



Henderson Libraries Strategic Plan

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Prepared by Territory

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Introduction

What This Plan Provides

Henderson Libraries is taking advantage of this strategic planning process to deeply engage the Henderson community in pausing and reflecting on the library and its place, and to envision a future where the library continues to contribute directly to a thriving Henderson.

This strategic plan centers the libraries' purpose and role, which along with the guiding principles offer a North Star to guide this current strategic plan and those to come. The goals and objectives come from this orientation, driven by the voices of the community.

The Planning Process

Over the course of three months, we engaged in a community centered process to refresh the Henderson Libraries' five year strategic plan. This process included interviews and focus groups with various segments of the community and employees, a community survey, and an employee survey. Insights from these sources were summarized in a research report which directly shaped and guided a day-long strategic planning workshop. In that workshop library employees representing a range of roles, experience, tenure, location and perspective worked together to define goals and objectives for the next 5 years, grounded in Henderson Libraries' mission and vision.

Community Voices

After listening to the voices of 4,340 stakeholders through interviews, focus groups, and community and library employee surveys, we have felt the passion for the Henderson Libraries and for Henderson overall, and found the following themes in what people relayed about their experiences, needs, and hopes for the future.

Emerging Themes re: Henderson Overall

1. **An Exceptional Quality of Life** – Henderson is a great place to live! Keeping it that way requires a focus on education, healthcare, water, housing, homelessness, and public safety.
2. **Positive Growth** – While Henderson's growth is seen as good and inevitable—a political priority—its rapid pace requires continual investment in infrastructure and services, including more third spaces (informal public gathering places critical for a functioning civil society) for a variety of community needs.

Emerging Themes re: Henderson Libraries

1. **Evolution is Evident & Essential** – Henderson Libraries, and its leadership, have an excellent reputation in the community and have been evolving to remain relevant and important to a variety of community members. And just as Henderson's growth requires continual attention, the Libraries' evolution comes with the need for continual assessment and adjustment of processes, technology, and how spaces are used and maintained. The libraries' role & priorities moving forward are detailed in the following themes.
2. **Awareness of Offerings is a Crucial Need** – There is a lack of awareness of libraries and their diverse offerings, and community members are asking for more information. Continued outreach and creative marketing can help to educate various segments of the population – including the important senior segment, and these stakeholders hope it will help to increase critical awareness ahead of the planned ballot initiative.
3. **Myriad Offerings are Important & Valuable** – A focus on literacy continues to be perceived as the core of the library's offerings, and collections could benefit from expansion and lending process improvements. However, many other services and initiatives are also considered valuable to various segments of the Henderson community and often evoke fond memories from patrons.

4. **Partnering Can Work & Should be Expanded** – Workforce Connections is generally perceived as a successful partner in the library, and an example of library leadership's proactive efforts to sustain the library's relevance and importance. Partnerships can bring additional challenges when working together, and while stakeholders believe in the idea of partnering, they are unsure of how to minimize the challenges of working with outside organizations.
5. **Additional Locations and Extended Hours should be Considered** – Additional library locations would expand the library's patronage and resultant benefits for the community, especially if they are co-located with other businesses or include complementary businesses, such as a coffee shop. Also, additional hours would likely attract those who are unable to visit during current operating times.

Community Engagement in Strategic Planning

Strategic Planning Workshop Participants

Marcie Smedley, Executive Director,
Districtwide (Admin)

Joy Gunn, Assistant Director,
Districtwide (Admin)

Tawana Keels, CFO/HR Director,
Districtwide (Admin)

George Greicar, Computer &
Networking Analyst, Districtwide (IT)

Ed Feldman, Associate Director
of Acquisitions & Bibliographic
Services, Districtwide (ABS)

Nicole Thomas, Youth Services
Senior Specialist, Gibson Library

Lisa Phelan, Library Manager,
Paseo Verde Library

Shakita Kirkland, Library Manager,
West Henderson Library

Melissa LaPorte, Circulation
Department Head, Paseo Verde
Library

Kristina Wang, Outreach
Coordinator, Districtwide (Outreach)

Renee Hudacek, Circulation
Specialist, Gibson Library

Katie Brown, PT Adult Services
Specialist, Paseo Verde Library

Stakeholder Interview Participants

Michelle Romero, Mayor

Jaime Cruz, Executive Director, Workforce Connections

Gerri Schroder, Board Member

Charles Houts, Resident of Espinoza Terrace
(Senior Living Facility)

Barbra Konrad, Highly-involved west side
community member

Lesley Cohen, local state legislator

Kelly Green, non-user

Focus Group Participants

Employees

Seniors

Business Leaders

Volunteers

Henderson Libraries' Strategy Overview

Below are the high-level components of Henderson Libraries' strategic plan, providing a full picture of the heart and soul of the library as well as how the library will bring this heart and soul to life over the next five years.

Our Purpose

Henderson Libraries is a **one stop shop**, a place that makes your life better by offering **free access** to: **education** and **literacy**; **technology**; **language support**; **study, meeting** and **third spaces** (informal public gathering places); and **programs, services** and **resources responding to community needs**.

Henderson Libraries meets you where you're at, providing access to information and **fostering connection and community** through physical, virtual and mobile spaces. We do this through **a team that cares** and **partnerships** that help us expand our reach and adapt to our community's evolving interests and needs.

Our Role

Our role in contributing to a thriving Henderson is to be **the information resource**, including **access to technology for work, school and home life**. In a society with increasingly limited opportunities for community and connection, we are **a free community space for all generations, building and fostering community for all**. We do this by continuing to **support a staff that cares**.

We do this through:

- Public awareness
- Marketing
- Innovation
- Outreach and growth
- Programming for all ages
- Partnerships that align and support organizational efforts
- Quality of life improvement opportunities through resources and programs

Our Guiding Principles for Strategic Planning

In contributing to a better and brighter future for Henderson, Henderson Libraries adheres to the following principles to guide the development and execution of the five year strategic plan:

- Fostering connection and community
- Free and equal access
- Inclusive and welcoming
- Caring and committed
- Flexible and responsive
- Community centered
- Offering a third space (informal public gathering place)

Our Core Values

- Patron Focus
- Respect for People
- Equitable Service
- Freedom of Information
- Quality
- Integrity
- Free Basic Services
- Promotion of Services
- Freedom to Read

- Patron Privacy
- Stewardship of Community Resources

Our Vision

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?”

- By being **community centered**, offering something for everyone as well as equal access to central resources through programs and services that represent our entire community.
- By offering **space that belongs to the community**, a safe and comfortable environment where all community is welcome
- By being an **active participant in the community**, going where the people are
- By providing **a reason to gather and visit**, supporting collaboration and connection

Our Mission

Imagine possibilities

We build a culture of innovation, supporting new ideas, risk taking and forward thinking in service of our vision.

Discover opportunities

We actively respond to those who are underserved, are inspired by and learn from our communities, and meet people where they are.

Connect with our community

We intentionally design our space, our programs and classes, and our customer service to reach our community, fostering and strengthening connection for One Henderson

Henderson Libraries’ Strategic Goals

Goal 1: Build & share our story. Get clear on our own story—who we are and what we do—then share that story to bring new people into our physical and virtual spaces.

Goal 2: Plan and improve spaces to meet needs. Update and improve our current spaces in response to our community’s needs, and intentionally plan responsive new spaces as Henderson grows.

Goal 3: Build a culture of belonging. Offer programs and services responding to and reflecting the range of diversity in our community, so that everyone knows they belong.

Goal 4: Grow our team. Hire intentionally to support a sustainable workload for all employees, and foster personal and professional growth for each employee as they move through their career

Goal 5: Create a culture of psychological safety. Define and build systems and processes that open safe spaces for communicating authentically, building trust, and supporting one another’s learning and growth

2024-2029

STRATEGIC PLAN

The goal of Henderson Libraries is to provide a third space that offers free programs and services responsive to the needs of all people in Henderson. Success is measured simply: *Increased community engagement with the library through facilities, programs and services, in particular from underserved populations.* These five five-year goals amplify particular areas of need to continue to work towards this overarching goal.



PLAN AND IMPROVE SPACES TO MEET NEEDS

Update and improve our current spaces in response to our community's needs, and intentionally plan responsive new spaces as Henderson grows.



BUILD & SHARE OUR STORY

Get clear on our own story—who we are and what we do—then share that story to bring new people into our physical and virtual spaces.



BUILD A CULTURE OF BELONGING

Offer programs and services responding to and reflecting the range of diversity in our community, so that everyone knows they belong.



GROW OUR TEAM

Hire intentionally to support a sustainable workload for all employees, and foster personal and professional growth for each employee as they move through their career.



CREATE A CULTURE OF PSYCHOLOGICAL SAFETY

Define and build systems and processes that open safe spaces for communicating authentically, building trust, and supporting one another's learning and growth.



FOSTERING CONNECTION AND COMMUNITY



FREE AND EQUAL ACCESS



INCLUSIVE AND WELCOMING



CARING AND COMMITTED



FLEXIBLE AND RESPONSIVE



COMMUNITY CENTERED



OFFERING A THIRD SPACE

Henderson Libraries' Strategic Goals

The goal of Henderson Libraries is to provide a third space (informal public gathering place) that offers free programs and services responsive to the needs of all people in Henderson. Success is measured simply: *Increased community engagement with the library through facilities, programs and services, in particular from underserved populations.*

The five five-year goals below amplify particular areas of need to continue to work towards this overarching goal.

Strategic Goal 1: Build & share our story

Get clear on our own story—who we are and what we do—then share that story to bring new people into our physical and virtual spaces.

Context

Far too many people in our community do not know enough about the services and resources offered by Henderson Libraries, and we need to get better at telling people who we are and what we have to offer. We should get clear for ourselves on our story—who are we and what do we have to offer? How do we want to tell this story? We also need to understand our community more fully. There are people we aren't yet reaching through outreach—who are they and where are they? What do they need? Many people don't actually understand what a library offers in this day and age—they have an image of a library from their childhood. But libraries have moved into the modern age; we need to reach people with what a modern library is so that they understand what it has to offer them, now.



What it looks like to reach this goal

- Increased engagement across library communications platforms
- Increased engagement of underserved communities
- Increased overall engagement with Henderson Libraries through programs and services
- Henderson Libraries employees tell the same shared story when communicating about the library

Objectives

- Define and codify our story
- Integrate library shared story into our library staff training
- Conduct a community assessment/diagnostic: Figure out who we need to reach and find out where they are (underserved)
- Build a marketing function
- Build outreach partnering capacity aligned with community needs



Strategic Goal 2: Plan and improve spaces to meet needs

Update and improve our current spaces in response to our community's needs, and intentionally plan responsive new spaces as Henderson grows.

Context

We have space, and we'll only be able to grow so much, so we need to do the best we can to use the space we currently have as effectively and efficiently as possible to respond to our community's interests and needs. We will assess our current space usage and make changes and updates. We will also plan ahead intentionally looking at our growth needs in line with Henderson's growth so that we are prepared to build, and can use any new space as effectively and efficiently as possible in response to community needs as well.

What it feels like to reach this goal

- Improvement in condition and maintenance of library space
- Increase in useable space across Henderson Libraries
- Increased satisfaction of library users with physical space

Objectives

- Build out a Facilities function
- Build out an internal Space Planning function
- Develop an expansion strategy

Strategic Goal 3: Build a culture of belonging

Offer programs and services responding to and reflecting the range of diversity in our community, so that everyone knows they belong.

Context

Libraries are for everyone—they are among the few public spaces left for our community. We want all members of our community to know that not only are they welcome here, they belong. We will do so by deepening our understanding of our community: who they are, where they are and what they need to support their thriving. We will develop programs, services and support to reflect our community, in particular those who are underserved, and we will iterate and flex as needs shift and change over time. We will also start from within, ensuring that our own employees feel a sense of belonging so that they can help to foster it for our community.

What it looks like to reach this goal

- Increased perception of belonging by population segments of Henderson community
- Increased perception of belonging by Henderson Libraries employees

Objectives

- Develop a process for clearly identifying and understanding unmet community interests and needs
- Develop programs & services that reflect our community
- Listen and respond to team input and feedback



Strategic Goal 4: Grow our team

Hire intentionally to support a sustainable workload for all employees, and foster personal and professional growth for each employee as they move through their career.

Context

We want to build a workforce that supports employee thriving. This means having the roles we need to support the Libraries' functioning as well as employee's wellbeing. This also means supporting employees in their career growth in creative and innovative ways, so that they stay engaged, fulfilled and committed. We creatively problem solve, solving for how we can create an environment that fosters personal and professional growth and satisfaction within our current circumstances and constraints.

What it looks like to reach this goal

- Alignment of staffing to ensure roles and responsibilities meet community and organizational needs
- Improved professional development function
- Improvement in employee performance and evaluations
- Increased employee career satisfaction

Objectives

- Ensure staffing plan supports organizational needs
- Build meaningful employee engagement throughout the employee lifecycle
- Prioritize professional development
- Build out consistent clear, standardized training (onboarding, new location, new programs, etc)



Strategic Goal 5: Create a culture of psychological safety

Define and build systems and processes that open safe spaces for communicating authentically, building trust, and supporting one another's learning and growth.

Context

We know that a core component of a healthy work environment is feeling psychological safety, and we know that we have room to grow. We want all employees to feel comfortable speaking their own thoughts and to one another in constructive ways—this includes having difficult conversations. A driver of psychological safety is transparency supported by clear and consistent (and consistently applied) expectations backed by clear and consistent (and consistently applied) systems and processes. This is where we will start, supplemented with guidance around communication and collaboration: how we engage and work with one another grounded in a shared purpose.



What it looks like to reach this goal

- Shared definition and understanding of psychological safety by employees
- Increased perception of psychological safety by employees
- Standardized, clear consistent communication

Objectives

- Identify teams' definition and needs for psychological safety
- Develop clear, consistent & standardized employee expectations and training
- Build and maintain systems and processes supporting psychological safety