

**TO:** Board of County Commissioners and Library Board of Trustees  
**FROM:** Arnie Maurins, Director  
**RE:** Discussion and Possible Direction to Staff Regarding the Washoe County Library System's Strategic Plan for FY 2015/16-FY 2019/20  
**DATE:** February 24, 2015

**Background:** Pursuant to NRS 378.083, the Nevada State Library and Archives maintains "Minimum Public Library Standards," one of which requires that all Nevada public libraries publish a 5-year Strategic Plan and update it as needed. This staff report lays out a proposed set of objectives and goals for the next edition of the Washoe County Library System (WCLS) Strategic Plan, with the intention of soliciting your feedback as an aid in putting together the final draft of the Plan.

The Library System's vision is that "all Washoe County residents benefit from the Library's support of literacy and self-education." The idea behind this vision is that everyone in the County gains something from the Library's services, whether they are direct consumers or indirect beneficiaries by virtue of an improved quality of life. To make meaningful progress towards that vision, WCLS needs to continue providing value, and communicating that value, to both customers and the community as a whole. As a County department with close to two million physical and virtual visitors annually, WCLS will also look for opportunities to support County-wide strategic objectives and goals wherever possible.

### **OBJECTIVE 1: Deliver Great Service that Meets Individual and Community Needs**

#### Guiding Strategies – Our overall approach to this objective

- *Apply market-segment data, facility consultant's recommendations and peer comparisons to increase access, improve services, and operate more efficiently*
- *Identify neighborhood and community issues that libraries can help address*
- *Grow and maintain a relevant collection of materials and resources*
- *Build on the "library as place" concept (welcoming environments, enriching programs)*

In the lists below, "S" designates short-term goals that are to be addressed in FY 2015/16, and "L" denotes longer-term goals which will be addressed in the ensuing four years

#### System-Wide Goals

- [S, L] Expand outreach, including support of children reading at grade level
- [S, L] Expand content-creation services, building on existing activities
- [S, L] Improve services to entrepreneurs and job-seekers
- [S, L] Implement Facility Master Plan recommendations:
  - Expand public hours as resources allow (see also below under Objective 3)
  - Obtain space planning at identified libraries
  - Provide pick-up lockers at all branches where feasible
  - Technology improvements—develop thin clients to replace public desktop computers; migrate to a Radio Frequency ID-based library materials inventory control system

- Evaluate options for meeting long-term capital needs and commit to the most effective one
- [S, L] Re-evaluate the Library's current, open-source automated system and decide whether to continue using it or else consider alternative products

**OBJECTIVE 2: Raise Awareness of the Positive Difference Libraries Make**

Guiding Strategies

- *Deliver consistent messaging incorporating the Library's mission, vision, operating values, and value to the community*
- *Gather and apply public feedback*
- *Build relationships with library users, library supporters, and community organizations*

System-Wide Goal

- [S, L] Develop and implement a marketing plan

**OBJECTIVE 3: Improve the Library's Organizational Health**

Guiding Strategies

- *Increase staff engagement with the Library's and County's mission and vision*
- *Align staff positions and capabilities at all levels to better support Objectives 1 and 2*
- *Systematically reduce expenditures from the Library Expansion Fund*
- *Achieve a service-enhancing and sustainable branch-and-hours structure*

System-Wide Goals

- [S, L] Develop and implement a Workforce Development Plan
- [S, L] Obtain increases in General Fund line items for staffing, materials, technology, and training; reduce spending in corresponding Expansion Fund line items
- [S, L] Create and implement a phased-in branch/hours structure, including target levels of public hours and possible branch consolidation; obtain funding for new positions as needed
- [S] Develop and implement a new management structure to more effectively support the Library System's objectives
- [S] Conduct a cost-benefit study regarding the outsourcing of library materials purchasing, cataloging and processing [Facility Master Plan]

**Recommendation:** Provide whatever feedback and/or direction to staff you feel is appropriate regarding the proposed objectives and goals in the Library's Strategic Plan.