develop and implement a comprehensive information campaign designed to provide a detailed plan and justification for completion of needed facility improvements.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to complete needed facility improvements by increasing the overall support for them among members of the Douglas County Board of County Commissioners and amongst the public. Douglas County Public Library staff will market the Library and Library's various programs, resources, and services to the public and to the wider community.

Specific Actionable Item(s): The Douglas County Public Library will develop and prepare a lobbying and/or marketing plan that will be used to increase support for the development of needed facility improvements throughout the community, by the Douglas County Board of County Commissioners and Douglas County staff, local area businesses, and by local community-based organizations. The Director of the Douglas County Public Library will be responsible for implementation and achievement of this specific actionable item and completion of this strategy will be achieved within three to five years. Key checkpoints include the successful development of required building plans, architectural designs, cost estimates, and annual progress reports produced during implementation.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include additional funding and other financial resources, identifying and securing a physical location and land for a new branch library, increased community buy-in and support for a new branch library and new renovations to the existing Minden Library, and buy-in and support from the Douglas County Board of County Commissioners and Douglas County staff. Existing capital resources include the existing space at the Minden Library that is available for expansion of the Minden Library, significant internal organizational support for a new branch library and renovation of the Minden Library, and a significant increase in demand for Library programs, resources, and services. Potential barriers include a lack

of community support and buy-in and a lack of needed funding and other financial resources. The Douglas County Public Library will engage in an aggressive community public relations, engagement, and marketing campaign focused on communicating the need for an additional branch library and renovation of the Minden Library and will seek to fundraise the needed financial resources through various sources.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: The successful opening of a new branch library and the completion of needed renovations to the existing branch libraries will enable the Douglas County Public Library to expand existing and create new programs, resources, and services, resulting in increased patron usage and increase ease of access to the Library's collections. Additional community support and buy-in and increased support and buy-in from the Douglas County Board of County Commissioners and Douglas County staff is a needed behavioral change. Douglas County Public Library staff and representatives will need to educate the community about the Library's need for additional facilities including the need for a new branch library in underserved parts of the county and for new renovations and improvements at the Minden Library.

Specific Actionable Item(s): The Douglas County Public Library will prepare and host a tour of the Minden Library for members of the Douglas County Board of County Commissioners and Douglas County staff within one year. Over the next five years, the Douglas County Public Library, including Library staff, members of the Board of Trustees, members of the Board of County Commissioners, and invited patrons, will develop a plan for how a new facility and branch library will be used and where it will be located. Receiving approval for a new branch library and for requested renovations of the Minden Branch will be used to measure progress and impact of each of these specific actionable items.

Achievement of each strategic goal's specific actionable item, as well as the successful change in the identified underlying condition, behavior, and attitude, knowledge, and/or skill set will be evaluated each year over the five-year 2022 through 2027 strategic planning horizon.

5.5.c Implementation Elements and Actionable Items for the Community Outreach and Engagement (COE) Goals

The following subsection contains the identified needed assets, existing capital resources, and possible barriers for each of the five Community Outreach and Engagement goals that comprise the new five-year organizational strategic plan for the Douglas County Public Library. This subsection also contains conditions, behaviors, and attitudes, knowledge, and skill sets that will be positively impacted by the achievement of each Community Outreach and Engagement strategic goal and at least one specific strategy and actionable item for each individual strategic goal.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include dedicated staff with the necessary expertise and past successful record of developing, implementing, and administering a comprehensive public relations campaign. Additional needed assets include use of additional social media sites and potential partnerships with local area businesses with existing marketing expertise and reach (i.e. the C.O.D. Casino in Minden, Nevada and advertising through their lighted sign). Existing capital resources include existing public relations, marketing, and community engagement efforts already being implemented by the Douglas County Public Library. Possible barriers include the Library's past history which has, at times, been characterized as an 'ad hoc' approach to public relations, marketing, and community engagement. Dedicated staff, with the primary responsibility of public relations, marketing, and community engagement is needed to shift Library public relations, marketing, and community engagement away from previous 'ad hoc' approaches to more purposeful and routine efforts.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to increase overall Library usage by 25 percent by December 2027. Douglas County Public Library staff, volunteers, and representatives will need to improve their own public relations, community outreach and engagement, and marketing efforts with increased training in order to improve overall public awareness.

Specific Actionable Item(s): The Douglas County Public Library will provide the necessary public relations, community engagement, and marketing training to appropriate staff and representatives within one year and with annual training provided each year over the course of this new five-year strategic planning horizon.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include dedicated staff time to engaging with the Washoe Tribe and Washoe Tribe representatives and community members and improved connections and engagement with the Washoe Tribe's Tribal Council. Existing capital resources include existing funding levels dedicated to Native American and indigenous communities programming, existing Library materials and collections, existing partnerships with Douglas County School District representatives, and existing physical spaces and vehicles that can support increased engagement with the Washoe Tribe. Possible barriers include a potential loss of existing funding, decline in the existing relationship between the Douglas County Public Library and the Washoe Tribe, and a lack of interest on expanding the existing partnership. The Douglas County Public Library will seek grants and other funds to augment potential losses in existing funding, seek out and engage with other potential partners, and increase outreach with Tribal community members to identify community interest.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: The Washoe Tribe and other area Native American and indigenous communities will be aware of the various program, resources, and services that are available to them through the Douglas County Public Library. Increased number of face-to-face and personal interactions between Douglas County Public Library staff and Tribal Council members and indigenous community members will be needed along with increased trust, consistency in program, resource, and service delivery by the Douglas County Public Library, and a long-term commitment to serving the needs of the Washoe Tribe and other Native American and indigenous communities.

Specific Actionable Item(s): The Douglas County Public Library will increase its overall participation in various Native American and indigenous community events (Headstart, Family Nights, Tribal Council meetings) and develop and provide new Native American and indigenous community oriented activities and events within one year. Appropriate Library staff, including the Library Director, along with the appropriate Tribal Council members and community leaders will be responsible for implementing this specific actionable item within one year and Library staff will prepare and provide quarterly reports on the number of events hosted and the number of attendees that participated in those events to the Douglas County Public Library's Board of Trustees.

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

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include additional programming, improved community outreach and engagement, and increased buy-in and support from the Douglas County Board of County Commissioners and Douglas County staff. Existing capital resources include existing Library staff and volunteers with interest in developing and delivering new programs. Potential barriers include a lack of community awareness and/or interest in new programming and ongoing COVID-19 global pandemic impacts and community resistance toward in-person activities. The Douglas County Public Library will develop, implement, and administer a new public relations, community engagement, and marketing campaign in order to increase community awareness and interest and will offer more virtual programs and engagement opportunities.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal is designed to increase the overall level of trust that the public has in the Douglas County Public Library. Douglas County Public Library staff and representatives will commit themselves to increased community engagement in order to educate the public about the value that the Douglas County Public Library provides to the community and to individual Library patrons and visitors.

Specific Actionable Item(s): Within two years, assigned Douglas County Public Library staff will develop and host a 'Library Open House' at both the Minden Library and the Lake Tahoe Branch. Members of the Douglas County Board of County Commissioners

and Douglas County senior staff, private sector firms, and representatives of community-based organizations will be invited to attend each ‘Library Open House’.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets listed include people with the necessary connections and skills, a facility large enough to provide the services, volunteers capable in making the needed connections, and engagement with organizations such as the Douglas County Public School District, Western Nevada College, Douglas County, and the Chamber of Commerce. No capital resources are listed. Possible barriers include the necessary financial resources and support from the Douglas County Board of County Commissioners. The Douglas County Public Library will work to create and maintain meaningful external relationships and provide information as to why the Board of County Commissioners should increase support of the Library.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal will seek out to increase overall community awareness and support of the importance of the Douglas County Public Library and Library’s existing programs, resources, and services. The anticipated behavioral change required is a general increase in the use of the Library’s various facilities and online services. Library leadership needs to develop various positive working relationships with various community organizations and businesses within and throughout Douglas County.

Specific Actionable Item(s): The Douglas County Public Library will become an official member of local area Chambers of Commerce and participate regularly in Chamber meetings, events, and activities. The Director of the Douglas County Public Library will be responsible for implementing this actionable item within one year. Library membership and participation in local area Chambers of Commerce will result in making and establishing a working relationship with a minimum of six local area businesses with the first year of membership.

- **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.

Needed Assets, Capital Resources, and Possible Barriers: Needed assets include needed new partnerships (i.e. participation with local Chambers of Commerce, ‘Leadership Douglas County’ program), planned, scheduled, and regular visits and meetings with local area service clubs, and engagement with the Douglas County School District. Existing capital resources include existing staff with the necessary relationships with external agencies, businesses, and firms, existing and future members of the Douglas County Public Library’s Board of Trustees and members of the Friends of the Library

group, existing Library volunteers, and the personal relationships that Library staff, volunteers, and representatives may have with others outside the Library. Possible barriers include the limited amount of time that Douglas County Public Library staff, volunteers, and representatives have to dedicate to participation in community events and activity outreach as well as the limited physical space that is available at both the Minden Library and Take Tahoe Branch to support and host community events. The Douglas County Public Library will schedule dedicated community event participation and activity outreach as part of the regular assigned duties of selected staff and will also seek to renovate existing meeting and gathering space at both the Minden Library and the Lake Tahoe Branch to support the hosting of additional community events and activities.

Conditions, Behaviors, and Attitudes, Knowledge, and Skill Sets: This goal seeks to increase the number and variety of events and activities that are hosted by the Douglas County Public Library and, as a result, provide more reasons for the public, patrons, visitors, and the community to use the Library. Douglas County Public Library staff and representatives will have to focus on expanding existing and building new partnerships with other public sector agencies, private sector firms, and community-based organizations. Library staff and representatives will need to seek out partnerships that provide the most benefit to the Library and to the prospective partner. Library staff and representatives will also have to learn which perspective partner agencies, firms, and organizations are willing to partner with the Douglas County Public Library and whom to contact at each agency, firm, and organization.

Specific Actionable Item(s): A community events and outreach committee, consisting of one Library staff representative (preferably the Library Director), one member of the Board of Trustees, one member of the Friends of the Library group, and one Library volunteer, will work to develop and begin implementation of a comprehensive community event and outreach participation plan. These individuals, beginning in 2023, will participate in the Leadership Douglas County program with other staff representatives, other members of the Board of Trustees, other members of the Friends of the Library group, and one other Library volunteer participating in the program annually after 2023.

Achievement of each strategic goal's specific actionable item, as well as the successful change in the identified underlying condition, behavior, and attitude, knowledge, and/or skill set will be evaluated each year over the five-year 2022 through 2027 strategic planning horizon.

5.6 Benchmarks for the Douglas County Public Library's Strategic Plan for 2022 through 2027

Over the next five years, the Douglas County Public Library will be given the opportunity to revisit the core values, strategic mission statement, strategic vision statement, and the various goals and actionable items outlined in this strategic plan for 2022 through 2027. On an annual basis, the Douglas County Public Library will be able to benchmark their success in implementing this strategic plan using a series of questions that were answered by workshop

participants who participated in the third organizational strategic planning workshop held on April 2, 2022. The initial answers to each question, developed as part of this benchmarking process, are presented here:

- Does this strategic plan give overall direction? ***Yes. Workshop participants generally agreed that the elements of the new five-year organizational strategic plan, especially the revised core values and the new strategic mission and vision statements, provide clear and concise direction for the Douglas County Public Library.***
- Does this strategic plan fit resources and opportunities? ***Yes. While recognizing that existing financial and non-financial resources are scarce, workshop participants generally agreed that each of the new organizational strategic goals fit within a generally realistic estimate of possible future resources. Several workshop participants noted that several of the specific strategic goals will be ‘stretch’ goals that the Douglas County Public Library might not be able to fully complete within the next five years. However, workshop participants agreed that these ‘stretch’ goals could potentially result in additional success beyond the current five-year strategic planning horizon between 2022 and 2027.***
- Does this strategic plan minimize resistance and barriers? ***Yes. In general, workshop participants agreed that the new five-year organizational strategic plan for the Douglas County Public Library both realizes possible resistance and barriers that may derail future implementation and provides a general outline as to how future possible resistance and barriers might be mitigated. A number of workshop participants noted that several of the individual strategic goals are focused on increasing the number of partnerships with agencies, private sector firms, and community-based organizations that the Douglas County Public Library has not always had a working relationship with but is interested in developing. By building these new relationships and partnerships, the Douglas County Public Library anticipates minimizing future resistance and possible barriers to implementing elements of the new five-year strategic plan.***
- Does this strategic plan reach those affected? ***Yes. The new five-year organizational strategic plan, including the new core values, new strategic mission and vision statements, and each of the new strategic organizational goals, focus on the needs and wants of patrons and visitors and on how the Douglas County Public Library has and will continue to positively contribute to the quality of life in Douglas County. Many of these efforts are consistent with the general goal of improving the quality of life of all county residents as outlined in the current strategic plan for the government of Douglas County.***
- Does this strategic plan advance the mission? ***Yes. Workshop participants generally agreed that each of the new strategic organizational goals and each accompanying implementation and actionable element and item directly advances the new strategic mission statement and facilitates achievement of the new strategic vision statement for the Douglas County Public Library.***

If the results of any of the individual annual evaluations of the new five-year organizational strategic plan for the Douglas County Public Library result in different answers than the initial benchmarking answers listed above, revisions to either the core values, the strategic mission or vision statement, or to the goals or the specific actionable items for each individual strategic goal, can be made. Benchmarking the new five-year organizational strategic plan for the Douglas County Public Library in this manner also allows the Douglas County Public Library to evaluate overall progress in achieving the stated strategic organizational goals outlined in this new five-year organizational strategic plan and to determine why or why not progress on any given strategic organizational strategic goal has or has not been made.

5.7 Linking Elements of the Douglas County Public Library Strategic Plan to the Strategic Plan of Douglas County and Other Planning Documents

As part of the third organizational strategic planning workshop held on April 2, 2022, workshop participants were asked to further evaluate the new five-year organizational strategic plan for the Douglas County Public Library in relationship with the existing strategic plan for the government of Douglas County and other relevant planning documents.

5.7.a Consideration of the Douglas County Public Library Organizational Assessment (September 2021)

In September 2021, Moss Adams LLP presented a comprehensive organizational assessment, *Douglas County Public Library Organizational Assessment*, to the Douglas County Public Library and to the Douglas County Public Library's Board of Trustees. The purpose of this comprehensive organizational assessment was to identify opportunities for improvement in several key areas including **governance** (governance structure, Library Board of Trustee and management roles and responsibilities, and communication norms), **organization** (structure, staffing levels and skills, workloads, span of control, roles and responsibilities, job descriptions, accountability, and management practices), **operations** (policies, procedures, workflow processes, communication, facilities, technology, and equipment), and **services** (program and service delivery, performance metrics, and performance reporting). As part of this assessment, Moss Adams LLP outlined 15 separate recommendations.

During the third organizational strategic planning workshop held on April 2, 2022, workshop participants were asked to evaluate the progress that the Douglas County Public Library has made in completing each individual recommendation and if and how the new five-year organizational strategic plan will enable the Library to further implement each of the individual recommendations outlined in the Moss Adams LLP's comprehensive organizational assessment. The results of this assessment are presented here.

- **Recommendation No. 1:** Develop an outcome-based, long-term strategic plan that is rooted in community needs, aligns with Douglas County's strategic plan, and utilizes performance measures to assess progress towards goals.

In evaluating the Douglas County Public Library’s overall performance in implementing this specific recommendation, workshop participants agreed that the new five-year organizational strategic plan for the Douglas County Public Library is definitely outcome-based, is deeply rooted in community needs, does align with specific elements of Douglas County’s Fiscal Year 2018 through Fiscal Year 2022 strategic plan, and does utilize a series of performance measures to assess annual progress towards the achievement of specific strategic goals. Workshop participants did note, however, that there is very little within the current Douglas County strategic plan to align with Douglas County Public Library activities and strategic organizational goals. As Douglas County prepares to develop a new five-year organizational strategic plan, workshop participants expressed their desire to see Douglas County incorporate elements of the Library’s new five-year organizational strategic plan into the new five-year Douglas County organizational strategic plan.

- **Recommendation No. 2:** Ensure the next Library Director embodies the characteristics needed by the Library to overcome its challenges and is appropriately onboarded to support success in this roll. Leverage the LBOT to support a smooth leadership transition.

Workshop participants noted that the Douglas County Public Library is making significant progress toward achieving this specific recommendation. Over the past several months, the Douglas County Public Library has been engaged in a national recruitment for a new Library Director and anticipates having a new Library Director installed before the new five-year organizational strategic plan for the Douglas County Public Library is adopted and approved. Workshop participants further noted that existing Library staff and representatives will work with the new Library Director to collaboratively implement the new five-year organizational strategic plan in order to support long-term success.

- **Recommendation No. 3:** Fully and consistently implement a policy governance model to focus the LBOT on policy and strategy with delegation of operations to the Director.

Because a new Library Director had, at the time this specific recommendation was made and the Moss Adams LLP organizational assessment was published, the Douglas County Public Library has not implement a new policy governance model. Workshop participants expressed their hope that the new Library Director will work collaboratively with existing Library staff, volunteers, and representatives, with members of the Douglas County Board of County Commissioners and Douglas County staff, and with various other internal and external stakeholders to develop and implement a new policy governance model that will focus on both related policy issues and implementation of the new five-year organizational strategic plan.

- **Recommendation No. 4:** Library’s leadership should reaffirm a commitment to their distinct roles as servant-leaders of Douglas County, establishing positive working relationships to deliver high-quality library services to all members of the community.

The new five-year organizational strategic plan for the Douglas County Public Library is rooted in the commitment that Library staff, volunteers, and representatives have to their distinct roles as servant-leaders in Douglas County. The new five-year organizational strategic plan for the Douglas County Public Library contains a series of individual strategic goals that are specifically focused on establishing positive internal and external working relationships. Several of the new strategic goals outlined in this new five-year organizational strategic plan are also focused on expanding and improving existing Library programs, resources, and services and on developing new programs, resources, and services that serve the existing, changing, and evolving needs and wants of community members, patrons, and visitors including previously underserved and in-need populations and population groups.

- **Recommendation No. 5:** Library leaders should increase collaboration with other County departments and actively participate in County-wide initiatives to promote alignment with strategies and goals.

Workshop participants noted that some progress has been made in achieving this specific recommendation. The hiring and installation of a new Library Director is needed to make further progress in completing this recommendation and additional engagement and support from both the Douglas County Board of County Commissioners and Douglas County staff will be needed. Increasing collaboration between the Douglas County Public Library and various Douglas County departments and agencies requires a reciprocal relationship, the joint development of programs, resources, and services, and that the responsibility for funding and implementation is shared. Several of the new strategic goals outlined in this new five-year organizational strategic plan expand the Library's desire to collaborate with external stakeholders beyond Douglas County departments and agencies but also includes other public sector agencies, various private sector firms, and various community-based organizations. Workshop participants agreed that new program, resource, and service development should be done collaboratively with agencies, departments, private sector firms, and other organizations that share a similar mission with the Douglas County Public Library.

- **Recommendation No. 6:** Develop a plan to cross-train employees in order to ensure adequate back-up for key roles and to support employee growth and development, with priority placed on management functions.

During the third organizational strategic planning workshop held on April 2, 2022, workshop participants agreed to create a sixth core value, *Professional Development*. This core value reflects the commitment of the Douglas County Public Library to provide advanced and frequent professional development opportunities to Library staff, volunteers, and representatives in order to build additional trust, to encourage individuals to become leaders within the organization and throughout the community, and to provide individuals with opportunities for advancement and personal and professional growth. While not yet implemented, several of the specific actionable items and strategies assigned to specific strategic goals outline additional professional development and training opportunities that will be needed to ensure that Library staff, volunteers, and

representatives have the requisite skills to achieve elements of the new five-year organizational strategic plan.

- **Recommendation No. 7:** Establish formal internal communication protocols that encourage productive and frequent two-way communication between management and staff.

Several elements of the new five-year organizational strategic plan, including a number of the specific *Community Outreach and Engagement* goals, identify a series of goals and actionable items focused on improving internal communication protocols that will, when implemented and achieved, encourage increased productive and frequent two-communication between Library management and staff. While this has not yet been accomplished, workshop participants agreed that the new five-year organizational strategic plan provides a clear roadmap as to how the Douglas County Public Library can successfully achieve this specific recommendation. Additional planning and internal protocols and policies will need to be developed and implemented on an annual basis in order to ensure full achievement of this recommendation.

- **Recommendation No. 8:** Establish a consistent program evaluation process and reporting system to ensure programs advance the Library’s mission, respond to community needs, and are delivered equitably.

A key element of the Douglas County Public Library’s expiring long-range plan for 2012 through 2019 and a key element of the new five-year organizational strategic plan for the Douglas County Public Library for 2022 through 2027 is that each goal contains a clear and consistent evaluation process and reporting system. Each of the new strategic goals outlined in the new five-year organizational strategic plan have a specific timeframe for completion and the Douglas County Public Library has successfully completed and implemented a comprehensive program evaluation process and reporting system for each existing program, resource, and service currently offered by the Library. Workshop participants further noted that the Library’s new five-year strategic mission statement and new five-year strategic vision statement are explicitly tied to equitably serving the informational, educational, recreational, and cultural needs of the people of Douglas County. Several elements of the new five-year organizational strategic plan, including several of the specific strategic goals, will seek to expand Library provision of programs, resources, and services to historically in-need and underserved populations and population groups within and throughout the county.

- **Recommendation No. 9:** Library should create a systematic training program for all employees, including recently promoted employees, to prepare for success in their role.

Over the past several years, the Douglas County Public Library has made significant progress in updating and revising internal protocols, policies, and procedures and communicating these expectations to both existing and new employees and volunteers. While this effort has not been necessarily systematic, past, current, and ongoing efforts to training existing and new employees and volunteers has already significantly improved

overall organizational and operational efficiency and effectiveness while increasing the quality and level of service that the Library provides to patrons and visitors. Additional training has been incorporated into several elements of the new five-year organizational strategic plan including the development of a *Professional Development* core value and several strategic goals and specific actionable items and strategies. Over the next five years, the Douglas County Public Library will continue to develop and provide professional development opportunities and training to its employees, volunteers, and representatives.

- **Recommendation No. 10:** Establish a process to evaluate programs, activities, and past participation to develop a volunteer program that addresses the Library needs; Develop a strategy to assist interested individuals with the new volunteer application process.

While workshop participants were nearly unanimous in their support of this recommendation, workshop participants noted that the Douglas County Public Library, by itself, has little to no authority to develop and establish a process to evaluate programs, activities, and past participation with the explicit goal of developing a volunteer program that addresses existing and anticipated Library needs. Only the designated employees and departments of the government of Douglas County has the authority to vet, qualify, and approve applications by individuals interested in serving as volunteers for the Douglas County Public Library. Workshop participants did note that Library staff and representatives, including members of the Library's Board of Trustees and members of the Friends of the Library group, are willing to work collaboratively with the Douglas County Board of County Commissioners and Douglas County staff to complete and implement this recommendation. Workshop participants further noted that additional progress on achieving this recommendation should be a primary responsibility of the new Library Director once a new Library Director is hired. During the fourth strategic planning workshop held on August 23, 2022, workshop participants agreed that no specific strategic goal is needed in order to develop a volunteer program that addresses the Library's needs as Library staff are already addressing this issue internally. The development of specific volunteer program related goals may be developed over the course of the new five-year strategic planning horizon as internal policies and positions are developed.

- **Recommendation No. 11:** Collaborate with County Manager, Finance Director, HR Director to review County policies and procedures, establish common understanding, conduct regular interviews with staff regarding policies and procedures; Align Library and County policies and procedures.

Workshop participants agreed that several elements of the new five-year organizational strategic plan for the Douglas County Public Library, including several of the new core values and several of the strategic goals, emphasize the importance of engaging and collaborating with the government of Douglas County in order to establish common understanding and to align the Library's and County's own policies and procedures. Several workshop participants further noted that Library staff and several Library representatives are already working with Douglas County staff to review existing county

government policies and procedures and to review and revise existing Library policies, protocols, and procedures. Additional progress in achieving and implementing this recommendation will likely be made once a new Library Director has been selected and hired.

- **Recommendation No. 12:** Library Director should develop a list and estimated costs for facility upgrades and submit improvement request to Facilities Management for inclusion in the County's Capital Improvement Plan.

While specific facility upgrades and associated estimated costs have not yet been fully developed, the new five-year organizational strategic plan contains five specific *Facility Improvements* strategic goals. Each of these Facility Improvements strategic goals identify a number of specific facility upgrades, including the development of a new branch library that is needed to serve growing parts of Douglas County that are currently underserved, that will be further developed as the new five-year strategic plan is implemented. The development of a specific list of and estimated costs for specific facility upgrades will be developed during the first few years of implementation of the new five-year organizational strategic plan. These estimates will be provided to the Douglas County Board of County Commissioners and Douglas County staff for review and for inclusion in the county's Capital Improvement Plan.

- **Recommendation No. 13:** Develop a community partnership strategy to engage community organizations, elevate service offerings, strengthen community relationships.

Incorporated into this new five-year organizational strategic plan for the Douglas County Public Library are the specific elements of a community partnership and engagement strategy. These specific community partnership and engagement strategies are outlined in the five *Community Outreach and Engagement* strategic goals and emphasize the Library's desire and willingness to partner and collaborate with a number of other public sector agencies, private sector firms, and community-based organizations in order to elevate and expand existing programs, resources, and services, to develop and deliver new programs, resources, and services, and to better serve in-need and historically underserved populations and population groups. The elements of the Douglas County Public Library's new community partnership and engagement plan, outlined in the five Community Outreach and Engagement strategic goals, will be evaluated on an annual basis and revised as necessary.

- **Recommendation No. 14:** Develop proactive community engagement practices.

Workshop participants generally agreed that, like Recommendation No. 13, the *Community Outreach and Engagement* strategic goals and associated specific actionable items and strategies outlined in the new five-year organizational strategic plan for the Douglas County Public Library include a number of proactive community engagement practices. Implementation of the assigned specific actionable items and strategies and ultimate achievement of each Community Outreach and Engagement strategic goal will be evaluated on an annual basis and necessary changes and alterations, including the

development and implementation of additional proactive community engagement practices, will be completed as needed. The new five-year organizational strategic plan for the Douglas County Public Library commits Library staff, volunteers, and representatives to developing and implementing proactive community engagement practices that ensure that the Library will continue to meet the informational, educational, recreational, and cultural needs of the people of Douglas County.

- **Recommendation No. 15:** Work with the Friends of the Library to develop and utilize a strategic, consistent approach to considering fundraising and programmatic opportunities.

Several workshop participants noted that several members of the Friends of the Library group have been actively involved in the development of each element contained within the new five-year organizational strategic plan for the Douglas County Public Library. Douglas County Public Library staff, members of the Library’s Board of Trustees, and members of the Friends of the Library group were actively involved in crafting each of the new core values, the new strategic mission statement and new strategic vision statement, and in crafting several of the new strategic goals along with input from several external stakeholders and stakeholder groups. While additional strategies and actionable items will need to be developed over the course of the next five-year strategic planning horizon and beyond, several of the new strategic goals and several of the assigned specific actionable items outline ways in which the Friends of the Library group can develop and utilize a comprehensive and consistent approach to fundraising and programmatic opportunities. During the fourth strategic planning workshop held on August 23, 2022, workshop participants agreed that the Douglas County Public Library is already in the process of identifying opportunities to engage the Friends of the Library group in ways that support the development and delivery of programs, resources, and services. While the development of new specific strategic goals regarding the Friends of the Library group are not needed at this point, it is possible that goals specific to the Friends of the Library group may be developed over the course of this new five-year strategic planning horizon.

As part of each individual annual evaluation and assessment of this new five-year organizational strategic plan for the Douglas County Public Library, each of these 15 recommendations will be revisited and assessed in order to measure the progress that the Douglas County Public Library has made in achieving and implementing them. Elements of each of the 15 recommendations outlined in the September 2021 Moss Adams LLP Douglas County Public Library organizational assessment will also be further integrated into additional specific actions that the Douglas County Public Library develops and implements as the Library begins implementation of this new five-year organizational strategic plan.

5.7.b Consideration of Elements of the Douglas County Fiscal Year 2018 through Fiscal Year 2022 Strategic Plan (June 2017)

The existing Douglas County Fiscal Year 2018 through Fiscal Year 2022 strategic plan consists of several value statements, a mission statement, vision statement, and several individual

strategic objectives. The current values, as outlined in the strategic plan for Douglas County, are:

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

During the third organizational strategic planning workshop held on April 2, 2022 as part of this strategic planning process for the Douglas County Public Library, workshop participants were asked to assess how the Library's new core values align with the existing values of Douglas County. Workshop participants noted that several of the Library's new core values, especially *Stewardship and Accountability, Equitable Service and Treatment, Quality Service, and Community Engagement*, align well with Douglas County's values of *Integrity, Accountability, Customer Service, Communication, and Teamwork*. The new core values of the Douglas County Public Library that align with the values of Douglas County share a number of similar objectives and create a series of shared responsibilities for organizational staff and representatives. Staff, volunteers, and representatives of the Douglas County Public Library are, like Douglas County staff and representatives, expected to hold themselves and others within the organization accountable for their actions and strive to be efficient and effective in the use of organizational resources. Both the Douglas County Public Library and Douglas County emphasize the importance of providing exceptional and high quality service to individuals who interact with both the Library and with various county agencies and departments. Furthermore, both the Douglas County Public Library and Douglas County expect that organizational representatives work collaboratively with internal and external stakeholders to achieve stated organizational goals.

The current mission statement of Douglas County, as outlined in the current Fiscal Year 2018 through Fiscal Year 2022 strategic plan, is as stated:

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.

Like the mission statement for Douglas County, the new mission statement for the Douglas County Public Library as part of this new five-year organizational strategic plan emphasizes the

role that the organization plays in providing critical programs, resources, and services to members of the community that depend upon each organization. Both the mission statement for the Douglas County Public Library and for Douglas County emphasizes the positive impact that both the Library and the county government strive to have on individuals and on the broader community.

The existing vision statement of Douglas is comprised of aspirational statements built around the six strategic objective and initiative areas that comprise Douglas County's current five-year organizational strategic plan. The current vision statement of Douglas County, as outlined in the current Fiscal Year 2018 through Fiscal Year 2022 strategic plan, is as stated:

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.

The *Natural Resources, Cultural Heritage* strategic objective and initiative area within the current Douglas County strategic plan contains a series of individual milestones and countywide initiatives including Initiative 6.3 *Promotion of Local Assets* with the accompanying general action of advocating for the usage, understanding and support of assets including public parks, trails, public libraries, local schools and local colleges in the county. Key contributors for this specific initiative include Community Services, the Douglas County Public Library, local museums and historical societies, individual towns, and the Douglas County School District. Improved marketing efforts and increased coordination and partnership across various organizations including the Douglas County Public Library were each identified as specific targeted actionable items assigned to Initiative 6.3. In evaluating the exiting vision statement for Douglas County and for the existing objectives and individual initiatives, workshop participants representing the Douglas County Public Library agreed that the Library's new five-year strategic vision and several of the Library's new organizational goals, especially the five *Community*

Outreach and Engagement goals, expand on the specific actionable items of improved marketing efforts and increased coordination and partnership.

Moving forward, workshop participants representing the Douglas County Public Library, including Library staff and volunteers, members of the Douglas County Public Library's Board of Trustees, and members of the Friends of the Library group expressed their support for the county's existing strategic plan as well as for the direct inclusion of the 16 new Library organizational strategic goals into future Douglas County strategic planning documents. Many of the objectives and individual initiatives outlined throughout the existing Douglas County strategic plan focus on maintaining and improving the quality of life that county residents and visitors enjoy, a theme that is featured throughout the individual elements that comprise the new five-year organizational strategic plan for the Douglas County Public Library. As the existing strategic plan for Douglas County is set to expire at the end of Fiscal Year 2022, workshop participants representing the Douglas County Public Library expressed their interest in more actively engaging with the Board of County Commissioners, Douglas County executive staff, and other Douglas County agencies and departments to find areas of common group where the Library and Douglas County can work together to best serve the needs and interests of community residents and visitors.