

Altadena Library District Board of Trustees Committee Report - Strategic Planning Committee

February 2019 | Board Committee Members: Katie Clark (Chair), Jason Capell

Meetings
None in February 2019

I. Formation & Scope of Work

The Strategic Planning Committee is tasked with developing a new strategic plan for the Altadena Library District. Because the current Strategic Plan, last updated in 2013, expires this fiscal year, the committee is tasked with clarifying, updating, and specifying the mission, vision, goals, and strategic plan for the Altadena Library District; with engaging members of the public as well as library staff in a productive and open conversation about how the District might serve residents' needs better in the future; with creating a strategic plan that brings the District in line with best practices for special districts in the state of California; and with providing a written Strategic Plan to the Board of Trustees by September 1, 2019, for their consideration, amendment, and adoption.

At the December meeting of the Board, Trustees Clark and Capell were appointed to the committee, with Trustee Clark as chair. At the January meeting, the scope of work and timeline of the committee was specified, and it was determined that the committee would be constituted as a special committee, open to members of the public, and would operate under the constraints of the Brown Act. Therefore, the primary tasks of the committee in February were organizational.

II. Call for Members of the Public

In consultation with Trustee Capell and Interim Director Cindy Cleary, Trustee Clark drafted a call for participation from the Altadena Community (please see Appendix B) which was posted publicly on the library's website and social media as well as in community online outlets on Friday, February 8, 2019. A deadline for submissions was set for Friday, February 22, 2019.

The Chair responded to a number of inquiries and questions, in person and online, about what might be entailed in serving on the committee, and a number of persons expressed interest in attending meetings while not necessarily committing to full committee membership. Of the [X NUMBER] of complete applications for membership received, the Chair, having conferred with Trustee Capell, is pleased to present to the Board for their approval the attached slate of members (see following page). Any supporting statements/qualifications submitted by proposed members can be found in Appendix A.

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III. Strategic Planning Best Practices & Independent Facilitation

The Chair also sought out information from CSDA (California Special District Association) on strategic planning processes and best practices for special districts, and learned two useful lessons:

(1) CSDA (California Special District Association) has an [on-demand webinar on strategic planning](#); the Interim Director is currently looking into how that might be paid for and whether or not it could be made available to the entire Board/Strategic Planning Committee.

(2) The Chair talked to David Aranda as well as Chris Palmer from CSDA, and the consensus seemed to be that getting a facilitator with special district strategic planning expertise would be a very wise move for several reasons:

- It would ensure best practices and a coherent process;
- It would allow a third-party, independent facilitator to help the District identify its strengths, weaknesses, challenges, opportunities, mission, and vision, unfettered by any involvement in previous processes or conflicts;
- It would help clarify the District's plan for the future, ensuring that as we search for a permanent Director, our goals and priorities would be clear;
- It would be a value-add in attracting and retaining a highly-qualified permanent Director, as evidence that the District is on a firmer footing moving forward.
- It would signal to the public that the District is invested in a real, public conversation about the future of our libraries, our services, and our plan.

The downside, of course, is that any outside facilitator will cost money. *(KC: It is my opinion that this would be money very wisely spent, and would help the District avoid future issues that could wind up being very expensive.)*

Two agencies/facilitators were recommended - Martin Rauch of [Rauch Communication Consultants](#), and Brent Ives of [BHI Management Consulting](#). The Chair has reached out to both, and was, at the time of this report's preparation, able to speak with Martin Rauch. A call with Brent Ives is scheduled in the next several days. The details of that initial conversation, as a rough guide to industry practice, can be found in the following section.

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IV. Outside Facilitators (Summary)

Martin Rauch, Rauch Communication Consultants (phone conversation)

Martin assured me that the steps and timeline we have set in place so far seem entirely on track with best practices. His firm, established in 1971, works almost entirely with special districts (as well as JPAs, cities, and counties). He outlined a process as follows:

1. Facilitator conducts a series of confidential interviews with key people (committee members, trustees, other community stakeholders, potentially the former Director and/or legal counsel) designed to obtain a full sense of the District's current state, which would then be collated into a full report;
2. Facilitator holds 2-3 workshops for the Board/committee (about 6 hours each), open to the public and Brown Act compliant, providing an opportunity to dive into conversations about priorities, mission, vision, values, and key policy aims;
3. The outcomes of those workshops are then referred to staff, who bring back a work/implementation plan, which provides a reality check as to how realistic/achievable/attainable those goals are, and which may require some reorganization of the plan;
4. An oversight process is built in: how will the Board, the Interim or permanent Director, and staff be held accountable to the goals set forth in the strategic planning process?
5. A final, written encapsulation of this process is drawn up and presented to the Board for its approval.

Martin also alluded to additional services or public outreach options that could be desirable (including town halls, public comment periods, etc.) that could be handled either by the District or, if we were not able to manage it on our own, by his firm. *(KC: It is my opinion that we could save some money here and handle public outreach ourselves. Usually it is not terribly difficult to get our neighbors to share their opinions with us.)*

In terms of timeline, he reiterated that a September 1 deadline seems quite reasonable, and that his firm would require several weeks to prepare a sufficiently detailed proposal that takes into account the needs of our District.

In terms of cost, he indicated that a complete strategic planning process, excluding additional public outreach, would be somewhere in the neighborhood of \$25-\$30,000.

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Proposed Members

The Chair is pleased to present to the Board for their approval the following slate of members for the Special Committee on Strategic Planning:

- Cindy Cleary, Interim Director, Altadena Library District
- Hafsah Abdus-Shakur
- Anne Chomyn
- Veronica Jones
- Sharon Collins
- Monica Hubbard
- Cherri L. King
- Juanita Gutierrez
- Cynthia Carmona

Qualifying statements/resumes submitted by members of the community can be found in Appendix A (personal contact information has been edited out).

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Appendix A Proposed Members' Statements of Interest/Resumes

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Hafsah Abdus-Shakur:

I am interested in serving on this Committee to assist in a plan that will bring all members of the Altadena community involved with the Library. I would like to see us move forward with all inclusive ADA compliant facilities and a more welcoming posture to everyone. I am retired and am presently on the Board of the Friends of the Library.

* * *

Anne Chomyn:

As you know, I am interested in serving on your Strategic Planning Committee.

A little bit about my background: I have degrees in Physics and Biology, worked at Caltech for most of my career, and retired in 2012. I served on the Altadena Town Council and on its Land Use Committee from 2015 to 2017. I've been Chair of the Town Council's Filming Committee since its inception in 2016, and I am a founding member of the Council's Safe Streets Committee. After my term on the Town Council, I joined the leadership team of Neighbors Building a Better Altadena, where I served for one year. I am currently a Board member of Altadena Heritage (since January 2018).

I've been a resident of Altadena since 1976. My first participation in community activities was to join the Friends of the Altadena Library, back in the 90's, and help out at the annual book sale. I've worked at the book sale several times since then and look forward to doing so again. I have been attending Library Board of Trustees meetings for nearly a year and a half and have developed a keen interest in the direction that the library and the Board have taken and are taking. Under Mindy Kittay's direction the library has undergone amazing changes and has clearly established itself as a model of a 21st Century library. I would like to see the library continue in this positive direction. I realize how important a good strategic plan is for the library, and therefore, I would like to help in the development of such a plan by serving on the Strategic Planning Committee. As Altadena Heritage

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maintains a strong interest in the success of our library, I would also be representing Altadena Heritage on your committee.

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Veronica Jones:

I have lived in the Altadena Community for over 50 years and grew up at the Altadena Library. I was there when the Mariposa Branch opened. I have a personal history with the library.

I am interested in serving on the Altadena Library's Strategic Planning Committee. I understand the impact on the community a well-run institution of culture and learning can have. An institution that builds a culture of leadership, inclusiveness, board engagement, respect, collaboration, communication while growing its audience helps to strengthen a community.

I would like to be a part of the planning process to help the library build community strength and enhance the quality of life for the entire Altadena Community. The Altadena Library under the right leadership and with the right vision can be "one of the best libraries" in the United States.

I would like to be a part of this process.

Veronica Jones

Board Profile

Recently retired from public service after nearly 20 years with the City of Pasadena. I have been a resident for over 50 years and I continue to be a fierce and dedicated advocate for the community, where I now serve as a member of the Altadena Town Council representing a diverse and once underrepresented area of Altadena. In my tenure with the City, I represented and advocated for the employees of the City of Pasadena as an executive member of the Public Municipal Employees Association and Political Action Committee. Key interests include managing organizational change, advancing through technology, relationship and consensus building, and financial literacy for families.

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Professional Experience

City of Pasadena

07/1998 – 04/2016

MANAGEMENT ANALYST II

100 N. Garfield Ave. Pasadena, CA 91109

As Management Analyst, worked with the Finance department head and City executives to formulate strategies to increase efficiency of Deferred Compensation program and Plan management and serve as Board member for the Deferred Compensation Plan Board on behalf of City employees.

- Progressed from Office Manager to Management Analyst, managing successful fund investments for the deferred compensation plan activity for the City's 457 – Deferred Compensation Plan.
- Served as member of the Deferred Compensation Plan Board and represented the diverse interests of the Plan shareholders.
- Analyzed financial and investment trends to assess financial viability and make recommendations with regards to the Plan administration.
- Managed team of strategic consultants, including The Hartford Financial Services Group, which provided support for Plan administration.
- Regularly provided Plan updates and requests for presentation to the City Council, City Manager and various committees and citizen groups at the request of executive staff.

Education & Community Leadership

Master of Arts, Organizational Leadership and Development
Woodbury University, Burbank, CA (Salutatorian)

June 2012

Bachelor of Arts, Organizational Leadership
California State University - Los Angeles, Los Angeles, CA

May 1982

Councilmember, Altadena Town Council

June 2017

Elected in to serve as member of the Altadena Town Council
Term – 2 years

Mentor, Union Station Homeless Services

October 2017

Selected to serve as a volunteer career and life mentor
Working with female residents of Family and Adult Center Shelters for Union Station Homeless Services

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Sharon Collins:

It was a pleasure to meet you at the NBBA meeting last Saturday. It was during that meeting that I realized the library has the potential to be even more valuable for our community. It is such a central and permanent fixture that I think it is important to explore all of the possibilities for community contribution that the library holds. I believe that to fully live up to its potential the library must serve our entire diverse community. Input to the strategic planning process needs to be inclusive. I was pleased to read your email about the desire for inclusivity.

I think the library's new website is a great start in providing information important to residents. There are already many wonderful offerings for the community. And the ability for community groups to post their events is a significant advancement. My hope is that as the library is seen as increasingly central to community life, the involvement and commitment of the community will also increase.

I have been a resident of Altadena (President Streets area) since 1976. The library was a part of my children's lives. I remember fondly my daughter at age 3 stretched out on the library counter signing her name so she could have her very own library card.

Altadena committee:

I am a member of the Altadena MYN Disaster Preparedness Committee.

I am a (new) volunteer at Altadena Library's Homework Helpers program

I volunteer in the rose garden at Huntington Library and Botanical Gardens

My work experience:

I worked for the State of California, Workers' Compensation Appeals Board (the court) as a Disability Evaluation Specialist from 1974 to 2000. The work involved "rating" injured workers' residual disability after a work-related injury. The process involved reading the medical reports, analyzing the doctor's view of disability and translating that into formulas that translated into monetary conclusions. Most cases were settled, however if the case were litigated, the disability expert may testify to the method used to arrive at the recommend rating. In 1993 I became the Area Supervisor for the regional disability offices from Fresno to San Diego. I was responsible for hiring, training, evaluating and, on occasion, disciplining staff.

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In 2000 I retired from the State of CA and started a consulting business. I rated cases for attorneys (both applicant and defense attorneys) as well as for insurance companies. This was a very successful business, allowing me to retire in 2010.

From 1985 to 2005, my partner and I gave seminars to Workers' Compensation attorneys for continuing education credits. We taught both basic and advanced classes on how to rate disability and we created new seminars as the laws changed or new disabilities were scheduled.

I served on many committees in my years with the state. During 1993 and 1994, I chaired the schedule revision project. We created a new Schedule for Rating Disability that we presented to the legislative subcommittee prior to its adoption in 1994.

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Monica Hubbard:

Altadena/Pasadena-related community service

- ACT (Steering Committee, 2008-)
- Alliance to Save Our Altadena Libraries/Yes on A Committee (Leadership team; Chair, Communications Sub-Committee; 2013-2014)
- Altadena 125th Birthday Community Celebration (Organizing Committee, 2012)
- Altadena Chamber of Commerce (Member, 2007-), Board of Directors (2008-2009)
- Altadena Heritage, Member
- Altadena Historical Society, Member
- Altadena Library District Strategic Planning Committee (2009, 2013)
- Altadena News Working Group (Convener, 2015-2017)
- Altadena Sheriff's Neighborhood Watch Co-captain (Pepper Drive Neighbors, 2007-)
- Altadena Sheriff's Community Advisory Committee (Member, 2007-2018)
- Altadena Women's Network E-Newsletter, Founder (Editor/Publisher, 2007-)
- Altadena Town Council Public Education Committee (2008-2009, 2012-2014)
- Arroyos and Foothills Conservancy
- Assemblymember Chris Holden's Women's Advisory Committee
- Coalition for a Common Vision
- Foster Care Project (Founding steering committee member)
- Friends of the Altadena Libraries, Member
- Friends of the Altadena Senior Center, Member
- Great Pasadena Affordable Housing Group, Member

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- Invest in PUSD Kids (Advocacy for public schools in Altadena, Pasadena, Sierra Madre; founding member)
- Jericho Road Advisory Committee (provides free professional consulting services to area nonprofits)
- League of Women Voters Pasadena Area (former board member and communications chair)
- National Women's Political Caucus Greater Pasadena Area (former officer)
- Neighbors Building a Better Altadena (Founder, 2012-2019)
- Pasadena Educational Foundation (Board member, 2013-2015)
- Pasadena Latino Coalition (Founding member)
- Pasadena Unified School District (two daughters are PUSD graduates)
- PTA offices (various) District level, Burbank School, Eliot Middle School, John Muir High School (president); District and site level GATE committees; Music Boosters Eliot, John Muir High School; School Site Councils Eliot, John Muir; Measure TT and Measure CC Steering Committees and Coordinating Committees
- Pasadena Village (Serving the greater Altadena/Pasadena area; Founding board member)
- Save St. Luke/Emergency Care Now (Coordinating Committee member, 2007-2008)
- Wired Women E-newsletter (Editor, Publisher, 2007-)
- Young & Healthy (Nonprofit providing free health, dental and vision services to PUSD children and families with no insurance. Advisory Committee, 2012-)
- YWCA (former Racial Justice Committee member)

Community Service Awards:

- California Institute of Technology Alumni Association, Honorary Alumna Award, 1997
- Altadena/Pasadena Soroptimist Club, Ruby "Women Helping Women" Award, 2011
- Pasadena Star News/Rose Magazine: Jewels of Pasadena Women of Distinction, 2011
- THE Magazine, 50 Fabulous Women of 2013
- Zonta Club of Pasadena, Shero Award, November 2013
- Altadena Chamber of Commerce Citizen of the Year Award, 2014
- Altadena Children's Center It Takes a Community Award, 2017
- Pasadena Weekly "Best Citizen", 2017
- State Senator Anthony Portantino (SD25) Women in Business "Trailblazer Award", 12/2018
- Assemblymember Chris Holden (AD41) Woman of Distinction Award (Altadena), 3/2019

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Cherri L. King:

I am a 20+ year veteran Office Administrator with a Business Administration degree. Concurrently, I have Nineteen years experience as a Business Owner providing Full Charge Bookkeeping and Accounting Management, specializing in non-profit and mission based organizations.

I am a native Southern Californian who grew up in the Altadena Meadows. After an eight year residence in the Duarte Foothills, my then fiancée and I married and have resided in the same Altadena residence for the last 21 years. I would like to be an integral part of maintaining the home town character of Altadena, while committing to enhancing the quality of life for this diverse and cross cultural community.

In addition to being a part of several social groups within Altadena, I am on the Steward Board of my church and preside as the President of our Lay Organization. A vast number of our congregation resides in Altadena. It is one of the Lay Organization's primary responsibilities to address opportunities and investigate resources that would have a direct impact on our Congregants' lives. Being a part of this Strategic Planning Committee would position me to contribute my knowledge, experience, education and history. As well as, represent several diverse groups and perspectives that are all incorporating in the 'Altadena' fabric.

I hope that you will give my request to join your committee serious consideration.

History of Experience:

CLK Business Services 2000-Present

Founder & Independent Contractor

- Grant Management & Reporting
- Operations review and analysis
- Provides business development consultation
- Policy & Procedure creation and implementation

Fosters' Future 2010-Present

Founder/CEO

Community Involvement:

- First AME, Pasadena Church-Steward, Lay Org President

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- Junior League of Pasadena (JLP)-Alumni
- Order of the Eastern Stars (OES)-Past President
- Pasadena Public Health Department-Former MAP Steering Committee Co-Chair
- City of Pasadena Committee on Homelessness
- Leadership Pasadena (LP)-Alumni
- Jackson Elementary School Adoption Committee
- Los Angeles Community Affairs Auxiliary- Program Development Officer
- National Women's Political Caucus-Past President
- National Council of Negro Women, Inc.-1st Vice President

Education:

- Watterson College-Business Administration
- Whittier College-Political Science
- California State University, Long Beach-Meeting Planning and Facilitation Certification Program
- UCLA-Fundraising & Institutional Development Certification Program
- Orange County Life Coaching Certification Institute

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Juanita Gutierrez:

My family moved to Altadena a year ago and we are looking to be active members of this community. Attached is my resume. At the moment, I am a stay-at-home mom focused on helping my special needs child get the educational resources she needs to thrive both socially and academically.

The Altadena Library is the space I go to get perspective, peace, read the *LA Times* and *NY Times* and all the magazines on-hand. My seven-year-old daughter goes there to color, read, interact with other children her age, and relax. We have also used the passport services and both my daughters love to use the 3D printer.

After I left my job last year to care for my daughter, the Altadena Library became my best friend. I took a storytelling course where I met many members of my community and greatly enjoyed hearing them read their stories out loud. I hope you can bring that course back.

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JUANITA GUTIERREZ

Summary

I am an accomplished corporate communications executive with 15+ years of experience (primarily in investment banking and capital markets) helping financial services companies reach their target audiences including the media, internal colleagues, retail and institutional investors. I have successfully trained highly sophisticated and multi-lingual individuals such as CEOs, portfolio managers, economists, equity strategists to enhance their communications skills.

I am passionate about creating strong communications plans that incorporate storytelling across multiple formats. I support collaboration across business lines, marketing and internal communications to develop training sessions and communications plans that protect and enhance brand reputation, and inspire an audience following. I have a proven ability to successfully navigate complex, matrix organizations and help build consensus across multiple stakeholders and geographies. Fluent in Spanish.

Professional Experience

UNION BANK, Mitsubishi UFJ Financial Group (MUFG)

Los Angeles, CA

2016–2018

Director, Corporate Communications

- Prepared executives for press interviews, provided media training and managed New York media tours
- Coached senior executives before client conference calls, conferences and town halls
- Counseled senior executives on public relations issues impacting the bank's reputation
- Supervised staff, consultants and public relations agencies in support of business objectives
- Developed and implemented strategic communications plans across the regional bank with direct responsibility for three divisions: Wealth Markets, Commercial Banking and CSR
- Managed key journalist relationships across: California, New York/national, and trade press
- Wrote press releases, talking points, media statements, and public remarks
- Developed media relations strategy for Union Bank's annual small business survey that included: local press releases, customized pitching of print, radio, and broadcast, infographics, spokespeople preparation, and social media posts

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- Raised the profile of the Wealth Markets and asset management business (HighMark) by increasing the number of media hits by more than 50% in one year
- Member, Women's Advisory Council, Wealth Markets

HSBC GLOBAL BANKING AND MARKETS

New York, NY & Los Angeles, CA

2005–2015

Senior Vice President, U.S. Head of Communications

2012–15

- Led internal communications team and managed PR agencies
- Successfully re-launched public relations campaigns for US-based sell-side research analysts across all asset classes
- - Trained analysts for media interviews
 - Provided writing, presentation and message development coaching
- Customized global employee communications campaigns that included storytelling and content creation of intranet “business win” stories in both print and video formats
- Developed and executed thought leadership platform for the Americas CEO
- Developed internal and external communications strategies to support business priorities
- Advised on employee engagement and issues management working closely with London and Geneva HQs, senior management, legal, compliance, and government affairs
- Primary U.S. media contact for the investment bank and research; obtained 2-3 positive media hits per day and maintained relationships with key editors and reporters (NY, Mexico, and Brazil)
- Led crisis management for the investment bank, private bank, research, and trading units
- Member of Global Banking & Markets operating committee, US Corporate Affairs Executive Committee and Global Banking & Markets Communications Committee

Vice President, Media Relations

2005–11

- Built and led the media relations strategy for investment banking, commercial and private banking, asset management, payments and cash management including leveraging marketing initiatives, and developing thought leadership campaigns
- Managed PR agencies, budgets and award nomination (American Banker and Euromoney)

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- Led U.S. media relations strategy for global research surveys

DEUTSCHE BANK

New York, NY

1999–2004

Vice President, Corporate and Investment Banking Press

- Managed media relations across all investment banking business lines for the bank's Latin American offices (Mexico, Brazil, Chile, and Argentina)
- Led efforts to position Deutsche Bank as the industry expert on emerging markets
- Promoted key pieces of research
- Promoted Deutsche Bank Foundation philanthropic and cultural sponsorships

CITIGATE DEWE ROGERSON

New York, NY

1997–1999

Account Supervisor

- Advised Latin American companies on communications with equity analysts and financial media
- Wrote and presented institutional investor perception studies

D.F. KING & CO., American Stock Transfer & Trust Company (AST)

New York, NY

1996–1997

Account Executive

- Established Mexico City office; directed marketing of investor relations services

US DEPARTMENT OF STATE

Washington, DC

1993–1994

Legislative Assistant

- Wrote memoranda on progress of Latin America legislation for Office of the Secretary

Education

LONDON SCHOOL OF ECONOMICS, *London, United Kingdom*

Master of Science in Comparative Politics

- Researcher at The Economist Intelligence Unit

WELLESLEY COLLEGE, *Wellesley, MA*

Bachelor of Arts in Political Science, Minor in Economics and Spanish

- Awarded Mellon scholarship
- Semester abroad in Cordoba, Spain

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Cynthia Carmona:

Former president, Altadena Library Foundation (recommended to the committee by the Foundation)

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Appendix B

Call for Community Members

Strategic Planning Committee - Call for Members

The Altadena Library District needs you! The Board of Trustees has formed a Strategic Planning Committee, which will include library trustees, staff, and most importantly, members of the public. The library district's current strategic plan expires this year, and there's a lot to consider in building a strong plan for the future. We need to develop a plan that includes all of Altadena, and we want your help.

Committee members will join trustees and staff in regular meetings (between 1-2 a month), actively seek input from their neighbors and communities to which they belong in between meetings, and participate in the discussion, drafting, and revision process of creating a Strategic Plan for the Altadena Library District. Every effort will be made to create a committee that is as inclusive and representative of all of Altadena as possible, and members of the Strategic Planning Committee will be asked to assist particularly in reaching out to include those of our neighbors who may not have been included in past discussions about the library.

If you're interested in joining the committee, please submit a statement of interest (or resume), and let us know why you want to join, what communities/organizations you're a part of in Altadena, and what relevant experience you'll bring. The Strategic Planning Committee will meet regularly between mid-March and September 1, and all meetings will be open to the public. (So even if you don't feel you can join the committee as a full member, we hope you'll come to the meetings and make your voice heard.)

Please submit your statement of interest/resume via email to kclark@altadenalibrary.org by no later than 5pm on Friday, February 22. Prospective members will be considered, approved, and announced at the next Board of Trustees meeting on Monday, February 25.

*Please note: attendance at the 2/25 meeting is *not* required for consideration; all prospective members are asked only for a written submission of interest. Thank you!*

**Report prepared by:
Katie Clark, Strategic Planning Committee Chair**