



# Strategic Plan Review

Presentation to the  
ALD Board of Trustees

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# Strategic Plan Mission and Vision

**Bringing PEOPLE + IDEAS together  
for an Altadena where ALL are  
learning, growing, and thriving  
together**

# Strategic Plan Values

Our Values

**Innovation**

**Equity**

**Empathy**

# Strategic Service Priorities

**We are... curious.**

**We are... connectors.**

**We are... neighbors.**

# Strategic Plan Review Methodology

## Revisit Strategic Plan with Post-Pandemic Lens

### Plan Review Data Gathered from

- Community
- Staff
- Board of Trustees

# Plan Review Findings: Mission Vision Values

Bringing PEOPLE + IDEAS together for an Altadena where all are learning, growing, and thriving together

- Alignment of Community, Staff, and Board Support for Mission
- The mission, vision, and values are a good fit
- The mission and vision strengthened ALD during the pandemic
- ALD is a valued partner in a community that works well together
- ALD is a catalyst and hub for civic and social engagement
- ALD is a unique special district in an unincorporated area
- Altadena is seeing local demographic shifts and challenges
- Altadena's biggest challenges are complex and require collective action

# Strategic Plan Review - Curious

**We are... curious.** 

We are teachers, learners, and seekers. We are interested in you, your life, your needs, and how we can help. We want to learn from and with our community, and we want to constantly develop, improve, and build our skills to serve you better. We value curiosity and are open to new ideas.

# Review Findings - Curious

- **ALD is a valued community leader in educational, learning, and cultural experiences**
- **ALD is expanding programs that are relevant, engaging, and Altadena-centric**
- **ALD is innovative and strategically expanding access to library collections, programs, and outreach services**
- **ALD made significant service pivots and innovations in service models because of the pandemic and they are driving new demand**



# Pay Attention To - Curious

- ALD app will grow and track use of digital resources
- Continue to build strong services for existing core customers – families, teens, community cultures
- Investigate and serve new audiences – growing senior population, resources youth need to succeed in the future
- Diversity audit on programs and partnerships
- Build on content with broad local appeal
- Create a comprehensive plan for facility closures and reopenings

# Strategic Plan Review - Connectors

**We are... connectors.** 

We lead constructive collaborations and partnerships, break down barriers, connect groups of neighbors, and centralize communication to improve the quality of life for all of us.

# Review Findings - Connectors

- ALD is considered a key community hub and center for civic life and cohesion in a community with limited public spaces
- While the pandemic disrupted local social, economic, and educational activities, ALD was quick to open and respond with relevant services
- ALD is considered a valued community partner that works well with education, business, social services, county service providers and local non-profits on important local challenges
- ALD is a powerful connector for civic information
- ALD social media channels are broadening ALD reach

# Pay Attention To - Connectors

- Strengthen information connections and referrals with county and other services for education, health, social services, housing, and employment – partnerships, crowd-sourced
- The library is an important place for social activities
- Strengthen and resource the marketing infrastructure of the organization – messages, channels, awareness campaigns
- Track and understand the growing use of digital services
- Continue to build an organizational culture of inclusion
- To reach equity goals, understand and tailor programs to changing demographics

# Strategic Plan Review - Neighbors

**We are... neighbors.** 

We are more than eight square miles. We are neighbors helping neighbors, whether it's on the next block or in the next city. We embody the best of our unique town and our diverse community.

# Review Findings - Neighbors

- ALD is a good neighbor – trusted, reliable, neutral, inclusive, resourceful, respected by residents and community leaders
- ALD is a catalyst for community investment – facilities & people
- ALD is adept at community information and communication platforms
- ALD is a place where people meet, learn, and enjoy the Altadena neighborhood
- Staff embrace efforts to bring library resources to people where they are
- ALD is a transparent and accountable public entity

# Pay Attention To - Neighbors

- Continue to build strong relations with Town Council, other community leaders, and library champions across Altadena
- Launch public awareness activities that reach all residents
- Maintain a culture of taking care of neighbors
- Stretch resources to meet the needs of diverse residents, keeping in mind the growing gaps in income, education, and age
- Continue to support a culture of innovation, empathy, and equity
- Use volunteers to grow engagement & organizational capacity
- Continue to prototype new staffing & service models

# Strategic Plan Review Findings - SUMMARY

The Strategic Plan held up as a model plan during the disruptive pandemic and is a fit and relevant for Altadena today. ALD is a source of community pride, activity, and social cohesion.

ALD is seen as a very competent public entity

- Board members feel like a cohesive team
- Staff have demonstrated resourcefulness and accountability
- There is a strong culture of responsiveness and innovation
- Staff, Board, and Foundation efforts to promote the mission, vision, & values are aligned
- ALD is proactive on community challenges



# Strategic Plan Review Findings -SUMMARY

Staff and board agree that the major areas for strengthening the organization for greater visibility and impact are:

- grow marketing and messaging capacity generally, and a robust communications plan for facility closures and openings in particular
- greater focus on collecting library use data and information on community conditions to ensure the most successful services and fresh, inviting, inclusive, impactful library experiences
- grow library reach so that all of Altadena benefits and thrives
- build community engagement and leadership across Altadena

# THANK YOU

## QUESTIONS AND DISCUSSION