

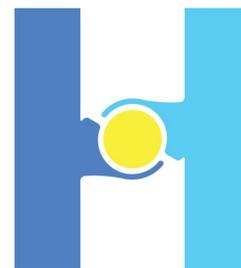
Appendix 2:

Organizational Strategies Logic Models

February 13, 2019

hendersonlibraries.com

702-492-7252



HENDERSON
LIBRARIES

Table of contents

<u>Introduction</u>	<u>3</u>
<u>Logic Model Definitions</u>	<u>5</u>
<u>Strategy Framework</u>	<u>8</u>
<u>Organizational Strategies</u>	<u>10</u>
<u>Strategy: One Library</u>	<u>12</u>
<u>Strategy: Service Innovation</u>	<u>23</u>
<u>Strategy: Growing Leaders</u>	<u>34</u>
<u>Implementation</u>	<u>43</u>

Introduction

Strategic plan documents

Appendices are under separate cover.

Appendix 1: Market Strategies Logic Models

Appendix 2: Organizational and Staff Development Strategies Logic Models

Appendix 3: Partnership Strategies Logic Models

Appendix 4: Community Assessment Findings

Appendix 5: Market Segmentation Findings

Appendix 6: Organizational and Staff Assessment Findings

Logic Model Definitions

Logic model definitions

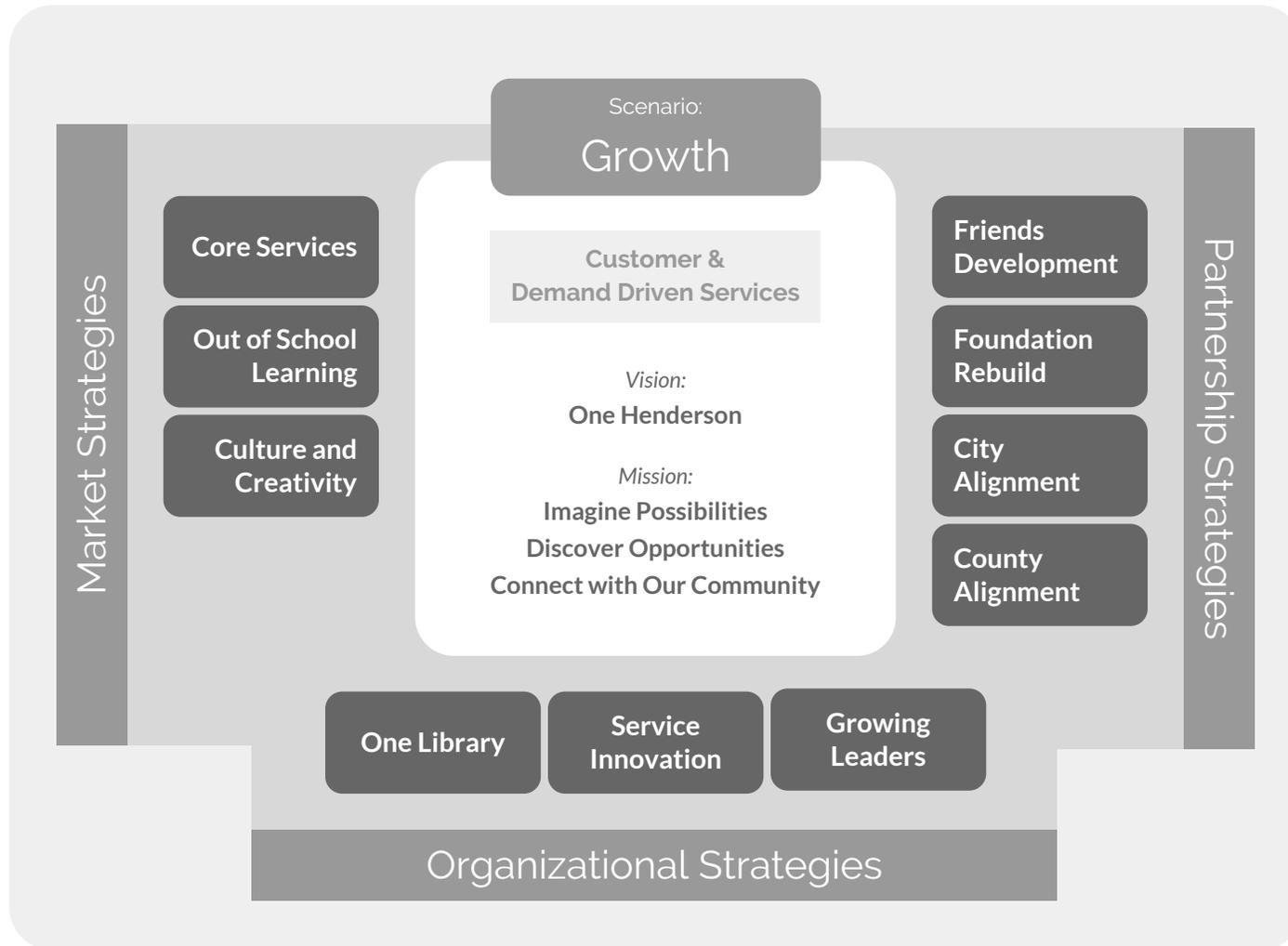
<i>Item</i>	<i>Definition</i>
Action Plan	Specific things staff undertakes to implement the objective.
Dependency	Things upon which other things depend.
Description	The strategy's value proposition. The value proposition states why a customer would use a product or service.
Detailed Action Plan	The specific course of activities staff undertakes to implement the actions.
How We Define Success	The qualities and characteristics our customers have attained using the services we've delivered. Leads to specific measures and metrics.
Initiatives	The major efforts that need to be taken to commit an investment.
Investment	The commitment of time, energy, and resources to implement a strategy.
Measures	A standard unit used to express the size, amount, or degree to which the achievement has been implemented.
Objectives	Specific intended achievements to implement an initiative. Objectives are concrete, measurable, realistic, and achievable actions taken to reach the goals. They are specific and actionable and have a clearly defined, intended deliverable or result.
Outcome	Outcomes are the impacts the organization wants make on its customers, community, or itself. Said another way, outcomes are the results the organization wants to work toward on behalf of what its customers, community, and itself wants to achieve.
Ownership	Owner: the staff person who leads implementation of the effort (e.g., strategy, investment, initiative, objective, or action). Assistant Owner: the staff person who assists the owner managing the effort. Mentor: the staff person providing advice to the owner and/or manager on a request basis only. Team: all of the other staff participating in the effort.
Partnerships	Third party organizations with which the library has or seeks a formal or informal relationship

Logic model definitions

<i>Item</i>	<i>Definition</i>
Resources	The supply of money, materials, staff, and other assets needed to implement the effort.
Schedule	Monthly or quarterly schedule to undertake the effort.
Stop Doing	Activities, workflows and processes, and other behaviors staff stop doing or limit in order to have time and energy for other more important things.
Strategy Name	The strategy name.
Strategy Prioritization	Ranked as primary, secondary, or tertiary.
Target Segments	The segment or segments whose needs, interests, concerns, and aspirations give rise to the strategy.
What We Promise	The things we promise to deliver to our constituents. This is our solemn pledge.

Strategy Framework

Strategy framework



Organizational Strategies

Organizational strategies summary

Strategy: One Library

- Investment: Restructuring
- Investment: Evolving Our Culture

Strategy: Service Innovation

- Investment: Service Alignment
- Investment: Innovation and Culture
- Investment: Productivity

Strategy: Growing Leaders

- Investment: Lead from All Levels
- Investment: Career Development

Strategy: One Library

Organizational strategy:

One Library

Investment: Restructuring

Investment: Evolving Our Culture

One Library: **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	One Library
Investments	<ol style="list-style-type: none"> 1. Restructuring 2. Evolving Our Culture
Description	Henderson Libraries is one system with a single, shared, forward looking vision, comprised of multiple integrated service delivery methods including libraries, partnerships, digital, and engagement.
Outcome	One Library with a single, shared forward-looking vision and inspired culture.

One Library: **Investment Overview**

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Restructuring	Evolving Our Culture
Strategy Prioritization	First	First
Description	Reorganize Library functions and align staff positions.	Evolve the organizational culture with a focus towards staff relationships, transparency, communications, relationship between administration and staff, staff mindset, processes, and service language.
Outcome	An organization and staff that is more effective and productive.	An organizational culture in which staff thrives.
What We Promise	A resilient organization and staff that sustains relevant community and customer services.	<ul style="list-style-type: none"> • A thriving organization and staff that sustains relevant community and customer services. • Executive management that actively and enthusiastically supports, trusts, communicates, and operates transparently with staff.
How We Define Success	<ul style="list-style-type: none"> • Restructuring and re-aligned positions completed within one year. • Staff accepts individual responsibility to maintain a positive, productive, and learning mindset that values growth, change, effort, communication, engagement, and excellence. 	Development of organizational and individual staff cultural change measures indicating substantial change within one year.

One Library: **Initiatives Overview**

For detailed information about each initiative, see [Appendix 2: Organization Strategy Initiatives](#)

<i>Initiative Name</i>	<i>Summary Description</i>	<i>Restructuring</i>	<i>Evolving Our Culture</i>
OL 1. Reorganization and Realignment	Undertake a functional reorganization of the Library in order to implement this Strategic Plan.	X	X
OL 2. Strategic Budgeting	Strategically align annual budget expenditures to support organizational priorities.	X	X
OL 3. Team Development: Build on Strengths	Utilize Strengthsfinder results to prepare staffing plans that match individual strengths with both market and organizational development initiatives.	X	X
OL 4. Team Development: Recruitment	Recruit new talent whose career objectives align with the Library's service and organizational objectives.	X	X
OL 5. Evolve Cultural Language	Staff commit to speech and writing that expresses their individual voice supporting organizational priorities through teamwork, cooperation, competition, risk-taking, innovation, empowerment, and appreciation.		X
OL 6. 360 Communications	Comprehensive communications -- from all directions in a diverse range of formats -- is an integral part of the way the Library operates as a highly matrixed organization.		X

Initiative 1: Reorganization and Realignment

<i>Elements</i>	<i>Description</i>
Description	Undertake a functional reorganization of the Library in order to implement this Strategic Plan.
Objectives	<ul style="list-style-type: none"> ● Realign staff and departmental roles and responsibilities with Strategic Plan priorities. ● Revise staff job descriptions and departmental descriptions.
Action Plan and Schedule	<ul style="list-style-type: none"> ● Prepare and implement a new organizational chart including direct reports and management committees. ● Evolve the library-based system to co-equally integrate initiatives. ● Identify and hire for new positions. ● Prepare and implement a reorg/realignment communications plan including regular bottom-up staff input.
Measures	Begin implementation immediately upon Strategic Plan approval with completion by the end of FY 2020-2021.
Partnerships	Library Board of Trustees.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> ● Mindset and retraining. ● Feature of restructuring/administration not including bottom-up input. ● Communication among all parties.
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: None ● Team: TBD

Initiative 2: Strategic Budgeting

Elements	Description
Description	Strategically align annual budget expenditures to support organizational priorities.
Objectives	<ul style="list-style-type: none"> • Create and apply an expenditure model that allocates staff and resources to strategic plan initiatives instead of libraries. • Apply \$15,000 to innovative services; grow this amount annually in increments to be determined. • Engage initiative owner and other staff input to the annual budgeting process. • Actively de-mystify and promote understanding of budget information with staff at all levels.
Action Plan and Schedule	<ul style="list-style-type: none"> • All of the following should be undertaken and completed in calendar year 2019. This includes changes to FY 18-19 and planning/preparing for FY 19-20. • Prepare staff and materials expenditure model focused on initiatives and services, not libraries. • Prepare comprehensive bottom-up staff input methodology for budget expenditures. • Coordinate with rapid prototyping initiative to set competition for \$15,000 allocation to innovative services. • Give “Budget 101” presentation; attendance is required for all managers and initiative owners and open to other staff who would like to attend. • Include budget information-sharing performance status in annual staff survey.
Measures	<ul style="list-style-type: none"> • Annual staff strategic budget survey demonstrates that staff has 1) relevant input into the annual budget process; and 2) that the budgeting process is understandable and transparent. • Director affirmatively reports to the Board and staff that the annual budget aligns expenditures to support organizational priorities.
Partnerships	Library Board of Trustees
Stop Doing	Current budget expenditure methodology and lack of staff involvement.
Obstacles & Dependencies	<ul style="list-style-type: none"> • Change existing mindsets including retraining and resetting expectations of the Board and staff. • Finite resources gives the perception that the budget can’t be changed. • Institutional history of top-down budget preparation and execution methodology.
Ownership	<ul style="list-style-type: none"> • Owner: Debbie Englund • Assistant Owner: TBD • Mentor: Marcie Smedley • Team: TBD

Initiative 3: Team Development: Build on Strengths

Elements	Description
Description	Utilize the Library's Strengthfinders results to prepare staffing plans that leverage individual strengths with respect to both market and organizational development initiatives.
Objectives	<ul style="list-style-type: none"> • Each staff person is actively engaged in their job (and no staff is actively disengaged). • Staff maximizes strengths to operate effectively and efficiently. • Within three months of plan approval, all staff prepare self-evaluations and how they can apply their personal strengths to both market and organizational development initiatives.
Action Plan and Schedule	<ul style="list-style-type: none"> • Revise job descriptions to identify needed strengths. • Provide staff training resources and active administration support. • Encourage staff to share success stories at in-person gatherings and in short stories on the staff intranet. • Include strengths-building status in annual staff survey. • Provide a form, instructions, time period, and method for staff to state interest in working on market and organizational development initiative teams. • Supervisors and administrators develop staffing plans to implement market strategy investments and initiatives.
Measures	<ul style="list-style-type: none"> • High staff satisfaction ratings in the annual staff survey. • All staff complete in writing individual strengths and relevance to market and organizational development strategies. • Supervisors and administrators complete staff plans.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Developing an understanding by staff on how to build on strengths. • Recognizing and addressing weaknesses. • Resistance to changing job descriptions.
Ownership	<ul style="list-style-type: none"> • Owner: Emilee Wirshing • Assistant Owner: TBD • Mentor: Debbie Englund • Team: TBD

Initiative 4: Team Development: Recruitment

<i>Elements</i>	<i>Description</i>
Description	Recruit new talent whose career objectives align with the Library’s service and organizational objectives.
Objectives	<ul style="list-style-type: none"> • New hires are actively engaged with a positive mindset who welcome adaptability to changing roles and responsibilities, and desire to grow communication skills, risk taking innovation skills, and design thinking skills. • New hires proactively align their career intentions with the Library’s organizational objectives. • Hiring is competitive; new hires will be the best person for the job sourced internally or externally.
Action Plan and Schedule	Prepare new hiring guidelines across the entire Library: <ul style="list-style-type: none"> • General guidelines to set the basic organizational standards and approach including competitive process. • Specific guidelines for each initiative, department, division, and library. • Develop standard communications for hiring including advertising and messaging.
Measures	New hires are actively engaged.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Staff adopt new mindset • Buy-in at all levels • Vegas Valley talent pool
Ownership	<ul style="list-style-type: none"> • Owner: Shakita Kirkland • Assistant Owner: TBD • Mentor: Debbie Englund • Team: TBD

Initiative 5: Evolve Cultural Language

<i>Elements</i>	<i>Description</i>
Description	Staff commit to speech and writing that expresses their individual voice supporting teamwork, cooperation, competition, risk-taking, innovation, empowerment, and appreciation.
Objectives	<ul style="list-style-type: none"> • All staff identify with and feel that they're an integral part of the Library's culture. • Proactively advance solution-based constructive criticism. • Decisions go to the best idea for the benefit of the Library, not to meet individual needs.
Action Plan and Schedule	<p>The Library will provide a range of resources (e.g., reading materials, speech/writing samples, and activities and discussion groups) to:</p> <ul style="list-style-type: none"> • Model language development. • Employ a creative problem solving approach utilizing design thinking (see SI 3). • Incentivize staff to "lead by example" (e.g., positive marks in quarterly coaching and annual performance reviews). <p>The Library will also prepare guidelines for productive meetings.</p>
Measures	As part of the Library's annual staff survey, staff self-report to identifying with and feeling that they're an integral part of the Library's culture.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Staff who hold others emotionally hostage when they don't get their way. • Negative speech, judgement, and shaming. • The "we've always done it this way" and "we don't need to change" mindset.
Ownership	<ul style="list-style-type: none"> • Owner: Chad Lenzini • Assistant Owner: TBD • Mentor: Lisa Phelan • Team: TBD

Initiative 6: 360 Communications

Elements	Description
Description	Comprehensive communications -- from all directions in a diverse range of formats -- is an integral part of the way the Library operates as a highly matrixed organization.
Objectives	<p>All staff:</p> <ul style="list-style-type: none"> • Employ communications as an integral part of their job and the Library’s operations. • Feel connected to One Library. • Are informed about their initiative • Are informed about the community in general and are informed about market segments in the community and library users.
Action Plan and Schedule	<p>The Library will:</p> <ul style="list-style-type: none"> • Explore (including testing and feedback) and implement by the end of 2019 a digital communications platform. • Provide a range of resources to facilitate practicing communications including training and incentives (e.g., positive marks in quarterly coaching and annual performance reviews).
Measures	<ul style="list-style-type: none"> • Staff utilize a new digital communications platform. • As part of the Library’s annual staff survey, staff self-report valuing communications.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<p>Staff is not in the habit of working as a highly matrixed organization or employing comprehensive communications and see it as “in addition to my job.”</p> <p>Change in business practices.</p>
Ownership	<ul style="list-style-type: none"> • Owner: Melissa LaPorte • Assistant Owner: TBD • Mentor: Marcie Smedley • Team: TBD

Strategy: Service Innovation

Organizational strategy:

Service Innovation

Investment: Service Alignment

Investment: Innovation and Culture

Investment: Productivity

Service Innovation: **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Service Innovation
Investments	<ol style="list-style-type: none"> 1. Service Alignment 2. Innovation Culture 3. Productivity
Description	Evolve a culture of innovation across all dimensions of the organization with staff mindsets and work methods that seek change, continual process improvement, and service adaptation.
Outcome	Library staff who take risks and learn from mistakes in order to continually evolve services that meet and exceed community and customer needs.

Service Innovation: Investment Overview

Three investments will be made in this strategy

Item	Investment	Investment	Investment
Investment Name	Service Alignment	Innovation Culture	Productivity
Strategy Prioritization	First	First	First
Description	Continually update and realign services to meet evolving community and customer needs and interests.	Evolve a culture of innovation focused on design thinking that leads to service delivery and internal work process improvements.	Utilize lean concepts and principles to redesign existing workflows and work processes.
Outcome	Continually evolving services that are up to date and relevant in meeting changing community and customer needs.	Continually evolving relevant services aligned with emerging community and customer needs and interests.	Efficient workflows and work processes that free up staff time for customer relationships and services.
What We Promise	<ul style="list-style-type: none"> ● The Library: provide continually updated community and customer information to support evolving customer services. ● Staff: to learn new ways of thinking and new processes to rapidly prototype, test, and deploy innovative service ideas. 	<ul style="list-style-type: none"> ● The Library: invest in and support risk taking, learning from mistakes, design thinking methods. ● Staff: take risks, learn from mistakes, engage in design thinking methods, develop positive mindsets, and actively seek new skills and challenges. 	<ul style="list-style-type: none"> ● The Library: invest in resources that reduce staff time behind the scenes and convert it to direct customer interactions. ● Staff: actively seek and engage in work process improvements and increase personal productivity.
How We Define Success	<ul style="list-style-type: none"> ● Establish minimum performance standards for every service and when those are not met, end the service. ● Establish a one-year probationary period for new services. ● Establish both minimum and ideal performance standards for every new service. When those are not met, end the service. 	<ul style="list-style-type: none"> ● A staff mindset that actively takes risks, learns from mistakes, and lives with ambiguity. ● A staff mindset that utilizes creative problem solving to tackle service delivery and work process design. ● Work processes that are documented using design thinking approach. 	<ul style="list-style-type: none"> ● Staff spends 20% more time with customers. ● Staff has the time and capacity to work with more customers. ● Staff spends less time on behind the scenes work processes and workflows. ● Customers get better service and feel that staff has more time to spend with them.

Service Innovation: Initiatives Overview

For detailed information about each initiative, see Appendix 2: Organization Strategy Initiatives

Initiative Name	Summary Description	Service Alignment	Innovation Culture	Productivity
SI 1. Service Development and Sunsetting	Develop and formally adopt services that support market strategy initiatives and annually sunset existing services that do not meet performance standards.	X		
SI 2. Rapid Prototyping	Using design thinking, design and hold a rapid prototyping internal competition among staff to create innovative service ideas. From these initial experiences, develop a model rapid prototyping process for ongoing use.	X	X	
SI 3. Design Thinking	Apply a design thinking, creative problem solving approach to service delivery and work processes.	X	X	X
SI 4. New Challenges, New Skills	Develop and implement an informal emerging trends lab for all staff.		X	X
SI 5. Project and Time Planning and Management	In order to meet initiative performance objectives, all staff develop and utilize project and time planning and management knowledge and skills.			X
SI 6. Streamline Back-End Processes	Apply lean concepts to reduce back of house staff workloads to free up customer service time.			X

Initiative 1: Service Development and Sunsetting

Elements	Description
Description	Develop and formally adopt services that support market strategy initiatives and annually sunset existing services that do not meet performance standards.
Objectives	<ul style="list-style-type: none"> Beginning in 2019, execute and complete an annual “deadwood removal plan” for the Library as a whole and for each library including partnerships, materials, equipment, services, and programs. Focus new service development on market strategy initiatives. Develop and implement a formal method of adopting new services after successful rapid prototyping.
Action Plan and Schedule	<ul style="list-style-type: none"> Prepare an annual “deadwood” removal plan for the Library as a whole and for each library, based upon an inventory of all assets, focusing on those that are non-performing. Prepare a formal method for adopting new services after successful rapid prototyping. Provide staff time to support this effort including both removing non-performing programs and services, and implementing new and improved services. Reallocate space and collections aligned with community assessment results.
Measures	<ul style="list-style-type: none"> Elimination of deadwood. Adoption of new services.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> Sacred cows. Facilities and space usage. Staff resistance to change. Time to research and create new services. Public opinions related to changing services.
Ownership	<ul style="list-style-type: none"> Owner: Jayson Villamor Assistant Owner: TBD Mentor: Gayle Hornaday Team: TBD

Initiative 2: Rapid Prototyping

Elements	Description
Description	Using design thinking, design and hold an annual rapid prototyping internal competition among staff to create innovative service ideas. From these initial experiences, develop a model rapid prototyping process for ongoing use.
Objectives	<ul style="list-style-type: none"> • Create a rapid prototyping methodology to develop, test, evaluate, and rollout new products and services. • Budget \$15,000 in FY19-20 for rapid prototyping and increase thereafter.
Action Plan and Schedule	<ul style="list-style-type: none"> • Design and implement a rapid prototyping competition in which top proposals are selected for implementation and lessons learned are documented; and a rapid prototyping model adopted for ongoing use. • Competition: require each market initiative owner to submit a proposal. Establish submittal rules and guidelines. Submittals must be data-driven. Successful proposals will receive an implementation budget. Establish a jury of seven comprised of the Executive Director, an administrator, two non-management staff members, two managers, and a community member. Submittals should be in the form of a single 24 x 36 board with a 30 minute presentation. Establish written evaluation criteria. Each submittal should include a project/service name; description of how it fits into a specific strategy, investment, and initiative; target segments; outcome statement; distribution (e.g., library, digital, engagement); marketing/communications; and a specific measure of success (e.g., 50 people attend three programs each).
Measures	Rapid prototyping methodology.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	Develop design thinking methods.
Ownership	<ul style="list-style-type: none"> • Owner: George Greicar • Assistant Owner: TBD • Mentor: Michelle Mazzanti • Team: TBD

Initiative 3: Design Thinking

<i>Elements</i>	<i>Description</i>
Description	Apply a design thinking, creative problem solving approach to service delivery and work processes.
Objectives	Redesign all customer services and work processes by the end of 2022.
Action Plan and Schedule	<ul style="list-style-type: none"> • Professionally educate three to five staff as resident design thinking experts. • First apply design thinking skills to: <ul style="list-style-type: none"> • The customer experience concept in Core Services Customer Service Language and Customer Engagement initiatives • Existing behind-the-scenes departmental work processes (see SI 6, below). • Create a design thinking curriculum and roll out to all staff.
Measures	<ul style="list-style-type: none"> • Each staff attends design thinking education and training. • Each staff contributes to a creative idea for service delivery and for improving work processes.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Learning and applying an entirely new work methodology. • Having to think afresh about repetitive processes.
Ownership	<ul style="list-style-type: none"> • Owner: Ed Feldman • Assistant Owner: TBD • Mentor: Sean Hill • Team: TBD

Initiative 4: **New Challenges, New Skills**

<i>Elements</i>	<i>Description</i>
Description	Develop and implement an informal emerging trends lab for all staff.
Objectives	<ul style="list-style-type: none"> • Use an environmental scanning approach to identify emerging social, economic, technology, communication, and other trends that may impact people in Henderson and their need for Library services. • Imagine possible services that could address those needs and plan for new skills development.
Action Plan and Schedule	<ul style="list-style-type: none"> • Plan, schedule, and implement informal meetings to discuss emerging trends. • Staff volunteers to monitor trends. • At appropriate times that trends pick up steam, consider skill sets that staff would prototype and test to address community needs.
Measures	Staff demonstrate mastery of skills in areas of relevancy.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Traditional ways of doing things. • Lack of urgency to deliver relevant, timely services.
Ownership	<ul style="list-style-type: none"> • Owner: Natalie Heimerle-Warthan • Assistant Owner: TBD • Mentor: Robbie DeBuff • Team: TBD

Initiative 5: Project and Time Planning and Management

Elements	Description
Description	In order to meet initiative performance objectives, all staff develop and utilize project and time planning and management knowledge and skills.
Objectives	Develop and apply business-based principles to Library services focusing on execution, time value of money, opportunity cost, and application of metrics.
Action Plan and Schedule	<ul style="list-style-type: none"> ● Focus project management on things like schedule and time management, personnel management and communications, tasks and subtasks, cost management, and process management. ● Apply performance dimensions to metrics including concepts of normalization and relationship (e.g., setting numeric objectives, measuring change over time, standards based upon intentions, and cost applied to all measures). ● Design, prepare, and implement internal skills development, education, and training.
Measures	Improve cost control, time management, communication, and staff relationships.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Lauren Dahlgren ● Assistant Owner: TBD ● Mentor: Sean Hill ● Team: TBD

Initiative 6: Steamline Back-End Process

Elements	Description
Description	Apply lean concepts to reduce back of house staff workloads to free up customer service time.
Objectives	Identify, apply, and implement three systemwide lean processes, and one unique lean process at each library.
Action Plan and Schedule	<ul style="list-style-type: none"> ● Based upon analysis to be undertaken by the Library administration, identify the three most staff intensive systemwide processes. These should represent the processes that take the most staff time/costs. Apply lean techniques to reduce staff time/costs. ● Also based upon an analysis methodology developed by Library administration, each library should identify a unique, local process that is staff intensive and apply lean techniques to reduce staff time/costs. ● Strong consideration should be given to the following: <ul style="list-style-type: none"> ● Revising the collection development process. ● AMH implementation including building renovation. ● Removing phone service from service desks; creating a centralized call center.
Measures	<ul style="list-style-type: none"> ● Decreased number of staff hours in identified processes. ● Increased number of staff hours working with customers.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	Staff resistance to change.
Ownership	<ul style="list-style-type: none"> ● Owner: Sean Hill ● Assistant Owner: TBD ● Mentor: Marcie Smedley ● Team: TBD

Strategy: Growing Leaders

Organizational strategy:

Growing Leaders

Investment: Lead from All Levels

Investment: Career Development

Growing Leaders: **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Growing Leaders
Investments	<ol style="list-style-type: none"> 1. Lead from All Levels 2. Career Development
Description	Develop staff capacity and capabilities to support Library goals by actively 1) building on individual strengths; 2) pursuing personal career objectives; and 3) learning new skills to meet new challenges.
Outcome	Self-motivated staff who embrace change to support the Library's goals.

Growing Leaders: Investment Overview

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Lead from All Levels	Career Development
Strategy Prioritization	First	First
Description	All staff, regardless of time equivalent, position, or status are empowered to lead -- taking the initiative to actively and creatively solve problems and make work process improvements that promote service delivery and customer satisfaction.	Each member of library staff actively: <ul style="list-style-type: none"> ● Engages in career development opportunities. ● Builds on personal-professional strengths. ● Develops new skills. ● Seeks new challenges.
Outcome	Staff actively leads from all levels leading to continual work process improvements that results in quality service delivery and customer satisfaction.	Staff grow professionally, achieving career objectives, acquiring new skills, and applying professional strengths to new challenges.
What We Promise	<ul style="list-style-type: none"> ● Executive management actively and enthusiastically supports and invests in staff leadership development. ● Staff actively and enthusiastically seeks leadership opportunities and creative problem solving. 	<ul style="list-style-type: none"> ● Staff promises to actively engage in career development and seek new skills and challenges. ● The organization promises to provide staff with career development opportunities, resources, and training.
How We Define Success	<ul style="list-style-type: none"> ● Increased number of problems identified and solved. ● Increased number of work process improvements. ● Increased service delivery and customer satisfaction. 	<ul style="list-style-type: none"> ● Implement quarterly coaching sessions. ● Individual staff successfully work in new roles and with new responsibilities, well-prepared to deal with changing conditions.

Growing Leaders: **Initiatives Overview**

For detailed information about each initiative, see Appendix 2: Organization Strategy Initiatives

<i>Initiative Name</i>	<i>Summary Description</i>	<i>Lead From All Levels</i>	<i>Career Development</i>
GL 1. See It, Own It, Fix It	Using a creative problem solving approach that employs design thinking, empower employees to take the initiative to identify and fix problems and communicate solutions.	X	
GL 2. Leadership Education	Develop an empowered staff that thrives in a competitive and constantly changing environment and a fearless staff that leads from all levels.	X	
GL 3. Individual Career Objectives	Staff annually prepare written personal/professional short-term (one year) and long-term (three- to five-years) career objectives.		X
GL 4. Implement Quarterly Coaching Sessions	Hold quarterly coaching sessions for each staff person with respect to their stated one and three to five year personal/professional career objectives; and, review their progress toward active engagement including organizational development initiatives.		X

Initiative 1: See It, Own It, Fix It

Elements	Description
Description	Using a creative problem solving approach that employs design thinking, empower employees to take the initiative to identify and fix problems and communicate solutions.
Objectives	<ul style="list-style-type: none"> • Empower all staff to take the initiative, with de facto management support, to immediately solve problems related to customer service including operations, work processes, and workflows upon which customer services are based. • Develop a method to track problems and solutions. • Each staff identifies and solves at least one problem annually. • Change the Library culture to a quick response mindset.
Action Plan and Schedule	<p>Across the Library as a whole and at each library:</p> <ul style="list-style-type: none"> • Brainstorm existing problems that could be immediately solved. • Encourage staff ownership to own and fix problems. • Decide on how best to communicate staff fix initiatives with managers. • Collect problem solving stories, share at staff meetings with lessons learned, and disseminate across staff including YouTube videos. • Evolve a positive reinforcement culture that praises and encourages staff at all levels to seek solutions. • Evolve methods for communicating problems and fixes with managers.
Measures	<ul style="list-style-type: none"> • 100% participation by staff at all levels. • Each staff can report that they've identified and solved at least one problem annually. • Increase praise, support, and communications
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Learning a problem solving approach. • Staff encouragement to take initiative and responsibility to own and fix problems. • Scheduling and time availability.
Ownership	<ul style="list-style-type: none"> • Owner: Jeff Salinas-Jenni • Assistant Owner: TBD • Mentor: Bethany Lafferty • Team: TBD

Initiative 2: Leadership Education

Elements	Description
Description	Develop an empowered staff that thrives in a competitive and constantly changing environment and a fearless staff that leads from all levels.
Objectives	<ul style="list-style-type: none"> • Develop a leadership curriculum for staff at all levels. • Incentivize managers to mentor other staff. • Provide ongoing manager and initiative owner leadership education.
Action Plan and Schedule	<ul style="list-style-type: none"> • Prepare a leadership curriculum using a variety of media. • Focus continuing formal mentorship on market strategy initiatives. • Participate in professional national, regional, and state organizations. • Allocate hours to professional development. • Retain external trainers.
Measures	<ul style="list-style-type: none"> • All staff participate in leadership development. • 50% of training funds allocated to non-management staff.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Fear of failure. • Lack of leadership knowledge. • Schedule and time availability. • Identifying trainers to deliver specific content.
Ownership	<ul style="list-style-type: none"> • Owner: Christina Terriquez • Assistant Owner: TBD • Mentor: Lisa Phelan • Team: TBD

Initiative 3: Individual Career Objectives

Elements	Description
Description	Staff annually prepare written personal/professional short-term (one year) and long-term (three to five years) career objectives.
Objectives	Within three months of plan approval, each staff person prepares their objectives.
Action Plan and Schedule	<ul style="list-style-type: none"> Objectives should include what they want to achieve (quarterly coaching sessions), how they will build on their existing strengths, and which initiatives they wish to participate in for the next year. Provide a form, instructions, time period, and method for staff to prepare career objectives. Each staff person will meet with their manager to confirm the objectives and their use in the quarterly coaching sessions. Managers with input from initiative owners will prepare and implement work plans that position staff for success.
Measures	<ul style="list-style-type: none"> All staff complete in writing short and long term career objectives. All staff short term work plans start implementation.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> Access to formal and informal educational and/or training resources.
Ownership	<ul style="list-style-type: none"> Owner: Veka Grinstead Assistant Owner: TBD Mentor: Debbie Englund Team: TBD

Initiative 4: Implement Quarterly Coaching Sessions

Elements	Description
Description	Hold quarterly coaching sessions for each staff person with respect to their stated one and three to five year personal/professional career objectives; and, review their progress toward active engagement including organizational development initiatives.
Objectives	Utilize the quarterly coaching sessions to ensure that individual staff are delivering on: <ul style="list-style-type: none"> ● Their stated one and three- to five-year career objectives. ● Active engagement with Strategic Plan initiatives such as evolving the cultural language of the organization and participating in See It, Own It, Fix It, etc.
Action Plan and Schedule	<ul style="list-style-type: none"> ● Prepare written quarterly coaching methodologies, criteria, and tools. ● Provide scheduling software for efficiently tracking quarterly meetings. ● Provide manager training for coaching and performance review.
Measures	100% staff participation.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> ● Scheduling and finding the time to meet. ● Developing the written guidelines. ● Developing a performance mindset. ● Individuals taking charge of their own career and future.
Ownership	<ul style="list-style-type: none"> ● Owner: Vivian Tufano ● Assistant Owner: TBD ● Mentor: Debbie Englund ● Team: TBD

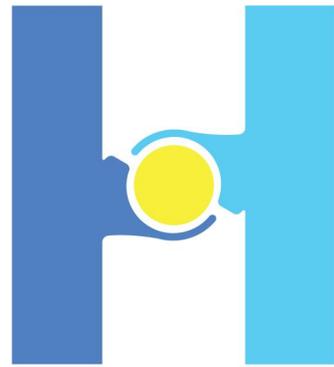
Implementation

Organizational initiatives implementation phasing

Framework	Organizational Strategies	Initiative Number and Name	Priority	2019				2020				2021				2022			
				Q1	Q2	Q3	Q4												
Org Dev/Staff Alignment	One Library	OL1. Functional Reorganization	F		R	R	R	R		R		R		R		R		R	
Org Dev/Staff Alignment	One Library	OL2. Strategic Budgeting	F		R	R	R	R		R		R		R		R		R	
Org Dev/Staff Alignment	One Library	OL3. Team Development: Build on Strengths	1			R	R	R	R		R		R		R		R		R
Org Dev/Staff Alignment	One Library	OL4. Team Development: Recruitment	1			R	R	R	R		R		R		R		R		R
Org Dev/Staff Alignment	One Library	OL5. Evolve Cultural Language	2				R	R	R	R		R		R		R		R	
Org Dev/Staff	One Library	OL6. 360 Communications	F		R	R	R	R		R		R		R		R		R	
Org Dev/Staff Alignment	Service Innovation	SI1. Service Development and Sunsetting	2				R	R	R	R		R		R		R		R	
Org Dev/Staff Alignment	Service Innovation	SI2. Rapid Prototyping	1			R	R	R	R		R		R		R		R		R
Org Dev/Staff Alignment	Service Innovation	SI3. Design Thinking	F		R	R	R	R		R		R		R		R		R	
Org Dev/Staff Alignment	Service Innovation	SI4. New Challenges, New Skills	2				R	R	R	R		R		R		R		R	
Org Dev/Staff Alignment	Service Innovation	SI5. Project and Time Planning and Management	F		R	R	R	R		R		R		R		R		R	
Org Dev/Staff Alignment	Service Innovation	SI6. Streamline Back-End Processes	2				R	R	R	R		R		R		R		R	
Org Dev/Staff Alignment	Growing Leaders	GL1. See It, Own It, Fix It	2				R	R	R	R		R		R		R		R	
Org Dev/Staff Alignment	Growing Leaders	GL2. Leadership Education	1			R	R	R	R		R		R		R		R		R
Org Dev/Staff Alignment	Growing Leaders	GL3. Individual Career Objectives	1			R	R	R	R		R		R		R		R		R
Org Dev/Staff Alignment	Growing Leaders	GL4. Implement Quarterly Coaching Sessions	1			R	R	R	R		R		R		R		R		R

Organizational initiatives personnel summary

Organizational Strategies	Initiative Number and Name	Owner	Mentor	Assistant	Team Members
One Library	OL1. Reorganization and Realignment	Marcie Smedley	None	TBD	TBD
One Library	OL2. Strategic Budgeting	Debbie Englund	Marcie Smedley	TBD	TBD
One Library	OL3. Team Development: Build on Strengths	Emilee Wirshing	Debbie Englund	TBD	TBD
One Library	OL4. Team Development: Recruitment	Shakita Kirkland	Debbie Englund	TBD	TBD
One Library	OL5. Evolve Cultural Language	Chad Lenzini	Lisa Phelan	TBD	TBD
One Library	OL6. 360 Communications	Melissa LaPorte	Marcie Smedley	TBD	TBD
Service Innovation	SI1. Service Development and Sunsetting	Jayson Villamor	Gayle Hornaday	TBD	TBD
Service Innovation	SI2. Rapid Prototyping	George Greicar	Michelle Mazzanti	TBD	TBD
Service Innovation	SI3. Design Thinking	Ed Feldman	Sean Hill	TBD	TBD
Service Innovation	SI4. New Challenges, New Skills	Natalie Heimerle-Warthan	Robbie DeBuff	TBD	TBD
Service Innovation	SI5. Project and Time Planning and Management	Lauren Dahlgren	Sean Hill	TBD	TBD
Service Innovation	SI6. Streamline Back-End Processes	Sean Hill	Marcie Smedley	TBD	TBD
Growing Leaders	GL1. See It, Own It, Fix It	Jeff Salinas-Jenni	Bethany Lafferty	TBD	TBD
Growing Leaders	GL2. Leadership Education	Christina Terriquez	Lisa Phelan	TBD	TBD
Growing Leaders	GL3. Individual Career Objectives	Veka Grinstead	Debbie Englund	TBD	TBD
Growing Leaders	GL4. Implement Quarterly Coaching Sessions	Vivian Tufano	Debbie Englund	TBD	TBD



HENDERSON
LIBRARIES

CIVICTechnologies

888.606.7600

civictechnologies.com