



MINUTES

Henderson District Public Libraries

Board of Trustees

Date: February 21, 2019

Time: 7:45 a.m.

Place: Paseo Verde Library, 280 S. Green Valley Pkwy., Henderson, Nevada

Notice is given that items on the agenda may be taken out of order. Two or more agenda items may be combined for consideration; items may be removed from the agenda or discussion delayed relating to an item on the agenda at any time.

Call to Order

Chair Mark McGinty called the meeting to order at 7:47 a.m.

Roll Call

Board present: Angela Brommel, Jim Frey, Cindy Herman, Mark McGinty, Kip Noschese, David Ortlipp, Bette Silverman

Board absent: None

Staff present: Lauren Dahlgren, Robbie DeBuff, Dana Friesen, Joy Gunn, Sean Hill, Gayle Hornaday, Jeff Salinas-Jenni, Betsy Johnson, Candace Kingsley, Melissa LaPorte, Chad Lenzini, Michelle Mazzanti, Jo Morrison, Heela Naqshband, Kate Peraza, Lisa Phelan, Lori Richardson, Marcie Smedley, Nicole Thomas, Vivian Tufano, Leona Vittum-Jones

Others present: Lois Brown, Diane Collins, Alexandra Costa, Leslie Finzer, Marc Futterman, CIVICTechnologies, Alan Lyford, Cindy Vallar, Kathleen Luttrell-Hawthorne

Approval of Agenda

Jim Frey made a motion to approve the agenda. Cindy Herman seconded the motion. The vote was unanimous.

Consent Agenda

These items are not expected to be controversial and will be considered together and approved in a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda. Items pulled from the Consent Agenda will be considered separately. All other consent items will be approved as one item.

CA-1 Approval of Minutes

January 17, 2019

CA-2 Review of Paid Invoices

January 2019

Cindy Herman made a motion to approve the consent agenda. Kip Noschese seconded the motion. The vote was unanimous.

Director's Report

Possible Board discussion of the Director's report or various staff reports highlighting various administrative and staff activities since the last meeting.

Cindy Vallar, president of Friends of Henderson Libraries, introduced the Library Tree Lane Committee members: Lois Brown, Diane Collins, Alexandra Costa, Leslie Finzer, and Kathleen Luttrell-Hawthorne. Diane Collins, a committee member for 14 years, said Library Tree Lane is always a challenge. The committee always tries to raise more money than the previous year. The committee members work well together and receive wonderful support from library staff. The Library Tree Lane committee presented Henderson Libraries Board a check for \$41,000. Friends' president, Cindy Vallar, thanked everyone on the Board for participating. The meeting adjourned at 7:50 a.m. for a photo opportunity. The meeting reconvened at 7:52 a.m. Mark McGinty thanked the Library Tree Lane committee. The gala is such a great event. David Ortlipp said the money is great, but it is even better to see people coming to the library for the gala that do not usually come into the library. Cindy Vallar said that inviting Richard Derrick to serve as honorary chair was a great idea. He did his job getting people there and even asked for extra tickets. Marcie Smedley said staff sees the year-round work that goes into the project and it is definitely hard-earned money. Marcie Smedley thanked the group for coming, presenting the check and for the hard work all year long. Cindy Vallar said the Big Give is coming up and there will be an event at the library. Jim Frey asked if it is a one-day event. Cindy Vallar responded yes, the Big Give is one day each year. This year the Big Give is the same day as the next Board meeting. Marcie Smedley said the library needs matching donors. If the Board knows anyone willing, please let Marcie Smedley know.

Lisa Phelan thanked each board member for coming to the birthday block party on February 2. The event went way beyond expectations. Although the weather did not play in our favor, it meant so much to see the Board there and have strong support. There was a great combination of community partners, districtwide staff, volunteers and animals. It is difficult to estimate, but staff believes about 2,500

people came through Paseo Verde Library that morning. Mark McGinty said the parking lot was full all the way to Green Valley Parkway. David Ortlipp said it was nice to see people here from the old part of Henderson. Lisa Phelan said the partnership with the Raiders brought in new people and a lot of excitement. Bette Silverman said people were getting library cards. Marcie Smedley said the team did a great job; it was a big event to pull off. Staff worked hard whether working the event or working short-staffed at the other libraries.

Marcie Smedley said the partnership with the Raiders is continuing and the *Rusher Reads 75* program rolls out in the next few weeks. The program encourages participants of all ages to read 75 hours during the district's 75th anniversary year. The Raiders are providing most of the prizes. Jim Frey mentioned another library district offers Golden Knights library cards. Can Henderson Libraries have a Raiders card? Marcie Smedley said it is already in the works.

Marcie Smedley thanked the Board for their response concerning Library Legislative Day. The Board's participation sends a different message than staff. Marcie Smedley will send out details about Library Legislative Day. The legislative session has started and the library district's attorney will provide bill-tracking information, free of charge, for bills important to Henderson Libraries.

Public Comment

Note: Comment will be taken on each agenda item as it is heard. Pursuant to Nevada's Open Meeting Law, action may not be taken on matters presented during this period until included on an agenda as an action item.

New Business

1. Discussion and possible Board action regarding change to open hours of Green Valley Library.

Marcie Smedley said the requested change of hours would align Green Valley and Gibson Library hours. We will gain 3 extra open hours. Paseo Verde Library is still a little different since it is open on Monday. The change will allow the district to be more consistent and provide more open hours in the morning. However, Green Valley Library will close an hour earlier on Friday and Saturday. The library is not well used from 5-6:00 p.m.; closing at 5:00 p.m. makes sense and provides for more efficient use of district materials. David Ortlipp said he liked having a location with the extra hour option. Marcie Smedley said staff looked at computer utilization; there is 10-20% utilization during that hour. At some point, staff quit doing a patron count. It was reestablished and monitored last week. There were 15 patrons at 5:30 p.m. on Friday and 16 at 5:30 p.m. on Saturday. The extra open hour creates staffing problems. If a staff member comes over from another library, it affects the staff member's whole schedule due to the extra hour. Cindy Herman said if staff has done the research she is supportive, and asked if there will be better patron counts in the future. Marcie Smedley said yes, patron counts have resumed. The guard will take a count every hour, on the half hour. There is a fair amount of teen usage the last hour, but the rest of the building is not well used. Cindy Herman said staff could focus on teen after-hours programs. Marcie Smedley agreed and said there are after-hours events planned. Jim Frey made a motion to approve changing the Green Valley Library hours to align with the Gibson Library hours. Bette Silverman seconded the motion. David Ortlipp dissented. The motion carried, with six yes votes and one no vote.

2. Discussion and possible Board action regarding approval of Dress Code Policy.

Marcie Smedley said the library district does not have a formal dress code policy. This is concerning for both staff and managers, who need guidelines. Henderson Libraries supports a casual work environment. This dress code is still casual, but prohibits inappropriate attire. Occasionally, people show up in attire that is not work appropriate. Jim Frey asked if this has been an issue. Marcie Smedley said there have been instances where managers said they need guidelines. Jim Frey asked if staff have vetted the proposed dress code policy. Marcie Smedley said yes, the management team created the policy. The managers reviewed policies from other entities to decide what was important for the library district policy. Cindy Herman said she is in full support of the policy, but asked if this is not an administrative policy. The director and managers should have flexibility to do this without going before the Board. Marcie Smedley said the Board sets policy and this will be part of the personnel policy. Kip Noschese said the policy looks good, very straightforward. David Ortlipp asked if the policy would extend to shelvers and volunteers. Marcie Smedley said shelvers are included and teen volunteers dress according to school dress code policy. Marcie Smedley will check to see what guidelines are available for volunteers. Cindy Herman made a motion to approve the Dress Code Policy. Kip Noschese seconded the motion. The vote was unanimous.

Old Business

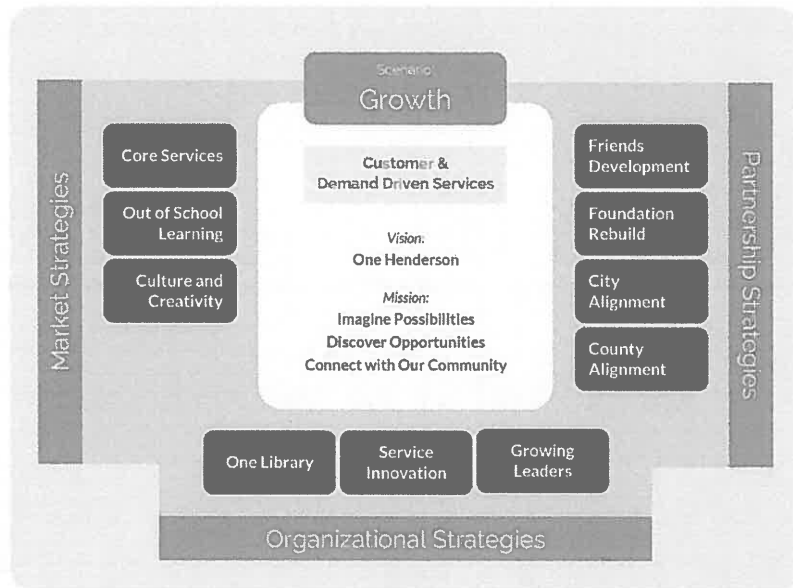
1. Discussion and possible Board action regarding the Strategic Plan.

Marcie Smedley said the Board has received an electronic copy of the entire strategic plan. This is a culmination of six months of hard work. The management team has worked very hard, with input across the board, and turned that work over to Marc Futterman of CIVICTechnologies. Marc Futterman addressed the Board to present and seek approval for the final strategic plan: Marc Futterman said he has been here twice to show the Board details of the strategic plan. Today will be a brief introduction and highlights of the completed strategic plan. Some details, but not all, will be included. The highlights will include the introduction, document review, implementation (which is new to the Board), and then Marcie Smedley will talk about what is next. Mr. Futterman said he will try to make the presentation as interactive as possible and told the Board to feel free to ask questions at any time during the presentation. There is a series of documents prepared that present the strategic plan as a whole. The main document is the strategic plan report. It includes a lot of background material, the plan itself and implementation information. If you pare it down, there is an executive summary of about 20 pages. The first three appendices are logic models: market strategies, organizational development strategies and partnership strategies. The last three

appendices, community assessments, findings market segments, and findings organizational assessments are just memory items to document the journey. Marc Futterman displayed and discussed the following slides:



Strategy framework





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	1a	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Core Services	CS2. Community Events	1a	R	R	R	R	R	R	R	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	R	R	R	R	R
Market Alignment	Core Services	CS4. Customer Engagement	1b					R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Core Services	CS5. Physical Collection and Resources	3									R	R	R	R	R	R	R	R
Market Alignment	Core Services	CS6. Digital Collection and Resources	1b					R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Core Services	CS7. Community Technology Centers	3									R	R	R	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	R	R	R	R	R
Market Alignment	Out of School Learning	OSL2. Children Reading at Grade Level	1a	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Out of School Learning	OSL3. STEAM Services	1a	R	R	R	R	R	R	R	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	R	R	R
Market Alignment	Out of School Learning	OSL5. Learning for Achievement	3									R	R	R	R	R	R	R	R
Market Alignment	Out of School Learning	OSL6. Learning for Career Development	1b					R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Culture and Creativity	CC1. Cultural Connections	1b					R	R	R	R	R	R	R	R	R	R	R	R
Market Alignment	Culture and Creativity	CC2. Design Thinking & Activities	3									R	R	R	R	R	R	R	R
Market Alignment	Culture and Creativity	CC3. Virtual Community	1a	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R

Launch F = Foundational
Ongoing 1 = Priority One
Workset 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	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	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	R	R	R	R	R	R	R
Org Dev/Staff Alignment	One Library	OL3. Team Development: Build on Strengths	1					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff Alignment	One Library	OL4. Team Development: Recruitment	1					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff Alignment	One Library	OL5. Evolve Cultural Language	2					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff	One Library	OL6. 360 Communications	F	R	R	R	R	R	R	R	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	R	R	R	R
Org Dev/Staff Alignment	Service Innovation	SI2. Rapid Prototyping	1					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff Alignment	Service Innovation	SI3. Design Thinking	F	R	R	R	R	R	R	R	R	R	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	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	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	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	R	R	R	R
Org Dev/Staff Alignment	Growing Leaders	GL2. Leadership Education	1					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff Alignment	Growing Leaders	GL3. Individual Career Objectives	1					R	R	R	R	R	R	R	R	R	R	R	R
Org Dev/Staff Alignment	Growing Leaders	GL4. Implement Quarterly Coaching Sessions	1					R	R	R	R	R	R	R	R	R	R	R	R

Launch F = Foundational
Ongoing 1 = Priority One
Workset 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																
Partnership Alignment	Friends Development	Friends 2. Volunteer Database and Scheduling Software	F																
Partnership Alignment	Friends Development	Friends 3. Volunteer Training and Manual	F																
Partnership Alignment	Friends Development	Friends 4. Board Training and Manual	1																
Partnership Alignment	Friends Development	Friends 5. Streamline Work Processes	2																
Partnership Alignment	Foundation Rebuild	Foundation 1. Business Plan	F																
Partnership Alignment	Foundation Rebuild	Foundation 2. Board Training and Manual	1																
Partnership Alignment	Foundation Rebuild	Foundation 3. Fundraising	2																
Partnership Alignment	City Alignment	City 1. Initiative Alignment	F																
Partnership Alignment	City Alignment	City 2. Annual Plan	1																
Partnership Alignment	City Alignment	City 3. Communications and Engagement	2																
Partnership Alignment	County Alignment	County 1. Initiative Alignment	F																
Partnership Alignment	County Alignment	County 2. Annual Plan	1																
Partnership Alignment	County Alignment	County 3. Communications and Engagement	2																

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



Core Services Strategy Overview

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 teams ground rules

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	Advices 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 Baggott	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 Wirsting	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-Warhan	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

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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

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Meta strategies

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

<h3>Facility Strategy</h3> <p>Key elements in developing a facilities strategy leading to a facilities master plan:</p> <ol style="list-style-type: none"> 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 	<h3>Marketing and Communication Strategy</h3> <ol style="list-style-type: none"> 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.).
<h3>Financial Strategy</h3> <ol style="list-style-type: none"> 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. 	<h3>Assessment and Metrics Strategy</h3> <p>Prepare a comprehensive assessment and metrics plan including:</p> <ol style="list-style-type: none"> 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

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Marc Futterman thanked all of the library teams – planning, coordination and leadership. His job was to be a catalyst to change thinking and language and set a series of interactive workshops in a logical sequence. The information from the workshops steered the direction and transformed data into a cohesive document. Without staff, none of this would have happened.

Marcie Smedley said the next steps are rolling out and implementing the plan. There is an internal leadership workshop today after the Board meeting. Discussion will focus on what to do for implementation of the strategic plan. There will be a close look at the highly matrixed team and how we can support that environment in our organization. Tomorrow, all libraries will open late so staff may attend an informational roll out meeting. There will be 2 hours to go through each of the initiatives and share the pertinent information. Next week, all staff will identify their top 3 initiatives on both the market and organizational sides. Once in place, teams will meet and decide what needs to be done to roll out their initiative. We will be looking at meeting structures. When talking to initiative owners, most said they are just not sure what this looks like. That is okay. We are all learning this process together. This will be a benefit to our organization. Everyone is excited.

As far as the Board goes, Marcie Smedley has been “living the plan”, knows it inside and out, and will need help from the Board; her job will be to make you very familiar with it. It will be necessary to leverage connections to support partnership alignment and development. Building the foundation board will be a priority; it is important to identify people who will support fundraising in a more aggressive manner. Marcie Smedley will need the Board’s help making those connections. As owners identify the partnerships they need to put in place to make *their* initiatives work, we will be looking to the Board for help and connections. We all have relationships in the community that will serve us well. We all look forward to having a more vocal Board in advocacy. The legislative issues, talking to elected officials, are good trends the Board is setting. Discussion must start about a future tax initiative. This is what is on the horizon right now. As we delve deeper into the strategic plan, wherever you see your strengths aligning, (as we are aligning our strengths internally), your help with rolling this out will be beneficial to Henderson Libraries. We all look forward to the success we will see using this plan to guide us, the impact we will have on the community and look forward having each Board and team member as part of that.

There is a lot of work ahead. Marc Futterman says the work is done, but now it really begins. We all have a passion for the work. Having seen what the needs are in our community from the community assessment, we can align our focus and priorities with what needs done. It is good work that we are getting ready to dig into.

Through the process a lot of the organizational development has been set up that will nurture the team's professional growth, supporting change and team efforts. Marcie Smedley looks forward to seeing what this means with Henderson Libraries as a trendsetter in the industry. There are many exciting things on the horizon. Marcie Smedley is looking forward to working with everyone, Board, staff and community partners, to make the strategic plan a success. This is a lot of documentation, but it will be a great tool moving forward.

Jim Frey thanked Marc Futterman for his effort and said many flow charts laying out organizational plans do not assign responsibilities to individuals. This plan lays out responsibility and ultimately accountability. It will certainly help this plan move along, instead of ending up shelved and looked at again in another 5 years. It is an important part of having a successful plan. Mark McGinty said when a switch is made to a matrix-driven organization some titles are still needed, like "staff". Titles like team members, operators, small owners, are empowering. Some hurdles will need to be broken down. When one asks "Am I really empowered?" it will bring in some doubt. When in doubt, go back to the plan. Cindy Herman said it is a new way of thinking. There will be challenges, but an excellent foundation is set. Cindy Herman asked if Marcie Smedley envisions developing some sort of a public roll out about the future of the libraries. It would be a great start to laying the foundation and informing the public and key partners (city, county, school district) so they are aware of where the district is going and to formulate into some sort of support going into a tax initiative. Marcie Smedley responded the document will be available or anyone to view, but meetings and presentations are being scheduled to hit home with public groups and focusing on marketing strategies, how Henderson Libraries is fulfilling the needs in the community, driving and impacting the community and bridging the gaps where services just aren't provided. This is definitely part of the plan. Cindy Herman said if board members need to go to key events, do not hesitate to ask.

David Ortlipp asked about the review process. Some of the funds came from grants. Those agencies will require accounting. Marcie Smedley said during the first year we will have constant review. Then reviews will be further apart. There will be rapid prototyping –how do we start new services and then turn them into foundational services. That initiative will look at what does that review process look like. How do we prototype? Identify something is working, cement it into a service that is sticking. How do we keep reviewing to tweak when needed or sunset when needed. Bette Silverman recommended keeping detailed journals to be able to present a fantastic workshop at ALA [America Library Association] for libraries thinking about strategic planning but afraid to put their foot in the water. Marcie Smedley said it is a good suggestion. Documentation will be helpful in many ways. Through this process, we are looking at ourselves as an organization that is setting pace in the library industry just by virtue of the plan and being able to tell the story.

Cindy Herman made a motion to accept the strategic plan. Jim Frey seconded the motion. The vote was unanimous.

Announcements

The next Board meeting will be **March 21, 2019 at the GIBSON LIBRARY, 100 W. Lake Mead Pkwy.**, Henderson, Nevada.

Public Comment

Note: Pursuant to Nevada's Open Meeting Law, action may not be taken on matters presented during this period until included on a future agenda as an action item.

Adjournment

The meeting adjourned at 8:45.

Pursuant to NRS 241.020, written notice of the meeting of Henderson District Public Libraries' Board of Trustees was posted by February 14, 2019, at least three (3) business days before the meeting, including in the notice the time, place, location and agenda of the meeting. Details of the agenda are available by calling the administrative offices at 702-207-4298.

Posted at Green Valley Library, James I. Gibson Library, Paseo Verde Library, City of Henderson-City Clerk, and the Henderson Libraries website.