A Strategic Plan for the Lyon County Library System, FY 2018-19 through FY 2022-23

Community Workshop No. 2

Saturday, March 3, 2018

Lahontan Room, Silver Springs Senior Center
2945 Fort Churchill Street
Silver Springs, NV 89429

University Center for Economic Development
http://www.unr.edu/business/research-and-outreach/uced

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
Welcome!
Lyon County Library System Strategic Planning Community Workshop
March 3, 2018

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

What is Strategy?
Elements of a Strategy Include:

– Recognition of existing barriers and resources (people, money, power, materials, etc.)

– Tied to an overall vision, mission, and a set of clearly defined objectives (goals).

– Direction for future planned initiatives focused on providing information, enhancing support, removing barriers, providing resources, etc.
What is Strategy?

Does the Strategy:

- **Give overall direction?** The strategy should point out the overall path without dictating a particular narrow approach.
- **Fit resources and opportunities?** Should take advantage of current resources and assets while embracing new opportunities.
- **Minimize resistance and barriers?** Keep in mind that opposition and resistance is inevitable. Good strategies should attract allies and deter opponents.
- **Reach those affected?** Should connect the intervention with those who it should benefit.
- **Advance the mission?** The strategy should make a difference on the mission and objectives.

Work Completed...

A Strategic Plan for the Lyon County Library System, Community Workshop No. 1 held on February 3, 2018:

1. A Review of the current Lyon County Library System Strategic Plan (Approved July 22, 2014)
2. Review of Current Socio-Demographic and Demographic Conditions
3. Completion of an Environmental Assessment of Community Positions and Resources.
4. Completion of a Strength, Weaknesses, Opportunities, and Threats (SWOT Analysis) for Lyon County.
5. Development of a Set of Core Values and Draft Mission and Vision Statements
6. Next Steps

...Work to Do

A Strategic Plan for the Lyon County Library System, Community Workshop No. 2:

1. Review of the Completed Environmental and Organizational Assessment and SWOT Analysis from February 3, 2018
2. Drafting of Core Values, a Mission Statement, and a Vision Statement
3. Development of New Strategic Goals and Objectives
4. Development of the Implementation
5. Development of the Annual Evaluation Steps
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Review of the Environmental Assessment and SWOT Analysis
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How do we Confront the Challenge of Growth?

“The prime issue for state and local economic development leaders is not whether some industries will shrink and others expand…The more fundamental issue is how communities confront their economic challenges and how they respond to their situation and environment.”

- Steven Koven and Thomas Lyons

Evaluating Our Community

Eight Questions:

- Is the community generally supportive or antagonistic toward business interests and growth? Mixed attitudes; general desire to maintain the community’s rural tradition and identity.

- Is the community generally supportive or antagonistic toward government programs and initiatives? Mixed attitudes; support or antagonism based upon the part of the county and the demographics of the community’s residents.

- What types of programs do residents generally support – redistributive programs or developmental programs? Mixed attitudes; some communities support redistributive programs, other communities will support more developmental programs.

- Does the community have a history of public-private collaboration? YES! For the county government, for the Library System, and for the different communities located throughout Lyon County.
Evaluating Our Community

Eight Questions:
- Is the community willing to sacrifice some of its quality of life to either promote or curtail growth? NO, NO, NO… and NO.
- Are the elite members of the community willing to share power with others? There are definitely elite members of the community and they are not willing to share power with others.
- Are the citizens generally accepting of change, or do they resist it? Examples of both? General agreement that citizens, regardless of location and regardless of demographic characteristics, are resistant to change in Lyon County; however, once the change has occurred, they grow to eventually accept it.
- Where do residents and businesspeople stand on issues of environmental sustainability? Mixed attitudes; depending upon location in the county, some communities will be supportive of environmental sustainability while other people will oppose it. Key issues include WATER (quality and quantity), protection of view and light sheds, and development of infrastructure as it pertains to environmental sustainability.

Evaluating the Organization

• Two Initial Questions:
  - What do you like about the organization?
  - What do you dislike about the organization?

• Four Additional Questions:
  - What’s working well?
  - What’s not working well?
  - How do we make the things that aren’t working, work?
  - Anything else?

What do you like about the organization?
What do you dislike about the organization?

Evaluating the Organization

Four Additional Questions:

– What’s working well? High levels of customer service, highly skilled staff, developing/delivering meaningful programs and assistance, high levels of accessibility.

– What’s not working well? “Not Enough”…everything. Not enough financial capital resources, physical capital resources, or human capital resources.

– How do we make the things that aren’t working, work? Improved internal and external communication and collaboration; new partnerships, more training and professional development opportunities.

– Anything else? Exceptional leadership a BIG positive; Board members/Friends/Foundation; productive relationships with other key external stakeholders.

What is a SWOT Analysis?

• The strengths and weaknesses of your community are internal to it and are identified in the present.
  – Strengths: characteristics of the community that give it advantage over others.
  – Weaknesses: characteristics that place the community in a disadvantage relative to others.

• The opportunities and threats of your community are external to it and identified in the future.
  – Opportunities: elements that the community can exploit to its advantage.
  – Threats: elements in the environment that could cause trouble for the community.
Internal Organizational STRENGTHS

Internal Organizational WEAKNESSES

External Future OPPORTUNITIES
External Future THREATS

Recurring “Themes”

Five General Recurring “Themes”:
- Professional Development
- Programming and Program Development
- Resources
- Outreach and Communication
- Plan Implementation

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Developing a Set of Core Values, a Strategic Mission, and a Strategic Vision
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Lyon County Library System Strategic Plan
(From 2014)

CORE VALUES

“Lyon County Library is a ‘community of practice’ that values approachability and efficiency to make a significant and positive difference in the lives of the residents we serve.”

Stated Values: Integrity, Stewardship, Commitment


• Core Values: the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization’s functions and pursuing its strategic vision and mission.
• Typically, four (4) to eight (8) core values per organization.

GROUP EXERCISE: Developing a Set of Core Values

A Two Step Exercise in Developing Shared Core Values:

1. In Small Groups at Your Table (10 Minutes):
   Generate a list of a maximum number of eight core values that your group believes are shared throughout the organization. Provide a short definition for each of your values.

2. Individually (10 Minutes): Using the sticky-dots at your table, go around the room and select the eight core values that you feel are most shared throughout the organization. You cannot select your own group’s values.
Lyon County Library System Strategic Plan
(From 2014)

MISSION


(Fiscal Responsibility: Work to ensure stable funding that will honor the library's mission to provide free and equal access to information and resources.)

- Mission Statement: typically describes the community’s and organization’s present identity…who are we’, ‘what we do’, and ‘why are we here’.
- Key Elements:
  - Provide direction on day-to-day activity.
  - Provides a foundation for future decision-making.

GROUP EXERCISE: Developing a Strategic Mission

A Two Step Exercise in Developing a Strategic Mission:

1. In Small Groups at Your Table (15 Minutes):
   Together, draft a mission statement for the Lyon County Library System. The mission statement should include:
   - Our Cause (Who are we? What is our purpose? Where do we operate?)
   - Our Actions (What do we do?)
   - Our Impact (What changes in our community do we make for the better?)

2. In Small Groups at Your Table (15 Minutes): Share your mission statement with the larger group.

VISION

No identified Vision.


- Strategic Vision: describes ‘where we are going’…the course and direction the community has charted.
- Effectively Worded Vision Statements: graphic, directional, focused, flexible, feasible, desirable, and easy to communicate.
GROUP EXERCISE: Developing a Strategic Vision
A Four Step Exercise in Developing a Shared Vision Statement:

1. Individually (5 Minutes): Reflect and answer the following questions:
   - What will the Lyon County Library System look like in five years?
   - What are your personal hopes and aspirations for the Lyon County Library System?

2. In Small Groups at Your Table (10 Minutes): Share your ideas and write down your conclusions on the following ideas:
   - Discuss your ideas from the previous step.
   - Determine and identify common themes.
   - Select the most important themes for the organization.

3. In Small Groups at Your Table (10 Minutes): Develop an initial draft of a Vision Statement.

4. In Small Groups at Your Table (15 Minutes): Share your mission statement with the larger group.

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Developing a Set of Strategic Objectives and Goals

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Developing a SMART Goal

A SMART goal is an observable and measurable outcome that you want to achieve within a specific period of time.

Consider the following elements:

- Regional data.
  - Example: growing number of small businesses within the regional clusters.
- Economic strength (locally and regionally).
  - Example: evidence of future growth in the clusters gives opportunity for related small business growth.
- Potential barriers that would impact the ability to achieve agreed upon goals.
  - Example: lack of a trained and highly talented workforce.
- Local and regional assets that could be used to achieve agreed upon goals.
  - Example: Small Business Development Center, community college, major research university, etc.
- Past history and past strategies – what worked and what did not work and why.
  - Example: business incubator successfully piloted in one county.
Developing a SMART Goal

- What do you want to achieve?
- Where will you focus your efforts?

Specific

- How do you plan to measure progress toward the goal?
- What is the end result and milestones along the way?

Measurable

- Do you have the resources to achieve the goal?
- What factors might prevent achieving these goals?

Attainable

- Is this important for your region to pursue?
- Does this matter or bring benefit to the region?

Relevant

- When do you want to achieve your goal?
- What is the target date for accomplishing the goal?

Time-Framed

An Example of a SMART Goal:

Increase the survival rate of new business start-ups (less than 5 years old) from 50% to 75% in Region III by December 2019.

Before we begin our last exercise:

- Don’t get bogged down in detail.
- Consensus is not necessary yet.
GROUP EXERCISE: Developing a Set of Strategic Goals

Develop Five SMART Goals for the Lyon County Library System:

1. In Small Groups at Your Table (15 Minutes): Develop five SMART Goals as a group.
   - Your goals should be SPECIFIC.
   - Your goals should be MEASURABLE.
   - Your goals should be ATTAINABLE.
   - Your goals should be RELEVANT.
   - Your goals should be TIME FRAMED.

2. When completed, post your five goals, all written on a single piece of flip chart paper, on the walls.

3. As an individual, use five sticky dots and place them on five goals that you are interested in pursuing (one per goal).

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Developing the Implementation Plan

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Developing an Implementation Plan

Assets, Capital, and Barriers

Four Arenas for Uncovering Assets

- People
- Physical Resources
- Voluntary Associations
- Local Formal Institutions
Four Areas of Needed Assets

Types of Assets:

- **People Assets**: hidden talents and skills of people in your region; people in key positions (internally and externally) that have access to important resources.

- **Physical Resources (Natural and Human Made)**: water and land-related amenities, vacant/underutilized buildings, historical and cultural sites, technology and equipment, etc.

- **Voluntary Associations (Strategic Partnerships)**: other organizations that can engage in strategic partnerships with your organization; for-profit or non-profit organizations.

- **Local Formal Institutions**: organizations that can provide programs, facilities and services; they tend to carry out functions vital to long-term community sustainability.

GROUP EXERCISE: Uncovering Needed Assets

Identify various assets for each of the SMART goals that you developed:

- **In Small Groups at Your Table (15 Minutes)**: Develop a list of assets that will be needed in order to achieve the SMART goals that you identified in the previous session.
  - What are the People assets?
  - What are the Physical Resource assets?
  - What are the Voluntary Association assets?
  - What are the Local Formal Institutional assets?

Seven Capital Areas

Types of Capital Needed for Implementation:

- **Natural**: quality and quantity of natural and environmental resources.

- **Cultural**: values, norms, beliefs and traditions.

- **Human**: education and skills of organizational members; learning opportunities, programs designed to build organizational leadership.

- **Social**: connections among people and organizations; links inside and outside of an organization.

- **Political**: ability to influence and enforce rules and regulations; access to influential people in government positions; level of stakeholder engagement.

- **Financial**: ‘cash’ and other financial assets available for development and implementation efforts.

- **Built**: infrastructure that is needed to support the organization (facilities, services, physical structures, etc.).
GROUP EXERCISE: Identifying Needed Capital

Identify the various types of capital that is needed for implementation of each of the SMART goals that you developed:

- In Small Groups at Your Table (20 Minutes): Develop a list of capital that will be needed in order to successfully implement the SMART goals that you identified in the previous session.
  - Natural
  - Cultural
  - Human
  - Social
  - Political
  - Financial
  - Built

Exploring Possible Barriers

- Barriers are forces that might hinder the successful achievement of the specific organizational goal.
- Barriers may also hinder the successful implementation of the overall strategic plan.
- These forces can arise from within the organization and can arise from outside the organization.
- Successful implementation of an organizational strategic plan involves developing countermeasures designed to reduce resistance to implementation and overcome possible barriers.

GROUP EXERCISE: Anticipating Possible Barriers

Identify possible barriers, either internally or externally, that could derail efforts to successfully achieve each of the SMART goals that you developed:

- In Small Groups at Your Table (20 Minutes): Develop a list of possible barriers that could impede successful achievement of the SMART goals that you identified in the previous session.
  - Is the barrier internal or external?
  - Will the barrier impact just this goal or will it potentially impact the entire strategic plan?
  - What is the source of the barrier? Another organization? An environmental condition? People?
  - What could be done to overcome the barrier?
Evaluating the Strategic Plan’s Success

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...More About Implementation (and ultimately Evaluation)

Successful Strategic Plans Identify the following for each Strategic Goal and Objective:

- The **specific steps** that must be carried out in order to achieve the goal.
- The **person(s)** who will take leadership for each step and be responsible for each step’s implementation.
- A **realistic timetable** (given assets, capital, and barriers) for the completion of each step and strategic goal.
- **Regular checkpoints** to ensure progress and address barriers as they may arise.

Assessment

Planning

Action
The Action Plan

Products: An action plan for each tactic in your strategic plan.

<table>
<thead>
<tr>
<th>ACTION/GOAL (What)</th>
<th>STEPS (How)</th>
<th>TIMING (When)</th>
<th>RESOURCES REQUIRED (Who/What)</th>
<th>RESPONSIBILITY (Who)</th>
</tr>
</thead>
<tbody>
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<td>1. Develop a Business Incubator.</td>
<td>Acquire Building</td>
<td>May 1st</td>
<td>$500,000</td>
<td>Small Business Program Director</td>
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<tr>
<td></td>
<td>Retrofit for use as incubator</td>
<td>October 31st</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify clients</td>
<td>October 31st</td>
<td>40 hours of staff time</td>
<td></td>
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<tr>
<td>2. Lyon County Library System Strategic Planning Community Workshop</td>
<td>Saturday, March 3, 2018</td>
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