LONG RANGE PLAN 2011-2020

Moving into the digital age—
keeping the printed page.

Library Board of Trustees

Bonnie Rogers, Chair
Bob Chambers
Lloyd Higuera
Marilyn Malkmus
Barb Wilson

Adopted: December 13, 2011

The Institute of Museum and Library Services is the primary source of federal support for the nation’s 123,000 libraries and 17,500 museums. The Institute’s mission is to create strong libraries and museums that connect people to information and ideas.
LONG RANGE PLAN 2011-2020

REVISION DATES

1. 2013 Goals 1 & 2, revised
   a. Adopted October 23, 2012
   b. Effective January 1, 2013
   c. Library Board of Trustees
      • Bob Chambers, Chair
      • Lloyd Higuera
      • Bonnie Rogers
      • Barb Wilson
      • Charles Wolle
1. 2014 Goals 1 & 2, revised
   a. Adopted October 22, 2013
   b. Effective January 1, 2014
   c. Library Board of Trustees
      • Barb Wilson, Chair
      • Bob Chambers
      • Lloyd Higuera
      • Bonnie Rogers
      • Charles Wolle
LONG RANGE PLAN 2011-2020

REVISION DATES

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   c. Library Board of Trustees
      • Lloyd Higuera, Chairperson
      • Charles Wolle, Vice Chairperson
      • Bob Chambers
      • Bonnie Rogers
      • Barb Wilson
LONG RANGE PLAN 2011-2020

REVISION DATES

1. Goals 1 & 2, 2016 revised objectives
   a. Adopted November 17, 2015
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   c. Library Board of Trustees
      • Bob Chambers, Chairperson
      • Barb Wilson, Vice Chairperson
      • Charles Wolle
      • Deborah Blackman
      • Melanie Boudreau
LONG RANGE PLAN 2011-2020
REVISION DATES

1. Goals 1 & 2, 2017 revised objectives
   a. Adopted November 22, 2016
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   c. Library Board of Trustees
      • Charles Wolle, Chairperson
      • Melanie Boudreau, Vice Chairperson
      • Deborah Blackman
      • Bonnie Rogers
      • Barb Wilson
LONG RANGE PLAN 2011-2020
REVISION DATES

1. Goals 1 & 2, 2018 revised objectives
   a. Adopted November 28, 2017
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   c. Library Board of Trustees
      • Melanie Boudreau, Chairperson
      • Deborah Blackman, Vice Chairperson
      • Charles Wolle
      • Bonnie Rogers
      • Mark Jensen
Table of Contents

Long Range Plan Summary Page 4
Long Range Plan Overview Page 5
Planning Team Page 7
The Planning Process Page 9
Process Phases & Best Ideas
Douglas County Library Mission Page 10
Mission
Library Today Page 12
Library Environment Today
  Current Facilities
  Minden Library (Main Branch)
  Lake Tahoe Branch Library
Goals and Objectives Page 17
  Goals Overview
  Goal #1 Page 18
    Objectives & Action Planning
  Goal #2 Page 21
    Objectives & Action Planning
Library Tomorrow Page 23
Resources, Progress, & Connections
Library Facilities Tomorrow Page 25
  Existing & Potential Future Branches
  Existing & Maximum Potential Future Branches
## Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Goals Flyer</td>
<td>ii</td>
</tr>
<tr>
<td>B</td>
<td>Planning Meeting Details</td>
<td>iv</td>
</tr>
<tr>
<td>C</td>
<td>Cultural and Social Factors</td>
<td>vii</td>
</tr>
<tr>
<td>D</td>
<td>PESTLE &amp; SWOT Analyses</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>PESTLE &amp; SWOT Summary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PESTLE Factors—Responses</td>
<td>xii</td>
</tr>
<tr>
<td></td>
<td>SWOT Factors—Responses</td>
<td>xiv</td>
</tr>
<tr>
<td>E</td>
<td>Patron Survey Q &amp; A</td>
<td>xvii</td>
</tr>
<tr>
<td></td>
<td>Teen Survey Q &amp; A</td>
<td>xxiii</td>
</tr>
<tr>
<td>F</td>
<td>PLA Library Service Responses</td>
<td>xxvii</td>
</tr>
<tr>
<td>G</td>
<td>Goals &amp; Objectives—Rationale &amp; Research</td>
<td>xxxii</td>
</tr>
<tr>
<td>H</td>
<td>Resource Responses Flowchart</td>
<td>xxxvi</td>
</tr>
<tr>
<td></td>
<td>Decision Tree</td>
<td>xxxvii</td>
</tr>
<tr>
<td>I</td>
<td>Douglas County Land Use Map</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Douglas County Zoning Map</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td>Acronyms</td>
<td>xlii</td>
</tr>
</tbody>
</table>
Long Range Plan Summary

The Library Board of Trustees and library staff have developed this Long Range Plan to guide the Library through the next ten years with a yearly review and adjustment of objectives and action plans. The plan is designed to identify achievable goals with a commitment to meeting the needs of the residents of Douglas County.

The 2010-2011 planning process has identified two goals to pursue from 2011 through 2020:

- **Goal #1** - Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology
- **Goal #2** - Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers

These goals, the rationale used to develop the goals, their associated objectives and action planning are described in detail within this document.
The Public Library Association has developed a set of Library Service Responses that define what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs. As part of the planning process, the Library Board of Trustees and library staff reviewed the PLA Library Service Responses, identified the ones most applicable to our community needs, tailored the language of the responses to reflect our community, and prioritized our responses. The prioritization identifies the relative order in which resources will be allocated to achieve the identified Goals.

The DCPL commitment to excellence in library services and its development and utilization of technology in the last decade has placed the organization at the forefront of rural Nevada libraries. DCPL environmental scans and continuous review of its operations look to best practices not only in libraries and the government sector but to best practices in the business world as well.

The major assets of DCPL are:

- Dedicated and skilled staff
- Comfortable facilities
- Enthusiastic volunteers
- Appealing programs

The major challenges of DCPL are:

- Unreliability of continuing financial support
- Lack of facilities and physical space to serve future needs
- Size and geographic distribution of population throughout a large county

The DCPL Long Range Plan has been developed for an implementation period of 10 years. The Douglas County population of 46,997, as of the 2010 census, is anticipated to grow moderately to approximately 50,000 by 2022. This population information is valuable to establish appropriate Level of Service (LOS) guidelines.

Implementation of the DCPL Strategic Plan 1999-2010 over the past ten years has included declines in hours of operation, staffing and library materials acquisition at the same time patron demands have steadily increased.

DCPL will continue to seek improvements over the next ten years that maintain quality service, value and convenience for our patrons.
Future Level of Service projects should include the following elements in the Douglas County Master Plan Update 2011 for facility-related service levels:

- Seating capacity of 185 or 4.1 seats for every 1,000 people served
- Increased public computer access, utilizing both desktop and laptop technology, to provide 65 workstations or 1.5 computers for every 1,000 people served
- Enhanced public programing space, including a large meeting room, dividable into three separate spaces with seating capacity for 300, adequate storage and current AV projection technology
- A computer lab to offer hands-on technology training
- A Teen Zone to provide space specifically for teenagers Two enclosed group study rooms for students, tutoring and similar uses
- Shelving to accommodate an increase to the physical collection of books and AV media at total collection size of 190,000, excluding digital collections
- Increased incorporation of self-service technologies for improved staff productivity
- Increased volunteer workspaces
- Two enclosed group study areas

Options as to where such facility-related service levels might be delivered are included in the section entitled Library Facilities Tomorrow.
The Planning Team

Douglas County Public Library Board of Trustees

Marilyn Malkmus, 2010 Chair
Bonnie Rogers, 2011 Chair
Bob Chambers
Lloyd Higuera
Barb Wilson

Douglas County Public Library Administrative Team

Linda Deacy, Library Director
Linda Wilson, Public Services Coordinator
Sandie Draper, Administrative Assistant
Kathy Munson, Administrative Assistant

DCPL appreciates the guidance and contributions of the following community leaders, library patrons, Library Foundation Board, Friends of Douglas County Library, and the Dragon Slayers Teen Advisory Board who participated in the Long Range Planning process:

Doris Betts – Foundation
Bob Chambers – Board, Friends, Foundation
Brenda Chambers – Share-A-Book, Volunteer
Linda Class - Friends, Share-A-Book, Volunteer
Margaret Colescott – Foundation, Volunteer
Bill Colescott – Carson Valley Arts Council Board
Lloyd Higuera – Board, Volunteer, Community Access Television
Marilyn Malkmus – Board, Volunteer
Bonnie Rogers – Board, Carson Valley Arts Council Board
Noeleen Wilcks – Volunteer
David Winter – Friends
Roger Van Alyne – Manager, Town of Minden
Roger Rusmisel – High School Teacher, Coach
Brandy McMahon – Principal Planner, Douglas County Community Development
Karen Goode – Manager, Douglas County Social Services
Denise Castle – Workforce Development, Douglas County Social Services
Travis Lee – Manager, Douglas County Senior Services
Bob Cook – Board Chair, Douglas County Senior Services
Mike Fischer – Administrator, Nevada Department of Cultural Affairs
Douglas County Public Library Team

Librarians
Deborah Blackman
Luise Davis
Kathy Echavarria

Library Staff
Dan Doyle
Karen Fitzgerald
Maria Pearson
Sue Keller
Carole Lehr
Margaret Long
Morey Oien
Carol Nageotte
Kathy Scott
Mary Wood

Planning Consultants
Laura Jane Spina
RAFI – Planning, Architecture, Urban Design
155 South Water Street
Henderson, NV 89015
www.RAFI-NEVADA.com
The Planning Process

Process Phases
In order to generate participation in the planning process, DCPL launched a widespread information gathering process to solicit input from individuals within and outside the Library. The strategic planning process included:

- Meetings with staff, administrators, and the Board of Trustees
- Community focus groups
- Review of major Library Service Responses
- Patron survey
- Teen survey
- PESTLE and SWOT Analyses
- Development of goals, objectives, action plans
- Submission of the final plan to the Board of Trustees

Identifying the Best Ideas
Through input gathered during the planning process and our experience bringing library services to market, a “litmus test” was developed to use when evaluating the appropriateness of future goals, directions or initiatives, as follows:

- Does it align with the Library’s Mission Statement?
- Is it practical and actionable?
- Does it address multiple strategic goals?
- Is it in the best interest of the public?
- Does the Library have the necessary financial resources?
- Does the Library have the necessary human resources?
- Does the staff have the necessary expertise to undertake the proposed initiative?
- Does it provide a favorable return on taxpayer investment?
- Does it offer opportunities for community partnerships?
- Does it promote internal efficiencies?
- Does it help market and brand the Library?
Douglas County Public Library Mission

Our Mission: Why We Do What We Do
The mission of the Douglas County Public Library is to provide a wide range of library materials, services, and programs to meet the informational, recreational, and cultural needs of the citizens of Douglas County.

Our Values: Our Beliefs and Commitments
As Trustees, administrators, and staff of DCPL, we endeavor to accomplish the Library’s mission through our commitment to these essential core values:

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

- **Respect for People**
  We treat all patrons and each of our staff team members as valued individuals.

- **Equitable Service**
  We seek to ensure access to information for people of all ages, abilities, and means. We strive to place library services in convenient, accessible locations.

- **Freedom of Information and Freedom to Read**
  We protect our patrons’ freedom to read and view all library information. We abide by the American Library Association’s Library Bill of Rights.

- **Patron Privacy**
  We safeguard our patrons’ rights to request and obtain information privately. The information we collect is kept in confidence and used solely to deliver and improve library services.

- **Free Basic Services**
  We provide basic library services free of charge.

- **Promotion of Services**
  We inform our community about library services through a variety of channels. An informed community is a participating community.
• **Quality**
  We endeavor to deliver the highest quality services possible with friendly, approachable, knowledgeable and expert staff.

• **Integrity**
  We abide by the policies which have been adopted by the Library Board of Trustees and the Code of Ethics of the American Library Association.

• **Stewardship of Community Resources**
  We recognize that we have been entrusted by our community with managing resources contributed through taxes and donations. We hold ourselves accountable for the efficient and effective use of all resources—people, time, assets, and funds.
The Library Environment Today

Established in 1967, DCPL provides Douglas County residents with two freestanding library facilities:

- Minden Library, 14,617 Sq. Ft.
- Lake Tahoe Branch Library, 5,875 Sq. Ft.

The Minden Library handles administration, acquisitions, cataloging, Interlibrary Loan and fiscal management. Services such as children’s programs, public computers and meeting rooms are offered at both the Minden Library and the Lake Tahoe Branch Library.

DCPL also operates several satellite libraries and an e-branch within a fire station. Satellite sites include a library at Jacobsen High School, which serves the detainees of China Spring Youth Camp (CSYC) and Aurora Pines Girls Facility (APGF), two dormitory libraries at CSYC and APGF and a library at the Lake Tahoe Juvenile Detention Facility. Deposit collections are housed at Carson Valley Children’s Center, Carson Valley Residential Care, Merrill Gardens Senior Living and Douglas County Senior Center. The North County e-branch is located within Fire Station # 12. In addition, the Library has programs like “Homebound delivery” in which library staff and volunteers take books to residents who are not able to leave their homes.

The number of registered patrons holding library cards that have been used in the past twelve months is equivalent to approximately 74 percent of the county’s population. Library visits continue to grow with more than 175,000 visits in the fiscal year 2010-2011. With fewer library-sponsored programs being offered due to budget constraints and reduced public hours, program attendance decreased from 2008-2010 but has shown a recent increase. Public Internet use remains fixed at nearly 30,000 sessions per year due to maximum capacity use of existing computers.

Community outreach is challenging and time-consuming as Douglas County is approximately 738 square miles and has limited public transportation, no local radio or television, and a small tri-weekly newspaper.

In Douglas County there are currently twelve public schools: seven elementary schools, two middle schools and three high schools. There are three private schools, including two elementary and one high school, numerous pre-schools and one community college campus.
A typical neighborhood community library provides service to 25,000 residents per branch, offering approximately 20,000 square feet of facility space. Using this standard, the Lake Tahoe Branch Library is adequately sized for the population and geographic area served. The Minden Library is undersized to meet the needs of the population and geographic area served.

Generally speaking, a typical library user will travel no more than 5 miles to visit a library and beyond 3 miles, the percentage of patrons using a facility decreases dramatically.
DOUGLAS COUNTY PUBLIC LIBRARY
DOUGLAS COUNTY PUBLIC LIBRARY
Douglas County, NV
-Lake Tahoe Library -

Facility Service Areas
- Lake Tahoe Library
- 2 Mile Radius
- 5 Mile Radius
- 10 Mile Radius

Census 2010
Population by Census Block
- 0.0 - 21.0 People
- 21.1 - 69.0 People
- 69.1 - 156.0 People
- 156.1 - 289.0 People
- 289.1 - 703.0 People

Base Map Elements
- Federal Hwys
- State Hwys
- Local Roads
- Water Features

The data contained herein has been compiled on a geographic information system (GIS) for the use of Douglas County. The data does not represent survey delineation and should not be construed as a replacement for the authoritative source, plat maps, deeds, resurveys, etc. No liability is assumed by Douglas County or as to the sufficiency or accuracy of the data.
The DCPL Long Range Plan is a blueprint for the achievement of goals and specifies the necessary resource allocations, timelines, and other actions necessary to attain goals. The goals themselves, listed in priority order, are the desired future states that DCPL wishes to realize. Progress towards the achievement of the goals is charted through the objectives and action plans associated with each of the prioritized goals.

Goal #1 - Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology.

Goal #2 - Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers.
Goal #1 - (2018 objectives) Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology

Objective #1 – Implement RFID technology for library collections across all locations
- Finish RFID retro-tagging of entire collection by April 30, 2018
- Install security gates and self-check stations by April 30, 2018
- Educate and train staff to use RFID self-check system and train public effectively
- Educate and train patrons to use RFID self-check system by April 30, 2018
- Monitor and document use and function of RFID system

Objective #2 – Increase technology available to patrons with circulating technology devices
- Evaluate needs for additional devices
- Evaluate technology in high demand
- Investigate Virtual Reality technology as a possible addition to the library’s collection, using NV State Library as a resource
- Try new marketing strategies to promote technology and eResources
  i. Use social media and outreach efforts to reach more patrons
  ii. Promote technology devices and eResources simultaneously

Objective #3 – Assess, test, and streamline eResources
- Monitor and evaluate current digital offerings, using statistics and patron feedback
- Evaluate Axis 360 eBooks and eAudiobooks by December 31, 2018
- Simplify patron access to digital resources by December 31, 2018
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**Goal #2 - (2018 objectives)** Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers.

**Objective #1 – Establish Bookmobile service for valley region of Douglas County**
- Form a Bookmobile committee by January 31, 2018 to create a service plan for mobile services
- Train appropriate staff on bookmobile functions and services within thirty (30) days of delivery
- Launch bookmobile service within thirty (30) days of delivery

**Objective #2 – Introduce one or more new programs at Lake Tahoe branch**
- Program(s) will be sustainable
- Program will be aligned with rebranding efforts of DCPL as “more than books”
- Program will be launched by December 31, 2018

**Objective #3 – Introduce one or more new programs for children**
- Children’s program(s) will be a sustainable program that follows STEAM model
- Program will be aligned with rebranding efforts of DCPL as “more than books”
- Program will be launched by December 31, 2018

**Objective #4 – Introduce one or more new programs for adults**
- Adult program(s) will be sustainable
- Program will be aligned with rebranding efforts of DCPL as “more than books”
- Investigate possible workforce development programs by September 30, 2018
- Program(s) will be launched by December 31, 2018

**Objective #5 – Summer Reading 2018 patrons will have a Summer Reading Program that features a musical theme of “Libraries Rock” for all age groups**
- Launch SRP by June 1, 2018 to include children, teens, and adults
- Evaluate SRP by September 30, 2018
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Resources, Progress & Connections

The goals of this plan are designed to ensure that DCPL remains relevant into the future. The needs and expectations of DCPL patrons have changed and increased dramatically over the past decade and the goals identified within this plan are designed to meet these changing and increasing demands. Implementation of the goals requires appropriate resource allocation, regular review of the effectiveness of programs and services, creation of new partnerships, and course correction when indicated. The selected goals, their relative prioritization and the objectives associated with the goals will guide the reallocation of resources.

Resource reallocation will include:

- **Staffing**
  - Staff will be reassigned to activities that support goals
  - Staff will relinquish or reduce activities that do not support goals

- **Training**
  - Staff will have the knowledge and skills required to provide the programs and services that support goals

- **Materials**
  - Patron requested media formats will be considered
  - Selections will support goals

- **Technology**
  - Hardware will be replaced on a pre-determined schedule and support agreements will be negotiated for all purchases over $500
  - Software will be upgraded as new releases become available and staff training provided on use of software
  - Emerging technologies will be evaluated, purchased as appropriate, and staff trained in use
  - Robust networks and telecommunications will be maintained

- **Accommodations**
  - Functional interior spaces
  - Full compliance with ADA provisions for users and staff
    - Wide aisles
    - Shelving
    - Seating
    - Tables

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  - Functional interior spaces
  - Full compliance with ADA provisions for users and staff
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    - Shelving
    - Seating
    - Tables
Staff will be reassigned to activities that support goals
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  Staff will have the knowledge and skills required to provide the programs and services that support goals

• Materials
  Patron requested media formats will be considered
  Selections will support goals

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  Software will be upgraded as new releases become available and staff training provided on use of software
  Emerging technologies will be evaluated, purchased as appropriate, and staff trained in use
  Robust networks and telecommunications will be maintained

• Accommodations
  Functional interior spaces
  Full compliance with ADA provisions for users and staff
    • Wide aisles
    • Shelving
    • Seating
    • Tables
Library Facilities Tomorrow

As previously stated, neighborhood community libraries are defined both by their square footage and the area served. Typically such a facility will serve a population of up to 25,000 residents, will encompass 20,000 to 25,000 square feet, and will serve residents within a 2- to 5-mile radius.

As a general rule, patrons will walk up to 2 miles to a facility and will drive up to 10 miles. Historically, residents of Douglas County have been willing to travel substantially farther than is typical of public library users in the United States.

Semi-regional and regional library facilities may range from 50,000 square feet to 100,000 square feet. They are able to house large collections and may serve up to 100,000 patrons. No facilities of these types exist in Nevada outside of urban areas.

Although the geographic size of Douglas County is a consideration, size alone does not adequately indicate where libraries are needed. Substantial areas of the county are not available for future development or are geographically isolated. As with current facilities located near parks, schools, recreation, and fire stations, any future locations would be in populated areas near or co-located with other public facilities.

The Minden Library has available space to expand about 2,500 square feet which would bring its size to approximately 17,000 square feet. This option has been included in the Douglas County Capital Improvement Plan for 15 years, but no funding source for construction has been identified. The Lake Tahoe Branch Library is adequately sized for both service area population and geography.

Facility options include:

- Expansion of Minden Library to 17,000+ square feet
- Maintenance of Lake Tahoe Branch Library at current size and location
- Construction or co-location of 5,000 square foot branch library in Gardnerville Ranchos
- Construction of 5,000 square foot branch library in north Douglas County within the Georgetown Development

DOUGLAS COUNTY PUBLIC LIBRARY
Douglas County, NV
- Existing & Potential Future Branches

Facility Service Areas
- Existing Branches
- Future Branches
- 10 Mi Radius - Existing Facilities
- 10 Mi Radius - Future Facilities

Base Map Elements
- Address Points
- Federal Highways
- State Highways
- Local Roads
- Water Features

The data contained herein has been compiled on a geographic information system (GIS) for the use of Douglas County. The data does not represent surveyed delineation and should not be construed as a replacement for the authoritative source, plats, official maps, deeds, surveys, etc. No liability is assumed by Douglas County or as to the sufficiency or accuracy of the data.
Appendix A
Goals Flyer
Moving into the digital age…

Goal Number 1
Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies, and guidance from specialists in information, media, and technology.

Off the shelf and on to the server!
Our digital book selection is growing — take advantage of all we have to offer!

- Download audio books to your MP3 player.
- Download e-books to your PC, laptop, iPad, Kindle™, Nook™, Sony® Reader, or other portable device.
- Check out and renew your downloaded library books online.
- And we’ll show you how to do it all!

...keeping the printed page

Goal Number 2
Douglas County residents will have services, resources, and programs designed to stimulate imagination, satisfy curiosity, and create young readers.

Your favorites — and some new ones!
- Community Reads
- Author visits
- Reading programs
- Children’s Storytime
- Maps and newspapers
- Local history

Children were entertained at a magic show performed at the library. Photo by Maggie Keneale.

Our Community Read was a huge success! Over six weeks, we featured movies, discussions, and a visit from the author.
Appendix B
Planning Meeting Details
Planning Meeting Details

Community Focus Groups
August 11, 2010
August 12, 2010
PESTLE and SWOT Analyses
Facilitated by Laura Jane Spina

Patron Surveys
November 12-16, 2011
CVIC Hall
Douglas County Public Library
Lake Tahoe Branch Library
Administered by Laura Jane Spina

Teen Surveys
January 24, 2011
Teen Advisory Board meeting
Administered by Laura Jane Spina

Library Board of Trustees Planning
October 14, 2010
Decision Tree
Resource Allocation
Service Responses
Facilitated by Linda Deacy, Laura Jane Spina

October 26, 2010
Adoption of Service Responses
January 26, 2011
Review of Goals, Objectives, Action Plans

May 24, 2011
Review of 1st submission by RAFI
June 28, 2011
Review of 2nd submission by RAFI

August 23, 2011
Request for library staff to re-write document

September 22, 2011
Review of staff re-writes

October 25, 2011

November 22, 2011

December 13, 2011
Board workshop – Adoption of Long Range Plan

Library Staff
October 15, 2010 - Full day workshop
Sacred Cows
Decision Tree
Resource Allocation
Service Responses
Facilitated by Linda Deacy, Laura Jane Spina

Librarians
October 21, 2010
Service Responses
Facilitated by Linda Deacy, Laura Jane Spina

November 12, 20120
Goals, Objectives, Activities
Facilitated by Laura Jane Spina

January 24, 2011
Goals, Objectives, Activities
Facilitated by Linda Deacy, Laura Jane Spina
Appendix C
Cultural & Social Factors
Customer Service Expectations

Online stores and other high quality, customer-centered businesses have set the bar for fast, friendly and competent service. Online services such as account management, reading lists and e-mail and text notifications are widely expected by library customers. Libraries are challenged to respond to increasingly demanding customers who know what they want, when they want it, and how they want it.

Reading Trends

Recent studies have shown that “literary” reading is once again increasing in America. The National Endowment for the Arts report “Reading on the Rise” suggests that the more than two decade decline in literary reading may have reversed itself. DCPL has seen considerable increases in circulation of books in the last decade and it continues to increase its downloadable eAudiobooks and eBooks as budget allows. With e-Readers and various audio players becoming more accessible, online or screen reading will likely become more prevalent over the next five years and increasingly requested at the public library.

A new generation of users, now coming of age, expects e-Media in a variety of formats and delivery platforms. The younger generation of users’ expectations of public libraries appears to be considerably different than that of their predecessors.

Media Demand and Changes

DCPL will continue to acquire media in various formats under its selection/collection policies and monitor the possibility of downloadable or streaming services in the future. Patron ownership of iPads, Nooks and Kindles impacts the library materials budget as DCPL attempts to integrate these media technologies and formats to offer the widest number of reading and information gathering options to its patrons.

Social Networking

The extraordinary popularity of social networking websites such as Facebook, Twitter and YouTube, especially among those under age 35, has affected Internet use and social behavior. Wikis, blogs, mobile texting, instant messaging (IM) and RSS feeds are providing new channels of

Cultural & Social Factors
communication that challenge traditional marketing approaches, yet offer exciting possibilities for connecting with patrons.

DCPL maintains a presence with many of the major sites, but this effort requires staff time to keep a timely and dynamic presence at each of these social networking sites.

Libraries as Gathering Places

Despite the dominance of technology and the Internet, the role of the library as a communal space is very much alive. The increased demand for meeting rooms currently is far greater than what can be accommodated by current spaces and hours of operations.

Library-sponsored programs have been reduced since 2008, due to revenue restrictions. Adult Services and Youth Services teams perform an ongoing review and refinement of the quantity and quality of programs offered to determine community needs and cost-per-attendance ratios.

Engaging the community in quality programming exposes them to a variety of services offered by the library. Ensuring that these efforts tie back to the DCPL mission will remain a continued focus for programming efforts for all ages.

Branding and Marketing

Like any successful business, DCPL realizes that great attention must be placed on the continual development of the library brand and formulation of marketing initiatives that increase visibility.

Cultural Diversity

Many individuals have language and cultural barriers that impede their library use. DCPL offers a broad range of material reflecting cultures throughout the world.
Appendix D
PESTLE & SWOT Analyses, and Factors - Responses
PESTLE & SWOT Analyses

PESTLE and SWOT analyses were conducted to gauge the setting in which the Library must function. These analyses offer different perspectives but may contain common factors, as was true for Douglas County. The PESTLE and SWOT analyses were performed using a variety of tools including focus groups, staff workshops, Library Board meetings, surveys and interviews, each of which is described in detail in other sections of this document.

PESTLE analysis includes Political, Economic, Social, and Technological, Legal and Environmental factors and is a useful strategic tool for understanding the library community, market growth or decline, business position, potential and direction for operations. PESTLE factors are all external issues and not every PESTLE factor was relevant to DCPL.

A SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or organization. It involves specifying the objective of the organization and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. SWOT factors are divided into external and internal factors. Strengths and Weaknesses are internal factors; Opportunities and Threats are external factors. SWOT responses are listed in this Appendix.

PESTLE Summary

- There is a strong perception that county officials and community leaders could work together more effectively to develop a consistent commitment to DCPL as it serves residents.
- Generally, the community does not understand how the Library is funded nor do they understand the breadth of services that the Library provides.
- While the Library as a whole is heavily used, many of the Library’s available services are only being used by small proportions of the community-at-large or are used infrequently. Approximately 74% of the county’s population has a library card used within the last twelve months.
- The Library offers many programming and service opportunities that reach out and connect with the community.
- The Library is a multi-purpose resource to the community, but decisions about which services to offer are limited by available funding.
- The Library is maximizing resources currently available.
- The Library is focused on delivery of rapidly-evolving technology.
SWOT Summary

- The Library has many programs, services, people, and facilities that are highly valued by the community; a lack of communication opportunities limits the Library’s performance effectiveness.
- The aging of the local population has changed the composition of the patron base and has also changed the number and skills of volunteers available to assist the Library.
- The large geographic area encompassed by Douglas County has made it difficult to serve the entire community.
- The limited potential for growth of the community and the need for extensive community outreach are major factors as the Library begins to plan for the next generation.
- Growth will be limited by the slow economic recovery, reduced staffing levels and reduced public service hours, and the educational and demographic characteristics of residents. Community stereotypes about the Library may also hinder future opportunities.

The next step in the planning process was selection and prioritization of Library Service Responses. Although the information gathered through the PESTLE and SWOT analyses did not directly drive the selection of these responses, once these Service Responses were written into goals, the PESTLE and SWOT results were used to help determine how the goals could be achieved.
PESTLE & SWOT Factors - Responses

These comments were made by Focus Group members, but were not made in response to specific questions. They are listed below and are actual comments made by the group members and later recorded by the Facilitators. The comments were compiled and sorted into categories by the Facilitators.

PESTLE Responses:

Political
- Division between leaders
- Same in the world
- Funding structure erratic
- Lack of understanding “good thing”
- No real support of libraries
- Uncertainty; they giveth and they taketh away
- Education of politicians
- New leaders changing constantly
- Bring politicians up to speed as to what libraries are today vs. 50 years ago
- Growth
- Don’t understand funding mechanism

Economic
- People believe funding comes from general fund
- Misunderstanding of how it is funded
- 1998 ballot proposition
- ¼ cent sales tax
- Changing hours
- 1st communications; then people started asking how to help
- Many non-users
- How do we get people to participate
- Current economic times may have helped library patronage
- Summer Reading Program
- Social Service agency partnerships
- No real personnel issues
- Staffing concerns
- Services vs. dollars
- Doing more with less
- Two years behind state’s downturn
- 14-15% unemployment
• Second downturn
• Construction/Gaming

Social
• Literacy Center
• Provides opportunities
• Job searching
• Family center
• Info center
• Adult reading program had to be cut (staffing)
• Center of community
• Library should tie directly to school system
• Duplication of services/ resources
• Partnership vs. territorial
• Share funding
• Retired community
• Level of education affects what they can do
• Center of community outreach
• Need job program
• Coaching people on how to get a job
• Find the needs of the community and fulfill those needs
• No community center where people can meet; but only open when the library is open...back to $$
• Volunteers important
• Educate community; we need professional librarians, not just volunteers
• Info state – info TV
• Communications/marketing geared to a variety of ages
• Booth at Farmers’ market / go to where people are
• Back to School night
• Technology needs – library has

Technological
• Card catalog systems
• 2-way communications
• Social networking / social media
• Look at all demographics
• Layering info with wage differences
• Programs may be taught by community folks – college partnerships
SWOT Responses:

Strengths
• Dedicated staff, volunteers
• Programs
• Facilities
• Librarians
• Research and organization
• Skills

Weaknesses
• Know how to get info quickly
• Communications
• Marketing/publicity
• Focus on info and entertainment together instead of vs.
• Delivery of info
• No public service announcements
• No way to get word out
• Age
• 25-45 to participate
• Need new blood
• Volunteers are limited in what they can do
• Volunteer development
• How does public know opportunities
• Leadership development
• Set expectations
• Understanding volunteer opportunities
• Stay the same or die
• Digital world – social skills going away
• Technology / designed by future expectations
• Signage
• Spread out – Douglas County geographic issues

Opportunities
• Growth
• Reconfigurations
• Reaching people who are not close
• Front area
• Coffee
• Create campuses – master plan
• Community center – County complex
• Stage
• Senior Center
• Now is the time to plan
• Library for next generation
• Make a goal; make a plan; operate like the community is never coming back
• Share A Book

Threats
• 5 years or will we ever recover
• Tourists are not coming back
• Economy
• Loss of staff positions
• Funding options
• Level of education within community
• Relevance of library
• Diversification in skill sets
• Lack of problem solving
• Wanting to learn
• Learning to learn
• Public education
• Stereotypes
• Not on main street
• How do we package ourselves
Appendix E
Patron survey Q & A
Teen Survey Q & A
DOUGLAS COUNTY LIBRARY PATRON SURVEY

1. Are you a resident of Douglas County?
   Yes Zip code ________________ No

2. Have you used the Minden Branch on Library Way in person or on-line in the past year?
   Yes No

3. Have you used the Lake Tahoe Branch on Warrior Way in person or on-line in the past year?
   Yes No

4. What is the composition of your household?
   Children _____ Adults _____
   Teens _____ Seniors _____

5. Are you a registered card holder with the Douglas County Library?
   Yes – Survey completed No – please go to question #6

6. Were you a regular library user in the past?
   Yes – please go to question #7 No – please go to question #8

7. If yes, what did you use it for?
   a. Choose as many as apply:
      • Borrow books, DVD, videos, music, CD, audio book?
      • Leisure
      • Informational
      • Children’s
      • Adult programs
      • Children or teen programs
      • Ask reference Librarian for assistance
      • Use computers
      • Worked on research
      • Career information
      • Homework assignments

8. Why are you NOT using the library?_________________________________________________
   ______________________________________________________________________________

9. When people look at communities to move into, they look at a variety of factors. How important is the Library to quality of life in Douglas County?
   a. Very Important b. Somewhat important
   c. Not very important d. Not important at all

10. Are you aware that the services listed the attached are available at the Library?
    Yes No
    Would these services make you think about using the Library in the future?
    Yes No
<table>
<thead>
<tr>
<th>SERVICES</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hands-on computer training classes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Book discussions with leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recorded book on audio tape and CD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Videos and DVDs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Music CDs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Live music performances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Film showings with discussion leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quiet study rooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully equipped community meeting rooms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Downloadable books (to PDAs or computers at home or business)</td>
<td></td>
<td></td>
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<tr>
<td>Art shows and receptions with artists</td>
<td></td>
<td></td>
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<tr>
<td>Materials for teens such as graphic novels, anime, music CDs, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wireless internet access in both buildings (Wi-Fi)</td>
<td></td>
<td></td>
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<tr>
<td>Photocopiers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24/7 access to a librarian on-line</td>
<td></td>
<td></td>
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<tr>
<td>Bestsellers</td>
<td></td>
<td></td>
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<tr>
<td>Magazines and newspapers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Writers’ workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low vision reader for sight impaired</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Book and craft programs for children from newborn to 12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summer reading programs for children and teens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs for teens such as computer gaming, mystery night, afterhours and homework help</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery of materials to the homebound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete articles from major newspapers and magazines by Internet at home or business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large type books</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. Are you a resident of Douglas County?

- No: 3
- Yes: 30

2. Have you used the Minden Branch on Library Way in person or on-line in the past year?

- No: 13
- Yes: 20

3. Have you used the Lake Tahoe Branch on Warrior Way in person or on-line in the past year?

- No: 31
- Yes: 1

4. What is the composition of your household?

- Seniors: 16
- Adults: 19
- Teens: 1
- Children: 3
5. Are you a registered card holder with the Douglas County Library?

- Yes: 8
- No: 25

6. Were you a regular user in the past?

- Yes: 15
- No: 10

7. If yes, what did you use it for?

- Borrow books, DVD, videos, music, CD, audio book: 11
- Homework assignments: 7
- Worked on research: 6
- Ask reference Librarian for assistance: 5
- Adult programs: 4
- Informational: 3

DOUGLAS COUNTY PUBLIC LIBRARY PATRON SURVEY RESULTS, continued
8. Why are you NOT using the library?

- No need: 2
- Got out of the habit when kids grew up: 2
- Like to buy and read at home: 2
- Don't think about it: 2
- Too lazy: 2
- Live too far away: 2
- Justed moved here: 2
- Live in Reno: 2
- Live in Carson City: 2
- Visiting: 4
- Hours don't work with work hours: 2
- Have my own library: 2
- Buy our own books: 2
- Use Sparks Library: 2

9. How important is the Library to quality of life in Douglas County?

- Not important at all: 0
- Not very important: 0
- Somewhat important: 4
- Very Important: 21
10. Are you aware that the services listed are available at the Library?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>20</td>
</tr>
</tbody>
</table>

Would these services make you think about using the Library in the future?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15</td>
<td>9</td>
</tr>
</tbody>
</table>
Teen Probing Exercise / Results

Teens were asked to answer the following questions. The findings included:

1. Why do you come to the library and what services do you use?  
   To check out books, use the Internet, come for “Game Days” and TAB meeting.

2. Do you visit the Library’s website?  
   No

3. How often do you use the library?  
   Often
<table>
<thead>
<tr>
<th>4. Do you use the library computers?</th>
<th>Yes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. How long and how often?</td>
<td>o 30 min. max is all the library allows; often.</td>
</tr>
<tr>
<td>b. What software?</td>
<td>o Word, PowerPoint, Yahoo, and Google.</td>
</tr>
<tr>
<td>c. What is your time mostly spent on while using the computer?</td>
<td>o School research, emails, and games.</td>
</tr>
<tr>
<td>d. Do you need Library staff to assist you?</td>
<td>o Use library staff when looking for a certain book, or the location of a book, and for reference information and materials.</td>
</tr>
<tr>
<td>e. How did you find out about Wi-Fi services?</td>
<td>o Wi-Fi signage.</td>
</tr>
</tbody>
</table>
5. Besides using the computers, what other library services do you use? “Teaching Tools” and “We just like to hang out.”

6. Are you satisfied?

   a. What do you like?
   o Language teaching...all the teaching tools.

   b. What do you not like?
   o Wish there were a larger genre, a larger teen section, and a comic section.
   o Wish there were authors’ programs that taught how to write better.
   o Wish there were more books and more copies of books.
   o Wish we could have more time on the computers.
   o Didn’t know there were so many resources available.
When asked about the services the library provides, the teens knew there was hands-on computer training classes, that the library carried recorded books, videos, CDs, bestsellers, and large type books. Some of the teens knew the library carried magazines and newspapers and some knew there were quiet study rooms and that the library provided 24/7 access to a librarian on-line. None of the teens knew the library had downloadable books, delivery of materials to the homebound or that the library provides writers’ workshops.
Appendix F
PLA Library Service Responses
PLA Library Service Responses

BE AN INFORMED CITIZEN: Local, National, and World Affairs
Residents will have the information they need to support and promote democracy, to fulfill their civic responsibilities at the local, state, and national levels, and to fully participate in community decision-making.

BUILD SUCCESSFUL ENTERPRISES: Business and Non-Profit Support
Business owners and nonprofit organization directors and their managers will have the tools they need to develop and maintain strong, viable organizations.

CELEBRATE DIVERSITY: Cultural Awareness
Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

CONNECT TO THE ONLINE WORLD: Public Internet Access
Residents will have high speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

CREATE YOUNG READERS: Early Literacy
Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

DISCOVER YOUR ROOTS: Genealogy and Local History
Residents and visitors will have the resources they need to connect the past with the present through their family histories and to understand the history and traditions of the community.

EXPRESS CREATIVITY: Create and Share Content
Residents will have the services and support they need to express themselves by creating original print, video, audio, or visual content in a real world or online environment.

GET FACTS FAST: Ready Reference
Residents will have their questions answered on a wide array of topics of personal interest.
KNOW YOUR COMMUNITY: Community Resources and Services
Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations.

LEARN TO READ AND WRITE: Adult, Teen, and Family Literacy
Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

MAKE CAREER CHOICES: Job and Career Development
Adults and teens will have the skills and resources they need to identify career opportunities that suit their individual strengths and interests.

MAKE INFORMED DECISIONS: Health, Wealth, and Other Life Choices
Residents will have the resources they need to identify and analyze risks, benefits, and alternatives before making decisions that affect their lives.

SATISFY CURIOSITY: Lifelong Learning
Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

STIMULATE IMAGINATION: Reading, Viewing and Listening for Pleasure
Residents who want materials to enhance their leisure time will find what they want, when and where they want them, and will have the help they need to make choices from among the options.

SUCCEED IN SCHOOL: Homework Help
Students will have the resources they need to succeed in school.

UNDERSTAND HOW TO FIND, EVALUATE, AND USE INFORMATION:
Information Fluency
Residents will know when they need information to resolve an issue or answer to a question
and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

**VISIT A COMFORTABLE PLACE: Physical and Virtual Spaces**
Residents will have safe and welcoming physical spaces to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support social networking.

**WELCOME TO THE UNITED STATES: Services for New Immigrants**
New immigrants will have information on citizenship, English Language Learning (ELL), employment, public schooling, health and safety, available social services, and any other topics that they need to participate successfully in American life.
Appendix G
Goals and Objectives—Rational & Research
Goals and Objectives – Rationale & Research

The DCPL Long Range Plan is a blueprint for the achievement of goals and specifies the necessary resource allocations, timelines, and other actions necessary to attain goals. The goals themselves are the desired future states that DCPL wishes to realize. Progress towards the achievement of the goals is charted through the Objectives and Action Plans associated with each of the prioritized goals.

Rationale / Research for Goal # 1

Goal # 1 - Douglas County residents and visitors will access the digital world using high-speed connectivity, emerging technologies and guidance from specialists in information, media and technology.

DCPL has become a technology provider of choice for high-speed internet, wireless connectivity and printing, the latest hardware and software, electronic reference materials, downloadable eBooks and eAudiobooks.

The 2009 report, Opportunity for All: How the American Public Benefits from Internet Access at U.S. Libraries, is based on the first, large-scale study of who uses public computers and Internet access in public libraries, the ways library patrons use this free technology service, why they use it, and how it affects their lives. It was conducted by the University of Washington Information School and funded by the Bill & Melinda Gates Foundation and the Institute of Museum and Library Services.

Nearly one-third of Americans age fourteen or older (roughly 77 million people) used a public library computer or wireless network to access the Internet in the past year, according to a national report. In 2009, as the nation struggled through a recession, people relied on library technology to find work, apply for college, secure government benefits, learn about critical medical treatments, and connect with their communities.

Low-income adults are more likely to rely on the public library as their sole access to computers and the Internet than any other income group. Overall, 44 percent of people living below the federal poverty line used computers and the Internet at their public libraries.

Americans across all age groups reported they used library computers and Internet access. Teenagers are the most active users. Half of the nation’s 14 to 18-year-olds reported that they used a library computer during the past year, typically to do school homework.
The use of library technology had significant impact in four critical areas: employment, education, health, and making community connections. During 2009:

- 40 percent of library computer users (an estimated 30 million people) received help with career needs. Among these users, 75 percent reported they searched for a job online. Half of these users filled out an online application or submitted a resume.
- 37 percent focused on health issues. The vast majority of these users (82 percent) logged on to learn about a disease, illness, or medical condition. One-third of these users sought out doctors or health care providers. Of these, about half followed up by making appointments for care.
- 42 percent received help with educational needs. Among these users, 37 percent (an estimated 12 million students) used their local library computer to do homework for a class.
- Library computers linked patrons to their government, communities, and civic organizations. Sixty percent of users – 43.3 million people – used a library’s computer resources to connect with others.

Objectives and action planning to implement Goal #1 include the development of infrastructure and methodologies by which future technology enhancements may be measured. As the plan is reviewed annually, objectives that have been achieved will be replaced with updated ones.

**Rationale / Research for Goal # 2**

*Goal #2 - Douglas County residents will have services, resources and programs designed to stimulate imagination, satisfy curiosity and create young readers.*

This goal combines various facets of traditional library service such as physical collections, facilities with meeting rooms, reference and information referral services, programs for specific age groups and outreach to students and seniors.

The language for this goal was developed by merging several Library Service Responses, including *Create Young Readers, Succeed in School, Get Facts Fast, Satisfy Curiosity, and Stimulate Imagination*.
Thirty one percent of adults and 38 percent of senior citizens rank the library at the top of the list of tax-supported services. Overall, the library’s most highly valued services pertain to the provision of free information and programs that promote education and lifelong learning. Ninety one percent (up 5 percentage points from the previous year) place great value in the library’s provision of information for school and work.

These and other key trends in the library community are detailed in *The State of America’s Libraries, 2011*, a nationwide poll commissioned by the American Library Association (ALA) as part of a Harris Interactive telephone omnibus study.

The demand for these services, programs and materials is evident in the continued rise in the numbers of visitors, circulation and patron requests for more in every category. This traditional model will be supported, but not expanded.

Objectives and action planning to implement Goal #2 include the development of matrices to evaluate programs and services as to how effectively they support the goal and what level of resource commitment each requires. As the plan is reviewed annually, objectives that have been achieved will be replaced with updated ones.
Appendix H

Service Responses Flowchart
Planning Decision Tree
Resources Response Flowchart
Appendix I
Douglas County Land Use Map
Douglas County Zoning Map
The data contained herein has been compiled on a geographic information system (GIS) for the use of Douglas County. The data does not represent survey delineation and should not be construed as a replacement for the authoritative source, plats, deeds, resurveys, etc. No liability is assumed by Douglas County or as to the sufficiency or accuracy of the data.
Douglas County, NV
Zoning - June 2011 - June 2021

County Zoning
- RA-5 - Rural Agriculture
- RA-10 - Rural Agriculture
- A-19 - Agriculture
- FR-19 - Forest Range
- FR-40 - Forest Range
- SFR-1/2 - Single Family Residence
- SFR-1 - Single Family Residence
- SFR-2 - Single Family Residence
- SFR-8,000 - Single Family Residence
- SFR-12,000 - Single Family Residence
- MFR - Multi-Family Residence
- OC - Office Commercial
- TC - Tourist Commercial
- GC - General Commercial
- MUC - Mixed Use Commercial
- NC - Neighborhood Commercial
- LI - Light Industrial
- SI - Service Industrial
- PR - Private Recreation
- PF - Public Facility
- Airport
- Washoe Tribe Land
- ROW - Right of Way

Tahoe Land Use
- Commercial (C)
- Managed Resource (M)
- Public Service (P)
- Recreation (S)
- Residential (R)
- Tourist (T)

Base Map Elements
- Federal Highways
- State Highways
- Local Roads
- State Parks

The data contained herein has been compiled on a geographic information system (GIS) for the use of Douglas County. The data does not represent survey delineation and should not be construed as a replacement for the authoritative source, plat maps, deeds, surveys, etc. No liability is assumed by Douglas County or as to the sufficiency or accuracy of the data.
Appendix J
Acronyms
## Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>APGF</td>
<td>Aurora Pines Girls Facility</td>
</tr>
<tr>
<td>ALA</td>
<td>American Library Association</td>
</tr>
<tr>
<td>AV</td>
<td>Audiovisual Materials</td>
</tr>
<tr>
<td>CSYC</td>
<td>China Spring Youth Camp</td>
</tr>
<tr>
<td>DCPL</td>
<td>Douglas County Public Library</td>
</tr>
<tr>
<td>LTJDF</td>
<td>Lake Tahoe Juvenile Detention Facility</td>
</tr>
<tr>
<td>PAC</td>
<td>Patron Access Catalog</td>
</tr>
<tr>
<td>PLA</td>
<td>Public Library Association</td>
</tr>
<tr>
<td>PESTLE</td>
<td>Political, Economic, Social, Technological, Legal, Environmental</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, Threats</td>
</tr>
<tr>
<td>YA</td>
<td>Young Adult</td>
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