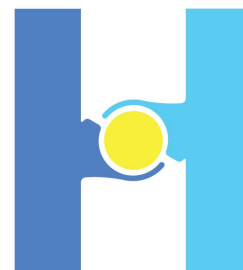


Strategic Plan Executive Summary

February 13, 2019

hendersonlibraries.com

702-492-7252



HENDERSON
LIBRARIES

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.

Market segmentation -- key stats

Families with Children

156,516

51% share

18 segments

Singles & Couples

(with few kids)

117,571

38% share














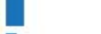




9 segments















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%	

Mission and vision statements

Mission:

Imagine possibilities

Discover opportunities

Connect with our community

Vision:

One Henderson

Strategy framework



Core Services **Strategy Overview**

<i>Item</i>	<i>Description</i>
Strategy Name	Core Services
Investments	<ol style="list-style-type: none"><li data-bbox="457 493 1052 526">1. Customer Relationship Management<li data-bbox="457 548 884 581">2. Community Engagement<li data-bbox="457 604 894 636">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.

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.

Culture and Creativity **Strategy Overview**

<i>Item</i>	<i>Description</i>
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.

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		R	R	R	R		R			R		R		R		R
Market Alignment	Core Services	CS2. Community Events	1 a		R	R	R	R		R			R		R		R		R
Market Alignment	Core Services	CS3. Customer Service Language	2						R	R	R	R		R		R		R	
Market Alignment	Core Services	CS4. Customer Engagement	1 b				R	R	R	R		R		R		R		R	
Market Alignment	Core Services	CS5. Physical Collection and Resources	3										R	R	R	R		R	
Market Alignment	Core Services	CS6. Digital Collection and Resources	1 b				R	R	R	R		R		R		R		R	
Market Alignment	Core Services	CS7. Community Technology Centers	3										R	R	R	R		R	
Market Alignment	Out of School Learning	OSL1. Children Ready to Enter Pre-K	2						R	R	R	R		R		R		R	
Market Alignment	Out of School Learning	OSL2. Children Reading at Grade Level	1 a		R	R	R	R		R		R		R		R		R	
Market Alignment	Out of School Learning	OSL3. STEAM Services	1 a		R	R	R	R		R		R		R		R		R	
Market Alignment	Out of School Learning	OSL4. Learning for Leisure	3										R	R	R	R		R	
Market Alignment	Out of School Learning	OSL5. Learning for Achievement	3										R	R	R	R		R	
Market Alignment	Out of School Learning	OSL6. Learning for Career Development	1 b				R	R	R	R		R		R		R		R	
Market Alignment	Culture and Creativity	CC1. Cultural Connections	1 b				R	R	R	R		R		R		R		R	
Market Alignment	Culture and Creativity	CC2. Design Thinking & Activities	3										R	R	R	R			
Market Alignment	Culture and Creativity	CC3. Digital Community	1 a		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

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.

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	<p>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.</p>
Outcome	<p>Library staff who take risks and learn from mistakes in order to continually evolve services that meet and exceed community and customer needs.</p>

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.

Organizational initiatives phasing

Framework	Organizational Strategies	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
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

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>

Foundation Rebuild: **Strategy Overview**

Item	Description
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.

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.

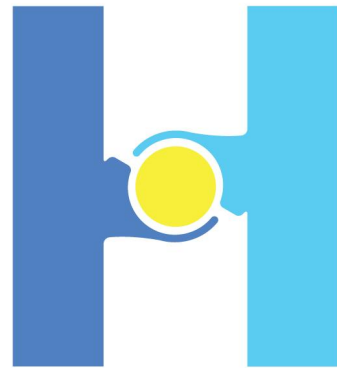
County Alignment: **Strategy Overview**

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.

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		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		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		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		R
Partnership Alignment	County Alignment	County 3. Communications and Engagement.	2			Workout	R	R	R		R		R		R		R		R

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