

**CARSON CITY CONSOLIDATED MUNICIPALITY  
NOTICE OF JOINT MEETING OF THE  
CARSON CITY BOARD OF SUPERVISORS  
AND THE  
CARSON CITY SCHOOL DISTRICT BOARD OF TRUSTEES**

**Day:** Thursday  
**Date:** June 26, 2014  
**Time:** Beginning at 6:00 p.m.  
**Location:** Community Center, Sierra Room  
851 East William Street  
Carson City, Nevada

## **Agenda**

### **Call to Order**

- A) Carson City School District Board of Trustees
- B) Carson City Board of Supervisors

### **Roll Call**

- A) Carson City School District Board of Trustees
- B) Carson City Board of Supervisors

1. **Flag Salute** - Candace Stowell
2. **For Possible Action: Adoption of the Agenda**  
Please Note: The Board reserves the right to take items in a different order to accomplish the business on the Agenda in the most efficient manner.
3. **Welcoming Remarks** – Mayor Robert Crowell and Stacie Wilke-McCulloch, President, CCSD Board of Trustees
4. **Public Comment:\*\***  
The public is invited at this time to comment on and discuss any topic that is relevant to, or within the authority of this public body.
5. Informational update about school safety, including status of single point of entry projects at local schools and discussion of Sheriff Resource Officer staffing. *(Sheriff Furlong and Richard Stokes)*
6. Informational update and discussion on after-school programming and cooperative support provided to the schools by the Carson City Library. *(Tammy Westergard)*
7. Informational update and discussion on the planned partnerships to teach Emergency Medical Technician (EMT) course at Carson High School during the 2014-2015 school year. *(Stacey Giomi and Michele Lewis)*

8. Discussion on exploring the possibility of integrating an educational element in the Carson City Master Plan. *(Candace Stowell)*
9. Informational update and discussion on the relationship of a quality education system and economic development in Carson City. *(Ben Contine)*
10. For Possible Action: Discussion and possible action to establish a schedule and method for developing agendas and processes for conducting future joint meetings of the Carson City Board of Supervisors and the Carson City School Board of Trustees. *(Mayor Robert Crowell and Stacie Wilke-McCulloch)*
11. **Public Comment:\*\***  
The public is invited at this time to comment on any matter that is not specifically included on the agenda as an action item. No action may be taken on a matter raised under this item of the agenda.
12. **For Possible Action: To Adjourn**
  - A) Carson City School District Board of Trustees
  - B) Carson City Board of Supervisors

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*\*\*PUBLIC COMMENT LIMITATIONS - The Mayor and Supervisors meet at various times as different public bodies: the Carson City Board of Supervisors, the Carson City Liquor and Entertainment Board, the Carson City Redevelopment Authority, and the Carson City Board of Health. Each, as called to order, will provided at least two public comment periods in compliance with the minimum requirements of the Open Meeting Law prior to adjournment. In addition, it is the Carson City's aspirational goal to also provide for item-specific public comment as follows: In order for members of the public to participate in the public body's consideration of an agenda item, the public is strongly encouraged to comment on an agenda item when called for by the mayor/chair during the item itself. No action may be taken on a matter raised under public comment unless the item has been specifically included on the agenda as an item upon which action may be taken. The Mayor, Mayor Pro-Tem and Chair, also retain discretion to only provide for the Open Meeting Law's minimum public comment and not call for or allow additional individual-item public comment at the time of the body's consideration of the item when: 1) it is deemed necessary by the mayor/chair to the orderly conduct of the meeting; 2) it involves an off-site non-action facility tour agenda item; or 3) it involves any person's or entity's due process appeal or hearing rights provided by statute or the Carson City Municipal Code.*

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*Agenda Management Notice - Items on the agenda may be taken out of order; the public body may combine two or more agenda items for consideration; and the public body may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.*

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*Titles of agenda items are intended to identify specific matters. If you desire detailed information concerning any subject matter itemized within this agenda, you are encouraged to call the responsible agency or the City Manager's Office. You are encouraged to attend this meeting and participate by commenting on any agendized item.*

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*Notice to persons with disabilities: Members of the public who are disabled and require special assistance or accommodations at the meeting are requested to notify the City Manager's Office in writing at 201 North Carson Street, Carson City, NV, 89701, or by calling (775) 887-2100 at least 24 hours in advance.*

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*This meeting can be viewed on Channel 191. For specific dates and times - [www.bactv.org](http://www.bactv.org).*

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*To request a copy of the supporting materials for this meeting contact  
Janet Busse at [jbusse@carson.org](mailto:jbusse@carson.org) or call (775) 887-2100.*

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*This agenda and backup information are available on the City's website at [www.carson.org/agendas](http://www.carson.org/agendas) and at the City Manager's Office - City Hall, 201 N. Carson Street, Ste 2, (775) 887-2100.*

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This notice has been posted at the following locations:

Community Center 851 East William Street  
Public Safety Complex 885 East Musser Street  
City Hall 201 North Carson Street  
Carson City Library 900 North Roop Street  
Business Resource & Innovation Center (BRIC) 108 East Proctor Street

**Date: June 20, 2014**

CARSON CITY SCHOOL DISTRICT  
1402 West King Street  
Carson City, Nevada  
**Thursday, June 26, 2014**

**SPECIAL JOINT MEETING WITH THE  
CARSON CITY SCHOOL DISTRICT BOARD TRUSTEES  
AND THE  
CARSON CITY BOARD OF SUPERVISORS**

**LOCATION OF MEETING:**      **Sierra Room  
Community Center  
851 E. William Street  
Carson City, Nevada**

**\*\*Action may be taken on any agenda item unless noted “for discussion only.”\*\***

**CALL TO ORDER – 6:00 P.M.**

1.      Flag Salute – **Candace Stowell**
2.      Adoption of the Agenda, as submitted – **action item.**  
Please Note: The Board reserves the right to take items in a different order to accomplish the business on the Agenda in the most efficient manner.
3.      Welcoming Remarks  

**Mayor Robert Crowell  
Stacie Wilke-McCulloch, President  
CCSD Board of Trustees**
4.      Public Comment – Comments may be made by members of the public on any matter within the authority of this Board. Although members of the Board may respond to questions and discuss issues raised during Public Comment, no action may be taken on such a matter until the matter is placed on an agenda for action at a meeting of the Board. In making Public Comment, speakers are asked to sign in, speak into the microphone at the podium, identify themselves for the record, respect any time limitations imposed, and not simply repeat comments made by others. – **for discussion only.**
5.      Informational Update about School Safety, including Status of Single Point of Entry Projects at local schools and Discussion of Sheriff Resource Officer Staffing – **for discussion only.**  

**Richard Stokes  
Sheriff Ken Furlong**
6.      Informational Update and Discussion on After-School Programming and Cooperative Support Provided to the Schools by the Carson City Library – **for discussion only.**  

**Tammy Westergard**

7. Informational Update and Discussion on the planned Partnerships to teach an Emergency Medical Technician (EMT) Course at Carson High School during the 2014-2015 School Year – **for discussion only.** **Stacey Giomi**  
**Michele Lewis**
  
8. Discussion on Exploring the Possibility of Integrating an Educational Element in the Carson City Master Plan – **for discussion only.** **Candace Stowell**
  
9. Informational Update and Discussion on the Relationship of a Quality Education System and Economic Development in Carson City – **for discussion only.** **Ben Contine**
  
10. Discussion and Possible Action to Establish a Schedule and Method for Developing Agendas And Processes for Conducting Future Joint Meetings of the Carson City Board of Supervisors and the Carson City School Board of Trustees – **for possible action.** **Mayor Robert Crowell**  
**Stacie Wilke-McCulloch**
  
11. Adjournment

A copy of the Agenda of this meeting has been posted before 9:00 AM on Friday, June 20, 2014, at the following locations: 1) Department of Education, 700 E. Fifth Street; 2) School Administration Office, 1402 W. King Street; 3) Carson City Public Library, 900 N. Roop Street; and 4) Carson City Manager's Office, 201 N. Carson Street.

Copies of supporting material may be requested from Mrs. Renae Cortez, Executive Administrative Assistant, at 1402 W. King Street, Carson City, NV 89703; by mail addressed to Mrs. Cortez at Carson City School District, Administrative Offices, P.O. Box 603, Carson City, NV 89702; by phone at (775) 283-2100 or by email to [rcortez@carson.k12.nv.us](mailto:rcortez@carson.k12.nv.us). Copies of supporting material are available to the public at the District Office, 1402 W. King Street, Carson City, NV 89703, on the District website, [www.carsoncityschools.com](http://www.carsoncityschools.com), and at the meeting on the date and place listed on the first page of this document.

Carson City School District is pleased to provide accommodations for individuals with disabilities. If you have a disability, please contact us at 775-283-2100, and we will provide assistance or accommodate you in any way that we possibly can.

[Watch the Board Meeting live at Access Carson City](#)

# BOARD OF TRUSTEES MEETING

June 26, 2014

## EXECUTIVE SUMMARY

**5. Informational Update about School Safety, including Status of Single Point of Entry Projects at local schools and Discussion of Sheriff Resource Officer Staffing**

Richard Stokes will provide information and detail about steps the District has taken to build single point/controlled entrances in the District's schools. A brief slide presentation showing examples of these systems will be shown representing the elementary, middle, and high school levels. Mr. Stokes will also describe the current use of safety personnel funded by Carson City School District.

Sheriff Kenny Furlong will provide information about the Sheriff's Resource Officer that is a full-time Deputy assigned to the District. Sheriff Furlong will also explain the role of two regular "beat" deputies who check in at Carson Middle School and Eagle Valley Middle School daily when they are on duty.

Both Sheriff Furlong and Mr. Stokes will be available to provide information, observations, and Perceptions regarding school safety issues during discussion on the topic with the respective Boards.

**6. Informational Update and Discussion on After-School Programming and Cooperative Support Provided to the Schools by the Carson City Library**

Tammy Westergard will provide information, along with a power point that has information on how the Carson City Library provides support to the staff and the schools in the Carson City School District.

**7. Informational Update and Discussion on the planned Partnerships to teach an Emergency Medical Technician (EMT) Course at Carson High School during the 2014-2015 School Year**

Stacey Giomi, Fire Chief, Emergency Management Director, Carson City Fire Department, along with Michele Lewis, Administrator, Career and Technical Programs, Carson City School District will provide information regarding a partnership to teach an EMT Course at CHS during the 2014-2015 school year.

**8. Discussion on Exploring the Possibility of Integrating an Educational Element in the Carson City Master Plan**

The Carson City Master Plan (2006), *Envision Carson City*, includes many elements, such as land use, transportation, and housing, but does not include an Education Element. A Master Plan Amendment would be required to include an Education Element in the existing Master Plan. Another approach would be to prepare an Education Element as part of a new Carson City Master Plan.

**9. Informational Update and Discussion on the Relationship of a Quality Education System and Economic Development in Carson City**

Ben Contine and Allen Gosselin will provide information on the connection between education and economic development. In addition, members of the local business community will provide information on the importance of continuing partnerships with the community.

**10. Discussion and Possible Action to Establish a Schedule and Method for Developing Agendas and Processes for Conducting Future Joint Meetings of the Carson City Board of Supervisors and the Carson City School Board of Trustees**

This agenda item allows for discussion amongst members from both entities to develop a plan for conducting future joint meetings of the CCSB Board of Trustees and Carson City Board of Supervisors.

## **Partnership to teach Emergency Medical Technician (EMT) Course at Carson High School 2014-2015 School Year**

Stacey Giomi, Fire Chief, Emergency Management Director, Carson City Fire Department  
Michele Lewis, Administrator, Career and Technical Programs, Carson City School District

### **Statement of Need**

The healthcare industry is one of the few career fields that, despite hard economic woes, is hiring at an alarming rate. Healthcare jobs are expected to grow faster than any other industry — roughly 22%, or 3.2 million new jobs, by 2018. As baby boomers age and Generation X has children, healthcare professionals will become more in-demand than ever.

EMT and paramedics are relied upon to have quick reaction times and the ability to handle large amounts of stress. They work in a variety of settings, from ambulances to hospitals to helicopters. Because EMTs and paramedics are almost always the first on scene, this field rarely sees a slump in employment. Like many healthcare industries, EMT and paramedic employment is expected to grow faster than average over the next eight years.

Current Employment: 201,000

Projected Employment, 2016; 240,000

Projected Need: 62,000

Overall Job Growth: 18-26%

Employment Change by 2016: 39,000 new jobs

In most locations in the United States, the first step you must take to work in **Emergency Medical Services (EMS)** is to take courses to become an emergency medical technician. This is the minimum level of education that most EMS professionals have before entering the workforce. Individuals who work as firefighters or police officers may perform some emergency medical work when trained as emergency medical responders. In Nevada, you must be certified at a minimum level of EMT to qualify to take a paramedic class. All levels of EMS training in Nevada are set by the federal government through the National Highway Traffic Safety Administration and overseen by the State of Nevada Division of Public and Behavioral Health, EMS program.

The Carson City Fire Department/City of Carson City will partner with the Carson City School District to implement this program an EMT program at Carson High School beginning in the fall of 2014. Together, we will develop an EMT program that will provide practical application of required EMT skills through classroom simulation and work-based learning experiences. This course will be a continuation of Health Science II. It is designed for the student interested in a career in the pre-hospital emergency medical provider field. Course content will include: appraisal of scene safety; scene management; and assessment and treatment of common emergency patient conditions including fractures, wounds, and airway obstruction. Instruction will include: the use of emergency medications and automatic external defibrillation (AED)

devices, as well as components of continuing care during emergency ambulance transportation to the emergency department. Students will travel to the Carson City Fire Department's training facility for lab activities that simulate real-world experiences. Upon successful conclusion of the program, students will be eligible to sit for the National Registry Examination for EMT Basic. In addition, talks are underway with Western Nevada College to develop an articulation agreement for the program.

Because we do not currently have a CTE teacher who is certified in this area, the Carson City Fire Department will provide a qualified firefighter/paramedic with a paramedic certification through the National Registry of Emergency Medical Technicians and with the State of Nevada. The instructor will also have an EMS Instructor Certification through the State of Nevada EMS Division, as well as through the State of Nevada Fire Marshal Division. The District's Health Science teacher will participate in the class, alongside the students, and sit for the National Registry Examination at the end of the 2014/15 school year. For the 2015/16 school year, the teacher will be certified and able to teach the course, while still partnering with the Fire Department for the lab portion of the program. This partnership will allow us to: 1) provide facilities, equipment and materials that comply with health and safety standards; 2) simulate current and emerging technologies; and 3) are of sufficient quantity and quality to meet the needs of students.

In addition to their coursework, students will participate in HOSA Future Health Professionals to develop leadership, citizenship, interpersonal and employment skills. This is an area in which the Carson City School District has excelled. The following is a quote from Mr. Frank Sakelarios, our future EMT instructor, who advised and attended the Nevada HOSA State Leadership Conference: *"Yesterday we qualified more students to Nationals than we have in the 5 years of our existence. We won the award that has always mattered to our chapter, Most Professional. That award goes to the chapter that attends the most symposiums, has the most courtesy corps volunteers, and (demonstrates) the way the students behave and act towards others in and around the event. That award makes me so very proud of our students."*

As a community, we have the opportunity to be a leader in developing the next generation of healthcare professionals. And this industry will be a major economic driver for Carson City for generations to come. Students who participate in this program will move through a sequenced program of study that will prepare them for college and a future career in the medical field. The EMT partnership will provide a stream of future health care workers for Northern Nevada.



# Carson City's Public Library System



# PARTNERED STRATEGIC PLANS

- I. FURTHER OUR COMMUNITY'S EDUCATION MISSION
- II. EXPAND OUR REACH AS PUBLIC SERVANTS
- III. INCREASE IMPACT TO THE COMMUNITY
- IV. REACHING GOALS: A CASE STUDY

-Tammy Westergard, Deputy Director/Development Director  
Carson City Libaray [twestergard@carson.org](mailto:twestergard@carson.org)

# Strategic Partnership Planning

On a good day, what does a strategy *really* accomplish?





The key rests in leveraging shared goals with our first cousins.



Have you met my first cousins?

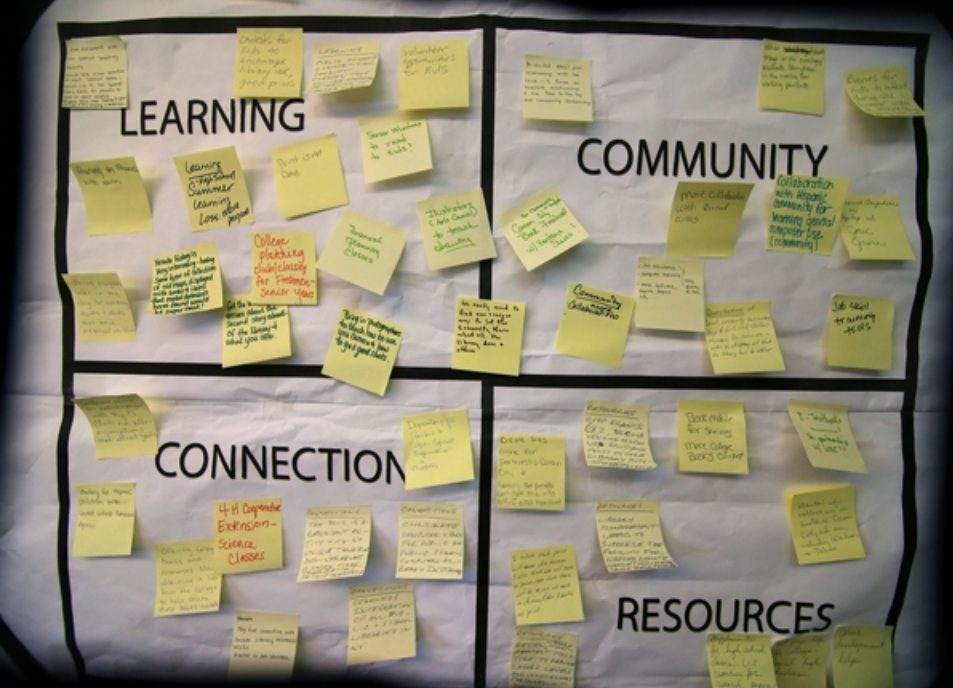


**JOINT  
VENTURE**

**RETURN  
ON  
INVESTMENT**



**Carson City Library Strategic Planning Session held at the local Boys and Girls Clubs of Western Nevada.**



More than 30 youth serving organizations joined the Library's strategic planning session 2013 (an open meeting) at the Boys and Girls Clubs of Western Nevada.





It gets really  
interesting here .....

Since that meeting I heard it described as a great  
“pep rally” .....

Yes there were some heavy hitters there, but the  
outcomes have been real.



**HOW THIS HAS DEVELOPED  
PARTNERSHIPS:  
20 EASY STEPS (!)**



- 1) EVERYONE' S MISSION IS WELL UNDERSTOOD**
- 2) UNDERSTAND NEEDS + CONCERNS**
- 3) ORGANIZATIONAL MANDATES ARE CLARIFIED**
- 4) STRENGTHS + WEAKNESSES ARE EVALUATED**
- 5) EXTERNAL THREATS + OPPORTUNITIES ARE ASSESSED**
- 6) A COLLECTIVE VISION OF SUCCESS HAS BEEN DEVELOPED**
- 7) COLLECTIVE GOALS HAVE BEEN DEVELOPED**
- 8) A STRATEGIC AGENDA HAS BEEN DEVELOPED**
- 9) FEASIBILITY HAS BEEN ASSESSED**

**10) ACTION PLANS FOR EACH PARTNER HAVE BEEN DEVELOPED**

**11) BUDGETS STRONGLY SUPPORT GOALS**

**12) THE CAPITAL BUDGET REFLECTS GOALS**

**13) NEW MONEY MUST BE TARGETED TO COLLECTIVE SUCCESS**

**14) STRATEGIC PLANS NOW SYNC WITH BUDGET REQUESTS**

**15) PLANS HAVE PERFORMANCE MANAGEMENT SYSTEMS**

**16) WE'VE GONE TO WORK**

**17) WE WILL MEASURE**

**18) WE WILL CORRECT**

**19. & 20.**

**RINSE + REPEAT**



A TRUE STORY

# THE ISSUE







# Carson City Library

Your Knowledge & Discovery Place



## Carson City School District

1402 West King Street, Carson City NV 89703  
(775) 283-2000 - Fax: (775) 283-2090



**Carson City Mayor,  
Bob Crowell**



# THE PLAN

For our part on the team, library leadership, its Trustees, its Friends and its Foundation .....  
all had a vital role.

- ✓ We had to reprioritize existing spaces.
- ✓ We had to move around a lot of furniture, fixtures and equipment.
- ✓ We needed to privately fundraise for more technology.
- ✓ We needed to purchase, install and start up the additional technology.
- ✓ We needed to find a way to meaningfully connect these tech resources to the classroom and help CCSD meet it's priorities.

**And so we did.**

**The previous home of the Friends of the Library Browser's Used Bookstore – AKA the library auditorium moved into an entire new building across the street from the library.**





The Friends of the Carson City Library took on a huge commitment: a new building and a lease.



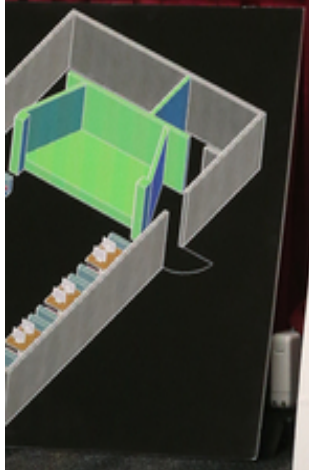




13-inch MacBook Pro



13-inch MacBook Pro



### a library DIGITORIUM

Porter City Library Foundation \$11,000  
 BICOP Knowledge Match: \$22,000

**Canon City Library Foundation \$11,000**  
**BICOP Knowledge Match: \$22,000**

**\$34,000** Light Equipment  
 13-inch MacBook Pro (20) \$1,100  
 13-inch MacBook Pro (20) \$1,100  
 13-inch MacBook Pro (20) \$1,100  
 13-inch MacBook Pro (20) \$1,100  
 13-inch MacBook Pro (20) \$1,100

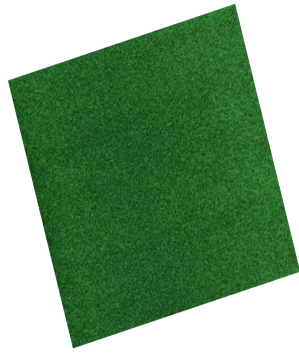
**\$55,000**

**\$5,000** Software  
 Autodesk Master Collection (20)  
 Adobe Photoshop Elements Standard (20)  
 Microsoft Office (20)

**\$10,000** Study/Workstation  
 Study/Workstation (20)  
 Study/Workstation (20)  
 Study/Workstation (20)  
 Study/Workstation (20)

**\$5,000** Furniture  
 Beanbag Chair (20)  
 Beanbag Chair (20)  
 Beanbag Chair (20)

**\$1,000** Supplies  
 Office Supplies (20)  
 Office Supplies (20)








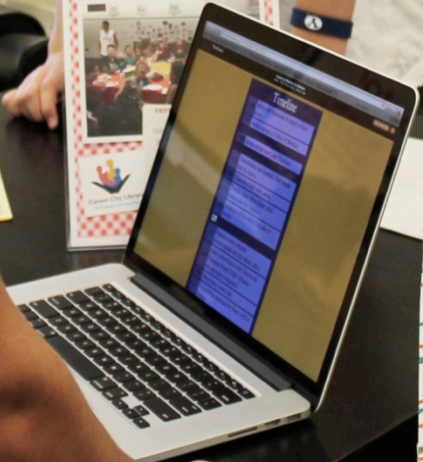


# Teen Portal

For 14-17 Year High School Students with Premier Library Card!



*MB*



# Empower Carson City 2017

A Five Year Strategic Plan for Extraordinary Schools  
built by the Community of Carson City



Our Community Empowers Tomorrow's Innovators, Leaders, and Thinkers



## LEVEL UP(!)

2014 – 2019



A STRATEGIC PLAN FOR LEARNING

### **Public priorities for libraries**

“In general, Americans are most adamant that libraries should devote resources to services for children; over eight in ten Americans say that libraries should “definitely” coordinate more closely with local schools in providing resources to kids (85%)...”

---Pew Internet & American Life Project,  
January 22, 2013

Thank you and happy to answer any questions.

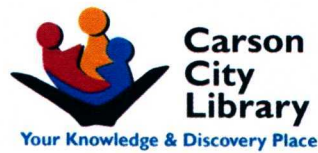
## References:

- Carson City Board of Supervisors. (2013). *A joint resolution of the Carson City Board of Supervisors and the Carson City School District Board of Trustees regarding the educational partnerships shared by Carson City and the Carson City School District*. Resolution No. 2013-JR-1. Carson City, NV: Author.
- Carson City Library. (2013). *Level Up (!) A strategic plan for learning 2014 - 2019*. Carson City, NV: Carson City Library Board of Trustees.
- Carson City School District. (2012). *Empower Carson City 2017: A five year strategic plan for extraordinary schools built by the community of Carson City*. Carson City, NV: Carson City School Board.
- Zickuhr, K., Rainie, L., & Purcell, K. (2013, January 22). Library services in the digital age. *Pew Research Center's Internet & American Life Project*. Retrieved March 18, 2014, from [http://libraries.pewinternet.org/files/legacy-pdf/PIP\\_Library%20services\\_Report.pdf](http://libraries.pewinternet.org/files/legacy-pdf/PIP_Library%20services_Report.pdf)
- Poister, T. H. (2010). The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance. *Public Administration Review*, 70s246-s254. doi:10.1111/j.1540-6210.2010.02284.x
- Poister, T. H. and Streib, G. (2010). Elements of Strategic Planning and Management in Municipal Government: Status after Two Decades. *Public Administration Review*, Vol. 65, No.1. *Public Administration Review* , Vol. 65, No. 1 (Jan. - Feb., 2005) , pp. 45-56.



# **LEVEL UP(!)**

*2014 – 2019*



**A STRATEGIC PLAN FOR LEARNING**



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## Appendices

The following documents supporting the Strategic Plan are at the back of the report.

- Library Profile
- Space Needs Assessment
- Carson City Library Organizational Chart
- Trends, Best Practices, and Issues
- Collection Development Brief
- Patron Snapshot Survey
- Strategic Planning Focus Group Comments



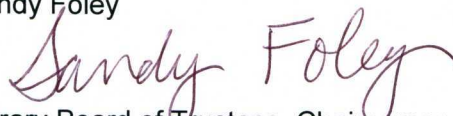
## *From* THE CHAIR OF THE BOARD OF TRUSTEES

What's in the Toolbox?

Much has been discussed regarding the requisite tools in a personal, professional, organizational toolbox. The implementation of the Carson City Library's 2014-2019 Strategic Plan relies heavily on four tools. *Personal experience* combines the efforts of former Library Director Sara Jones and Deputy/Interim Director Tammy Westergard. *Research* has been accumulated through a survey of library patrons (Survey Monkey), a website ([www.onward.ning.com](http://www.onward.ning.com)), and a space needs assessment compiled by Kathy Page. *Commitment* by a talented, determined staff has shown how self-motivation, grit and openness prove the adage, "Let smart people do what they do best and then get out of the way." Finally, *pragmatism* from the Foundation, the Friends of the Library and a Board of Trustees with three new members, has facilitated opportunities to recall triumphs, to examine failures as conduits for growth and to demonstrate a willingness to adapt, grow and change.

The award winning (Broadband Hero Award) Carson Library proudly serves the entire community, young and old alike. With an efficient use of current space and strong collaborations and partnerships with community entities such as the Boys & Girls Club, the Carson City School District, the Board of Supervisors, UNR and Nevada Legal Services, the Library maintains a cutting edge presence in Carson City. Our visionary new Director and enthusiastic new Youth Services Librarian will have support and assistance from a veteran staff and vested stakeholders. When one door closes, another will often open. With our new Strategic Plan, sound leadership and expanding technology, the Library is poised to make significant strides -- inspiring learning, facilitating connections and creating opportunities for the 300,000 yearly visitors. Whatever you need in your toolbox, the Library can help. Check it out.

Sandy Foley



Library Board of Trustees, Chairperson



## *From* THE INTERIM DIRECTOR



The five-year strategic plan that I signed on with, *A Place for Everyone 2009 – 2013*, had ambitious goals and the previous library director, Sara Jones, led an effective charge to deliver on those promises daily. Those goals and the work that went with them are what inspired me to start library school. Libraries matter.

The final goal of the last five years was not realized: an ambitious effort to provide Carson City with adequate library space for a community of our size in a new facility. Yet, the plan for what would be done in the new space is very much a part of the next five years and is laid out herein under the moniker *Level Up, a strategic plan for learning – 2014 – 2019*.

This little library's spaces are more valuable than Manhattan real estate. The strategic plan identifies ways to make do with what we have while establishing priorities. For one thing the balance of available space is finally more focused on youth, particularly teens. For far too long that imbalance has left too many kids out of the library once they pass storytime age. I know from personal experience. This is the library of my childhood and that of my three children.

Currently there is real momentum among community leaders to address workforce readiness and level up marketable skills for every age learner. For the library's part, quality out-of-school-time programs that are meaningfully linked between formal education, other youth-serving organizations and the workplace is our primary role. It is also necessary to provide the same kinds of learning opportunities for adults in the community who know the importance of staying sharp and being relevant in the workplace.

If these links and partnerships are even a little bit successful, they will make a big difference to the whole community. Young people will get what they need to develop marketable skills (particularly related to technology), find good jobs and take their place within Carson City as productive citizens. The adults will have the chance to build on individual strengths and fill in learning gaps.

This focus for the library provides practical solutions to address some pretty big challenges. The course rarely corrects itself, let's get to work!

Best,

A handwritten signature in black ink that reads "Tammy Westergard". The signature is fluid and cursive, written over the printed name.

Tammy Westergard,  
Interim Library Director



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## MISSION

As a center for knowledge and discovery the Carson City Library will inspire learning, facilitate connection and create opportunity for our community.

“Libraries like all other institutions must grow and adapt to changing requirements and conditions. The rate of change in the world today and in our knowledge of it is incredibly fast. We cannot afford to let our libraries slip behind,” --- JFK, 1963

## VISION

*Our vision speaks to what success looks like throughout 2014 – 2019.*

### THE CARSON CITY LIBRARY ...

- is an essential community resource which supports community schools, life-long learning, literacy and digital literacy,
- provides essential technology tools and training to help citizens gain and sharpen marketable skills,
- recognizes community challenges and opportunities and responds nimbly with creativity and an entrepreneurial spirit,
- is a place for everyone to access cultural and civic life,
- is customer focused,
- grows its most valuable resources: a passionate and dedicated staff.

## VALUES

*To meet our mission and fulfill our vision, we are directed by the following values day to day with our patrons and one another:*

### WE EMBRACE

The opportunity to provide resources to everyone.

### WE ARE COMMUNITIY

And as such welcome ways to help people to meet, exchange ideas, and participate.

### WE ARE ACCOUNTABLE

To the public as trusted servants of community resources.

### WE COLLABORATE

And as such welcome partnerships throughout the community.

### WE RESPECT

And honor diversity, different points of view and the right to privacy and confidentiality.

### WE GUIDE

Learning and literacy in all forms.

# EXECUTIVE SUMMARY

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The Carson City Library Strategic Plan for 2014 – 2019 offers a unified vision and practical approach to deliver public library services over the next five years. The plan outlines emphasis on learning opportunities, access to technology and reconfigured spaces within the main library building on Roop Street. Taken together the library can better serve the community's most pressing needs, especially those that are related to building or sharpening marketable skills and providing essential support to public, private, charter and home school teachers, students and families.

The Strategic Plan realigns library space and programs to help insure strategic educational ties between the Carson City Board of Supervisors, Carson City School Board and the Carson City Library Board of Trustees. These ties can not only be maintained but year after year also strengthened into an educational learning rope. Those who seek education, information and skill building as a means to individual economic and civic health can do so. Also community-wide prosperity and sustainability will result.

With this plan, the library proclaims its new mission:

***As a center for knowledge and discovery the Carson City Library will inspire learning, facilitate connection and create opportunity for our community.***

On November 13, 2013, the Carson City Board of Supervisors met jointly with the Carson City School Board and 115 interested community members. Meeting details, among other things, formalized links between the two governing bodies through a joint resolution.

"It was four years ago that this conversation was last had between these two boards, and that's too long," said Mayor Bob Crowell. "I'm very pleased to be working with School Board President Lynette Conrad. There is a lot of good work happening throughout the community that

shares the roles, responsibilities and rewards of educating our youth to successfully take their place in a complicated economy that is heavily reliant on computer skills and digital literacy. Coming together to see how that is currently being executed in Carson City through a growing network of community partnerships is the point of the meeting. Determining the path to continued success is my goal for this meeting," said Crowell.

2014 - 2019 key objectives emphasize the library's role as a community asset that inspires learning with technology tools and programs designed expressly for increasing digital literacy. Meaningfully linked learning opportunities between the formal classroom, home and third places of learning (like the public library) leads to a skilled and qualified local workforce who can compete for higher paying jobs.

"An educated, skilled citizenry will secure our future. The integration of the strategic plans and the exciting partnerships/collaborations demonstrate that collectively, community leadership gets it. We welcome the challenge and look forward to the possibilities," said Library Trustee Chairwoman Sandy Foley.

In April of 2013, the Library Board of Trustees directed staff to convene a series of community meetings to solicit input about the library, its facilities, resources, programs and services. Strategic planning sessions were incorporated as a part of Trustee monthly meetings onsite at the three different library locations, drawing not only stakeholders but also members of the general public. Between April and June over 120 interested citizens and key community stakeholders provided input, feedback and shared ideas about moving the Carson City Library forward over the next five years. In fact from these groups alone 406 data points were collected.

In 2009 – 2013, strategic planning work delivered an exhaustive needs assessment that included over 5,000 surveys sent to a

representative sample of households; and survey findings were tested further to provide a thorough and comprehensive report. The process took over a year and a half, relied on numerous experts and ultimately recommended efforts to deliver a much needed and significantly larger library building. The final goal of the previous plan was not realized, however.

Leveraging investment in the prior studies, in March of 2013, the Library Board of Trustees engaged the services of Page and Associates, the same library facility planning firm who conducted the previous space needs assessment.

This time Page and Associates related prior community knowledge to studying how the library can make do within the layout and reorganization of existing interior space in the main library, since the 2014 – 2019 strategic plan will be executed within the current library spaces.

As such, in June the firm's lead planner, Kathy Page with H+K Architects' Jeff Klippenstein as a sub consultant, discussed the building's service issues with 17 library staff representing all departments. During two in-depth group sessions participants shared their observations regarding:

- The most important things staff would change about the building to improve public service.
- The ways that the building gets in the way of visitors' ability to have an excellent library experience.
- Areas within the building that contribute to visitor frustration or conflict.
- Services or features that could be reduced in size or eliminated.

Following these discussions, Ms. Page asked each staff member to identify the five issues, in priority order, he or she considers the most important to address. The groups then shared their priority lists and the consultant summarized them by category. The full report is contained within the strategic plan appendix.

Between July and December, Interim Library Director, Tammy Westergard, challenged library staff to look at finding internal alignments and efficiencies to address issues raised during planning sessions. The intent was to move forward with implementation of recommendations from the space planning report that fundamentally would immediately make improvements day to day. In September, the library seamlessly moved to a single point of service model and over the following three months management found solutions to realign work units, floor space and program focus that can forward the goals of 2014 – 2019 strategic plan.

In addition to the quantitative research from the community meetings noted above, management also relied on a patron survey and added day-to-day public feedback as well as updated our community profile. From this work three strategic areas of concentration are presented. Strategies and measures are detailed in the full plan, but in sum the three goals are:

**Goal 1- The Carson City Library will inspire learning.**

**Goal 2- The Carson City Library will facilitate connection.**

**Goal 3- The Carson City Library will create opportunity.**

Unlike any other City department the Carson City Library is governed by a five member, City Supervisor appointed Board of Trustees.

A Library Board of Trustees requires people who believe that the public library is essential to Carson City's quality of life. These are leaders who are willing to defend the community's right to robust library materials, services and programs because of a fundamental belief that public library services promote access to life-long learning, enjoyment and civic engagement. Library trustees must have the

demonstrated ability to approach people and problems with an open mind, and have the courage to resist pressures which interfere with the community's democratic right to public library services, places and spaces.

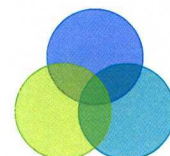
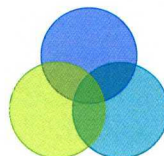
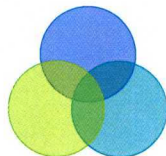
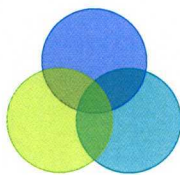
Nevada Revised Statute 379.105 defines the roles and responsibilities of Nevada Public Library Trustees, however, primary activities include:

- working with the Carson City Board of Supervisors to obtain adequate library funding and assist in the review and approval of the annual budget and monthly expenditures as presented by the library director;
- participate in the development and approval of library policies and review policies on a regular, systematic schedule;
- help determine and advocate for reasonable staff salaries and benefits;
- hire, supervise and evaluate the library director;

- act as an advocate for the library through contacts with civic groups and public officials;
- become familiar with the principles and issues relating to intellectual freedom and equitable provision of library services;
- every five years assist in the formulation and adoption of a strategic plan and update it every two years;
- attend the Nevada Library Association conferences and other training opportunities in order to expand knowledge of effective leadership, and consider membership with the Friends of the Carson City Library.

It's a big job. The strategic plan helps to ensure accountability of key library support groups to the Trustees and offer strategic oversight to the library system and goals.

The goals in this plan are big and doable. As the capital of the Silver State Carson City will lead the way for library services and reinforce their essential value to citizens of every age.



**Prepared for Joint Meeting of Carson City Board of Supervisors and Carson City Board of Trustees (June 26, 2014)**

**Coordinated Efforts and Economic Development**

Allen Gosselin, Carson City School District  
George Gussak, Dream it Do it  
Rob Griffin and Miya Mackenzie, Adams Hub  
Rob Hooper (or representative), NNDA  
Ben Contine, Carson City School District

**Executive Summary**

It is an exciting time for Carson City. Given its nearly ideal size and geography, proximity to state government, strong private sector, fantastic outdoor opportunities, and a thriving arts community, Carson City is in a terrific position moving forward. By establishing a formal partnership with City Government and the School District, the public has recognized the important role the development of young people has, not only for students, but on the economic development of the entire community.

For this presentation, Allen Gosselin and Ben Contine will frame the issue of the connection between education and economic development. This will focus primarily on the stated goals of both the City and School District Strategic Plans and research that demonstrates the critical role that this partnership might play in a more prosperous community. (approximately 4 minutes)

George Gussak, Executive Director of Dream it Do it, representing a coalition of local manufacturers, will speak on the importance of developing young people's interest in careers in manufacturing and connecting them with training. Specifically, he will give an update on Manufacturing Week, happening in the first week of October. (approximately 5-7 minutes)

Rob Griffin and Miya Mackenzie, from the newly established Adams Hub will provide information on their efforts to connect students with the skills to become entrepreneurs. They will discuss their Young Entrepreneurs Program and their work with the Carson High Business program. (approximately 5-7 minutes)

A representative from the Northern Nevada Development Authority (NNDA) will discuss the importance of workforce development in creating a vibrant, sustainable economy and attracting new businesses to the region. (approximately 5-7 minutes)