



# **A Five-Year Strategic Plan for the Pahrump Community Library**

## **Presentation Materials**

Thursday, December 4, 2025 and Friday, December 5, 2025  
1:00pm to 5:00pm (both days)

Pahrump Community Library, Meeting Room (Room 108 and 109)  
701 East Street  
Pahrump, Nevada 89048

University Center for Economic Development  
<https://www.unr.edu/business/centers/uced>



**Welcome!**

**A Strategic Plan for the Pahrump Community  
Library – Strategic Planning Workshop No. 2**

**Pahrump, Nevada**

Thursday, December 4, 2025 and Friday, December 5, 2025

### **What is Strategy?**

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

## What is Strategy?

### Elements of a Strategy Include:

- Recognition of existing barriers and resources (people, money, power, materials, etc.)
- Tied to an overall vision, mission, and a set of clearly defined objectives.
- Direction for future planned initiatives focused on providing information, enhancing support, removing barriers, providing resources, etc.

## What is Strategy?

### Does the Strategy:

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

## **The Agenda (Day 1 and Day 2)**

A Strategic Plan for the Pahrump Community Library –  
Strategic Planning Workshop No. 1:

1. A Review of the Strategic Planning Process; Review of Workshop No. 1; Refinement of Priority and Primary Issues
2. Drafting a Set of Core Values, Mission Statement, and Vision Statement
3. Drafting a Set of Strategic Organizational Goals
4. Developing Actionable Items and an Implementation Plan, Part 1
5. Developing Actionable Items and an Implementation Plan, Part 2
6. Linking Internal/External Conditions to the Strategic Goals
7. Resiliency and Contingency Planning

## **Refining the Priority and Primary Issues**

Possible Priority and Primary Issues for the Next Five Years:

- Community Engagement and Outreach
- Expanded Programming and Activities for Target Groups (kids, adults, families)
- Technology Investments
- Organizational Improvements (staff training, etc.)

## Drafting the Core Values, Mission Statement, and Vision Statement

### Core Values, Mission, and Vision

- **Core Values:** the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization's functions and pursuing its strategic vision and mission.
- Typically, four (4) to eight (8) core values per organization.
- **Kodak:** respect for the dignity of the individual, uncompromising integrity, unquestioned trust, constant credibility, continual improvement and personal renewal, open celebration of individual and team achievements.
- **Home Depot:** entrepreneurial spirit, excellent customer service, giving back to the community, respect for all people, doing the right thing, taking care of people, building strong relationships, and creating shareholder value.

## Drafting Organizational Core Values

- **Core Values:** the beliefs, traits, and behavioral norms that organizational personnel and members are expected to display in conducting the organization's functions and pursuing its strategic vision and mission.
- In your small groups, draft a set of Core Values for the Pahrump Community Library (**12 Minutes**):
  - A list of no less than FOUR and no more than EIGHT Core Values.
  - A one to two-sentence definition for each Core Value you draft.

## Core Values, Mission, and Vision

- **Mission Statement:** typically describes the organization's present identity... 'who are we', 'what we do', and 'why are we here'.
- Key Elements:
  - Provide direction on day-to-day activity.
  - Provides a foundation for future decision-making.
- **Google:** "to organize the world's information and make it universally accessible and useful".
- **OSHA:** "to assure the safety and health of America's workers by setting and enforcing standards; providing training, outreach, and education, establishing partnerships, and encouraging continual improvement in workplace safety and health".

## Drafting a New Strategic Mission Statement for the Pahrump Community Library

- In small groups, draft a strategic mission statement for the Pahrump Community Library. The mission statement should include:
  - **Our Cause** (Who we are? What is our purpose? Who do we serve?)
  - **Our Actions** (What do we do?)
  - **Our Impact** (What changes in our community do we make for the better?)
- **12 minutes** to complete this exercise.

## Core Values, Mission, and Vision

- **Strategic Vision:** describes 'where we are going'...the course and direction the organization has charted.
- **Effectively Worded** Vision Statements: graphic, directional, focused, flexible, feasible, desirable, and easy to communicate.
- **Shortcomings** in Vision Statements: vague or incomplete, not forward-looking, too broad, bland or uninspiring, not distinctive, too reliant on superlatives.

## Drafting a New Strategic Vision Statement for the Pahrump Community Library

- In small groups, draft a strategic vision statement for the Pahrump Community Library. The vision statement should be:
  - ***Future Focused and Oriented*** (What is the absolute mountaintop for the organization five years from now? “**In the next five years, the Pahrump Community Library will...**”)
  - ***Focused on Desired Impacts, Outcomes, and Results*** (Avoid confusing ACTIONS with DESIRED IMPACTS. How will the organization impact the lives of our people and the state?)
  - ***Limited to One or Two Sentences***
- **12 minutes** to complete this exercise.

## Drafting a Set of Organizational Goals



### Developing a SMART Goal

<b><u>S</u>pecific</b>	<ul style="list-style-type: none"> <li>• What do you want to achieve?</li> <li>• Where will you focus your efforts?</li> </ul>
<b><u>M</u>easurable</b>	<ul style="list-style-type: none"> <li>• How do you plan to measure progress toward the goal?</li> <li>• What is the end result and milestones along the way?</li> </ul>
<b><u>A</u>ttainable</b>	<ul style="list-style-type: none"> <li>• Do you have the resources to achieve the goal?</li> <li>• What factors might prevent achieving these goals?</li> </ul>
<b><u>R</u>elevant</b>	<ul style="list-style-type: none"> <li>• Is this important for your region to pursue?</li> <li>• Does this that matter or bring benefit to the region?</li> </ul>
<b><u>T</u>ime Framed</b>	<ul style="list-style-type: none"> <li>• When do you want to achieve your goal?</li> <li>• What is the target date for accomplishing the goal?</li> </ul>

### Developing a SMART Goal

An Example of a SMART Goal:

Relevant      Specific

Increase the survival rate of new business start-ups (less than 5 years old)  
 from 50% to 75% in my community by  
December 2028.

Measurable      Time-Framed      Attainable

## Developing a SMART Goal

Before we begin:

- Don't get bogged down in detail.
- Consensus is not necessary...yet.

## Developing New Organizational Strategic Goals

Develop (up to) **five SMART Goals** that you would like to see achieved by the Pahrump Community Library over the next five years:

1. In Small Groups at Your Table (**40 Minutes**): Develop no more than **five SMART Goals** as a group.
  - Your goals should be SPECIFIC.
  - Your goals should be MEASURABLE.
  - Your goals should be ATTAINABLE.
  - Your goals should be RELEVANT.
  - Your goals should be TIME FRAMED.
2. When completed, post your five goals, all written on a single piece of flip chart paper.

## Developing Actionable Items and an Implementation Plan, Part 1

### Refining the Goals: Needed Assets, Existing Capital Resources, and Possible Barriers to Implementation

Achievement of stated goals requires development of a thought-out Implementation Plan with ways to Evaluate Performance...beginning with the identification of Needed Assets, Existing Capital Resources, and Possible Barriers to Implementation:

- **Needed Assets:** those tangible and intangible resources *needed* for implementation but are currently lacking.
- **Existing Capital Resources:** the *existing* resources, either tangible or intangible, that can be redeployed to achieve stated goals and objectives.
- **Possible Barriers:** possible conditions in the internal or external environment that may derail goal achievement and implementation of the strategic plan.

## Four Areas of Needed Assets

### Types of Assets:

- **People Assets**: hidden talents and skills of people in your region; people in key positions (internally and externally) that have access to important resources.
- **Physical Resources (Natural and Human Made)**: water and land-related amenities, vacant/underutilized buildings, historical and cultural sites, technology and equipment, etc.
- **Voluntary Associations (Strategic Partnerships)**: other organizations that can engage in strategic partnerships with your organization; for-profit or non-profit organizations.
- **Local Formal Institutions**: organizations that can provide programs, facilities and services; they tend to carry out functions vital to long-term community sustainability.

## Seven Existing Capital Areas

### Types of Capital Needed for Implementation:

- **Natural**: quality and quantity of natural and environmental resources.
- **Cultural**: values, norms, beliefs and traditions.
- **Human**: education and skills of organizational members; learning opportunities, programs designed to build organizational leadership.
- **Social**: connections among people and organizations; links inside and outside of an organization.
- **Political**: ability to influence and enforce rules and regulations; access to influential people in government positions; level of stakeholder engagement.
- **Financial**: 'cash' and other financial assets available for development and implementation efforts.
- **Built**: infrastructure that is needed to support the organization (facilities, services, physical structures, etc.).

## Possible Barriers to Goal Achievement

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

## Drafting Actionable Items and Elements of an Implementation Plan

For Each of the New “SMART” Goals You Developed:

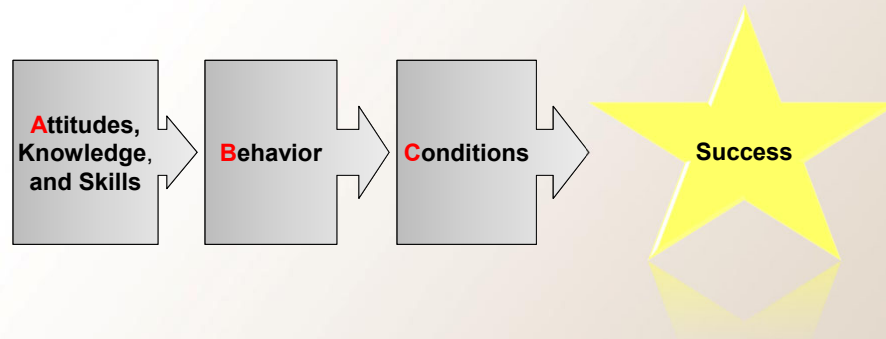
- **Identify at least 1 strategy or actionable item to ensure forward movement toward achievement of each new goal** (specific actionable item, responsible person/organization, timetable for implementation, and checkpoints).
- **Identify a set of needed assets that will be needed to implement the strategy or actionable item** (take into consideration people, physical, voluntary associations, local formal institutions).
- **Identify a set of existing capital resources to support implementation of your strategy or actionable item** (natural, cultural, human, social, political, financial, built).
- **Identify at least 1 barrier that could disrupt implementation of the strategy or actionable item** (internal or external source, effort to overcome).

## Developing Actionable Items and an Implementation Plan, Part 2

### Making Changes that Matter: The “ABC’s” of Success

- Attitudes, Knowledge, and Skills: elements individuals or groups can learn or develop in a rather short period of time.
- Behavior: concrete actions that individuals or groups take...**conditions** change as a results of changed **behavior** by individuals or groups; this requires doing something.
- Conditions: the overarching changes you hope to see as a result of your efforts; changes in conditions take the longest to achieve.

## Making Changes that Matter: The “ABC’s” of Success



## Conditions


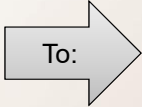
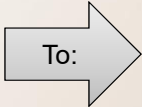
### Examples of Regional Conditions:

- Reducing unemployment rates.
- Reducing poverty rates.
- Improving high school graduation rates.
- Improved literacy rates.
- Additional introduction of new technologies.
- Improved digital access.

## GROUP EXERCISE: Identifying Regional Conditions

- Conditions: the overarching changes you hope to see as a result of your efforts.
- In your small groups, identify up to **1 condition** for each of the strategic organizational (SMART) goals you developed earlier.
- Time Allotted: **12 Minutes**

### Behaviors

Behavior		Condition
<ul style="list-style-type: none"> <li>▪ <b>Individuals</b> may need to work toward finishing high school</li> </ul>		Increase graduation rates
<ul style="list-style-type: none"> <li>▪ <b>Businesses</b> may need to develop Web sites</li> </ul>		Increase the number of successful small enterprises
<ul style="list-style-type: none"> <li>▪ <b>Government</b> may need to expand support services to existing businesses</li> </ul>		Retain and expand existing businesses



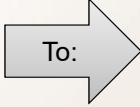
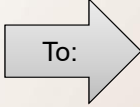

### GROUP EXERCISE: Identifying Behaviors Associated with Identified Conditions

- Behaviors: concrete actions that individuals or groups can take; conditions changed as a result of changed behavior by individuals or groups.
- In your small groups, identify up to **1 critical behavior** tied to each individual condition you identified in the previous exercise.
- Time Allotted: **12 Minutes**

### Attitudes, Knowledge, and Skills

#### Attitude/Knowledge/Skill

#### Behavior

- |   |   |  |
|---|---|--|
| <ul style="list-style-type: none"> <li>▪ A <b>person</b> may need to value a high school diploma (attitude)</li> </ul>                        |  | <ul style="list-style-type: none"> <li>Work toward finishing high school (behavior)</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ A <b>business</b> may need to learn how to create a Web site (skill)</li> </ul>                      |  | <ul style="list-style-type: none"> <li>Develop a Web presence</li> </ul>                       |
| <ul style="list-style-type: none"> <li>▪ <b>Government</b> may need to learn about concerns facing existing businesses (knowledge)</li> </ul> |  | <ul style="list-style-type: none"> <li>Expand appropriate support services</li> </ul>          |

### **GROUP EXERCISE: Identifying Attitudes, Knowledge and Skills**

- Attitudes, Knowledge and Skills: elements individuals or a group can learn or develop; needed in order to change behaviors and affect change in specific conditions.
- In your small groups, identify up to **1 attitude, deficiency in knowledge, or skill set** tied to each individual behavior you identified in the previous exercise.
- Time Allotted: **12 Minutes**

**Linking Internal and External Conditions to the Strategic Organizational (and Community) Strategic Goals**

## Linking Internal and External Conditions to the Strategic Organizational Goals

- Review the Results of the Strengths, Weaknesses, Opportunities, and Threats Analysis from Workshop No. 1.
- For each new strategic organizational (SMART) goal previously developed, link specific strengths, weaknesses, opportunities, and threats to each goal:
  - Strengths: assets/resources that can be used to support achievement.
  - Weaknesses: deficiencies that could inhibit achievement.
  - Opportunities: changes in the external environment positively impacted by achievement of the goal.
  - Threats: negative changes in the external environment that could be mitigated by achievement of the goal.
- Time Allotted: **30 Minutes**

## Resiliency and Contingency Planning Elements

## Resiliency and Contingency Planning

Consider two types of Resiliency and Contingency Initiatives:

- **Responsive Initiatives:** the establishment of capabilities for the organization to be responsive to the needs of the organization and its stakeholders and partners following an incident or ‘shock’.
- **Steady-State Initiatives:** tend to be long-term efforts that seek to bolster an organization’s ability to withstand or avoid a shock.

## Developing a Set of Responsive Initiatives

- **Responsive Initiatives:** the establishment of capabilities for the organization to be responsive to the community’s or region’s recovery needs following an incident or ‘shock’.
- Answer These Questions (**25 Minutes**):
  - What have been the MAIN impacts of the various ‘challenges’ faced over the past five years? **Try to Limit Your Answer to Two or Three Main Impacts**
  - Why was the organization ‘vulnerable’ to each of these main impacts? (i.e. lack of diversification in funding sources, not enough political support, aging infrastructure/technology, etc.)
  - What is at least one **Responsive Initiative** for each main impact that we could pursue?

## Developing a Set of Responsive Initiatives

- **Steady-State Initiatives:** tend to be long-term efforts that seek to bolster an organization's ability to withstand or avoid a shock.
- Answer These Questions (**25 Minutes**):
  - What have been the exposed long-term weaknesses in the organization as a result of the 'challenges' of the last five years?  
**Try to Limit Your Answer to Two or Three Main Weaknesses**
  - For each long-term weakness, what has been the overall impact of each weakness? (i.e. loss of staff, reduced capacity, uncertain funding, etc.)
  - What is at least one **Steady-State Initiative** for each weakness that we could pursue?



## A Strategic Plan for the Pahrump Community Library – Strategic Planning Workshop No. 2

Thursday, December 4, 2025 and Friday, December 5, 2025



## **A Five-Year Strategic Plan for the Pahrump Community Library**

### **Summary of Workshop No. 1**

Held on Sunday, September 7, 2025 (Plus Follow-Up Online Survey)

University Center for Economic Development  
<https://www.unr.edu/business/centers/uced>

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## Identifying Organizational Culture

- If your organization was a person, what would it be like and why?
  - If your organization was a car, tell me about it.
  - If we put a musical score to the daily activity of your organization, what would it sound like and why?
- 

### If your organization was a person, what would it be like and why?

- Both, man and woman
- Situationally introvert/extrovert...more introverted
- Fitness – improving, work in progress
- Neutral, a-political
- Various characters: John Wayne to Oprah to The Dude, Robert Oppenheimer
- Go to party, withdrawn, not social
- Tom Hanks – applicable, America’s Dad (aspirational), friendly
- It would be a person with multiple personalities. They would be attractive on the inside and outside. They are welcoming to children and accommodating to adults. Their one personality would be helpful and professional (the staff) and another personality would be condescending, politically self-serving and destructive (the board). They are loved by the community, but also pitied because they see the internal strife which makes them sick.
- A middle-aged high school teacher with an enthusiasm for teaching many subjects.
- My organization is much like a female introvert like Carrie Bradshaw. Styling a casual sweater with a sparkle top and jeggings. Every day being unexpected even though sometimes the bag doesn't match the outfit. But it still works.
- A somewhat introverted, definitely conservative person who would just stand against the wall at a party and observe before engaging
- Either a man or a woman. An introvert.
- Forest Gump, because it has been through a lot.

### If your organization was a car, tell me about it.

- Classic restored with work to do
- Jaguar – needs breaking in, lovely but difficult to keep on the road
- Hard to keep running, needs lots of work
- 10-year old SUV with lots of miles – well maintained
- Lot of miles, greater than 80,000, needs maintenance
- Taken care of
- Our organization is a classic, high end model. It has been well maintained over the years. It was built to change over time. We were recently in a head on collision (with the BOD driving) causing a lot of internal damage.



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- A refurbished school bus used to bring people to education institutes, science fairs, museums, field trips, and entertainment & sporting events.
  - If my organization was a car it would be a classic Volkswagen van. Comfy cozy but modified with current devices.
  - It would be an 80's model station wagon. The back would be loaded with stuff, some useful and some not. It isn't the most up to date as far as options but is reliable.
  - A classic car that's been restored but still needs some work.
  - It runs.

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

- Baby elephant walk
- Indian Jones – every day an adventure
- Some days "Ring around the roses" and other days "Twinkle Twinkle Little Star"
- A Little Night Music by Mozart because it is whimsical, light-hearted, playful and happy; and What's This? from The Nightmare Before Christmas because of the joy of new discoveries.
- The musical score activity to my organization would be Vivaldi's Winter.
- Definitely white noise with a hint of some very low-key classical music
- Maybe, Yakety Sax.

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## Four Questions

In small groups, work together to answer the following four questions:

- What do you like (or what we don't want to change) about southern Nye County and your community?
- What do you dislike (or what needs 'fixing' or what would we like to change) about southern Nye County and your community?
- What do you like (or what we don't want to change) about the Pahrump Community Library?
- What do you dislike (or what needs 'fixing' or what would we like to change) about the Pahrump Community Library?

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What do you like (or what we don't want to change) about southern Nye County and your community?

- Growing (some challenges)
- Wild horses
- Wide open spaces, views from home
- See stars
- People friendly
- Small town atmosphere
- Community cohesiveness
- Vegas close but not in it
- Traffic not bad
- Community volunteerism rural pride.
- The sparse desert location, where people are spread out and free to express themselves.
- I like that it's not fully a quiet community.
- I like the "small town" feel of the community
- You can see all the stars in the night sky because we are not in the city. It's close enough to go to Las Vegas if needed without living in the city with all of the traffic.
- The weather is fine.

What do you dislike (or what needs 'fixing' or what would we like to change) about southern Nye County and your community?

- Potholes, no money to fix roads – no pay taxes
- Services only on property taxes
- Mechanism runs down
- Self-serving
- Technology – phone, old, infrastructure
- Library not problematic - well maintained

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- Shortcomings being addressed, great things happening
  - Provide information to community, research, resources, meeting place
  - Educational ratings low
  - Lack of movie theater, entertainment
  - Lack of activities for young people – draw-in, great ready – better long-term
  - Public engagement
  - Political division.
  - We need better medical services and availability of medical specialists.
  - I dislike the fact of how there are no other options for kids and teens out here for more activity options. Yes the community is much more towards the retirement faction but the community is growing by having more residents move out here. There needs to be more options for families especially for kids.
  - We definitely need more opportunities or services for the senior citizens. And more help for the homeless.
  - There is too much gossip in this community. It feels like a much smaller town than it actually is. Perhaps the library can provide them with other things to do and think about.
  - Unknown.

What do you like (or what we don't want to change) about the Pahrump Community Library?

- Reading progress – children, youth (not stagnant)
- Aesthetically welcoming – physical environment (seating)
- Access to computers
- Services
- Programs
- Book restoration
- MODERNIZED – updating cataloging software, improved staff work, reference functions improved, automation
- Same type of services – HOW we provide it
- Improvements to staff performance – better results coming now
- Education and entertainment services/opportunities
- Great staff, and dedication to the community.
- I like the accessibility of knowledge and ability to serve and assist members of the community.
- What i like about the Pahrump Community library is that it does have various resources to help the community.
- I think it is wonderful that so many people in the community care so much about the library. We provide many great resources and programs. Tales with Pebbles, the reading program for children, is something I am proud the library is able to offer to the community. The renovations and technology improvements are a huge step in the right direction, and I love that the library looks new again. We are making great strides in bringing the library into the current century and transforming it into what it needs to be.

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We have the opportunity to provide the community with the modern, professional library they deserve to have access to here, without having to drive an hour to a different library.

- It can be a quiet place.

What do you dislike (or what needs ‘fixing’ or what would we like to change) about the Pahrump Community Library?

- Staff resistance to change
- Need a social media person, public relations
- Change difficult – need training, ‘we’ve always done it this way’
- Collection (lot of) outdated
- Need more community outreach, public doesn’t know what we can do for them
- Get out in community more
- Need time to implement changes
- Need more VISIBILITY in the community, different/new approaches
  - What is the library doing?
- Technology improvements
- Physical improvements
- Board of directors lack of compassion to the community's needs and lack of professionalism.
- Acquisition of newer books and electronic resources.
- What I Dislike is difficult to say, I just wish we had enough people to help with programs and folks who don't understand current technology and the help it can provide them.
- I believe that some of the material collections need updating and weeding. It would be nice to see more programs offered for adults.
- There is so much potential to make a good library a great one, but people seem to be stuck in the past and "the way we've always done things." There is an extreme resistance to change and a reluctance to move forward and think to the future. The focus needs to be on working toward a shared goal of improving the library for current and future residents of this growing community, instead of rehashing the past. Staff need more training to act more professionally, improve customer service, increase outreach and programming, and provide superior reference service. Staff whose job duties include professional development and providing training to those under them need to be taking more initiative in that area. The collection is outdated and needs properly assessed, weeded, and updated. We need to better market the things we have available and have staff trained to use and promote the databases and electronic resources in addition to the physical collection.
- Unknown.

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## Eight More Questions

- **Community Engagement and Connection:** In what ways do you think the organization is meeting the needs of the community and/or region?
- **Impact on Clients:** What do you believe is the most impactful service(s) the organization provides?
- **Workplace Culture and Values:** Do you believe our workplace culture reflects the values we promote? What are those values?
- **Sustainability and Long-Term Impact:** What changes would you recommend to ensure the lasting impact of the organization?
- **Effectiveness of Communication:** How can we improve the transparency about organizational outcomes?
- **Partnerships and External Relations:** What partnerships or collaborations should we explore to amplify our impact(s)?
- **Resource Allocation and Efficiency:** Do you feel resources (time, money, staff) are being allocated effectively to maximize impact?
- **Feedback and Continuous Improvement:** How can we better measure and track our effectiveness?

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**Community Engagement and Connection:** In what ways do you think the organization is meeting the needs of the community and/or region?

- We give our community a more fact-based resource for analyzing and understanding our interesting times.
- The organization is helping the community by offering various classes considering technology. Though some patrons are not fond with learning, there are some whom are very appreciative.
- We provide a wide selection of books, ebooks, and databases. We provide services including computers to use, photocopies, fax, scanning, printing, and notary. We have fun and educational events and programs for kids and adults. We have computer classes that are taught in-house and phone and tablet classes that are taught by someone who comes in, chess club, craft events, story times for babies and kids, and the Tales with Pebbles reading to therapy dogs program. We have been working on increasing our outreach to the older population and helping them access library services and learn new technology.
- In the ways of helping those looking for something.

**Impact on Clients:** What do you believe is the most impactful service(s) the organization provides?

- The biggest impact our library has on our patrons (at least the over 30 ones, which is most of Nye County) is helping them adapt to the digital/internet world of the 21st century.
- Resources to clients and valuable information.

- 
- The children's programs. It is important to do anything we can to help improve literacy and foster a love of reading. Children who visit the library often are more likely to become lifelong readers.
  - It can be a quiet place to read or find materials.

***Workplace Culture and Values:*** Do you believe our workplace culture reflects the values we promote? What are those values?

- Our workers have amiable cooperation, despite our differences, and strong moral fiber that guides our actions; and I believe most of our patrons see and understand this.
- Yes. Humility.
- No.
- Somewhat
- Unknown.

***Sustainability and Long-Term Impact:*** What changes would you recommend to ensure the lasting impact of the organization?

- Our library needs sustainable funding that is not politically influenced.
- More events and programs especially with kids.
- Continuing to modernize and bring patrons what they would expect to see from a library in 2025. Libraries are more than just a repository of books, and if we don't change, we will be left behind. We need an increase in staff knowledge of digital resources, to better promote the digital resources, and technology and automation to help the patrons help themselves and free the staff up to work on other tasks such as programs, outreach, and collection development. Libraries are also community centers, and we can bring the community into the library via programs and events that utilize and promote the library's resources and show them everything else we have to offer while they are here.
- Unknown.

***Effectiveness of Communication:*** How can we improve the transparency about organizational outcomes?

- We have many forms of social outreach and communication sources for our patrons and community, including surveys, and we are always open to suggestions.
- Constantly be realistic
- Unknown.

***Partnerships and External Relations:*** What partnerships or collaborations should we explore to amplify our impact(s)?

- We need to continue working on our relationships with local social groups and non-government organizations like the Nye Coalition.

- 
- Book fairs and Events .
  - Great Basin College, Nye County Schools, Chamber of Commerce, local businesses, TV and radio stations, Rotary Club
  - The senior center and they coalition and the school district
  - Unknown.

***Resource Allocation and Efficiency:*** Do you feel resources (time, money, staff) are being allocated effectively to maximize impact?

- At this time, I do.
- Yes. But i feel like we should have at least 1 time out of the month to go over department goals and outcomes.
- Staff time could be better spent on other areas than making copies and doing faxes, scans, checkouts, and collecting printouts - things the patrons could do themselves. We can make more of an impact by automating these things and having the staff work on programs, outreach, and collection development.
- Unknown.

***Feedback and Continuous Improvement:*** How can we better measure and track our effectiveness?

- By using community input like periodic surveys and strategy/planning meetings and community events involvement.
- Communication
- Unknown.

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## Formal and Informal Mandates

- **Formal Mandates:**
    - Nevada Revised Statutes, Federal, State and Local Laws and Regulations, and State and Federal Court Decisions.
  - **Informal Mandates:**
    - Stakeholder Expectations, and Needs of the Public and entities that the organization serves.
- 

### Formal Mandates

- Relevant parts of the NRS and NAC, publicly funded entity
- Censorship?
- ALA
- Provide informational resources to Patrons
- Wide range of informational services/resources – patrons choose for themselves based on needs
- Patron Privacy and Safety
  - ‘controversial’ books/materials, LABELING (books, etc.)
- Parental Rights (mandated?)
  - Has always had ‘right’ to supervise their children
- Liability for ‘supervising’ children for partners
  - See Library Policy
- 1<sup>st</sup> Amendment vs. Parental Rights
  - Supreme Court (can’t segregate books)
- NRS Required: CERTIFICATION for Staff, training (cross-training)
- Our main mandate is to provide our community with current and appropriate information services.
- I’m currently still learning
- Policy.

### Informal Mandates

- Up to date collection (yes!)
- Pick up any day curbside (ANY DAY), convenient, ease of use
  - Increase access to materials
- Community knows the VALUE that they’re getting from the library
- SAFETY of patrons/users – safety procedures
- Access to CURRENT information
- Best technology that we can provide
- Staff friendly/helpful
- Best available – TRAINING
- Artificial Intelligence (AI) – informational



- 
- Better communication with public – what can the Library do for them!
  - Our informal mandates include providing access to entertainment and social interaction.
  - I'm currently still learning
  - Unknown.

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## SWOT Analysis

- The **strengths** and **weaknesses** of your organization or community are **internal** to it and are identified in the **present**.
    - Strengths: characteristics of the organization or community/region that give it advantage over others.
    - Weaknesses: characteristics that place the organization or community/region at a disadvantage relative to others.
  - The **opportunities** and **threats** of your organization or community are **external** to it and identified in the **future**.
    - Opportunities: elements that the organization or the community/region can exploit to its advantage.
    - Threats: elements in the environment that could cause trouble for the organization or the community/region.
- 

### Strengths

- Catalog
- Staff
  - Ability to do work and embrace change
  - Follow direction
  - Constant evaluation
  - Provide best information available
- Catalog vs. Collection
- New ILS
- Building!
  - New, refurbished
  - Dedicated spaces
  - Attracts people
  - Address safety issues
- KIM! Library Director – sees things that need to be done and addresses it
- Training opportunities for staff
- “easy” to do jobs
- Input from community, engagement
- Reading with ‘Tales with Pebbles Program’
- Community’s largely retired – lots of experience that is untapped
  - People who can and want to volunteer at the library
- Helping to make Pahrump a better community with sustainability.
- The strengths are that we can provide reading and audio material and devices for groups of all ages.
- It is the only library in the immediate area
- Unknown.

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## Weaknesses

- Staff won't embrace change
- Catalog – needs updating (all of it)
  - 'data points', marked records – increase improvement use for public
- 'needs of the collection' – more TRAINING
- Current community engagement
  - Levels, efforts, approaches
- NO FRIENDS OF THE LIBRARY! Had/have? Never actually shut down
- I believe the Pahrump community is growing so fast that our library is becoming understaffed trying to meet the needs of our growing community.
- We need more access to devices to the elderly .
- Few services for the disadvantaged population
- Unknown.

## Opportunities

- 'Fix-It Days' – working with retirees on program, resource, service development
  - People in community with skills!
- Training for staff!
- More volunteers – utilize community members, fire up paid staff
- More outreach? Friends of Library?
- PCL has the opportunity to help our community adapted to changing technologies, if only there were more employees to assist them.
- Difficult question
- Unknown.

## Threats

- Censorship, 'interference' from outside on content and content access/use by some
- Economic downtown/slowdown – loss of tax dollars/revenue
  - Loss of donations, grants, property tax (foreclosures)
- Pandemic? Impact on operations and activities of the Library
- MORE GRANTS!
  - Grant Administrator?
  - Assign tasks
  - Partner with Nye County, Nye County School District
- There is always the threat of violence from unstable people. We used to have an imposing security person who was also helpful at assisting behind the desks when the library was busy.
- With no new options to help the community thrive and grow it seems like Pahrump is in a standstill. It needs more variety and options for its community.
- Unknown.

For each objective listed for <b>PUBLIC SERVICE</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Analyze benefits and costs of P.C. Reservation Internet Management – appointments and prepaid fees.	66.7%	66.7%	1	33.3%
Implement fine/fee payments via debit card.	100.0%	100.0%	0	0.0%
Develop collaborative programs with other State Library Districts.	75.0%	75.0%	1	25.0%
Develop more community interest programs.	75.0%	75.0%	1	25.0%
Continue and develop more varieties of activities for Children’s Services, drop-in story times, NCLab – coding programs, Library Nights.	75.0%	75.0%	1	25.0%
Develop collaborative programs with Nye County School District, Pre-K literacy skills. Program that focus on child reading developments as well as parental involvement.	50.0%	50.0%	2	50.0%
Continue and develop more resources of Reference Services, developing ‘Job Now’/Working with Nye Coalition.	50.0%	50.0%	2	50.0%

For each objective listed for <b>PUBLIC SERVICE</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Analyze benefits and costs of P.C. Reservation Internet Management – appointments and prepaid fees.	2	66.7%	1	33.3%
Implement fine/fee payments via debit card.	4	100.0%	0	0.0%
Develop collaborative programs with other State Library Districts.	3	75.0%	1	25.0%
Develop more community interest programs.	4	100.0%	0	0.0%
Continue and develop more varieties of activities for Children’s Services, drop-in story times, NCLab – coding programs, Library Nights.	4	100.0%	0	0.0%
Develop collaborative programs with Nye County School District, Pre-K literacy skills. Program that focus on child reading developments as well as parental involvement.	4	100.0%	0	0.0%
Continue and develop more resources of Reference Services, developing ‘Job Now’/Working with Nye Coalition.	3	75.0%	1	25.0%

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**Please provide any additional thoughts about this Goal area (PUBLIC SERVICE) and any of the individual objectives listed as part of this Goal:**

- Our library team is basically working on all of the above goals.
- More available programs are needed.

For each objective listed for <b>COLLECTIONS</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Develop e-material budget model that is scalable as demand increases. Dedicate a predetermined percentage of material budgets to e-materials. Increase holding each year.	2	66.7%	1	33.3%
Provide appropriate funding to the Acquisitions Budget.	2	66.7%	1	33.3%
Further develop Reader’s Advisory Services: Blogs, newsletters, online book clubs, web link to various authors.	2	50.0%	2	50.0%
Conduct a deeper analysis of entire collection to determine subject and genre weaknesses, determine collection funding priorities, and determine collection loss rates.	2	50.0%	2	50.0%
Collection will be maintained, weeded, and up-dated in a timely fashion.	2	50.0%	2	50.0%
Continuous evaluation of collection.	2	50.0%	2	50.0%

For each objective listed for <b>COLLECTIONS</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Develop e-material budget model that is scalable as demand increases. Dedicate a predetermined percentage of material budgets to e-materials. Increase holding each year.	3	100.0%	0	0.0%
Provide appropriate funding to the Acquisitions Budget.	3	100.0%	0	0.0%
Further develop Reader’s Advisory Services: Blogs, newsletters, online book clubs, web link to various authors.	4	100.0%	0	0.0%
Conduct a deeper analysis of entire collection to determine subject and genre weaknesses, determine collection funding priorities, and determine collection loss rates.	4	100.0%	0	0.0%
Collection will be maintained, weeded, and up-dated in a timely fashion.	4	100.0%	0	0.0%
Continuous evaluation of collection.	4	100.0%	0	0.0%



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**Please provide any additional thoughts about this Goal area (COLLECTIONS) and any of the individual objectives listed as part of this Goal:**

- We have more recently become much more active in the weeding and acquisitions goals than what was happening several years ago. Our current team is making very good progress on these goals now.
- The collection needs a lot of work. This should be a priority goal.

For each objective listed for <b>COMMUNICATIONS</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Continue monthly brochures listing library events/policies/services.	3	75.0%	1	25.0%
Publicize library newsletter via email with patrons.	1	25.0%	3	75.0%
Develop an Awareness Campaign for promoting library services in the community.	1	25.0%	3	75.0%

For each objective listed for <b>COMMUNICATIONS</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Continue monthly brochures listing library events/policies/services.	4	100.0%	0	0.0%
Publicize library newsletter via email with patrons.	4	100.0%	0	0.0%
Develop an Awareness Campaign for promoting library services in the community.	4	100.0%	0	0.0%

**Please provide any additional thoughts about this Goal area (COMMUNICATIONS) and any of the individual objectives listed as part of this Goal:**

- I feel we are having some problems promoting community awareness of library services, mostly because many people in the Pahrump Valley do not interact much with internet-based social media, or even read our local newspaper and monthly magazine.
- There is a brochure listing the programs/events for the month. We need an e-mail newsletter and promotion beyond the Facebook page. Fewer people use Facebook than when the old plan was written.

For each objective listed for <b>PATRON SERVICES</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Circulate materials efficiently.	4	100.0%	0	0.0%
Provide staff with training in customer service via staff meetings and workshops.	2	50.0%	2	50.0%
Continue to offer extra services to the patron at minimal costs: i.e. photocopies, fax, notary, Internet access computer and typewriter, etc.	4	100.0%	0	0.0%

For each objective listed for <b>PATRON SERVICES</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Circulate materials efficiently.	4	100.0%	0	0.0%
Provide staff with training in customer service via staff meetings and workshops.	4	100.0%	0	0.0%
Continue to offer extra services to the patron at minimal costs: i.e. photocopies, fax, notary, Internet access computer and typewriter, etc.	4	100.0%	0	0.0%

**Please provide any additional thoughts about this Goal area (PATRON SERVICES) and any of the individual objectives listed as part of this Goal:**

- This is one area where PCL has worked very hard at, mostly because our rural community has few resources other than our library for providing these services. There

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is also more effort at PCL in the past three years going into staff training than there was just prior to that.

- The staff had some online customer service training. There needs to be more customer service training. Services other than a typewriter are still relevant.

For each objective listed for <b>STAFF</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Online Continuing Education Webinar – Nevada State Library and Archive sponsor programs.	3	75.0%	1	25.0%
All current Department Heads will receive Certification from Nevada State Library approved Universities. As part of the Board commitment to education, each staff member will receive \$250.00 for each course completed. All textbooks will be purchased by the library, and will become library property after completion of course.	3	100.0%	0	0.0%
Continue to meet State Library Minimum Standards when the population of Pahrump reaches 50,000. Upon upper level staff vacancies, personnel with MLS will be sought.	3	100.0%	0	0.0%
Maintain the staff currently employed at the library and hire (re-hire) additional staff as revenues increase. Develop merit raises for exceptional annual reviews.	4	100.0%	0	0.0%
Attend NLA, ALA Conferences and Seminars.	1	33.3%	2	66.7%
Staff and Board of Trustees places best interests of the library first. Stress the assets of the library, not weaknesses, to the community.	4	100.0%	0	0.0%
Educational workshops for Library Board Trustee. Attend NLA/ALA Conferences.	2	66.7%	1	33.3%

For each objective listed for <b>STAFF</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Online Continuing Education Webinar – Nevada State Library and Archive sponsor programs.	4	100.0%	0	0.0%
All current Department Heads will receive Certification from Nevada State Library approved Universities. As part of the Board commitment to education, each staff member will receive \$250.00 for each course completed. All textbooks will be purchased by the library, and will become library property after completion of course.	3	100.0%	0	0.0%
Continue to meet State Library Minimum Standards when the population of Pahrump reaches 50,000. Upon upper level staff vacancies, personnel with MLS will be sought.	3	100.0%	0	0.0%
Maintain the staff currently employed at the library and hire (re-hire) additional staff as revenues increase. Develop merit raises for exceptional annual reviews.	4	100.0%	0	0.0%
Attend NLA, ALA Conferences and Seminars.	3	100.0%	0	0.0%
Staff and Board of Trustees places best interests of the library first. Stress the assets of the library, not weaknesses, to the community.	4	100.0%	0	0.0%
Educational workshops for Library Board Trustee. Attend NLA/ALA Conferences.	3	100.0%	0	0.0%

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**Please provide any additional thoughts about this Goal area (STAFF) and any of the individual objectives listed as part of this Goal:**

- I understand the difficulty in enticing highly educated people to relocate to such a remote rural area, let alone keep them living here. PCL is doing much to educate the people we have here, with Nevada state assistance. There is the appearance that the community is growing in population without a proportional increase in library staff. I am unaware of educational workshops and conferences in regards to Library Board Trustees and would have left this blank if I could have. I just don't know about that area.
- There is one staff member regularly watching webinars, but they are being used toward certification, which they did not qualify for when the old plan was written.
  - The educational reimbursement has changed:
    - It is the Library's policy to support and encourage education to all employees. The Board of Trustees will commit to educational support in the following ways: \$150 per credit reimbursement upon successful completion of a class with a grade of "C" or better (or a pass/fail) instructed at a college or university, approved by the Nevada State Library and Archives. Books and materials will be purchased by the Library, but will remain Library property.

For each objective listed for <b>BUILDING</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Progress Made		No - No Progress Made	
	Total	Percent	Total	Percent
Continue to maintain the library as a safe library environment.	3	75.0%	1	25.0%
Periodic evaluation of building conditions, equipment and accessories upgrades.	4	100.0%	0	0.0%
Develop Capital Project Plan to maintain the library building at the current level of excellence and condition. (Do not let the library become old and rundown.) High traffic results in substantial wear and tear on flooring, furniture and equipment.	2	66.7%	1	33.3%
Schedule regular maintenance programs (i.e. carpet and window cleaning).	3	75.0%	1	25.0%



For each objective listed for <b>BUILDING</b> (part of the 2020 through 2024 Pahrump Community Library), please indicate (Yes or No) whether the Library has made progress in achieving the objective and whether or not (Yes or No) the objective is still relevant for the next five years.				
Objective	Yes – Still Relevant		No – Not Relevant	
	Total	Percent	Total	Percent
Continue to maintain the library as a safe library environment.	4	100.0%	0	0.0%
Periodic evaluation of building conditions, equipment and accessories upgrades.	4	100.0%	0	0.0%
Develop Capital Project Plan to maintain the library building at the current level of excellence and condition. (Do not let the library become old and rundown.) High traffic results in substantial wear and tear on flooring, furniture and equipment.	2	66.7%	1	33.3%
Schedule regular maintenance programs (i.e. carpet and window cleaning).	4	100.0%	0	0.0%

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**Please provide any additional thoughts about this Goal area (BUILDING) and any of the individual objectives listed as part of this Goal:**

- I love our library building! It is extraordinary. This is one area where our Library Board has been exemplary in promoting and maintaining.
- The library has been renovated, so creating a plan for that is no longer necessary. We have had window cleaning and a construction clean done. The very high up windows did not get cleaned at the time due to the logistics of getting someone up there. The carpets need cleaned annually and windows need cleaned twice a year, but it is not time yet to complete those.

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## Identifying Existing and Potential Partners

- Categorize activities and organizations that your organization works with or that exist in your community (county, city, organization, individuals, etc.) using the C.A.R.E Model.
  - Make sure to note the name of the organization (county, city, a private sector firm, a community-based non-profit organization etc.) assigned to either Creation, Attraction, Retention, or Expansion.
- 

## Responses

- Dollar General Youth Literacy Grant
  - Summary Reading
- Laura Bush Library Grant
- Snap Dragon Book Foundation
- Library of Congress
- ALA
- WISH: send staff/Board to future annual ALA Conference
- Governor’s Office of Economic Development
- Foundations – Gates, ‘tech guys’
- Local businesses
  - Construction companies
  - Local electric company (power and water)
- Nevada State Library
- Chamber of Commerce
- Great Basin College (mining)
- University of Nevada Cooperative Extension/University of Nevada, Reno
- Hotels and casinos
- Electric Co-Op (Valley Electric)
- Television/Radio stations (local)
- Nye Community Coalition (?)
- Rotary and other service organizations/groups
- Race Track (Spring Mountain), country club
- Solar power developers
- I am running out of time and just need to complete this very long survey!
- I’m still researching
- Great Basin College, Nye County Schools, Valley Electric Association, Chamber of Commerce, local businesses, Great Basin Water, hotels, TV and radio stations, Rotary Club,
- Unknown.

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### Priority or Primary Issues

- What are the priority or primary issues that the community and/or region and the Pahrump Community Library must address over the next five years?
- Consider: Programming and Activities? Resources and Infrastructure (i.e. technology)?Contingency and Resiliency Issues? Community Engagement?

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### Responses

- Technology and Community Engagement are the two biggest.
- More activity options for both kids and adults, Events to promote library functions, events of stay at home mothers/ groups . More family engagement.
- Programming for the community, technology improvements - we need a secondary network for power outage and new network switches, funding - we need to get more grant funding and do more fundraising, staff training
- Community engagement and offering a wider range of activities and programming for adults and seniors
- Maybe, Programming and Activities.

**Pahrump Community Library**  
**Five Year Master Plan**  
**2020-2024**

Susan Wonderly, Director  
Carlton McCaslin, Chair  
Marie Long, Treasurer  
Joy Marshall, Trustee  
John Pawlak, Trustee

## **Pahrump Community Library Mission Statement**

The Mission of the Pahrump Community Library is to serve Pahrump and surrounding communities as a resource center; providing every person with library materials, which satisfy the need for information, assists in the attainment of educational goals, and promote the creative use of leisure time. The Pahrump Community Library's mission includes promoting the value of information and increasing public awareness of services and programs, which aid individuals in developing their intellectual and creative potential. In this capacity, Pahrump Community Library is to provide a literacy program, which promotes adult and family literacy in an effort to eliminate illiteracy within its community. The library offers a broad and relevant collection, a clean and inviting building, and well-trained friendly professional staff and uses current technology to increase access to informational resources.

## **The Role of the Library in the Community**

The role of the Pahrump Community Library is to actively provide for the educational, informational, recreational and cultural needs of the residents of Pahrump and surrounding communities by selecting, acquiring, organizing, preserving and making available our materials and services. We seek to foster an atmosphere of free inquiry and to provide information without bias or discrimination. We have the responsibility to uphold the principles of freedom of expression and the public's "right to know."

The Pahrump Community Library offers print and non-print collections, which contain extensive information on a myriad of subjects, which are accessible to all age groups. Pahrump Community Library also employs technological links for patron access to many on-line resources. The Pahrump Community Library operates in accordance with the principles of professional librarianship and is committed to the tenets of the American Library Association's Library Bill of Rights and Freedom to Read statements.

### **What the Library Offers to the Community**

Currently the library has issued over 20,000 library cards. Library holdings include over 55,000 volumes, including the Southwest Collection, over 4,800 audios, over 4,400 video materials, 53 serial subscriptions, and four newspapers, as well as participating in a state wide database system. There are ten adult Internet computers, 7 instructional computers in the computer lab, and six children's Internet computers. Broadband fiber-optic Internet Service, allowing for faster communications for our library patrons. Wireless computer service is available throughout the library. There are eight listening stations are situated throughout the library, and an art gallery displaying local artists. The library offers year round reading programs for children providing stories, songs, and crafts. We offer a variety of adult programs and workshops each month. Every month, the library engages in a community outreach program ranging from military packages to infant supply drives.

### **Pahrump: A Description**

Pahrump is in the southwest corner of Nye County, 63 miles northwest of Las Vegas and 8 miles from the California border. Pahrump is situated in a valley surrounded by the Spring Mountain Range to the east and the Nopah mountains to the west. The valley is 26 miles long and 12 miles wide and 2,695 feet above sea level. Pahrump has grown rapidly in recent years with an unofficial population count of over 38,930; an increasingly cultural, economic and age-diverse population. The library service area includes Pahrump, plus the outlying communities of Tecopa, Shoshone, Death Valley and Crystal.

## **Vision Statement**

The vision statement describes what the Library would like to see in place in the next five years. Pahrump Community Library will accomplish the library's mission through our commitment to each essential core values. Patron Focus, placing the highest priority on customer service and treat every request as being of equal value. Respect for People, treating all patrons as valued individuals and in return expect the same from our patrons during all our service interactions. Equitable Service, to ensure access to information for people of all ages, abilities, and means. Patron Privacy, safeguarding patron's right to request and obtain information in confidence. Strive to provide friendly, approachable, knowledgeable and expert staff. Many goals are continuous and must be stressed to obtain growth and improvement.

## **Public Service**

Previous Years 2017-2019

- Provided workshops, classes, art displays, and cultural events to enrich the lives of the patrons.
- Provided staff with training in customer service via staff meeting, workshops, and online tutorial classes. (Web Junction)
- Developed a Baby Time Story Time program.
- Developed a S.T.E.A.M. Reading Program for 6 years and up.
- Analyzed the benefits and cost of full processing and cataloging on incoming materials. Cost of the service was greater than staff processing.
- Analyzed benefits and cost of self-check-out. Cost of equipment and supplies for materials out- weighed two staff members for the next 10 years.

Public Services: 2020-2024

- Analyze benefits and cost of P.C. Reservation Internet Management – appointments and prepaid fees.
- Implement fine/fee payments via debit card.
- Develop collaborative programs with other State Library Districts.
- Develop more community interest programs.
- Continue and develop more varieties of activities for Children's Services, drop-in story times, NCLab – coding programs, Literacy Nights.
- Develop collaborative programs with Nye County School District, Pre-K literacy skills. Program that focus on child reading developments as well as parental involvement.
- Continue and develop more resources of Reference Services, developing "Job Now" / Working with Nye Coalition



## **Collections**

Previous Years 2017-2019

- Provided appropriate funding to the Acquisitions Budget.
- Allocated dollars for various formats in accordance with usage and demand.
- Keep the library shelves neat and orderly so items are located quickly.
- Offered access to timely, useful materials in various formats that meet the major needs of the community.
- Provided multiple copies of best sellers to shorten reserve lists on popular materials.
- Established consistent manner for purging missing/lost items in a timely manner.
- Developed a Consortium with Amargosa and Humboldt County Libraries for Overdrive services. Nevada State Library and other Nevada Co-Op Libraries joined Silver Star.

Collections: 2020-2024

- Develop e-material budget model that is scalable as demand increases. Dedicate a predetermined percentage of material budgets to e-materials. Increase holding each year.
- Provide appropriate funding to the Acquisitions Budget.
- Further develop Reader's Advisory Services: Blogs, newsletters, online book clubs, web link to various authors.
- Conduct a deeper analysis of entire collection to determine subject and genre weaknesses, determine collection funding priorities, and determine collection loss rates.
- Collection will be maintained, weeded, and up-dated in a timely fashion.
- Continuous evaluation of collection.

## **Communication**

Previous Years: 2017-2019

- Developed the Library Image in the Community
- Made appearances on local television stations.
- Developed weekly newspaper articles about upcoming events at the library.

Communications: 2020-2024

- Continue monthly brochures listing library events/policies/services.
- Publicize library newsletter via email with patrons.
- Develop an Awareness Campaign for promoting library services in the community.

## Patron Services: 2020-2024

People think of the library as a place where they can spend time, as if it were “a home away from home.” They expect to find an environment where they can use a collection of resources both for educational and entertainment purposes. This environment will be welcoming and comfortable.

- Circulate materials efficiently.
- Provide staff with training in customer service via staff meetings and workshops.
- Continue to offer extra services to the patron at minimal costs: i.e.: photocopies, fax, notary, Internet access computer and typewriter, etc.

## Staff

### Previous Years: 2017-2019

- Provided in-house workshops on service for Pahrump Community Library staff.
- Attended NLA Conferences and Seminars.
- Provided performance evaluations annually for all staff members, and updated job descriptions for all employees.
- Provided ongoing training in current library procedures.
- Developed educational opportunities for all staff.

### Staff: 2020-2024

- Online Continuing Education Webinar – Nevada State Library and Archive sponsor programs.
- All current Department Heads will receive Certification from Nevada State Library approved Universities. As part of the board commitment to education, each staff member will receive \$250.00 for each course completed. All textbooks will be purchased by the library, and will become library property after completion of course.
- Continue to meet the State Library Minimum Standards when the population of Pahrump reaches 50,000. Upon upper level staff vacancies, personnel with MLS will be sought.
- Maintain the staff currently employed at the library and hire (re-hire) additional staff as revenues increase. Develop merit raises for exceptional annual reviews.
- Attend NLA, ALA Conferences and Seminars.
- Staff and Board of Trustees places best interests of the library first. Stress the assets of the library, not weaknesses to, the community.
- Educational workshops for Library Board Trustee. Attend NLA/ALA Conferences.

**Building:**

- Continue to maintain the library as a safe library environment.
- Periodic evaluation of building conditions, equipment and accessories upgrades.
- Develop Capital Project Plan to maintain the library building at the current level of excellence and condition. (Do not let the library become old and rundown.) High traffic results in substantial wear and tear on flooring, furniture and equipment.
- Schedule regular maintenance programs (i.e. carpet and window cleaning).