



HENDERSON LIBRARIES

Strategic Plan Updates – 2021

Updates adopted by Henderson Libraries Board of Trustees on January 21, 2021.

For 2019-2024 Plan please see: <https://henderson.libnet.info/images/pdfs/henderson/StrategicPlan2019-ExecutiveSummary.pdf>

Framework:



Scenario: Growth

To continue on a path toward growth with a focus on customer and demand driven services Henderson Libraries will be introducing a new service model, the Neighborhood Library. The first of these will be deployed at the existing Green Valley Library location. This will free up staffing resources to also offer a Neighborhood Library in West Henderson, as well as roll out our Customer Care Department to better serve our community.

Market Strategies Update

Core Services

<p><i>CS1: Outreach (Combined CS1 Pop-Up Locations & CS2 Community Events)</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • At least 50% of team has attended an outreach event • Henderson Libraries represented at over 50 community events • Reached over 1100 community members and registered over 50 new library users between September 2019 and March 2020 • Built partnerships in specific geographic areas • Supported initiative-specific outreach events
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Continue to increase presence in West Henderson in preparation for a facility there • Finish the development of Ambassador training and tools for outreach efforts • Research to prioritize outreach • Continue to research vehicles and/or new opportunities for pop up libraries
<p><i>CS3.5: Customer Service Language & Engagement (Combined CS3 Customer Service Language & CS4 Customer Engagement)</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Completed internal survey on customer service language • Updates to website to reflect better customer service language • Development of Customer Service Pledge (implementation delayed due to pandemic) • Created spreadsheet to track and identify trends in requests from customers.
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Development of customer service language to support new service models (i.e. Customer Care Team) • Continue to identify existing customer experiences to identify how to best serve our community

<i>CS5: Physical Collection & Resources</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Refined centralized selection team to streamline selection processes • Implemented new selection model utilizing software to assist in making data-driven decisions • Created and distributed new weeding standards • Reviewed/revised standing orders • Worked with CS6 and librarians to critically review periodicals and shift from physical materials to digital subscriptions due to COVID-19 challenges
	<p>Priority Level for 2021: Medium</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Development of collections for Neighborhood Libraries

<i>CS6: Digital Collections & Resources</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Increased budgeting for digital resources • Streamlined digital collection selection process • Worked with CS5 and librarians to critically review periodicals and shift from physical materials to digital subscriptions due to COVID-19 challenges
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Continue to support digital resources for use – particularly during library facility closures

<i>CS7: Community Technology Centers</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Completed research and development for STEAM Center • Worked with OSL3 to present and expand virtual reality programming
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Due to restrictions as a result of the pandemic there are no priorities identified for 2021

Out of School Learning

<i>OSL1: Children Ready to Enter Pre-K</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Rolled out Born to Read program in partnership with Henderson Hospital • Implemented Every Child Ready to Read training, a research-based method, for all youth services team members to use in all 0-5 storytimes • Added early literacy resources to HL website • Adapted programming for digital participation
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Maintain partnerships, training activities, and virtual programming

<i>OSL2: Children Reading at Grade Level</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Adapted Summer Reading Challenge to an all-virtual program • Adapted programming for digital participation • Shared digital resources with all Henderson CCSD schools • Implemented an online Winter Reading Program to increase virtual engagement
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Maintain programs and relationships to support distance learning

<i>OSL3: STEAM Services</i>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Developed community partnerships for future programming • Worked with CS7 to present and expand virtual reality programming • Adapted programming for digital participation
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Maintain virtual programming to support STEAM education

<i>OSL4: Learning for Leisure</i>	Accomplishments: <ul style="list-style-type: none"> Adapted programming for digital participation Hosted Nevada Hidden History Lecture series Hosted virtual health series with Touro University Worked with districtwide adult services team to implement activity kits for adults to participate in additional remote programming opportunities
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> Maintain virtual programming to support community interests

<i>OSL6.5: Learning for Career Achievement (Combined OLS5 Learning for Achievement and OSL6 Learning for Career Development)</i>	Accomplishments: <ul style="list-style-type: none"> Creation and implementation of VIBE Tech Networking Event (to be held virtually in 2021) Creation of virtual interview help programming (to be implemented in 2021) Developed Career and Business Help resource pages for HL website to support individuals and businesses affected by COVID-19
	Priority Level for 2021: High
	Areas(s) of Focus: <ul style="list-style-type: none"> Identify and work toward supports for job seekers and small businesses

<i>OSL7: Teen Services</i>	This initiative is just being formed and work has not been started yet
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> Maintain virtual programming for teens

Culture & Creativity

<p><i>CC1: Cultural Connections</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Presented cultural programming to the community through in-person and virtual programming, as well as through kits that could be picked up by community members • Implemented Rainbow Connection & Collection – programs and materials for LGBTQ community • Presented timely anti-racism programming • Adapted programming for digital participation
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Maintain virtual programming
<p><i>CC2: Design Thinking & Activities (Combined CC2: Design Thinking & Activities and SI3: Design Thinking)</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Initiative team members trained in Design Thinking • Performed training for HL team members in Design Thinking • Working with initiative teams to design think through challenges
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Due to restrictions as a result of the pandemic there are no priorities identified for 2021
<p><i>CC3: Digital Community</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> • Launched digital library card • Engaged on virtual platforms to increase digital community as follows*: Facebook followers increased by 53% Instagram followers increased by 63% Twitter followers increased by 20% <p>*Increases are measured from early 2019 (time at implementation of Strategic Plan) through early 2021</p>
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> • Communicate on digital platforms with community in response to library facility closures

Organizational Strategies Update

One Library

<p><i>OL1: Realignment & Building on Strengths</i> (Combined OL1: Reorganization & Realignment and OL3: Team Development: Build on Strengths)</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> All HL team members take Gallup's Strengths Assessment at six-month anniversary Team strengths identified and shared Realignment to include HR consultant
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Support realignment to include new customer care team and neighborhood library teams Restructure initiative teams/membership of teams
<p><i>OL2: Strategic Budgeting & Koi Pond</i> (Combined OL2: Strategic Budgeting and SI2: Rapid Prototyping)</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Aligned budget with initiatives Successfully completed internal rapid prototyping competition (which resulted in innovative programs)
	<p>Priority Level for 2021: Medium</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Koi Pond Competition for innovation to support new challenges Maintain alignment of budget with initiatives
<p><i>OL4: Team Development: Recruitment</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Identified new processes for recruitment, interviewing, onboarding Compiled interview question bank Provided manager training for recruitment and retention through Pryor Learning Solutions Reviewed policies and suggested updates Identified new platforms for external job postings Created new Kronos/email scripts for the recruitment process
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Complete proposal for new processes for recruitment, interviewing, onboarding for adoption

<p><i>OL5.5: Communication & Cultural Language</i> (Combined OL5: Evolve Cultural Language and OL6: 360 Communications)</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> HL adoption of Microsoft Teams as a communication platform
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Additional training on Teams (and it's new functions) Survey team members to identify barriers to using Teams Identify a plan and create a schedule for transitioning some communications exclusively to Teams

Service Innovation

<p><i>SI1: Sunsetting & Streamlining Back-end Processes</i> (Combined SI1: Service Development & Sunsetting and SI6: Streamline Back-end Process)</p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Adoption of Customer Care Team Implementation of Automated Materials Handling at PVL Research for "Deadwood Removal Plan"
	<p>Priority Level for 2021: High</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Support implementation of Customer Care Team Research for implementation of Automated Materials Handling at GIB & GRE Identify services to sunset as new services are rolled out Documenting current processes

<p><i>SI4: New Challenges New Skills</i></p>	<p>Accomplishments:</p> <ul style="list-style-type: none"> Introduction of internal newsletter to highlight trends in library services & other trends of interest
	<p>Priority Level for 2021: Low</p>
	<p>Areas(s) of Focus:</p> <ul style="list-style-type: none"> Due to restrictions as a result of the pandemic there are no priorities identified for 2021

<i>SI5: Project & Time Planning & Management</i>	Accomplishments: <ul style="list-style-type: none"> • Research and development for project planning toolkit
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> • Identify a process for utilizing project planning tools in Teams

Growing Leaders

<i>GL1: See It, Own It, Fix It</i>	Accomplishments: <ul style="list-style-type: none"> • Created Problems & Solutions Channel on Teams through which team members can identify problems and work collaboratively toward solutions
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> • Maintain Problems & Solutions Channel

<i>GL2: Leadership Education</i>	Accomplishments: <ul style="list-style-type: none"> • Modified and took responsibility for HL mentoring program • Worked with Training Committee to identify leadership training opportunities
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> • Due to restrictions as a result of the pandemic there are no priorities identified for 2021

GL3.5: Individual Career Objectives & Coaching (Combined GL3: Individual Career Objectives and GL4: Implement Quarterly Coaching Sessions)	Accomplishments: <ul style="list-style-type: none"> • Implemented career objectives which team members update annually • Implemented quarterly coaching, then revised for biannual coaching sessions
	Priority Level for 2021: High
	Areas(s) of Focus: <ul style="list-style-type: none"> • Ensure coaching supports team members through upcoming organizational changes • Annual update from Admin to add questions that support coaching team members in the adoption of districtwide guidelines and goals

Partnership Strategies Update

Friends Development

<i>Friends 1: Business Plan</i>	Accomplishments: <ul style="list-style-type: none"> • HL supported FOHL 2020 Business Plan
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> • Review and support FOHL 2021 Business Plan

<i>Friends 2: Membership Database & Volunteer Scheduling Software</i>	Accomplishments: <ul style="list-style-type: none"> • HL worked with FOHL to identify appropriate membership database software (which hasn't been implemented due to pandemic)
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> • Support FOHL when ready to move forward with implementation

<i>Friends 3: Volunteer Manual & Training</i>	Accomplishments: <ul style="list-style-type: none"> Identified potential volunteer program components – i.e. orientation, trainers
	Priority Level for 2021: High
	Areas(s) of Focus: <ul style="list-style-type: none"> Collaborate on development of pilot volunteer shelving program, including creation of orientation, training, and manual

<i>Friends 4: Board Manual & Training</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> None

<i>Friends 5: Streamline Work Processes</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> None

Foundation Rebuild

<i>Foundation 1: Business Plan</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Work with HLF on board development to support a team that prepares the business plan

<i>Foundation 2: Board Manual & Training</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Work with existing HLF board to create these documents to support board expansion and development

<i>Foundation 3: Fundraising</i>	Accomplishments: <ul style="list-style-type: none"> Donor mailer sent out in December 2020 for year-end fundraising efforts
	Priority Level for 2021: Low
	Areas(s) of Focus: <ul style="list-style-type: none"> None

City Alignment

<i>City 1: Initiatives Alignment</i>	Accomplishments: <ul style="list-style-type: none"> Connected with COH re: early literacy (Education Initiatives Officers); STEAM Education (COH pledged support for STEAM Center); elementary education (presented at March On: Education)
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Cross-reference Henderson Strong plan with HL Strategic Plan initiatives

<i>City 2: Annual Plan</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Develop plan based on initiatives cross-referenced

<i>City 3: Communications & Engagement</i>	Accomplishments: <ul style="list-style-type: none"> Achieved engagement with Mayor/Council, City Manager
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Develop/implement communications plan based on initiative alignment

County Alignment

<i>County 1: Initiatives Alignment</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Cross-reference Southern Nevada Strong plan with HL Strategic Plan initiatives

<i>County 2: Annual Plan</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Develop plan based on initiatives cross-referenced

<i>County 3: Communications & Engagement</i>	Accomplishments: <ul style="list-style-type: none"> N/A
	Priority Level for 2021: Medium
	Areas(s) of Focus: <ul style="list-style-type: none"> Develop/implement communications plan based on initiative alignment