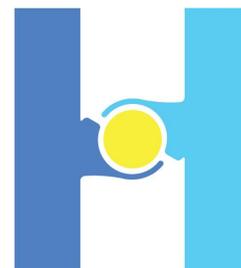


Strategic Plan

February 13, 2019

hendersonlibraries.com

702-492-7252



HENDERSON
LIBRARIES

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Introduction

Strategic plan appendices

*The following 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

The plan includes...

Alignment with community needs including target market segments.

Mission, vision, and organizational values statements.

Strategy framework.

Market (community) strategies.

Organizational and staff development strategies.

Partnership strategies.

Implementation “logic models” with actions.

Implementation rollout.

The plan is data-driven and customer focused

Held stakeholder conversations and interviewed participants across the community.

Engaged the public in both telephone and online surveys.

Gathered, mapped, and studied community and library usage data.

Engaged staff in multiple interactive workshops and an online survey.

Studied best practices.

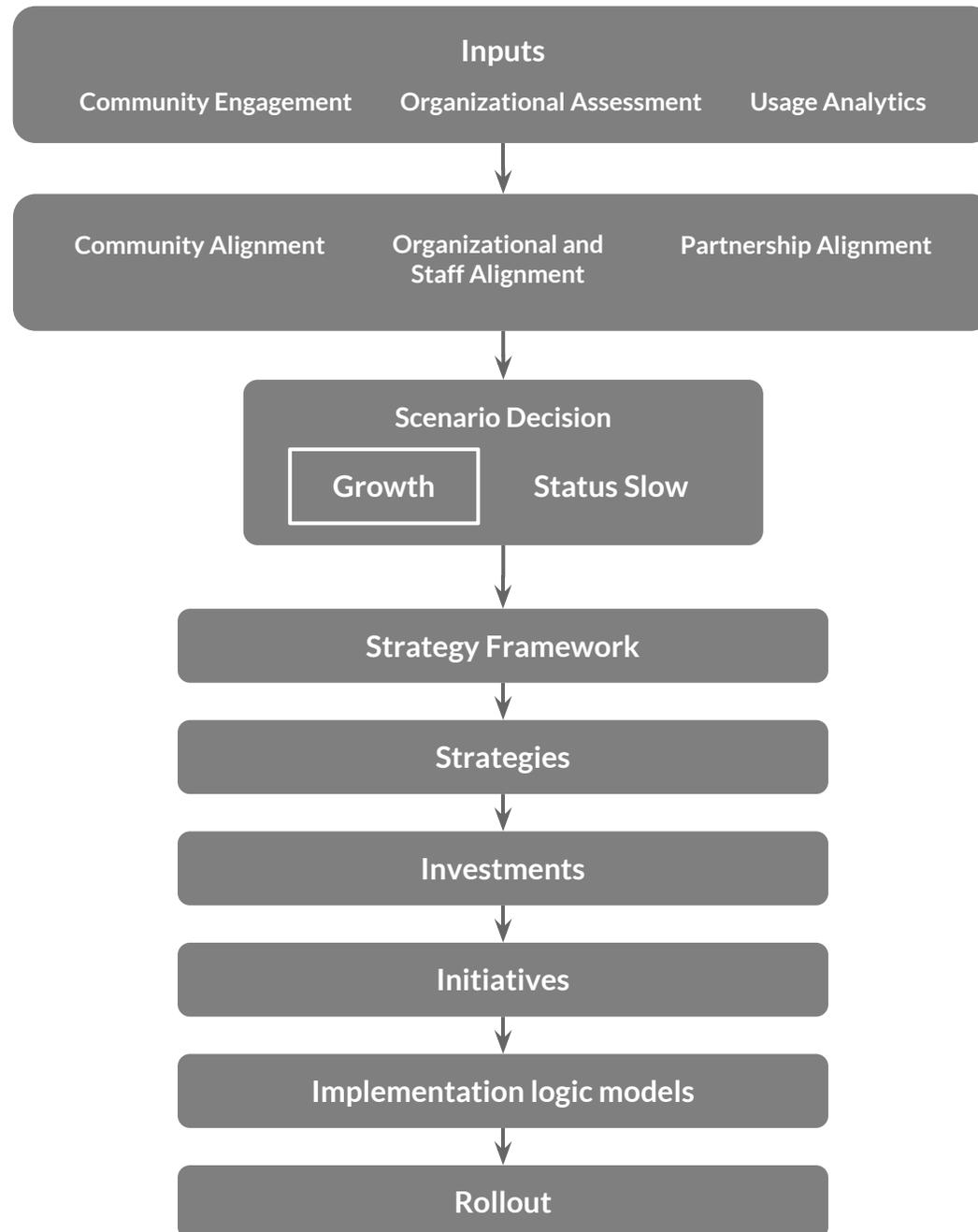
Prepared key findings and identified gaps and opportunities.

Utilized the Library's investment in Gallup Strengthsfinder assessments.

Reflects community, organizational, and partnership priorities.

Prepared implementation logic models and schedule.

The planning process



Positioning the Library

We are planning for public libraries in times of rapid and disruptive change

Changes in society and business.

Changes in the library environment.

Moves to a demand-based approach.

Answers the question who are we serving and not serving.

Changes in society and business

Information

Communications

Media

Technology

Retail

Work

Consumer behavior

Demographic diversity

Economic disparity

Public funding

Changes in library services

Learning labs

Virtual services

Technology

Customer-driven

Convenient

Mobile

Interactive

Community-centered

21st century literacies and skills

Moving to a demand based approach

Libraries have historically taken a supply based approach.

Using data and online software tools, we are helping libraries move to a demand based approach.

Demand based is market oriented and customer driven.

Customer driven = tailoring services for your customer's needs, interests, and concerns.

We take a page out of the private sector book.

Answering three questions

1. Who are we serving and not serving?
2. Are there any surprises?
3. What are the service implications with respect to eight domains of service?
 - Customer relationship management
 - Checkouts and collection development
 - Programs
 - Staff alignment
 - Use of facilities
 - Marketing and communications
 - Partnerships
 - Consumer technologies

Community Engagement



Telephone survey findings

Objectives

Gather information from both users and non-users alike.

Target and obtain reliable information from non-users.

General information

The only statistically valid survey instrument on the project.

For Henderson residents age 18 and older.

400 completes nets a 5% margin of error at a 95% confidence level.

Telephone calls were conducted over a two-week period starting August 27 and ending September 8, 2018.

Of all respondents, 74% completely agree with, and 18% somewhat agree with the statement: “The Library provides good value for the tax dollars invested.”

Of all respondents, 30% completely agree with, and 25% somewhat agree with the statement: “I would support an increase in property taxes for new library facilities and services.”

Overall, 99% of users cite overall satisfaction with the Library.

Users report that they are most satisfied with staff courtesy and customer service followed by safety and security, materials for checkout, and hours of operation.

All respondents believe that the most important groups to focus on are children ages 5 to 9 followed by low income individuals/families, individuals with special needs, and teens and tweens ages 10 to 17.

Telephone survey findings

81% don't know about the Library's social media, 77% don't know about downloadable and streaming materials, 69% don't know about the Library's wi-fi, and 41% don't know about the Library's website.

The primary reason that non-users give for not using the Library are that they don't have time (28%) and that they use the Internet to get information (20%).

In the last 12 months:

- 44% of all respondents (177 people) have not utilized library services.
- 12% (48 respondents) used library services 1 to 2 times.
- 21% (85 respondents) used library services 3 to 6 times.
- 23% (90 respondents) used library services 7 or more times

64% of all respondents have a Henderson Libraries card.

For all respondents, resources and services deemed most important for the Library to expand or enhance are children's programs followed by computer and technology training; services for English learners; help with resumes, job applications, and job training skills; nonfiction; and quiet study spaces.

When asked about potential new service offerings, all respondents express the greatest interest in off-site book drop and pick up tied with online classes, followed by space to learn and experiment with new technology; community meeting space for large groups; additional library facilities in the community; and alternative materials for borrowing (such as tools, toys, and housewares).

Online qualitative survey findings

There were 2,256 total responses with 944 (41.8%) respondents providing “open end” comments.

This survey is not statistically valid. It was accessed through the Library’s website.

18 ZIP codes had five or more respondents accounting for 97% of all respondents.

98% of respondents have a Library card, confirming that respondents skew to support the Library.

The top six ZIP codes account for 76% of respondents: 89052 had 388 respondents, 89074 had 299, 89012 had 261, 89014 had 224, 89015 had 215, and 89002 had 181.

In the past 12 months, 667 or 31% of respondents visited or used the Library 26 or more times, followed by 427 or 20% who visited or used the Library 13 to 25 times, and 418 or 19% at 7 to 12 times.

Over 4 in 10 respondents were age 61 or older, with nearly 3 in 10 respondents between 41 to 60, and just over 2 in 10 between 26 and 40.

To the statement: “The Library provides good value for the tax dollars invested,” 98% completely or somewhat agree.

To the statement: “I would support an increase in property taxes for new library facilities and services,” 76% completely or somewhat agree. 14% somewhat disagree and 10% completely disagree.

Respondents do not use the library or use it more frequently because they use the Internet to get information, don’t have time, or have other places to get information.

Respondents are extremely satisfied with staff courtesy and customer services followed by safety and security, and overall satisfaction with the Library.

Respondents are extremely dissatisfied with hours of operation followed by wait times for items placed on hold, and downloadable and streaming materials.

Online qualitative survey findings

Respondents believe the most important population to focus on are adults ages 18 to 64 followed by children ages 5 to 9, senior citizens age 65 and older, teens and tweens ages 10 to 17, low income individuals/ families, individuals with special needs, and college/continuing education of any age.

Respondents typically find out about programs and services through the library website, email newsletters, Library staff, flyers, word of mouth, in-library electronic signage, social media, and local media.

Respondents rank as “important” the following services for the Library to expand or enhance: streaming or downloadable materials such as books, music, video followed by quiet study spaces, nonfiction, fiction and best sellers, children's programs, and computer and technology training.

Top among interest in new services are online classes followed by space to learn and experiment with new technology, additional library facilities in the community, and off-site book drop and pick-up.

Stakeholder interviews findings

45 minute interviews with Jaime Cruz, Richard Derrick, Cheryl Gowan, Laurie Hartig and Pam Lang, Bob and Alison Kasner, Debra March, MJ Maynard, Scott Muelrath, Trish Nash, Mark Hall Patton, Micah Phillips, and Jim Rizzi.

Generally speaking there is recognition of:

- The value of joint development and co-location of facilities (e.g., library and recreation center).
- The need for increased Library funding.
- The importance of the role of the Library in uniting the community, promoting education, and leveling the playing field across multiple populations.
- That economic growth is causing labor supply problems across industries.
- New branches will benefit communities without a branch.
- A key issue is growth and its related impacts.
- Development in West Henderson is challenging East Henderson and Water Street.

Henderson defines lots of dualities:

- It is family-oriented *and* attractive to single and couples.
- It has heavy industry *and* green neighborhoods.
- It has parks and cultural facilities *and* is lacking things for families with kids to do.
- It puts a lot of resources into local schools *and* has a perceived educational deficit.
- It has a distinct identity and spirit *and* it's hard characterize and define it.
- It is identifiable as a place *and* lacks definable boundaries.
- It has always been a multi-locational city *and* is thought of as one place.
- It's a big city *and* retains a small town image.

Teens and Tweens

Teens and tweens are bright, willing to share, and communicate well.

Love library staff.

Use a diverse range of resources -- study spaces to support school and general reading/enjoyment.

Want better relationships between their school and the Library including Library ambassadors at school events.

Want more nonfiction collection and more copies of physical versions to support homework.

The best things about the library: programs, places to study and hang out, books, and activities for different age groups.

The Library can do better: nonfiction, test study books, book clubs, copies of books, games, tutoring, outdoor activities, and better social media and technology such as wifi hotspots and tablets.

Seniors

Are a clearly defined audience, market, and political and voting constituency.

Significant volunteer pool.

Love the Library staff, services, and resources.

Care about Henderson and fellow community members.

Concerned about a range of community impacts from recent growth.

Think that the Library needs better marketing.

Don't want higher property taxes.

Focused conversations findings

Friends/Foundation Board

Friends: good reputation and well-established business practices but don't hold to their business plan.

Foundation: doesn't have well-established business practices, a business plan, or focus. The Foundation needs to restate its mission, vision, and business practices. It needs a business plan.

Friends and Foundation need to coordinate and to differentiate their missions, visions, and business practices.

Men

The last Library tax increase initiative failed because people didn't understand the value of the Library.

Library should engage in more out of the building activities to promote visibility and relevance.

The Library is an alternative to expensive preschools.

Library should challenge kids in reading more and more books.

Professionals

The Library plays an essential community role focused on education for kids.

In the future the Library can:

- Protect and advance the spirit and identity of Henderson, especially with so many newcomers due to growth.
- Promote cultural events so people from diverse Henderson communities can meet.
- Partner with organizations to promote and support trade-based and trade-related education.

Market Segmentation

Market segmentation -- background

Market segmentation is a model of reality

Categorizing existing and potential customers into groups based upon common characteristics such as age, gender, income, and geography relating to consumption behavior.

Combines cluster analysis with latest data mining techniques. Utilizes data from STI, U.S. Census Bureau, and consumer market surveys.

72 segments nationally with 32 in Henderson.



How people look

How people act

	Demographics	Lifestage	Needs	Attitudes
	Married couple Household income \$125,000	Two kids under 10 Both parents work	Looks for new menu ideas Value oriented menus Cooking club member	Value shopper Prefers low fat products Enjoys cooking
	Married couple Household income \$125,000	Two kids under 10 Both parents work	Ready-to-eat products Pre-cooked entrees Home grocery deliver services	Convenience shopper Prefers organic foods Doesn't enjoy cooking

Market segmentation helps libraries

Align strategies and resources.

Paints a picture of the customer that informs organizational level decisions.

Enables an organization to manage a diverse and growing portfolio of customers.

Robust to reveal customer differences.

Nationally scaled to reveal trends.

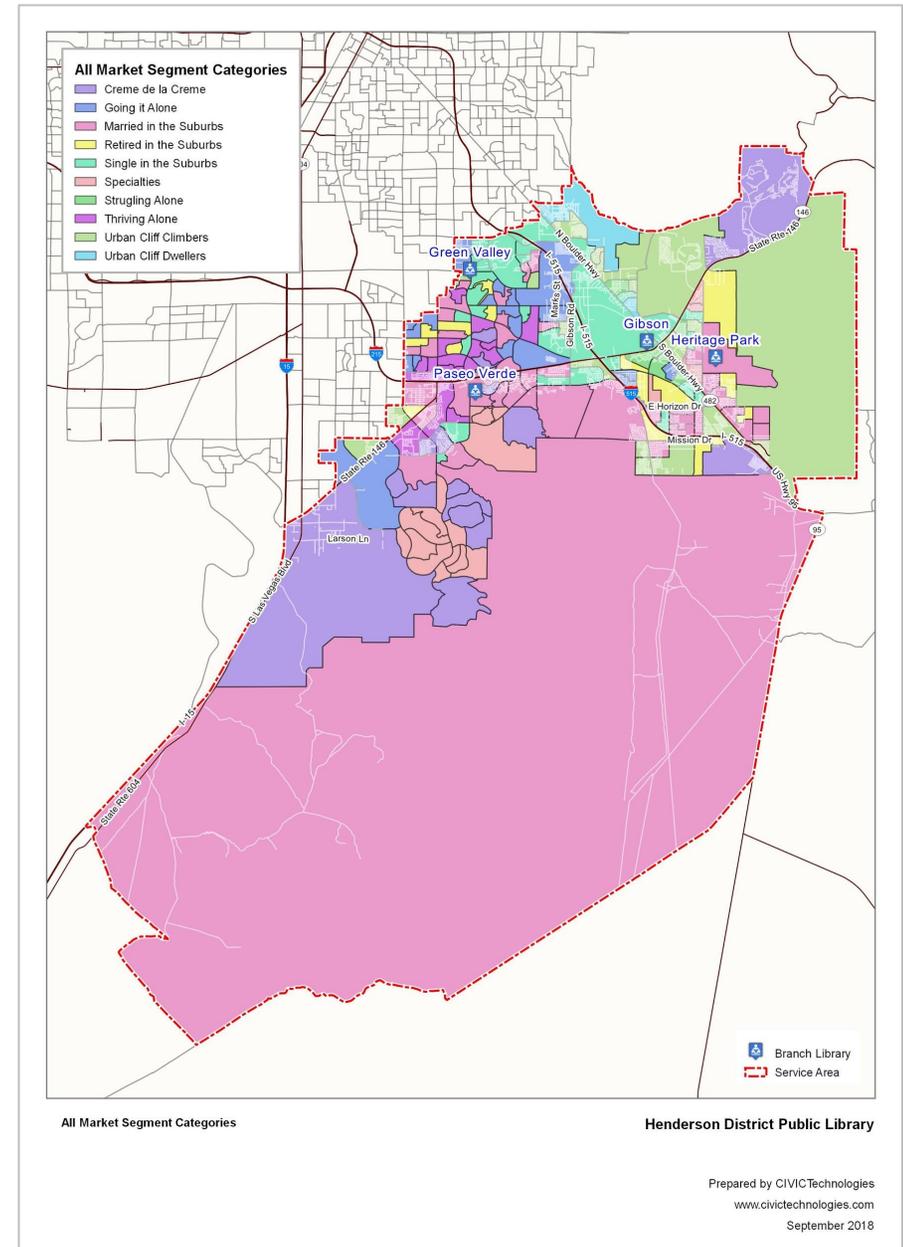
Dynamic, current, and stable so it is reliable and predictive.

Understand the complexity and landscape of customer households.

Get connected quickly with your community issues.

Improve how you tell your stories.

Be a data-driven, evidence-based organization.



Market segmentation -- key stats

Families with Children

156,516

51% share

18 segments

Singles & Couples

(with few kids)

117,571

38% share

9 segments

Seniors

33,626

11% share

5 segments

Families with Children	156,516	50.9%	
Educated Earners	25,462	16.3%	
Sitting Pretty	22,884	14.6%	
Suburban Singles	13,587	8.7%	
Regents	13,184	8.4%	
The Sweet Life	10,913	7.0%	
Kith and Kin	10,181	6.5%	
Proud Parent	9,811	6.3%	
Great Generations	8,053	5.1%	
Urban Squires	7,314	4.7%	
White Collar Status	6,361	4.1%	
Charmed Life	6,135	3.9%	
Empire Builders	5,241	3.3%	
Apron Strings and Hard Hats	4,966	3.2%	
Kindred Spirit	4,723	3.0%	
Middle of the Road	2,879	1.8%	
Urban Moms and Dads	2,671	1.7%	
Making Ends Meet	1,403	0.9%	
Doublewides	748	0.5%	

Singles, Couples, No Kids	117,571	38.2%	
Sublime Suburbia	36,417	31.0%	
Couples with Capital	16,645	14.2%	
Wizards	16,096	13.7%	
Solo Acts	13,274	11.3%	
S* Seeks S*	10,750	9.1%	
Hard Act to Follow	10,743	9.1%	
Gainfully employed	6,992	5.9%	
Gurus	3,999	3.4%	
Apprentices	2,655	2.3%	
Seniors	33,626	10.9%	
Stately Suburbs	12,241	36.4%	
Legacy Years	8,839	26.3%	
Golden Heritage	8,804	26.2%	
Marmalade and Money	2,358	7.0%	
Stocks and Scholars	1,384	4.1%	

Market segmentation -- key descriptions

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Married in the Suburbs Sublime Suburbia

Consumption Examples

Household

Barbeque equipment
Ground coffee: Starbucks
Baking chocolate
Olives
Kitchen remodels

Personal Life

Women's evening dresses
Men's swimsuits
SUVs
Motorcycles
Veterinarian visits: 3

Leisure Activities

Foreign cruise ships
Country music performances
Word games
Adult education courses
Ice hockey: attends

Media Selections

Foxnews.com
Self-help books
Speed Channel
Adult contemporary radio
Religious radio

Demographic Overview

Household incomes go farther when there is no children to clothe, house, educate, and entertain. For a glimpse of suburban lifestyles with predominately married 30-year-olds earning \$50,000s and \$60,000s and with no children to support, take a drive through Sublime Suburbia segments. You're likely to find very comfortable homes on average-size lots, because residents in these areas are able to maintain a solid average level of the American dream by working hard and investing moderately. These segments are the most average in the Married in the Suburbs category — including average rankings in married-households, college educations, and employment in jobs such as management, food preparation, personal care, sales, office administration, and the repair industry. These segments are also earning a slightly above-average level of investment income, which speaks to their comfortable lifestyle. They show a slightly above-average level of retirement income, which indicates a patchwork of 65-plus residents among the 30-somethings.

Median Age
30s

Family Status
Married

Household Income
\$50k - \$70k

Urbanization
Suburban

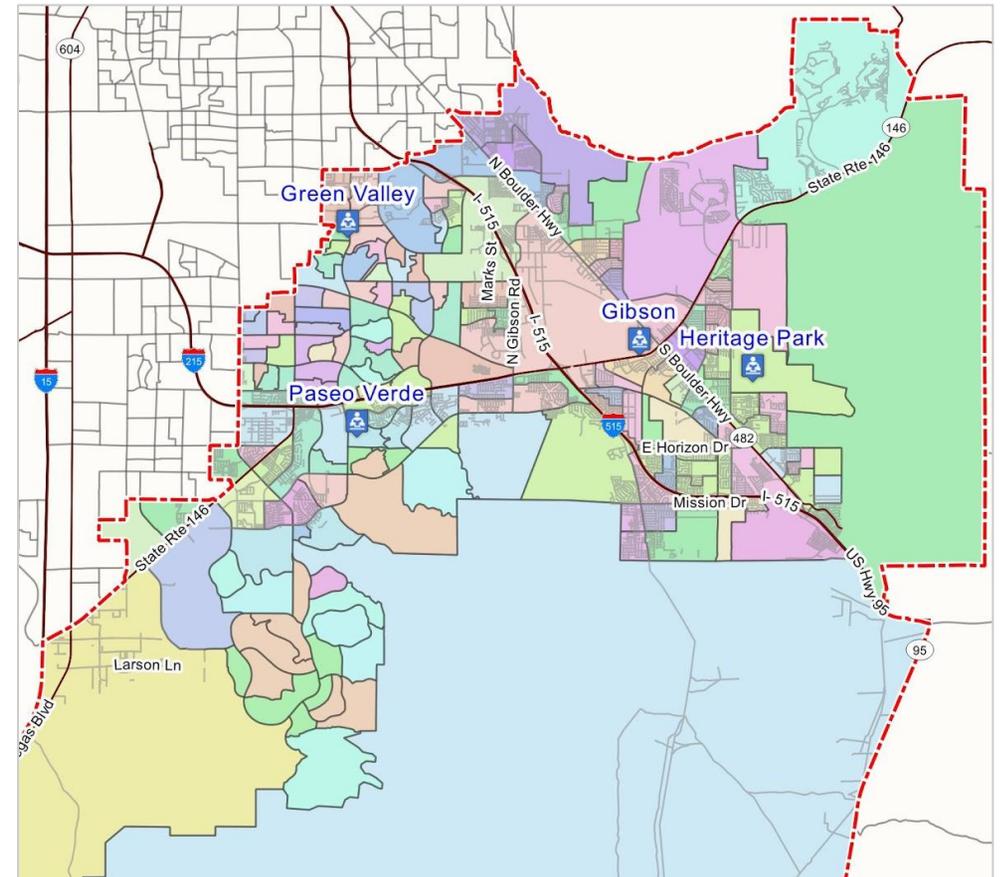
Education
High School

Occupation
White Collar

Preference Overview

Sublime Suburbia segments prove that being fairly average in America doesn't mean the residents are easy to pigeonhole. The residents in these neighborhoods demographically rank as the most average in the Married in the Suburbs category. Yet their lifestyles speak to a wide range of interests. For example they are equally likely to purchase an SUV as

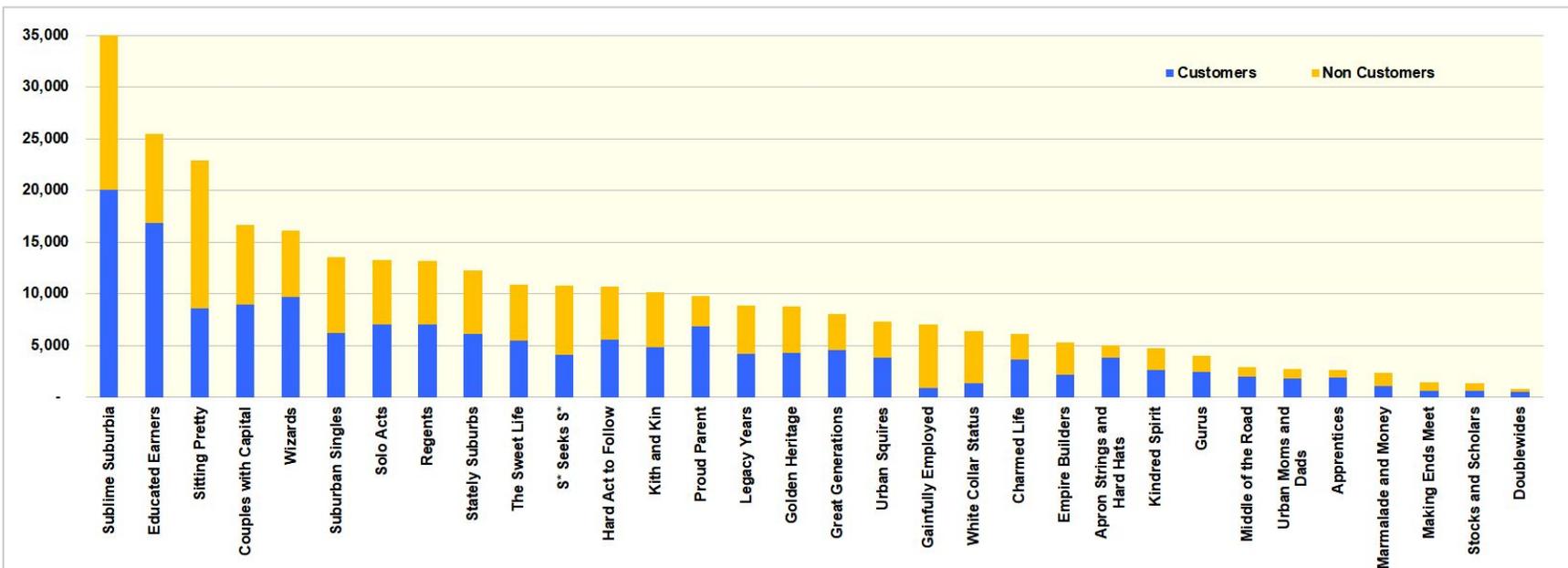
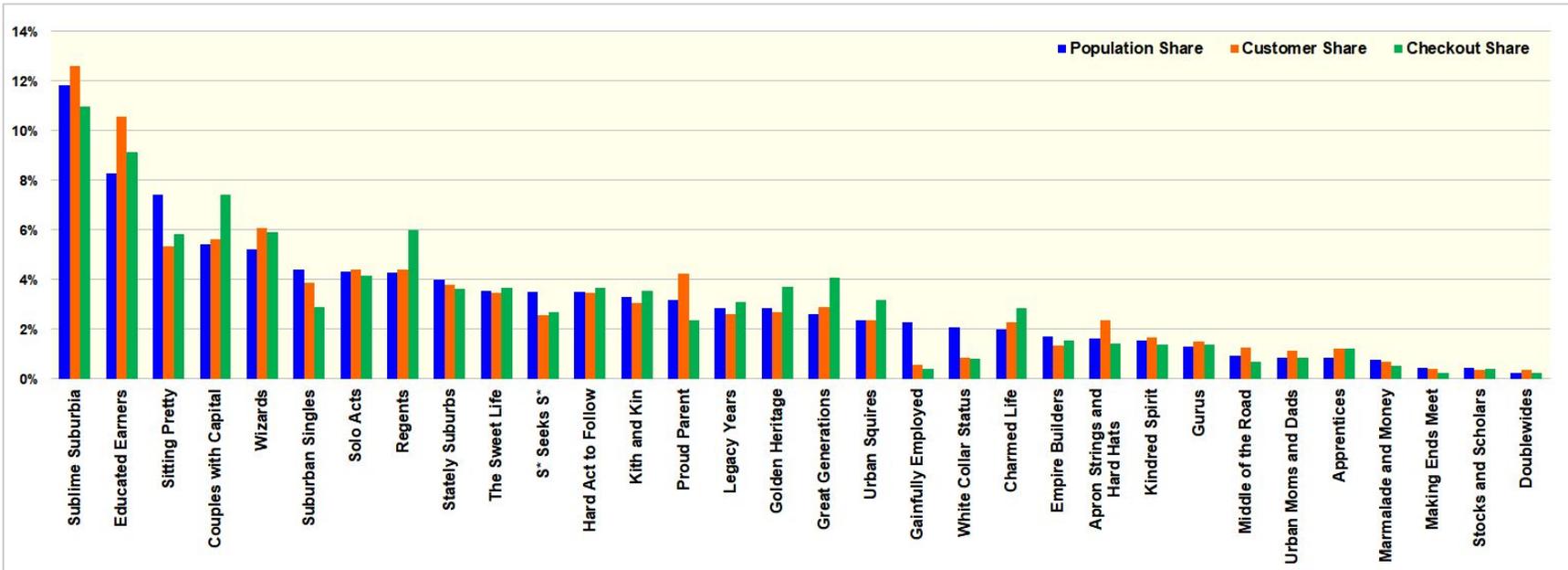
a motorcycle. Similarly, they are just as likely to go bird watching as they are NASCAR watching. They are also home-conscious, yet frequent travelers on both foreign and domestic journeys. Pride in their homes includes frequent remodeling projects, including everything from faucets, to carpeting, to exterior painting. Their cupboards are well stocked with favorites, such as ground coffee, baking chocolate, and olives. Their highest-ranking item is grocery shopping at Fred Meyer at two-times-the-national-average. They also enjoy frequent meals out at family and fast food restaurants. Preferred leisure activities include country music performances, power boating, and attending ice hockey and football games. They spend generously on computer equipment, and often track their many investments online. Their media selections range widely from Foxnews.com, to the Speed Channel and Bravo, to self-help books and mysteries, to all-news and religious radio.



All Segments

- | | | |
|-----------------------------|---------------------|---------------------|
| Charmed Life | Doublewides | S* Seeks S* |
| Empire Builders | Educated Earners | Solo Acts |
| Kindred Spirit | Gainfully employed | Stately Suburbs |
| Middle of the Road | Golden Heritage | Stocks and Scholars |
| Regents | Great Generations | Sublime Suburbia |
| Sitting Pretty | Gurus | Suburban Singles |
| The Sweet Life | Hard Act to Follow | Urban Moms and Dads |
| Urban Squires | Kith and Kin | Wizards |
| White Collar Status | Legacy Years | |
| Apprentices | Making Ends Meet | |
| Apron Strings and Hard Hats | Marmalade and Money | |
| Couples with Capital | Proud Parent | |

Market segmentation -- relationships



Organizational and Staff Assessment

Henderson Libraries
Workbook: **Organizational
Assessment Workbook**

Henderson Libraries
Workbook: **Staff Townhalls**

Henderson Libraries
Workbook: **Staff Interviews**

Henderson Libraries
Online Library Staff Survey --
Executive Summary

CIVICTechnologies

September 18, 2018

CIVICTechnologies

September 13, 2018

Positioning the library

Highest Priority

- Human resources
- Staff and training
- Buildings including new facilities in underserved locations
- Funding

Middle Priority

- Technology
- Outreach
- Programming

Lowest

- Publicity
- Services
- Hours

HR is the biggest problem

It's substantial and underlies a problematic relationship between staff and administration.

Heard a range of complaints about HR

- Lack of time spent
- Lack of professionalism
- Conflict of interest
- Retribution

Solving this will go a long way to building trust.

Organizational assessment workshop findings

Organizational assessment takeaways

What is the **vision** for the Library moving forward into a new era after the Great Recession?

- How do we develop that vision?
- What are the elements of a vision?
- How do we translate that into the strategic plan?

How can we move past where we are to get there?

Or, how do we individually as people and collectively as Library leadership need to change and what do we need to do to get there?

Find our voice

BIG TAKE AWAYS

WORKING FROM SCARCITY MINDSET
 NEED TAX INITIATIVE
 WELL INFORMED ABOUT OUR SITUATION
 NEED TO KNOW MORE PEOPLE WHO WILL LOVE US!
 RE-POSITIONING THE PAST - NOT DISCOUNTING OUR FEELINGS
 DEALING W/UNCERTAINTY
 HOPE & OPTIMISM
 PERCEPTION OF LIBRARY
 BOUGHT INTO VALUE **FIND OUR VOICE**



CULTURE

Supportive	accepting
Cautious	resourceful
helpful	Welcoming
UNSURE	individual
Overwhelmed	talented
careful	Scattered
Caring	fairness
inclusive	
Closed	
COMPARTMENTALIZED	

ROLES

NOW	FUTURE
INVESTIGATOR	COACH
EDUCATOR	MOTIVATOR
COUNSELOR	ACTIVATOR
FACILITATOR	RISK-TAKER
ENTERTAINER	INNOVATOR
INTERMEDIARY	COORDINATOR
MISSIONARY	INFLUENCER
INFO PROVIDER	DEVELOPER
TRAINER	NOOER
PROMETER	PLANNER
CHEERLEADER	DREAMER
TRAVELER	
RESEARCHER	
COLLABORATOR	
LISTENER	

WHAT KIND OF ORG ARE WE?

SERVICE ORG	WHY WE DO WHAT WE DO:
EDUCATIONAL	PASSIONATE
NON PROFIT	HELP PEOPLE
PUBLIC	MAKE A DIFFERENCE
COMMUNITY RESOURCE	GREATER GOOD
CULTURAL CENTER	THE BOOKS
FREE	FREE
COMMUNITY PLACE/HUB	FILL MARKET NEEDS
INDEPENDENT TAXING DISTRICT	WORK WITH PEOPLE
ICONIC	DIFF THINGS EACH DAY
	PEOPLE I WORK WITH
	LEARN & GROW
	SHARE
	PERPETUATES LIB. IDEA
	OPEN/FRIENDLY

INNOVATION & RISK

ADVERSE CAUTIOUS
 TRY IF FREE
 OPEN FOR PROGRAMMING
 MODELS
 FOLLOWER
 NO PROCESS/METHODOLOGY

Organizational assessment workshop findings

Workforce organization

Review StrengthsFinder results

Leadership strengths collectively trend towards relationship building and strategic thinking, while trending away from execution and influencing.

What kind of organization are we?

Diverse but consistent and positive mindset related to the Library's positioning.

What is our organizational culture?

Inconsistent mindset about the Library's culture.

What are our roles and responsibilities?

Diverse but consistent and positive mindset about existing and future roles and responsibilities.

Employee Engagement

An activity engaged participants to discuss linking Gallup's StrengthsFinder to Gallup's employee engagement approach.

Workflows and process

Priority improvements to benefit service delivery:

- Technology: training
- Training: outreach
- Public Service: rules enforcement
- Hiring: evaluations closely followed by scheduling, time keeping, and communications (especially related to meetings)
- Branches: building improvements

Innovation and Risk

An inconsistent mindset about innovation and risk. Like with organizational culture, this provides room to redefine the approach while overcoming negative attitudes.

Core Meta-Skills

An activity engaged participants to discuss communication skills and project management.

Online qualitative staff survey findings

89 of the Library's 95 staff took the survey, a response rate of 93.6%.

The survey included eight sections with 13 questions:

- Community
- Customer service
- Work
- Support resources and training
- Management support
- Co-worker relationships
- Strategic plan and the future
- Other comments

Community

Strength in services and resources, and educational achievement; but falls off with respect to cross-cultural connections, the community's perception of Library value, and the Library's effort to attract non-users.

Customer Service

The Library is welcoming, responds well to customer requests, and has policies and procedures that support service delivery. However, respondents don't think that customers are well informed, hours don't meet community needs, the collection is too small, and social media and the website are not up to speed.

Work

Staff perceive their jobs as important, they know what's expected of them, and they're focused. Weaknesses are related to distribution of staff across departments, innovation and risk-taking, and professional development and career path support.

Support Resources and Training

Responses reflect that staff has a positive attitude to change. However, staff desire additional training and resources to adjust.

Management Support

Responses reflect care, appreciation, relationships, sharing ideas, a positive attitude about innovation and risk, trust in decision making and supporting career path, and constructive feedback.

Co-Work Relationships

Responses reflect positive perceptions of collegiality, respect, and appreciation for colleagues.

Online qualitative staff survey findings

The Future

62 staff offered comments to the question: “Over the next five years, if you could implement one change that would improve library service, what would it be?”

Respondents identified a range of things they would improve including:

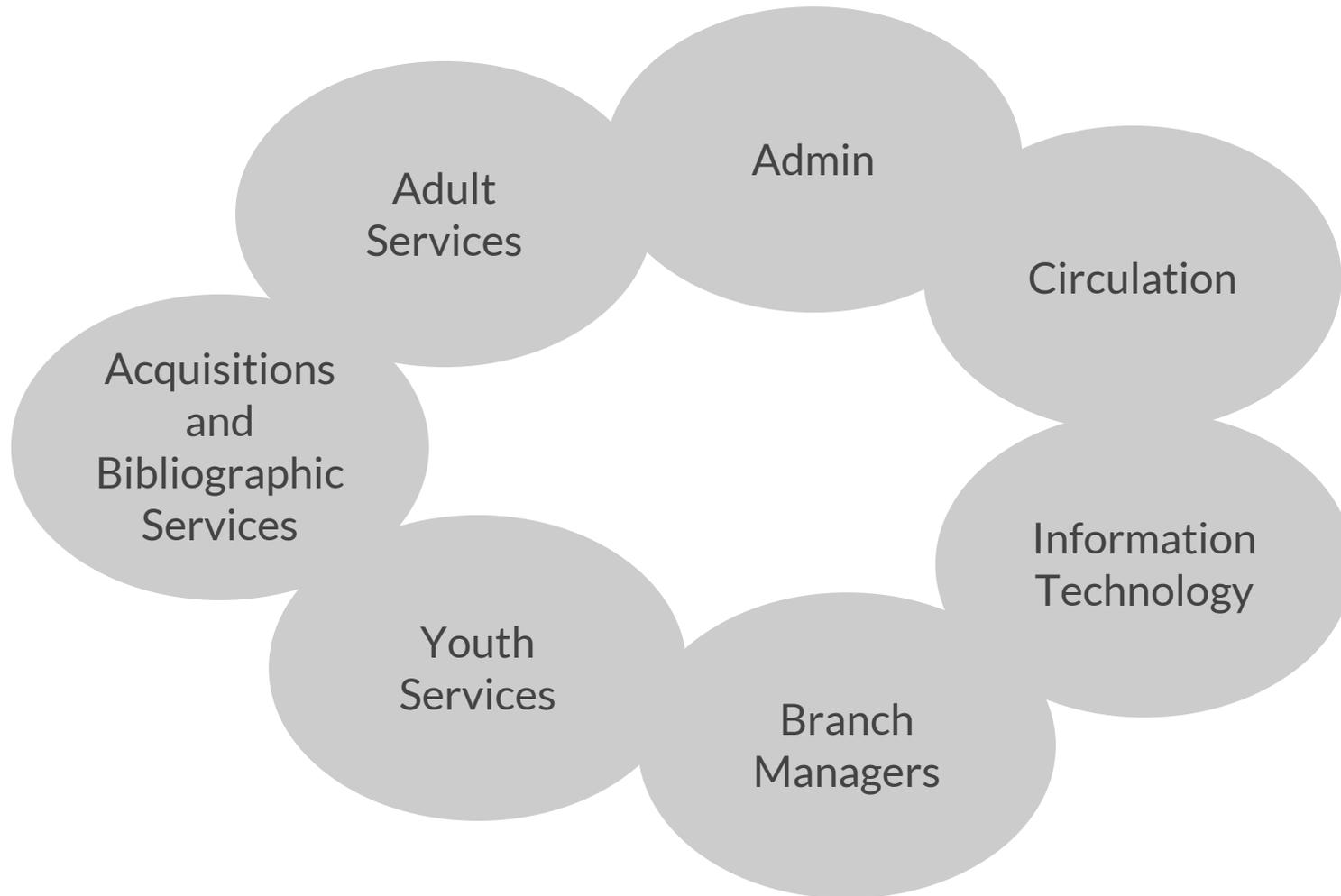
- More hours, more staff, more collection, funding, training, and programs
- Stronger community relationships and outreach
- New buildings and new locations
- Security for collections
- Auto-renew items

An astounding 76 respondents, or 92% think the Library should pursue another tax initiative to increase funding.

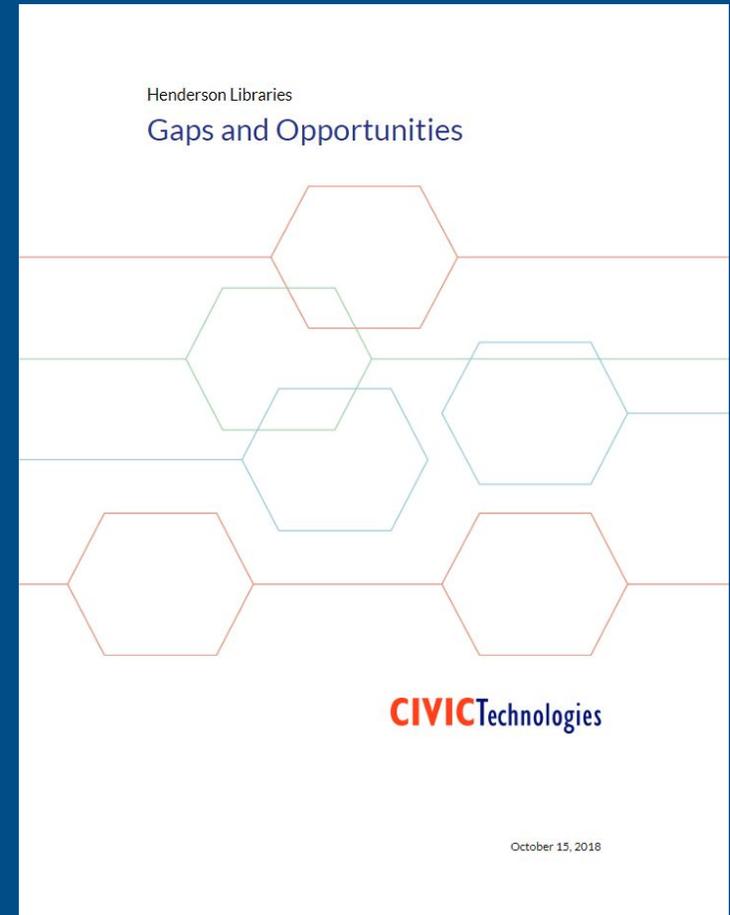
Respondents state that the following services will most benefit the community over the next three to five years:

- Streaming or downloadable materials
- Computer and technology training, children’s programs
- Expand hours at existing locations
- Hotspots (mobile wifi devices)
- Help with resumes, job applications, and job skills training
- Comments addressed collections, hours, training, noise reduction, new building/new community location, more wifi, increased social media presence, career and professional development, adult literacy, and educational partnerships for early childhood

Staff department interviews



The Big Takeaways



Community Alignment Findings

Growth

Will the Library grow or remain at the same level (stasis).

Economic Stability

How can the Library participate, at an organizational level in Henderson's productive, wealth generation milieu.

Family Life

What resources should the Library provide for evolving Henderson family life.

City Alignment

How can the Library align with the City's objectives, initiatives, and policies.

Out of School Learning

How can the Library fill educational gaps with out of school learning.

One Henderson

How can the Library, as an institution that serves the entire city, act as a centripetal force uniting the community as "One Henderson."

Organizational and Staff Alignment Findings

Organizational Development and Culture

How can the Library re-envision the organization and culture to be relevant and resilient in the face of now ever changing societal conditions.

Staff Voice and Mindset

How can staff get past its scarcity mentality to think strategically and move boldly into the future.

New Service Approach

How can the Library re-envision services that meet changing community needs, including processes for managing risk and innovation.

Partnership Alignment Findings

Friends

How can the Library assist the Friends more effectively deliver volunteer services to Library customers and have a clear message differentiated from the Foundation.

Foundation

How can the Library assist in re-envisioning the Foundation including mission, objectives, differentiation, messaging, preparation of a business plan, and leadership development.

City Management

How can the Library align with the city's management across a range of key issues that commonly impacts their shared population.

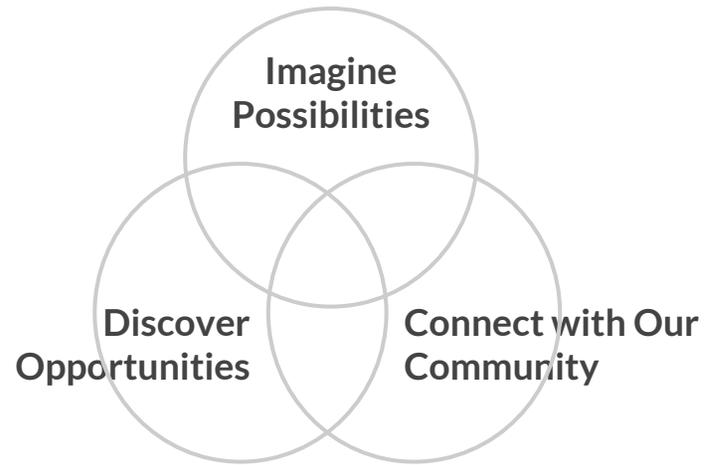
Mayor and Council

How can the Library establish closer strategic and working relationships with the city's elected leadership.

County Commissioners

How can the Library establish closer strategic and working relationships with the county's elected leadership.

Mission and Vision



Imagine Possibilities

Explore and invent a world of possibilities

Discover Opportunities

Find your unlimited potential

Connect with our Community

Strength in relationship

Mission and vision statements

Mission:

Imagine possibilities

Discover opportunities

Connect with our community

Vision:

One Henderson

Scenario Planning

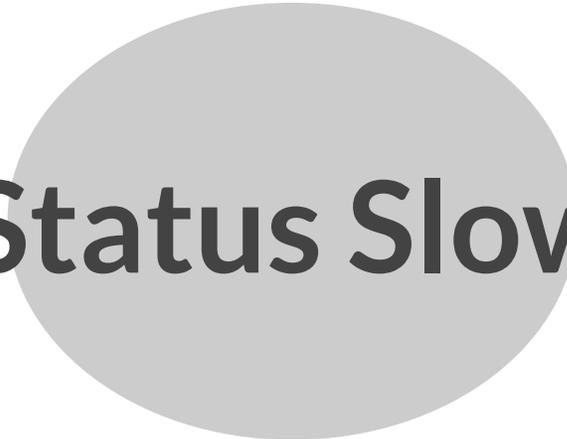
Scenario planning sets the context for strategic planning

There are two alternatives:



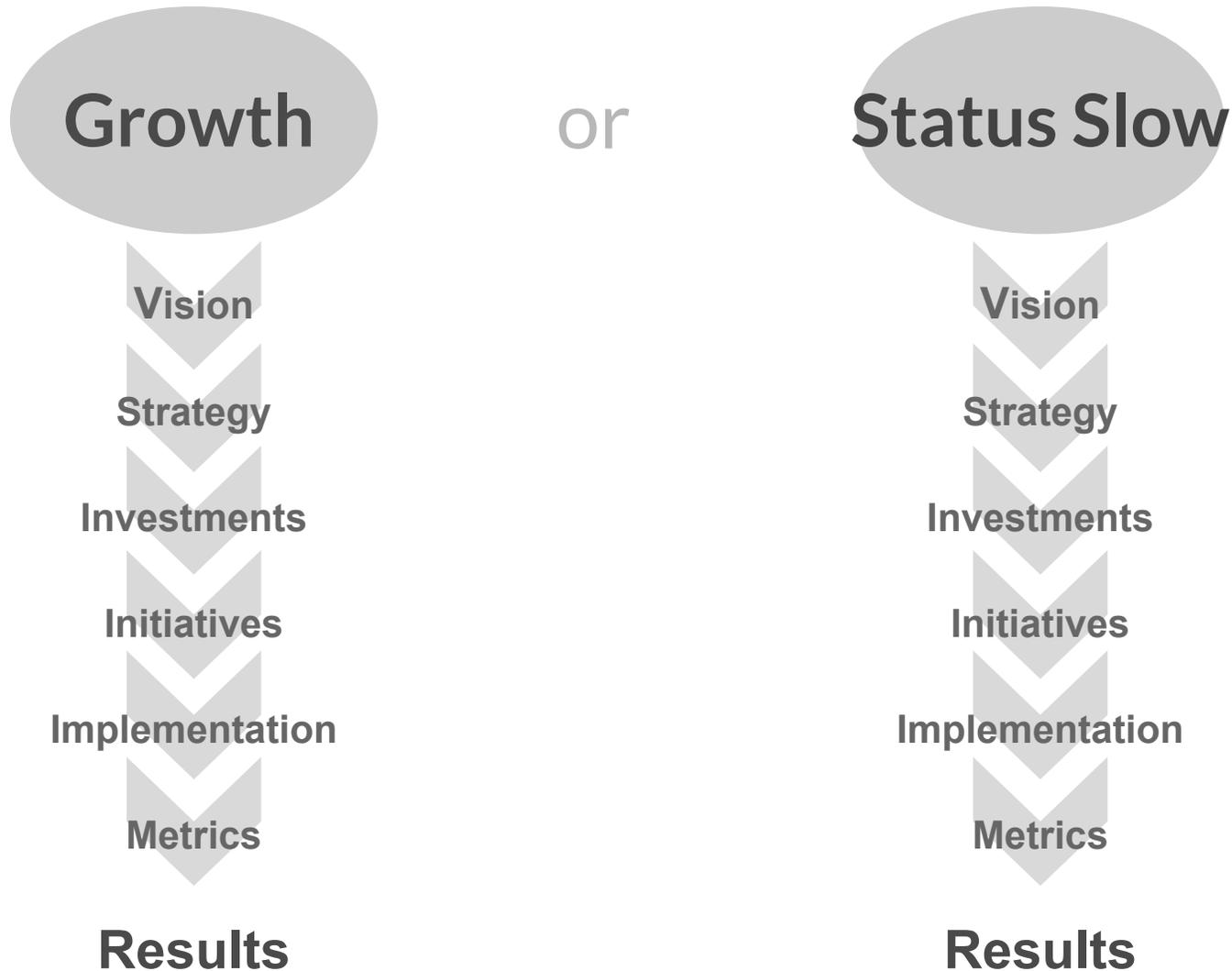
Growth

or

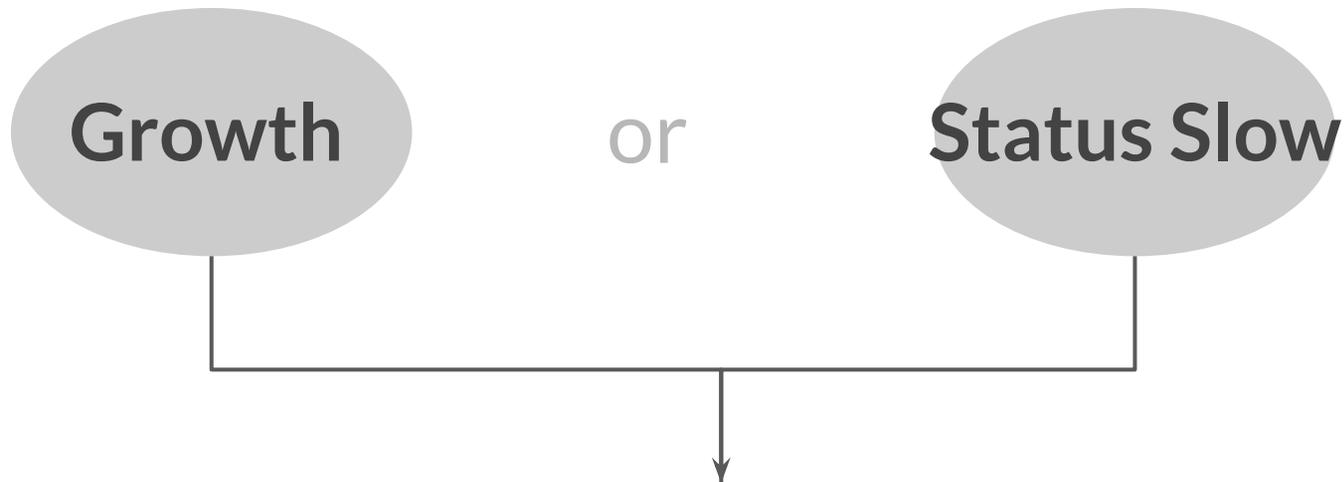


Status Slow

Each scenario drives its own unique path:



Each scenario drives impacts...



Impacts on the Community

Customers
Prospective customers
Taxpayers
Education
Business
Neighborhoods
Other public agencies
Nonprofits

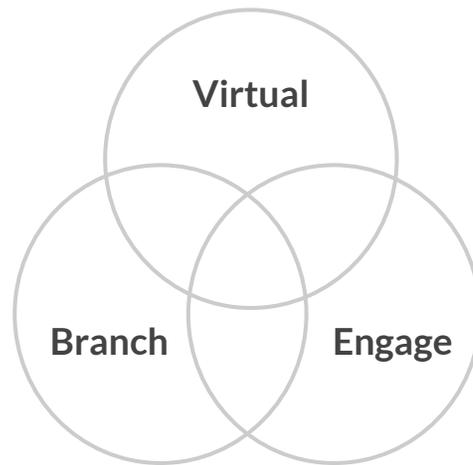
Impacts on the Library

Budget
Services
Facilities
Organizational structure
Staff development
Admin/HR

Impacts on the Board

Board as a whole
Individual members
Budget
Organization
Facilities

Elements of Strategy



Branch

Service delivery through:

Our existing facilities

And potential new facilities

Virtual

Service delivery through:

**Customer relationship
management tools**

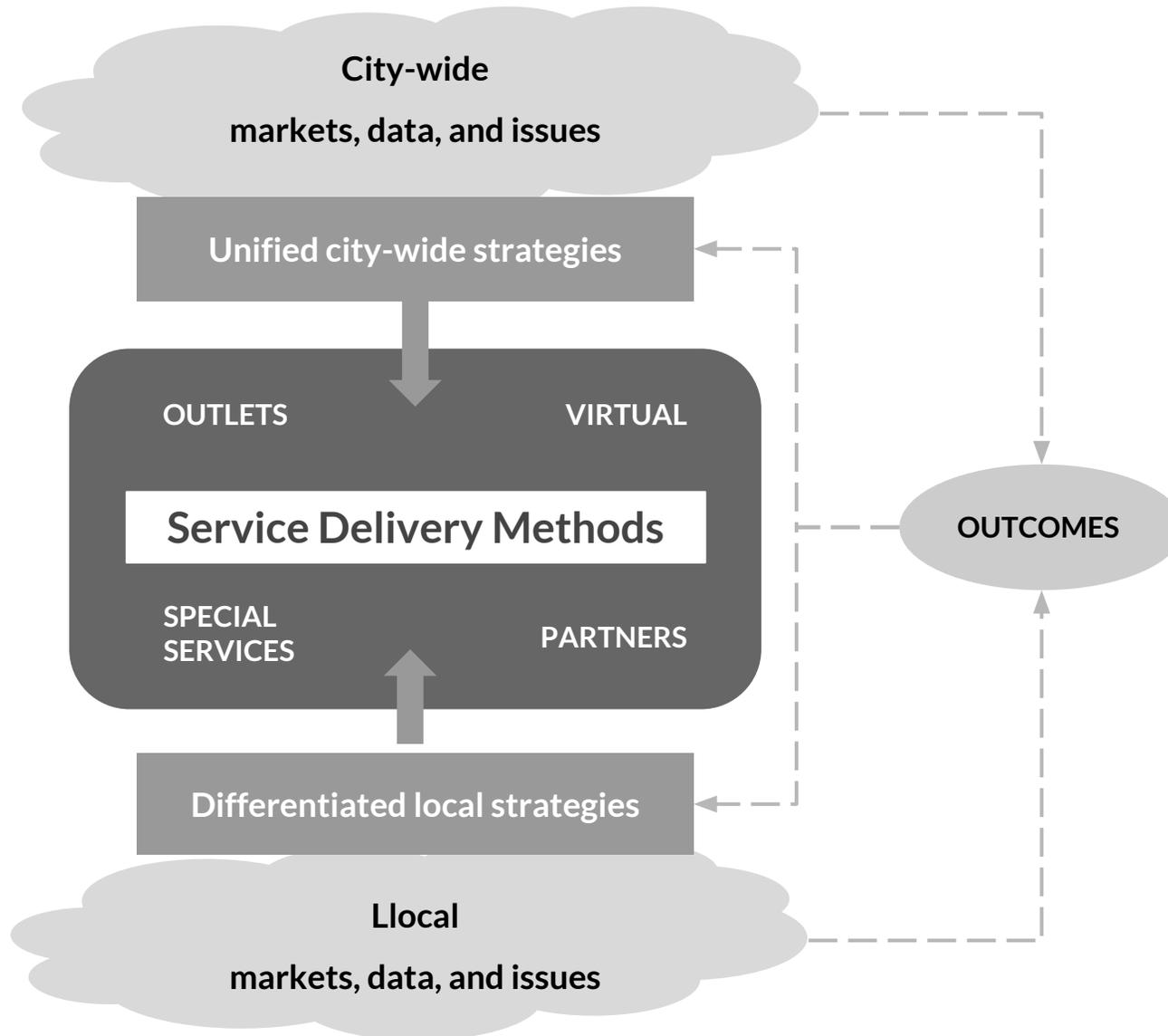
**Website, apps, and social
media**

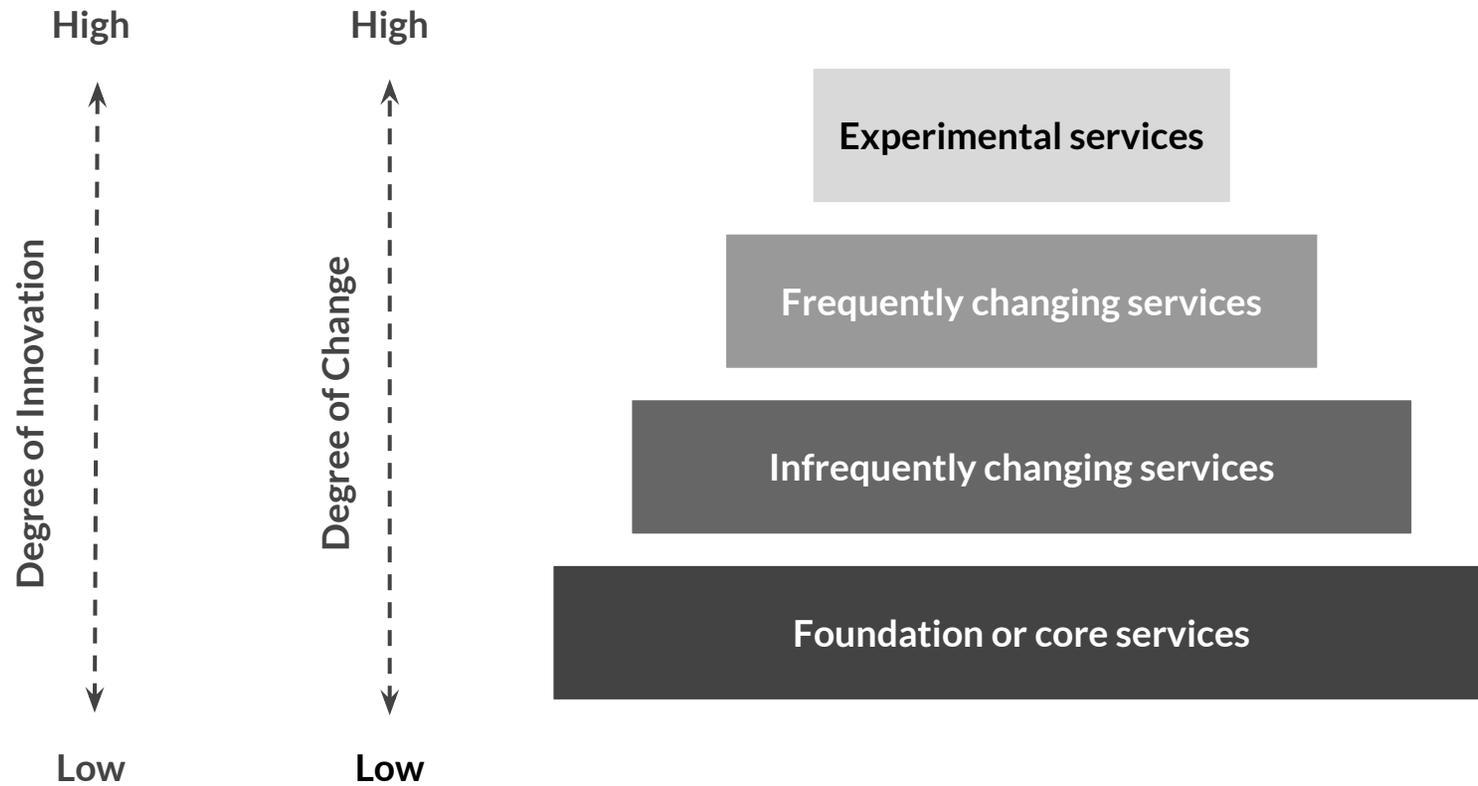
Engage

Service delivery through:

Outside of our facilities

**Staff participation,
facilitation, and expertise**





Strategy Framework



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	<p>Owner: the staff person who leads implementation of the effort (e.g., strategy, investment, initiative, objective, or action).</p> <p>Assistant Owner: the staff person who assists the owner managing the effort.</p> <p>Mentor: the staff person providing advice to the owner and/or manager on a request basis only.</p> <p>Team: all of the other staff participating in the effort.</p>
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.

Market Strategies

Market strategies

Strategy: Core Services

- Investment: Customer Relationship Management
- Investment: Community Engagement
- Investment: Materials and Collections

Strategy: Out of School Learning

- Investment: Interest Driven Learning
- Investment: School Support

Strategy: Culture and Creativity

- Investment: Foster Creativity, Content, and Collaboration
- Investment: Promote Cultural Literacy

Market strategy:

Core Services

Investment: Customer Relationship
Management

Investment: Community Engagement

Investment: Materials and Collections

Core Services **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Core Services
Investments	<ol style="list-style-type: none"> 1. Customer Relationship Management 2. Community Engagement 3. Materials and Collections
Description	The Library provides evolving core services focused on 21st century literacies, reading, programs, and information services at branches, through community engagement, and online.
Outcome	A literate and engaged community.

Core Services Existing Assets and Resources

The following existing assets and resources complement the investments and initiatives

<i>Staff Skills & Talents</i>	<i>Collections</i>	<i>Programs</i>	<i>Technologies</i>	<i>Special Equipment</i>	<i>Partnerships</i>
Creativity	Books	Storytimes	Computers	Virtual Reality	Workforce Connections
Willing to try new things	Audiobooks	Crafts	Wifi	3D printer	Friends
Early literacy	Playaways	Teen Time	Microsoft Office	Projector	Foundation
Customer service	DVDs	Book clubs	Printers	Self-check	CSN
Educated staff	CDs	Educational	Copiers	Vehicles	Clark County NV Genealogical Society
Experienced staff	Launchpads	Meeting Space	Scanners	PA system	City of Henderson
Reference/resource help	Hotspots	Outreach	Mobile app	Digital signage	Meals on Wheels
Dedicated	Digital material	Homework Help	Social media	Makerspace	Safe Place (NV Partnership for Homeless Youth)
Resourceful	Databases	Lego Night	Website	Bright Spots early literacy toys	CCSD
Problem solving	Genealogy	Storytelling	Third party streaming & downloadable services	Gaming systems Xbox, Wii, etc	APPLE
Team oriented	Art	Bookstore and book sales		STEAM equipment	LVCCLD
Technical services	Microfiche				Sunset garden Club
	Magazines				AARP
	Newspapers				University of Nevada Cooperative Extension
	Yearbooks				

Core Services Investment Overview

Three investments will be made in this strategy

Item	Investment	Investment	Investment
Investment Name	Customer Relationship Management	Community Engagement	Materials and Collections
Strategy Prioritization	First	First	Second
Description	Strengthen existing and develop new customer relationships utilizing technology to support staff engagement and customer self-reliance.	Directly engage people throughout the city outside of libraries in formal and informal settings, including unique, non-traditional locations, at community events, and in conjunction with partners.	Up to date materials and collections in a range of accessible formats.
Outcome	High customer satisfaction.	Increased visibility and market awareness.	<ul style="list-style-type: none"> • Relevant materials and collections. • Increase number of active users.
What We Promise	<ul style="list-style-type: none"> • CRM software that enables customers access to their own account information • More time for staff to engage customers in-person and online. 	To provide resources and tools to engage the public directly outside of libraries.	Up to date materials and collections in a range of accessible formats.
How We Define Success	<ul style="list-style-type: none"> • Highly rated customer satisfaction surveys. • Customer use of CRM software. • Increase time for staff/customer engagement. 	<ul style="list-style-type: none"> • Increased attendance and participation at community engagement events and activities. • Increased public engagement. 	Increase use of materials and collections across formats.

Core Services **Segments by Investment**

<i>Item</i>	<i>Community Engagement</i>	<i>Material and Collections</i>	<i>Customer Relationship Management</i>
Segments	All segments	All segments	All segments

Core Services Initiatives Overview

For detailed information about each initiative, see Appendix 1: Market Strategy Initiatives

<i>Initiative Name</i>	<i>Summary Description</i>	<i>Customer Relationship Management</i>	<i>Community Engagement</i>	<i>Materials and Collections</i>
CS 1. Pop-Up Locations	Designated vehicles for taking the library “on the road” to where people are throughout Henderson.		X	
CS 2. Community Events	The Library increases its presence “outside of branches” at a diverse range of Henderson community events.		X	
CS 3. Customer Service Language	Improve the customer experience with the Library by developing and applying a friendly customer-centric language that resonates with people.	X	X	
CS 4. Customer Engagement	Improve the customer experience with the Library by delivering high-quality interactive staff services inside and outside branches; and, providing customer relationship management (CRM) software to facilitate self-service online and in libraries.	X		
CS 5. Physical Collection and Resources	Create and maintain a relevant, up-to-date, and appropriately sized physical collection that meets community needs.			X
CS 6. Digital Collection and Resources	Create and maintain a relevant, contemporary, and appropriately sized digital collection that meets community needs.			X
CS 7. Community Technology Centers	The Library will be a community technology center investing in software, hardware, equipment, and related technologies, services, and programs.			X

Initiative 1: Pop-Up Locations

Elements	Description
Description	Designated vehicle for taking the library “on the road” to where people are throughout Henderson. Ideally this should be a small-format, staff-driven, fuel-efficient vehicle stocked with library collection, supplies, and equipment. The vehicle should be branded with the Library’s identity, and be inviting to the public including an awning, seating, and a Keurig-style coffee machine.
Objectives	<ul style="list-style-type: none"> • In each of the first two years provide a minimum of 24 pop-up visits (at existing and new sites) per year with appropriate increases scheduled as program continues. • During the first two years identify three partnership facilities to have a permanent presence (book drop, books, signage, etc.), with pop-up services provided at those locations throughout the year. • Focus visits on non-library locations in East Henderson, West Henderson, and South Henderson near Boulder City. • Establish new relationships with 240 people (e.g., library cards, etc.). • Engage with 2,500 people at events in the first year.
Action Plan and Schedule	<ul style="list-style-type: none"> • Prepare project brief including requirements, supplies, equipment, potential partners, visit schedule, and locations. • Makes purchases such as vehicle, supplies, and equipment. • Negotiate and enter into partner agreements. • Prepare marketing and communications information/materials.
Measures	Location visits, visitors/customers, operating hours, staff time, conversion on social media and library cards.
Partnerships	Work with the Friends to assist staff in representing the Library at pop-up locations.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Overcome “branch is best” mindset. • Reallocate staff. • Access to dependable and mobile technology. • Access to pop-up site locations in relationship to third-party organizations.
Ownership	<ul style="list-style-type: none"> • Owner: Kristina Wang • Assistant: TBD • Mentor: Bethany Lafferty • Team: TBD

Initiative 2: Community Events

Elements	Description
Description	The Library increases its presence “outside of buildings” at a diverse range of Henderson community events (e.g., public, private, and nonprofit sector groups and organizations). Representation is provided by a diverse range of staff (e.g., full and part time, by title, and by department) who are well prepared (e.g., scripted and on message). The motto is “Everywhere you go in Henderson you run into someone from the Library!”
Objectives	<ul style="list-style-type: none"> • Attendance and visibility at 100% of Henderson events. • Every employee attends at least one event the first year with appropriate increases the following years.
Action Plan and Schedule	<ul style="list-style-type: none"> • Implement an “ambassador” training program including scripting and messaging, practice sessions, manager and colleague support, and reporting tools. • Identify, prioritize, and schedule staff attendance at community events. Match staff’s interest to events. • Implement a professional way for staff to be easily identified at events (e.g., hats, pins, shirts, etc.). • Maintain an annual schedule of community events; purchase software to aid in scheduling staff and staff reporting. • Implement a reporting system for staff to record, share, and learn from each others experiences
Measures	Location visits, people met, staff time, conversion on social media and library cards.
Partnerships	Partner with key community event aggregators such as the Chamber of Commerce and the City of Henderson.
Stop Doing	Free up schedule time for training, attendance at out of library activities, and reporting.
Obstacles & Dependencies	<ul style="list-style-type: none"> • Reallocate staff time to get out of the library. • Cultural support throughout the organization including managers and colleagues.
Ownership	<ul style="list-style-type: none"> • Owner: Gracie McDonough • Assistant: TBD • Mentor: Melissa LaPorte • Team: TBD

Initiative 3: Customer Service Language

Elements	Description
Description	Improve the customer experience with the Library by developing and applying a friendly customer-centric language that resonates with people.
Objectives	<ul style="list-style-type: none"> • Map the customer experience, in libraries, in the community, and online as the basis for customer service language. • Revise practices and processes across the organization, including facilities and signage, organizational spoken language, and written documentation. • Provide training to change language.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> • The customer experience inside and outside of libraries and online. Should include developing expertise in the customer experience, evaluating library precedents, evaluating obstacles including facility limitations, estimating costs, staff and volunteer training, and communications channels, among others. • New language for customer touchpoints based upon the customer experience plan.
Measures	Customer satisfaction, staff, and volunteer surveys to confirm the effectiveness and applicability of the new language.
Partnerships	None.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Habitual use of professional language to communicate with the public. • Staff resistance to change; benefits to embrace change. • Multiple staff consistently delivering the same language.
Ownership	<ul style="list-style-type: none"> • Owner: Suzi Arvizu • Assistant: TBD • Mentor: Lisa Phelan • Team: TBD

Initiative 4: Customer Engagement

Elements	Description
Description	Improve the customer experience with the Library by delivering customer relationship management (CRM) software to facilitate self-service online and in libraries, and deliver high-quality interactive staff services inside and outside libraries.
Objectives	<ul style="list-style-type: none"> • Map the customer experience, in libraries, in the community, and online as the basis for customer engagement. • Change the customer engagement process in libraries so that the customer is greeted and assisted. Begin the process to move staff out onto the floor rather than behind desks. • Provide a minimum of 1 to 2 hours per month of direct-customer interaction for most staff. • 100% customer satisfaction both in-person and online. • 50% of customers utilize self-service CRM within two-years of launch.
Action Plan and Schedule	<p>Plan, schedule, and implement:</p> <ul style="list-style-type: none"> • The customer journey effort inside and outside of libraries and online. Should include developing expertise in the customer experience, evaluating library precedents, evaluating obstacles including facility limitations, estimating costs, staff and volunteer training, and communications channels, among others. • CRM software including appropriate configurations, and do a public rollout using a focused marketing effort. • Direct-customer interaction for all staff including use of time, language, and customer feedback.
Measures	Customer satisfaction survey.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Non-standardized customer service. • No experience with the customer journey concept or CRM software. • Moving from a process-orientation to a relationship-orientation. • Non-customer service language.
Ownership	<ul style="list-style-type: none"> • Owner: Justin Viskoc • Assistant: TBD • Mentor: Joy Gunn • Team: TBD

Initiative 5: Physical Collection and Resources

Elements	Description
Description	Create and maintain a relevant, up-to-date, and appropriately sized physical collection that meets community needs.
Objectives	<ul style="list-style-type: none"> ● Review and update collection development policies and procedures. ● Increase acquisitions and circulation to support initiatives. ● Evolve responsive customer acquisition request system to support initiatives. ● Complete comprehensive weeding at all three libraries. ● Continually weed items that circulate less than twice per year. ● Decrease the number of dead on arrival (DOA).
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> ● A rolling three-year investment schedule for developing the physical collection to support OSL, CC, and LL initiatives. ● Customer responsive, website based customer acquisition request system focus on LL initiatives. ● “Rules of the road” documentation for weeding at all three libraries. ● Analyze last two-years of DOA items to identify patterns to reduce DOA items. Change selection methods as applicable.
Measures	Collection size and type (increase/change over time) and collection use.
Partnerships	Meals on Wheels and Friends of HL.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> ● Staff time and availability. ● Staff buy-in to weeding.
Ownership	<ul style="list-style-type: none"> ● Owner: Michelle Mazzanti ● Assistant: TBD ● Mentor: Marcie Smedley ● Team: TBD

Initiative 6: Digital Collection and Resources

Elements	Description
Description	Create and maintain a relevant, contemporary, and appropriately sized digital collection that meets community needs.
Objectives	<ul style="list-style-type: none"> ● To support initiatives, increase the digital collection by 50% focused on e-books and e-audiobooks. ● Increase by 25% the use of the local history digital collection. ● Prepare and maintain an updated digital collection and resources plan with a rolling three-year investment schedule. ● Develop a responsive customer acquisition request system. ● Highlight public information about publisher limits to e-books and e-audiobooks. ● Increase the number of users by 25% annually.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> ● A rolling three-year investment schedule for developing the digital collection. ● Revise (streamline) the digital collection selection and acquisition process. ● Market and promote the benefits of the local history digital collection to specific audiences (e.g., local and national media, K-12 schools, and colleges/universities). ● Educate staff and volunteers about selection and acquisition. ● Train staff and volunteers in use of digital collections.
Measures	Collection use. Number of users.
Partnerships	Potential joint purchasing arrangement with other Southern Nevada library districts.
Stop Doing	Staff emphasis on the physical collection.
Obstacles & Dependencies	<ul style="list-style-type: none"> ● There's no easy way to access and report on usage. ● Publishers restrict access. ● Staff continues to focus on the physical instead of the digital collection.
Ownership	<ul style="list-style-type: none"> ● Owner: Dana Bullinger ● Assistant: TBD ● Mentor: Gayle Hornaday ● Team: TBD

Initiative 7: Community Technology Centers

Elements	Description
Description	Transform parts of libraries to community technology centers focused on selected initiatives with investments in software, hardware, equipment, and related technologies, services, and programs.
Objectives	<ul style="list-style-type: none"> Engage 100,000 customers in the first year at library-based community technology centers growing at 10% annually. Prepare and maintain an updated technology resources plan with a rolling three-year investment schedule. Foster staff cultural change to be a community technology center.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> A rolling three-year investment schedule for technology investments in selected Out of School Learning initiatives (OSL-I). Marketing of libraries as community technology centers focused on OSL-I. Obtain staff and volunteer input into OSL-I technology investments. Educate staff and volunteers about upcoming OSL-I technology investments Train staff and volunteers to support OSL-I customer adoption.
Measures	Customers and use.
Partnerships	<ul style="list-style-type: none"> Local businesses and business organizations. State and national technology/educational grants, including public, private, and nonprofit sectors. Career development and job training schools.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> Constant change. Staff and public training. Staff buy-in including reluctance to learn about new things that are here today and gone tomorrow. Needed change in Library priorities to free-up staff time for training and constantly changing customer service applications. Closer coordination between IT staff and PS staff.
Ownership	<ul style="list-style-type: none"> Owner: Marsha Baggett Assistant: TBD Mentor: Sean Hill Team: TBD
Note	Examples includes public use computers, 3D printing, virtual reality, remote printing, online classes, and Adobe Creative Suite.

Market strategy:

Out of School Learning

Investment: Interest Driven Learning

Investment: School Support

Out of School Learning **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Out of School Learning
Investments	<ol style="list-style-type: none"> 1. Interest Driven Learning 2. School Support
Description	The Library provides a range of learning resources and services, including reading, programming, homework, and virtual, that support pre-K through 12 out of school learning and adult learning for achievement.
Outcome	Children, supported by their parents and caregivers, are prepared to succeed in school. Adults are individually fulfilled and contribute to Henderson’s economy.

Out of School Learning Existing Assets and Resources

The following existing assets and resources complement the investments and initiatives

<i>Staff Skills & Talents</i>	<i>Collections</i>	<i>Programs</i>	<i>Technologies</i>	<i>Special Equipment</i>	<i>Partnerships</i>
Knowledge of early literacy instruction	Increasingly diverse collection	Storytimes	Launchpads	Makerspace equipment	APPLE
Some staff attended science training with Steve Spangler	Strong early reader, picture book and chapter book collections	STEAM programming	Tablets for programs	STEAM closet- Legos, manipulatives, blocks, Little Bits, Snap Circuits, Sphero	CCSD
Many YS staff members interested in STEAM	Books	Art programs	computers	Ellison/Accucut machines and dies	Cooperative Extension
Staff with backgrounds in elementary education	Electronic books, Audiobooks & videos	Coding programs	WiFi		PBS kids
Creative	Launchpads	Reading with Rover	NCLABS	Cricut	Friends
Problem Solvers	DVDs and music Cds	Summer Reading Challenge	VR	TVs	Clark County Nevada Genealogical Society
Resourceful	Databases	1000 Books before Kindergarten		projectors/ screens	Sunset Garden Club
	Bright Spots	Third Grade super sleuths		video game equipment & games	Local writers
		Computer classes			Local artists
		ESL			National Park Service Rangers
		3 rd party art and writing workshops			Workforce Connections
		Int'l Festival programs and workshops			City of Henderson
		TEDx TED Talks			College of Southern Nevada, UNLV, NSC
		Foreign Film Series			
		Foreign Language Classes			

Out of School Learning **Investment Overview**

Two investments will be made in this strategy

<i>Item</i>	<i>Investment</i>	<i>Investment</i>
Investment Name	School Support	Interest Driven Learning
Strategy Prioritization	First	Second
Description	Resources and services focused on pre-K, grade level reading, and STEAM, including formal and informal educational support.	Support a broad range of adult learning including higher education, career development, information referral, and 21st century literacies and skills (e.g., digital, financial, health, and media).
Outcome	Children who love to learn and are prepared to learn in school with educational gaps closed.	Adults who love to learn and are prepared for ever-changing careers.
What We Promise	Resources and expertise to help kids be ready to start school, read at grade level, excel at STEAM, and otherwise close the educational gap.	Resources and expertise to help adults achieve accreditation, career development certifications, online degree programs; and to engage in informal learning, in libraries, online, and with partners.
How We Define Success	<ul style="list-style-type: none"> ● Children ready for kindergarten. ● Children reading at grade level by third grade. ● More students are going to college, credentialing programs, and the workplace. 	<ul style="list-style-type: none"> ● Adults engaged in career development and change. ● Adults engaged in informal learning.

Out of School Learning **Segments by Investment**

<i>Item</i>	<i>School Support</i>	<i>Interest Driven Learning</i>
Segments	Apron Strings and Hard Hats Charmed Life Doublewides Educated Earners Empire Builders Great Generations Kindred Spirit Kith and Kin Making Ends Meet Middle of the Road Proud Parent Regents Sitting Pretty Suburban Singles The Sweet Life Urban Moms and Dads Urban Squires White Collar Status	All Segments

Out of School Learning **Initiatives Overview**

For detailed information about each initiative, see [Appendix 1: Market Strategy Initiatives](#)

<i>Initiative Name</i>	<i>Summary Description</i>	<i>School Support</i>	<i>Interest Driven Learning</i>
OSL 1. Children Ready to Enter Pre-K	Teach early literacy skills to infants/toddlers and parents utilizing a range of age and developmentally appropriate services and educational resources.	X	
OSL 2. Children Reading at Grade Level	Prepare children to read at grade level from kindergarten to 3rd grade utilizing a range of resources and services and engaging partners.	X	
OSL 3. STEAM Services	Engage children and teens in STEAM activities utilizing a range of age and developmentally appropriate services and educational resources.	X	
OSL 4. Learning for Leisure	Support a broad range of informal adult learning for individual and family interests.		X
OSL 5. Learning for Achievement	Support a broad range of formal and informal self-directed adult learning supporting higher education and 21st century literacies and skills.		X
OSL 6. Learning for Career Development	Systematize resources for formal (e.g., accreditation, career development certifications, online degree programs) and informal (self-directed) learning.		X

Initiative 1: Children Ready to Enter Pre-K

Elements	Description
Description	Teach early literacy skills to infants/toddlers and parents utilizing a range of age and developmentally appropriate services and educational resources.
Objectives	<ul style="list-style-type: none"> • 10,000 existing customer families • 5,000 new people.
Action Plan and Schedule	<p>Plan, schedule, and implement:</p> <ul style="list-style-type: none"> • A newborn beta program at a local hospital. Build relationships with parents including giving away developmentally appropriate free content over the baby's first year and engaging parents primarily using social media. • Approach to actively distribute content and engage professional caregivers in person and virtually. • A method to reach the Library's existing customer base and work with partners to identify participants. Focus on at-risk children and neighborhoods. • A research-based method to develop and prepare an educational curriculum that addresses core issues such as sound recognition, text and letter direction, signing, fine motor skills, play socialization, and so forth. • Fun, interesting, and educational materials for parents. Provide services in time slots to meet unique family schedules (e.g., work around casino hours and multiple jobs). • Staff education and training to support early literacy skills and incorporating them into storytimes and pre-school programming. • Facilities space and time availability.
Measures	Partnership agreements, number of parents and professional caregivers given information, program attendance, and checkouts.
Partnerships	Hospitals and health centers, daycare and early education centers and nonprofits, and public agencies working with at-risk families.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Nicole Thomas • Assistant: TBD • Mentor: Betsy Johnson • Team: TBD

Initiative 2: Children Reading at Grade Level (GLR)

Elements	Description
Description	Prepare children to read at grade level from kindergarten to 3rd grade utilizing a range of resources and services and engaging partners.
Objectives	<ul style="list-style-type: none"> • 100% of Henderson children reading at grade-level. • 50% of all Henderson children participating in the Library’s Summer Reading Challenge (SRC) in three years. • 50 children per week participating across all related library programs with appropriate increases each year.
Action Plan and Schedule	<p>Promote grade level reading in at-risk communities and neighborhoods:</p> <ul style="list-style-type: none"> • Identify GLR-challenged neighborhoods, data-mine the Library’s existing customer base, and leverage partner knowledge. • Determine if library collections will meet grade level reading needs and adjust collections as warranted. • Confirm Library staff strengths and alignment. • Confirm alignment of other system wide resources such as marketing and communications. • Leverage and repackage existing library services and resources such as Reading with Rover, SRC, bookclubs, 3rd grade Super Sleuths, and homework help. • Develop supporting library collections (e.g., Lexile score materials). • Develop facilities for tutoring, homework help, and other services. • Prepare fun, interesting, and educational materials for non-engaged parents.
Measures	Checkouts, program attendance, participants reading levels align with their GLR levels (e.g., Lexile scores).
Partnerships	Investigate partnering opportunities: professional tutors, RTC for transportation of at-risk children, Spread the Word and other nonprofits for continuation programs, CCSD to identify at-risk kids, CNS, UNLV, and NSC for scaffolding resources.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Kari Jensen • Assistant: TBD • Mentor: Leona Vittum-Jones • Team: TBD

Initiative 3: **STEAM Services**

Elements	Description
Description	Engage children and teens in STEAM activities utilizing a range of age and developmentally appropriate services and educational resources.
Objectives	<ul style="list-style-type: none"> Engage 2,000 children (age 5 to 9) in STEAM activities. Engage 2,000 teens (age 10 to 17) in STEAM activities.
Action Plan and Schedule	<p>Plan, schedule, and implement:</p> <ul style="list-style-type: none"> Age and developmentally appropriate curriculum and resources. Content-rich offerings such as design-thinking labs (creative space and collaborative work), in-library makerspaces, mobile lab, annual event (e.g., hackathon), college prep/educational awareness (e.g., with college/university partners), emerging technology interests (e.g., LEGO robotics), project-based learning, and expanded and contemporary physical and digital collections. Marketing and communications to the Library’s and partner’s customer base. Facilities development for design-thinking labs and makerspaces. Staff education and training.
Measures	Collection use, program attendance, partner activities, and people reached.
Partnerships	Local technology-oriented businesses, Chamber of Commerce, and College of Southern Nevada, Nevada State College, and UNLV.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> Owner: Leona Vittum-Jones Assistant: TBD Mentor: Robbie DeBuff Team: TBD

Initiative 4: Learning for Leisure

Elements	Description
Description	Support a broad range of formal and informal adult learning for individual and family interests.
Objectives	<ul style="list-style-type: none"> • 250 adults participating in creative writing workshops. • 250 adults participating in “resident expert” series across a range of subject domains.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> • Writing workshop: select and schedule subject areas (e.g., poetry, prose, memoirs, etc.), identify/enter agreements with author partners, perform marketing, select libraries to hold events, and prepare for events. • Resident expert series: identify staff subject domain expertise, design and plan workshops, perform marketing, select libraries to hold events, and prepare for events.
Measures	Attendees. Nonfiction users. Creativebug users.
Partnerships	<ul style="list-style-type: none"> • Writing workshops: Henderson and Vegas Valley authors. • Resident expert series: Henderson and Vegas Valley residents/businesses in selected subject domains.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Kate Peraza • Assistant: TBD • Mentor: Joy Gunn • Team: TBD

Initiative 5: Learning for Achievement

Elements	Description
Description	Support a broad range of formal and informal self-directed adult learning and 21st century literacies and skills.
Objectives	<ul style="list-style-type: none"> • Support for 250 people enrolled in High School Equivalency (HSE) programs, in the first year. • Schedule and implement a plan focused on financial, health, and digital literacies reaching a total of 5,000 teens and adults across all three literacies in the first year.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> • Growth by 25% in physical and digital collections to support participants and each of three literacies. • Information referral to appropriate outside expert support. • Collection (physical and digital) “neighborhood” in libraries to make it easy for participants to obtain information. • Combined formal learning program and informal learning resources, one each for financial, health, and digital literacies. • Staff strengths in each of the three literacies to deliver customer services.
Measures	<ul style="list-style-type: none"> • Participants, collection growth and use, information referral, and participation in programs.
Partnerships	CCSD, CSN, and other organizations which provide HSE.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Renee Hudacek • Assistant: TBD • Mentor: Shakita Kirkland • Team: TBD

Initiative 6: Learning for Career Development

Elements	Description
Description	Systematize resources for formal (e.g., accreditation, career development certifications, online degree programs) and informal (self-directed) learning.
Objectives	<ul style="list-style-type: none"> • Increase participants by 15% for the One-Stop Career Center. • Training One Stop staff on existing resources that support career development. • Support workforce/economic development domains the City of Henderson is focusing on.
Action Plan and Schedule	<p>In the first year plan, schedule, and implement a partnership with five large Henderson employers to:</p> <ul style="list-style-type: none"> • Identify and support the skills and experience needed for employability. • Develop and implement an employability program. <p>In the first year plan, schedule, and implement increased use of One-Stop Career Center:</p> <ul style="list-style-type: none"> • Increase marketing and promotion to recruit more customers. • Increase and systematize physical and digital collection resources for formal (e.g., accreditation, career development certifications, online degree programs) and informal (self-directed) learning. • Train library staff on One-Stop services to increase referrals. • Train One-Stop staff on existing resources that support career development.
Measures	Participants in employability program; people engaged in accreditation, certification, and online degree programs or referred/enrolled in One-Stop services; partnership agreements; and customer growth due to partner referrals.
Partnerships	<ul style="list-style-type: none"> • Workforce Connections. • Large Henderson employers. • Partnerships with College of Southern Nevada, Nevada State College, UNLV, and career development nonprofits.
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Jeanette Jones • Assistant: TBD • Mentor: Candace Kingsley • Team: TBD

Market strategy:

Culture and Creativity

Investment: Foster Creativity,
Content, and Collaboration

Investment: Promote Cultural
Literacy

Culture and Creativity **Strategy Overview**

Item	Description
Strategy Name	Culture and Creativity
Investments	<ol style="list-style-type: none"> 1. Foster Creativity, Content, and Collaboration 2. Promote Cultural Literacy
Description	<p>The Library provides a diverse range of resources and services that:</p> <ul style="list-style-type: none"> ● Provides cultural enrichment inside and outside of branches, online, and with partners. ● Build a connected, city-wide community. ● Fosters creativity, content, and collaboration.
Outcome	People are engaged with and look to the Library for connections, creativity, and cultural activities.

The following existing assets and resources complement the investments and initiatives

Staff Skills & Talents	Collections	Programs	Technologies	Special Equipment	Partnerships
Creative Adaptable Dependable Curious and willing to try new things Crafty Resourceful Problem solvers Educators Hobbyist Sensitive Culturally aware responsive Graphic Designers Artists Communicative Enthusiastic Customer Service Oriented Educated and Experienced staff Team oriented	Circulating art collection Physical and electronic collections (books, magazines, DVDs, audiobooks, databases, digital collections, Kanopy, Creativebug, how-to books, etc.) Genealogy	Crafternoon Crafting for a Cause Stitch & Moan Letters to Santa Passion planning Poetry readings Clubs/meetups Storytimes 3 rd party art and writing workshops Int'l Festival programs and workshops StoryWalk Foreign Film Series Foreign language classes Local Author Showcase HL Creative Writing Anthology HL Teen Writing Contest Gallery Showcases Receptions Adult-Teen Coloring/Crafting/Art Instruction STEAM Programs Book clubs Mini-Con Summer Reading Challenge	Computers Projector Wifi Launchpads Hotspots STEAM (electronics, Lego, art, etc.) Printers/Copiers Mobile App Downloadable Books/Creativebug Social Media	VR Video game consoles 3D Printer Projectors Copiers/Scanners STEAM	Local writers Local artists Local performers for the Int'l Festival Rangers Clark County Nevada Genealogical Society Sunset Garden Club Nevada Arts Council City of Henderson Local retired teachers Las Vegas Artists' Guild Nevada Public Radio/Desert Companion Foundation CCSD Friends Clark County Museum

Culture and Creativity Investment Overview

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Foster Creativity, Content, and Collaboration	Promote Cultural Literacy
Strategy Prioritization	First	Second
Description	The Library provides resources and services including design thinking that foster people’s creativity including developing content and undertaking creative collaborations.	The Library provides a diverse range of cultural enrichment services, activities, and events in libraries, online, and through community engagement with partners.
Outcome	The Library is known as a resource-rich institution with creative assets in both physical locations and online, where people work independently and collaboratively.	People are engaged in and look to the Library for cultural enrichment.
What We Promise	<ul style="list-style-type: none"> ● To use connected learning as a creative platform ● To promote design thinking ● To be a creative incubator including collaborative space and cutting-edge technology 	Engaging services, activities, and events.
How We Define Success	People using the Library for creative purposes developing their own content and working collaboratively.	<ul style="list-style-type: none"> ● People attend programs, events, and other activities. ● New people attending. ● People recommend programs, events, and other activities to their friends, relatives, and neighbors. ● The library is a favorite place. ● Local organizations want to partner with the Library for cultural enrichment.

Culture and Creativity **Segments by Investment**

<i>Item</i>	<i>Foster Creativity, Content, and Collaboration</i>	<i>Promote Cultural Literacy</i>
Segments	All Segments	All Segments

Culture and Creativity **Initiatives Overview**

For detailed information about each initiative, see Appendix 1: Market Strategy Initiatives

<i>Initiative Name</i>	<i>Summary Description</i>	<i>Foster Creativity, Content, and Collaboration</i>	<i>Promote Cultural Literacy</i>
CC 1. Cultural Connections	Develop cultural connections to connect communities across Henderson including programs, experiences, and locations.	X	X
CC 2. Design Thinking & Activities	Develop design thinking as a customer service to support other initiatives.	X	
CC 3. Digital Community	Implement an interactive, engaged digital library community through social networking and a redesigned and content rich website.		X

Initiative 1: Cultural Connections

Elements	Description
Description	Develop cultural connections to connect communities across Henderson including programs, experiences, and locations.
Objectives	<p>In the first year, promote experiential cultural connections focusing on:</p> <ul style="list-style-type: none"> • Six different cultural groups presenting programs on subjects such as food, culture, history, and art reaching 250 people with appropriate future year increases. • Four cultural performance events reaching 400 people with appropriate future year increases. • Extend the experience with provision of physical and digital collections at events and programs. • When preparing the Library’s facilities master plan, include diverse cultural spaces such as performance theater, demonstration kitchen, outdoor event spaces, and creative commons.
Action Plan and Schedule	<p>Plan, schedule, and implement:</p> <ul style="list-style-type: none"> • Relationships with other Henderson and Valley cultural organizations. • Detailed effort to implement the educational and performance events cited above. • Physical and digital collection at events and programs.
Measures	Events and programs, people attending, and collection use.
Partnerships	<ul style="list-style-type: none"> • Existing cultural organizations focused on ethnicity (e.g., food) and performance. • City of Henderson (including Heritage Park Facility used for programming).
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Staff scheduling, training, changing mindsets, and reallocating positions. • Time it takes to prepare the facilities master plan. • Eliminating resistance to stopping current activities.
Ownership	<ul style="list-style-type: none"> • Owner: Rachelle Basso • Assistant: TBD • Mentor: Candace Kingsley • Team: TBD

Initiative 2: Design Thinking & Activities

Elements	Description
Description	Develop design thinking as a customer service to support other initiatives.
Objectives	<p>As a customer service plan, schedule, and implement:</p> <ul style="list-style-type: none"> • A design thinking center in one or more library locations reaching 30 people per month per location in selected initiative markets. • A design thinking mobile lab that delivers these resources into the community with six events annually in selected initiative markets. • An integrated marketing plan for the design thinking center and mobile lab reaching 100,000 people.
Action Plan and Schedule	To meet the objectives set forth above, prepare an internal plan and an external plan. This should include identifying participating staff, internal work processes, and customer experience touchpoints.
Measures	People reached and testimonials.
Partnerships	CCSD schools in Henderson, College of Southern Nevada, Nevada State College
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • No staff experience in the subject area, the effort and dedication to bring this to a professional level, and the logistics of staff scheduling, training, and position reallocation • Education partnership with CCSD • Marketing
Ownership	<ul style="list-style-type: none"> • Owner: Brent Vincent • Assistant: TBD • Mentor: Sean Hill • Team: TBD

Initiative 3: Digital Community

Elements	Description
Description	Implement an interactive, engaged digital library community through social networking and a redesigned and content-rich website.
Objectives	<ul style="list-style-type: none"> • Develop the library community on Facebook, Instagram, Twitter, LinkedIn, SnapChat, and other messaging platforms. Keep on the lookout for new platforms and initiate early presence. • Evolve and further define our “Library voice” with associated tone and messaging. • Evolve high quality graphics and visuals associated with social media. • Engage 10,000 people in the first year. • Coordinate resource acquisition, promotion, and usage to support initiatives. • Launch the digital library card to increase digital resource users by 25% in the first year.
Action Plan and Schedule	<ul style="list-style-type: none"> • Increase staffing for this initiative leveraging staff from other departments and outside contractors. • Create a working group with CS-DCR to select and acquire materials and measure usage. • Create an implementation plan and schedule to launch and run the digital library card. • Focus initial implementation on markets to support initiatives.
Measures	Connected and/or engaged users on various platforms, online usage levels, audience behavior surveys (i.e., making checkouts, attending programs).
Partnerships	City of Henderson, College of Southern Nevada, local media including Fox5 and VegasPBS, and Workforce Connections.
Stop Doing	TBD
Obstacles & Dependencies	<ul style="list-style-type: none"> • Staff buy in and participation • Staff and position reallocations to support this effort. • Performing to meet objectives. • Effective marketing and patron training.
Ownership	<ul style="list-style-type: none"> • Owner: Heela Naqshband • Assistant: TBD • Mentor: Joy Gunn • Team: TBD

Organizational Strategies

Organizational strategies

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

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

<i>Elements</i>	<i>Description</i>
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

Elements	Description
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

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

<i>Initiative Name</i>	<i>Summary Description</i>	<i>Service Alignment</i>	<i>Innovation Culture</i>	<i>Productivity</i>
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

Elements	Description
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

Elements	Description
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

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

Partnership Strategies

Partnership strategies

Strategy: Friends Development

- Investment: Support Board Member and Volunteer Development
- Support Effective Processes

Strategy: Foundation Rebuild

- Investment: Recruit and Train Board Members
- Investment: Prepare Business Plan and Fundraising Plan

Strategy: City Alignment

- Investment: Program/Service Alignment
- Investment: Relationship Building

Strategy: County Alignment

- Investment: Program/Service Alignment
- Investment: Relationship Building

Partnership strategy:

Friends Development

Investment: Support Board Member
and Volunteer Development

Investment: Support Effective
Processes

Friends Development: **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Friends Development
Investments	<ol style="list-style-type: none"> 1. Support Board Member and Volunteer Development 2. Support Effective Processes
Description	<p>The Library and the Friends want a close and productive working relationship that benefits the community. Key elements to support this effort include revising and updating the Friends business plan, improved communications, consistent messaging, and systematizing and streamlining processes for working together.</p>
Outcome	<p>An active and cohesive Friends group that provides effective advocacy, communications, and volunteer services.</p>

Friends Development: Investment Overview

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Support Board Member and Volunteer Development	Support Effective Processes
Strategy Prioritization	First	First
Description	<ul style="list-style-type: none"> • Support Friends in developing onboarding and training materials focusing on active engagement, advocacy messaging, and working relationship with key partners such as the Library Foundation. • Support Friends in providing training to the existing Board and to new board members upon joining. • Provide annual best practice training updates. 	<ul style="list-style-type: none"> • Support Friends to systematize and streamline work process by exploring options to use technology such as an updated membership database (to assist volunteer assignments, fundraising, and messaging) and electronic bidding system (LTL Fundraising). • Support to revise and update the Friends business plan; all Friends are knowledgeable about the business plan.
Outcome	Knowledgeable Friends Board Members to advocate on behalf of the Library.	<ul style="list-style-type: none"> • Easier process for tracking membership, assigning volunteers, fundraising, and communicating with Friends membership/community. • Identified goals and messaging.
What We Promise	Information and active support to the Friends in order to maintain current and consistent messaging, alignment with Library volunteer needs, and resources and space to professionally train volunteers.	Support the Friends to explore technology as a resource including technical assistance as they adopt new technologies, align with districtwide volunteer opportunities, support in reaching new goals identified in business plan, and clear and consistent messaging for Friends advocacy.
How We Define Success	<ul style="list-style-type: none"> • The community at large understands what the Friends group is and hears a consistent message from them. • The Friends successful advocacy efforts leads to more awareness about the Library and our value to the community. • Skilled Friends volunteers assist in tasks that reduce Library staff work overload. 	Efficient and streamlined processes – more automation for membership database, tools to increase fundraising efficiency, strong relationships with staff to identify library volunteer opportunities, identified goals, and clear and consistent messaging.

Friends Development: **Initiatives Overview**

For detailed information about each initiative, see Appendix 3: Partnership Strategy Initiatives

<i>Initiative Name</i>	<i>Description</i>	<i>Support Board Member and Volunteer Development</i>	<i>Support Effective Processes</i>
Friends 1. Business Plan	The Library will actively assist the Friends in updating its business plan annually.		X
Friends 2. Membership Database and Volunteer Scheduling Software	The Library will assist the Friends in exploring software to organize and contact members, and schedule work in coordination with the Library.		X
Friends 3. Volunteer Training and Manual	The Library will support the Friends in preparing a volunteer training manual and provide, with Library assistance, “job” training to volunteers.	X	X
Friends 4. Board Training and Manual	The Library will support the Friends in preparing a Board manual and assist in training its Board members.	X	X
Friends 5. Streamline Work Processes	The Library will systematize and streamline our workflows and work processes.		X

Initiative 1: **Business Plan**

<i>Elements</i>	<i>Description</i>
Description	The Library will actively assist the Friends in updating its business plan annually.
Objectives	The Library will provide information to assist the Friends to prepare and execute its business plan.
Action Plan and Schedule	<p>The Library will:</p> <ul style="list-style-type: none"> ● Provide information about the Strategic Plan including initiatives and library services for which volunteers are needed. ● Provide information about the type of work, locations, and projected levels of effort on an annual and quarterly basis. ● Meet with the Friends monthly for planning. ● Meet with the Friends for a quarterly review to make work process improvements.
Measures	Quality of information provided by Library to plan Friends volunteer efforts (e.g., match forecast needs to actual).
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 2: **Membership Database and Volunteer Scheduling Software**

<i>Elements</i>	<i>Description</i>
Description	The Library will assist the Friends to explore software to organize and contact members, and schedule volunteer work in coordination with the Library.
Objectives	Increased efficiency and effectiveness at retaining membership and deploying Friends volunteers to support Library operations.
Action Plan and Schedule	<ul style="list-style-type: none"> • The Library will work with the Friends to provide advanced planning and operational information to the Friends on a weekly and monthly basis. • The Library will support the Friends in working toward an automated and efficient way to manage member relationships such as utilizing customer relationship management software (CRM).
Measures	Schedule software effectiveness and planned/actual volunteer personnel and hours worked. Increase membership retention.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Marcie Smedley • Assistant Owner: TBD • Mentor: TBD • Team: TBD

Initiative 3: **Volunteer Manual and Training**

<i>Elements</i>	<i>Description</i>
Description	The Library will support the Friends in preparing a volunteer training manual and provide, with Library assistance, “job” training to volunteers.
Objectives	The Library will support the Friends in preparing and using a volunteer manual and training program. The manual should be used to onboard new volunteers and support their active involvement with the Library.
Action Plan and Schedule	<ul style="list-style-type: none"> • The Library will support the Friends in preparing a manual and training program that will address such issues as workflow and work processes, types of work, communications, schedule rules, customer service practices and protocols, and reporting. • The Friends should update the manual and training program annually.
Measures	Testimonials on use of the manual; participation in and testimonials about the training program.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> • Owner: Marcie Smedley • Assistant Owner: TBD • Mentor: TBD • Team: TBD

Initiative 4: Board Manual and Training

<i>Elements</i>	<i>Description</i>
Description	The Library will support the Friends in preparing a Board manual and assist in training its Board members.
Objectives	The Library will support the Friends in preparing a Board manual that will guide onboarding of new Board members and aid in Board member’s fulfilling their duties and responsibilities.
Action Plan and Schedule	<ul style="list-style-type: none"> ● The Library will support the Friends in preparing a Board manual and training program. ● The Friends should launch a draft version of each for a one-year period and improve the document and training procedures based upon feedback. ● Friend’s Board members will be encouraged to advocate on behalf of the Library.
Measures	Board member testimonials.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 5: Streamline Work Processes

<i>Elements</i>	<i>Description</i>
Description	The Library will systematize and streamline workflows and work processes.
Objectives	Increase efficiency and effectiveness of volunteer efforts.
Action Plan and Schedule	For initiatives, libraries, and other efforts, the Library will define and describe our specific workflows and work processes for volunteer activities.
Measures	Participants and hours.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Partnership strategy:

Foundation Rebuild

Investment: Support Recruitment and Training of Board Members

Investment: Support Preparation of Business Plan and Fundraising Plan

Foundation Rebuild: **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Foundation Development
Investments	<ol style="list-style-type: none"> 1. Support Recruitment and Training of Board Members 2. Support Preparation of Business Plan and Fundraising Plan
Description	<p>The Library will support the reinvigoration of the Foundation including recruiting and training new Board members, preparing a new business plan that includes a fundraising plan and a marketing plan, and consideration of hiring a full time Foundation director in which the Foundations manages its own business operations. The fundraising plan should identify annual goals including specific amounts and types and methods to attain those goals, and retention of a professional fundraising consultant.</p>
Outcome	An active and cohesive Foundation whose active fundraising supports Henderson Libraries.

Foundation Rebuild: Investment Overview

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Support Recruitment and Training of Board Members	Support Preparation of Business Plan and Fundraising Plan
Strategy Prioritization	First	First
Description	<p>The Library will support the Foundation in identifying people to serve on their Board with the following skills, connections, and attributes including:</p> <ul style="list-style-type: none"> ● Proven fundraising success. ● Executives at large corporations known for charitable giving. ● Movers and Shakers in the Las Vegas Valley. ● Affiliation with local professional sports teams. ● Can make or obtain sizable gifts. 	<p>The Library will support the Foundation in working with professional consultant to create a Foundation strategic plan and business plan including marketing and fundraising.</p>
Outcome	A well-connected board that leverages their skills/connections to impact the Foundation.	Successful fundraising to support the Library’s community service objectives.
What We Promise	To facilitate the recruitment, the Library Executive Director will meet with potential Board members to discuss the importance of the Library and the value of individual Board member contributions.	The Library Executive Director will actively participate in a process to align fundraising efforts with the Library’s Strategic Plan; and, actively support the Foundation Board to develop plans, materials, fundraising, messaging, and communications.
How We Define Success	By the end of 2019, add ten new board members who meet the criteria for skills, connections and attributes.	Foundation is actively fundraising, including endowments, and provides a minimum of \$1 million annually by 2024 to support Library initiatives.

Foundation Rebuild: **Initiatives Overview**

For detailed information about each initiative, see Appendix 3: Partnership Strategy Initiatives

<i>Initiative Name</i>	<i>Description</i>	<i>Support Recruitment and Training of Board Members</i>	<i>Support Preparation of Business Plan and Fundraising Plan</i>
Foundation 1. Business Plan	The Library will support the Foundation to annually prepare and update its business plan.		X
Foundation 2. Board Training and Manual	The Library will support the Foundation to prepare a Board manual and assist in training Board members.	X	
Foundation 3. Fundraising	The Library will support Foundation fundraising efforts.		X

Initiative 1: Business Plan

<i>Elements</i>	<i>Description</i>
Description	The Library will support the Foundation to annually prepare and update its business plan.
Objectives	The Library will provide information to assist the Foundation to prepare and execute its business plan.
Action Plan and Schedule	<p>The Library will:</p> <ul style="list-style-type: none"> ● Recommend that the business plan should include the following elements: financial, marketing, fundraising, metrics, staffing, schedule, and implementation. ● Provide information about its Strategic Plan including initiatives and library services for which development is needed. ● Provide information about the type of work and locations. ● Meet with the Foundation semi-annually for planning. ● Meet with the Foundation quarterly for updates.
Measures	Quality of information provided by Library to prepare the Foundation’s business plans.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 2: Board Manual and Training

Elements	Description
Description	The Library will support the Foundation to prepare a Board manual and assist in training Board members.
Objectives	The Library will support the Foundation to prepare a Board manual that will provide guidance for onboarding new Board members and aid in Board member fulfilling duties and responsibilities.
Action Plan and Schedule	<p>The Library will:</p> <ul style="list-style-type: none"> ● Provide information about its Strategic Plan and initiatives. ● Provide information to assist in preparing a manual and training program. ● Assist in launching a draft manual and training programs and then making improvements based upon feedback. ● Provide support information and materials for Foundation marketing and fundraising, related to Library services and initiatives.
Measures	Board member testimonials.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 3: Fundraising

Elements	Description
Description	The Library will provide information and relevant resources to support the Foundation’s fundraising plan.
Objectives	<p>The Library will support the Foundation in its endeavors to achieve the following:</p> <ul style="list-style-type: none"> ● 2019: complete a business plan including organizational and Board development ● 2020: raise \$50,000 ● 2021: raise \$100,000 ● 2022: raise \$250,000 ● 2023: raise \$500,000 ● 2024: raise \$1,000,000
Action Plan and Schedule	The Library will work with the Foundation to provide information about its Strategic Plan initiatives, performance, marketing, messaging, customer services, and customer relationships.
Measures	Foundation fundraising of \$1 million annually by 2024.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Partnership strategy:

City Alignment

Investment: Programs and Services
that Align with City of Henderson
Priorities

Investment: Communications with Key
City of Henderson Representatives

Item	Description
Strategy Name	City Alignment
Investments	<ol style="list-style-type: none"> 1. Programs and services that align with City of Henderson priorities. 2. Communications with key City of Henderson representatives.
Description	<p>Actively engage City management and elected leaders to:</p> <ul style="list-style-type: none"> ● Identify and highlight areas where Library and City priorities overlap starting with education and workforce development. ● Utilize shared priorities to build relationships. ● Leverage overlapping priorities to increase funding possibilities and partnership opportunities. ● Demonstrate Library impact on City priorities. ● Bring stature to the Library that influences City selections to the Library’s Board of Trustees.
Outcome	<p>A strong working relationship with the City that:</p> <ul style="list-style-type: none"> ● Benefits from the Library’s “seat at the table” to assist in addressing important community issues. ● Informs City-appointments to the Library Board of Trustees.

City Alignment: Investment Overview

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Programs and Services that Align with City Priorities	Communications with Key City Representatives
Strategy Prioritization	First	First
Description	Actively work with the City to align Library initiatives (e.g., Career Development, STEAM, and Grade Level Reading) with City priorities listed in the Henderson Strong plan.	<ul style="list-style-type: none"> • Identify key City management and elected officials with whom to work. • Develop a year-long agenda and schedule of activities and meetings to achieve alignment.
Outcome	Residents and community benefits from the Library and City actively working together.	The City recognizes Library as a valuable resource with mutual supports for overlapping initiatives.
What We Promise	Strong working relationship with the City.	The Library Executive Director will: <ul style="list-style-type: none"> • Build relationships and drive the alignment agenda. • Regularly report to key players on the Library’s progress.
How We Define Success	The Library has a seat at the table for key decisions related to shared initiatives.	<ul style="list-style-type: none"> • The Library is regarded as important resource by City management and elected officials. • The City supports the Library through shared resources (e.g., facilities, funding, etc.). • The City Council appoints “movers and shakers” to the Library Board of Trustees.

City Alignment: **Initiatives Overview**

For detailed information about each initiative, see Appendix 3: Partnership Strategy Initiatives

<i>Initiative Name</i>	<i>Description</i>	<i>Programs and Services that Align with City Priorities</i>	<i>Communications with Key City Representatives</i>
City 1. Initiative Alignment	Align Library initiatives with City of Henderson priorities defined in the Henderson Strong report.	X	
City 2. Annual Plan	Prepare an annual plan of action to achieve alignment with the City.	X	X
City 3. Communications and Engagement	Execute the annual plan focused on proactively communicating and engaging City representatives.		X

Initiative 1: Initiatives Alignment

Elements	Description
Description	Align Library initiatives with City of Henderson priorities defined in the Henderson Strong report.
Objectives	Leverage cross-referral of City residents and Library customers and resources between the City and Library.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> ● Method for matching City initiatives in education and workforce with Library initiatives focusing on Children Ready to Enter Pre-K, Children Reading at Grade Level, STEAM Services, and Learning for Career Development. ● Make the case for how the Library’s initiatives support and extend City priorities by describing mutual objectives, benefits, and advantages of working together. ● To present the case prepare high-quality production value presentation materials including slide show, promotional items, and website and social media campaign.
Measures	Cross-referrals, use of library resources, and saving resources through coordination and non-duplication of efforts.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 2: Annual Plan

Elements	Description
Description	Prepare an annual plan of action to engage and achieve alignment with the City on selected initiatives.
Objectives	Prepare and execute the plan.
Action Plan and Schedule	<p>The plan should have the following minimum features:</p> <ul style="list-style-type: none"> ● Set actionable priorities and time budgets. ● Updated quarterly. ● Set monthly objectives using a quarterly look ahead. ● Employ a weekly checklist. ● Contain messaging points.
Measures	Items in the plan are achieved.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 3: Communications and Engagement

Elements	Description
Description	Execute the annual plan focused on proactively communicating and engaging City representatives.
Objectives	Prepare and utilize a detailed communications plan that implements the annual plan.
Action Plan and Schedule	<p>The communications plan should have the following minimum features:</p> <ul style="list-style-type: none"> ● Defined list of people to engage, messaging, and communications methods to each individual. ● Weekly schedule of communications (e.g., email, calls, messaging, in-person, etc.). ● Notes and next steps for each individual.
Measures	Communications and meetings.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Partnership strategy:

County Alignment

Investment: Programs and Services
that Align with County Priorities

Investment: Communications with Key
County Representatives

County Alignment: **Strategy Overview**

Item	Description
Strategy Name	County Alignment
Investments	<ol style="list-style-type: none"> 1. Programs and services that align with County priorities. 2. Communications with key County representatives.
Description	<p>Actively engage County management and elected leaders to:</p> <ul style="list-style-type: none"> ● Identify and highlight areas where Library and County priorities overlap starting with workforce development. ● Utilize shared priorities to build relationships. ● Leverage overlapping priorities to increase funding possibilities and partnership opportunities. ● Demonstrate Library impact on County priorities. ● Bring stature to the Library that influences county selections to the Library's Board of Trustees.
Outcome	<p>A strong working relationship with the County that informs:</p> <ul style="list-style-type: none"> ● Important community issues. ● County-appointments to the Library Board of Trustees.

County Alignment: **Investment Overview**

Two investments will be made in this strategy

Item	Investment	Investment
Investment Name	Programs and Services that Align with County Priorities	Communications with Key County Representatives
Strategy Prioritization	First	First
Description	<p>Research County Commission priorities starting with Workforce Development.</p> <p>Align Library initiatives with County Commissioner priorities.</p>	<ul style="list-style-type: none"> • In addition to Commissioners representing Henderson, identify other staff and/or elected officials. • Develop a year-long agenda and schedule of activities and meetings to achieve alignment.
Outcome	Residents and community benefit from the Library and County actively working together.	The County recognizes Library as a valuable resource with mutual supports for overlapping initiatives.
What We Promise	Strong working relationship with the County.	<p>The Library Executive Director will:</p> <ul style="list-style-type: none"> • Build relationships and drive the alignment agenda. • Regularly report to key players on the Library’s progress.
How We Define Success	The Library and County work together on shared initiatives.	<ul style="list-style-type: none"> • The Library is regarded as an important resource by County management and elected officials. • The County considers supporting the Library through shared resources. • The County Commissioners appoint “movers and shakers” to the Library Board of Trustees.

County Alignment: **Initiatives Overview**

For detailed information about each initiative, see Appendix 3: Partnership Strategy Initiatives

<i>Initiative Name</i>	<i>Description</i>	<i>Programs and Services that Align with County Priorities</i>	<i>Communications with Key County Representatives</i>
County 1. Initiative Alignment	Align Library initiatives with County priorities.	X	
County 2. Annual Plan	Prepare an annual plan of action to achieve alignment with County.	X	X
County 3. Ongoing Communications	Execute the annual plan focused on proactively communicating and engaging County representatives.		X

Initiative 1: **Initiatives Alignment**

Elements	Description
Description	Align Library initiatives with County priorities.
Objectives	Identify County initiatives that align with Library initiatives.
Action Plan and Schedule	Plan, schedule, and implement: <ul style="list-style-type: none"> ● Method for matching County initiatives with Library initiatives. ● Make the case for how the Library’s initiatives support and extend County priorities by describing mutual objectives, benefits, and advantages of working together. ● To present the case prepare high-quality production value presentation materials including slide show, promotional items, and website and social media campaign.
Measures	Cross-referrals, use of library resources, and saving resources through coordination and non-duplication of efforts.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 2: Annual Plan

Elements	Description
Description	Prepare an annual plan of action to achieve alignment with the County.
Objectives	Prepare and execute the plan.
Action Plan and Schedule	<p>The plan should have the following minimum features:</p> <ul style="list-style-type: none"> ● Set actionable priorities and time budgets. ● Updated quarterly. ● Set monthly objectives using a quarterly look ahead. ● Employ a weekly checklist. ● Contain messaging points.
Measures	Items in the plan are achieved.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Initiative 3: **Communications and Engagement**

Elements	Description
Description	Execute the annual plan focused on proactively communicating and engaging County representatives.
Objectives	Prepare and utilize a detailed communications plan that implements the annual plan.
Action Plan and Schedule	<p>The communications plan should have the following minimum features:</p> <ul style="list-style-type: none"> ● Defined list of people to engage, messaging, and communications methods to each individual. ● Weekly schedule of communications (e.g., email, calls, messaging, in-person, etc.). ● Notes and next steps for each individual.
Measures	Communications and meetings.
Partnerships	None
Stop Doing	TBD
Obstacles & Dependencies	TBD
Ownership	<ul style="list-style-type: none"> ● Owner: Marcie Smedley ● Assistant Owner: TBD ● Mentor: TBD ● Team: TBD

Implementation

Market initiatives phasing

Framework	Market Strategy	Initiative Number and Name	Priority	2019				2020				2021				2022			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Market Alignment	Core Services	CS1. Pop-Up Locations	1 a	Launch	R	R	R	R		R		R		R		R		R	
Market Alignment	Core Services	CS2. Community Events	1 a	Launch	R	R	R	R		R		R		R		R		R	
Market Alignment	Core Services	CS3. Customer Service Language	2					Workout	R	R	R	R		R		R		R	
Market Alignment	Core Services	CS4. Customer Engagement	1 b			Workout	R	R	R	R		R		R		R		R	
Market Alignment	Core Services	CS5. Physical Collection and Resources	3									Workout	R	R	R	R		R	
Market Alignment	Core Services	CS6. Digital Collection and Resources	1 b			Workout	R	R	R	R		R		R		R		R	
Market Alignment	Core Services	CS7. Community Technology Centers	3									Workout	R	R	R	R		R	
Market Alignment	Out of School Learning	OSL1. Children Ready to Enter Pre-K	2					Workout	R	R	R	R		R		R		R	
Market Alignment	Out of School Learning	OSL2. Children Reading at Grade Level	1 a	Launch	R	R	R	R		R		R		R		R		R	
Market Alignment	Out of School Learning	OSL3. STEAM Services	1 a	Launch	R	R	R	R		R		R		R		R		R	
Market Alignment	Out of School Learning	OSL4. Learning for Leisure	3									Workout	R	R	R	R		R	
Market Alignment	Out of School Learning	OSL5. Learning for Achievement	3									Workout	R	R	R	R		R	
Market Alignment	Out of School Learning	OSL6. Learning for Career Development	1 b			Workout	R	R	R	R		R		R		R		R	
Market Alignment	Culture and Creativity	CC1. Cultural Connections	1 b			Workout	R	R	R	R		R		R		R		R	
Market Alignment	Culture and Creativity	CC2. Design Thinking & Activities	3									Workout	R	R	R	R		R	
Market Alignment	Culture and Creativity	CC3. Virtual Community	1 a	Launch	R	R	R	R		R		R		R		R		R	

Launch	F = Foundational
Rollout	1 = Priority One
Workout	2 = Priority Two
Ongoing	R = Review / Course Correction

Organizational initiatives 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	
Org Dev/Staff Alignment	One Library	OL4. Team Development: Recruitment	1			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	
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	
Org Dev/Staff Alignment	Growing Leaders	GL3. Individual Career Objectives	1			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	

Launch	F = Foundational
Rollout	1 = Priority One
Workout	2 = Priority Two
Ongoing	R = Review / Course Correction

Partnership initiatives phasing

Framework	Partnership Strategy	Initiative Number and Name	Priority	2019				2020				2021				2022			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Partnership Alignment	Friends Development	Friends 1. Business Plan	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	Friends Development	Friends 2. Volunteer Database and Scheduling Software	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	Friends Development	Friends 3. Volunteer Training and Manual	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	Friends Development	Friends 4. Board Training and Manual	1		Workout	R	R	R	R		R			R		R		R	
Partnership Alignment	Friends Development	Friends 5. Streamline Work Processes	2			Workout	R	R	R	R			R		R		R		R
Partnership Alignment	Foundation Rebuild	Foundation 1. Business Plan	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	Foundation Rebuild	Foundation 2. Board Training and Manual	1		Workout	R	R	R	R		R			R		R		R	
Partnership Alignment	Foundation Rebuild	Foundation 3. Fundraising	2			Workout	R	R	R	R			R		R		R		R
Partnership Alignment	City Alignment	City 1. Initiative Alignment	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	City Alignment	City 2. Annual Plan	1		Workout	R	R	R	R		R			R		R		R	
Partnership Alignment	City Alignment	City 3. Communications and Engagement.	2			Workout	R	R	R	R			R		R		R		R
Partnership Alignment	County Alignment	County 1. Initiative Alignment	F	Launch	R	R	R	R		R			R		R		R		R
Partnership Alignment	County Alignment	County 2. Annual Plan	1		Workout	R	R	R	R		R			R		R		R	
Partnership Alignment	County Alignment	County 3. Communications and Engagement.	2			Workout	R	R	R	R			R		R		R		R

Launch	F = Foundational
Rollout	1 = Priority One
Workout	2 = Priority Two
Ongoing	R = Review / Course Correction

Market initiatives/departments cross-reference

Priority	Q1	Q2	Q3	Q4	Market Strategies	Initiative Number and Name	No Fit/New	IT	ABS/Circ	Youth	Adult
1 a	5				Core Services	CS1. Pop-Up Locations	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1 a	5				Core Services	CS2. Community Events				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2					Core Services	CS3. Customer Service Language			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1 b			5		Core Services	CS4. Customer Engagement			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3					Core Services	CS5. Physical Collection and Resources			<input checked="" type="checkbox"/>		
1 b			5		Core Services	CS6. Digital Collection and Resources			<input checked="" type="checkbox"/>		
3					Core Services	CS7. Community Technology Centers		<input checked="" type="checkbox"/>			
2					Out of School Learning	OSL1. Children Ready to Enter Pre-K				<input checked="" type="checkbox"/>	
1 a	5				Out of School Learning	OSL2. Children Reading at Grade Level				<input checked="" type="checkbox"/>	
1 a	5				Out of School Learning	OSL3. STEAM Services				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3					Out of School Learning	OSL4. Learning for Leisure					<input checked="" type="checkbox"/>
3					Out of School Learning	OSL5. Learning for Achievement					<input checked="" type="checkbox"/>
1 b			5		Out of School Learning	OSL6. Learning for Career Development					<input checked="" type="checkbox"/>
1 b			5		Culture and Creativity	CC1. Cultural Connections	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3					Culture and Creativity	CC2. Design Thinking & Activities	<input checked="" type="checkbox"/>				
1 a	5				Culture and Creativity	CC3. Virtual Community		<input checked="" type="checkbox"/>			
Subtotal	25		20								
Total	25		45								

Market initiatives correlations

Initiative	CS1. Pop Up Locations	CS2. Community Events	CS3. Customer Service Language	CS4. Customer Engagement	CS5. Physical Collection and Resources	CS6. Digital Collection and Resources	CS7. Community Technology Centers	OSL1. Children Ready to Enter Pre-K	OSL2. Children Reading at Grade Level	OSL3. STEAM Services	OSL4. Learning for Leisure	OSL5. Learning for Achievement	OSL6. Learning for Career Development	CC1. Cultural Connections	CC2. Design Thinking & Activities	CC3. Virtual Community
CS1. Pop Up Locations																
CS2. Community Events	2															
CS3. Customer Service Language	0	0														
CS4. Customer Engagement	2	2	2													
CS5. Physical Collection and Resources	1	1	0	1												
CS6. Digital Collection and Resources	1	1	0	1	0											
CS7. Community Technology Centers	0	0	0	1	0	2										
OSL1. Children Ready to Enter Pre-K	0	1	0	1	2	1	0									
OSL2. Children Reading at Grade Level	1	1	0	1	2	1	0	0								
OSL3. STEAM Services	2	1	0	1	2	2	2	0	0							
OSL4. Learning for Leisure	0	1	0	1	2	2	0	0	0	0						
OSL5. Learning for Achievement	2	1	0	1	2	2	2	0	0	0	0					
OSL6. Learning for Career Development	2	1	0	1	1	2	2	0	0	0	0	0	1			
CC1. Cultural Connections	2	2	0	1	1	1	0	0	0	0	0	1	0	0		
CC2. Design Thinking & Activities	0	1	0	1	0	2	2	0	0	0	0	0	1	0	1	
CC3. Virtual Community	2	2	0	2	0	2	2	0	0	2	0	1	2	1	1	
	CS1. Pop Up Locations	CS2. Community Events	CS3. Customer Service Language	CS4. Customer Engagement	CS5. Physical Collection and Resources	CS6. Digital Collection and Resources	CS7. Community Technology Centers	OSL1. Children Ready to Enter Pre-K	OSL2. Children Reading at Grade Level	OSL3. STEAM Services	OSL4. Learning for Leisure	OSL5. Learning for Achievement	OSL6. Learning for Career Development	CC1. Cultural Connections	CC2. Design Thinking & Activities	CC3. Virtual Community

- 0 Little or no relationship between initiatives
- 1 Owners should interact to leverage each other's initiatives. Possible staff and/or budget coordination/sharing.
- 2 Owners need to interact to leverage each other's initiatives. Confirmed staff and/or budget coordination/sharing.

Core Services initiatives matched with existing services

Market Strategies	Initiative and Existing Services
Core Services	CS1. Pop-Up Locations Inspirada Farmer's Market StoryWalk
Core Services	CS2. Community Events Last Friday Industrial Days Bark in the Park Stroll and Roll Las Vegas Book Festival Artfest Winterfest
Core Services	CS3. Customer Service Language Help Desk "Libraries" not "branches"
Core Services	CS4. Customer Engagement LED signage Handouts and signage in the library BookPage Zip Code Magazine ads Professional marketing through Fox5 and All Write "Almost due" messaging Library App Self-service check-out and request pick-up Email Newsletter

Market Strategies	Initiative and Existing Services
Core Services	CS5. Physical Collection and Resources Claim Jumpers Book Club in a Bag Homebound delivery (with Meals on Wheels) Used book sales
Core Services	CS6. Digital Collection and Resources In-house digital local history collections Third party subscription databases, downloadable and streaming services
Core Services	CS7. Community Technology Centers Public computers WiFi Hotspots Launchpads Printing/scanning

Out of School Learning initiatives matched with existing services

Market Strategies	Initiative and Existing Services
Out of School Learning	OSL1. Children Ready to Enter Pre-K Storytimes 1000 Books Before Kindergarten SRC
Out of School Learning	OSL2. Children Reading at Grade Level Storytimes Book Clubs SRC APPLE School visits Library tours for school classes 3rd Grade Super Sleuths PBS Ready to Learn Programming Reading with Rover
Out of School Learning	OSL3. STEAM Services VR programming 3D printer programming Coding programming Creation Space @ Gibson Little Bits partnership General STEAM programming STEAM closet of materials and equipment

Market Strategies	Initiative and Existing Services
Out of School Learning	OSL4. Learning for Leisure Local Author Showcase Creative writing classes Mini-Con Sunset Garden Club programs Clark County, NV, Genealogy Society programming Book Clubs Community presenters Art classes
Out of School Learning	OSL5. Learning for Achievement One-Stop Career Centers Computer classes ESL classes Test Proctoring Health care enrollment Tax assistance Device Advice
Out of School Learning	OSL6. Learning for Career Development One-Stop Career Centers

Creativity and Culture initiatives matched with existing services

Market Strategies	Initiative and Existing Services
Creativity and Culture	<p>CC1. Cultural Connections</p> <ul style="list-style-type: none"> Around the World program series Foreign Film series Art exhibits and receptions
Creativity and Culture	<p>CC2. Design Thinking & Activities</p> <ul style="list-style-type: none"> Poetry readings Passion planning Crafternoon Crafting for a Cause Stitch and Moan Adult coloring Art Classes Creative Writing Classes Teen writing contest HL Creative Writing Anthology
Creativity and Culture	<p>CC3. Virtual Community</p> <ul style="list-style-type: none"> Social media: Facebook, Twitter, Instagram, Pinterest, Tumblr, Meetup Website Library app

Team ground rules

Everyone in the library is on at least one initiative
Both full and part time staff participate.

Staff select their preferred initiative and are assigned by the Executive Director.

For each initiative there are five to six people including one owner and one assistant.

In addition, there is one mentor.

Owners can be full or part time.

Part time owners need the consent of their manager.

Branch managers cannot be owners but other managers can be owners.

Any manager can be a mentor.

There is a minimum number of hours per week team members must work on initiatives

Only staff members can serve on an initiative team.

Staff can be on multiple teams based upon interest and availability but can't diminish time on one initiative for time on another initiative.

It's the responsibility of the owner to obtain input from the mentor.

Job definitions

Role	Job Definition	Minimum Hours/ Week
Owner	Principal-in-charge (responsible for all aspects including success and failure, project management, managing team members, seeking mentor input, reporting)	4.0
Assistant Owner	Assists owner, anticipates team members, responsible for specific assigned tasks by the owner.	2.0
Team Member	Active participant and contributor in planning, developing, implementing, and supporting the the owner and initiative.	2.0 full time 0.5 part time
Mentor	Advises the owner on key issues upon owner request only. Does not initiate with owner.	1.0

Market initiatives personnel summary

Market Strategies	Initiative Number and Name	Owner	Mentor	Assistant	Team Members
Core Services	CS1. Pop-Up Locations	Kristina Wang	Bethany Lafferty	TBD	TBD
Core Services	CS2. Community Events	Gracie McDonough	Melissa LaPorte	TBD	TBD
Core Services	CS3. Customer Service Language	Suzi Arvizu	Lisa Phelan	TBD	TBD
Core Services	CS4. Customer Engagement	Justin Viskoc	Joy Gunn	TBD	TBD
Core Services	CS5. Physical Collection and Resources	Michelle Mazzanti	Marcie Smedley	TBD	TBD
Core Services	CS6. Digital Collection and Resources	Dana Bullinger	Gayle Hornaday	TBD	TBD
Core Services	CS7. Community Technology Centers	Marsha Baggett	Sean Hill	TBD	TBD
Out of School Learning	OSL1. Children Ready to Enter Pre-K	Nicole Thomas	Betsy Johnson	TBD	TBD
Out of School Learning	OSL2. Children Reading at Grade Level	Kari Jensen	Leona Vittum-Jones	TBD	TBD
Out of School Learning	OSL3. STEAM Services	Leona Vittum-Jones	Robbie DeBuff	TBD	TBD
Out of School Learning	OSL4. Learning for Leisure	Kate Peraza	Joy Gunn	TBD	TBD
Out of School Learning	OSL5. Learning for Achievement	Renee Hudacek	Shakita Kirkland	TBD	TBD
Out of School Learning	OSL6. Learning for Career Development	Jeanette Jones	Candace Kingsley	TBD	TBD
Creativity and Culture	CC1. Cultural Connections	Rachelle Basso	Candace Kingsley	TBD	TBD
Creativity and Culture	CC2. Design Thinking & Activities	Brent Vincent	Sean Hill	TBD	TBD
Creativity and Culture	CC3. Digital Community	Heela Naqshband	Joy Gunn	TBD	TBD

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

Partnership initiatives personnel summary

Partnership Strategies	Initiative Number and Name	Owner	Assistant	Mentor
Friends Development	Friends 1. Business Plan	Marcie Smedley	TBD	TBD
Friends Development	Friends 2. Volunteer Database and Scheduling Software	Marcie Smedley	TBD	TBD
Friends Development	Friends 3. Volunteer Training and Manual	Marcie Smedley	TBD	TBD
Friends Development	Friends 4. Board Training and Manual	Marcie Smedley	TBD	TBD
Friends Development	Friends 5. Streamline Work Processes	Marcie Smedley	TBD	TBD
Foundation Rebuild	Foundation 1. Business Plan	Marcie Smedley	TBD	TBD
Foundation Rebuild	Foundation 2. Board Training and Manual	Marcie Smedley	TBD	TBD
Foundation Rebuild	Foundation 3. Fundraising	Marcie Smedley	TBD	TBD
City Alignment	City 1. Initiative Alignment	Marcie Smedley	None	TBD
City Alignment	City 2. Annual Plan	Marcie Smedley	None	TBD
City Alignment	City 3. Communications and Engagement.	Marcie Smedley	None	TBD
County Alignment	County 1. Initiative Alignment	Marcie Smedley	None	TBD
County Alignment	County 2. Annual Plan	Marcie Smedley	None	TBD
County Alignment	County 3. Communications and Engagement	Marcie Smedley	None	TBD

Meta Strategies

Meta-strategies support the strategic plan and require their own preparation processes

Facility Strategy

Key elements in developing a facilities strategy leading to a facilities master plan:

1. Existing Facilities Assessment
2. Maintenance Plan
3. Service Model Plan
4. Service Design, Adaptation, and Cost Elements
5. Development Cost Pro Forma and Plan
6. Facilities Master Plan

Financial Strategy

1. Staff and operational expense model to shift from branch-based budgeting to initiative-based budgeting.
2. Initiative-based expenditure forecasts (utilizing the initiatives schedule) to implement the initiatives over the life of the plan.

Marketing and Communication Strategy

1. Develop internal positioning statement, external positioning statement, and brand promise statement.
2. Develop marketing matrix (investment, initiative, mission, audience/segment, message, distribution).
3. Actively support market strategies (scheduling, prioritization, etc.).

Assessment and Metrics Strategy

Prepare a comprehensive assessment and metrics plan including:

1. Service delivery metrics model
2. Primary dimensions (e.g., use, reach, resources, expense, staff)
3. Performance dimensions (e.g., normalize, relationships)
4. Metrics by initiative

Acknowledgements

Library planning team

Coordination Team

Debra Englund, CFO

Sean Hill, IT Manager

Gayle Hornaday, Assistant Director

Michelle Mazzanti, ABS Manager

Marcie Smedley, Executive Director

Leadership Team

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Robbie DeBuff, Green Valley Library Manager

Joy Gunn, Virtual Branch Manager

Katherine Hahn-Peraza, Adult Services Dept Head

Elizabeth Johnson, Youth Services Dept Head/Assist Manager

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Shakita Kirkland, Adult Services Dept Head

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Acknowledgements

Library Board of Trustees

Mark McGinty, Chair

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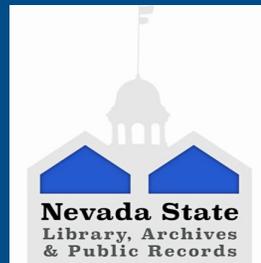
Kip Noschese, Secretary

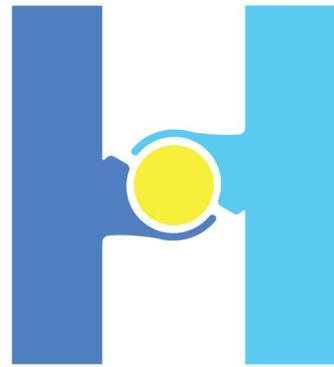
David Ortlipp, Vice-Chair

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