The following Operating Plan for 2016-2017 is reflective of the Altadena Library District’s mission to provide free and equal access to information, ideas, technology, and the joy of reading to educate and empower our diverse community. This document seeks to outline a plan of action for achieving the goals set forth in the District’s current Strategic Plan, so that the Altadena Public Library can continue to meet the present, future, and constantly changing needs and interests of its diverse clientele.

Goal 1

**Funding:** The Altadena Library District will seek to establish a stable source of funding to sustain current levels of customer service. The District will expand sources of revenue.

Goal 2

**Outreach:** The Altadena Library District will tell its story to the community through enhanced print, electronic and social media communications.

Goal 3

**Facilities:** The Altadena Library District will provide a facility that is comfortable, welcoming, safe, energy efficient, flexible, and fully disabled-accessible.

Goal 4

**Lifelong Learning:** The Altadena Library District will fuel Altadena’s passion for reading, personal growth, and learning.

Goal 5

**Technology:** The Altadena Library District will provide access to the digital world through state-of-the-art technologies.
Goal 1 -- **Funding**: The Altadena Library District will seek to establish a stable source of funding to sustain current levels of customer service. The District will expand sources of revenue.

**Objectives for Goal 1**: Staff support of library support groups

- We will reach out to all support groups (i.e., Friends of the Library, Library Foundation) to ask them to present to all staff the information they share with the community.

- Continue to research and apply for grants that meet the Strategic Goals of the Library and the Operating plan.

- Revise and update the Volunteer Program.
  - Continue to search for Volunteer, Volunteer Coordinator or Review existing positions and determine if funding is available to add a paid Volunteer Coordinator position.

Goal 2 -- **Outreach**: The Altadena Library District will tell its story to the community through enhanced print, electronic and social media communications.

**Objectives for Goal 2**: Increase visibility of library in community

**Community Conversations**

- This fall and winter the Altadena Library will be taking its role as a community connector seriously and will be focusing on a turned-outward way to authentically engage members of our community through a series of conversations using the Harwood and Libraries Transforming Communities protocol and training. This process will provide the library with knowledge of the community’s aspirations, what they think needs to change in order to reach these aspirations and what do they believe they can do and who do they trust to take action on the challenges that we face as a community.

- The purpose of these conversations is to:
  - Assess Public Opinion that will be applied to inform decision-making of all kinds, especially for future planning for the Altadena library
  - Engage our community and provide the space for new relationships to form
  - Find new partners and create opportunities for collaboration
  - Develop strategies for working on issues and build capacity to be able to work together

Approved 11/28/2016
Create natural pathways for people and organizations to contribute

Educate the community about the important resource and significant value of their public library

- From this outreach process, we will garner information from the community on a number of topics, and from this information, the board may decide to revisit the strategic plan/vision/mission and goals of the District. The information will also provide our support groups (Friends and Foundation) with the information they need to effectively campaign for donations. (Our current strategic plan expires in 2017)

- Create a style guide to be used by the Library, Friends and Foundation so all communications have a uniform and recognizable look. Draft was presented and is being revised for presentation to the Boards in 2016/2017 and to include signage guidance.

- Create a Social Media Marketing Plan including parameters and best practices protocols. Increase our presence within social Internet platforms (Facebook, Pinterest, etc.), and add social media options to our website.

**Move the Library Outside the Walls**

- Participate in bringing awareness to the community by advocating for the library in the community. Specifically, during Library Card Signup Month and during other times we will be reaching out to the community with a physical presence. For example, the library could have a presence at public events such as farmer’s market, concerts in the park, Little Free Library etc. The implementation team for this goal will work on specifics and present them to the Leadership Team during the 2nd Quarter of the fiscal year.

- Increase communication and partnerships between the Library, Friends and Foundation. Meet with all three groups to discuss how they feel this can be accomplished.
  - Hold a Community Conversation (Harwood) with all three Boards in December 2016.

**Goal 3 -- Facilities: The Altadena Library District will provide a facility that is comfortable, welcoming, safe, energy efficient, flexible, and fully disabled-accessible.**
Objectives for Goal 3:

Create more defined spaces for the public: This objective came from feedback about the library being too noisy and lacking quiet places to work and study as well as from teens requesting quiet study areas.

- Determine if changes due to using the HUD funding for new shelving will allow us to create quiet study spaces and more meeting area by redefining the layout of the main floor which will be necessary to meet ADA requirements.

- Complete reorganization of lower level staff spaces in order to open up more space for the public on the main level.

- Complete the creation of a teen area along the west end of the library.

- Research, purchase and install at least one exterior lighted sign and a cohesive signage design for the interior of the building.

- Provide plan for replanting of planters in reading court as part of the mini-renovation. If mini-renovation does not happen the replanting is still budgeted for and will go forth.

Improve internal aesthetics, cleanliness & safety goals

- Safety: HR Network’s contract includes safety training and creating a safety program for the library. The team will work with HR Network for staff training on this subject.

- Aesthetics: As spaces become defined and change, we will be able to make updates to certain aesthetic parts of the library such as replacing the carpet.
  - Internal signage is a priority
  - The team will work with the foundation to figure out the following priorities: Bridge repair, replacing carpeting, making the library ADA Compliant, electrical upgrades, signage, replace furniture and replacing shelving, using the HUD funds, District budgeted funds and additional funding from the Foundation.
  - External Signage – Monument Signs

Goal 4 -- Lifelong Learning: The Altadena Library District will fuel Altadena’s passion for reading, personal growth, and learning.

Improve and diversify programming: Expand and develop programming (classes, seminars, lectures, training, presentations,) that meets the needs of the community and is experiential and relevant.
Create an implementation team to assess the results of program exit surveys, community conversations, and the success of existing/past programs. This team will evaluate how programs should evolve going forward. They will be responsible for:

- Figuring out what new programs to try and what programs have already been working
- Making sure we are reaching all segments of the community (i.e., age, ethnicity, socio economic status, etc.)
- Introducing new ideas to the community which the community may not have had an interest in originally

**Goal 5 -- Technology:** The Altadena Library District will provide access to the digital world through state-of-the-art technologies.

**Provide better platform for staff/public interaction with the Library**

- Summer Reading online open source platform is a priority

- Community engagement tool: Biblio Board (the library purchased this tool and will be rolling it out in 16/17)
  - This tool allows the work of local artists, musicians, and writers to be featured online

- Unique Phone System
  - Telephone service for library including live help online from our website. Some of the service’s capabilities include: answering phone calls, scheduling appointments (e.g., for the community room), forwarding calls to specific staff members, forwarding calls to the reference desk, placing holds on books, etc.
  - Schedule a webinar in November for the leadership team to assess the pros and cons of implementing the system. A circulation staff member from the Palos Verdes Library, who has used the service for a number of years, will attend and explain how it works for their library.

- Expand the Teen DIY program to create a Digital Learning Lab/Makerspace (FabLab) for all ages.

**Library Staff Training and Development**

**C.O.R.E. (Core Organizational Responsibilities Evaluation),** which includes what services we provide & how we provide them – positions needed in the Library/job description review, our organizational and staff values, morale, internal communication, salary & benefits review, and professional training.
A) Work with HRNetwork on ways to address morale issues.
   • HRNetwork to attend All Staff Meetings and present on topics selected by the Administration/leadership and Board and will continue to present at Staff Meetings until further notice.
   • The most prevalent morale issues will be defined. Leadership Team (with the assistance of HRNetwork) will identify and discuss methods of improvement, culminating in the creation of a specific plan of action. The plan may or may not include the refining of existing strategies (such as White Board and Implementation Teams).
   • At a defined time, the Leadership Team, (with the assistance of HRNetwork), will further analyze if morale has improved; this will be shared with the staff and the board, and will be used to reassess and update plan.

B) HRNetwork has been tasked with creating a new employee manual and SOP’s which will be provided to all employees.

C) HRNetwork will be doing a salary and benefits analysis in 2016/2017 for review by the Board.

D) The staff will meet to provide input on a cultural values statement for the organization. (September Staff Meeting) and a document will be created that defines our cultural values in relation to our Vision and Mission as an organization.

E) Leadership Team will review the outcomes from the Community Conversations and use the information to review the services and products we offer to the public. Based on this information Leadership will make recommendations as to changes in job roles in order to better meet the needs of our community. New job descriptions will be created accordingly.

F) Encourage staff to share their passions and their aspirations in relation to their job and duties, and use that information to provide opportunities for empowerment, improve job satisfaction, and build confidence.

G) Training: The fiscal and organizational success of the District relies upon a well-organized, informed, technologically proficient, and forward-thinking staff. Continue to search out opportunities for our staff to view, learn and discuss what other libraries and institutions are doing. Continue the work of the Staff Technology Competencies Implementation Team to provide staff with expectations and training.

**COMPLETED ITEMS AS OF 10/31/2016**

Lifelong Learning & Outreach: Participated in Outside the Lines: Outside the Lines is a weeklong celebration demonstrating the creativity and innovation happening in libraries. We
had special Inspiration Stations includes Happy Signs and we partnered with the Girl Scouts in Parking Day.

Facilities: Retrofit of lighting to LED at the Branch in the Parking Lot. Completed September 2016: Branch parking lot is now 100% LED.

Technology: Upgrade to VOIP telecommunications system. Completed

C.O.R.E.: Have a full day of staff training in October (annually) with opportunities for staff to work together as a team and learn from experts in the Library field. Completed, Exit Survey results shared with Board and Staff

C.O.R.E.: Set library staff technology competencies and train staff in accordance. The Implementation team for this project is meeting regularly and training is being created and completed. This is an ongoing project that will be modified and revised as needed as time and technology changes occur.

Outreach: In July we began a program to bring back users who have not visited the library in over 12 months. This consists of an email blast to those users inviting them back. This will happen quarterly.