A STRATEGIC PLAN FOR THE LYON COUNTY LIBRARY SYSTEM FOR FISCAL YEAR 2020 THROUGH FISCAL YEAR 2024

UNIVERSITY OF NEVADA, RENO
A STRATEGIC PLAN FOR THE LYON COUNTY LIBRARY SYSTEM FOR FISCAL YEAR 2020 THROUGH FISCAL YEAR 2024

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3.1 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?
Lyon County Library System
Strategic Plan for FY 2020 through FY 2024

Core Values

Integrity, Service and Inclusivity, Commitment and Dedication, Respectfulness and Respect for Others, Innovation and Creativity, and Professionalism and Responsibility

Mission

It is the mission of the Lyon County Library System to empower its patrons by championing individual access to diverse ideas in our communities and by providing free and equal access to uncensored informational, educational, inspirational, and entertainment resources.

The Lyon County Library System strives to improve the quality of life of its patrons in every community in Lyon County by providing access to its information hubs and by dedicating itself to developing and delivering programming and resources that positively affect the lives of our patrons and members of our communities.

Vision

Over the next five years, the Lyon County Library System, by collaborating with our strategic partners, will continue to grow and diversify the informational, educational, training and entertainment services and programs offered to patrons in our communities and will strive to embrace all that matters to you and your family.

The Lyon County Library System pledges itself to help build a community that values and uses the informational, educational, training and entertainment services and programs we currently offer and that we have yet to develop for current and future patrons. Our vision is to ensure that every resident of Lyon County will value and benefit from our programs and services.
Lyon County Library System
Strategic Plan for FY 2020 through FY 2024

Organizational Goals

Goal No. 1: Have a fully funded countywide, with maintenance plan, Bookmobile, offered six days a week with one a half dedicated employees, by March 2023.

Goal No. 2: Increase current staff working hours from part-time (10-29 hours per week) to full-time (30-40 hours per week) at all branches by December 2020.

Goal No. 3: Provide staff education by a minimum of one in-service education training a year.

Goal No. 4: By December 2021, each library employee will receive four hours per year of professional development.

Goal No. 5: By December 2020, the parking lots will be paved or resurfaced at the main branch library and Silver Stage Branch.

Goal No. 6: Have five branch managers and be fully staffed within five years (March 2023).

Goal No. 7: Develop at least one sustainable vocational program at each branch by July 2020.
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, strategic plans written for local governments and public agencies, such as a county government or municipality, are impossible to separate from the community and environment in which the organization operates within. As an organization, the Lyon County Library System must, as part of its strategic plan, employ actions that improve organizational efficiency and effectiveness while improving public accountability and responsibility in the organization’s actions. However, as part of the community in which it operates, the Lyon County Library System must also strive to protect the existing culture and community identity enjoyed by the area’s residents while expanding and improving their programming and service delivery approaches as the community continues to grow and change as well.

In January 2018, representatives from the Lyon County Library System requested the assistance of faculty and staff from the University Center for Economic Development in developing a new organizational strategic plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024. As part of this initiative, the University Center for Economic Development facilitated two separate strategic planning community workshops, the first held on February 3, 2018 and the second held on March 3, 2018. Both community workshops were held at the Senior Center in Silver Springs, Nevada in order to encourage attendance from as many parts of Lyon County as possible. Approximately 20 people attended both workshops and workshop attendees and participants consisted of Lyon County Library System staff, Lyon County Library Board members, and members of the individual library branch’s Friends of the Library.

A separate University Center for Economic Development technical report, UCED Technical Report 2017/18-03, “A Strategic Plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024: Summary Results of Strategic Planning Community Workshop No. 1”, summarizes the work completed by workshop participants during the first community workshop held on February 3, 2018. This University Center for Economic Development technical report summarizes the work completed by workshop participants during the second community workshop held on March 3, 2018. Section 2 of this University Center for Economic Development technical report presents a review of the environmental assessment and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis completed during the February 3, 2018 workshop and reviewed during the March 3, 2018 workshop. Section 3 presents a summary of the various core values, strategic vision and strategic mission, and set of strategic objectives and goals developed by workshop participants during the second community workshop and Section 4 presents a new strategic plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024.
2.0 Review of the Environmental Assessment and the SWOT Analysis

Workshop participants were asked to conduct a review of the environmental assessment and SWOT analysis during the first session of the March 3, 2018 Lyon County. This environmental assessment and SWOT analysis was first completed by workshop participants during the February 3, 2018 strategic planning community workshop and summarized in UCED Technical Report 2017/18-03, “A Strategic Plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024: Summary Results of Strategic Planning Community Workshop No. 1”. University Center for Economic Development faculty presented the results of the initial environmental assessment and SWOT analysis. This section presents a review of that presentation and the additional input provided by participants of the March 3, 2018 strategic planning community workshop.

2.1 Review of the Completed Environmental Assessment

The initial environmental assessment completed by workshop participants during the February 3, 2018 strategic planning community workshop consisted of eight separate questions. The questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

- 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.*

- 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.*

Several workshop participants provided additional insight into the completed environmental assessment, with several participants indicating that each element included in the environmental assessment are applicable to the ‘human’ population in Lyon County and that the county’s residential population is, like most people, generally resistant to change. One workshop participant noted that the answers identified for each of the eight questions listed in the environmental assessment are useful for helping the Lyon County Library System plan for possible resistance and new issues as they arise. Several workshop participants noted that the environmental assessment underscores the importance of having the word ‘relevance’ at the forefront of the Lyon County Library System’s activities to ensure that the Library System and the individual branch libraries remain relevant throughout the county and in the county’s individual communities.

A number of workshop participants indicated that the continued spread, access to, and use of information sharing and technology has accelerated and that the Lyon County Library System and the individual branch libraries need to address how they provide information about themselves and their services to current and future patrons. One workshop participant further indicated that, based upon the results of the environmental assessment, the Lyon County Library System and the individual branch libraries need to engage in rational, planned growth in order to avoid becoming ‘caught off guard’ to changes in the county, the region, the state and across the country.

As part of the initial environmental and organizational assessment completed by workshop participants during the February 3, 2018 workshop, workshop participants were asked to answer two additional questions, including:  (1) What do you like about the organization?, and (2) What do you dislike about the organization?  These two questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

• What do you like about the organization?  Top initial answers included *patrons, community, materials, staff, and friends (of the Library).*
Attendees of the March 3, 2018 strategic planning community workshop provided a number of additional responses to the question, “What do you like about the organization?” One workshop participant indicated that there are few other places, if any at all, in Lyon County other than one of the branch libraries that someone can send and receive a fax for no cost. A number of workshop participants pointed out that many of the services that the various branch libraries provide are provided at no or very little cost to individual patrons. Several workshop participants pointed out that the individual branch libraries serve as a refuge for people including the homeless and children that might not have access to a formal afterschool program or structured supervision. It was further noted that each individual branch library is given the autonomy and freedom to meet the specific needs of each individual community. Another workshop participant noted that staff throughout the various branch libraries are engaging in additional collaborations because of new communication technology and a greater willingness by staff to partner and share resources.

- **What do you dislike about the organization?** Top initial answers included *hours (cuts to), staff (cuts to), lack of (funding, items, computers, volunteers, resources).*

  Workshop participants who attended the March 3, 2018 strategic planning community workshop generally agreed to these top answers. Only one workshop participant added an additional element to consider, focusing on the risk of burnout that staff throughout the Library System and working at the individual branch libraries face. Other workshop participants agreed that an increasing risk of staff burnout is one element of the organization disliked by a majority of individuals working for the Library System.

The review of the environmental assessment concluded with a review of four additional questions initially answered by participants who attended the February 3, 2018 Lyon County Library System strategic planning community workshop. These four questions included: (1) What’s working well?, (2) What’s not working well?, (3) How do we make the things that aren’t working, work?, and (4) Anything else? These four questions, plus a short summary of the results of the assessment for each question in italicized and bold, are presented here.

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

  In general, workshop participants agreed with this summary and did not add any significant suggested changes except to note that the various day-to-day operations of the Library System and the individual branch libraries continue to operate at a high level of performance despite continued budget cuts and a general lack of resources.

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

  Again, workshop participants generally agreed with this summary and did not add any significant suggested changes. One workshop participant did note that a more focused and well-defined marketing effort needs to be developed and employed for the entire Library System and for all of the individual branch libraries. Any future marketing effort
should include the use of patrons and community supporters to ‘toot the horn’ of the Library System and the individual branch libraries. Workshop participants generally agreed that a more fully developed and implemented marketing strategy for the Lyon County Library System and the individual branch libraries would help external stakeholders promote the Library System and the work that each of the individual branch libraries engage in.

- 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.*

A number of workshop participants noted that it will become increasingly important for the Lyon County Library System and the individual branch libraries to work closer with the Lyon County School District and other educational partners in northern Nevada. Workshop participants generally agreed that these types of partnerships will be central to the Lyon County Library System’s ability to inform, educate, and inspire community residents and individual branch library patrons in Lyon County and in each of the county’s individual communities.

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

Several workshop participants reiterated the need to pursue and develop strategic partnerships with the Lyon County School District and other educational partners in northern Nevada including, but not limited to, the various campuses of the Nevada System of Higher Education located in northern Nevada. Workshop participants emphasized the positive multiplicative effect that occurs when organizations develop and implement strategic partnerships designed to achieve similar organizational goals and objectives.

The results of the environmental assessment reviewed during the March 3, 2018 strategic planning community workshop were ultimately used to develop a list of new core values, a strategic mission and vision, and a set of new strategic goals and objectives summarized in the following sections of this University Center for Economic Development technical report.

## 2.2 Review of the Strengths, Weaknesses, Opportunities, and Threats Analysis

An overview of the initial SWOT analysis, initially completed on February 3, 2018, was presented to participants who attended the March 3, 2018 strategic planning community workshop. A comprehensive summary of the initial SWOT analysis is available in the University Center for Economic Development technical report, UCED Technical Report 2017/18-03, “A Strategic Plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024: Summary Results of Strategic Planning Community Workshop No. 1”. A summary of the additional strengths, weaknesses, opportunities and threats provided by participants who attended the March 3, 2018 workshop is presented here.
• **Strengths:** Internal and present; characteristics of the organization that give it an advantage over others.

Workshop participants added a number of organizational assets that they felt were important enough to list as organizational strengths. One workshop participant noted that the degree of accountability the Lyon County Library System operates currently with is a primary organizational strength. This workshop participant noted that internal and external individuals hold the Lyon County Library System, as an organization, accountable and that individuals further hold each other accountable when it comes to achieving organizational goals and objectives. Other strengths identified by workshop participants included the existing high degree of organizational efficiency that exists system-wide and at each of the individual branch libraries and a sense of ‘stewardship’ that exists throughout everyone that works for the Lyon County Library System.

• **Weaknesses:** Internal and present; characteristics that place the organization in a disadvantage relative to others.

Workshop participants underscored stated weaknesses that the general lack of resources is a primary organizational weakness that inhibits the abilities of both the Lyon County Library System and the individual branch libraries to take advantage of emerging opportunities and to meet fully the needs of each individual branch library’s patrons. Several workshop participants also noted that the Library System’s current dependence on Lyon County for those scarce resources further inhibits the ability of the Lyon County Library System and the individual branches to meet the growing and changing needs of individual patrons. Many of the participants who attended the March 3, 2018 workshop noted a strong desire to be ‘bleeding edge’ in library services but do not have the necessary decision making control needed in order to become ‘bleeding edge’.

• **Opportunities:** External and future; elements that the organization can exploit to its advantage.

In general, workshop participants generally noted that the changing role that libraries serve in their community is a primary opportunity the Lyon County Library System must take advantage of in order to remain relevant throughout the county and within the individual communities. Workshop participants noted that libraries, today, are no longer just repositories for books but are ‘portals for education’ and that education and information can now be provided to and accessed in a variety of ways. Workshop participants further noted that the adoption and incorporation of new technologies, coupled with the addition of new perspectives gained by adding new volunteers, will be an important action needed in order to develop and deliver better, more relevant programming as the county’s population continues to grow and diversify.

• **Threats:** External and future; elements in the environment that could cause trouble for the organization.

Workshop participants identified a number of additional threats the Lyon County Library System must be aware of and strategically plan for in order to achieve the goals of the Lyon County Library System’s future strategic plan. One workshop participant noted
that inflation, including the continued increase in the cost of materials, labor, and new resources, will continue to limit the Lyon County Library System’s ability to achieve future strategic goals and objectives. Several workshop participants, while initially recognizing the opportunities new technologies present, also noted that technology and technological changes could also threaten the future relevance of the Lyon County Library System. One workshop participant noted that the continued growth of e-books and other electronic media could result in decreased use of the individual branch libraries in Lyon County and another workshop participant further noted that new and emerging technologies have led to a significant decrease in person-to-person communication skills. Decreases in literacy rates was identified as an additional threat by one workshop participant and several workshop participants recognized the changing socio-demographic and economic characteristics of Lyon County’s residential population as a potential threat or, at the very least, a condition that the Lyon County Library System and the individual branch libraries must adjust to in order to remain relevant.
3.0 Development of Core Values, Strategic Mission and Vision, and Strategic Objectives

The majority of the March 3, 2018 Lyon County Library System strategic planning community workshop was spent developing a list of core values, a new strategic mission and vision, and a list of new strategic goals and objectives. This section presents a general summary of the work completed by workshop participants in developing the various elements of the Lyon County Library System’s new organizational strategic plan for Fiscal Year 2020 through Fiscal Year 2024.

3.1 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 pursuing its strategic mission and vision. Because core values are thought of as universal beliefs, traits, and behavioral norms that everyone within an organization are expected to display, most strategic plans list only four to eight core values.

During the March 3, 2018 Lyon County Library System strategic planning community workshop, workshop participants, in small groups of approximately five to seven participants per group, were first asked to generate a list of no more than eight core values that the group believed are shared by all members of the Lyon County Library System. Each small group created and wrote down a short definition for each core value. Individually, workshop participants selected no more than eight core values developed by the other small groups that the individual felt were most shared throughout the organization. The following is a list of each individual core value generated by workshop participants, the definition of that core value, and the number of ‘votes’ each individual core value received.

- **Service** (11 votes): to assist, to help.
- **Commitment and Dedication** (10 votes): (No definition provided)
- **Innovative** (10 votes): thinking outside the box; do not do something because ‘we’ve always done it.’
- **Professionalism** (10 votes): self-knowledge of job to inform conduct.
- **Integrity** (9 votes): high principals, good work ethics and standards.
- **Outreach and Communication** (8 votes): internal and external.
• **Respectful** (8 votes): treat people with dignity, professionalism.

• **Respect** (7 votes): golden rule; treat others as you want to be treated.

• **Service** (7 votes): responsiveness to needs, patron priority.

• **Creativity** (6 votes): think outside the box.

• **Integrity** (6 votes): having morals/hold one’s self to a higher standard, be the same in library and personal.

• **Integrity** (5 votes): doing the right thing always.

• **Respect** (5 votes): (No definition provided)

• **Accountability and Stewardship** (5 votes): best uses of resources and practices.

• **Inclusive** (5 votes): available to all.

• **Commitment** (4 votes): do what we promise to do, be responsible.

• **Commitment** (4 votes): to see the job through, do our best.

• **Integrity** (4 votes): holding self to high moral standards.

• **Passion** (4 votes): love what we do, always improve to make a difference.

• **Loyalty** (2 votes): to patrons(s), building trust.

• **Commitment** (2 votes): to library, community, sense of dedication, highest quality.

• **Responsibility** (2 votes): accountability for actions.

• **Availability** (1 vote): to be available at regular, reasonable hours.

• **Commitment** (1 vote): dedication to purpose.

• **Positive** (1 vote): friendly, helpful, welcoming, inclusive, positive attitude.

Separately, the values of “Service” (11 votes), “Commitment and Dedication” (10 votes), “Innovative” (10 votes), “Professionalism” (10 votes), “Integrity” (9 votes), “Outreach and Communication” (8 votes), “Respectful” (8 votes), “Respect” (7 votes), and “Service” (7 votes) received the largest number of votes. Initially, workshop participants generally agreed that these values should be identified in the Lyon County Library System’s Strategic Plan for Fiscal Year 2020 through Fiscal Year 2024 as the organization’s primary core values.
However, while the participating small groups provided different definitions, several small groups listed a number of similar values. The following is a list of the initial values listed above but combined when the value, based on the definition provided, was identical or similar to another value listed by another small group. Similar to the previously provided summary of values listed and defined by the participating small groups, the total number of votes each value received by individual workshop participants and the definition(s) listed by each individual small group are provided here.

- **Integrity** (24 votes): high principals, good work ethics and standards; having morals/hold one’s self to a higher standard, be the same in library and personal; doing the right thing always; holding self to high moral standards.

- **Service or Inclusive** (23 votes): to assist, to help; responsiveness to needs, patron priority; available to all.

- **Commitment and Dedication** (21 votes): do what we promise to do, be responsible; to see the job through, do our best; to library, community, sense of dedication, highest quality; dedication to purpose.

- **Respectful or Respect** (20 votes): treat people with dignity, professionalism; golden rule; treat others as you want to be treated.

- **Innovative or Creative** (16 votes): thinking outside the box; do not do something because ‘we’ve always done it.’; think outside the box.

- **Professionalism or Responsibility** (12 votes): self-knowledge of job to inform conduct; accountability for actions.

- **Outreach and Communication** (8 votes): internal and external.

- **Accountability and Stewardship** (5 votes): best uses of resources and practices.

- **Passion** (4 votes): love what we do, always improve to make a difference.

- **Loyalty** (2 votes): to patrons(s), building trust.

- **Availability** (1 vote): to be available at regular, reasonable hours.

- **Positive** (1 vote): friendly, helpful, welcoming, inclusive, positive attitude.

When only those values that received ten or more votes are kept, the following six ‘core values’ remain: “Integrity” (24 votes), “Service or Inclusive” (23 votes), “Commitment and Dedication” (21 votes), “Respectful or Respect” (20 votes), “Innovative or Creative” (16 votes), and “Professionalism or Responsibility” (12 votes). While six additional values received less than ten total votes (Outreach and Communication, Accountability and Stewardship, Passion, Loyalty,
Availability, and Positive), it is important to note that the definitions for each of these six ‘dropped’ values shared similar characteristics with the six values that received ten or more votes.

### 3.2 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 March 3, 2018 strategic planning community workshop, workshop participants were asked to develop a draft strategic mission statement for the Lyon County Library System in small groups of five to seven attendees. As a small group, workshop participants were asked to develop their draft strategic mission statement by including a description of the Lyon County Library System’s cause (Who are we? What is our purpose? Where do we operate?), the Lyon County Library System’s current actions (What do we do?), and the impacts the Lyon County Library System has across the county and in the county’s individual communities. After each group completed writing their draft strategic mission statement, each statement was individually assessed.

Five separate strategic mission statements were developed and are presented here along with the accompanying assessment completed for each individual statement. The actual draft strategic mission statements produced by each individual group are in bold.

- **We enrich relationships that make a positive difference in our community and in our patron’s lives with programs and services that inform, educate and entertain.**

  During the evaluation of this draft strategic mission statement, several workshop participants suggested adding the word ‘empower’ or ‘empowerment’ to the statements regarding enriching relationships and making a positive difference in our community. These workshop participants noted that the empowerment of the Lyon County Library System’s patrons is achieved through the efforts of the individual branch libraries to provide knowledge to patrons and through various other means such as providing free access to computers to apply online for jobs. Other workshop participants noted that the Lyon County Library System is regarded for putting their patrons first and by being empathetic to their patron’s needs. As one participant put it, “When someone comes into our library, they feel that they are on the same level as us (the employees and the volunteers) and they leave happier than they came.”

- **The Lyon County Library System champions freedom of access to diverse ideas in our communities to improve and enrich the quality of life for all our patrons.**

  Workshop participants, in evaluating this draft mission statement, noted that the mission statement does not make any mention of the programs or services the Lyon County
Library System or its branch libraries provide and does not indicate how the Lyon County Library System champions freed of access to diverse ideas. Several workshop participants suggested that by providing vocational training, displaying banned books and facilitating discussions of band books through engagement during ‘banned book week’, the formation of a foundation for the Lyon County Library System, talking about the specific branch libraries and the programs and services each one offers to various service groups and individuals, and even having providing a place for school children to ‘hang out’ after school are all ways in which the Library System and the branch libraries champion freed of access to diverse ideas in their communities. It was further noted by one workshop participant that the Lyon County Library System and the individual branch libraries are not gatekeepers of information or diverse ideas but, instead, serve as trustees of information, knowledge, and diverse ideas.

- **The Lyon County Library System improves the quality of life to anyone in our communities by providing free and equal access to uncensored information, educational, inspirational, and entertaining resources.**

A number of workshop participants noted that most organizations, even public sector organizations, do not have the degree of freedom that the Lyon County Library System has when it comes to providing uncensored information to its patrons and members of the community that the individual branch libraries serve. Workshop participants further stated that the Lyon County Library System is unique in that individual patrons and members of the community are welcome to access the resources of the various branch libraries without a membership or, in many cases, even without a library card. The provision of truly free and equal access to information and educational, inspirational, and entertaining resources is one characteristic of the Lyon County Library System that differentiates itself from other library systems in Nevada and even across the United States.

- **A library dedicated to providing the community with technology, education and entertainment resources and striving to be a training center for the public.**

Similar to the other draft mission statements, workshop participants emphasized the point that, relative to other library systems in Nevada and even throughout the United States, the Lyon County Library System differentiates itself in the types of services and resources the branch libraries provide and in the sense of community that individual patrons feel when they visit a local branch library. While workshop participants noted that there are, even in Lyon County, other public agencies, entities, and organizations that have close ties to the community, no other public agency, entity, or organization provides the breadth and depth of services and resources that the Lyon County Library System and the branch libraries provide.

- **Lyon County libraries strive to inspire and involve all residents by providing interactive hubs that meet a variety of community needs: progressive, liberal minded, freethinking, resourceful citizens through traditional and new knowledge resources.**
While several participants indicated that the phrase, “progressive, liberal minded, freethinking” might not be representative of everyone who is part of the Lyon County Library System, especially when considering the volunteers, Library Board members, and the Friends of the Library members who are part of the Lyon County Library System, workshop participants unanimously expressed their strong support for the phrase, “interactive hubs”. Workshop participants felt that the phrase “interactive hubs” better describes the role that each one of the branch libraries perform in each of their individual communities better than the name of “branch library”. Given the overall breadth and depth of the programming and services each branch library provides, the phrase “interactive hub” conveys a sense that each branch library is more than a repository for books and other media but is instead a living and breathing part of each branch library’s community.

In general, workshop participants were generally satisfied with each one of the five draft strategic mission statements that were initially developed by each one of the small groups and workshop participants that attended and participated in the March 3, 2018 community workshop. Workshop participants generally agreed that each of the draft strategic mission statements spoke to a specific strength of the Lyon County Library System and that each statement spoke to the unique role that the individual branch libraries play in each community. Workshop participants further agreed that each statement highlighted and focused on the relationship that the Lyon County Library System and the individual branch libraries have with their patrons. In general, workshop participants agreed that this relationship should be highlighted in any final strategic mission statement for the Lyon County Library System’s strategic plan for Fiscal Year 2020 through Fiscal Year 2024.

### 3.3 Development of an Organizational Strategic Vision Statement

An organizational strategic vision statement should describe the general direction of where the organization is headed and, more generally, what the organization eventually wants 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 that 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 is a criteria to evaluate day-to-day activities and short-term decisions. Ultimately, day-to-day activities and short-term decisions are evaluated in how they directly contribute to the achievement of the desired course and direction illustrated in the strategic vision statement.

Participants who attended the March 3, 2018 Lyon County Library System strategic planning community workshop were asked to complete four separate steps as part of the development of a draft strategic vision statement for the Lyon County Library System’s new strategic plan for Fiscal Year 2020 through Fiscal Year 2024. First, as an individual, workshop participants were asked to answer two questions, including: (1) What will the Lyon County Library System look like in five years?, and (2) What are your personal hopes and aspirations for the Lyon County Library System? Second, in small groups of five to seven individuals, workshop participants...
shared their results and identified the most important themes for the Lyon County Library System identified during the first step. Third, in small groups of five to seven individuals, and based upon the results of the first and second steps, workshop participants were asked to develop their own draft strategic vision statement for the Lyon County Library System. Fourth, and finally, each individual strategic vision statement was evaluated in the same way the draft strategic mission statements were evaluated.

Figure 3.1 presents a word cloud of the responses to the two initial questions individual workshop participants completed in the first step of developing a strategic vision statement, including: (1) What will the Lyon County Library System look like in five years?, and (2) What are your personal hopes and aspirations for the Lyon County Library System?

**Figure 3.1 – 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?**

Individually, workshop participants generally focused their vision of the Lyon County Library System and their personal hopes and aspirations for the next five years on generally increasing resources, ranging from the restoration of lost, and the creation of new, staff positions. Improved investment in technology, expanded hours, and general improvement and new investment in the physical capital available to the various branch libraries were central to the desire of workshop participants to expand and improve upon existing programming and service offerings in order to better serve the growing needs of the Lyon County Library System’s patrons.
The second part of the visioning exercise asked workshop participants to identify common themes with other workshop participants who were part of their small group. A number of ‘most important themes’, mostly focused on improving various resources, were identified by the various participating small groups. These ‘most important themes’ ranged from adequately staffing the individual branch libraries to making sizable and noticeable improvements in technology, equipment, facilities and training to improving the public profile and visibility of the individual branch libraries. Collectively, these shared visions for the Lyon County Library System centered on the ability of individuals, individual branch libraries, and the Lyon County Library System as a whole being able to expand programming and service offerings to the people and patrons within the communities that the Lyon County Library System serves.

The individual and shared vision for the Lyon County Library System for the next five years identified by individual workshop participants and the shared most common themes identified by the individual small groups were then combined by workshop participants to develop a single draft vision statement. Each participating small group of approximately five to seven individual workshop participants developed a draft vision statement in the third part of this exercise.

Six separate strategic vision statements were developed (one small group produced two separate vision statements) and are presented here along with the accompanying assessment completed for each individual statement. The actual draft strategic vision statements produced by each individual group are in bold.

- **The Lyon County Library System will embrace all that matters to you and your family.**

  Workshop participants generally agreed that this draft vision statement is adequately future oriented and speaks to the changing and growing needs of individual patrons who rely upon the services offered by the Lyon County Library System and by the individual branch libraries. Several workshop participants noted that this orientation will be needed over the next five years as the county’s population continues to grow and diversify and will, as a result of that growth and diversification, require the Lyon County Library System and the individual branch libraries to expand programming and service offerings through increased resources.

- **We envision a community that values and uses library services; a library cardholder in every home. In five years, every resident will value and use library services.**

  Workshop participants generally agreed that this draft vision statement sets a well-defined and clearly understood long-term (five-year) goal for the Lyon County Library System and the individual branch libraries. As a ‘stretch’ five-year strategic vision, this statement forces the Lyon County Library System and the individual branch libraries to expand its public profile with the county and the individual communities the individual branch libraries serve. Workshop participants also noted that this draft vision statement speaks, specifically, to the relationship that the Lyon County Library System and the individual branch libraries have with members of each community located throughout the entire county and the type of relationship that workshop participants want to eventually have with others and, most notably, every single resident of Lyon County.
• **We will grow and diversify services to the community.**

This draft vision statement, according to workshop participants who attended the March 3, 2018 strategic planning community workshop, directly speaks to the desire shared by most every workshop participant that the Lyon County Library System and the individual branch libraries must grow and diversify its programming and offered services in order to meet the growing demands of current and future patrons. As several workshop participants noted, a vision statement such as this one will require the Lyon County Library System and the individual branch libraries to improve the availability of scarce physical capital, financial capital, and human capital resources. Without an improvement in these different types of resources, neither the Lyon County Library System nor the individual branches will be able to successfully grow and diversify the various programming and services offered by the Library System as a whole or by the individual branch libraries. Several workshop participants, accepting that full provision of the needed increase in resources is likely not feasible, also suggested that this strategic vision statement further requires the Library System as a whole and the individual branch libraries to become more creative, efficient, and innovative in how existing resources are employed.

• **We will provide the best library services.**

While a number of workshop participants generally liked the idea of striving to be the ‘best’, a number of workshop participants felt that this vision statement was simply too vague and too generic in order to convey true meaning to both internal and external stakeholders. As previously mentioned, an effectively worded vision statement is graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. While workshop participants generally agreed that this vision statement is certainly desirable and is easy to communicate, it lacks in-terms of its ability to provide specific and focused direction only because no adequate definition of ‘best’ is provided. However, workshop participants generally agreed that it does set a ‘stretch’ five-year goal for the Lyon County Library System and that by striving to be the ‘best’, the Lyon County Library System and the individual branch libraries would likely achieve measurable levels of improvement in providing a diversified set of programming and services offered to existing and future patrons.

• **In five years time, we will be the source of choice for our communities’ needs for information, education, training and entertainment.**

Although several workshop participants noted that it would likely not be possible for the Lyon County Library System to be the single source of choice for individuals looking for information, education, training and entertainment given the many choices that individuals currently have and will likely continue to have over the next five years, workshop participants generally agreed that this vision statement sets a ‘stretch’ goal for the Library System as a whole and for the individual branch libraries. Most importantly, workshop participants noted four key areas that the Lyon County Library System and the individual branch libraries should focus on, including: (1) information, (2) education, (3) training, and (4) entertainment. A large number of workshop participants felt that, while
the Lyon County Library System and the individual branch libraries would likely not become the source of choice, both the Library System as a whole and the individual branch libraries could significantly move up in terms of how many people choose the Library System and the individual branches through partnerships with other information-based, education-oriented, training, and entertainment providing organizations, both public and private, that already have an established presence in Lyon County.

- **To be a total integral part of our Lyon County communities, meeting the needs of our diverse residents for information, training, education and recreation in our advancing technological society.**

  A number of workshop participants noted that this draft strategic vision statement, while similar to some of the other draft strategic vision statements, focuses on becoming more of an integral part of satisfying information, training, education and recreation (entertainment) needs without setting too far of a ‘stretch’ goal of being the source of choice in the county’s various communities. Again, this draft strategic vision statement, as agreed to be workshop participants, focuses future Lyon County Library System and individual branch library activities on four primary programming and service categories, including: (1) information, (2) education, (3) training, and (4) entertainment (or recreation). Workshop participants noted that this draft strategic vision statement sets a clear ‘stretch’ goal of becoming a total integral part of all the various communities in Lyon County.

  Workshop participants generally supported the various themes touched upon in each of the six draft strategic vision statements developed by the individual small groups. Most importantly, in one way or another, each of the six draft strategic vision statements touched upon developing a specific type of relationship between the Lyon County Library System and the individual branch libraries and current and future patrons. Each of the six draft strategic vision statements also, in one way or another, touched upon the important shared vision of expanding programming and services in order to meet the needs of a growing and changing population at both the county level and at the community level. Workshop participants generally concluded that both of these important themes should be included in the Lyon County Library System’s final strategic vision statement for its new organizational strategic plan for Fiscal Year 2020 through Fiscal Year 2024.

### 3.4 Development of a Set of Strategic Goals and Objectives

According to the US Department of Agriculture Rural Development’s Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be specific, measurable, attainable, relevant, and time framed. A specific goal is a goal that clearly states what should be achieved and where efforts will be focused. A measurable goal is one that provides a plan to track and assess progress made in achieving the goal and establishes milestones that are achieved during the strategic plan’s implementation. An attainable goal is one that 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 attended the March 3, 2018 strategic planning community workshop were given the opportunity to first develop a list of SMART goals for the Lyon County Library System for the new organizational strategic plan covering Fiscal Year 2020 through Fiscal Year 2024. In small groups of approximately five to seven individuals, workshop participants developed no more than five SMART goals as a small group and then, as an individual, select five SMART goals from other groups that they were most interested in achieving over the next five years. The following is a list of the SMART goals developed by the various small groups and the number of individual votes each individual SMART goal received. Twenty-five separate strategic goals were developed by the participating small groups and workshop participants.

- **Have a fully funded countywide, with maintenance plan, Bookmobile, offered six days a week with one and a half dedicated employees, by March 2023.** (10 votes)

- **Increase current staff working hours from part-time (10-29 hours per week) to full-time (30-40 hours per week) at all branches by December 2020.** (9 votes)

- **Provide staff education by a minimum of one in-service education training a year.** (8 votes)

- **By December 2021, each library employee will receive four hours per year of professional development.** (7 votes)

- **By December 2020, the parking lots will be paved or resurfaced at the main branch library and Silver Stage Branch.** (6 votes)

- **Have five branch managers and be fully staffed within five years (March 2023).** (6 votes)

- **Develop at least one sustainable vocational program at each branch by July 2020.** (6 votes)

- **Outreach to at least one community service organization to educate regarding library services a year.** (5 votes)

- **The Director will cross train at least one staff member on how to write and submit a grant by July 2020.** (5 votes)

- **Remodel (New paint, carpet, and ADA compliant restrooms) the Yerington Branch by December 2020.** (4 votes)

- **Increase the number of library cards issued to Lyon County residents by 25% by December 2020.** (4 votes)
• Library staff will contact schools at beginning of school year to receive outline of school curriculum for each grade level. (3 votes)

• Love Your Library campaign will be developed by December 2018 identifying two key partners in each community to develop three strategies to be implemented by December 2019. (3 votes)

• By December 2023, every branch library will have a public meeting room for use during library branch hours, before or after. (3 votes)

• Have facilities expansion plans, including funding, by March 2023. (3 votes)

• Increasing partnerships in schools and other organizations in Dayton Valley by communicating with school district by December 2018 from 0% to 50%. (2 votes)

• Have specific professional development plan within one year (March 2019). (2 votes)

• Conduct at least one quarterly staff ‘train the trainer’ session by July 2019. (1 vote)

• Submit request for new paint and carpet in 2018/2019 budget for Yerington library. (1 vote)

• Increase the number of library cardholders in Lyon County by 5% bi-annually. (1 vote)

• Assess the needs of Lyon County Library patrons by survey annually. (1 vote)

• Train every staff member how to write and submit a press release by December 2020. (0 votes)

• We will have new computers in each branch by applying for grants by December 2020. (0 votes)

• To have Lyon County System be recognized for available services by increasing outreach in all communities by 50% in December 2018. (0 votes)

• Have effective marketing strategy for library system and foundation within one year (March 2019). (0 votes)

Of the 25 separate strategic goals developed by the individual small groups and by workshop participants, one goal received a total of ten votes, one goal received a total of nine votes, one goal received a total of eight votes, one goal receive a total of seven votes, and three goals received a total of six votes a piece. While each of the 25 separate strategic goals should receive some degree of attention, the Lyon County Library System and the individual branch libraries will always face a resource constraint. The purpose of having individual workshop participants
vote for individual goals is to help the Lyon County Library System, as part of its new five-year strategic organizational plan, focus scarce resources on the achievement of strategic goals and objectives that have the greatest possibility of helping achieve a larger agreed upon strategic vision and purpose.

The seven highest voted upon strategic goals, listed and highlighted above in bold, should serve as the basis for a new set of strategic goals and objectives for the Lyon County Library System and its new strategic organizational plan for Fiscal Year 2020 through Fiscal Year 2024. As these priority goals are achieved, the Lyon County Library System may choose to pursue the achievement of the additional goals listed above but not initially selected as most critical by workshop participants.

3.5 Development of an Accompanying Implementation Plan for Each Goal and Objective

The development of an accompanying implementation plan for each new strategic goal and objective begins with identifying the various assets an organization has its immediate disposal that it can use to achieve a stated goal or objective. Assets can be divided into four categories, including: (1) people assets, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions.

People assets are the hidden talents and skills of people both within and outside the organization and tend to be in key positions, both internally and externally, that have access to and can provide important resources the organization will require. Physical resources, including those that are both natural and human made, are things such as water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical ‘things’ the organization can employ in achieving 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 upon 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 that are vital to the long-term sustainability of the organization’s efforts.

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need in order to achieve a specific organizational goal and objective. Capital can be divided and separated 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 the organization. The education and skills of organizational members and the learning
opportunities and programs that are designed to build organizational leadership are used to measure human capital. Social capital includes the connections among people and the organization that are internal and external.

Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the degree of access to influential people and decision makers the organization has. 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.

The third and final step in building an implementation plan includes exploring the possible barriers that might arise during implementation and that could prohibit 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 may also hinder the successful implementation of the overall strategic plan. Barriers can arise from within the organization, from outside the organization, or can arise simultaneously from within and outside the organization. Ultimately, successful implementation of an organizational strategic plan involves developing countermeasures designed to reduce resistance to implementation of the strategic plan and overcome possible barriers as they arise.

In small groups of approximately five to seven people, workshop participants were asked to generate a list of needed assets (People, Physical Resources, Voluntary Associations, and Local Formal Institutions), capital areas (Natural, Cultural, Human, Social, Political, Financial, and Built), and possible barriers (internal or external, impact on a goal or the entire strategic plan, source of the barrier, and what can be done to counter the barrier) for each one of their five SMART goals. The listed needed assets, capital areas, and possible barriers generated for the seven goals that received the highest number of votes by workshop participants are presented here. Only the top seven goals are listed as these goals were identified as most critical for the Lyon County Library System and the individual branch libraries to achieve over the next five years.

- **Have a fully funded countywide, with maintenance plan, Bookmobile, offered six days a week with one and a half dedicated employees, by March 2023. (10 votes)**

  **Assets:**

  - “I have a dream!”; a large number people that currently work for the Lyon County Library System are committed to achieving this goal.
  - Lyon County Library Foundation, as a local formal institution and through possible voluntary associations, provides a possible source of matching funds in the near future.
  - The various Friends of the Library groups that have been established for each of the individual branch libraries can help develop the needed voluntary associations and strategic partnerships needed to realize this goal.
Capital Needs:

- Financial: additional financial resources (budgeted cash) will be needed to purchase material and equipment needed to create and maintain a Bookmobile.
- Human: training of staff will be needed and possible new staff with specific skills and knowledge may be needed.
- Social: new connections between the branch libraries, the community, and new partners may be needed.
- Bookmobile itself may cost upwards of $55,000 or more for initial start-up.
- Additional annual expenditures will be needed to fund driver(s), regular maintenance and fuel costs.

Barriers:

- There exists a general lack of funding and staff to make this goal a reality. However, the newly created Lyon County Library Foundation could make funding these needs a priority.

- **Increase current staff working hours from part-time (10-29 hours per week) to full-time (30-40 hours per week) at all branches by December 2020.** (9 votes)

Assets:

- The current Lyon County Library System Board is a primary people asset in that the Board can advocate, on behalf of the Library System, to Lyon County and the Lyon County Board of County Commissioners to allocate the necessary funds needed in order to meet these staffing goals.
- The recently established Lyon County Library Foundation, as a local formal institution and through possible voluntary associations, provides a possible source of funds to support improved staffing levels or simply advocate for improved staffing levels.
- The Friends of the Library groups that have been established for each of the individual branch libraries can help develop the needed voluntary association and strategic partnerships needed to achieve this goal through advocacy or through fundraising.

Capital Needs:

- Political: the recently established Lyon County Library Foundation can advocate, on behalf of the Library System and the individual branch libraries, through direct advocacy to Lyon County and policymakers to improve funding for increased staff levels.
- Political: the Lyon County Library System and the individual branch libraries need to better advocate directly for improved staffing levels with policymakers.
- Political: the Lyon County Library System and the individual branch libraries need to better communicate with its municipal partners (specifically the City of Fernley and the City of Yerington), its county partners (Lyon County and the
Lyon County School District), and even state government partners to build support for increased staffing levels.

Barriers:

- The Library System’s current budget (internal) and the lack of required resources being provided by Lyon County (external) are both barriers that will need to be overcome in order to achieve this goal.
- By not addressing both of these barriers, the entire Lyon County Library System strategic plan for Fiscal year 2020 through Fiscal Year 2024 could be negatively impacted.
- Because the Lyon County Board of County Commissioners are important allies for the Lyon County Library System, their support for increased funding to support increased staffing levels is critical to achieving this goal.
- In order to overcome the internal and external barriers to achieving this goal, individual patrons should be encouraged, primarily by the Friends of the Library groups, to regularly attend Library System and Lyon County budget hearings that directly address the budget of the Lyon County Library System.

- Provide staff education by a minimum of one in-service education training a year. (8 votes)

Assets:

- People assets include existing Lyon County Library System and Lyon County staff familiar with grant writing and with developing and implementing budgets.
- The recently created Lyon County Library Foundation and the Friends of the Library groups can be used as voluntary associations and as local formal institutions needed to either directly participate in training or advocate for the need for additional training.
- Workshop participants identified a number of online webinar services, including webinar services offered by the University of Nevada, Reno and other Nevada System of Higher Education institutions and by the American Library Association (ALA), as an existing asset that can be utilized to achieve this goal.
- Other existing training assets include various conferences and other professional development opportunities that staff can attend and participate in.
- Physical resources ranged from equipment (computer, copier, printer, etc.) to supplies (paper, etc.) to additional financial resources needed in order to purchase additional equipment and supplies as needed.

Capital Needs:

- Human: additional staff will be needed in order to ensure that the individual branch libraries are properly staffed during professional development training.
- Human: individual with grant writing expertise, focusing on grants that fund professional development and in-service training opportunities, will be needed.
- Financial: increases in the annual budget for in-service training and professional development.
Barriers:

- Internal barriers generally include a lack of available staff needed to operate and staff the individual branch libraries while other staff are engaged in in-service training and professional development opportunities. ‘Burnout’ of staff, due to not having time for in-service training or professional development, is another internal barrier.
- A lack of available financial resources, to cover the cost of in-service training and professional development opportunities, is a primary external barrier.

- By December 2021, each library employee will receive four hours per year of professional development. (7 votes)

Assets:

- People assets primarily included library staff as staff will be required to commit to receiving up to four hours of professional development per year.
- The Friends of the Library groups for each of the individual branch libraries were identified as important voluntary associations and local formal institutions as these groups can advocate for the Lyon County Library System and the need for additional professional development and training opportunities.
- Physical resources focused on the need to either close individual branches during opportunities for professional development or making time by rescheduling staff in order to ensure opportunities for professional development are provided.
- Additional resources, especially financial resources, will be needed to fund new professional development opportunities.

Capital Needs:

- Workshop participants noted that this goal should include some initial assessment as to what types of professional development opportunities and training is needed.
- It was noted that staff teaching staff is not always the best approach and that outside professional development resources, including facilitators and educators, would be needed. If outside facilitators and educators are utilized, workshop participants agreed that multiple training sessions or one group training session would be appropriate but that everyone that currently works for the Lyon County Library System should receive similar levels of professional development and training.

Barriers:

- Internal barriers largely focused on not having enough staff to cover individual branch libraries while staff are attending and participating in professional
development training opportunities. Until additional staff is hired, temporary
closure of individual branch libraries during the training opportunities may have
to be used in order to ensure staff has the opportunity to receive the training.
  o An additional internal barrier is the lack of financial resources needed to develop
a professional development training program for staff of the Lyon County Library
System.

• By December 2020, the parking lots will be paved or resurfaced at the main branch
library and Silver Stage Branch. (6 votes)

  Assets:

  o The individual Friends of the Library groups and members of the Lyon County
Library Board can both serve as local formal institutions required to advocate for
the resources necessary to achieve this goal.
  o A voluntary association and strategic partnership with Lyon County, specifically
the Board of County Commissioners and appropriate Lyon County staff, will also
be needed in order to secure the resources necessary to achieve this goal.
  o Individual patrons and community residents who currently rely on each of the
individual branch libraries are the Lyon County Library System’s primary
external people assets.
  o Workshop participants suggested an education campaign designed to educate
individual patrons and community residents as to why these capital improvements
are necessary.

  Capital Needs:

  o Human: need to educate individual patrons, members of the individual Friends of
the Library groups, and members of the Lyon County Library System Board as to
the importance of resurfacing individual parking lots and other capital
improvement needs.
  o Political: need to inform and advocate to the Lyon County Board of County
Commissioners the importance of resurfacing individual parking lots and other
capital improvement needs.

  Barriers:

  o The primary barriers to achieving this goal are largely external. Repaving and
resurfacing parking lots, along with other critical capital improvements, are
typically not funded through the Lyon County Library System’s primary budget.
Additional funding allocations for these capital improvements will be needed to
be made by the Lyon County Board of County Commissioners.

• Have five branch managers and be fully staffed within five years (March 2023). (6
votes)
Assets:

- Currently, the Lyon County Library System employs only three branch managers that are shared between five individual branch libraries and has one Director overseeing the entire Lyon County Library System.
- Existing staff at the individual branch libraries cover administrative and managerial functions currently when one of the three branch managers or the Director is unavailable.
- Seven library technicians (assistants) are currently employed by the Lyon County Library System.

Capital Needs:

- Financial: additional financial resources (money) is needed to hire the required personnel needed to fill the managerial and operational positions. An additional $200,000 in financial resources will be needed by 2023 in order to achieve this goal.
- Political: approval of the additional financial resources is needed from the Lyon County Board of County Commissioners.
- Political: advocacy from the individual Friends of the Library groups and the Lyon County Library System Board for additional financial resources to hire new employees will be needed.

Barriers:

- The primary barriers to achieving this goal are largely external. Additional financial resources from Lyon County and possibly the State of Nevada are needed.
- Overcoming this barrier will require advocacy from the individual Friends of the Library groups and the members of the Lyon County Library Board of Trustees.

- Develop at least one sustainable vocational program at each branch by July 2020. (6 votes)

Assets:

- Neighboring county library systems, including the Carson City Library and the Churchill County Library, were identified as possible voluntary associations.
- Additional voluntary associations include the various Nevada System of Higher Education institutions located within the region, including the University of Nevada, Reno and Truckee Meadows Community College. As part of these institutions, specific colleges and academic units such as the College of Business at the University of Nevada, Reno and University of Nevada Cooperative Extension were identified by workshop participants. Truckee Meadows Community College’s Adult Basic Education office is another potential voluntary association and strategic partnership workshop participants identified as part of this goal.
Workshop participants identified the Lyon County School District as a possible strategic partner and a local formal institution that could be partnered with in order to achieve the goal of creating one sustainable vocational program at each of the individual branch libraries.

**Capital Needs:**

- Human: a vocational program director and instructor.
- Financial: additional financial resources to pay additional staff time and to purchase needed equipment and supplies.
- Social: development of a public relations and marketing program to market a set of new vocational programs.
- Political: support of the Lyon County Board of County Commissioners and Lyon County will be needed.

**Barriers:**

- The primary external barriers include the lack of funding being provided to the Lyon County Library System for new vocational programs and the lack of local vocational instructors.
- The primary internal barrier is largely the lack of available staff time needed to develop a new set of vocational programs for each of the individual branch libraries.

Successful achievement of each of these seven listed goals will hinge upon the Lyon County Library System’s ability to successful employ existing assets, secure the needed capital, and to overcome the various internal and external barriers that currently prohibit achievement of each goal. Annual evaluation of the progress the Lyon County Library System is making toward achievement of each goal will also be required in order to ascertain if additional assets are required, whether or not securing the need capital was successful, or whether or not additional external and internal barriers have been realized.

### 3.6 Development of an Accompanying Annual Evaluation Plan for Each Goal and Objective

The purpose of an annual evaluation plan is to ensure that the organization does not lose focus of the strategic goals and objectives it has committed to over a five-year strategic planning horizon. A successful strategic plan identifies the specific steps that must be carried out in order to achieve the goal, the person or persons who will take leadership for each step and be responsible for each step’s implementation, a realistic timetable for the completion of each step and strategic goal, and regular checkpoints to ensure that progress is being made and that individual barriers are being addressed.

Participants who attended the March 3, 2018 strategic planning community workshop developed an action plan for each goal developed by the individual small groups of approximately five to seven individuals. The action plan, that will be used to evaluate the achievement of each individual strategic goal, consists of four primary items, including: (1) the individual steps to be
taken, (2) the timing as to when individual steps and the entire goal will be completed, (3) the resources required to complete each individual step, and (4) a list of who, either an individual or organization, is responsible for each individual step. The following outlines the action plan for the top seven goals identified as most critical for the Lyon County Library System and the individual branch libraries for the next five years.

- **Have a fully funded countywide, with maintenance plan, Bookmobile, offered six days a week with one and a half dedicated employees, by March 2023.** (10 votes)

  **Steps:**
  
  o Present a detailed plan for the development and implementation of a Bookmobile to the recently established Lyon County Library Foundation.

  **Timing:**
  
  o Have the Bookmobile up and running by March 2023.

  **Required Resources:**
  
  o Total initial one-time financial resources estimated to be $55,000 for initial purchasing of equipment.
  o Additional annual financial resources will be needed to pay for annual driver salary, maintenance, and fuel costs.

  **Responsibility:**
  
  o Primary individuals responsible for achievement of this goal and the individual steps include Amy and Audrey.

- **Increase current staff working hours from part-time (10-28 hours per week) to full-time (29-40 hours per week) at all branches by December 2020.** (9 votes)

  **Steps:**
  
  o Submit a request for the creation of additional positions, first, to the Lyon County Library Board, and, second, to the Lyon County Board of County Commissioners. This request should include justification for the restoration of full-time staff working hours for entire Library System and the individual branch libraries.

  **Timing:**
  
  o As soon as possible (next available Lyon County Library System and Lyon County budget cycle).

  **Required Resources:**
  
  o Approval of the funding request to increase current part-time staff working hours to future full-time staff working hours will be needed from the Lyon County Board of County Commissioners; this will require increased annual funding of the Lyon County Library System by the Lyon County Board of County Commissioners.
Responsibility:

- Director of the Lyon County Library System.

- **Provide staff education by a minimum of one in-service education training a year.** (8 votes)

**Steps:**

- Determine in-service needs and priorities.
- Convey the results of the in-service needs and priorities to the Lyon County Library System Director; Director to determine estimated costs of matching in-service training opportunities to assessed in-service needs and priorities.
- Develop budget and seek grant funding for in-service professional development opportunities.
- Designate and require staff to complete training and determine appropriate staff coverage of the individual branch libraries.

**Timing:**

- Determination of in-service needs to be completed by December 2018.
- Results of the assessment to be reported to the Lyon County Library System Director by January 1, 2019.
- Budget and grant applications to be completed by May 30, 2019.
- Training and in-service professional development opportunities to begin in June 2019.

**Required Resources:**

- Internal survey of in-service needs will be used to determine priorities.
- No additional resources needed for reporting of results to Lyon County Library System Director.
- Staff time will need to be allocated for developing a budget and seeking grant funding.
- Financial resources and staff time to be allocated toward providing professional development and in-service training opportunities to staff.

**Responsibility:**

- Individual branch library staff will be responsible for determining in-service needs and priorities.
- Lyon County Library System Director will be responsible for collecting completed assessment of in-service needs and priorities.
- Lyon County Library System Director and appropriate staff will be responsible for developing the budget and seeking grant funding for in-service professional development opportunities.
- Lyon County Library System Director and appropriate staff in need of in-service professional development and training.
• **By December 2021, each library employee will receive four hours per year of professional development.** (7 votes)

  **Steps:**
  - Assess individual staff professional development needs.
  - Recruit in-house professional development facilitator and trainer.
  - Schedule in-house professional development opportunities for staff.
  - Provide the necessary staff time for individual Lyon County Library System staff to receive in-house training and professional development.
  - If necessary, schedule individual branch library temporary closures and hour reductions in order to enable staff to attend and participate in in-house professional development training.

  **Timing:**
  - Assessment of individual staff professional development needs should be completed by the end of 2018.
  - In-house professional development training to begin by mid-2019.

  **Required Resources:**
  - Allocation of staff time (hours) to enable attendance of and participation in in-house professional development training.
  - Possible financial resources to cover the contracting of a professional development trainer and facilitator.

  **Responsibility:**
  - Lyon County Library System Director and individual branch library managers will be responsible for assessing and determining professional development needs, contracting with a professional development trainer and facilitator, and ensuring individual library staff members receive the required training of up to four hours per year of professional development training.

  • **By December 2020, the parking lots will be paved or resurfaced at the main branch library and Silver Stage Branch.** (6 votes)

  **Steps:**
  - Work with Lyon County to make the paving and resurfacing of the parking lots at the main branch and the Silver Stage Branch a priority.
  - Work with Lyon County’s Public Works Department to prepare appropriate estimates and budgets for the required work.
  - Work with Lyon County’s Public Works Department to prepare a time-table for the completion of the paving or resurfacing of the parking lots at the main branch and the Silver Stage Branch.
Timing:

- Benchmarks to be developed in partnership with Lyon County’s Public Works Department.
- Targeted completion of paving or repaving the parking lots at the main branch and the Silver Stage Branch to be December 2020.

Required Resources:

- Financial and staff resources to be estimated in partnership with Lyon County’s Public Works Department.

Responsibility:

- Lyon County Library System Director.
- Appropriate Library System and individual branch library staff.
- Assistance of the individual Friends of the Library groups and the Lyon County Library System Board.

- **Have five branch managers and be fully staffed within five years (March 2023).** (6 votes)

Steps:

- Determine which individual branch libraries most in need of a full-time branch manager and increases in staff to reach full staffing levels (likely the Yerington branch first and then the Smith branch; the Fernley branch and the Silver Springs have branch managers).
- Estimate total staff hours needed of a full-time library branch manager and to reach full staffing levels for each individual branch library and estimate associated costs and prepare a budget.

Timing:

- Have the first full-time branch library manager hired and full staffing levels restored for the Fernley branch library by July 2019.
- Have the first full-time branch library manager hired and full staffing levels restored for the Yerington branch library by July 2020.
- Have the first full-time branch library manager hired and full staffing levels restored for the Silver Springs branch library by July 2021.
- Have the first full-time branch library manager hired and full staffing levels restored for the Smith branch library by July 2022.
- Have remaining branch libraries restored to full staff levels with a full-time branch library manager in place by July 2023.

Required Resources:

- Needed financial resources will be determined on a branch-by-branch basis once the final determination of staffing levels needs for each individual branch library is made.
Responsibility:

- Lyon County Library System Director.

- Develop at least one sustainable vocational program at each branch by July 2020. (6 votes)

Steps:

- Identify community needs for vocational programs through a needs assessment.
- Identify the possible location (individual branch library or alternative location) where the vocational program is most needed and can impact the most individuals.

Timing:

- The vocational program should be developed and have the first round of vocational programming offered by December 2019.

Required Resources:

- Needed financial resources, staff resources, and other material resources will be determined upon assessment of vocational program needs and development of the initial vocational program.

Responsibility:

- Lyon County Library System Director and/or individual branch library manager(s).

Upon final adoption of this five-year strategic plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024, the individual steps, timing, required resources, and responsibilities outlined for each one of these seven goals should be evaluated and reviewed on the anniversary of the adoption of this plan for the entire five-year strategic planning horizon. As part of that annual evaluation, modifications to the individual goals, including revisions of the steps, the timing, the required resources, and the individual responsibilities, should be made as more information becomes available and as progress, or a lack thereof, is made in achieving each one of these seven priority strategic goals and objectives.
4.0 A Strategic Plan for the Lyon County Library System, FY 2020 through FY 2024

The strategic plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024 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 Lyon County Library System will strive to achieve over the next five years. The beginnings of an implementation and action plan, and subsequent annual evaluation plan, are outlined in the previous section. Once adopted, it will be up to the administrative and managerial staff the Lyon County Library System, working in partnership with its various key internal and external stakeholders, to more fully develop these implementation and action and annual evaluation plans and then begin the process of implementation.

4.1 Core Values of the Lyon County Library System

For the strategic planning horizon for Fiscal Year 2020 through Fiscal Year 2024, the Lyon County Library System, including its staff and key internal and external stakeholders, will live and promote the values of Integrity, Service and Inclusivity, Commitment and Dedication, Respectfulness and Respect for Others, Innovation and Creativity, and Professionalism and Responsibility.

Operationally, workshop participants who attended the March 3, 2018 Lyon County Library System strategic planning community workshop defined each of these core values with the following definitions:

- **Integrity**: living up to high principals, good work ethics, and standards and that these expectations are expected of staff and key internal and external stakeholders who represent the Lyon County Library System in their personal and professional lives; staff and key internal and external stakeholders are expected to hold themselves to a high moral standard defined as doing the ‘right thing’ always.

- **Service and Inclusivity**: Lyon County Library System staff and key internal and external stakeholders are expected to assist and help the patrons of the Library System’s individual branch libraries by being responsive to patron needs and making the services of the individual branch libraries available to everyone in their community.

- **Commitment and Dedication**: Lyon County Library System staff and key internal and external stakeholders pledge to do what they promise to do, to be responsible for their actions, to live up to their personal responsibilities and to be committed to their library and to their community and that all work will be done at the highest quality level as is possible.
• **Respectfulness and Respect for Others**: Lyon County Library System staff and key internal and external stakeholders pledge to treat people with dignity and to perform their responsibilities as professionals; Lyon County Library System staff and key internal and external stakeholders will live the ‘Golden Rule’ by treating others as they would want to be treated.

• **Innovation and Creativity**: being innovative and being creative means thinking outside the box when faced with new challenges and problems and to resist the temptation to simply employ old methods and approaches because ‘we’ve always done it’ a certain way in the past.

• **Professionalism and Responsibility**: in order to be professional and responsible, staff and key internal and external stakeholders agree to make themselves and others around them accountable for their actions and further agree to regularly self-assess their own knowledge of their own personal responsibilities to the organization and their community in order to inform personal conduct.

These six individual core values are universal in that all employees and all key internal and external stakeholders of the Lyon County Library System are expected to live up to and emulate them at all times when representing the Lyon County Library System in either their professional capacity or in their personal activities.

### 4.2 Strategic Mission of the Lyon County Library System

Based upon the five separate draft mission statements prepared by workshop participants during the March 3 2018 Lyon County Library System strategic plan community workshop, the following strategic mission statement has been drafted for the Lyon County Library System’s Strategic Plan for Fiscal Year 2020 through Fiscal Year 2024:

> It is the mission of the Lyon County Library System to empower its patrons by championing individual access to diverse ideas in our communities and by providing free and equal access to uncensored informational, educational, inspirational, and entertainment resources.

> The Lyon County Library System strives to improve the quality of life of its patrons in every community in Lyon County by providing access to its information hubs and by dedicating itself to developing and delivering programming and resources that positively affect the lives of our patrons and members of our communities.

This mission statement is a clear statement of what roles the Lyon County Library System will continue to serve in each community the Lyon County Library System and the individual branch libraries operates within for the next five years.
4.3 Strategic Vision of the Lyon County Library System

Based upon the six separate draft vision statements prepared by workshop participants during the March 3 2018 Lyon County Library System strategic plan community workshop, the following strategic vision statement has been drafted for the Lyon County Library System’s Strategic Plan for Fiscal Year 2020 through Fiscal Year 2024:

*Over the next five years, the Lyon County Library System, by collaborating with our strategic partners, will continue to grow and diversify the informational, educational, training and entertainment services and programs offered to patrons in our communities and will strive to embrace all that matters to you and your family.*

*The Lyon County Library System pledges itself to help build a community that values and uses the informational, educational, training and entertainment services and programs we currently offer and that we have yet to develop for current and future patrons. Our vision is to ensure that every resident of Lyon County will value and benefit from our programs and services.*

This vision statement is aspirational in that it represents an ideal conclusion to the successful implementation of this strategic plan for the Lyon County Library System for Fiscal Year 2020 through Fiscal Year 2024. Successful implementation and achievement of the various strategic goals and objectives listed below will contribute to the eventual successful achievement and realization of this strategic vision.

4.4 Strategic Goals and Objectives of the Lyon County Library System

For the strategic planning horizon for Fiscal Year 2020 through Fiscal Year 2024, the Lyon County Library System will commit itself to the achievement of the following seven priority organizational goals:

- **Goal No. 1:** Have a fully funded countywide, with maintenance plan, Bookmobile, offered six days a week with one a half dedicated employees, by March 2023.

- **Goal No. 2:** Increase current staff working hours from part-time (10-28 hours per week) to full-time (29-40 hours per week) at all branches by December 2020.

- **Goal No. 3:** Provide staff education by a minimum of one in-service education training a year.

- **Goal No. 4:** By December 2021, each library employee will receive four hours per year of professional development.
• **Goal No. 5**: By December 2020, the parking lots will be paved or resurfaced at the main branch library and Silver Stage Branch.

• **Goal No. 6**: Have five branch managers and be fully staffed within five years (March 2023).

• **Goal No. 7**: Develop at least one sustainable vocational program at each branch by July 2020.