

**A FIVE-YEAR STRATEGIC PLAN FOR THE PAHRUMP
LIBRARY DISTRICT AND FOR THE PAHRUMP COMMUNITY
LIBRARY, 2026 THROUGH 2030**



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March 2026

This publication, *A Five-Year Strategic Plan for the Pahrump Library District and for the Pahrump Community Library, 2026 through 2030*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the Pahrump Library District, the Pahrump Community Library, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

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ACKNOWLEDGEMENTS

Received by the Pahrump Library District Board of Trustees on xxxx xx, xxxx

Michael Runion, Chairperson
Christopher Salute, Vice-Chairperson
Ann Underdahl, Secretary
Terri Bell, Trustee
Mathew Morris, Trustee

Kimberly Thomas, Library Director

A special thank you to former members of the Pahrump Library District Board of Trustees for their participation and engagement in the development of this new five-year strategic plan Pahrump Library District and for the Pahrump Community Library, including *John Shewalter*.



<https://www.pahrumplibrary.org/>

Pahrump Library District Strategic Planning Workshops

Pahrump Library District Strategic Planning Workshop No. 1
Sunday, September 7, 2025
Pahrump, Nevada

Pahrump Library District Strategic Planning Workshop No. 2
Thursday, December 4, 2025
Pahrump, Nevada

A special thank you to everyone that attended and participated in these strategic planning workshops and in the development of this new five-year strategic plan.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Core Values

Patron Focus, Respect for People, Equitable Service, Patron Privacy

Patron Focus: Representatives of the Pahrump Library District will strive to routinely anticipate and meet the diverse needs and expectations of the community that we serve and the users of our Library. Key aspects of this expectation include understanding user needs, orienting ourselves toward providing a positive and responsive experience and moving beyond simple transactional relationships, ensuring that all people, regardless of their background, have access to the Library's collection of programs, resources, and services, that we continue to adapt and be innovative to remain relevant to our changing community, and act as a community center by providing tools and resources that empower our patrons and users.

Respect for People: The Pahrump Library District is committed to treating all individuals, including patrons and District representatives and staff, with dignity, courtesy, and fairness while ensuring equal access to information in a safe and inclusive environment. Demonstrating respect for people means valuing individual autonomy and patron privacy, providing a welcoming environment, conducting assigned duties and responsibilities professionally, politely, and courteously, and establishing and implementing clear and fair rules including a code of conduct that is based on the principles of mutual respect for our shared spaces and programs, resources, and services.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Core Values

Patron Focus, Respect for People, Equitable Service, Patron Privacy

Equitable Service: The Pahrump Library District is committed to proactively removing barriers and providing tailored resources so that everyone, regardless of their background, ability, or circumstance, can fully access and benefit from the Library’s diverse and vast collection of various programs, resources, and services. Representatives and employees of the Pahrump Library District are expected to regularly identify and work collaboratively to dismantled biases and inequalities in policies and practices, provide access to Library programs, resources, and services that reflect our community’s diverse cultures, experiences, and needs, work directly with all groups to understand and meet their specific needs, and ensure that service is provided based on a need to achieve fairness.

Patron Privacy: The American Library Association staunchly defends any patron’s privacy as a fundamental right essential for intellectual freedom, asserting that public libraries must protect users’ personal information, including reach and search histories and borrowed materials, from unauthorized access by having strong and secure data policies as outlined in the Associations’ Code of Ethics and Library Bill of Rights. The Pahrump Library District expects all representatives and staff of the District to adhere by these guidelines outlined by the American Library Association and other related policies and procedures of the Pahrump Library District.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Mission and Strategic Vision

Mission

The Pahrump Library District provides broad access to information, programs, resources, and services to the community that we serve. Through the promotion of the Pahrump Community Library and the District’s collection of in-person and online and electronic programs, resources, and services, the Pahrump Library District actively aids individuals in developing their intellectual and creative potential by being a welcoming place for individuals to gather and use.

Vision

Over the next five years, the Pahrump Library District is committed to self-empowering individual patrons by actively improving their own literacy. The Pahrump Library District is committed to supporting all types of literacy in our community, including foundational and traditional literacy, modern and technical literacy, subject-specific literacy, and cognitive and social literacy.

Personal literacy is essential as it is the first critical step in unlocking an individual’s personal, economic, and societal growth by enabling individuals to read, write, and comprehend, leading to better academic success, improved job opportunities, enhanced personal physical and mental health, stronger positive community engagement and participation, and greater personal independence. Enhanced literacy of all types is the foundation for lifelong learning, critical thinking, and effective communication in an increasingly complex world.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Goals – *Public Service (PS)*

Public Service (PS) Goal No. 1: Pahrump Library District representatives and staff will continue to actively develop collaborative programs with other agencies and organizations.

Public Service (PS) Goal No. 2: The Pahrump Library District will develop additional community interest programs as part of its broader community engagement and outreach efforts.

Public Service (PS) Goal No. 3: For youth and teens especially, the Pahrump Library District will continue to develop more varieties of activities, programs, resources, and services.

Public Service (PS) Goal No. 4: Both internally and in partnership with other agencies and organizations, the Pahrump Library District will seek to develop additional collaborative programs, resources, and services focused on improving overall levels of community literacy, ranging from foundational and traditional literacy to modern and technical literacy to subject-specific literacy and to cognitive and social literacy.

Public Service (PS) Goal No. 5: Continue and develop additional Reference Services with a focus on enhancing the employment skills and opportunities of individual patrons. Specific efforts may include the development and provision of a beginners computer class, newsletters, and the posting of community resources for job seekers.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Goals – *Collections* (COL)

Collections (COL) Goal No. 1: The Pahrump Library District will actively expand its e-material collection, including, but not limited to, increased access to additional databases and subscription services.

Collections (COL) Goal No. 2: As part of the Pahrump Library District’s ongoing efforts to actively improve its existing collection of various programs, resources, and services, the District will provide appropriate funding in support of the existing Acquisitions Budget.

Collections (COL) Goal No. 3: To further enhance and improve community-wide levels of literacy, the Pahrump Library District will further develop reader advisory services, including, but not limited to, blogs, newsletters (online, including reference materials, programs and services, and senior services), online book clubs, and web links to various authors. This effort may also include increased use of special guest topic experts, professionals, and advocates in key topic areas.

Collections (COL) Goal No. 4: Pahrump Library District staff will continue to analyze the Library’s entire collection to determine subject and genre weaknesses, determine collection funding priorities, and determine collection loss rates.

Collections (COL) Goal No. 4a: The Pahrump Library District is committed to the continuous maintenance of the Library’s entire collection over the next five years, completing timely ‘weeding’, and ensuring that the collection is updated in a timely fashion.

Collections (COL) Goal No. 4b: The Pahrump Library District is committed to a continuous evaluation of the Library’s entire collection.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Goals – *Community Outreach and Engagement (COE)*

Community Outreach and Engagement (COE) Goal No. 1: The Pahrump Library District will continue its production and distribution of monthly brochures, listing various Library activities and special events.

Community Outreach and Engagement (COE) Goal No. 2: The Pahrump Library District will continue to develop and publicize the Library’s newsletter, including hard copies and electronic versions, with patrons and the community over the next five years.

Community Outreach and Engagement (COE) Goal No. 3: Within the next five years, the Pahrump Library District will develop and execute a comprehensive Public Awareness Campaign to promote Library programs, resources, and services throughout the community.

Strategic Goals – *Patron Services (PAT)*

Patron Services (PAT) Goal No. 1: Over the next five years, the Pahrump Library District will continue to identify opportunities for professional development and training specifically in customer service and other relevant topic areas via staff meetings and workshops.

Patron Services (PAT) Goal No. 2: The Pahrump Library District will continue to offer ‘extra services’ to patrons at minimal costs, including access to photocopy services, fax, notary, Internet computer access, and other in-demand services.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Goals – *Staff (STAFF)*

Staff (STAFF) Goal No. 1: Over the next five years, the Pahrump Library District will continue to offer District representatives and staff will ongoing and continual opportunities for professional development and training.

Staff (STAFF) Goal No. 2: The Pahrump Library District is committed to meeting and exceeding the minimum public library standards set out in applicable Nevada state law and administered by the Nevada State Library, Archives, and Public Records Division of the Nevada Department of Administration.

Staff (STAFF) Goal No. 3: To maintain existing staffing levels and expertise and to support Library operations, the Pahrump Library District will develop and implement a comprehensive staff recruitment and retention strategy. These efforts may include the development of merit raises for exceptional annual reviews of District employees.

Staff (STAFF) Goal No. 4: The Pahrump Library District will work to establish a comprehensive set of job descriptions and an accompanying salary schedule for all District positions.

Pahrump Library District and Pahrump Community Library Strategic Plan for 2026 through 2030

Strategic Goals – *Facilities (FAC)*

Facilities (FAC) Goal No. 1: The Pahrump Library District will continue to maintain a safe library environment by identifying and pursuing investments in the overall security of the Library and the District’s physical assets and spaces.

Facilities (FAC) Goal No. 2: Each year over the next five years, the Pahrump Library District will perform and complete a periodic evaluation of the building’s various conditions, equipment, and needed accessory upgrades.

Facilities (FAC) Goal No. 3: The Pahrump Library District will develop and begin implementation of a comprehensive Capital Project Plan for the Pahrump Community Library and its various physical assets and spaces. The District will actively address both internal and external rehabilitation and refurbishment needs as they arise, including the continuation of HVAC contracted services.

Facilities (FAC) Goal No. 4: As part of the comprehensive Capital Project Plan, the Pahrump Library District will identify opportunities to further develop and improve utilization of additional land not currently developed but owned by the District. This effort may include the possible development of outdoor musical festival and performance spaces, additional outdoor storage, improved grounds maintenance, and the identification of funding options.

1.0 Introduction and Overview

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those who may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

-
- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Beginning in mid to late 2025, representatives from the Pahrump Community Library and the Pahrump Library District worked with faculty and staff from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to develop a new five-year comprehensive organizational strategic plan for the Pahrump Community Library, which is administered by the Pahrump Library District. This new organizational strategic plan, spanning the 2026 to 2030 five-year period, is designed to further expand and build upon the Library's status as an essential public service in the community by addressing identified organizational issues and various community and individual patron needs and wants. The critical elements of this new five-year strategic plan for the Pahrump Community Library and the Pahrump Library District include a set of priority issues, a set of core values, a new strategic mission statement and strategic vision statement, and a set of strategic goals and objectives as part of the Library's implementation strategy.

This University Center for Economic Development technical report provides a comprehensive summary of the strategic planning work completed by Pahrump Community Library and Pahrump Library District representatives during two strategic planning workshops held on September 7, 2025 and on December 4, 2025 in Pahrump, Nevada at the Pahrump Community Library and during subsequent follow-up discussions between Library and District staff and representatives and faculty and staff from the University Center for Economic Development. Section 2.0 of this University Center for Economic Development technical report presents a comprehensive summary of various socio-demographic, economic, and housing characteristics for the community of Pahrump and other relevant geographies along with a comprehensive community and organizational assessment completed by Library representatives during the first strategic planning workshop held on September 7, 2025. Section 3.0 of this University Center for Economic Development technical report presents a comprehensive summary and analysis of the results of a community needs assessment survey that was opened on August 11, 2025 and closed on October 10, 2025, the results of which were used to complete parts of the community and organizational assessment presented in Section 2.0 and to develop the critical elements of the new five-year organizational strategic plan presented in Section 4.0. Section 4.0 presents a comprehensive overview of the critical elements of the Pahrump Community Library's new five-year, 2026 through 2030, organizational strategic plan including a new set of core values, a new and updated organizational strategic mission statement and strategic vision statement, and a new set of strategic organizational goals, objectives, and actionable items that will be developed further as the Library begins implementation of the strategic plan.

The Pahrump Library District is responsible for the continued operation and maintenance of the Pahrump Community Library, located at 701 Easter Street in Pahrump, Nevada, including the continued development, administration, and implementation of various Library programs, resources, and services and administration of Library personnel. While separate references to the 'Pahrump Community Library' and/or the 'Library' maybe mentioned throughout this new five-

year strategic plan for the Pahrump Library District, the Pahrump Library District is the official and formal organization responsible for all library operations and administrative functions.

2.0 Evaluation of Community and Organizational Characteristics

The evaluation of community and organizational characteristics for the town of Pahrump and for the Pahrump Community Library involved the collection and analysis of different socio-demographic, economic, and housing characteristics as well as the completion of several facilitated exercises completed during the Pahrump Community Library’s first strategic planning workshop held on September 7, 2025. Representatives from the Pahrump Community Library and the Pahrump Library District completed several facilitated exercises designed to assess community, organizational, and cultural considerations, an examination of community and organizational ‘likes’ and ‘dislikes’, and the completion of a comprehensive Strengths, Weaknesses, Opportunities, and Threats, or SWOT, analysis for both the community and for the Pahrump Community Library.

2.1 Relevant Socio-Demographic, Economic, and Housing Characteristics

The types of programs, resources, and services that public libraries provide are heavily influenced by the specific socio-demographic, economic, and housing conditions and characteristics of the community and region that the public library serves. Changes in these conditions and characteristics over time may also impact and change the types of programs, resources, and services that the public library might develop and deliver to community members and library patrons. As part of the development of this new five-year organizational strategic plan for the Pahrump Community Library, a series of socio-demographic, economic, and housing characteristics were collected and analyzed. Geographically, these characteristics were collected and analyzed for the town of Pahrump and for all of Nye County as well as for the neighboring communities of Amargosa and Beatty. Other geographies used in this analysis included the City of Henderson, the City of Las Vegas, the City of North Las Vegas, for all of Clark County, as well as for the state of Nevada as a whole and for the entire United States. Whenever possible the change in these various socio-demographic, economic, and housing characteristics for each of these geographic areas between 2018 and 2023 are reported.

2.1.a Relevant Socio-Demographic Characteristics

Relevant socio-demographic characteristics included in this analysis include estimations of total population, median age, school enrollment, and educational attainment.

Total Population

Table 2.1 presents the change in total population for the town of Pahrump and for all of Nye County between 2018 and 2023. Similar estimates for the communities of Amargosa, Beatty, the City of Henderson, the City of Las Vegas, the City of North Las Vegas, for all of Clark County,

for the entire state of Nevada, and for the entire United States are also presented. The annual estimates for total population for the town of Pahrump are highlighted.

| Table 2.1 – Total Population Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|--------------------|--------------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 43,705 | 53,207 | 9,502 | 21.7% |
| Amargosa Valley | - | 1,408 | - | - |
| Beatty | 881 | 637 | -244 | -27.7% |
| Pahrump | 36,174 | 45,811 | 9,637 | 26.6% |
| Clark County | 2,141,574 | 2,293,764 | 152,190 | 7.1% |
| City of Henderson | 291,346 | 324,523 | 33,177 | 11.4% |
| City of Las Vegas | 626,637 | 650,873 | 24,236 | 3.9% |
| City of North Las Vegas | 236,986 | 270,773 | 33,787 | 14.3% |
| State of Nevada | 2,922,849 | 3,141,000 | 218,151 | 7.5% |
| United States | 322,903,030 | 332,387,540 | 9,484,510 | 2.9% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

Between 2018 and 2023 Nye County’s total population increased from an estimated 43,705 total individuals in 2018 to an estimated 53,207 total individuals in 2023, a net increase of 9,502 total individuals or by 26.6 percent. While no data was available for 2018, Amargosa Valley’s total population was an estimated 1,408 total individuals in 2023 while the total population for Beatty decreased from an estimated 881 total individuals in 2018 to an estimated 637 total individuals in 2023, a net decrease of 244 total individuals or by -27.7 percent. The total population for Pahrump increased from an estimated 36,174 total individuals in 2018 to an estimated 45,811 total individuals in 2023, a net increase of 9,637 total individuals or by 26.6 percent.

The total population for all of Clark County increased from an estimated 2.14 million total individuals in 2018 to an estimated 2.29 million total individuals in 2023, a net increase of 152,190 total individuals or by 7.1 percent. For the City of Henderson, the total population increased from an estimated 291,346 total individuals in 2018 to an estimated 324,523 total individuals in 2023, a net increase of 33,177 total individuals or by 11.4 percent, increased from

an estimated 626,637 total individuals in 2018 to an estimated 650,873 total individuals in 2023 for the City of Las Vegas, a net increase of 24,236 total individuals or by 3.9 percent, and increased from an estimated 236,986 total individuals in 2018 to an estimated 270,773 total individuals in 2023 for the City of North Las Vegas, a net increase of 33,787 total individuals or by 14.3 percent. Statewide, the total population for the entire state of Nevada increased from an estimated 2.92 million total individuals in 2018 to an estimated 3.14 million total individuals in 2023, a net increase of 218,151 total individuals or by 7.5 percent. Nationwide, the total population for the entire United States increased from an estimated 322.90 million total individuals in 2018 to an estimated 332.39 million total individuals in 2023, a net increase of approximately 9.49 million total individuals or by 14.3 percent.

Median Age

Table 2.2 presents the change in median age for the town of Pahrump and for all of Nye County between 2018 and 2023. Similar estimates for the communities of Amargosa, Beatty, the City of Henderson, the City of Las Vegas, the City of North Las Vegas, for all of Clark County, for the entire state of Nevada, and for the entire United States are also presented. Pahrump is highlighted.

The estimated median age for all of Nye County decreased, slightly, from an estimated 52.7 years of age in 2018 to an estimated 52.4 years of age in 2023, a net decrease of just 0.3 years or by -0.6 percent. While no data was available for 2018, the median age for Amargosa Valley was an estimated 34.5 years of age in 2023 while the median age for Beatty increased from an estimated 42.5 years of age in 2018 to an estimated 62.3 years of age in 2023, a significant net increase of 19.8 years or by 46.6 percent. For Pahrump, the median age declined from an estimated 55.3 years of age in 2018 to an estimated 53.4 years of age in 2023, a net decrease of 1.9 years or by -3.4 percent. Relative to Clark County and to the state of Nevada and to the entire United States, the estimated median age for all of Nye County and specifically for the community of Pahrump was significantly older in both 2018 and 2023.

For all of Clark County, the median age increased from an estimated 37.1 years of age in 2018 to an estimated 38.3 years of age in 2023, a net increase of 1.2 years or by 3.2 percent. The median age for the City of Henderson increased slightly between 2018 and 2023, increasing from an estimated 42.2 years of age in 2018 to an estimated 42.5 years of age in 2023, a net increase of just 0.3 years or by 0.7 percent. For the City of Las Vegas, the median age increased from an estimated 37.7 years of age in 2018 to an estimated 38.5 years of age in 2023, a net increase of 0.8 years or by 2.1 percent while the median age for the City of North Las Vegas increased from an estimated 32.6 years of age in 2018 to an estimated 34.3 years of age in 2023, a net increase of 1.7 years or by 5.2 percent. Comparatively, the median age for the entire state of Nevada increased from an estimated 37.9 years of age in 2018 to an estimated 38.9 years of age in 2023, a net increase of 1.0 years or by 2.6 percent. Nationwide, the median age for the entire United States increased from an estimated 37.9 years of age in 2018 to an estimated 38.7 years of age in 2023, a net increase of 0.8 years or by 2.1 percent.

| Table 2.2 – Median Age Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|-------------|-------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 52.7 | 52.4 | -0.3 | -0.6% |
| Amargosa Valley | - | 34.5 | - | - |
| Beatty | 42.5 | 62.3 | 19.8 | 46.6% |
| Pahrump | 55.3 | 53.4 | -1.9 | -3.4% |
| Clark County | 37.1 | 38.3 | 1.2 | 3.2% |
| City of Henderson | 42.2 | 42.5 | 0.3 | 0.7% |
| City of Las Vegas | 37.7 | 38.5 | 0.8 | 2.1% |
| City of North Las Vegas | 32.6 | 34.3 | 1.7 | 5.2% |
| State of Nevada | 37.9 | 38.9 | 1.0 | 2.6% |
| United States | 37.9 | 38.7 | 0.8 | 2.1% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

School Enrollment

Table 2.3 presents school enrollment of individuals three years of age or older enrolled in school for the town of Pahrump and for all of Nye County in 2023. Similar estimates for the communities of Amargosa, Beatty, the City of Henderson, the City of Las Vegas, the City of North Las Vegas, for all of Clark County, for the entire state of Nevada, and for the entire United States are also presented. Pahrump is highlighted.

In 2023, the largest school enrollment categories for Nye County were Elementary school (grades 1-8) with an estimated 3,724 total students enrolled, High school (grades 9-12) with an estimated 1,989 total students enrolled, and College or graduate school with an estimated 1,160 total students enrolled. For Amargosa Valley, the three largest school enrollment categories in 2023 were Elementary school with an estimated 313 total students enrolled, Kindergarten with an estimated 82 total students enrolled, and High school with an estimated 30 total students enrolled. No school enrollment data for Beatty in 2023 was available but the three largest school enrollment categories for Pahrump were Elementary school with 2,917 total students enrolled,

High school with an estimated 1,694 total students enrolled, and College or graduate school with an estimated 1,086 total students enrolled.

| Table 2.3 – School Enrollment (Population 3 Years of Age and Older Enrolled in School) Nye County, Clark County, State of Nevada, United States 2023 | | | | | |
|---|---------------------|--------------------------|--------------------------|--------------------------------|------------------------|
| Enrollment Category | Nye County | Amargosa Valley | Beatty | Pahrump | State of Nevada |
| Nursery school, preschool | 319 | 0 | - | 287 | 30,492 |
| Kindergarten | 621 | 82 | - | 485 | 36,855 |
| Elementary school (grades 1-8) | 3,724 | 313 | - | 2,917 | 307,684 |
| High school (grades 9-12) | 1,989 | 30 | - | 1,694 | 162,203 |
| College or graduate school | 1,160 | 0 | - | 1,086 | 165,777 |
| Total | 7,813 | 425 | - | 6,469 | 703,011 |
| Enrollment Category | Clark County | City of Henderson | City of Las Vegas | City of North Las Vegas | United States |
| Nursery school, preschool | 21,702 | 3,327 | 6,337 | 2,412 | 4,616,689 |
| Kindergarten | 27,927 | 4,085 | 7,949 | 3,541 | 4,047,893 |
| Elementary school (grades 1-8) | 229,382 | 33,068 | 64,735 | 31,761 | 32,744,426 |
| High school (grades 9-12) | 120,914 | 16,112 | 35,136 | 17,226 | 17,320,402 |
| College or graduate school | 118,627 | 17,645 | 32,128 | 14,429 | 21,391,554 |
| Total | 518,552 | 74,237 | 146,285 | 69,369 | 80,120,964 |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2023

For all of Clark County in 2023, the three largest school enrollment categories were Elementary school with an estimated 229,382 total students enrolled, High school with an estimated 120,914 total students enrolled, and College or graduate school with an estimated 118,627 total students enrolled. The City of Henderson, the City of Las Vegas, and the City of North Las Vegas had similar school enrollment trends as all of Clark County. In 2023, the three largest school enrollment categories for the City of Henderson, the City of Las Vegas, and the City of North Las Vegas were Elementary school (with an estimated 33,068 total students, an estimated 64,735 total students, and an estimated 31,761 total students enrolled respectively), High school (with an estimated 16,112 total students, an estimated 35,136 total students, and 17,226 total students enrolled respectively), and College or graduate school (with an estimated 17,645 total students, an estimated 32,128 total students, and an estimated 14,429 total students enrolled respectively).

Comparatively, the three largest school enrollment categories for the entire state of Nevada in 2023 were Elementary school with an estimated 307,684 total students enrolled, College or graduate school with an estimated 165,777 total students enrolled, and High school with an estimated 162,203 total students enrolled. Nationwide, the three largest school enrollment categories for the entire United States in 2023 were Elementary school with an estimated 32.74 million total students enrolled, College or graduate school with an estimated 21.39 million total students enrolled, and High school with an estimated 17.32 million total students enrolled.

Educational Attainment

Table 2.4 presents educational attainment levels for all of Nye County, for the communities of Amargosa, Beatty, and Pahrump, and for the entire state of Nevada as well as for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and for the City of North Las Vegas, and for the entire United States. The largest educational attainment groups for each geography in 2023 are highlighted.

In 2023, the three largest educational attainment levels for all of Nye County were High school graduate or higher with an estimated 35,910 total individuals, High school graduate (includes equivalency) with an estimated 14,718 total individuals, and Some college, no degree with an estimated 12,503 total individuals. For Amargosa, the three largest educational attainment levels in 2023 were High school graduate or higher with an estimated 653 total individuals, High school graduate (includes equivalency) with an estimated 278 total individuals, and Bachelor's degree or higher with an estimated 170 total individuals and, Beatty, the three largest educational attainment levels in 2023 were High school graduate or higher with an estimated 440 total individuals, High school graduate (includes equivalency) with an estimated 224 total individuals, and Bachelor's degree or higher with an estimated 139 total individuals. The three largest educational attainment levels for the town of Pahrump in 2023 were High school graduate or higher with an estimated 31,029 total individuals, High school graduate (includes equivalency) with an estimated 12,474 total individuals, and Some college, no degree with an estimated 10,966 total individuals. Statewide, the three largest educational attainment levels in 2023 for the entire state of Nevada were High school graduate or higher with an estimated 1.92 million total individuals, High school graduate (includes equivalency) with an estimated 602,478 total individuals, and Bachelor's degree or higher with an estimated 601,393 total individuals.

| Table 2.4 – Educational Attainment (Population 25 Years of Age and Older), Part 1 Nye County, Clark County, State of Nevada, United States 2023 | | | | | |
|--|---------------------|--------------------------|--------------------------|--------------------------------|------------------------|
| Educational Attainment Level | Nye County | Amargosa Valley | Beatty | Pahrump | State of Nevada |
| Less than 9th grade | 1,888 | 87 | 83 | 1,662 | 117,806 |
| 9th to 12th grade, no diploma | 3,642 | 0 | 114 | 3,373 | 159,583 |
| High school graduate (includes equivalency) | 14,718 | 278 | 224 | 12,474 | 602,478 |
| Some college, no degree | 12,503 | 168 | 77 | 10,966 | 523,537 |
| Associate's degree | 3,437 | 37 | 0 | 3,066 | 191,284 |
| Bachelor's degree | 3,582 | 110 | 92 | 3,065 | 390,041 |
| Graduate or professional degree | 1,670 | 60 | 47 | 1,458 | 211,352 |
| High school graduate or higher | 35,910 | 653 | 440 | 31,029 | 1,918,692 |
| Bachelor's degree or higher | 5,252 | 170 | 139 | 4,523 | 601,393 |
| Educational Attainment Level | Clark County | City of Henderson | City of Las Vegas | City of North Las Vegas | United States |
| Less than 9th grade | 91,135 | 5,135 | 28,031 | 14,818 | 10,732,389 |
| 9th to 12th grade, no diploma | 118,860 | 9,347 | 35,732 | 14,982 | 13,497,828 |
| High school graduate (includes equivalency) | 439,764 | 55,195 | 120,095 | 56,846 | 59,836,489 |
| Some college, no degree | 372,777 | 58,155 | 106,593 | 40,948 | 44,354,396 |
| Associate's degree | 135,109 | 21,524 | 36,266 | 15,386 | 20,059,257 |
| Bachelor's degree | 286,282 | 54,797 | 77,555 | 21,611 | 48,591,540 |
| Graduate or professional degree | 148,620 | 32,185 | 44,917 | 10,245 | 31,362,762 |
| High school graduate or higher | 1,382,552 | 221,856 | 385,426 | 145,036 | 204,204,444 |
| Bachelor's degree or higher | 434,902 | 86,982 | 122,472 | 31,856 | 79,954,302 |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2023

For all of Clark County, the three largest educational levels in 2023 were High school graduate or higher with an estimated 1.38 million total individuals, High school graduate (includes equivalency) with an estimated 439,764 total individuals, and Bachelor's degree or higher with an estimated 434,902 total individuals. In 2023, the three largest educational levels for the City of Henderson were High school graduate or higher with 221,856 total individuals, Bachelor's degree or higher with 86,982 total individuals, and Some college, no degree with 58,155 total individuals. For the City of Las Vegas, the three largest educational levels in 2023 were High school graduate or higher with 385,426 total individuals, Bachelor's degree or higher with 122,472 total individuals, and High school graduate (includes equivalency) with 120,095 total individuals and, for the City of North Las Vegas, the three largest educational attainment levels were High school graduate or higher with 145,036 total individuals, High school graduate (includes equivalency) with 56,846 total individuals, and Some college, no degree with 40,948 total individuals.

Statewide, the three largest educational attainment levels for the entire state of Nevada in 2023 were High school graduate or higher with an estimated 1.92 million total individuals, High school graduate (includes equivalency) with an estimated 602,478 total individuals, and Bachelor's degree or higher with an estimated 601,393 total individuals.

2.1.b Relevant Economic Characteristics

Relevant economic characteristics included in this analysis include estimations of median household income, median family income, per capita income, percent of individuals whose income in the past 12 months was below the poverty level for individuals aged 18 years of age or older, and the civilian labor force unemployment rate.

Median Household Income

Table 2.5 presents the change in median household income for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

Between 2018 and 2023, median household income for all of Nye County increased from an estimated \$45,711 in 2018 to an estimated \$55,975 in 2023, a net increase of \$10,264 or by 22.5 percent. While there was no data available for Amargosa Valley in 2018 and no data for Beatty in 2023, median household income for Amargosa Valley in 2023 was an estimated \$55,573 and was an estimated \$32,743 in 2018 for Beatty. For Pahrump, median household income increased from an estimated \$45,480 in 2018 to an estimated \$58,560 in 2023, a net increase of \$13,080 or by 28.8 percent. For all of Clark County, median household income increased from an estimated \$56,802 in 2018 to an estimated \$73,845 in 2023, a net increase of \$17,043 or by 30.0 percent. Median household income for the City of Henderson increased from an estimated \$69,940 in 2018 to an estimated \$88,654 in 2023, a net increase of \$18,714 or by 26.8 percent, increased from an estimated \$54,694 in 2018 to an estimated \$70,723 in 2023 for the City of Las Vegas, a net increase of \$16,029 or by 29.3 percent, and increased from an estimated \$57,723 in 2018 to

an estimated \$76,772 in 2023 for the City of North Las Vegas, a net increase of \$19,049 or by 33.0 percent.

| Table 2.5 – Median Household Income Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|---|-----------------|-----------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | \$45,711 | \$55,975 | \$10,264 | 22.5% |
| Amargosa Valley | - | \$55,573 | - | - |
| Beatty | \$32,743 | - | - | - |
| Pahrump | \$45,480 | \$58,560 | \$13,080 | 28.8% |
| Clark County | \$56,802 | \$73,845 | \$17,043 | 30.0% |
| City of Henderson | \$69,940 | \$88,654 | \$18,714 | 26.8% |
| City of Las Vegas | \$54,694 | \$70,723 | \$16,029 | 29.3% |
| City of North Las Vegas | \$57,723 | \$76,772 | \$19,049 | 33.0% |
| State of Nevada | \$57,598 | \$75,561 | \$17,963 | 31.2% |
| United States | \$60,293 | \$78,538 | \$18,245 | 30.3% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

Statewide, median household income for the entire state of Nevada increased from an estimated \$57,598 in 2018 to an estimated \$75,561 in 2023, a net increase of \$17,963 or by 31.2 percent. Nationwide, median household income for the entire United States increased from an estimated \$60,293 in 2018 to an estimated \$78,538 in 2023, a net increase of \$18,245 or by 30.3 percent.

Median Family Income

Table 2.6 presents the change in median family income for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

Median family income for all of Nye County increased from an estimated \$56,150 in 2018 to an estimated \$67,566 in 2023, a net increase of \$11,416 or by 20.3 percent. While there was no data available in 2018 for Amargosa Valley, median family income for Amargosa Valley in 2023 was an estimated \$56,823. Between 2018 and 2023, median family income for Beatty decreased from an estimated \$56,250 in 2018 to an estimated \$50,221 in 2023, a net decrease of \$6,029 or by -10.7 percent but increased between 2018 and 2023 for Pahrump, increasing from an estimated \$55,294 in 2018 to an estimated \$67,684 in 2023, a net increase of \$12,390 or by 22.4 percent.

| Table 2.6 – Median Family Income Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|-----------------|-----------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | \$56,150 | \$67,566 | \$11,416 | 20.3% |
| Amargosa Valley | - | \$56,823 | - | - |
| Beatty | \$56,250 | \$50,221 | -\$6,029 | -10.7% |
| Pahrump | \$55,294 | \$67,684 | \$12,390 | 22.4% |
| Clark County | \$66,968 | \$86,678 | \$19,710 | 29.4% |
| City of Henderson | \$83,247 | \$105,395 | \$22,148 | 26.6% |
| City of Las Vegas | \$66,150 | \$86,305 | \$20,155 | 30.5% |
| City of North Las Vegas | \$62,598 | \$84,866 | \$22,268 | 35.6% |
| State of Nevada | \$68,700 | \$89,735 | \$21,035 | 30.6% |
| United States | \$73,965 | \$96,922 | \$22,957 | 31.0% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

For all of Clark County, median family income increased from an estimated \$66,968 in 2018 to an estimated \$86,678 in 2023, a net increase of \$19,710 or by 29.4 percent. Median family income for the City of Henderson increased from an estimated \$83,247 in 2018 to an estimated \$105,395 in 2023, a net increase of \$22,148 or by 26.6 percent, increased from an estimated \$66,150 in 2018 to an estimated \$86,305 in 2023 for the City of Las Vegas, a net increase of \$20,155 or by 30.5 percent, and increased from an estimated \$62,598 in 2018 to an estimated \$84,866 in 2023 for the City of North Las Vegas, a net increase of \$22,268 or by 35.6 percent.

Comparatively, median family income for the entire state of Nevada increased from an estimated \$68,700 in 2018 to an estimated \$89,735 in 2023, a net increase of \$21,035 or by 30.6 percent and increased nationwide for the entire United States from an estimated \$73,965 in 2018 to an estimated \$96,922 in 2023, a net increase of \$22,957 or by 31.0 percent

Per Capita Income

Table 2.7 presents the change in per capita income for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

| Table 2.7 – Per Capita Income Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|---|-----------------|-----------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | \$25,092 | \$32,336 | \$7,244 | 28.9% |
| Amargosa Valley | - | \$24,497 | - | - |
| Beatty | \$27,641 | \$24,516 | -\$3,125 | -11.3% |
| Pahrump | \$24,412 | \$32,553 | \$8,141 | 33.3% |
| Clark County | \$29,256 | \$38,654 | \$9,398 | 32.1% |
| City of Henderson | \$37,861 | \$49,141 | \$11,280 | 29.8% |
| City of Las Vegas | \$29,304 | \$38,421 | \$9,117 | 31.1% |
| City of North Las Vegas | \$22,958 | \$30,954 | \$7,996 | 34.8% |
| State of Nevada | \$29,961 | \$39,963 | \$10,002 | 33.4% |
| United States | \$32,621 | \$43,289 | \$10,668 | 32.7% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

Between 2018 and 2023, per capita income for all of Nye County increased from an estimated \$25,092 in 2018 to an estimated \$32,336 in 2023, a net increase of \$7,244 or by 28.9 percent. While no data for 2018 was available for Amargosa Valley, per capita income for Amargosa Valley in 2023 was an estimated \$24,497. For Beatty, per capita income decreased from an

estimated \$27,641 in 2018 to an estimated \$24,516 in 2023, a net decrease of \$3,125 or by a percentage decrease of -11.3 percent while per capita income for Pahrump increased from an estimated \$24,412 in 2018 to an estimated \$32,553 in 2023, a net increase of \$8,141 or by 33.3 percent.

Per capita income for all of Clark County increased from an estimated \$29,256 in 2018 to an estimated \$38,654 in 2023, a net increase of \$9,398 or by 32.1 percent. For the City of Henderson, per capita income increased from an estimated \$37,861 in 2018 to an estimated \$49,141 in 2023, a net increase of \$11,280 or by 29.8 percent, increased from an estimated \$29,304 in 2018 to an estimated \$38,421 in 2023 for the City of Las Vegas, a net increase of \$9,117 or by 31.1 percent, and increased from an estimated \$22,958 in 2018 to an estimated \$30,954 in 2023 for the City of North Las Vegas, a net increase of \$7,996 or by 34.8 percent. Statewide, per capita income for the entire state of Nevada increased from an estimated \$29,961 in 2018 to an estimated \$39,963 in 2023, a net increase of \$10,002 or by 33.4 percent. Nationwide, per capita income for the entire United States increased from an estimated \$32,621 in 2018 to an estimated \$43,289 in 2023, a net increase of \$10,668 or by 32.7 percent.

Poverty Rate

Table 2.8 presents the change in the percentage of individuals whose income in the past 12 months was below the poverty level aged 18 years and over, or poverty rate, for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

The percentage of individuals aged 18 years of age and over whose income in the past 12 months was below the poverty level, or the poverty rate, for all of Nye County decreased from an estimated 15.0 percent in 2018 to an estimated 14.7 percent in 2023, a net decrease of 0.3 percent or by a percentage decrease of -2.0 percent. While no data was available for 2018 for Amargosa Valley, the poverty rate for Amargosa Valley in 2023 was an estimated 27.3 percent. Between 2018 and 2023, the poverty rate for Beatty decreased significantly, declining from an estimated 16.1 percent in 2018 to an estimated 7.8 percent in 2023, a net decrease of 8.3 percent or by a percentage decrease of -51.6 percent and decreased for Pahrump, declining from an estimated 15.5 percent in 2018 to an estimated 14.4 percent in 2023, a net decrease of 1.1 percent or by a percentage decrease of -7.1 percent.

The poverty rate for all of Clark County declined from an estimated 12.3 percent in 2018 to an estimated 11.8 percent in 2023, a net decrease of 0.5 percent or by a percentage decrease of -4.1 percent. For the City of Henderson, the poverty rate remained unchanged at an estimated 7.9 percent in both 2018 and 2023, declined from an estimated 13.6 percent in 2018 to an estimated 12.9 percent in 2023 for the City of Las Vegas, a net decrease of 0.7 percent or by a percentage decrease of -5.1 percent, and declined from an estimated 11.7 percent in 2018 to an estimated 10.6 percent in 2023 for the City of North Las Vegas, a net decrease of 1.1 percent or by a percentage decrease of -9.4 percent.

| Table 2.8 – Percentage of Individuals Whose Income in the Past 12 Months is Below the Poverty Level, 18 Years and Over Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|--------------|--------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 15.0% | 14.7% | -0.3% | -2.0% |
| Amargosa Valley | - | 27.3% | - | - |
| Beatty | 16.1% | 7.8% | -8.3% | -51.6% |
| Pahrump | 15.5% | 14.4% | -1.1% | -7.1% |
| Clark County | 12.3% | 11.8% | -0.5% | -4.1% |
| City of Henderson | 7.9% | 7.9% | 0.0% | 0.0% |
| City of Las Vegas | 13.6% | 12.9% | -0.7% | -5.1% |
| City of North Las Vegas | 11.7% | 10.6% | -1.1% | -9.4% |
| State of Nevada | 12.0% | 10.4% | -1.6% | -13.3% |
| United States | 12.4% | 10.4% | -2.0% | -16.1% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

Comparatively, the poverty rate for the entire state of Nevada declined from an estimated 12.0 percent in 2018 to an estimated 10.4 percent in 2023, a net decrease of 1.6 percent or by a percentage decrease of -13.3 percent. Nationwide, the poverty rate for the entire United States declined from an estimated 12.4 percent in 2018 to an estimated 10.4 percent in 2023, a net decrease of 2.0 percent or by a percentage decrease of -16.1 percent.

Civilian Unemployment Rate

Table 2.9 presents the change in the civilian unemployment rate for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

Between 2018 and 2023, the civilian unemployment rate for all of Nye County remained relatively unchanged, increasingly slightly from an estimated 9.4 percent in 2018 to an estimated 9.5 percent in 2023, a net increase of 0.1 percent or by a percentage increase of 1.1 percent. While no data was available for 2018 for Amargosa Valley, the civilian unemployment rate for Amargosa Valley in 2023 was an estimated 0.3 percent but declined from an estimated 10.9 percent in 2018 to an estimated 0.0 percent in 2023 for Beatty, a net decline of 10.9 percent or by a percentage decrease of -100.0 percent. The civilian unemployment rate for Pahrump increased from an estimated 9.8 percent in 2018 to an estimated 10.1 percent in 2023, a net increase of 0.3 percent or by a percentage increase of 3.1 percent.

| Table 2.9 – Civilian Unemployment Rate Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|-------------|--------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 9.4% | 9.5% | 0.1% | 1.1% |
| Amargosa Valley | - | 0.3% | - | - |
| Beatty | 10.9% | 0.0% | -10.9% | -100.0% |
| Pahrump | 9.8% | 10.1% | 0.3% | 3.1% |
| Clark County | 7.2% | 7.4% | 0.2% | 2.8% |
| City of Henderson | 6.3% | 6.7% | 0.4% | 6.3% |
| City of Las Vegas | 7.6% | 7.2% | -0.4% | -5.3% |
| City of North Las Vegas | 7.2% | 8.1% | 0.9% | 12.5% |
| State of Nevada | 6.9% | 6.8% | -0.1% | -1.4% |
| United States | 5.9% | 5.2% | -0.7% | -11.9% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

For all of Clark County, the civilian unemployment rate increased from an estimated 7.2 percent in 2018 to an estimated 7.4 percent in 2023, a net increase of 0.2 percent or by a percentage increase of 2.8 percent. The civilian unemployment rate for the City Henderson increased from an estimated 6.3 percent in 2018 to an estimated 6.7 percent in 2023, a net increase of 0.4 percent or by a percentage increase of 0.4 percent while the civilian unemployment rate for the City of Las Vegas decreased from an estimated 7.6 percent in 2018 to an estimated 7.2 percent in 2023,

a net decrease of 0.4 percent or by a percentage decrease of -5.3 percent. For the City of North Las Vegas, the civilian unemployment increased from an estimated 7.2 percent in 2018 to an estimated 8.1 percent in 2023, a net increase of 0.9 percent or by a percentage increase of 12.5 percent. Comparatively, the civilian unemployment rate for the entire state of Nevada decreased from an estimated 6.9 percent in 2018 to an estimated 6.8 percent in 2023, a net decrease of 0.1 percent or by a percentage decrease of -1.4 percent. Nationwide, the civilian unemployment rate for the entire United States decreased from an estimated 5.9 percent in 2018 to an estimated 5.2 percent in 2023, a net decrease of 0.7 percent or by a percentage decrease of -11.9 percent.

2.1.c Relevant Household and Housing Characteristics

Relevant household and housing characteristics included in this analysis include estimations of the percentage of total households with a computer, the percentage of total households with a broadband internet subscription, and the total number of housing units.

Percentage of Total Households with a Computer

Table 2.10 presents the change in the percentage of total households with a computer or other similar electronic device for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

The percentage of total households with a computer or similar electronic device for all Nye County increased from an estimated 87.6 percent in 2018 to an estimated 92.5 percent in 2023, a net increase of 4.9 percent or by a percentage increase of 5.6 percent. While no data was available for 2018 for Amargosa Valley, the percentage of total households with a computer or other similar electronic device for Amargosa Valley in 2023 was an estimated 80.2 percent. Between 2018 and 2023, the percentage of total households with a computer or other similar electronic device for Beatty decreased from an estimated 81.1 percent in 2018 to an estimated 80.9 percent in 2023, a net decrease of 0.2 percent or by a percentage decrease of -0.2 percent. For the community of Pahrump, the percentage of total households with a computer or other similar electronic device increased from an estimated 88.1 percent in 2018 to an estimated 92.8 percent in 2023, a net increase of 4.7 percent or by a percentage increase of 5.3 percent.

For all of Clark County, the percentage of total households with a computer increased from an estimated 91.4 percent in 2018 to an estimated 96.3 percent in 2023, a net increase of 4.9 percent or by 5.4 percent. The percentage of total households with a computer for the City of Henderson increased from an estimated 93.0 percent in 2018 to an estimated 97.2 percent in 2023, a net increase of 4.2 percent or by a percentage increase of 4.5 percent, increased from an estimated 90.4 percent in 2018 to an estimated 95.6 percent in 2023 for the City of Las Vegas, a net increase of 5.2 percent or by a percentage increase of 5.8 percent, and increased from an estimated 93.4 percent in 2018 to an estimated 97.0 percent in 2023 for the City of North Las Vegas, a net increase of 3.6 percent or by a percentage increase of 3.9 percent. Statewide, the percentage of total households with a computer or other similar electronic device increased from an estimated 91.2 percent in 2018 to an estimated 96.1 percent in 2023, a net increase of 4.9

percent or by a percentage increase of 5.4 percent. Nationwide, the percentage of total households with a computer for the entire United States increased from an estimated 88.8 percent in 2018 to an estimated 94.8 percent in 2023, a net increase of 6.0 percent or by a percentage increase of 6.8 percent.

| Table 2.10 – Percentage of Total Households with a Computer Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|---|--------------|--------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 87.6% | 92.5% | 4.9% | 5.6% |
| Amargosa Valley | - | 80.2% | - | - |
| Beatty | 81.1% | 80.9% | -0.2% | -0.2% |
| Pahrump | 88.1% | 92.8% | 4.7% | 5.3% |
| | | | | |
| Clark County | 91.4% | 96.3% | 4.9% | 5.4% |
| City of Henderson | 93.0% | 97.2% | 4.2% | 4.5% |
| City of Las Vegas | 90.4% | 95.6% | 5.2% | 5.8% |
| City of North Las Vegas | 93.4% | 97.0% | 3.6% | 3.9% |
| | | | | |
| State of Nevada | 91.2% | 96.1% | 4.9% | 5.4% |
| United States | 88.8% | 94.8% | 6.0% | 6.8% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

Percentage of Total Households with a Broadband Internet Subscription

Table 2.11 presents the change in the percentage of total households with a broadband Internet subscription for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

Between 2018 and 2023, the percentage of total households with a broadband Internet subscription for all of Nye County increased from an estimated 87.6 percent in 2018 to an estimated 92.5 percent in 2023, a net increase of 4.9 percent or by a percentage increase of 5.6

percent. While no data was available for 2018 for Amargosa Valley, the percentage of total households with a broadband Internet subscription for Amargosa Valley in 2023 was an estimated 55.2 percent. The percentage of total households with a broadband Internet subscription for Beatty decreased from an estimated 63.8 percent in 2018 to an estimated 36.5 percent in 2023, a net decrease of 27.3 percent or by a percentage decrease of -42.8 percent, while the percentage of total households with a broadband Internet subscription for Pahrump increased from an estimated 74.0 percent in 2018 to an estimated 82.2 percent in 2023, a net increase of 8.2 percent or by 11.1 percent.

| Table 2.11 – Percentage of Total Households with a Broadband Internet Subscription Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|--------------|--------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 87.6% | 92.5% | 4.9% | 5.6% |
| Amargosa Valley | - | 55.2% | - | - |
| Beatty | 63.8% | 36.5% | -27.3% | -42.8% |
| Pahrump | 74.0% | 82.2% | 8.2% | 11.1% |
| Clark County | 81.0% | 90.5% | 9.5% | 11.7% |
| City of Henderson | 87.2% | 93.9% | 6.7% | 7.7% |
| City of Las Vegas | 78.5% | 89.1% | 10.6% | 13.5% |
| City of North Las Vegas | 81.7% | 92.0% | 10.3% | 12.6% |
| State of Nevada | 91.2% | 96.1% | 4.9% | 5.4% |
| United States | 88.8% | 94.8% | 6.0% | 6.8% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

For all of Clark County, the percentage of total households with a broadband Internet subscription increased from an estimated 81.0 percent in 2018 to an estimated 90.5 percent in 2023, a net increase of 9.5 percent or by a percentage increase of 11.1 percent. The percentage of total households with a broadband Internet subscription for the City of Henderson increased from an estimated 87.2 percent in 2018 to an estimated 93.9 percent in 2023, a net increase of 6.7 percent or by a percentage increase of 7.7 percent and increased from an estimated 78.5 percent in 2018 to an estimated 89.1 percent in 2023 for the City of Las Vegas, a net increase of 10.6

percent or by a percentage increase of 13.5 percent. For the City of North Las Vegas, the percentage of total households with a broadband Internet subscription increased from an estimated 81.7 percent in 2018 to an estimated 92.0 percent in 2023, a net increase of 10.3 percent or by a percentage increase of 12.6 percent.

Statewide, the percentage of total households with a broadband Internet subscription for the entire state of Nevada increased from an estimated 91.2 percent in 2018 to an estimated 96.1 percent in 2023, a net increase of 4.9 percent or by a percentage increase of 5.4 percent. The percentage of total households with a broadband Internet subscription for the entire United States increased from an estimated 88.8 percent in 2018 to an estimated 94.8 percent in 2023, a net increase of 6.0 percent or by a percentage increase of 6.8 percent.

Total Number of Housing Units (Occupied and Vacant)

Table 2.12 presents the change in the total number of housing units, occupied and vacant combined, for all of Nye County between 2018 and 2023, for the communities of Amargosa, Beatty, and Pahrump, for all of Clark County, for the communities of the City of Henderson, the City of Las Vegas, and the City of North Las Vegas, and for the entire state of Nevada and for the entire United States. Pahrump is highlighted.

Between 2018 and 2023, the total number of housing units, occupied and vacant combined, for all Nye County increased from an estimated 22,339 total housing units in 2018 to an estimated 25,186 total housing units in 2023, a net increase of 2,847 total housing units or by 12.7 percent. While no data was available for 2018 for Amargosa Valley, the total number of housing units for Amargosa Valley in 2023 was an estimated 490 total units. For Beatty, the total number of housing units decreased from an estimated 664 total units in 2018 to an estimated 452 total units in 2023, a net decrease of 212 total units or by -31.9 percent, while the total number of housing units for Pahrump increased from an estimated 17,776 total units in 2018 to an estimated 21,064 total units in 2023, a net increase of 3,288 total units or by 18.5 percent.

For all of Clark County, the total number of housing, occupied and vacant combined, increased from an estimated 888,556 total units in 2018 to an estimated 935,960 total units in 2023, a net increase of 47,404 total units or by 5.3 percent. The total number of housing units for the City of Henderson increased from an estimated 127,559 total units in 2018 to an estimated 136,901 total units in 2023, a net increase of 9,342 total units or by 7.3 percent, while the total number of housing units for the City of Las Vegas increased from an estimated 255,611 total units in 2018 to an estimated 263,958 total units in 2023, a net increase of 8,347 total units or by 3.3 percent. For the City of North Las Vegas, the total number of housing units increased from an estimated 79,551 total units in 2018 to an estimated 91,524 total units in 2023, a net increase of 11,973 total units or by 15.1 percent.

Comparatively, the total number of housing units for the entire state of Nevada increased from an estimated 1.24 million total units in 2018 to an estimated 1.31 million total units in 2023, a net increase of 72,242 total units or by 5.8 percent. Nationwide, the total number of housing units for the entire United States increased from an estimated 136.38 million total units in 2018 to an

estimated 142.33 million total units in 2023, a net increase of approximately 5.95 million total units or by 4.4 percent.

| Table 2.12 – Total Number of Housing Units (Occupied and Vacant) Nye County, Clark County, State of Nevada, United States 2018 and 2023 | | | | |
|--|--------------------|--------------------|------------------------------------|-------------------------------------|
| Community | 2018 | 2023 | 2018-2023 Actual Change | 2018-2023 Percent Change |
| Nye County | 22,339 | 25,186 | 2,847 | 12.7% |
| Amargosa Valley | - | 490 | - | - |
| Beatty | 664 | 452 | -212 | -31.9% |
| Pahrump | 17,776 | 21,064 | 3,288 | 18.5% |
| Clark County | 888,556 | 935,960 | 47,404 | 5.3% |
| City of Henderson | 127,559 | 136,901 | 9,342 | 7.3% |
| City of Las Vegas | 255,611 | 263,958 | 8,347 | 3.3% |
| City of North Las Vegas | 79,551 | 91,524 | 11,973 | 15.1% |
| State of Nevada | 1,235,096 | 1,307,338 | 72,242 | 5.8% |
| United States | 136,384,292 | 142,332,876 | 5,948,584 | 4.4% |

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 and 2023

2.2 General Assessment of Community and Organizational Culture

As part of the general community and organizational assessment, workshop participants representing the Pahrump Community Library and Pahrump Library District were asked to complete a series of facilitated exercises. These exercises were generally designed to evaluate and identify key community and organizational cultural characteristics to build and sustain an organizational culture that facilitates and accelerates the achievement of organizational strategic goals and objectives while fostering a sense personal accountability needed to support strategy execution and ownership. This subsection presents a general summary of the general community and organizational assessment completed by workshop participants representing the Pahrump Community Library and the Pahrump Library District. Workshop participants representing the Library and Library District were initially asked to answer three specific questions regarding

community and organizational culture including: (1) If your community and/or organization was a person, what would it be like and why?, (2) If your community and/or organization was a car, what would it be like and why?, and (3) If a musical score was put to the daily activity of your community and/or organization, what would it sound like and why?

Figure 2.1 presents a word cloud summarizing the answers provided by workshop participants representing the Pahrump Community Library and the Pahrump Library District for the question, “If your community and/or organization was a person, what would it be like and why?”.

Figure 2.1 – If your community and/or organization was a person, what would it be like and why?

**Pahrump Community Library Strategic Planning Workshop
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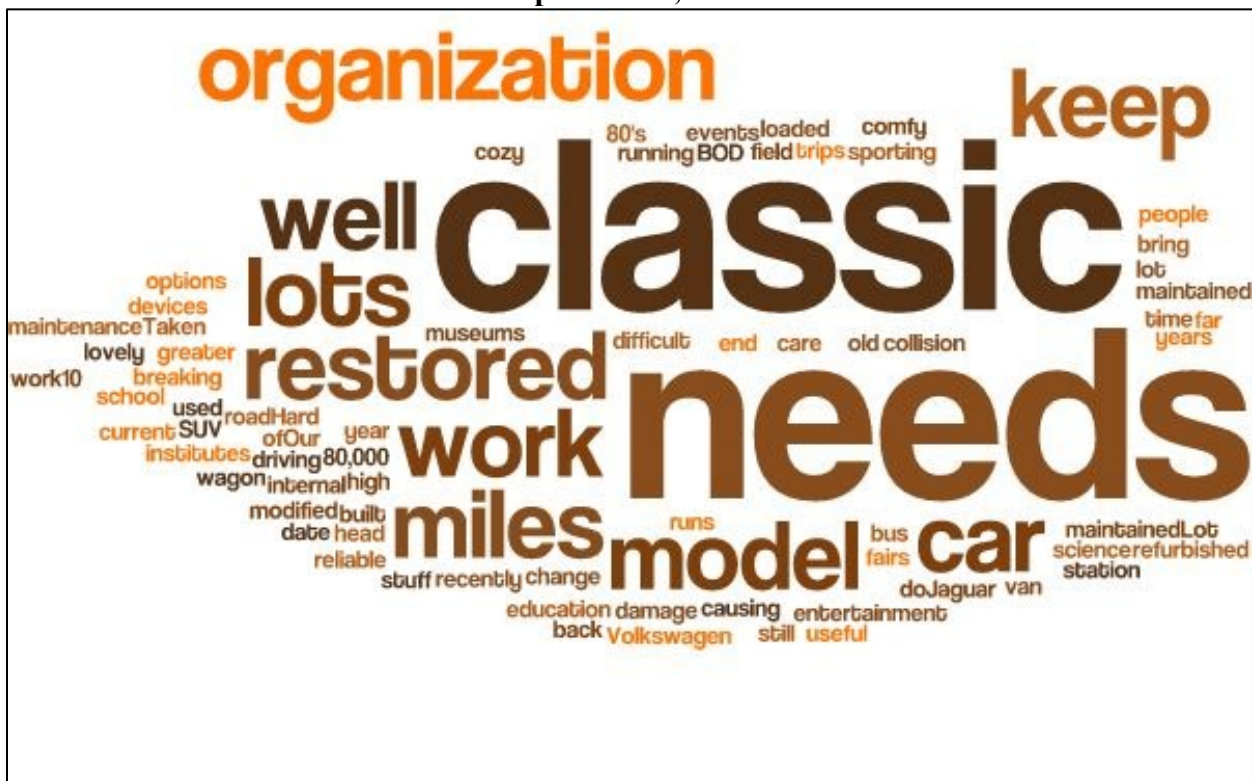


Workshop participants generally agreed that either female or male would appropriately represent the Pahrump Community Library. As for being either an introvert or an extrovert, representatives of the Pahrump Community Library and the Pahrump Library District agreed that, as a default, the organization would likely be more of an introvert but that the organization, as a representative person, can also be an extrovert given certain situations. Generally, the Library and Library District strive to be politically neutral but with ‘multiple personalities’. The organization is welcoming to children and accommodating to adults, generally helpful and professional, while, at times, the organization can be a bit ‘stand off-ish’ in certain situations. Archetypes that would likely best represent the Library and Library District, as identified by workshop participants, include notable individuals such as John Wayne, Oprah Winfrey, ‘The Dude’ played by Jeff Bridges in the 1998 film *The Big Lebowski*, Robert Oppenheimer, and

even Tom Hanks as ‘America’s Dad’, each highlighting a different part of the organization’s personality and identity. While this representative person would likely go to parties, this person would likely be a bit withdrawn and not overly social but would always be friendly and accommodating of other party participants.

Figure 2.2 presents a word cloud summarizing the answers provided by workshop participants representing the Pahrump Community Library and the Pahrump Library District for the question, “If your community and/or organization was an automobile, what would it be like and why?”.

**Figure 2.2 – If your community and/or organization was an automobile, what would it be like and why?
Pahrump Community Library Strategic Planning Workshop
September 7, 2025**

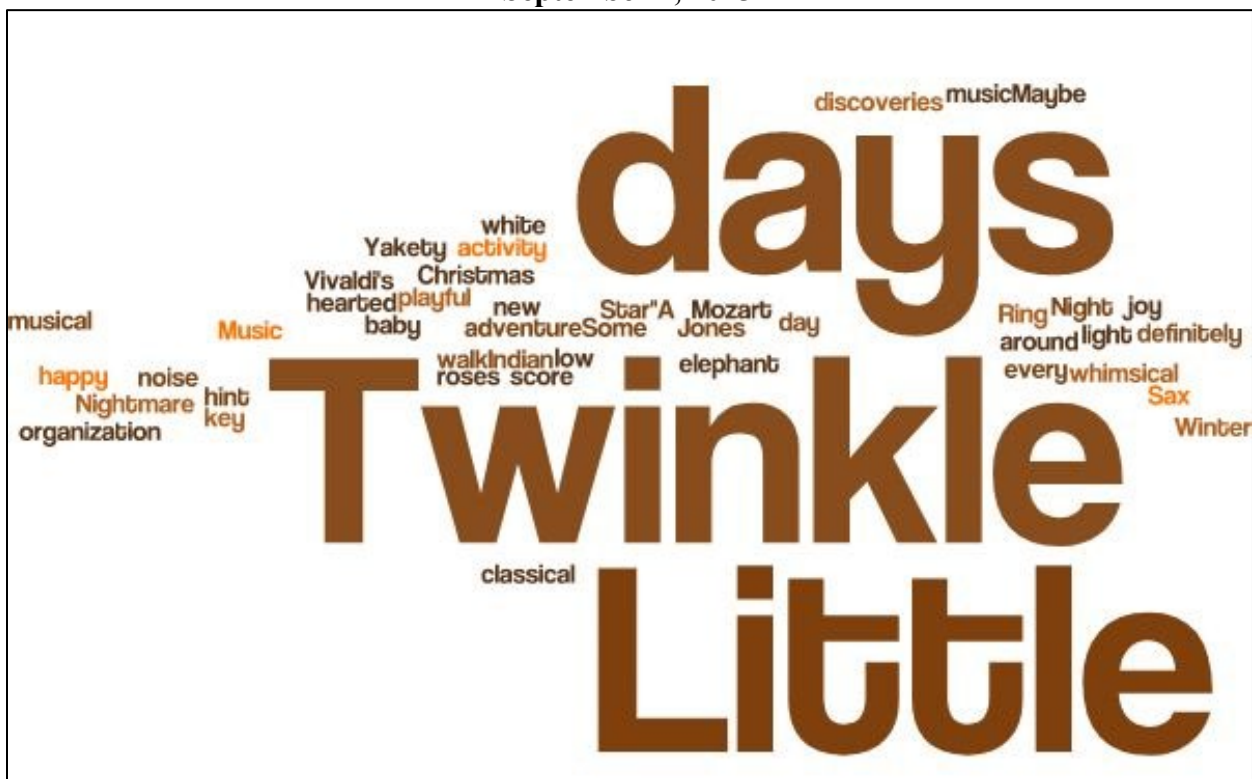


For both the community of Pahrump and for the Pahrump Community Library and the Pahrump Library District as an organization, workshop participants agreed that a ‘class car’ in need of some restoration would best represent the culture and identity of both the community and the organization. A classic Volkswagen VW Bus to a classic 1965 Jaguar E-Type were each identified as potentially representative vehicles for the community and for the organization while a few workshop participants selected a used and slightly used Sport Utility Vehicle (SUV) as a representative vehicle. While significant restorations have already been completed, highlighting the major investment that the Pahrump Library District has recently completed for the Pahrump Community Library’s existing physical space, workshop participants agreed that additional improvements and refurbishments are still needed. While this representative vehicle is physically in relatively good shape, most of the remaining work and restoration is needed in the

interior and ‘under the hood’, highlighting the need to further investment in Library programs, resources, and services and the overall operations of the Pahrump Community Library as demand for various Library programs, resources, and services continues to grow and as the community’s socio-demographic, economic, and housing characteristics continue to change and evolve.

Figure 2.3 presents a word cloud summarizing the answers provided by workshop participants representing the Pahrump Community Library and the Pahrump Library District for the question, “If a musical score was put to the daily activity of your community and/or organization, what would it sound like and why?”.

**Figure 2.2 – If a musical score was put to the daily activity of your community and/or organization, what would it sound like and why?
Pahrump Community Library Strategic Planning Workshop
September 7, 2025**



Workshop participants representing the Pahrump Community Library and Pahrump Library District identified several artists, musical scores, and specific songs that would best represent daily life of the community and of the organization, highlighting the variability in the day-to-day operation of the organization and the variety of the Library’s collection of various programs, resources, and services. ‘Twinkle Twinkle Little Star’ and ‘Ring Around the Roses’, along with the theme music from the Indiana Jones line of films, were highlighted as appropriate themes and musical compositions for the community and for daily activity at the Pahrump Community Library. Low-key classical music, including compositions from Mozart and Vivaldi, alongside more whimsical, light-hearted, playful, and happy musical scores, were also selected by workshop participants as appropriately representative in describing organizational culture and

identity. In general, workshop participants noted that the organization serves a wide variety of Patrons and individual Patron groups, making each day that the Library is open unique and, at times, somewhat challenging to effectively administer due to the diversity of needs and wants for different programs, resources, and services that the Pahrump Community Library is expected to meet.

2.3 Assessing Community and Organizational Likes and Dislikes

Representatives of the Pahrump Community Library and the Pahrump Library District who participated in the first strategic planning workshop held on September 7, 2025 were also asked to answer four questions regarding specific things about their community and about the Library and the broader organization that they generally like and appreciate and do not want to see changed over the next five years and regarding things about their community and about the Library and the broader organization that they would like to see improved or changed over the next five years. This specific assessment of community and organizational ‘likes’ and ‘dislikes’ is a way to identify initial actionable items that the Pahrump Community Library and the Pahrump Library District might consider as part of this new five-year organizational strategic plan.

Figure 2.4 presents a word cloud summarizing the answers of workshop participants to the first question, “What do you like (or what we don’t want to change) about southern Nye County and your community?”, as discussed during the Pahrump Community Library strategic planning workshop held on September 7, 2025.

For the first question, “What do you like (or what we don’t want to change) about southern Nye County and your community?”, workshop participants noted several community characteristics including the community’s existing geography and proximity to the larger Las Vegas metropolitan statistical area in neighboring Clark County as a major characteristic that they like about the community. Workshop participants believe that the Pahrump Community Library and Pahrump Library District could take better advantage of by reaching out to and marketing the Library’s various programs, resources, and services to individuals who might live in the Las Vegas area but work in Pahrump. Additionally, workshop participants noted that Pahrump’s general proximity to the larger Las Vegas metropolitan statistical area means that area residents can access different goods and services that may not necessarily be available in Pahrump but that the community continues to maintain a largely rural and non-metropolitan ‘feel’ and identity. Workshop participants highlighted the area’s wide-open space, view sheds, ‘small town atmosphere’, and that community residents are friendly and take pride in their community as major parts of their community that they like and want to preserve.

Despite some differences, workshop participants highlighted the generally high level of cohesiveness that individual members of the community have and the willingness that people have to get involved and remain involved when addressing community issues. This also means that parents take an active and positive role in the development of their children, evident by the strong participation by parents that the Pahrump Community Library has observed in Library programs, resources, and services that are oriented toward families with young children. Over

the past several years, workshop participants noted increased participation these types of programs, resources, and services and the Library has and continues to receive strong positive feedback from parents with young children. This level of engagement and participation is representative of the community’s overall cohesiveness and is a major advantage and opportunity for the Pahrump Community Library in generating support among community members for the continued expansion of existing and the creation of new programs, resources, and services that serve community needs and wants.

**Figure 2.4 – What do you like (or what we don’t want to change) about southern Nye County and your community?
Pahrump Community Library Strategic Planning Workshop
September 7, 2025**

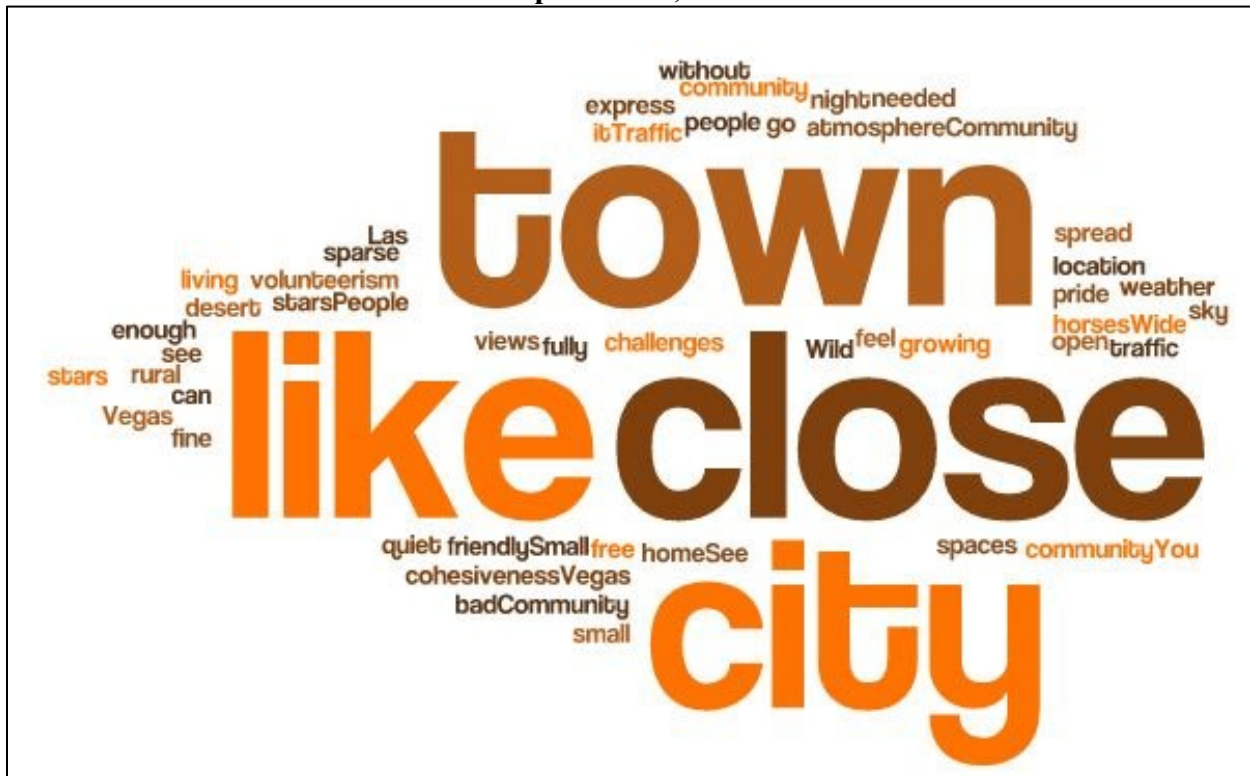


Figure 2.5 presents a word cloud summarizing the answers of workshop participants to the second question, “What do you dislike (or what needs ‘fixing’ or what would we like to change) about southern Nye County and your community?” as discussed during the Pahrump Community Library strategic planning workshop held on September 7, 2025.

One of the major issues identified by workshop participants in evaluating community dislikes, or elements of the community that needs to be addressed, is the concern over the loss of community that has occurred as the population of the town of Pahrump and the surrounding area has continued to grow and as certain socio-demographic, economic, and housing characteristics have changed as a result of that additional population growth. Between 2018 and 2023, the total population of the town of Pahrump has increased from an estimated 36,174 total individuals in 2018 to an estimated 45,811 total individuals in 2023, a net increase of 9,637 total individuals or

and diversification of the area’s economic base and the need to focus on new business creation and attraction and existing business retention and expansion in areas that can elevate area incomes and hourly wages.

Figure 2.6 presents a word cloud summarizing the answers of workshop participants to the third question, “What do you like (or what we don’t want to change) about the Pahrump Public Library?”, as discussed during the Pahrump Community Library Library strategic planning workshop held on September 7, 2025.

**Figure 2.6 – What do you like (or what we don’t want to change) about the Pahrump Community Library?
Pahrump Community Library Strategic Planning Workshop
September 7, 2025**



As part of their response to this question, workshop participants representing the Pahrump Community Library and Pahrump Library District highlighted several features of the Library and Library District that they were particularly proud of, most notably including the recently completed full renovation of the Library’s physical building. Several workshop participants noted that the investment that has been made into the Library’s physical building will ensure that Library Patrons will continue to have a welcoming and modern facility and that this investment is a clear statement of the Library District’s commitment to serving the various needs and wants of the community, individual Patrons, and entire Patron groups. Workshop participants also highlighted several programs, resources, and services that the Pahrump Community Library has and continues to develop and deliver as a major strength of the Library and as a major reason why individual Patrons and entire Patron groups continue to rely upon the Library’s diverse

build additional financial and non-financial resources that will enable the Pahrump Community Library and the Pahrump Library District to complete additional physical improvements to the existing physical Library building, especially the improvement of digital and electronic infrastructure, to further expand existing and develop new programs, resources, and services, and to further support expanded professional development opportunities and training of the Library's and Library District's staff. Increased professional development and training of existing staff and the hiring of new personnel in key areas were among the most frequent areas of response as part of the evaluation of the Library's and Library District's existing characteristics completed by workshop participants.

Another area of needed improvement as identified by workshop participants was the need to increase and enhance the Library's and Library District's community outreach and engagement efforts. While workshop participants noted that the Library and the Library District already engages in a considerable amount of community outreach and engagement, workshop participants did note that Library and Library District representatives need to better target its community outreach and engagement efforts toward specific existing and potential strategic partners, to individual Patrons, individual Patron groups, and even to certain parts of the broader community. Even though outreach, engagement, and even strategic partnership requires the active engagement of individuals and other groups outside the Library, an improved understanding of broad community needs and wants would better help the Pahrump Community Library and the Pahrump Library District customize its messaging efforts and the ability of the Library and the Library District to more effectively expand existing and create new programs, resources, and services that will better meet the needs and wants of the community, of individual Patrons, and individual Patron groups.

In addition to the four questions answered by workshop participants about community and organizational 'likes' and 'dislikes', workshop participants were asked to answer eight additional questions focused on assessing organizational culture and conditions. The responses to these eight additional provided by workshop participants during the September 7, 2025 strategic planning workshop are summarized here:

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

Representatives of the Pahrump Community Library and the Pahrump Library District noted that the Library is highly regarded throughout the community and among its various Patrons as a fact-based resource for understanding and learning about a wide variety of topics. The Library actively hosts, in partnership with various other organizations, a wide range of classes in addition to a diverse and extensive collection of books, Ebooks, and access to various databases. The Pahrump Community Library also provides the community and individual Patrons with access to computers and various photocopying, faxing, scanning, printing, and even notary services. A major community-wide need is access to entertainment and, while the Library is committed to life-long learning and educational programs, the Library offers a wide range of fun and educational events and programs for families with children, teenagers, young adults, and other demographic groups for need and want more entertainment options. The Pahrump

Community Library is also working on increasing its reach to the community's and area's older and aging population by helping individuals access the Library's programs, resources, and services and helping them learn about existing and new technologies.

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

The biggest impact that the Pahrump Community Library has and continues to have on the community has been on the Library's various Patrons and different Patron groups. The Pahrump Community Library remains an important resource and access to valuable and in-demand information and is focused on helping individuals of all ages and backgrounds adapt to an increasingly changing digital world. Representatives of the Pahrump Community Library and the Pahrump Library District highlighted the Library's various children's programs. The Library remains an essential hub that helps improve broad literacy and helps foster a 'love of reading' and knowledge in young children at an early age. This fostering of a 'love of reading' and knowledge at a young age is an essential first step in ensuring that individuals become lifelong learners, especially in an increasingly digital world.

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

The Pahrump Community Library and the Pahrump Library District has made continual improvement and promotion of the organization's culture and values a priority and this is seen in the organization's strong commitment to the ultimate goals of promoting broad literacy and lifelong learning. The Library actively engages various age groups and other socio-demographic groups by, first, providing a welcoming and safe physical environment where individual Patrons can gain access to a wide range of programs, resources, and services in support of their own personal literacy and life-long learning goals. This further begins by encouraging Library and District staff and representatives to take an active role in helping Library Patrons, by remaining knowledgeable of the Library's existing and evolving collection of programs, resources, and services, and by remaining knowledgeable of the changing needs and wants of the community and the area as the area's own socio-demographic, economic, and housing characteristics continue to change over time. Several representatives of the Pahrump Community Library and the Pahrump Library District noted that Library and District staff and representatives are encouraged to perform their duties and responsibilities with a sense of 'humble service', defined as exhibiting a high degree of selflessness in the performance of asked duties and tasks, putting the needs of individual Patrons regardless of their personal characteristics before their own, and serving the needs of the community, individual Patrons, and individual Patron groups without actively seeking personal recognition or reward.

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

The most frequent suggested changes recommended to ensure the lasting impact of the Pahrump Community Library, as identified by Library and Pahrump Library District representatives, was the need for more long-term sustainable funding that is not overtly influenced by short-term political characteristics. The investment in major capital projects and the continued maintenance and growth of the existing collection of various programs, resources, and services requires multi-year financial planning and the high volatility in the level of predictability of federal and state government public resources, along with uncertainty in locally generated and controlled resources, makes these long-term planning efforts difficult. From a programs and operational perspective, representatives of the Library and Library District noted that the Pahrump Community Library should actively expand existing and develop new programs, resources, and services that serve growing demographic groups within the community, including families with young children, teens and young adults, and the elderly. The Pahrump Community Library also needs to continue to modernize its operations as well as its physical assets, including increased investment in new technologies and, perhaps, even automation, as a way of better promoting existing digital resources, free staff to focus on other tasks such as programs, outreach, and collection development that directly support Patron needs, and enhance and support the Library's continued efforts to serve as an essential community hub.

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

Workshop participants representing the Pahrump Community Library and the Pahrump Library District noted the many ways in which the Library and Library District actively engage and communicate with the larger community and with individual Patrons and identified Patron groups. In general, workshop participants ranked the overall effectiveness of these various engagement and communication approaches as highly effective. Representatives of the Pahrump Community Library and the Pahrump Library District did, however, note that there is always room for improvement in the Library's and Library District's outreach, engagement, and communication efforts. Moving forward, and as part of the Library District's and Library's new five-year strategic plan, workshop participants noted that the Library and Library District should develop and implement strategies that are designed to reach potentially underserved members of the community and parts of the community that could benefit from increased and improved access to the Library's extensive collection of programs, resources, and services, especially more families with young children, teens and young adults, and the elderly living in the community that may be homebound and unable to access programs, resources, and services on their own. Workshop participants also highlighted the need to identify and work with other potential partner agencies and organizations, including other public sector agencies and educational partners, private sector firms in key and emerging industry and occupation sectors that are becoming increasingly important to the area's overall economic base, and even to different non-profit community-based organizations as a way of expanding the Library's visibility throughout the community and throughout the area.

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- ***Partnerships and External Relationships.*** What partnerships or collaborations should we explore to amplify our impact(s)?

As alluded to the answers provided by workshop participants to the previous question, representatives of the Pahrump Community Library and the Pahrump Library District noted that the Library and Library District actively engages with and continues to pursue a robust set of strategic partnerships and external relationships. At the same time, and while acknowledging that community and external partner relationships is an ongoing commitment and process, workshop participants noted the need for increased engagement with potential partners, especially among different public sector agencies, private sector firms, and different non-profit community-based organizations that the Library and Library District have not historically engaged with and as the community and larger area continues to grow and change because of new and emerging industry and occupation sectors that demand a different trained workforce with unique skills and capabilities. Working more with local area public schools, Great Basin College and other institutions of higher education, the Pahrump Senior Center, the Pahrump Valley Chamber of Commerce, individual local businesses, and different service-based organizations like the Rotary Club of Pahrump were a few of the many different groups the Library and the Library District could potential engage with to better enhance the Library's and Library District's level of community outreach and engagement. However, representatives of the Pahrump Community Library and the Pahrump Library District made it clear that the Library and Library District must remain committed to its core mission of being a public library first and foremost and avoid the possibility of 'mission creep' or 'mission slippage' into areas outside the scope or purpose of a public library.

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

Representatives of the Pahrump Community Library and the Pahrump Library District agreed that the Board of Trustees and the District's senior leadership team have significantly improved the allocation and overall efficiency of the Library's and District's financial and non-financial resources. Members of the Board of Trustees and the District's senior leadership team have made the efficient and effective use a top organizational priority and continue to identify ways in which the Library and the District can continue to provide and expand existing programs, resources, and services and create and deliver new programs, resources, and services that individual Patrons and individual Patron groups continues to need and want. As part of this new five-year organizational strategic plan for Pahrump Community Library and the Pahrump Library District, representatives of the Library and the District will continue to idea ways to further enhance resource allocation efficiency and effectiveness without sacrificing the organization's commitment to the community and the area that the Library and the District serves and without sacrificing the commitment that the organization has and will continue to make to organizational staff and personnel.

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

Community engagement and outreach, communication with Patrons, and internal communication between the organization and organizational staff and personnel has been and will remain a top priority for both the Pahrump Community Library's Board of Trustees and the organization's senior leadership team. Over the past several years, Board members and the organization's senior leadership team have implemented a wide range of feedback and communication approaches that has enhanced the way in which the organization gathers feedback and input and uses this feedback and input to make continuous improvement to the Library's collection of various programs, resources, and services and to the Library's and District's overall operations. Moving forward as part of this new five-year organizational strategic plan, the Pahrump Community Library and the Pahrump Library District will continue to employ periodic surveys and annual strategy and planning meetings to ensure that the organization is focused on implementing and achieving the key elements outlined in this new five-year organizational strategic plan and to make routine improvements in the day-to-day short-term and longer-term operation of the organization.

Like the additional parts of this comprehensive community and organizational assessment, the questions regarding community and organizational 'likes' and 'dislikes' and the eight additional questions regarding organizational culture and conditions will be re-evaluated on an annual basis during the annual evaluations and updates that will be completed each year over the entire 2026 through 2030 strategic planning horizon. The results of these annual evaluations will be used to identify and complete possible revisions to different parts of the key elements of the Pahrump Community Library's new five-year organizational strategic plan outlined in Section 4.0 of this University Center for Economic Development technical report.

2.4 A Strengths, Weaknesses, Opportunities, and Threats Analysis

Representatives of the Pahrump Community Library and the Pahrump Library District completed a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for their community and for the Library and District as part of the first strategic planning workshop held in September 2025. *Strengths* are defined as characteristics of the organization that give the organization a competitive advantage in achieving stated goals and objectives and in producing value for individuals who depend upon the organization and *weaknesses* are defined as characteristics that place the organization at a competitive disadvantage achieving stated goals and objectives, and inhibiting the ability of the organization to produce value for individuals who depend upon the organization. *Opportunities* are elements within the external environment that the organization could potentially take advantage of and *threats* are elements within the external environment that may derail the efforts of the organization over the next five years. Strengths and weaknesses are typically internal to the organization and exist in the present while opportunities and threats are typically external to the organization and may not have yet occurred requiring the community and the organization to develop a series of contingency plans. The following is a summary of the specific strengths, weaknesses, opportunities, and threats developed by workshop participants representing the Pahrump Community Library and the Pahrump Library District.

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- **Organizational Strengths:** Major organizational strengths identified by representatives of the Pahrump Community Library and the Pahrump Library District included the Library's and District's current physical assets, namely the Library's existing building, the Library's existing and significant collection of various programs, resources, and services, the organization's existing staff resources, and the generally positive relationship between the Library and the Library District and the wider community, including individual Patrons and individual Patron groups. Within the last year, the Pahrump Library District completed a near \$1.0 million renovation and refurbishment of the existing Pahrump Community Library building. This transformative investment has positioned the Library in a competitive position to significantly improve the ability of the organization to positively serve and meet the growing and changing needs and wants of the community and of individual Patrons and Patron groups, which will further support the Library's ability to further improve and grow its existing collection of various programs, resources, and services. Representatives of the Pahrump Community Library and the Pahrump Library District noted that the Library's existing collection of different programs, resources, and services is unique within the community and unique among many public libraries in more rural non-metropolitan libraries located in other parts of the state. While workshop participants would like to see different improvements made to the existing collection, workshop participants noted that the existing collection successfully serves a diverse set of community needs and wants and enables the Library to further meet its overarching objectives of supporting individualized life-long learning goals and objectives of individual Patrons by focusing on improved literacy.

Representatives of the Pahrump Community Library and the Pahrump Library District also highlighted the organization's existing staff as a major organizational strength. Workshop participants noted that, for the most part, organizational staff are committed to serving Patron needs and wants in a professional, friendly, and welcoming manner and are highly knowledgeable and extremely capable in providing instant assistance to individuals who depend on the Library and its collection of various programs, resources, and services. While workshop participants noted the need for increased organizational commitment and even individual staff commitment to additional professional development training opportunities, workshop participants did note that the Pahrump Library District has significantly increased the availability of these professional development opportunities and that staff has, in-turn, increased their willingness and engagement in those opportunities when presented to them. This has significantly improved both individual and organizational levels of overall efficiency and effectiveness and has positively contributed to the continued improvement of the relationship that the Library and Library District has with the community, with individual Patrons, and with individual Patron groups. The community has noticed this improvement and has increasingly recognized the unique role that the Pahrump Community Library has in helping make Pahrump and the surrounding area a better community by supporting long-term literacy improvement and personalized life-long learning objectives.

- **Organizational Weaknesses:** Most of the organizational weaknesses identified by representatives of the Pahrump Community Library and the Pahrump Library District focused on the remaining need to make additional financial and non-financial resources

into improving and enhancing the Library's existing collection of different programs, resources, and services, the need to expand the Library's overall reach to underserved and in-need socio-demographic groups within and throughout the community, and the need to make continued investments into the continual improvement of the organization's staff, including volunteers and supporting entities. An immediate needed area of improvement, as identified by workshop participants, is a comprehensive modernization of the Library's existing cataloging system. The existing collection, which also requires a significant 'weeding', is needed to improve the ability of individual Patrons and individual Patron groups to better access Library programs, resources, and services and to improve the overall ability of Library and District staff to manage the collection and make ongoing longer-term improvements to ensure that the collection remains relevant as community needs and wants continue to grow and evolve. These investments will require additional financial and non-financial resources, including additional professional development and training opportunities for organizational staff members.

Workshop participants noted that increased professional development and training opportunities for staff and volunteers is essential, especially as the Library and Library District continue to modernize its internal operations and as the community continues to grow and change and associated demand for different programs, resources, and services also continue to grow and change. Part of this increased offering of additional professional development and training opportunities should also be focused on supporting the Library's and Library District's set of volunteers as well as working on developing an effective and active Friends of the Library group. Additional investments in creating new staff positions, additional volunteer opportunities, and reconstituting the Friends of the Library group will require additional financial and non-financial resources that are sustainable and can improve the Library's long-term continued growth. All of this, according to workshop participants, should be in service of meeting growing community demand for different programs, resources, and services with a focus on increased engagement and service of parts of the community that have been underserved. Workshop participants agreed that improvement in the Library's engagement with different underserved population groups, namely teens and young adults and the elderly, is vitally important to the long-term health of the community and is an area in which the Library and the Library District has struggled to make a meaningful and lasting impact.

- **External Opportunities:** While the continued growth of the community and the continued growth in the community's overall demand for various programs, resources, and services that the Pahrump Community Library already offers and will likely need to offer in the future could be a threat to the sustainability of Library and Library District operations, this continued growth and change is also a major opportunity for the Pahrump Community Library and the Pahrump Library District. Increasingly individuals who live and work throughout the community and within the larger area are finding themselves in need of different programs, resources, and services that the Library and Library District already offer or could potentially offer if additional financial and non-financial resources were available. This is a major opportunity for the Pahrump Community Library and the Pahrump Library District to become a true central community 'hub' of literacy and life-long learning, positively contributing to individualized goals and to the community as a

whole as it further grows and diversifies and as technology continues to change and unfold in new and often unpredictable ways.

Successfully capitalizing on these opportunities will require the Pahrump Community Library and the Pahrump Library District to innovate in the way it partners with external public sector agencies, individual private sector firms, and with different non-profit community-based organizations. The Library and the Library District, while maintaining its unique mission and status as a public library, may have to find ways to work with these other agencies, private sector firms, and other organizations in ways that the Library and Library District have not in the past. Improved, honest, and open communication between the Library's and Library District's leadership team and with representatives from these agencies, firms, and organizations should be focused on how existing and new partnerships can improve the way in which individual community members, individual Patrons, and individual Patron groups are served and how these individuals and groups can gain better access to a wider and more diverse set of programs, resources, and services. The setting of clear objectives as part of these existing and new partnerships is an essential first step in taking advantage of and capitalizing on these emerging opportunities to serve exiting Patrons and Patron groups while serving a larger and, at times, undeserved, population throughout and within the community and the larger area.

- ***External Threats:*** While representatives of the Pahrump Community Library and the Pahrump Library District generally agreed that the Library and the Library District currently enjoy a relatively high level of overall support from the community, workshop participants generally agreed that a major external threat is the growing censorship movement of different programs, resources, and services that public libraries typically provide. To address this potential threat, representatives of the Pahrump Community Library and the Pahrump Library District noted that is essential to continue to work proactively with local county and state government elected and appointed officials, other public libraries throughout the state and with the Nevada State Library, Archives, and Public Records Division of the Nevada Department of Administration, with different community leaders and organizations, and with the public at large to ensure support for the Library and the Library District and protection of the Library's existing collection of various programs, resources, and services. This effort should also include additional staff training on how to handle initial complaints and how to positively resolve concerns before larger issues of contention arise. Ultimately, the Pahrump Community Library and the Pahrump Library District can address general threats of censorship by further engaging, communicating with, and listening to the public and the Library's and Library District's Patrons.

More broadly, Pahrump Community Library and Pahrump Library District representatives noted that increased demand for existing and new programs, resources, and services could quickly overwhelm the Library's and Library District's ability to meet community and individual Patron needs and wants for different educational, entertainment, informational, and reference resources. Without access to longer-term and more sustainable financial and non-financial resources, it will become increasingly

difficult for the Pahrump Community Library and the Pahrump Library District to match increased levels of demand with increased levels of programming, resources, and services. This includes resources to support the continued growth of existing professional staff and volunteer levels and the ongoing professional development and training of organizational staff members. Potential short-term and long-term economic disruptions and potential downturns, another major disruptive event like a pandemic, and the continued ‘tightening’ of state and federal grant resources has already and could potentially limit the ability of the Library and Library District to sustainably fund current and future operations. Working proactively and collaboratively with other agencies and organizations, including the government of Nye County, the Nye County School District, and even other public libraries within Nye County, could enable the Pahrump Community Library and the Pahrump Library District to successfully ‘leverage’ its existing set of financial and non-financial sources with the resources of other agencies and organizations to continue to serve and meet community, individual Patron, and individual Patron group needs and wants.

As part of this new five-year organizational strategic plan for the Pahrump Community Library, the Library and the Pahrump Library District will routinely evaluate each of these identified organizational strengths and weaknesses and external opportunities and threats and update them on an annual basis to ensure that the Library and Library District have the financial and non-financial resources to meet changing and growing community and individual patron needs and wants. The Pahrump Community Library and the Pahrump Library District will also take steps to actively take advantage of the opportunities already identified and that might emerge over the next five years and to guard against those potential threats that could derail the Library’s and Library District’s ongoing operations and its ability to continue to develop and provide a broad and diverse collection of various programs, resources, and services.

3.0 Results of the Community Needs Assessment Survey

As part of the development of a new five-year organizational strategic plan for the Pahrump Community Library, a comprehensive community needs assessment was developed and used to evaluate existing organizational operations and to identify potential areas of improvement in the Library’s processes, relationship with the community and with individual patrons, and in the existing collection of various programs, resources, and services. This comprehensive community needs assessment survey was opened on August 11, 2025 and closed on October 10, 2025 using both an online survey instrument and a physical hardcopy version of the survey that could be completed onsite at the Pahrump Community Library. A total of 119 surveys were collected and the results of this survey are presented in this section. The survey itself was divided into four sections with a total of 36 individual questions.

- *General Information*, 17 Total Questions
- *Level of Satisfaction with Library Services and Facilities*, 4 Total Questions
- *Specific Evaluation of Library Staff and Facilities*, 2 Total Questions
- *Identification of Future Needs*, 13 Total Questions

This section presents a comprehensive summary of the results of this community needs assessment survey developed and completed for the Pahrump Community Library. The results of this community needs assessment survey were used to develop specific elements of the Pahrump Community Library’s new five-year strategic plan.

3.1 General Information Results

Table 3.1 presents the results to Question No. 1, “Please select your current age group”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey. The four largest reported age groups selected by survey respondents who responded to Question No. 1 are highlighted.

The largest number of survey respondents, 15 total respondents or 12.6 percent of the 119 survey respondents to Question No. 1, indicated that their current age was between 60 years of age and 64 years of age. An additional 15 total survey respondents also indicated that their current age was between 70 years of age and 74 years of age. Thirteen additional survey respondents, or 10.9 percent, indicated that their current age was between 65 years of age and 69 years of age with an additional 12 total survey respondents, or 10.1 percent, indicated that their current age was between 30 years of age and 34 years of age. A majority of survey respondents, 71 total

survey respondents or 59.7 percent of the 119 respondents that answered Question No. 1, indicated that their current age was 50 years of age or older.

| Table 3.1 – Question No. 1: Please select your current age group: (Please check only one answer) | | |
|---|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| 19 Years of Age or Younger | 1 | 0.8% |
| 20 to 24 Years of Age | 6 | 5.0% |
| 25 to 29 Years of Age | 6 | 5.0% |
| 30 to 34 Years of Age | 12 | 10.1% |
| 35 to 39 Years of Age | 8 | 6.7% |
| 40 to 44 Years of Age | 7 | 5.9% |
| 45 to 49 Years of Age | 8 | 6.7% |
| 50 to 54 Years of Age | 5 | 4.2% |
| 55 to 59 Years of Age | 8 | 6.7% |
| 60 to 64 Years of Age | 15 | 12.6% |
| 65 to 69 Years of Age | 13 | 10.9% |
| 70 to 74 Years of Age | 15 | 12.6% |
| 75 to 79 Years of Age | 9 | 7.6% |
| 80 to 84 years of Age | 5 | 4.2% |
| 85 Years of Age or Older | 1 | 0.8% |
| | | |
| Total | 119 | 100.0% |

Of the 115 surveyors that responded to Question No. 2, “Please write in your primary county and community of residence and the applicable zip code”, 112 total survey respondents or 97.4 percent indicated that they currently live in Pahrump, Nye County, Nevada, split between four zip codes, including 89048 (63 total survey respondents or 54.8 percent), 89606 (23 total survey respondents or 24.3 percent), 89061 (17 total survey respondents or 14.8 percent), and 89041 (four total survey respondents or 3.5 percent). The remaining three survey respondents indicated that they currently live outside of Pahrump, with one survey respondent indicating that they currently live in Las Vegas, Clark County, Nevada, one survey respondent indicating that they live in Death Valley, Inyo County, California, and one survey respondent indicating that they live in Lake Havasu City, Mohave County, Arizona.

For Question No. 3, “Please write in your primary county and community of employment and the applicable zip code”, 71 total survey respondents or 95.9 percent of the 74 survey respondents that responded to Question No. 3 indicated that they currently work in Pahrump, Nye County, Nevada, split between four different zip codes. These four different zip codes associated with Pahrump, Nye County, Nevada included 89048 (55 total survey respondents or 74.3 percent), 89060 (nine total survey respondents or 12.2 percent), 89061 (four total survey respondents or 5.4 percent), and 89041 (three total survey respondents or 4.1 percent). The remaining three survey respondents indicated that they currently work outside Pahrump, with

one survey respondent indicating that they currently work in Henderson, Clark County, Nevada, one survey respondent indicating that they currently work in Las Vegas, Clark County, Nevada, and one survey respondent indicating that they currently work in Death Valley, Inyo County, California.

For Question No. 4, “Do you have access to the Internet at home?”, 113 total survey respondents or 95.0 percent of the 119 survey respondents who responded to Question No. 4 answered ‘Yes’ while just six total survey respondents, or 5.0 percent, answered ‘No’. Of the 119 total survey respondents that responded to Question No. 5, “Are you a current user of the Pahrump Community Library? (i.e. have you used a library service within the last year)”, 100 total survey respondents, or 84.0 percent, answered ‘Yes’ while just 19 total survey respondents, or 16.0 percent, answered ‘No’.

Table 3.2 presents the results to Question No. 6, “How important do you feel the Pahrump Community Library is as a community service?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.2 – Question No. 6: How important do you feel the Pahrump Community Library is as a community service? | | |
|---|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| Not Important | 2 | 1.7% |
| Somewhat Important | 4 | 3.4% |
| Important | 13 | 10.9% |
| Very Important | 100 | 84.0% |
| Total | 119 | 100.0% |

An overwhelming majority of the 119 total survey respondents that responded to Question No. 6, 100 total survey respondents or 84.0 percent, selected ‘Very Important’ while an additional 13 total survey respondents, or 10.9 percent, selected ‘Important’ as part of their response. Just four total survey respondents who responded to Question No. 6, or 3.4 percent, selected ‘Somewhat Important’ and just two total survey respondents, or 1.7 percent, selected ‘Not Important’.

As part of the responses provided for Question No. 7, “Are you currently able to physically travel to the physical location of the Pahrump Community Library without assistance?”, 116 total survey respondents, or 98.3 percent of the 119 total survey respondents that responded to Question No. 7, selected ‘Yes’. Just two total survey respondents, or 1.7 percent, selected ‘No’ as part of their response to Question No. 7.

Table 3.3 presents the results to Question No. 8, “If you are able to currently physically travel to the physical location of the Pahrump Community Library without assistance, what mode of transportation do you frequently use? (Please select all that apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.3 – Question No. 8: If you are able to currently physically travel to the physical location of the Pahrump Community Library without assistance, what mode of transportation do you frequently use? (Please select all that apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Drive by Myself | 109 | 94.0% |
| Have a Friend or Family Member Drive Me | 9 | 7.8% |
| Walk | 4 | 3.5% |
| Ride a Bicycle | 1 | 0.9% |
| Other, Please Specify: | 5 | 4.3% |
| | | |
| Total | 115 | 100.0% |

The majority of survey respondents, 109 total survey respondents or 94.0 percent of the 115 survey respondents who responded to Question No. 8, selected ‘Drive by Myself’. An additional nine total survey respondents, or 7.8 percent, selected ‘Have a Friend or Family Member Drive Me’ while additional survey respondents, or 4.3 percent, selected ‘Other, Please Specify:’. Among the answers provided by those survey respondents who selected ‘Other, Please Specify’ as part of their response to Question No. 8, two survey respondents wrote in ‘Electric Scooter’ as their preferred mode of transportation to and from the Pahrump Community Library. Additional written-in answers included ‘senior transportation’, ‘driven by spouse’, and ‘take my kids’. Four additional survey respondents, or 3.5 percent, selected ‘Walk’ and just one survey respondent, or 0.9 percent, selected ‘Ride a Bicycle’.

Figure 3.1 presents a word cloud summarizing survey respondent answers to Question No. 9, “If you are not a current user of the Pahrump Community Library, please tell us why you are not a current user:”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

A number of the survey respondents who provided a response to Question No. 9 generally noted that they do not feel that they need the programs, resources, or services that the Pahrump Community Library offers and noted the use of alternative sources and resources for similar resources that the Library currently provides. These survey respondents commonly noted that they use the Internet and various online sources to purchase books, access information and the news, and gain access to needed services including training in a wide variety of areas. In some cases, survey respondents noted that they were able to find a specific program, resource, or service that the Library did not have online or through an alternative source. Several survey respondents who responded to Question No. 9 also noted that the Library’s existing hours of operation are not convenient for them given their current work schedules with several survey respondents indicating that they typically work during the days and hours that the Pahrump Community Library is open. Other survey respondents also noted that they had once previously used the Library on a regular basis but, as their children got older, they stopped using the Library as they no longer needed those programs, resources, and services oriented to younger children or families with children.

**Figure 3.1 – Results for Question No. 9: If you are not a current user of the Pahrump Community Library, please tell us why you are not a current user:
Pahrump Community Library 2025 Community Assessment Survey**

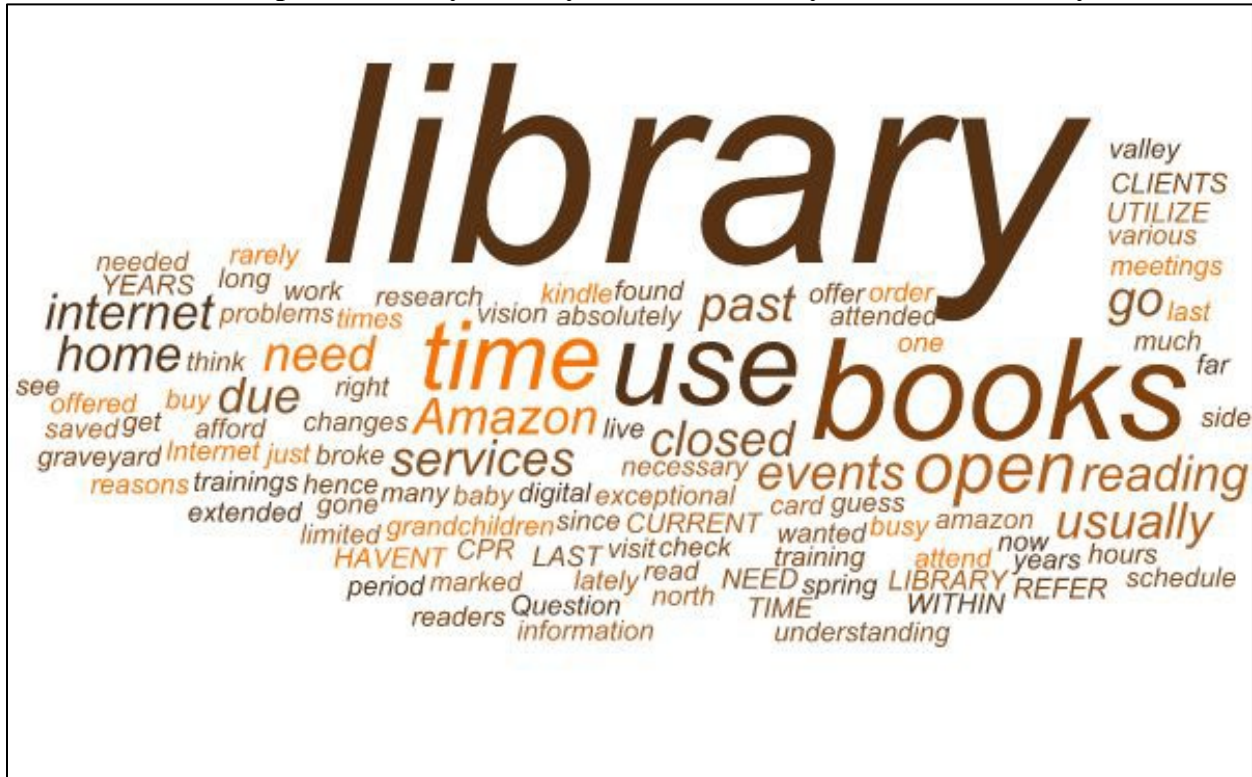


Table 3.4 presents the results to Question No. 10, “If you have used or visited the Pahrump Community Library within the last year, how often do you visit and use it?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.4 – Question No. 10: If you have used or visited the Pahrump Community Library within the last year, how often do you visit and use it? (Please check only one answer) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| At least once a week | 25 | 21.7% |
| Once every two weeks | 15 | 13.0% |
| Once every three weeks | 12 | 10.4% |
| Once a month | 28 | 24.4% |
| Once every six months | 16 | 13.9% |
| Once a year | 3 | 2.6% |
| Less than once a year | 2 | 1.7% |
| Not Applicable | 14 | 12.2% |
| Total | 115 | 100.0% |

Survey respondents indicated generally frequent use of the Pahrump Community Library as part of their responses to Question No. 10. ‘Once a month’ was selected by 28 total survey respondents, or by 24.4 percent of the 115 survey respondents that responded to Question No. 10, followed by ‘At least once a week’, selected by 25 total survey respondents or by 21.7 percent, and by ‘Once every six months’, selected by 16 total survey respondents or by 13.9 percent. A total of 80 survey respondents, or 67.2 percent of all survey respondents who responded to Question No. 10, selected either ‘At least once a week’, ‘Once every two weeks’, ‘Once every three weeks’, or ‘Once a month’, indicating generally frequent weekly and monthly use of the Pahrump Community Library by survey respondents.

Table 3.5 presents the results to Question No. 11, “If you have not recently used or visited the Pahrump Community Library, which of the following reasons describes why?”, as part of the Pahrump Community Library Community Needs Assessment Survey. The most frequently selected responses to Question No. 11 provided by survey respondents are highlighted.

| Table 3.5 – Question No. 11: If you have not recently used or visited the Pahrump Community Library, which of the following reasons describes why? (Please check as many reasons as apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|----------------------------------|-----------------------------------|
| Answer Choice | Total Number of Responses | Percent of Total Responses |
| I do not have time | 10 | 21.3% |
| The library’s hours were not convenient | 7 | 14.9% |
| I buy books and read them at home | 6 | 12.8% |
| I get all the information that I need elsewhere | 4 | 8.5% |
| The library is too far away | 3 | 6.4% |
| The library is only for children | 2 | 4.3% |
| In the past, I was unable to find what I needed | 5 | 10.6% |
| The library does not have what I need | 4 | 8.5% |
| I do not know where the library is | 0 | 0.0% |
| I do not need a library | 1 | 2.1% |
| It is too difficult for me to get to the library | 1 | 2.1% |
| I do not feel welcome at the library | 1 | 2.1% |
| The service at the library is not very good | 0 | 0.0% |
| The library is not handicap accessible | 0 | 0.0% |
| I use other resources (online, etc.) to access information | 12 | 25.5% |
| Other (please specify): | 19 | 40.4% |
| Total | 47 | 100.0% |

The most frequently selected response to Question No. 11 was ‘Other (please specify:)', selected by 19 total survey respondents or by 40.4 percent of the 47 respondents that answered Question No. 11. The most frequently written-in response provided by survey respondents who selected ‘Other (please specify:)' listed the Library’s extended closure due to a significant renovation that

the Library had undertaken over the past year as the reason why they had not recently visited the Pahrump Community Library. A few survey respondents did note that they had previously used the Library fairly frequently but had shifted to other sources for the programs, resources, and services they need or want. The second most frequently selected response to Question No. 11 selected by survey respondents was ‘I uses other resources (online, etc.) to access information’, selected by 12 total survey respondents or by 25.5 percent, followed by ‘I do not have time’, selected by ten total survey respondents or by 21.3 percent, ‘The library’s hours were not convenient’, selected by seven total survey respondents or by 14.9 percent, and ‘I buy books and read them at home’, selected by six total survey respondents or by 12.8 percent.

Table 3.6 presents the results to Question No. 12, “What are your main reasons for using the Pahrump Community Library? (Please check as many reasons as apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey. The most frequently selected responses to Question No. 12 are highlighted.

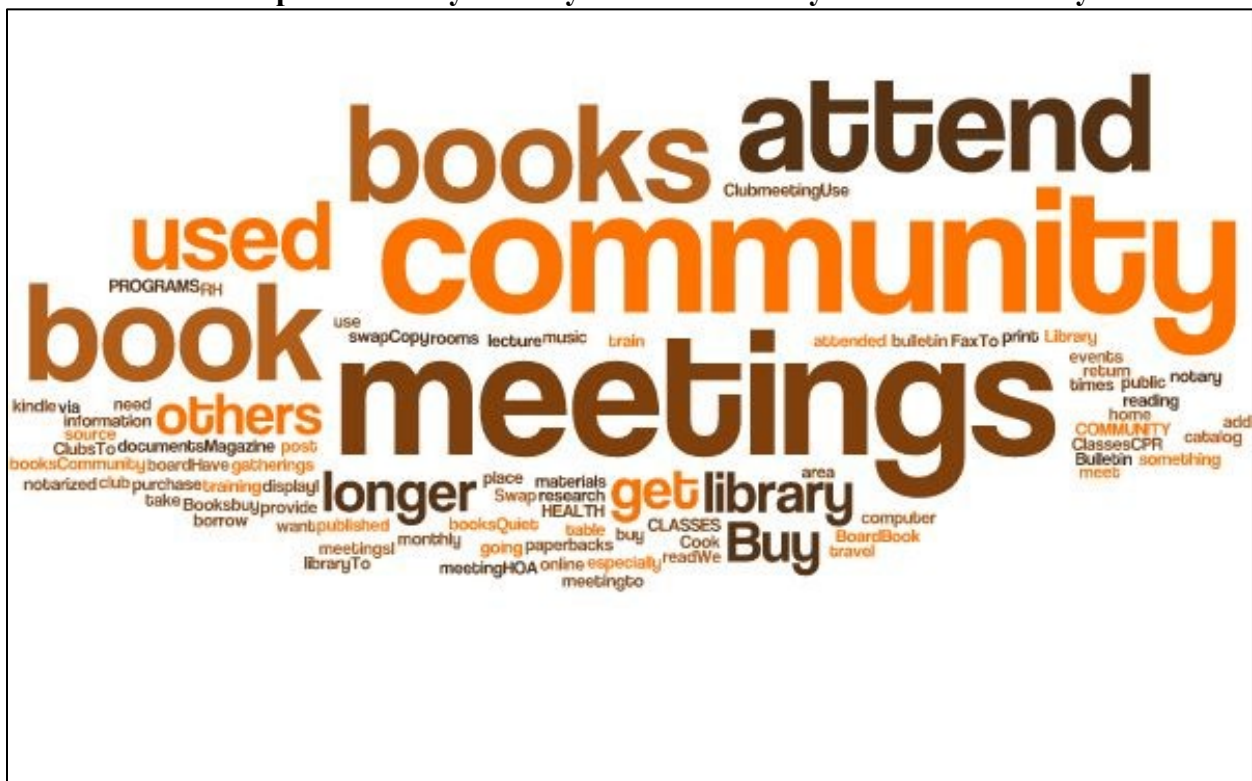
| Table 3.6 – Question No. 12: What are your main reasons for using the Pahrump Community Library? (Please check as many reasons as apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|----------------------------------|-----------------------------------|
| Answer Choice | Total Number of Responses | Percent of Total Responses |
| To borrow best sellers | 40 | 35.4% |
| To borrow other fiction | 69 | 61.1% |
| To borrow non-fiction books | 43 | 38.1% |
| For reference/research | 33 | 29.2% |
| To use the children’s area | 22 | 19.5% |
| To participate in arts and crafts activities | 17 | 15.0% |
| To borrow videos, CD’s, and other electronic media | 22 | 19.5% |
| To use a scanner/printer | 28 | 24.8% |
| To read magazines, newspapers and other periodicals | 8 | 7.1% |
| To use the Internet/Wi-Fi | 21 | 18.6% |
| To get information for a school project | 8 | 7.1% |
| To use and access government publications | 11 | 9.7% |
| To participate in children’s activities | 18 | 15.9% |
| To use a computer (non-Internet) | 10 | 8.9% |
| To study/work | 27 | 23.9% |
| Other (please specify): | 31 | 27.4% |
| Total | 113 | 100.0% |

As part of their responses to Question No. 12, the responses most frequently selected by survey respondents include ‘To borrow other fiction’, selected by 69 total survey respondents or by 61.1 percent of the 113 survey respondents that responded to Question No. 12, followed by ‘To borrow non-fiction books’, selected by 43 total survey respondents or by 38.1 percent, and by ‘To borrow best sellers’, selected by 40 total survey respondents or by 35.4 percent. Other top responses selected by survey respondents include ‘For reference/research’, selected by 33 total

survey respondents or by 29.2 percent, ‘Other, Please Specify:’, selected by 31 total survey respondents or by 27.4 percent, ‘To study/work’, selected by 27 total survey respondents or by 23.9 percent, and ‘To use a scanner/printer’, selected by 28 total survey respondents or by 24.8 percent.

Figure 3.2 presents a word cloud summarizing the written-in answers that survey respondents provided as part of their selection of ‘Other, Please Specify:’ as part of Question No. 12, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Figure 3.2 – Results for Question No. 12: What are your main reasons for using the Pahrump Community Library? (Please check as many reasons as apply); Responses for ‘Other, Please Specify:’ Pahrump Community Library 2025 Community Assessment Survey



Among the various other reasons why survey respondents use the Pahrump Community Library, the most frequently provided response was to attend and participate in various community meetings including a variety of classes and training programs. Survey respondents highlighted several specific community meetings, classes, and training programs as part of their response to Question No. 12, including cardiopulmonary resuscitation (CPR) instruction and certification, book and other club meetings, community health classes, and musical performances.

Table 3.7 presents the results to Question No. 13, “Over the last year, which specific services offered by the Pahrump Community Library have you used? (Please check as many services as apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey. The most frequently selected responses to Question No. 13 are highlighted.

| Table 3.7 – Question No. 13: Over the last year, which specific services offered by the Pahrump Community Library have you used? (Please check as many services as apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|---|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Public Computers | 32 | 39.0% |
| Online Resources (E-Magazines, Statewide Databases, Nevada Legal Forms, etc.) | 19 | 23.2% |
| Ebooks | 17 | 20.7% |
| Youth Programs/Story Hour | 17 | 20.7% |
| Other, Please Specify: | 32 | 39.0% |
| Total | 82 | 100.0% |

A total of 32 survey respondents, or 39.0 percent of the 82 survey respondents who responded to Question No. 13, selected either ‘Public Computers’ or ‘Other, Please Specify:’. An additional 19 total survey respondents, or 23.2 percent, selected ‘Online Resources (E-Magazines, Statewide Databases, Nevada Legal Forms, etc.)’, and 17 additional survey respondents, or 20.7 percent, selected either ‘Ebooks’ or ‘Youth Programs/Storey Hour’. Of the 32 total survey respondents who selected ‘Other, Please Specify:’, the most frequently written-in response was utilization of the Library’s study rooms and quiet areas to study and work. Several survey respondents who selected ‘Other, Please Specify:’ noted that the Pahrump Community Library is one of the few publicly available spaces in Pahrump to complete research, study, and work in a quiet environment. Other frequently written-in responses provided by survey respondents as part of their response to Question No. 13 include utilization of the Library’s public meeting rooms, to borrow and use books, to utilize the Library’s various faxing, printing, and scanning services, and to engage in various club activities.

Table 3.8 presents the results to Question No. 14, “How do you usually find out about what is happening at the Pahrump Community Library? (Please check all that apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey. The most frequently selected responses to Question No. 14 are highlighted.

‘Social Media (i.e. Pahrump Community Library Facebook)’ was the most frequently selected response to Question No. 14, selected by 63 total survey respondents or by 57.8 percent of the 109 survey respondents that responded to Question No. 14. An additional 29 total survey respondents, or 26.6 percent, selected ‘Local Publications’, followed by ‘Library Publications’, selected by 26 total survey respondents or by 23.9 percent, and by ‘Friends’ and ‘Other, Please Specify:’, each selected by 23 total survey respondents or by 21.1 percent. Among the 23 total survey respondents that selected ‘Other, Please Specify:’, survey respondents overwhelmingly

noted that they depend upon the Library’s website to find out about what is happening at the Pahrump Community Library on a regular basis.

| Table 3.8 – Question No. 14: How do you usually find out about what is happening at the Pahrump Community Library? (Please check all that apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Friends | 23 | 21.1% |
| Teacher | 2 | 1.8% |
| Family Member | 6 | 5.5% |
| Library Publications | 26 | 23.9% |
| Local Publications | 29 | 26.6% |
| Social Media (i.e. Pahrump Community Library Facebook) | 63 | 57.8% |
| Other, Please Specify: | 23 | 21.1% |
| | | |
| Total | 109 | 100.0% |

Of the 119 total survey respondents who responded to Question No. 15, “Would you like to receive regular updates and notifications about the various activities, programs, and events offered by the Pahrump Community Library?”, an overwhelming majority of survey respondents, 94 total survey respondents or 80.3 percent, selected ‘Yes’. Just 23 total survey respondents, or 19.7 percent, selected ‘No’ as part of their response to Question No. 15.

Table 3.9 presents the results to Question No. 16, “Please select the way in which you would prefer to receive updates about the various activities, programs, and events offered by the Pahrump Community Library: (Please check all that apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Survey respondents were mostly evenly divided among the options provided to them as part of Question No. 16. A total of 58 survey respondents, or 53.7 percent of the 108 survey respondents that responded to Question No. 16, selected ‘Social Media’, followed by 54 total survey respondents, or 50.0 percent, selecting both ‘Library Website (Calendar of Events)’ and ‘Email Notifications from the Pahrump Community Library’. An additional 50 total survey respondents, or 46.3 percent, selected ‘Local Media Publications/Newspapers’ and just six total survey respondents, or 5.6 percent, selected ‘Other, Please Specify:’. Among the six total survey respondents that selected ‘Other, Please Specify:’ and provided a written-in response, common written-in answers include direct notification by automated text message, utilization of local television and radio stations, and the use of physical mailers with information about specific activities, events, and programs that the Pahrump Community Library is hosting. Several of the survey respondents who selected ‘Other, Please Specify’ and provided a written-in response, noted the importance of communicating Library activities, programs, and events offered by the Pahrump Community Library through a variety of communication and media channels to ensure that individuals are properly informed about these various activities, programs, and events and how individual members of the community can register and/or participate in them as they are offered.

| Table 3.9 – Question No. 16: Please select the way in which you would prefer to receive updates about the various activities, programs, and events offered by the Pahrump Community Library: (Please check all that apply) | | |
|---|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| Library Website (Calendar of Events) | 54 | 50.0% |
| Social Media | 58 | 53.7% |
| Email Notifications from the Pahrump Community Library | 54 | 50.0% |
| Local Media Publications/Newspapers | 50 | 46.3% |
| Other, Please Specify: | 6 | 5.6% |
| | | |
| Total | 108 | 100.0% |

Table 3.10 presents the results to Question No. 17, “If you do not currently use the Pahrump Community Library as a primary source of information and of other resources, how do you currently get information and other resources that you want? (Please check all that apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Survey respondents who selected an answer to Question No. 17 selected ‘Online Websites (from a Mobile Device such as a Smartphone)’ as their top response, selected by 61 total survey respondents or by 80.3 percent of the 76 survey respondents that responded to this question. An additional 52 total survey respondents, or 68.4 percent, selected ‘Online Websites (from a Desktop or Laptop)’ and an additional 31 total survey respondents, or 40.8 percent, selected ‘Local Media Publications/Newspapers’. A total of 19 survey respondents, or 25.0 percent, selected ‘Television’ and an additional 15 total survey respondents, or 19.7 percent, selected ‘Streaming Services (i.e. Netflix, Disney+, etc.)’. Just eight total survey respondents, or 10.5 percent, selected ‘Radio’ as part of their response to Question No. 17 and only four total survey respondents, or 5.3 percent, selected ‘Other, Please Specify:’ and provided a written response. Of the four total survey respondents that selected ‘Other, Please Specify:’ as part of their response to Question No. 17, one survey respondent indicated that they use one of the branch libraries of the Las Vegas-Clark County Library District as they live in neighboring Clark County and only work in Pahrump. One additional survey respondent wrote that they rely on direct news emails as a regular source of information and other resources that they want while two additional survey respondents indicated that they rely on local and regional newspapers and similar publications including community newsletters, publications provided by local and county government agencies, and written materials produced and provided online by various for profit private sector firms and different non-profit community-based organizations.

| Table 3.10 – Question No. 17: If you do not currently use the Pahrump Community Library as a primary source of information and of other resources, how do you currently get information and other resources that you want? (Please check all that apply) Pahrump Community Library 2025 Community Assessment Survey | | |
|--|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Local Media Publications/Newspapers | 31 | 40.8% |
| Online Websites (from a Mobile Device such as a Smartphone) | 61 | 80.3% |
| Online Websites (from a Desktop or Laptop) | 52 | 68.4% |
| Television | 19 | 25.0% |
| Radio | 8 | 10.5% |
| Streaming Service (i.e. Netflix, Disney+, etc.) | 15 | 19.7% |
| Other, Please Specify: | 4 | 5.3% |
| | | |
| Total | 76 | 100.0% |

3.2 Level of Satisfaction with Library Services and Facilities Results

Table 3.11 presents the results to Question No. 18, “How would you rank your level of satisfaction with the staff of the Pahrump Community Library? (Please check only one answer)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.11 – Question No. 18: How would you rank your level of satisfaction with the staff of the Pahrump Community Library? (Please check only one answer) Pahrump Community Library 2025 Community Assessment Survey | | |
|---|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Very Dissatisfied | 0 | 0.0% |
| Dissatisfied | 0 | 0.0% |
| Slightly Dissatisfied | 3 | 2.7% |
| Slightly Satisfied | 4 | 3.5% |
| Satisfied | 39 | 34.5% |
| Very Satisfied | 67 | 59.3% |
| | | |
| Total | 113 | 100.0% |

A significant majority of survey respondents, 67 total survey respondents, or 59.3 percent of the 113 survey respondents that responded to Question No. 18, selected ‘Very Satisfied’ in evaluating their overall level of satisfaction with the staff of the Pahrump Community Library. An additional 39 total survey respondents, or 34.5 percent, selected ‘Satisfied’. Only four total survey respondents, or 3.5 percent, selected ‘Slightly Satisfied’ and only three total survey respondents, or 2.7 percent, selected ‘Slightly Dissatisfied’. No survey respondents selected either ‘Very Dissatisfied’ or ‘Dissatisfied’ as part of their response to Question No. 18.

Table 3.12 presents the results to Question No. 19, “Overall, how satisfied are you with the overall quality of the Pahrump Community Library’s physical facilities? (Please check only one answer)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.12 – Question No. 19: Overall, how satisfied are you with the overall quality of the Pahrump Community Library’s physical facilities? (Please check only one answer) | | |
|---|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| Very Dissatisfied | 0 | 0.0% |
| Dissatisfied | 1 | 0.9% |
| Slightly Dissatisfied | 2 | 1.8% |
| Slightly Satisfied | 9 | 8.0% |
| Satisfied | 38 | 33.6% |
| Very Satisfied | 63 | 55.8% |
| | | |
| Total | 113 | 100.0% |

Again, a significant majority of survey respondents selected either ‘Very Satisfied’ or ‘Satisfied’ in evaluating how satisfied they are with the overall quality of the Pahrump Community Library’s physical facilities. Most survey respondents, 63 total survey respondents or 55.8 percent of the 113 survey respondents that responded to Question No. 19, selected ‘Very Satisfied’ and an additional 38 total survey respondents, or 33.6 percent, selected ‘Satisfied’. Just nine total survey respondents, or 8.0 percent, selected ‘Slightly Satisfied’, followed by two total survey respondents that selected ‘Slightly Dissatisfied’ and by one survey respondent, or 1.8 percent, that selected ‘Dissatisfied’. No survey respondents selected ‘Very Dissatisfied’ as part of their response to Question No. 19.

Table 3.13 presents the results to Question No. 20, “Overall, how satisfied are you with the current services offered by the Pahrump Community Library? (Please check only one answer)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Of the 112 survey respondents that responded to Question No. 20, 49 total survey respondents, or 43.8 percent, selected ‘Very Satisfied’, 44 total survey respondents or 39.3 percent selected ‘Satisfied’, and an additional 13 total survey respondents or 11.6 percent selected ‘Slightly Satisfied’. Just four total survey respondents or 3.6 percent selected ‘Slightly Dissatisfied’ in evaluating their level of satisfaction with the Pahrump Community Library’s current offerings of

various services and only two total survey respondents, or 1.8 percent, selected ‘Dissatisfied’. None of the 112 total survey respondents that responded to Question No. 20 selected ‘Very Dissatisfied’ as part of their response.

| Table 3.13 – Question No. 20: Overall, how satisfied are you with the current services offered by the Pahrump Community Library? (Please check only one answer) Pahrump Community Library 2025 Community Assessment Survey | | |
|---|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Very Dissatisfied | 0 | 0.0% |
| Dissatisfied | 2 | 1.8% |
| Slightly Dissatisfied | 4 | 3.6% |
| Slightly Satisfied | 13 | 11.6% |
| Satisfied | 44 | 39.3% |
| Very Satisfied | 49 | 43.8% |
| Total | 112 | 100.0% |

Table 3.14 presents the results to Question No. 21, “How would you rank your overall level of satisfaction for each of the Pahrump Community Library’s current services? (Please answer for each service individually but only if you have used that service in the past)” for Public Computers, Ebooks Collection, and Youth Programs/Story Hour, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

For **Public Computers**, 39 total survey respondents, or 45.9 percent of all respondents who answered Question No. 21, selected ‘Satisfied’ and an additional 34 total survey respondents, or 40.0 percent, selected ‘Very Satisfied’. An additional eight total survey respondents or 9.4 percent selected ‘Slightly Satisfied’, three additional survey respondents or 3.5 percent selected ‘Slightly Dissatisfied’, and only one survey respondent or 1.2 percent selected ‘Dissatisfied’. No survey respondents selected ‘Very Dissatisfied’. For **Ebooks**, 30 total survey respondents or 44.8 percent selected ‘Satisfied’, 15 total survey respondents or 22.4 percent selected ‘Very Satisfied’, and 13 total survey respondents or 19.4 percent selected ‘Slightly Satisfied’. Seven total survey respondents or 10.5 percent selected ‘Slightly Dissatisfied’, and both ‘Very Dissatisfied’ and ‘Dissatisfied’ were selected by one survey respondent. For **Youth Programs/Story Hour**, 29 total survey respondents or 50.0 percent selected ‘Satisfied’, 19 total survey respondents or 32.8 percent selected ‘Very Satisfied’, and seven total survey respondents or 12.1 percent selected ‘Slightly Satisfied’. Just two total survey respondents or 3.5 percent selected ‘Slightly Dissatisfied’ and only one survey respondent or 1.7 percent selected ‘Very Dissatisfied’. No survey respondents selected ‘Dissatisfied’ as part of their evaluation of Youth Programs/Story Hour services offered by the Pahrump Community Library.

As part of Question No. 21, survey respondents were also given an opportunity to write-in other services currently offered by the Pahrump Community Library and evaluate their level of satisfaction with these other services. Other common services noted by survey respondents included the Library’s various fax, print, and scanning services, access to computers and online resources, the Library’s collection of books and other printed materials, the Library’s Co-Op

| Table 3.14 – Question No. 21: How would you rank your overall level of satisfaction for each of the Pahrump Community Library's current services? (Please answer for each service individually but only if you have used that service in the past) Pahrump Community Library 2025 Community Assessment Survey | | | | | | | | | | | | |
|--|-------------------|---------|--------------|---------|---------------------|---------|--------------------|---------|-----------|---------|----------------|---------|
| Service | Very Dissatisfied | | Dissatisfied | | Slight Dissatisfied | | Slightly Satisfied | | Satisfied | | Very Satisfied | |
| | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent |
| Public Computers | 0 | 0.0% | 1 | 1.2% | 3 | 3.5% | 8 | 9.4% | 39 | 45.9% | 34 | 40.0% |
| Ebooks Collection | 1 | 1.5% | 1 | 1.5% | 7 | 10.5% | 13 | 19.4% | 30 | 44.8% | 15 | 22.4% |
| Youth Programs/Story Hour | 1 | 1.7% | 0 | 0.0% | 2 | 3.5% | 7 | 12.1% | 29 | 50.0% | 19 | 32.8% |

Homeschool services, availability of meetings rooms and study rooms, and various club activities. Overall, survey respondents indicated a high level of satisfaction with these various other Pahrump Community Library programs, resources, and services with survey respondents generally indicating that they would like to see additional investment in and expansion of these particular services.

3.3 Specific Evaluation of Library Staff and Facilities Results

Table 3.15 presents the results to Question No. 22, “Please indicate your level of satisfaction concerning CUSTOMER SERVICE by indicating whether you disagree or agree with the following statements: (Please check only one answer per statement)” regarding Library staff, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

For the statement, *Library staff treat me fairly without discrimination*, a significant majority of survey respondents, 74 total survey respondents or 67.3 percent, selected ‘Strongly Agree’ and an additional 28 total survey respondents or 25.5 percent selected ‘Agree’. An additional six total survey respondents or 5.5 percent selected ‘Neutral’ while ‘Strongly Disagree’ and ‘Disagree’ were selected by just one survey respondent each, accounting for just 0.9 percent of survey respondents who evaluated this statement. For the statement, *Library staff are professional in their dealings with me*, 73 total survey respondents or 66.4 percent selected ‘Strongly Agree’, 30 total survey respondents or 27.3 percent selected ‘Agree’, and just five total survey respondents or 4.6 percent selected ‘Neutral’. ‘Strongly Disagree’ and ‘Disagree’ were selected by just one survey respondent each, accounting for just 0.9 percent of survey respondents who evaluated this specific statement. Most survey respondents, 69 total survey respondents or 62.7 percent, selected ‘Strongly Agree’ in evaluating the statement, *Library staff are friendly*, while an additional 27 total survey respondents or 24.6 percent selected ‘Agree’. An additional 11 total survey respondents or 10.0 percent selected ‘Neutral’ while only two total survey respondents, or 1.8 percent, selected ‘Strongly Disagree’ and just one survey respondent, or 0.9 percent, selected ‘Disagree’.

A near majority of survey respondents, 54 total survey respondents or 49.5 percent, selected ‘Strongly Agree’ as part of their evaluation of the statement, *Library staff are interested in me and my needs*, while 32 total survey respondents or 29.4 percent selected ‘Agree’ and 19 total survey respondents or 17.4 percent selected ‘Neutral’. Three additional survey respondents, or 2.8 percent of respondents, selected ‘Disagree’ and only one survey respondent, or 0.9 percent, selected ‘Strongly Disagree’. For the statement, *Library staff are knowledgeable*, 61 total survey respondents or 56.0 percent selected ‘Strongly Agree’, 35 total survey respondents or 32.1 percent selected ‘Agree’, and 10 total survey respondents or 9.2 percent selected ‘Neutral’. Just two survey respondents, or 1.8 percent, selected ‘Disagree’ and only one survey respondent, or 0.9 percent, selected ‘Strongly Disagree’. For the statement, *Library staff provides quality service*, 65 total survey respondents or 59.6 percent selected ‘Strongly Agree’, 31 total survey respondents or 28.4 percent selected ‘Agree’, and 10 total survey respondents or 9.2 percent selected ‘Neutral’. Just two survey respondents, or 1.8 percent, selected ‘Disagree’ and only one survey respondents, or 0.9 percent, selected ‘Strongly Disagree’.

| Table 3.15 – Question No. 22: Please indicate your level of satisfaction concerning CUSTOMER SERVICE by indicating whether you disagree or agree with the following statements: (Please check only one answer per statement) Pahrump Community Library 2025 Community Assessment Survey | | | | | | | | | | | |
|--|-------------------|---------|----------|---------|---------|---------|-------|---------|----------------|---------|--|
| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | | |
| | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent | |
| Library staff treat me fairly without discrimination. | 1 | 0.9% | 1 | 0.9% | 6 | 5.5% | 28 | 25.5% | 74 | 67.3% | |
| Library staff are professional in their dealings with me. | 1 | 0.9% | 1 | 0.9% | 5 | 4.6% | 30 | 27.3% | 73 | 66.4% | |
| Library staff are friendly. | 2 | 1.8% | 1 | 0.9% | 11 | 10.0% | 27 | 24.6% | 69 | 62.7% | |
| Library staff are interested in me and my needs. | 1 | 0.9% | 3 | 2.8% | 19 | 17.4% | 32 | 29.4% | 54 | 49.5% | |
| Library staff are knowledgeable. | 1 | 0.9% | 2 | 1.8% | 10 | 9.2% | 35 | 32.1% | 61 | 56.0% | |
| Library staff provides quality service. | 1 | 0.9% | 2 | 1.8% | 10 | 9.2% | 31 | 28.4% | 65 | 59.6% | |
| Library staff responds in a timely manner. | 1 | 0.9% | 1 | 0.9% | 11 | 10.1% | 29 | 26.6% | 67 | 61.5% | |
| Library staff are difficult to approach. | 55 | 50.5% | 30 | 27.5% | 11 | 10.1% | 7 | 6.4% | 6 | 5.5% | |

A significant majority of survey respondents, 67 total survey respondents or 61.5 percent, selected ‘Strongly Agree’ as part of their evaluation of the statement, ***Library staff responds in a timely manner.*** A total of 29 survey respondents, or 26.6 percent, selected ‘Agree’ and 11 total survey respondents, or 10.1 percent, selected ‘Neutral’. ‘Disagree’ and ‘Strongly Disagree’ were each selected by one survey respondent or by 0.9 percent of the survey respondents who evaluated this statement. For the final statement, ***Library staff are difficult to approach,*** 55 total survey respondents or 50.5 percent selected ‘Strongly Disagree’ and 30 additional total survey respondents or 27.5 percent selected ‘Disagree’. An additional 11 total survey respondents, or 10.1 percent, selected ‘Neutral’, seven total survey respondents or 6.4 percent selected ‘Agree’, and six total survey respondents or 5.5 percent selected ‘Strongly Agree’.

Table 3.16 presents the results to Question No. 23, “Please indicate your level of satisfaction concerning the Pahrump Community Library’s FACILITIES, by indicating whether you disagree or agree with the following statements: (Please check only one answer per statement)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

For the statement, ***Computers and electronic equipment are accessible in the library,*** the top two responses selected by survey respondents were ‘Agree’, selected by 42 total survey respondents or 41.6 percent of respondents that selected this response, and ‘Strongly Agree’, selected by 41 total survey respondents or 40.6 percent. The majority of survey respondents either agreed or strongly agreed with the statement, ***The library’s meeting spaces and public gathering spaces meet my expectations,*** as 42 total survey respondents or 40.0 percent selected ‘Agree’ and an additional 42 total survey respondents also selected ‘Strongly Agree’. For the statement, ***The library is clean, well-lit and inviting,*** 55 total survey respondents or 50.5 percent selected ‘Strongly Agree’ and 45 total survey respondents or 41.3 percent selected ‘Agree’. Just seven total survey respondents, or 6.4 percent, selected ‘Neutral’, two survey respondents or 1.8 percent selected ‘Disagree’, and no survey respondents selected ‘Strongly Disagree’. A significant majority of survey respondents either strongly disagreed or disagreed with the statement, ***The library feels outdated and the physical amenities are old and worn-out.*** A total of 44 survey respondents or 40.4 percent selected ‘Strongly Disagree’ in evaluating this statement and an additional 34 total survey respondents, or 31.2 percent, selected ‘Disagree’.

Most survey respondents either agreed or strongly agreed with the statement, ***The library’s bathrooms are clean, well maintained, convenient to use and are accessible.*** A total of 48 survey respondents or 44.4 percent selected ‘Agree’ as part of their evaluation of this statement and an additional 47 total survey respondents or 43.5 percent selected ‘Strongly Agree’. Just 11 total survey respondents or 10.2 percent selected ‘Neutral’ while ‘Disagree’ and ‘Strongly Disagree’ were selected by just one survey respondent for each option. For the statement, ***The library’s physical space and layout are adequate,*** 48 total survey respondents or 44.0 percent selected ‘Agree’ and an additional 44 total survey respondents or 40.4 percent selected ‘Strongly Agree’. Fourteen additional total survey respondents or 12.8 percent selected ‘Neutral’ as part of their evaluation of this statement, three total survey respondents or 2.8 percent selected ‘Disagree’, while no survey respondents selected ‘Strongly Disagree’. A total of 45 total survey respondents or 40.9 percent selected ‘Agree’ in evaluating the statement, ***The library’s hours of operation are adequate,*** followed by 33 total survey respondents or 30.0 percent selected ‘Strongly Agree’. A total of 21 survey respondents or 19.1 percent selected ‘Neutral’, seven

| Table 3.16 – Question No. 23: Please indicate your level of satisfaction concerning the Pahrump Community Library’s FACILITIES, by indicating whether you disagree or agree with the following statements: (Please check only one answer per statement) | | | | | | | | | | |
|---|---|---------|----------|---------|---------|---------|-------|---------|----------------|---------|
| Statement | Strongly Disagree | | Disagree | | Neutral | | Agree | | Strongly Agree | |
| | Total | Percent | Total | Percent | Total | Percent | Total | Percent | Total | Percent |
| | Computers and electronic equipment are accessible in the library. | 1 | 1.0% | 3 | 3.0% | 14 | 13.9% | 42 | 41.6% | 41 |
| The library’s meeting spaces and public gathering spaces meet my expectations. | 3 | 2.9% | 2 | 1.9% | 16 | 15.2% | 42 | 40.0% | 42 | 40.0% |
| The library is clean, well-lit and inviting. | 0 | 0.0% | 2 | 1.8% | 7 | 6.4% | 45 | 41.3% | 55 | 50.5% |
| The library feels outdated and the physical amenities are old and worn-out. | 44 | 40.4% | 34 | 31.2% | 19 | 17.4% | 3 | 2.8% | 9 | 8.3% |
| The library’s bathrooms are clean, well maintained, convenient to use and are accessible. | 1 | 0.9% | 1 | 0.9% | 11 | 10.2% | 48 | 44.4% | 47 | 43.5% |
| The library’s physical space and layout are adequate. | 0 | 0.0% | 3 | 2.8% | 14 | 12.8% | 48 | 44.0% | 44 | 40.4% |
| The library’s hours of operation are adequate. | 4 | 3.6% | 7 | 6.4% | 21 | 19.1% | 45 | 40.9% | 33 | 30.0% |
| There is sufficient parking available in the library’s parking lot. | 1 | 0.9% | 5 | 4.6% | 11 | 10.0% | 55 | 50.0% | 38 | 34.6% |

total survey respondents or 6.4 percent selected ‘Disagree’, and only four total survey respondents or 3.6 percent selected ‘Strongly Disagree’. For the final statement as part of Question No. 23, most survey respondents either agreed or strongly agreed with the statement, *There is sufficient parking available in the library’s parking lot*, with 55 total survey respondents or 50.0 percent selecting ‘Agree’ and 38 total survey respondents selecting ‘Strongly Disagree’.

3.4 Identification of Future Needs Results

Table 3.17 presents the results to Question No. 24, “Which physical improvements would you like to see at the Pahrump Community Library? (Please check all that apply)” regarding Library staff, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.17 – Question No. 24: Which physical improvements would you like to see at the Pahrump Community Library? (Please check all that apply) | | |
|--|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| More Study Rooms | 12 | 14.6% |
| More Study Tables | 4 | 4.9% |
| More Individual Meeting Rooms | 16 | 19.5% |
| More Story Hour Space | 4 | 4.9% |
| More Arts and Craft Space | 20 | 24.4% |
| Additional Quiet Reading Space | 19 | 23.2% |
| Additional Computer/Internet Stations | 12 | 14.6% |
| Increased Book Selection | 48 | 58.5% |
| Increased Selection of Magazines, Newspapers, and/or Other Periodicals | 13 | 15.9% |
| Additional Children Activities | 22 | 26.8% |
| Additional Teen and/or Young Adult Activities | 21 | 25.6% |
| Additional Adult Activities | 28 | 34.2% |
| Additional Audio-Visual Materials (videos, CD’s, and other electronic media) | 8 | 9.8% |
| More One-on-One Assistance | 5 | 6.1% |
| Other, Please Specify: | 11 | 13.4% |
| | | |
| Total | 82 | 100.0% |

‘Increased Book Selection’ was the single most frequently selected answer to Question No. 24, selected by 48 total survey respondents or by 58.5 percent of the 82 total survey respondents that responded to Question No. 24. The second most frequently selected answer to Question No. 24 selected by survey respondents was ‘Additional Adult Activities’, selected by 28 total survey respondents or by 34.2 percent, followed by ‘Additional Children Activities’, selected by 22 total survey respondents or by 26.8 percent. ‘Additional Teen and/or Young Adult Activities’ was

selected fourth overall by survey respondents, selected by 21 total survey respondents or by 25.6 percent, followed by ‘More Arts and Craft Space’ selected by 20 total survey respondents or by 24.4 percent, and by ‘Additional Quiet Reading Space’ selected by 19 total survey respondents or by 23.2 percent.

Table 3.18 presents the results to Question No. 25, “Which improvements to the Pahrump Community Library’s collections would you like to see the Pahrump Community Library pursue and develop? (Please check all that apply)”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.18 – Question No. 25: Which improvements to the Pahrump Community Library’s collections would you like to see the Pahrump Community Library pursue and develop? (Please check all that apply) | | |
|--|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| General Non-Fiction | 24 | 31.6% |
| Religion/Philosophy | 11 | 14.5% |
| History | 20 | 26.3% |
| Science/Technology | 17 | 22.4% |
| Health/Medical | 13 | 17.1% |
| General Fiction | 32 | 42.1% |
| Mystery | 28 | 36.8% |
| Science Fiction | 14 | 18.4% |
| Romance | 11 | 14.5% |
| Western | 4 | 5.3% |
| Travel | 5 | 6.6% |
| Self-Help | 12 | 15.8% |
| Biography | 9 | 11.8% |
| Arts/Culture | 12 | 15.8% |
| Large Print | 17 | 22.4% |
| Audio/Visual | 4 | 5.3% |
| Magazines, Newspapers, and/or Other Periodicals | 9 | 11.8% |
| Teen or Young Adult Materials | 25 | 32.9% |
| Other, Please Specify: | 19 | 25.0% |
| | | |
| Total | 76 | 100.0% |

A total of 32 survey respondents, or 42.1 percent of the 76 total survey respondents that responded to Question No. 25, selected ‘General Fiction’, followed by ‘Mystery’, selected by 28 total survey respondents or by 36.8 percent, and by ‘Teen or Young Adult Materials’, selected by 25 total survey respondents or by 32.9 percent. ‘General Non-Fiction’ was the fourth most selected response, selected by 24 total survey respondents or by 31.6 percent, and ‘History’ was the fifth most selected response, selected by 20 total survey respondents or by 26.3 percent.

Table 3.19 presents the results to Question No. 26, “I would like to see the Pahrump Community Library create new outreach and ‘mobile’ services, possibly including the development of increased homebound services, pop-up events, and program and service delivery to senior centers within the area.”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.19 – Question No. 26: I would like to see the Pahrump Community Library create new outreach and ‘mobile’ services, possibly including the development of increased homebound services, pop-up events, and program and service delivery to senior centers within the area. | | |
|--|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| Strongly Disagree | 3 | 2.9% |
| Disagree | 3 | 2.9% |
| Neutral | 32 | 31.4% |
| Agree | 35 | 34.3% |
| Strongly Agree | 29 | 28.4% |
| Total | 102 | 100.0% |

As part of the responses collected for Question No. 26, 35 total survey respondents or 34.3 percent selected ‘Agree’ and an additional 32 total survey respondents selected ‘Neutral’. An additional 29 total survey respondents or 28.4 percent of the 102 survey respondents that responded to Question No. 26 selected ‘Strongly Agree’. ‘Strongly Disagree’ and ‘Disagree’ were each selected by three total survey respondents or by 2.9 percent of survey respondents that answered this question.

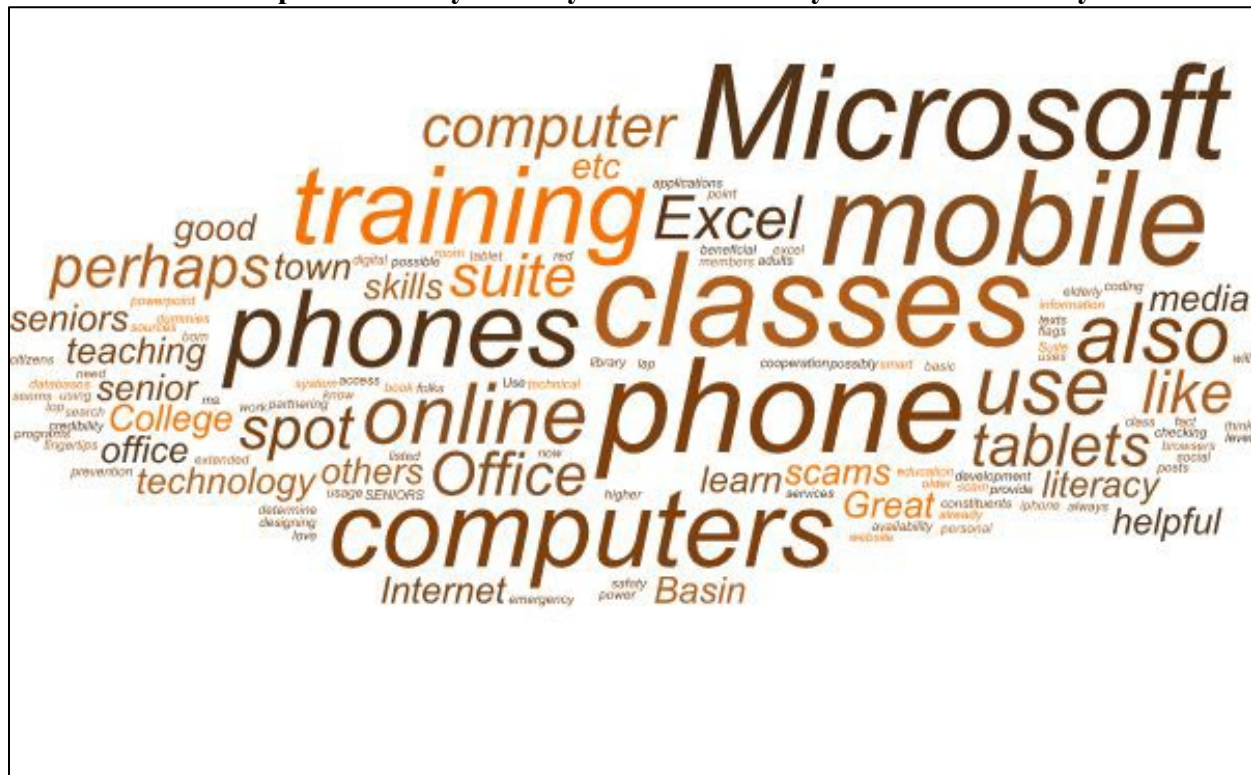
Figure 3.3 presents a word cloud summarizing survey respondent answers to Question No. 27, “What types of outreach and mobile services, resources, and programs (i.e. Homebound services, pop-up events, program and service delivery to area senior centers, etc.) would you like to see the Pahrump Community Library provide?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Several survey respondents expressed support for the development and delivery of pop-up events as part of different special events held in Pahrump. Survey respondents noted the opportunity for the Pahrump Community Library to customize future pop-up events thematically with different special events. For example, during the annual ICS and Silver State Chili Cook-Off, the Library could feature directed cooking classes or highlight local and regional authors who have published cookbooks. For the Pahrump Fall Festival, survey respondents suggested highlighting the works of local and regional authors and artists and, for the annual Pahrump Social Powwow, the Pahrump Community Library could highlight cultural characteristics of local and regional Native American, Tribal, and Indigenous peoples. Survey respondents also noted the need for increased homebound services to provide the area’s senior citizen population increased access to various Library programs, resources, and services. While Pahrump’s median age has declined over the past several years, the area’s overall median age remains relatively older when

| Table 3.20 – Question No. 28: I would like to see the Pahrump Community Library expand its digital and technology usage assistance and training services. Pahrump Community Library 2025 Community Assessment Survey | | |
|---|-----------------|----------------------------|
| Response | Total Responses | Percent of Total Responses |
| Strongly Disagree | 1 | 1.0% |
| Disagree | 3 | 2.9% |
| Neutral | 38 | 37.3% |
| Agree | 41 | 40.2% |
| Strongly Agree | 19 | 18.6% |
| Total | 102 | 100.0% |

Figure 3.4 presents a word cloud summarizing survey respondent answers to Question No. 29, “What additional digital and technology usage assistance and training services (i.e. use of a mobile phone or tablet device, Microsoft Office Suite including Word, Excel, and PowerPoint, use of online Internet browsers, etc.) would you like to see the Pahrump Community Library provide?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

**Figure 3.4 – Results for Question 29: What additional digital and technology usage assistance and training services (i.e. use of a mobile phone or tablet device, Microsoft Office Suite including Word, Excel, and PowerPoint, use of online Internet browsers, etc.) would you like to see the Pahrump Community Library provide?
Pahrump Community Library 2025 Community Assessment Survey**



Common suggestions provided by survey respondents as part of their response to Question No. 29 included personalized one-on-one and small group training courses on the use of smart and mobile phones, tablets, and other mobile devices as well as multi-week training courses on the use of the Microsoft Office suite, including intermediate and more advanced use of Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and Microsoft Outlook. Several survey respondents noted that proficient use in Microsoft Office suite applications is a primary requirement for various employment opportunities, including employment in several new area-wide and regional emerging industry and occupation sectors. A few survey respondents suggested that the offering of courses focused on the intermediate and more advanced usage of various Microsoft Office suite applications could be done in partnership with Great Basin College’s Pahrump Valley Center that already offers customized training, continuing education, and an Office Technology certificate.

Table 3.21 presents the results to Question No. 30, “I would like to see the Pahrump Community Library expand its STEAM (Science, Technology, Engineering, Arts, and Math) services, resources, and programs.”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.21 – Question No. 30: I would like to see the Pahrump Community Library expand its STEAM (Science, Technology, Engineering, Arts, and Math) services, resources, and programs. | | |
|---|------------------------|-----------------------------------|
| Pahrump Community Library 2025 Community Assessment Survey | | |
| Response | Total Responses | Percent of Total Responses |
| Strongly Disagree | 4 | 4.0% |
| Disagree | 0 | 0.0% |
| Neutral | 39 | 39.0% |
| Agree | 32 | 32.0% |
| Strongly Agree | 25 | 25.0% |
| | | |
| Total | 100 | 100.0% |

Over half of the survey respondents who responded to Question No. 30 agreed that the Pahrump Community Library should expand its existing science, technology, engineering, arts, and math (STEAM) services, resources, and programs. A total of 32 survey respondents, or 32.0 percent of the 100 survey respondents that responded to Question No. 30, selected ‘Agree’ as part of their answer while 25 total survey respondents, or 25.0 percent, selected ‘Strongly Agree’. The largest number of survey respondents, however, a total of 39 survey respondents or 39.0 percent, did select ‘Neutral’. No survey respondents selected ‘Disagree’ and only four total survey respondents, or 4.0 percent, selected ‘Strongly Disagree’.

Figure 3.5 presents a word cloud summarizing survey respondent answers to Question No. 31, “What additional STEAM (Science, Technology, Engineering, Arts, and Math) services, resources, and programs would you like to see the Pahrump Community Library provide?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

that actively support and promote science, technology, engineering, artistic, and mathematical development among children, teens, and young adults.

Table 3.22 presents the results to Question No. 32, “I would like to see the Pahrump Community Library create new vocational training services, resources, and programs.”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

| Table 3.22 – Question No. 32: I would like to see the Pahrump Community Library create new vocational training services, resources, and programs. Pahrump Community Library 2025 Community Assessment Survey | | |
|---|------------------------|-----------------------------------|
| Response | Total Responses | Percent of Total Responses |
| Strongly Disagree | 3 | 3.1% |
| Disagree | 2 | 2.1% |
| Neutral | 45 | 46.4% |
| Agree | 26 | 26.8% |
| Strongly Agree | 21 | 21.7% |
| | | |
| Total | 97 | 100.0% |

While the largest number of survey respondents, 45 total survey respondents or 46.5 percent of the 97 survey respondents that responded to Question No. 32, selected ‘Neutral’ as part of their response, a sizable number of survey respondents either agreed or strongly agreed with the idea of the Pahrump Community Library creating new vocational training services, resources, and programs. A total of 26 survey respondents, or 26.8 percent, selected ‘Agree’ and an additional 21 total survey respondents, or 21.7 percent, selected ‘Strongly Agree’, suggesting that increased vocational training services, resources, and programs are important. Just three survey respondents, or 3.1 percent, selected ‘Strongly Disagree’ and only two survey respondents, or 2.1 percent, selected ‘Disagree’.

Figure 3.6 presents a word cloud summarizing survey respondent answers to Question No. 33, “What types of vocational training services, resources, and programs would you like to see the Pahrump Community Library provide?”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

Similar to the responses provided by survey respondents to Question No. 29 regarding the development of additional digital and technology usage assistance and training services and to the responses provided by survey respondents to Question No. 31 regarding the development of additional science, technology, engineering, artistic, and mathematical programs, resources, and services, most survey respondents that responded to Question No. 33 agreed that the development and delivery of additional vocational training services, resources, and programs should be done in partnership between the Pahrump Community Library and various local and regional workforce development partners. Specifically, survey respondents suggested working closely with Great Basin College’s Pahrump Valley Center and local and area primary and secondary schools to develop and deliver these new vocational training services, resources, and programs. While new vocational training services, resources, and programs can be offered and

Survey respondents noted several specific types of professional certification, opportunities, services, resources, and programs that they would like to see the Pahrump Community Library, including professional certifications in specific industries that are in high demand throughout the community. Among the various professional certification opportunities, services, resources, and programs identified by survey respondents, healthcare related certifications were the most common, ranging from quality and safety certifications (for example, Certified Professional in Healthcare Quality and Certified Professional in Patient Safety), healthcare administration and management (including Certified Professional in Healthcare Management and Certified Medical Manager), health information and informatics (including Certified Professional in Healthcare Information and Management Systems and Registered Health Information Administrator and/or Technician), and various specialized healthcare roles. Several survey respondents noted the importance of working directly with Great Basin College and even the University of Nevada, Las Vegas, as well as with Pahrump Valley High School. Survey respondents noted that the Pahrump Community Library can help market existing professional certification, opportunities, services, resources, and programs that these institutions already offer and even host classes and coursework through the Library during designated times.

Figure 3.8 presents a word cloud summarizing survey respondent answers to Question No. 36, “Please use the remaining space provided here to share any additional thoughts, ideas, comments, or suggestions that you would like to share with the Pahrump Community Library about its programs, resources, services, facilities, or other activities and operations not covered by the previous questions in this survey.”, as part of the 2025 Pahrump Community Library Community Needs Assessment Survey.

As part of their response to Question No. 36, survey respondents provided a number of different responses regarding their own additional thoughts, ideas, comments, or suggestions for the Pahrump Community Library about the Library’s existing programs, resources, services, facilities, and other activities and operations. Most notably among these various responses was a high level of praise and appreciation shared by survey respondents for the high-quality staff at the Library as well as the Library’s existing and diverse set of programs, resources, and services, including the Pahrump Community Library’s existing collection of various materials and extension set of programs tailored for different population groups that depend on and use the Library on a frequent basis. In general, survey respondents highlighted the Library’s existing staff, noting that the staff is friendly, approachable, helpful, professional, and very knowledgeable. Several survey respondents shared personal experiences of how Library staff provided them personal service to find a specific book or piece of reference material, provided one-on-one assistance with a technology-based question, or helped the respondent access a specific program for themselves or for a family member such as a young child.

Survey respondents, as part of their response to Question No. 36, also highlighted the Pahrump Community Library’s extensive and diverse collection, noting that the Library regularly had a specific book or piece of reference material on hand at the time that the survey respondent requested it without having to wait for it to be returned or for it to be brought in from an outside source. Several survey respondents also noted that, on those occasions that a particular book or piece of reference material was not on hand, Library staff helped the respondent to get the book or piece of reference material using the Library’s extensive set of databases and inter-library loan

potential partners including the area’s public schools and with Great Basin College, to offer a wide range of classes and professional certification opportunities. Several survey respondents also noted that they would like to see more special events, directed activities, and even more clubs that appeal to a wider range of interests. Increased literacy and education programs, new technology and technology-training courses, special workshops and creative arts activities, community and social events, and different interactive programs such as live performances and gaming tournaments were a few of the specific suggestions provided by survey respondents as part of their general responses to Question No. 36.

4.0 Critical Elements of the New Five-Year Strategic Plan

Critical elements of the Pahrump Library District's new five-year, 2026 through 2030, organizational strategic plan include a set of priority issues and a list of core values, a revised strategic mission statement and a revised strategic vision statement, and set of strategic goals and objectives with accompanying actionable items to help support implementation. These priority issues, core values, strategic mission and vision statements, and strategic goals and actionable items were developed by representatives of the Pahrump Community Library and the Pahrump Library District during the two strategic planning workshops held in September 2025 and in December 2025 and during subsequent follow-up discussions with Library representatives. This section presents a summary of the critical elements of the Pahrump Library District's new five-year organizational strategic plan.

4.1 Priority and Primary Issues for the Next Five Years

During the two strategic planning workshops held in September 2025 and in December 2025, and based on subsequent follow-up discussions with Pahrump Community Library and Pahrump Library District representatives, five specific priorities and primary issues were developed. These five specific priorities and primary issues that the Pahrump Community Library and Pahrump Library District will seek to address over the next five years are:

- ***Priority and Primary Issue No. 1: Improved Community Engagement and Outreach***

During each of the two strategic planning workshop and in subsequent follow-up discussions, representatives from the Pahrump Community Library and Pahrump Library District noted that the Library and District representatives have worked to develop a series of partnerships with other entities and organizations in the area, with each partnership designed to enhance the Library's existing collection of various programs, resources, and services. While survey respondents to the 2025 Pahrump Community Library Community Needs Assessment noted that they felt that they were adequately informed about Library offerings, activities, and special events, representatives of the Library and Library District noted that there are several ways in which overall community engagement and communication can be improved. Notably, representatives from the Pahrump Community Library and Pahrump Library District noted the need for increased targeted use of the Library's existing social media channels, an improved activities and special events calendar, and more direct engagement and communication with specific population groups who already use the Library. Library and Library District representatives also noted that increased engagement and outreach should focus on diversifying and expanding the Library's existing collection of programs, resources, and services. For example, direct engagement with Great Basin College's Pahrump Valley Center can help expand the Library's offerings of various science, technology,

engineering, artistic, and mathematics programming and resources, different vocational training services, resources, and programs, new professional certification opportunities.

- ***Priority and Primary Issue No. 2: Expanded Programming and Activities for Targeted Groups (Children, Adults, Families)***

Based on the area's continually shifting demographic characteristics and the evolving characteristics of the Library's own patrons, representatives of the Pahrump Community Library and the Pahrump Library District will seek to expand existing and create new programming opportunities and activities that service specific targeted groups, including families with children and adults. For families with young children, this effort may include programming opportunities and activities that parents and their children can both participate in, including new literacy programs that promote life-long learning. Crafting and a dedicated makers space, technology and media courses, increased club offerings, and even financial literacy training, developed and delivered in partnership with other area organizations, are a few of the ways in which the Pahrump Community Library could potentially expand its existing programming opportunities and activities for adults. Library and Library District representatives also noted the need for expanding programming, activities, and even services that directly serve the needs of the area's aging and elderly population. A service that was commonly identified as part of the 2025 Pahrump Community Library Community Needs Assessment survey that directly serves the area's aging and elderly population could potentially be the development of additional homebound delivery services or activities such as 'senior social hours', arts and crafts activities, and music and history discussions.

- ***Priority and Primary Issue No. 3: Increased Investment in Targeted Technology Areas***

Increased investment in targeted technology areas includes both expansion of the Library's collection of technology assets that patrons frequently use as well as improvements to the Library's internal operations and organizational structure. Pahrump Community Library and Pahrump Library District representatives noted the need to invest in targeted technology areas. Specific internally-focused targeted technology areas identified by Pahrump Community Library and Pahrump Library District representatives included information technology support and troubleshooting, user support and instruction by assisting individual patrons and targeted patron groups with computer usage, printing, Internet browsing, and accessing digital resources, system administration, technology planning and training of Library staff, digital resource management, including management of the Library's existing electronic databases, Ebooks, and security systems. Externally-focused increased investment in targeted technology areas could potentially include expansion of the Library's existing technology assets that patrons frequently use, increased engagement with the Nevada State Library, Archives, and Public Records Division of the Nevada Department of Administration to address access and cost issues associated with utilization of different online databases, and improving access of digital and technology resources that the Pahrump Community Library currently offers individual patrons.

- ***Priority and Primary Issue No. 4: Organizational Improvements***

Representatives of the Pahrump Community Library and the Pahrump Library District during the two strategic planning workshops held in September 2025 and in December 2025 and during subsequent follow-up meetings noted a number of specific organizational improvements that the Library and Library District would like to complete as part of this new five-year organizational strategic plan. Chief among these organizational improvements is finalizing an effort to consolidate and update existing Library and Library District policies and procedures. The Library's and Library District's current set of various employee policies and procedures are not currently housed in a single policies and procedures manual for Library and District employees and representatives. While the Pahrump Library District is currently working on a comprehensive update to these existing policies and procedures, periodic review and update of these policies and procedures will be needed to ensure that they remain relevant to the overall operation of the Pahrump Community Library. Library and Library District representatives further noted the need to properly communicate these policies and procedures to Library District employees and to provide, and in some cases require, that Library District employees and representatives engage in and complete period professional development training opportunities. The Pahrump Community Library and the Pahrump Library District will seek to identify these opportunities and provide Library District employees and representatives with the needed financial and non-financial resources to complete professional development training opportunities.

- ***Priority and Primary Issue No. 5: Targeted Improvements and Enhancements of the Pahrump Community Library's Collection***

Targeted improvements and enhancements of the Pahrump Community Library's existing collection includes both an internal perspective and an external perspective in support of Patron needs and wants. Internally, representatives from the Pahrump Community Library and the Pahrump Library District noted that the Library's existing cataloging system requires a major modernization effort and will require significant funding to develop and implement. This effort will also include the identification of additional needed financial and non-financial resources to support the acquisition of additional books and reference materials, database access and subscriptions, and should also be completed alongside increased investment in targeted technology areas that support Library operations and individual Patrons and Patron groups. Externally, Library and Library District representatives understand the changing needs and wants of individual Patrons and individual Patron groups and the community continues to grow and its various socio-demographic, economic, and housing characteristics continue to change. Expanding existing programs, resources, and services and creating and delivering new programs, resources, and services will be needed over the next five years to meet these changing characteristics and the changing needs and wants of Library Patrons. Pahrump Community Library and Pahrump Library District representatives noted that this effort to expand existing and create new programs, resources, and services can be done and should be done, when appropriate, in partnership with other groups, agencies, and organizations with expertise in specific topic areas.

Over the next five years and as part of this new comprehensive five-year strategic plan, the Pahrump Community Library and the Pahrump Library District will evaluate the progress that the Library and Library District has made in addressing these five priority and primary issues on an annual basis. New priorities and primary issues may emerge as internal and external conditions change and as new opportunities present themselves over the course of implementing the critical elements of the new five-year strategic plan.

4.2 Core Values of the Pahrump Library District

Core values are defined as the specific and articulated beliefs, traits, and behavioral norms that every single organizational member is expected to display in conducting the organization's functions and in pursuing achievement of the organization's stated strategic mission, strategic vision, and strategic goals and objectives. Representatives of the Pahrump Community Library and the Pahrump Library District developed four specific core values as part of this new five-year, 2026 through 2030, organizational strategic plan that will serve as the foundational expectations that the organization will have for all Library and Library District employees and representatives.

- ***Patron Focus:*** Representatives of the Pahrump Library District will strive to routinely anticipate and meet the diverse needs and expectations of the community that we serve and the users of our Library. Key aspects of this expectation include understanding user needs, orienting ourselves toward providing a positive and responsive experience and moving beyond simple transactional relationships, ensuring that all people, regardless of their background, have access to the Library's collection of programs, resources, and services, that we continue to adapt and be innovative to remain relevant to our changing community, and act as a community center by providing tools and resources that empower our patrons and users.
- ***Respect for People:*** The Pahrump Library District is committed to treating all individuals, including patrons and District representatives and staff, with dignity, courtesy, and fairness while ensuring equal access to information in a safe and inclusive environment. Demonstrating respect for people means valuing individual autonomy and patron privacy, providing a welcoming environment, conducting assigned duties and responsibilities professionally, politely, and courteously, and establishing and implementing clear and fair rules including a code of conduct that is based on the principles of mutual respect for our shared spaces and programs, resources, and services.
- ***Equitable Service:*** The Pahrump Library District is committed to proactively removing barriers and providing tailored resources so that everyone, regardless of their background, ability, or circumstance, can fully access and benefit from the Library's diverse and vast collection of various programs, resources, and services. Representatives and employees of the Pahrump Library District are expected to regularly identify and work collaboratively to dismantled biases and inequalities in policies and practices, provide access to Library programs, resources, and services that reflect our community's diverse cultures, experiences, and needs, work directly with all groups to understand and meet

their specific needs, and ensure that service is provided based on a need to achieve fairness.

- **Patron Privacy:** The American Library Association staunchly defends any patron’s privacy as a fundamental right essential for intellectual freedom, asserting that public libraries must protect users’ personal information, including reach and search histories and borrowed materials, from unauthorized access by having strong and secure data policies as outlined in the Associations’ Code of Ethics and Library Bill of Rights. The Pahrump Library District expects all representatives and staff of the District to adhere by these guidelines outlined by the American Library Association and other related policies and procedures of the Pahrump Library District.

Like the other critical elements of this new five-year organizational strategic plan for the Pahrump Community Library, each of these four new core values will be evaluated on an annual basis. While it is unlikely that these core values will significantly change over the next five years, the definitions and associated expectations for each core value might be updated and revised as internal and external conditions change or as the Pahrump Community Library and the Pahrump Library District identifies and pursues new objectives as part of its longer-term strategic mission and strategic vision. Ultimately, however, every individual who represents the Library and the Library District in any official capacity will be expected to know, understand, and live up to the expectations outlined in each core value and will demonstrate their knowledge and understanding of these expectations in efficiently and effectively serving the various educational, informational, entertainment, and even recreational needs and wants of the community, of the larger area, and of individual Patrons and Patron groups who visit and use the Pahrump Community Library on a daily basis.

4.3 Strategic Mission Statement for the Pahrump Library District

As part of the development of this new five-year organizational strategic plan for the Pahrump Community Library, Pahrump Community Library and Pahrump Library District representatives developed the following new strategic mission statement that will guide the Library’s efforts over the next five years:

The Pahrump Library District provides broad access to information, programs, resources, and services to the community that we serve. Through the promotion of the Pahrump Community Library and the District’s collection of in-person and online and electronic programs, resources, and services, the Pahrump Library District actively aids individuals in developing their intellectual and creative potential by being a welcoming place for individuals to gather and use.

A strategic mission statement is a concise, overarching statement that defines an organization’s purpose, direction, and values and serves as a ‘guiding compass’ for its long-term goals, objectives, and actionable items. A strategic mission statement further defines an organization’s unique role among other similar organizations and its own scope of operations. The strategic mission statement provides a way to organization the specific aims and objectives of an

organization in relationship to the stakeholders that it is designed to serve. The strategic mission statement developed for the Pahrump Community Library and the Pahrump Library District for the five-year, 2026 through 2030, period emphasizes the role of the Pahrump Community Library as a primary source of information, programs, resources, and services for the people that live and work in Pahrump and in other parts of southern Nye County and the ways in which the Pahrump Community Library strives to meet various Patron and Patron group needs and wants. Representatives from the Pahrump Community Library and the Pahrump Library District noted that the Library has and continues to be an important point of access to various resources and information and that the Library positively contributes to the intellectual and creative development of individual Patrons and different Patron groups. To ensure that the Pahrump Community Library continues to support the intellectual and creative potential and development of individual Patrons and different Patron groups, the Library itself must remain a welcoming place where individuals feel safe and can pursue their own literacy and personal development. Providing a welcoming space extends to the different organizations, agencies, and entities that the Pahrump Community Library and Pahrump Library District will seek to engage and partner with over the next five years as part of this new comprehensive organizational strategic plan. The Library and Library District will seek out new partners and continue to work with existing partners to further expand the Library's existing collection of various programs, resources, and services that share a similar mission of positively contributing to the intellectual and creative development of the people of Pahrump and any individual Patron and individual Patron group.

While the Pahrump Community Library's new strategic mission statement is unlikely to significantly change over the next five years, this strategic mission statement will be evaluated on an annual basis to ensure that the mission statement, itself, reflects the Library's identified role in the community and that specific goals and objectives outlined in this new five-year organizational strategic plan remain aligned with the mission statement. Continued development of additional clarity and context of this strategic mission statement, and even parts of the strategic mission statement itself, might change and evolve as the Pahrump Community Library and the Pahrump Library District encounters new opportunities and new challenges in either or both parts of its internal and external environment.

4.4 Strategic Vision Statement for the Pahrump Library District

A strategic vision, as part of any five-year strategic plan, is a long-term and forward-looking statement that defines where an organization aspires to be and what it hopes to accomplish in the future. Because of this, the strategic vision is a guide for the organization's strategic planning and decision-making, including the development, implementation, and achievement of specific strategic goals and objectives. Any strategic vision should be future-oriented and focused on what the organization wants to achieve at the end of its current five-year strategic planning horizon. The strategic vision should also be inspiring and ambitious, creating a sense of purpose for the organization and for the organization's various partners and stakeholders, clear and concise, being easy to understand and communicate, and actionable, providing a foundation for developing and implementing concrete strategies and implementation measures. As part of the two strategic planning workshops held in September 2025 and in December 2025 and in subsequent follow-up communications, representatives of the representatives from the Pahrump

Community Library and the Pahrump Library District developed the following new strategic vision statement as part of the Library's new five-year, 2026 through 2030, organizational strategic plan:

Over the next five years, the Pahrump Library District is committed to self-empowering individual patrons by actively improving their own literacy. The Pahrump Library District is committed to supporting all types of literacy in our community, including foundational and traditional literacy, modern and technical literacy, subject-specific literacy, and cognitive and social literacy.

Personal literacy is essential as it is the first critical step in unlocking an individual's personal, economic, and societal growth by enabling individuals to read, write, and comprehend, leading to better academic success, improved job opportunities, enhanced personal physical and mental health, stronger positive community engagement and participation, and greater personal independence. Enhanced literacy of all types is the foundation for lifelong learning, critical thinking, and effective communication in an increasingly complex world.

The first part of this new strategic vision statement, serving as the core vision statement, is focused on the long-term objective of enhancing overall literacy rates across the community and among individual Patrons and individual Patron groups that depend upon the Pahrump Community Library. As the community continues to grow and as the community's existing socio-demographic, economic, and housing characteristics continue to change, enhanced focused on various types of literacy, including foundational and traditional literacy, modern and technical literacy, subject-specific literacy, and cognitive and social literacy, is becoming increasingly important to ensure that individual Patrons and individual Patron groups can continue to develop their own intellectual and creative potential as highlighted in the Library's and Library District's strategic mission statement as outlined above. While other organizations, agencies, and entities that already operate in the community, for example local area public schools and even institutions of higher education such as Great Basin College, are also supportive of individual intellectual and creative potential development through enhanced literacy, a public library's efforts differ by focusing on self-empowering efforts as opposed to formal instruction. This emphasis on self-empowerment is a core part of the Pahrump Community Library's and Pahrump Library District's new strategic vision statement.

The second part of the Library's and Library District's new strategic vision statement outlines the desired outcomes that the Pahrump Community Library and the Pahrump Library District hopes to create by focusing on enhanced and self-empowered literacy improvement throughout the community and throughout the area. Representatives from the Pahrump Community Library and the Pahrump Library District noted that enhanced personal literacy, across all types as outlined in the strategic vision statement, can lead to improved job opportunities for individuals, enhanced personal physical and mental health, strong community engagement and participation, and greater personal independence. As the community's and area's population continues to grow and as the area's overall socio-demographic, economic, and housing characteristics continue to change as a result of broader economic development and diversification efforts, enhanced literacy across all types is vital in ensuring that individual Patrons and individual Patron groups remain competitive and part of the broader community.

Like the other key elements of this new five-year organizational strategic plan for the Pahrump Community Library, the new strategic vision statement will be evaluated on an annual basis to ensure that strategic goals, objectives, and associated actionable items remain aligned with the overarching objectives of the strategic vision statement and that the articulated elements of the strategic vision statement remain part of the Library's and the Library District's long-term objectives. Like the strategic mission statement, continued development of additional clarity and context of this strategic vision statement, and even parts of the strategic vision statement itself, might change and evolve as the Pahrump Community Library and the Pahrump Library District encounters new opportunities and new challenges in either or both parts of its internal and external environment.

4.5 Strategic Goals and Objectives for the Pahrump Library District

Representatives of the Pahrump Community Library and the Pahrump Library District developed a set of several specific strategic goals divided into six general areas as part of this new five-year organizational strategic plan. Each individual SMART goal is designed to be *specific* (what will be achieved and where organizational efforts will be focused), *measurable* (how progress will be measured), *attainable* (how the goal fits available resources), *relevant* (that it is important for the organization to achieve the stated goal), and *time-framed* (when each goal is to be completed and achieved). The six general areas that comprise the various new strategic goals for the Pahrump Community Library and Pahrump Library District include *Public Service (PS)*, *Collections (COL)*, *Community Outreach and Engagement (COE)*, *Patron Services (PAT)*, *Staff (STAFF)*, and *Facilities (FAC)*. Several of the specific strategic goals for each of these six general areas were developed using the existing strategic goals part of the Pahrump Community Library's now expired five-year master plan for the 2014 through 2018 period. During the second strategic planning workshop held in December 2025 and part of several follow-up discussions with Library and Library District representatives, the various strategic goals outlined in the 2014 through 2018 master plan were reviewed, evaluated, and, as needed, revised for inclusion in this new five-year, 2026 through 2030, comprehensive organizational strategic plan for the Pahrump Community Library.

4.5.a Public Service (PS) Strategic Goals

For *Public Service*, Pahrump Library District representatives developed the following five strategic goals for the five-year, 2026 through 2030, period:

- ***Public Service (PS) Goal No. 1:*** Pahrump Library District representatives and staff will continue to actively develop collaborative programs with other agencies and organizations.
- ***Public Service (PS) Goal No. 2:*** The Pahrump Library District will develop additional community interest programs as part of its broader community engagement and outreach efforts.

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- **Public Service (PS) Goal No. 3:** For youth and teens especially, the Pahrump Library District will continue to develop more varieties of activities, programs, resources, and services.
 - **Public Service (PS) Goal No. 4:** Both internally and in partnership with other agencies and organizations, the Pahrump Library District will seek to develop additional collaborative programs, resources, and services focused on improving overall levels of community literacy, ranging from foundational and traditional literacy to modern and technical literacy to subject-specific literacy and to cognitive and social literacy.
 - **Public Service (PS) Goal No. 5:** Continue and develop additional Reference Services with a focus on enhancing the employment skills and opportunities of individual patrons. Specific efforts may include the development and provision of a beginners computer class, newsletters, and the posting of community resources for job seekers.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these five *Public Service (PS)* strategic goals on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Public Service (PS)*.

4.5.b Collections (COL) Strategic Goals

For *Collections (COL)*, Pahrump Library District representatives developed the following four strategic goals for the five-year, 2026 through 2030, period. Note that the fourth goal for *Collections* has two sub-goals that directly support achievement of this larger goal.

- **Collections (COL) Goal No. 1:** The Pahrump Library District will actively expand its e-material collection, including, but not limited to, increased access to additional databases and subscription services.
- **Collections (COL) Goal No. 2:** As part of the Pahrump Library District's ongoing efforts to actively improve its existing collection of various programs, resources, and services, the District will provide appropriate funding in support of the existing Acquisitions Budget.
- **Collections (COL) Goal No. 3:** To further enhance and improve community-wide levels of literacy, the Pahrump Library District will further develop reader advisory services, including, but not limited to, blogs, newsletters (online, including reference materials, programs and services, and senior services), online book clubs, and web links to various authors. This effort may also include increased use of special guest topic experts, professionals, and advocates in key topic areas.
- **Collections (COL) Goal No. 4:** Pahrump Library District staff will continue to analyze the Library's entire collection to determine subject and genre weaknesses, determine collection funding priorities, and determine collection loss rates.

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- ***Collections (COL) Goal No. 4a:*** The Pahrump Library District is committed to the continuous maintenance of the Library’s entire collection over the next five years, completing timely ‘weeding’, and ensuring that the collection is updated in a timely fashion.
 - ***Collections (COL) Goal No. 4b:*** The Pahrump Library District is committed to a continuous evaluation of the Library’s entire collection.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these four *Collections (COL)* strategic goals, as well as the two sub-goals for the fourth *Collections (COL)* strategic goal, on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Collections (COL)*.

4.5.c Community Outreach and Engagement (COE) Strategic Goals

For *Community Outreach and Engagement (COE)*, Pahrump Community Library and Pahrump Library District representatives developed the following three strategic goals for the five-year, 2026 through 2030, period:

- ***Community Outreach and Engagement (COE) Goal No. 1:*** The Pahrump Library District will continue its production and distribution of monthly brochures, listing various Library activities and special events.
- ***Community Outreach and Engagement (COE) Goal No. 2:*** The Pahrump Library District will continue to develop and publicize the Library’s newsletter, including hard copies and electronic versions, with patrons and the community over the next five years.
- ***Community Outreach and Engagement (COE) Goal No. 3:*** Within the next five years, the Pahrump Library District will develop and execute a comprehensive Public Awareness Campaign to promote Library programs, resources, and services throughout the community.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these three *Community Outreach and Engagement (COE)* strategic goals on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Community Outreach and Engagement (COE)*.

4.5.d Patron Services (PAT) Strategic Goals

For *Patron Services (PAT)*, Pahrump Community Library and Pahrump Library District representatives developed the following two strategic goals for the five-year, 2026 through 2030, period:

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- ***Patron Services (PAT) Goal No. 1:*** Over the next five years, the Pahrump Library District will continue to identify opportunities for professional development and training specifically in customer service and other relevant topic areas via staff meetings and workshops.
 - ***Patron Services (PAT) Goal No. 2:*** The Pahrump Library District will continue to offer ‘extra services’ to patrons at minimal costs, including access to photocopy services, fax, notary, Internet computer access, and other in-demand services.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these two *Patron Services (PAT)* strategic goals on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Patron Services (PAT)*.

4.5.e Staff (STAFF) Strategic Goals

For *Staff (STAFF)*, Pahrump Community Library and Pahrump Library District representatives developed the following four strategic goals for the five-year, 2026 through 2030, period:

- ***Staff (STAFF) Goal No. 1:*** Over the next five years, the Pahrump Library District will continue to offer District representatives and staff will ongoing and continual opportunities for professional development and training.
- ***Staff (STAFF) Goal No. 2:*** The Pahrump Library District is committed to meeting and exceeding the minimum public library standards set out in applicable Nevada state law and administered by the Nevada State Library, Archives, and Public Records Division of the Nevada Department of Administration.
- ***Staff (STAFF) Goal No. 3:*** To maintain existing staffing levels and expertise and to support Library operations, the Pahrump Library District will develop and implement a comprehensive staff recruitment and retention strategy. These efforts may include the development of merit raises for exceptional annual reviews of District employees.
- ***Staff (STAFF) Goal No. 4:*** The Pahrump Library District will work to establish a comprehensive set of job descriptions and an accompanying salary schedule for all District positions.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these four *Staff (STAFF)* strategic goals on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Staff (STAFF)*.

4.5.f Facilities (FAC) Strategic Goals

For *Facilities* (FAC), Pahrump Community Library and Pahrump Library District representatives developed the following four strategic goals for the five-year, 2026 through 2030, period:

- ***Facilities (FAC) Goal No. 1:*** The Pahrump Library District will continue to maintain a safe library environment by identifying and pursuing investments in the overall security of the Library and the District’s physical assets and spaces.
- ***Facilities (FAC) Goal No. 2:*** Each year over the next five years, the Pahrump Library District will perform and complete a periodic evaluation of the building’s various conditions, equipment, and needed accessory upgrades.
- ***Facilities (FAC) Goal No. 3:*** The Pahrump Library District will develop and begin implementation of a comprehensive Capital Project Plan for the Pahrump Community Library and its various physical assets and spaces. The District will actively address both internal and external rehabilitation and refurbishment needs as they arise, including the continuation of HVAC contracted services.
- ***Facilities (FAC) Goal No. 4:*** As part of the comprehensive Capital Project Plan, the Pahrump Library District will identify opportunities to further develop and improve utilization of additional land not currently developed but owned by the District. This effort may include the possible development of outdoor musical festival and performance spaces, additional outdoor storage, improved grounds maintenance, and the identification of funding options.

The Pahrump Library District will evaluate the progress that the Library and Library District have made on successfully achieving each of these four *Facilities* (FAC) strategic goals on an annual basis each year over the 2026 through 2030 strategic planning horizon. As goals are completed or as internal and external conditions change, these strategic goals may be dropped, revised, or replaced with new strategic goals for *Facilities* (FAC).

4.6 Elements of Implementation, Formal and Informal Mandates and Exiting and Potential Partners

Successful implementation of this five-year, 2026 through 2030, organizational strategic plan for the Pahrump Community Library and the Pahrump Library District will be predicated on the Library’s and Library District’s ability to successfully translate the key elements outlined in this strategic plan, including the priority and primary issues, core values, strategic mission and vision statements, and identified strategic goals and objectives, into meaningful action. To accomplish this, the Pahrump Community Library and the Pahrump Library District must consider and incorporate a broad set of formal and informal mandates into day-to-day actionable items and work to leverage its existing resources in productive ways with the resources of existing and potential partner agencies, private sector firms, and non-profit community-based organizations. This subsection identifies those formal and informal mandates most relevant to implementation of this new five-year organizational strategic as identified by representatives of the Pahrump Community Library and the Pahrump Library District and the existing and potential future

partners that the Library and the Library District could potential engage with as part of its larger implementation efforts.

4.6.a Formal and Informal Mandates

Formal mandates as defined as those parts of the Nevada Revised Statutes, specific federal, state, and local government laws and regulations, even state and federal court decisions that have a direct and measurable impact on organizational functions and processes. *Informal mandates* are those individual and collective stakeholder expectations and needs of the public and other entities that the organization serves that have either a direct or indirect impact on the decisions that an organization makes when determining how financial and non-financial resources are expended in support of an organization’s mission and vision and in achievement of organizational strategic goals and objectives.

As a public library, the Pahrump Community Library and Pahrump Library District must consider and abide by a number of critical formal mandates, including various chapters and parts of the Nevada Revised Statutes and the Nevada Administrative Code, as well as the Pahrump Library District’s own approved and enforced policies and procedures. This includes, for example, Nevada Revised Statute Chapter 379 *Public Libraries*, parts of Nevada Revised Statute Chapter 379 *State Library, Archives, and Public Records*, and other relevant chapters including, but not necessarily limited to, Nevada Revised Statute Chapter 233 *Nevada Equal Rights Commission*, Nevada Revised Statute Chapter 239 *Public Records*, Nevada Revised Statute Chapter 241 *Meetings of State and Local Agencies*, Nevada Revised Statute Chapter 281A *Ethics in Government*, and Nevada Revised Statute Chapter 388 *Public Works*. As a public library, the Pahrump Community Library and the Pahrump Library District strives to ensure that Library and Library District employees and representatives comply with the formal expectations laid out in the American Library Association’s (ALA) American Library Code of Ethics and even the guidelines laid out by the Association for Rural & Small Libraries (ARSL). Internal to the Pahrump Library District, the Library District has established guidelines, policies, and procedures covering the continued development, administration, and delivery of the Pahrump Community Library’s existing collection of various programs, resources, and services, the expectations for Library and Library District staff and representatives including expectations for training and professional development, and how the Pahrump Community Library and the Pahrump Library District strives to meet the literacy and life-long learning goals and objectives of the community, of individual Patrons, and individual Patron groups.

Informally, representatives of the Pahrump Community Library and the Pahrump Library District noted a number of unwritten but equally important mandates that the Library and the Library District strives to live up as part of the continued development, administration, and delivery of various programs, resources, and services. These community-driven, and even individual Patron and individual Patron group driven informal mandates, include a Library and Library District staff that is professional, welcoming, helpful, and committed to serving the various needs and wants of the community, of individual Patrons, and individual Patron groups. Library and Library District staff and representatives are expected to be knowledgeable about both individual needs and wants and about the changing and evolving needs and wants of the entire community as the community and surrounding area continues to grow and change in-terms of its various

socio-demographic, economic, and even housing characteristics. This knowledge base also includes a growing knowledge of changing technologies and the Library and the Library District is expected by the community to be a central source of information and even training for these new technologies.

The community, individual Patrons, and even individual Patron groups also expect that the Pahrump Community Library's existing physical space remain a welcoming and safe space for individuals and groups of individuals of all ages, ranging from families with young children to teens and young adults to the elderly. In addition to the Pahrump Community Library's physical space being welcoming and safe, the community and existing users of the Library expect that the Library itself be a place where various needs and wants, including entertainment, educational, informational, and even social interaction needs and wants, are routinely met and that individual staff members demonstrate a legitimate interest in helping meet those various, specific, and often changing needs and wants in a timely and professional manner. Underscoring these specific informal mandates and expectations is the further expectation by the community, by individual Patrons, and by individual Patron groups that the Pahrump Community Library and the Pahrump Library District actively, efficiently, and effectively communicate and engage with the community on a broad and individualized basis. The community and individual Patrons and Patron groups want to be informed and kept updated about various programs, resources, and services and even about special activities and events that the Pahrump Community Library hosts. These expectations for proactive, efficient, and effective communication should be met in ways that demonstrate how the Pahrump Community Library can serve individualized and personal needs and wants for various demographic groups, again ranging from families with young children to teens and young adults to the elderly. Working proactively with existing and potential new stakeholders and partners, including other public sector agencies, individual private sector firms, and different non-profit community-based organizations, can enhance the Library's and Library District's ability to meet these broad community outreach, engagement, and communication expectations.

4.6.b Existing and Potential Partners

As has been noted as different parts of this new five-year organizational strategic plan for the Pahrump Community Library and for the Pahrump Library District, continued engagement with existing external partners and stakeholders and the development of new potential partnerships will be an essential element of the Library's and Library District's efforts to effectively implement and achieve the key elements of this strategic plan. During the first organizational strategic planning workshop for the Pahrump Community Library and for the Pahrump Library District held on September 7, 2025, representatives of the Library and the Library District were asked to identify different existing and potential public sector, private sector, and non-profit community-based agencies, firms, organizations, and groups that could potentially assist the Library and the Library District in achieving and completing key elements of this new five-year organizational strategic plan. The resulting list of existing and potential partners and stakeholders can be sorted into four general categories, each of which could potentially assist the Pahrump Community Library and the Pahrump Library District create new resources, attract new resources, retain existing resources, and expand existing resources. These four general categories include (1) various agencies, firms, and organizations focused on education and even

workforce development, (2) other public sector government agencies at either the local or state level, (3) various private sector firms or related organizations, and (4) other organizations with a larger regional, statewide, and even national reach.

For those various agencies, firms, and organizations specifically focused on education and even, more specifically, workforce development, workshop participants identified several existing and potential partners and stakeholders that the Library and Library District should at least consider engaging as part of the Library's and Library District's efforts to implement and complete specific key elements of this new five-year organizational strategic plan. For example, workshop participants highlighted the unique opportunities that engagement with both Great Basin College's Pahrump Valley Center and University of Nevada Cooperative Extension through Extension's Nye County Pahrump Office presents the Library and Library District with alongside increased engagement and partnership with local area public schools and the broader Nye County School District. Workshop participants also noted, for example, that the Nevada Governor's Office of Economic Development Individual Career Mapping (ICM) program provides public libraries access to a wide variety of digital resources with the aim of enhancing labor market literacy and facilitating access to industry-recognized credentials.

Further and increased engagement with various other public sector government agencies, at both the local government and state government levels, is vital to the overall success that the Pahrump Community Library and Pahrump Library District will strive to have over the next five years as it moves forward with implementation of the various key elements outlined in this new five-year organizational strategic plan. Among the most important and most relevant other public sector local and state government existing and potential partners to this success is the government of Nye County and the Nye County School District, including the elected representatives of both the Nye County Board of County Commissioners and the Nye County School District Board of Trustees. This also includes, in addition to the Nevada Governor's Office of Economic Development as referenced above, the Nevada State Library, Archives, and Public Records Division of the Nevada Department of Administration. As mandated by Nevada state law, the Nevada State Library, Archives, and Public Records Division provides public libraries like the Pahrump Community Library with a range of unique resources, including information and reference services, library planning and development resources, and specific program development and implementation support, that the Pahrump Community Library and Pahrump Library District could potentially take better advantage of as part of this new five-year organizational strategic plan.

One set of potential partners and stakeholders that representatives of the Pahrump Community Library and the Pahrump Library District would like to see better engagement with over the next five years as part of this new organizational strategic plan is enhanced and more one-on-one direct engagement with different private sector firms. Increased engagement in different business organizations such as the Pahrump Valley Chamber of Commerce is one way in which the Library and the Library District could more effectively engage the community's and larger area's private sector. This effort should also include individual service-based organizations, like the Pahrump Rotary Club, and other organizations with direct ties to the private sector such as the Valley Electric Association, Inc and Great Basin Water Company. Representatives of the Pahrump Community Library and the Pahrump Library District also noted individual industry

sectors and individual firms currently located and operating throughout the community as key potential partners. These industries and firms include local area television and radio stations, local area hotel and casino resort properties, construction and land development companies, and firms in new and emerging industry sectors that could become major drivers of local and regional economic activity and employment.

More generally, representatives of the Pahrump Community Library and the Pahrump Library District identified a number of other potential partners and stakeholders, including different foundations and non-profit community-based organizations, that could support the efforts of the Library and Library District to expand its pool of available financial and non-financial resources and effort to expand the Library's and Library District's existing collection of various programs, resources, and services. Workshop participants noted a number of specific foundations and other organizations, such as the Dollar general Youth Literacy Grant, the Laura Bush Library Book Foundation, and the Snap Dragon Book Foundation, as potential sources of additional resources. Professional associations such as the American Library Association and Association for Rural & Small Libraries could be potential sources of additional financial and non-financial resources and important advocates for the continued work that the Pahrump Community Library and Pahrump Library District does in service of community, individual Patron, and individual Patron needs and wants. Even more local or regional organizations, such as NyE Communities Coalition, that works across Nye, Esmeralda, and Lincoln counties in central and southern Nevada, could be valuable partners as part of the Pahrump Community Library's and Pahrump Library District's efforts to implement various key elements of this new five-year organizational strategic plan.