Final Document

2022 Strategic Plan Update

NORTH LAS VEGAS LIBRARY DISTRICT

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NORTH LAS VEGAS LIBRARY DISTRICT

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NORTH LAS VEGAS LIBRARY DISTRICT

Introduction

The plan...

Updates the previous successful strategic plan

Utilizes a data-driven and customer-focused approach

Employs a 3 to 5 year planning horizon

Addresses changing societal, state, county, and city conditions

Aligns with evolving city aspirations

Focuses on key community segments

Provides mission, vision, and organizational values statements

Utilizes a strategy framework

Presents service strategies, organizational strategies, and institutional strategies

Details out specific implementation phasing, actions, and measures

Mission, vision, values statements

NORTH LAS VEGAS LIBRARY DISTRICT

Mission, vision, and organizational values

Mission

In our city of many neighborhoods, we are the people and places that provide the educational resources to support students, grow careers, and enrich lives.

Vision

North Las Vegas has vibrant neighborhoods and strong families, represented by a diverse cultural and socioeconomic population. The Library's primary focus on childhood literacy from birth to 8 and workforce readiness revitalizes the community and encourages each generation in greater life success.

Organizational Values

To be an organization that always delivers customer-driven services, these values guide, inspire, and nourish us:

- Passion
- Innovation
- Collaboration
- Agility
- Success

Strategy framework

Strategic framework

Service Strategy

Description	The Library provides robust, responsive, engaging customer experiences through both in-person and virtual channels inside and outside of its buildings. Services evolve over time based on customer feedback and community needs and interests. Staff engages with the community in targeted ways with the goal of building customer relationships that drive library use.
Outcome	A literate and engaged community that uses their library.

NORTH LAS VEGAS LIBRARY DISTRICT

Service Strategy:

Investments Overview

Item	*Investment 1*	*Investment 2*	*Investment 3*
	SS1. School Ready	**SS2. College Ready**	**SS3. Work Ready**
Initiatives	SS1-1. Services Data Validation SS1-2. Digital Library SS1-3. School Engagement SS1-4. Kindergarten Readiness SS1-5. Accelerate Reading K-3rd Grade	SS2-1. STEM Programming and Maker Space SS2-2. Adults Forward to College SS2-3. Career Path Exploration SS2-4. College Application Preparation Support SS2-5. Safe Place Initiative SS2-6. Teen Entrepreneur	SS3-1. Proactive Workforce Support, SANDI, Workforce Connections SS3-2. Renew Career Resource Center Services SS3-3. Workforce Skills and Computer Training SS3-4. Business Support Centers in Library SS3-5. Adult Literacy and ELL
Description	Focus resources for reading literacy, digital literacy, and health literacy that benefit children age 0 to 8.	A range of resources for teens, young adults including young parents, and veterans seeking to enter college and university including use of Nevada Career Explorer.	A range of workforce development resources for at-risk and lower middle class adults and teens to prosper and contribute to the city's economy.
Outcome	A city that recognizes the importance, value, and impact of the first eight years of a child's life on its long term economic vitality and quality of life.	Teens, young adults, and veterans prepared to be accepted to colleges and universities.	An empowered, productive, and entrepreneurial community.
How We Define Success	Children reading at grade level by 3rd grade.	Develop metrics for: • Number of customers served. • Resources consumed. • Number of people accepted to colleges and universities.	Develop metrics for: • Number of customers served. • Resources consumed. • Amount of time working with partners.

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IS1. School Ready Implementation:

SS1-1: Services Data Validation

Elements	*Description*
Description	Develop a metrics system to track and report on usage data including data and tools from third-party associates.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	• By 6.30.22: research off-the-shelf library industry data metrics systems. Prepare an implementation plan including methods to measure all library services and programs; select a vendor, software package, and implementation support; and, rollout a pilot usage measurement system including tracking and reporting. • By 12.31.22: using lessons learned from the pilot, implement the metrics system across all relevant aspects of the Library.
Key Resources	Include data from third-arty associates such as vendors, other city agencies, and partners such as SNUMA summer reading.
Measures	Objectives completed by 6.30.22 and 12.31.22, respectively.
Partnerships	Selected library industry data metrics vendor.
Ownership	Forrest

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IS1. School Ready Implementation:

SS1-2: Digital Library

Elements	*Description*
Description	Provide digital access including connectivity and devices, and resources, as educational and enrichment opportunities including with SNUMA.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: • Seek grant funding with respect to emergency connectivity. • Evaluate the budget to determine the percentage of collection development resources that should be shifted to digital collections. • Research available age and developmentally appropriate software and hardware packages. • Integrate competency testing into program; include digital badge or other motivations to generate desire in individuals to learn and show progress. • Launch pilot digital library. • Seek long-term subscription grant funding. • Research current databases and develop pathfinders based on grade level. • Develop presentations that can be used during school visits to teach students how and why to use appropiate databases.
Key Resources	To be determined.
Measures	Complete objectives by 6.30.22.
Partnerships	To be determined.
Ownership	Garett

IS1. School Ready Implementation:

SS1-3: School Engagement

Elements	*Description*
Description	Develop and implement targeted engagement with local school officials and teachers, including SNUMA, focused on reading and digital literacy, STEAM, and homework support.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: Prepare pre-K to 3rd grade resources for reading readiness and to boost grade level reading literacy skills; identify charter school, private school, CCSD staff and resources to support Library educational activities; and meet with selected charter school, private school, and CCSD staff to promote library usage.
Key Resources	Online, print educational support services and programs including grade level reading (e.g., Lexile level assessment, supporting collection, and usage).
Measures	• Complete objectives by 6.30.22. • Ultimately, measure number of students benefiting from Library services and programs (e.g., grade level reading literacy and use of other support materials).
Partnerships	• Charter and private schools throughout North Las Vegas • Clark County School District • Pre-schools and other learning outlets • Coordinate with volunteer initiative to ensure all volunteers understand options for service as older school age kids, parents, retired educators and other people can be very effective based upon their skill
Ownership	Forrest

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IS1. School Ready Implementation:

SS1-4: Kindergarten Readiness

Elements	*Description*
Description	Early literacy programming and resources including digital literacy resources to help children enter Kindergarten ready to learn.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: • Create early literacy standards for classes, based on Every Child Ready to Read. • Prepare range of resources including print, digital, and interactive. • Coordinate with other School Ready initiatives.
Key Resources	Identify a range of print, digital, and interactive resources.
Measures	Complete objectives by 6.30.22.
Partnerships	University of Nevada Cooperative Extension, CCSD Family Engagement Centers, daycare centers, and preschools.
Ownership	Shelly

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IS1. School Ready Implementation:

SS1-5: Accelerate Reading K-3rd Grade

Elements	*Description*
Description	Assist children, parents, and caregivers achieve grade level reading starting in kindergartten through 3rd grade including digital literacy, bibliographic instruction, skill level recommendations, interactive programs, and tutoring services, among others.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: • Focus on children reading at grade level from kindergarten up. • Develop reading literacy and digital literacy skills aligned with conjunction with state and national standards including researching applicable standards and model national initiatives, and seek input from LVCCLD (staff there are undertaking similar efforts). • Prepare a brief report that outlines a program based upon the research and identifies performance evaluation methodologies. • Implement a brief pilot project at one of the locations – ideally the service population with the most challenged reading skills. • After the pilot, prepare a brief written report on what is working and not working, and recommended changes for success. • Implement the program at the other locations.
Key Resources	• Identifying and communicating with target audiences. • Appropriate children's reading materials for varying skill levels.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 6.30.22. • Ultimately, the number of children reading at each grade level and the number of children competent at reading by the end of third grade.
Partnerships	Local schools including charter schools, private schools and CCSD.
Ownership	Shelly

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SS2. College Ready Implementation:

SS2-1: STEM Programming and Maker Space

Elements	*Description*
Description	Provide structured curriculum for STEM and maker spaces including interactive programs and self-study courses that will advance participant college applications and resumes.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: develop structured curriculum for STEM and maker spaces for interactive programs and self-study courses and rollout both interactive programs and self-study course pilot projects; develop in-house STEM programming and maker space expertise.
Key Resources	Staff interest for in-house expertise.
Measures	• Complete objectives by 12.31.22. • Ultimately, the number of participants, number of participants selecting STEM related career paths and gaining college acceptance.
Partnerships	UNLV Robotics Lab and STEM-based private sector robotics and engineering companies.
Ownership	Shelly

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SS2. College Ready Implementation:

SS2-2: Adults Forward to College

Elements	*Description*
Description	Assist young adults including young parents and veterans prepare college applications and access college-prep educational support.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: Prepare educational support materials and resources; develop in-house expertise on college application processes; and rollout educational support materials and resources and in-house application expertise.
Key Resources	• Research and select educational support materials and resources. • Staff interest for in-house expertise.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 12.31.22. • Ultimately, the number of participants and the number of participants gaining college acceptance.
Partnerships	CSN, UNLV, SANDI, and STEM-based private sector companies.
Ownership	Garett

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SS2. College Ready Implementation:

SS2-3: Career Path Exploration

Elements	*Description*
Description	Develop and provide resource access to high school students and young adults including Nevada Career Explorer, CSN, UNLV, SANDI, and STEM-related private sector companies.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: Develop and launch resources coordinated with partners; develop in-house expertise and trainer for Nevada Career Explorer; provide in-house training to other staff.
Key Resources	Staff interest for in-house expertise.
Measures	• Complete objectives by 12.31.22. • Ultimately, the number of participants and number of participants selecting career paths.
Partnerships	CSN, UNLV, Nevada Workforce Connections, and SANDI
Ownership	Forrest

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SS2. College Ready Implementation:

SS2-4: College Application Preparation Support

Elements	*Description*
Description	Develop in-house expertise to assist high school students, young adults, and veterans prepare college applications.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: develop in-house staff expertise and launch pilot project.
Key Resources	Staff interest for in-house expertise.
Measures	• Complete objectives by 12.31.22. • Ultimately, the number of participants and number of participants gaining collection acceptance.
Partnerships	CSN and UNLV
Ownership	Forrest

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SS2. College Ready Implementation:

SS2-5: Safe Place Initiative

Elements	*Description*
Description	Implement the Safe Place Initiative prevention program for youth under 18 in need of immediate help and safety.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: Implement resources related to the Safe Place Initiative.
Key Resources	To be determined.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 12.31.22. • Ultimately, the number of people helped by this service.
Partnerships	To be determined.
Ownership	Shelly

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SS2. College Ready Implementation:

SS2-6: Teen Entrepreneur

Elements	*Description*
Description	Develop information and programs to support teen entrepreneurship.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: develop resources and programs to support teen entrepreneurship including pilot project, in coordination with Vegas Valley business and other partners.
Key Resources	Partners to support including providing resources and marketing.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 12.31.22. • Ultimately, the number of participants in pilot and other projects, and the number of participants who go on to college and/or the work place.
Partnerships	Vegas Valley businesses TBD, CSN, UNLV, and local media
Ownership	Forrest

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SS3. Work Ready Implementation:

SS3-1: Proactive Workforce Support, SANDI, Workforce Connections

Elements	*Description*
Description	Develop and evolve proactive workforce support initially focused on SANDI and Workforce Connections.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: Identify customer career development opportunities starting with virtual reality (VR) facilitated by SANDI and continually seeking next-step opportunities with Workforce Connections.
Key Resources	VR and other equipment, along with usage training.
Measures	• Complete objectives by 6.30.22. • Ultimately, service usage such as number of participants and stats for each service consumed.
Partnerships	SANDI and Nevada Workforce Connections.
Ownership	Forrest

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SS3. Work Ready Implementation:

SS3-2: Renew Career Resource Center Services

Elements	*Description*
Description	Develop and evolve relevant and timely Career Resource Center (CRC) services.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Prepare a written document that inventories existing CRC resrouces (including existing partner resources), describes customer needs, and identifies resource gaps. • Create an action plan to fill those gaps including type of information resources needed and available (e.g., Nevada Career Explorer, referral services, job openings), implementation schedule, costs, staffing, facility/equipment requirements, and success metrics.
Key Resources	To be determinted.
Measures	• Complete objectives by 9.30.22. • Ultimately, usage of CRC such as number of participants and stats for each service consumed.
Partnerships	To be determined.
Ownership	Garett

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SS3. Work Ready Implementation:

SS3-3: Workforce Skills and Computer Training

Elements	*Description*
Description	Through partnerships and in-house expertise, develop programs to support workforce "soft" skills and computer training.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Develop a program to facilitate instructional opportunities for soft based employment skills ideally working with partners who can provide such services. • Develop a program to provide computer training services to employment seekers focused on such items as basic computer skills, basic web and search skills, filling out online forms, creating email accounts, and access/navigation to key employment websites.
Key Resources	In-house staff expertise.
Measures	Complete objectives by 9.30.22.
Partnerships	Identify existing and/or new partners that can provide soft skills training.
Ownership	Shelly

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SS3. Work Ready Implementation:

SS3-4: Business Support Centers in Library

Elements	*Description*
Description	Expand the City Connections program with business support centers in the Alexander and Aliante libraries.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: ● Investigate with the City and Workforce Connections the requirements to located City Connections centers in the two facilities. ● Prepare a written requirements document addressing all related development and implementation issues including schedule, staffing, and costs/revenue sources. By 3.30.23: ● Prepare a memorandum of understanding with the related parties and then begin implementation.
Key Resources	Plan for business support centers in IS2-1 Renovation Feasibility Study.
Measures	Complete objectives by 12.31.22 and 3.30.23, respectively.
Partnerships	City and Workforce Connections
Ownership	Garett

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SS3. Work Ready Implementation:

SS3-5: Adult Literacy and ELL

Elements	*Description*
Description	Expand adult literacy and ELL services to people served by and in conjunction with community partners.
Phase	Priority 4: start in FY22-23 Q3 (Jan, Feb, Mar 2023)
Objectives and Schedule	By 3.31.23: Prepare an implementation plan for expanding existing adult literacy and ELL services including such elements as staffing, content, schedules, audience, marketing including communications channels, costs, and success measures.
Key Resources	To be determined.
Measures	• Complete objectives by 3.31.23. • Ultimately, develop metrics in the implementation plan including number of participants and English fluency levels.
Partnerships	Identify community partners that can provide access to an expanded market of participants in need.
Ownership	Shelly

Organizational Strategy

Description	Evolve a culture of innovation and professional practices across the organization with staff mindsets and work methods focused on sustained excellence and continual process improvement. Develop staff capacity and capabilities by actively building on strengths, and promoting learning and training opportunities to better meet new challenges.
Outcome	Self-motivated staff who embrace change, take risks, and proactively engage in ongoing learning in an effort to deliver high-level customer services.

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Organizational Strategy:

Investments Overview

Item	*Investment 1*	*Investment 2*
	OS1. Growth Tools	**OS2. Innovation Tools**
Initiatives	OS1-1. Targeted Training OS1-2. Accountability Tools and Communications	OS2-1. Emerging Trends Lab OS2-2. Idea-to-Implementation Process
Description	• Utilize library industry best practices to improve work processes. • Utilize private sector concepts to improve existing front-end and back-of-house workflows and work processes.	Evolve a culture of innovation and design thinking that leads to new service delivery and internal process improvements.
Outcome	• **Organization:** invest in resources that standardize general and departmental processes and procedures and that result in well trained, prepared, and knowledge staff, in order to reduce behind-the-scenes staff time and convert it to direct customer service. • **Staff:** actively seek and engage in work process improvements and increase personal productivity.	Services aligned with evolving community needs and interests, and staff critically seeks new ideas, adopts a learning-based "fail-fast" mindset, actively pursues design thinking, and moves from a scarcity to an abundance mentality.
How We Define Success	Develop metrics for: • Process time savings and productivity improvements including converted time to customer services. • Staff confidence in training, confidence, and knowledge. • Customer feedback.	Develop metrics for speed to develop and pilot new services.

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OS1. Growth Tools Implementation:

OS1-1: Targeted Training

Elements	*Description*
Description	Develop targeted training plans for each staff position, including early literacy training. Align training plans to implement strategic plan initiatives.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	• By 9.30.22: prepare training plan for each staff position. • By 3.31.23: all staff complete initial training for their respective staff positions.
Key Resources	Research and identify model training plans prepared by other public libraries.
Measures	• Complete objectives by 9.30.22 and 3.31.23, respectively. • Ultimately, staff can do their work more effectively, efficiently, and with greater creativity and enthusiasm.
Partnerships	To be determined.
Ownership	Garett

NORTH LAS VEGAS LIBRARY DISTRICT

OS1. Growth Tools Implementation:

OS1-2: Accountability Tools and Communications

Elements	*Description*
Description	• Work with staff to develop effective two-way communications, and foster positive and productive staff responses to management feedback. • Develop District-wide workplace standards, policies, procedures, and communications tools that promote and streamline staff work processes.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	By 12.31.22: • Update and rollout to all staff workplace standards, policies, and procedures documentation. • Upgrade communications software and streamline/standardize communications systems.
Key Resources	Research and identify model city and library industry wokrplace standards, policies, and procedures.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 12.31.22. • Ultimately, staff and management have more effective communications; and, staff has positive responses to management feedback.
Partnerships	To be determined.
Ownership	Garett

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OS2. Innovation Tools Implementation:

OS2-1: Emerging Trends Lab

Elements	*Description*
Description	Develop and implement an emerging trends lab (ETL) to identify potential new services that meet customer needs.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Design and implement the ETL including ground rules and roles/responsibilities. • Begin holding monthly meetings in which each staff participates in at least one lab quarterly.
Key Resources	Research ETL's other public libraries have implemented.
Measures	Complete objectives by 9.30.22.
Partnerships	To be determined.
Ownership	Shelly

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OS2. Innovation Tools Implementation:

OS2-2: Idea-to-Implementation Process

Elements	*Description*
Description	Develop innovation tools to implement the Idea-to-Implementation model.
Phase	Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	• By 12.31.22: Staff fully engage in learning the elements that comprise the idea-to-implementation process. • By 3.31.23: Apply the Idea-to-Implementation model to pilot three test services (services to be identified through the Emerging Trends Lab).
Key Resources	To be determined.
Measures	Complete objectives by 12.31.22 and 3.31.23, respectively.
Partnerships	To be determined.
Ownership	Shelly

Institutional Strategy

Description	The Library is one system comprised of multiple integrated service delivery methods including two buildings, digital services, and community engagement. The service approach is to provide highly engaging and responsive services both in-person and online. These investments will create a thriving, resilient, and future-focused organization with a robust foundation for service evolution during the life of the strategic plan (2022 and 2025) and beyond.
Outcome	An organization that acts as "One District" with a single, shared vision and inspired culture.

NORTH LAS VEGAS LIBRARY DISTRICT

Institutional Strategy:

Investments Overview

Item	*Investment 1*	*Investment 2*	*Investment 3*
	IS1. City Alignment	**IS2. Facilities Development**	**IS3. Community Engagement**
Initiatives	IS1-1. PIO/Communications Department Partnership IS1-2. Parks and Recreation Department Partnership IS1-3. Grants Administrator Partnership IS1-4. Education and Workforce Partnerships	IS2-1. Renovation Feasibility Study IS2-2. Capital Improvements Plan and Buidling Maintainence	IS3-1. Marketing IS3-2. Leadership Support and Advocacy IS3-3. Community Engagement
Description	Align Library initiatives with key city departments.	The two library buildings are expanded and/or revitalized with affirmative customer, community, and City support.	Actively engage the community including marketing and services outside of Library facilities.
Outcome	Leverage public resources across multiple departments, leverage customer and community benefits, reduce administrative costs, and increase administrative efficiencies.	Library buildings that are inspirational, comfortable, and flexible in order to meet evolving customer and community needs.	The Library is seen as the "go-to" place -- in-person, online, and in the community.
How We Define Success	Develop metrics that describe the Library's working relationships with selected city departments.	Funding commitments with community support to implement building renovations.	Develop metrics for increase in customer satsifaction, social media customer connections, and service and program use.

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IS1. City Alignment Implementation:

IS1-1: PIO/Communications Department Partnership

Elements	*Description*
Description	Engage in an active working relationship to 1) build the Library's market awaressness and 2) market Library services and programs.
Phase	Priority 1: start in FY21-22 Q2 (Oct, Nov, Dec 2021)Priority 3: start in FY22-23 Q2 (Oct, Nov, Dec 2022)
Objectives and Schedule	Building on the marketing strategy prepared in IS3-1, by 12.31.22: • Commence a general awareness marketing campaign. • Commence joint marketing of selected services, programs, events, etc. • Commence joint marketing of selected announcements such as grant awards, project launches, etc.
Key Resources	Completion of tasks within allocated timeframes.Marketing strategy prepared in IS3-1 Marketing.
Measures	• Complete objectives by 12.31.22. • Ultimately, increase in social media connections, online and in-person visitations, and resource usage.
Partnerships	PIO/Communications Department
Ownership	Forrest

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IS1. City Alignment Implementation:

IS1-2:Parks and Recreation Department Partnership

Elements	*Description*
Description	Engage in an active working relationship to 1) increase reach and 2) offer joint services and programs.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: • Work with Parks and Recreation Department to identify customers who would benefit from Library services and programs. • Identify joint services and programs. • Identify joint marketing and communications opportunities.
Key Resources	• Completion of tasks within allocated timeframes.Marketing strategy prepared in IS3-1 Marketing. • Advanced preparation of information to support working together.
Measures	• Complete objectives by 6.30.22. • Ultimately, frequency and ease of distributing marketing materials and increase in social media connections, online and in-person visitations, and resource usage.
Partnerships	City Parks and Recreation Department
Ownership	Forrest

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IS1. City Alignment Implementation:

IS1-3: Grants Administrator Partnership

Elements	*Description*
Description	Engage in an active working relationship to secure grant funding.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Obtain early input about service and program development, prototyping, piloting, and metrics. • Apply for grants to scale and rollout selected services and programs.
Key Resources	To be determined.
Measures	• Complete objectives by 9.30.22. • Ultimately, grant monies received to sustain services and programs.
Partnerships	City Grants Department
Ownership	Forrest

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IS1. City Alignment Implementation:

1S1-4: Education and Workforce Partnerships

Elements	*Description*
Description	Engage in active working relationships with selected organizations to support the Library's educational and workforce initiatives.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Identify improvements to existing partner relationships. • Seek new partner relationships.
Key Resources	Existing Library educational and workforce services, programs, and other resources.
Measures	• Complete objectives by 9.30.22. • Ultimately, renew and extend existing partner relationships. • Ultimately, new parternships that leverage existing educational and workforce services, programs, and other resources.
Partnerships	• Existing public, private, and nonprofit sector partners. • New partners to be determined.
Ownership	Forrest

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IS2. Facilities Development Implementation:

IS2-1: Renovation Feasibility Study

Elements	*Description*
Description	Investigate short-term and long-term facility expansion, renovation, and utilization at Alexander and Aliante.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: Prepare a long-term expansion/revitalization study for each location.
Key Resources	Consultant feasibility services.
Measures	Complete objectives by 9.30.22.
Partnerships	City departments including Administration and Finance.
Ownership	Forrest

IS2. City Alignment Implementation:

IS2-2: Capital Improvements and Building Maintainence

Elements	*Description*
Description	Engage in an active working relationship to secure capital funds and building maintainence funds and timely deferred maintainence and related services.
Phase	Priority 1: start in FY21-22 Q4 (Apr, May, Jun 2022)
Objectives and Schedule	By 6.30.22: • Annually maximize CIP funding. • On an ongoing basis, maximize building maintainence and custodial services.
Key Resources	Capital and building maintainence funds.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 6.30.22. • Amount of CIP funds. • Amount of building maintainence funds. • Timely deferred maintainence and related services.
Partnerships	City departments including Finance, and Building Maintainence and Custodial Services
Ownership	Forrest

IS3. Community Engagement Implementation:

IS3-1: Marketing

Elements	*Description*
Description	Prepare a comprehensive plan to market Library services and programs that clarifies audiences, messages, and distribution channels, and maximize existing tools to communicate with customers to promote Library services and programs.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Implement Patron Point to improve customer communication and feedback. • Complete a comprehensive branding strategy for the library that includes positioning, visual identity package, language and style guide, and staff rollout/training. By 12.31.22: Complete a comprehensive marketing strategy that identifies target audiences, messaging, communication channels, and frequency guidelines.
Key Resources	Implement Patron Point, consultant support for branding strategy, City Communications Department support for marketing strategy.
Measures	• Complete objectives by 6.30.22.- Complete objectives by 9.30.22 and 12.31.22. • Ultimately, frequency and ease of distributing marketing materials and increase in social media connections, online and in-person visitations, and resource usage.
Partnerships	To be determined.
Ownership	Forrest

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IS3. City Alignment Implementation:

IS3-2: Leadership Support and Advocacy

Elements	*Description*
Description	To promote Library services which benefit the community, actively engage with selected partners, colleagues, associates, board members, and other community leaders in the public, private, and nonprofit sectors.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	• By 9.30.22: Begin engaging individual contacts to identify areas of support and advocacy. • By 12.31.22: Establish on-going support and advocacy with all selected contacts.
Key Resources	Individual people at key public, private, and nonprofit sector organizations.
Measures	• Complete objectives by 9.30.22 and 12.31.22, respectively. • Ultimately, annual lists of support and advocacy accomplishments.
Partnerships	• Maximize all exsiting public, private, and nonprofit partnerships. • Identity potential new individuals and partnerships to support strategic plan inititives.
Ownership	Forrest

NORTH LAS VEGAS LIBRARY DISTRICT

IS3. City Alignment Implementation:

IS3-3: Community Engagement

Elements	*Description*
Description	Directly engage community members outside of the buildings in both formal and informal settings, including service delivery, community events, and partnerships.
Phase	Priority 2: start in FY22-23 Q1 (Jul, Aug, Sep 2022)
Objectives and Schedule	By 9.30.22: • Create an annual community events calendar that identifies at least one monthly event that the Library will attend. • Create a standardized community engagement kit (e.g., marketing materials, sample Library resources, card machine, etc.). • Work with existing and new nonprofit organizations to identify ways of engaging with their members to support the Library's mission and strategic plan. • Work with existing and new government agency partners to identify ways of engaging with their members to support the Library's mission and strategic plan.
Key Resources	To be determined.
Measures	• Complete objectives by 9.30.22. • Ultimately, increase number of community members interacting with the Library through social media connections, online and in-person visitations, and resource usage.
Partnerships	• Maximize engagement with akl exsiting public and nonprofit partnerships. • Identity potential new public and nonprofit partnerships to support strategic plan inititives.
Ownership	Forrest

Implementation and phasing

Implementation and phasing

Phasing is designed in quarterly increments.

Investments start dates are staggered by quarter.

Initiative start dates will be determined by the Library Director in light of stated completion dates.

There's a general 4-step process to implement investments, depicted in the figure below.

The specific nature of each initiative will lead to it's own unique method within this general 4-step process.

Key Map	Definitions
Launch (L)	**Launch:** period to prepare, procure things, test/stress test, refine, and launch.
Rollout (R)	**Rollout:** period to quickly adjust to feedback and scale.
Workout (W)	**Workout:** period to mature and evolve into stability.
Ongoing (OG/DR)	**OnGoing and Decision Review:** review each initiative for a decision of continue or sunset. If continue, what changes need to be made to maintain performance or if under performing, to meet intended metrics.

Implementation and phasing

Service Strategy

Investments	FY21-22 Q4 (Apr May Jun)	FY22-23 Q1 (Jul Aug Sep)	FY22-23 Q2 (Oct Nov Dec)	FY22-23 Q3 (Jan Feb Mar)	FY22-23 Q4 (Apr May Jun)	FY23-24 Q1 (Jul Aug Sep)	FY23-24 Q2 (Oct Nov Dec)	FY23-24 Q3 (Jan Feb Mar)	FY23-24 Q4 (Apr May Jun)	FY24-25 Q1 (Jul Aug Sep)	FY24-25 Q2 (Oct Nov Dec)	FY24-25 Q3 (Jan Feb Mar)	FY24-25 Q4 (Apr May Jun)	FY25-26 Q1 (Jul Aug Sep)	FY25-26 Q2 (Oct Nov Dec)	FY25-26 Q3 (Jan Feb Mar)	FY25-26 Q4 (Apr May Jun)
SS1. School Ready	L	R	W	W	W		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR
SS2. College Ready		L	R	W	W	W		OG/ DR		OG/DR		OG/ DR				OG/ DR	
SS3. Work Ready	L	R	W	W	W		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR

Organizational Strategy

Investments	FY21-22 Q4 (Apr May Jun)	FY22-23 Q1 (Jul Aug Sep)	FY22-23 Q2 (Oct Nov Dec)	FY22-23 Q3 (Jan Feb Mar)	FY22-23 Q4 (Apr May Jun)	FY23-24 Q1 (Jul Aug Sep)	FY23-24 Q2 (Oct Nov Dec)	FY23-24 Q3 (Jan Feb Mar)	FY23-24 Q4 (Apr May Jun)	FY24-25 Q1 (Jul Aug Sep)	FY24-25 Q2 (Oct Nov Dec)	FY24-25 Q3 (Jan Feb Mar)	FY24-25 Q4 (Apr May Jun)	FY25-26 Q1 (Jul Aug Sep)	FY25-26 Q2 (Oct Nov Dec)	FY25-26 Q3 (Jan Feb Mar)	FY25-26 Q4 (Apr May Jun)
OS1. Growth Tools		L	R	W	W	W		OG/ DR		OG/DR		OG/ DR		OG/DR		OG/ DR	
OS 2. Innovation Tools		L	R	W	W	W		OG/ DR		OG/DR		OG/ DR		OG/DR		OG/ DR	

Institutional Strategy

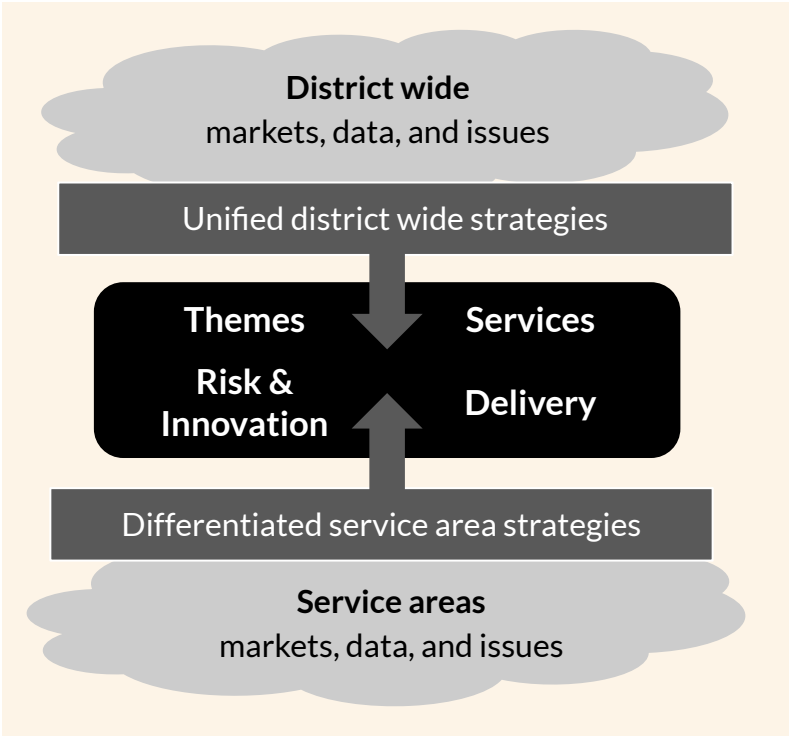
Investments	FY21-22 Q4 (Apr May Jun)	FY22-23 Q1 (Jul Aug Sep)	FY22-23 Q2 (Oct Nov Dec)	FY22-23 Q3 (Jan Feb Mar)	FY22-23 Q4 (Apr May Jun)	FY23-24 Q1 (Jul Aug Sep)	FY23-24 Q2 (Oct Nov Dec)	FY23-24 Q3 (Jan Feb Mar)	FY23-24 Q4 (Apr May Jun)	FY24-25 Q1 (Jul Aug Sep)	FY24-25 Q2 (Oct Nov Dec)	FY24-25 Q3 (Jan Feb Mar)	FY24-25 Q4 (Apr May Jun)	FY25-26 Q1 (Jul Aug Sep)	FY25-26 Q2 (Oct Nov Dec)	FY25-26 Q3 (Jan Feb Mar)	FY25-26 Q4 (Apr May Jun)
IS1. City Alignment	L	R	W	W	W		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR
IS2. Facilities Feasibility Plans		L	R	W	W	W		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR	
IS3. Community Engagement and Marketing		L	R	W	W	W		OG/ DR		OG/ DR		OG/ DR		OG/ DR		OG/ DR	

Key Map	Definitions
Launch (L)	**Launch:** period to prepare, procure things, test/stress test, refine, and launch.
Rollout (R)	**Rollout:** period to quickly adjust to feedback and scale.
Workout (W)	**Workout:** period to mature and evolve into stability.
Ongoing (OG/DR)	**OnGoing and Decision Review:** review each initiative for a decision of continue or sunset. If continue, what changes need to be made to maintain performance or if under performing, to meet intended metrics.

Appendix

Key planning elements

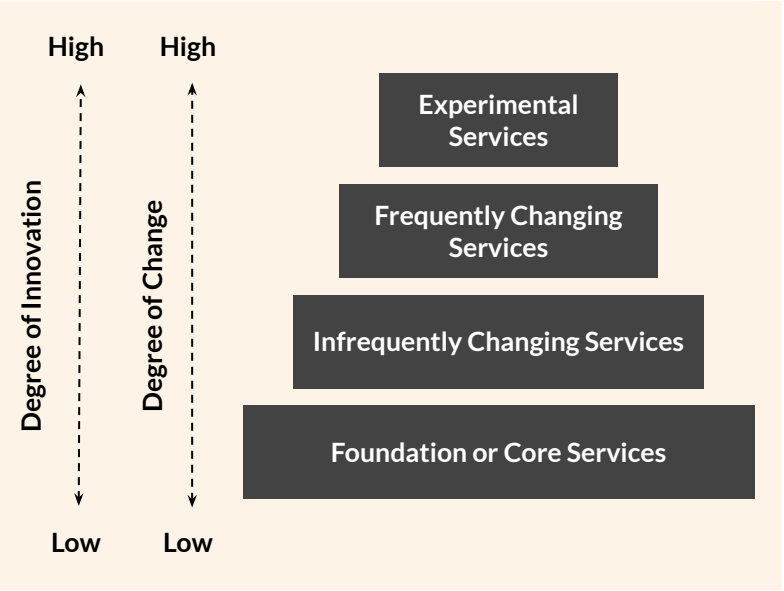
Top down/bottom up approach



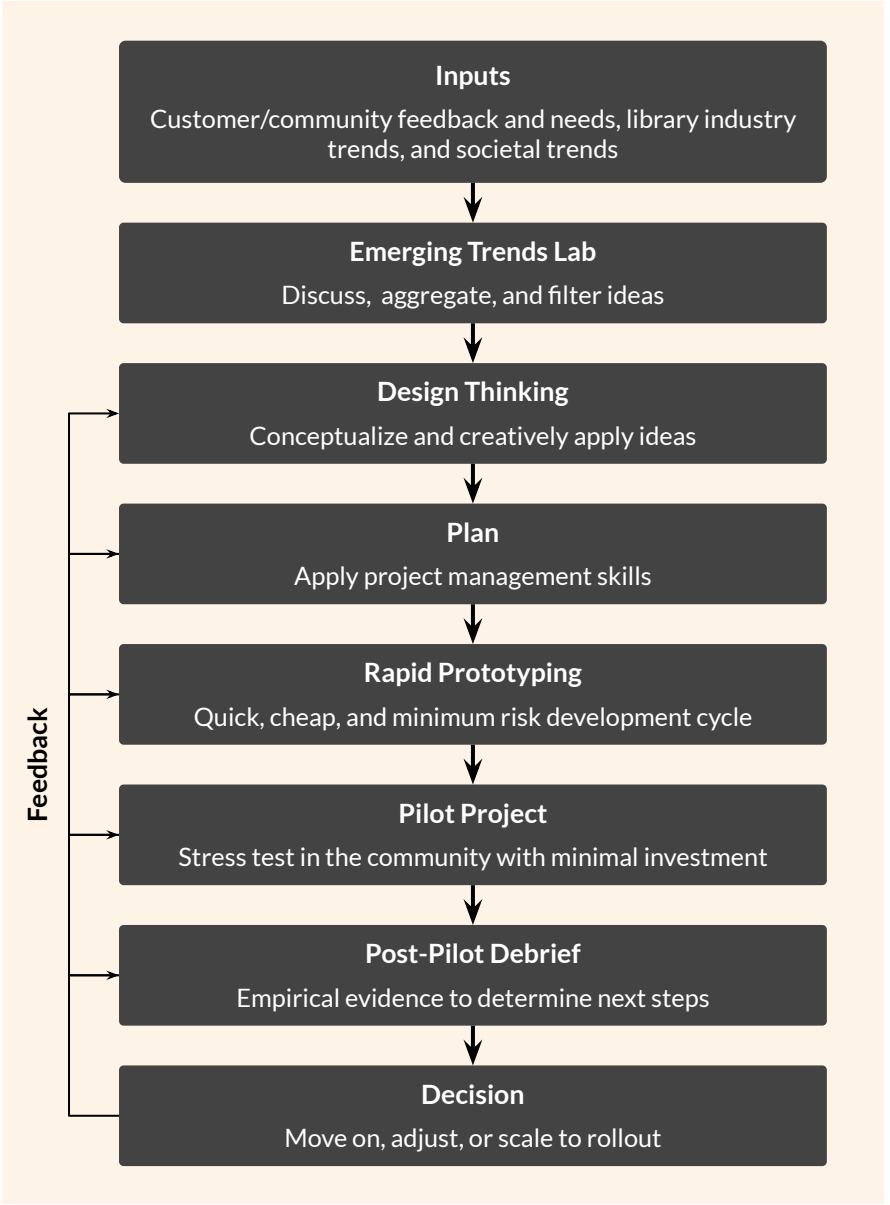
Organizational & staff alignment model

Key planning elements

Risk and innovation model



Idea-to-implementation model



Key planning elements

Components of a customer & community-driven approach

Business approach to library services

Services are not permanent.

All services:

- Are reviewed and updated annually.
- Are performance based.
- Must demonstrate customer or community need or interest.
- Must include “hard-cost” and staff-time allocations.

All new and enhanced services follow the idea-to-implementation model and are ranked on the risk and innovation model.

All staff:

- Utilize “cascading levels of leadership.”
- Apply project management skills including understandings of opportunity cost in time and dollars.

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