



HENDERSON
LIBRARIES

Strategic Initiatives

FY 2016 – 2021

2016 Update Based on Plan for 2014 – 2019

Approved by Henderson District Public Libraries Board of Trustees

Jan. 21, 2016

280 S. Green Valley Pkwy.
Henderson, NV 89012

www.mypubliclibrary.com

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Henderson Libraries Team

Henderson Libraries Board of Trustees

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Debbie Englund, Chief Financial Officer
Sean Hill, Information Technology Manager
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Joan Dalusung, Paseo Verde Library Manager
Candace Kingsley, James I. Gibson Library Manager
Stephen Platt, Green Valley Library Manager

Henderson Libraries Foundation Board of Directors

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Friends of Henderson Libraries Board of Directors

Marian Brown, Julie Buckley, Leslie Finzer, Alexandra Costa, Paula Petruso, Donna Israelson, Laura Carroll, Ernest Dale, Dahl Capello, Cindy Vallar

Henderson Libraries appreciates the candid feedback from its library team members. It is their passion and dedication to library service that provides so much to the Henderson community.

Our Mission:

Henderson Libraries seeks to cultivate a literate community by providing every citizen free access to books and information resources, as well as state of the art technology that supports work, school and recreational activities.

Our Values:

As trustees, administration, and staff of Henderson Libraries, we endeavor to accomplish the library district's mission through our commitment to each of these essential core values.

- **Patron Focus**
We place the highest priority on customer service to our patrons and treat every request as being of equal value.
- **Respect for People**
We treat all our patrons and each of our staff team members as valued individuals and in return expect the same from our patrons during all of our service delivery interactions.
- **Equitable Service**
We seek to ensure access to information for people of all ages, abilities, and means. Our service outlet approach seeks to place library services in convenient, accessible locations.
- **Freedom of Information and Freedom to Read**
We protect our patron's freedom to read and view all library information. We have adopted and support the American Library Association's Library Bill of Rights.
- **Patron Privacy**
We safeguard our patron's right to request and obtain information in confidence.
- **Free Basic Services**
We provide basic library services free of charge.
- **Promotion of Services**
We inform our community about library services through a variety of channels to encourage love of reading and lifelong learning.
- **Quality**
We endeavor to deliver the highest quality services possible through our friendly, approachable, knowledgeable and expert staff.
- **Integrity**
We follow the ethical standards and policies which have been adopted by the Henderson District Public Libraries' Board of Trustees.
- **Stewardship of Community Resources**
We recognize that we have been entrusted by our community with managing library resources provided through taxes and donations, and hold ourselves accountable for the efficient and effective use of all resources. We work with our patrons to instill responsible borrowing practices.

Trends and Responses:

Emerging Media

Henderson Libraries will continue to respond to evolving trends in reading habits in order to provide relevant and up-to-date services and media. A new generation of users is now coming of age that expects e-media in a variety of formats and delivery platforms. This generation is one that does not know a time before the modern Internet. The younger generation's expectations of public libraries will be considerably different than that of their predecessors.

The library is open to collecting and providing access to new media as they become mainstream. The library currently offers two ebook services, two downloadable audio services, a downloadable and streaming music service, a digital magazine collection, and two sources for streaming video. Conversely, in the last several years we have stopped collecting audio-cassettes, VHS tapes, and CD-roms, and we have made a decision not to collect Blu-ray.

Each addition of a new service brings a learning curve for patrons. We choose services that are easy to use and that provide the content that users want. We strive to support new services by offering free classes that teach how each service works, and by developing handouts and instructions for self-teaching.

High Customer Service Expectations

Online stores and other high quality customer-centered businesses are setting the bar for fast, friendly and competent service. Libraries are pressured to respond by providing service in person and by telephone, as well as through text messaging, e-mail and social networking. Online services such as account management, reading lists and e-mail/ text notifications are widely expected by library customers. Henderson Libraries is challenged to respond to increasingly demanding customers who are tech-savvy, educated, and affluent.

Libraries as Gathering Places

Despite the dominance of technology and the Internet, the role of the library as a communal space is very much alive. Architectural features such as lounges, coffee shops, retail oriented shelving displays and collaborative study areas have been emphasized in the district's library building projects.

Patrons often tell us that they come to the library seeking "to be a part of things." Staff have responded by offering interactive types of events, such as book clubs, author visits, various topical "fairs" (health fairs, job fairs, museum fairs, etc.), community information programs, computer classes, genealogy classes, and many others. Through these activities the library can foster a vibrant community of people who come together to pursue and share their interests. During the past year, adult programming has been organized into five topical areas: health and wellness, technology, geek culture, arts and community, writing and local authors. These content areas have been proven to attract good attendance and are topics of known community interest as shown by past programming experience.

There is constant pressure from groups and individuals who make requests to do presentations and programs at the library because they want free use of a room, and/or they want to sell or promote a product to the library audience. We have developed policies and procedures to

enable us to evaluate these requests, and select opportunities for programming partnerships that will provide a community benefit.

Focus on Branding and Marketing

Like any successful business, Henderson Libraries realizes that great attention must be placed on the continual development of the library brand and in formulating marketing initiatives that increase visibility in a competitive marketplace such as the Las Vegas metropolitan area. In hiring and partnering with an outside firm, Library Market, the library will engage in a long-term strategic campaign with professionally produced branding and collateral. In the upcoming years, Henderson Libraries will need to refine its marketing to not only deliver a "mass message" but messages designed to resonate with specific population groups and the market segments within each group.

Social Networking

The popularity of social networking websites such as Facebook, Twitter and YouTube, especially among those under age 35, has affected Internet use and social behavior. Wikis, blogs, mobile texting, instant messaging (IM) and RSS feeds are providing new channels of communication that challenge traditional marketing approaches, yet offer exciting possibilities in the realm of connecting with patrons. The library district maintains a presence with many of the major sites, but this effort does require staff time to keep a timely and dynamic presence at each of these social networking sites. The library district will continue to monitor trends in this area and must adjust accordingly.

Initiative One: *Sustainable Revenue*

Challenge:

During the recession the library district lost over \$2.7 million or nearly 30% of its revenue compared to the previous years of growth. The vast majority of this loss occurred in property tax revenue. Since property taxes are the main source of Henderson Libraries' revenue, and taxes can and do fluctuate, it is critical that the district find means to diversify revenue sources.

The district seeks to increase alternative funding sources such as grants, donations, and bequests. These efforts are underway with a very active Friends of Henderson Libraries and a Foundation formed in 2010. The library district is also a fortunate recipient of many in-kind donations throughout the year from numerous businesses. Staff are constantly seeking various federal and private grants to supplement local tax revenue.

Assets:

- **Friends of Henderson Libraries**

The Friends, established over fifteen years ago, has grown from a small grass roots support group to a full partner in Henderson Libraries' success. In FY15, Friends donated over \$160,000 to Henderson Libraries for the collection. Friends volunteers along with other library volunteers now provide nearly 40,000 hours of volunteer time throughout the district, the equivalent of 18 full time employees with a value of nearly \$750,000. Friends of Henderson Libraries is committed to continued support of library collections over the next few years as the economy and the library district's budget improves.

- **Henderson Libraries Foundation**

Established in 2010, the foundation is relatively young. In April 2011 the foundation launched a fundraising campaign entitled *\$1 for a Million*. The campaign itself was a multi-year awareness and fundraising effort with an emphasis on meeting the need for additional library materials. The campaign raised over \$220,000, and established the habit for many small donors to give during each library visit, resulting in a monthly income of approximately \$1200.

- A team of staff willing to participate in fundraising activities and assist in forming partnerships with outside entities
- Staff knowledgeable about library funding sources who have become skilled grant writers and project managers

Goals: *Highest Priorities*

- Further define and develop a culture of fundraising within the library staff, patrons, political leaders, the Friends, the Foundation and other community stakeholders
- Continue to support and cooperate with the Friends and volunteers to maximize their contributions to library operations

Long-term Goals:

- Continue to work with the Foundation to develop resources to the endowment level with dependable regular annual support of the library
- As soon as fiscally feasible, hire a development officer to further develop fundraising and coordinate grant writing for the library district, Foundation and Friends

Initiative Two: *Sufficient Staffing–Sustainable Services*

Challenge

There is no national minimum or recommended standard for library staffing levels. At its peak in 2009 Henderson Libraries employed 132 staff members, equal to 104 FTE. Currently, Henderson Libraries has 96 staff members or 75 FTE. This represents a reduction of 31.25% in staff FTE from peak employment. With the City’s population estimated at 280,928 (provided by Nevada State Demographer at UNR), library staffing levels are .27 FTE per 1,000 population.

As technology has developed to become the basis of most library operations and has been incorporated into many library services, the qualifications and skills needed by library staff have changed. Also, the functions of many positions have changed, and we need to evaluate whether we should redefine how some positions will be used.

Assets:

- A well trained, dedicated, diverse, customer oriented library team
- A Board of Trustees dedicated to maintaining benefits for staff and high morale

- A management system that allows point of transaction decisions that empower staff to conduct positive customer service transactions
- Friends of Henderson Libraries has demonstrated willingness to assist in staff development funding.

Goals: *Highest Priorities*

- Reinstatement positions for hiring that were frozen during the height of the recession
- Continue Henderson Libraries' current reputation for superior, personalized customer service to a demanding clientele
- Continue to support cross training, mentoring and staff development
- Review job descriptions and qualifications to help ensure that staff positions are appropriate for current operational needs and that staff have the skills and talents needed for current library roles
- Provide continuous training in positive customer service interactions and attitudes at least once each year for all public service staff

Long-term Goals:

- Develop mobile tools that can assist staff throughout their daily duties and make them more efficient in delivering services to patrons
- If the financial projections indicate, work towards staffing increases to allow the district to expand programs and services
- Continue to advocate for market-worthy salaries and benefits for staff at all levels to remain competitive with peer libraries and other non-profits
- Keep turnover low, and morale high to attract a skilled and diversified workforce that enjoys working in Henderson Libraries' culture

Initiative Three: *Welcoming, Comfortable, Accessible and Secure Libraries*

People think of the library as a "third place," in addition to work and home, where they can spend time, as if it were "a home away from home." They expect to find an environment where they can use a collection of resources both for work and entertainment, as well as a variety of programs and activities, and they expect the library to be conveniently close to their neighborhoods. Ideally, this environment should be welcoming, aesthetically pleasing, easy to navigate, and comfortable both for group activities and quiet study.

Challenges:

- High traffic results in substantial wear and tear on floors, furniture and equipment
- People affected by social problems take refuge in the library, but may not be able to maintain safe and appropriate behavior, causing conflicts with other patrons and staff.
- Conflicting uses (book sales, seating, display, program areas) can make it difficult to maintain a pleasant ambience

- The Malcolm Library building, closed in 2012 and now used as storage for the library and work space for Friends, costs the district \$25,000 annually to maintain, but could be sold for over one million dollars.
- Growth areas in the city are distant from existing libraries, and the district does not have funding to provide facilities in new areas.

Assets:

- Three of the four existing facilities are 14 years old or less. The fourth, while 20 years old, has recently been remodeled.
- Innovations such as a coffee shop, drive-up window, and Wi-Fi service inside and outside the library, etc., make each location special.
- Easy to use self-services offered both in the library and remotely, including checkout, hold pickup, bill payment and online requests
- Study rooms, program rooms, public computers, used book stores, and active programming for all ages are provided in all full-service buildings.
- During FY2014 a subsidy from Nevada Energy was used to install a solar energy array on the roof of Paseo Verde Library, which provides a minimum savings of \$13,000 per year in electricity costs.

Goals: *Highest priorities*

- Evaluate the Malcolm building for sale or repurpose.
- Return all libraries to being open Monday through Saturday
- Maintain security at facilities to stabilize/reduce the number of incident reports and provide a safe environment for employees and customers through the use of guards, cameras, placement of furniture, or combination thereof.

Long-term Goals:

- Continue discussions with developers of growing areas of the city to incorporate library access into their plans.
- Continue partnerships with City of Henderson to strengthen various benefits to the community

Initiative Four: *Creating a robust Collection for patrons*

While much has been made of the Internet and its effect on traditional library use, Henderson Libraries continues to maintain a healthy circulation trend due to its quality collection which includes both popular material as well as material for basic research and lifelong learning. While bestselling materials are both leased and purchased to meet demand, there is pride in maintaining a deep and rich collection beyond the basics. This philosophy will hold true even as the district purchases more and more e-materials.

Challenge:

Over the past few years the process of materials selection has transitioned from a branch-based responsibility to a centralized responsibility. Using automated tools, selectors continuously evaluate collection performance, and perform weeding and maintenance to ensure that the libraries offer items in good condition that are of interest to users.

Today's library users expect to find all types of media at the library. While print books are the largest sector of usage, movies, music, and audiobooks are in demand and well-used. The last several years has seen an increase in interest in downloadable and mobile content. The library district must continue to review and evaluate new products for delivery of electronic content as they enter the library market or gather more market share.

Assets:

- Intense public demand for popular materials and school homework support
- Accomplished selectors with experience in public service and programming, as well as materials selection
- Automated tools to assist in selection, collection maintenance, and usage analysis
- A floating collection that responds to demand and minimizes courier load
- A culture of responsiveness to patron requests, usage patterns, and current trends
- An established collection of nearly half a million items in a variety of formats

Goals: *Highest Priority*

- Continue to develop online collections to meet demand and supply capacity for growth
- Continuous analysis of collection content and usage to:
 - determine subject and genre weaknesses
 - determine collection funding priorities
 - determine high and low use materials
 - increase circulation of low use materials if possible
- Continue to monitor and promote electronic products for usage and relevance

Long-term Goals:

- Investigate, test and purchase new collection formats as they become available
- Maintain flexibility in a rapidly-changing media environment
- Review and evaluate technologies that allow the library to provide new resources and convenience to patrons, and to increase our user base

Initiative Five: *Branding and Marketing - Continuing our Communication***Challenge:**

The fact that valuable resources and services of the Library may be under-utilized and that only one third of the population actively use their library cards annually suggests there is a need for a continued broad based marketing and public information program. The district must focus on

developing branding and marketing strategies that will resonate with major target audiences and market segments and create a “personal” connection with the library. Having emerged from the recession ready to go forward as a stable organization with many assets, Henderson Libraries is undergoing a re-branding to establish a new image and identity in the community. Our former “strategic plan” is based on information and ideas rooted in the pre-recession administration, and we need to redefine our perceptions of our community, ourselves and our future.

Assets:

- The district has contracted with Library Market, a highly respected marketing firm specializing in libraries, to create a new logo and branding standards for its use, as well as a year-long campaign to promote Henderson Libraries.
- The formation of a creative team of staff who are eager to work on ideas to contribute to this campaign.
- Attractive facilities where rebranding can be effectively deployed.
- Partnerships throughout the community through which promotions and advocacy are mutually exchanged
- A newly designed web site that will be the online showcase for the library’s brand.
- A newly-created Social Media Librarian position to increase the district’s online presence.

Goals: *Highest Priority*

- Implement our rebranded image with a public rollout in FY16.
- Work with Library Market on our promotional campaign for the upcoming year, and make plans for subsequent years
- Apply for LSTA funding to work with a consultant to assemble data for the development of a new strategic plan based on current community information and input
- Utilize in-library digital signage that is centrally managed and integrates any and all data sources including video, xml/html, and live RSS feeds
- Continue to make existing and new patrons aware of both Friends of Henderson Libraries as well as the Henderson Libraries Foundation through more aggressive in-library marketing

Long-term Goals:

- Leverage contacts made with the City of Henderson, Greenspun Media, Galleria Mall and others to forge additional marketing partnerships and opportunities
- Work with other libraries, within the Las Vegas valley, on programs that are non-jurisdictional or may be made so, such as Summer Reading and “one book” community reading programs
- Continue to package and brand existing services by targeting specific uses or market segments as identified through demographic research

- Further develop marketing and public relations surveys or other tools to determine the reach of marketing and advertising efforts, but more importantly, to provide customer service and product feedback
- Continue to develop marketing capacity of Friends of Henderson Libraries as well as the Henderson Libraries Foundation

Initiative Six: *Early Literacy and Lifelong Learning*

Challenges:

Public libraries support education in a number of ways, including development of early literacy skills, life and job skills enhancement, and resources for learning throughout the life span. The public has a high expectation that the library provides programs, services, and materials for children, but many are less aware of resources available through the library for adults and seniors. The library district must communicate that its resources are not limited to the formal education path, and continually promote learning resources for work, for pursuing interests, and for self-improvement, that are important for people of all ages and levels of education.

Assets:

- Youth Services staff in every department with backgrounds in elementary education, child development, and other childhood related experience
- Strong support from the city of Henderson for the Heritage Park Library services and programs
- Adult Services staff with programming and teaching interest and experience
- Creative use of internal and external resources for providing learning experiences in the library
- Grant funds for STEAM programming, and multi-cultural awareness programming

Goals: *Highest Priorities*

- Continue to emphasize programming that develops early literacy and family literacy skills at every opportunity
- Continue to promote the Bright Spots for young children in each library
- Continue to incorporate elements of science, technology, engineering, arts, and mathematics (STEAM) education into programming
- Continue to leverage the success of current educational initiatives such as APPLE (All People Promoting Literacy Efforts)
- Continue to market the value of online educational resources provided by Henderson Libraries to patrons of all ages such as electronic journals, magazines, e-books and online homework help

Long-term Goals:

- Continue to capitalize on strong relationships with the public schools by packaging and branding the educational role of Henderson Libraries and its partnerships with the Clark

County School District, various childcare facilities and higher education institutions such as NSC, CSN and UNLV

- Continue to develop partnerships and funding opportunities that increase access to educational experiences for all ages

Initiative Seven: *Increasing Efficiencies through Technology*

Challenge:

Ease of searching and finding information online has attracted users who want information at their fingertips, even as the World Wide Web becomes more complex, commercial, and controversial. Popular Internet websites such as Amazon.com and other retailers have built high customer expectations for online services such as personal account management, reading lists, recommendations, online payments, and more. Most public libraries, including Henderson Libraries, lack the resources to match corporate accomplishments, but must advance a dynamic web presence that creates customer loyalty.

Assets:

- Henderson Libraries' Digital Projects program is a local resource for all Henderson residents and those who are interested in our history and that of southern Nevada. This program has grown substantially in the last several years with new projects continually being developed.
- A talented and creative Information Technology team that understands public libraries
- A modern 21st century network and virtualized server infrastructure

Goals: *Highest Priorities*

- Continue to develop Digital Projects that are relevant and unique to Henderson and southern Nevada
- Maintain sufficient bandwidth to support technology services and market high speed Internet and Wi-Fi access to area residents and businesses
- Continue to develop the library website as a user-friendly route to library resources
- Continue to completion the barcoding project using QR codes to lead up to AMH implementation

Long-term Goals:

- Explore possibility of virtualization of PC infrastructure, both public and staff
- Develop a mobile/ tablet based staff computing solution
- Explore feasibility of implementing AMH (Automated Materials Handling)
- As revenue allows, continue to replace public and staff computers every 4 to 5 years.
- Position technology to reach teens, young adults, young professionals, and customers with 24/7 needs by focusing on those markets and their potential online needs
- Monitor new developments in assistive technology that the library can use to serve residents with vision and other physical challenges

Appendix - The People We Serve

Henderson is both a mature city and a relatively new city. In the past, the city has experienced explosive growth... often leading the country in growth. While the Great Recession slowed growth in the region, Henderson has reached a healthy population of approximately 280,000 residents. In the last decade, Henderson has experienced a population increase of over 16%.

The City of Henderson is one of 4 cities in the Las Vegas Metropolitan Area. Henderson Libraries shares coterminous boundaries with the City of Henderson. Quality of life is important in Henderson, and residents take great pride in the high quality of the amenities that the city has to offer. Henderson Libraries has four facilities scattered across the city. The library district is fortunate to have an outstanding partner in the City of Henderson.

Henderson's major demographic characteristics are summarized here:

Population:

City of Henderson Population as of July 1 of each year.

2015	2014	2013*	2012	2011	2010	2009	2008
280,928	274,270	269,916	266,846	264,839	267,270	267,687	269,538
2007	2006	2005	2004	2003	2002	2001	2000
260,161	251,321	241,134	229,984	217,448	209,486	196,780	198,691

Source: Nevada State Demographer, UNR *City of Henderson estimate as of Jan. 1, 2013

The Henderson Dept. of Community Development projects that the city population will reach 309,000 by 2020.

Income

Average Household Size: 2.57

Median Home Value: \$213,700

Median Household Income \$64,489

Population with Income Below Poverty Level: 9%

Income distribution:

<14,999	8.3%
\$15,000 - \$24,999	7.7%
\$25,000 - \$34,999	9.1%
\$35,000 - \$49,999	20.4%
\$50,000 - \$74,999	13.7%
\$75,000 - \$99,999	16.2%
\$100,000+	11.3%

Age

Age under 5 yrs.:	4.6%
Age 5 to 9 yrs.:	6.9%
Age 10 to 14 yrs.:	6.9%
Age 15 to 19 yrs.:	5.1%
Age 20 to 24 yrs.:	5.3%
Age 25 to 34 yrs.:	11.5%
Age 35 to 44 yrs.:	15.1%
Age 45 to 54 yrs.:	14.4%
Age 55 to 64 yrs.:	12.9%
Age 65 yrs. and over:	17.3%

Education

Population with Bachelor's Degree or Higher:	30.7%
Population with High School Diploma or Higher:	92.5%

Racial background

White	78.8%
African American	5.7%
American Indian	0.5%
Asian	7.9%
Hispanic	13.8%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-year Estimates (factfinder.census.gov)

Library Collection and Circulation:

Fiscal Year	Material Circulation	% Increase per Year	Circulation/ Capita	Library Materials	Library Materials/Capita
1999	410,840	5.30%	2.40	170,607	0.99
2000	452,322	10.10%	2.52	182,776	1.02
2001	513,131	13.44%	2.61	197,605	1.00
2002	533,516	3.97%	2.55	235,407	1.12
2003	685,356	28.46%	3.15	261,191	1.20
2004	855,713	24.85%	3.72	288,983	1.26
2005	907,082	6.00%	3.76	306,332	1.27
2006	956,974	5.50%	3.81	333,482	1.33
2007	1,068,511	11.65%	4.11	361,158	1.39
2008	1,186,113	11.00%	4.40	400,698	1.49
2009	1,422,692	19.95%	5.31	442,467	1.65
2010	1,842,395	29.50%	7.15	489,104	1.90
2011**	1,812,475	-1.62%	7.03	497,151	1.93
2012	1,777,626	-1.92%	6.66	469,069	1.76
2013**	1,701,313	-4.26%	6.30	417,773	1.54
2014*	1,686,000	-1.00%	6.25	425,000	1.50
2015	1,723,783	1.61%	6.14	478,424	1.70
Increase					
1999 - 2015	319.56%		155.83	180.42%	71.72%

Source: Henderson District Public Libraries. * Projected Estimate ** Reduced Hours