

2022 OPERATIONAL PLAN

We are CURIOUS.

Goal #1: Continue to develop and maintain our diversity-centric and patron-driven collection.				
OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Complete our district-wide diversity audits and implement procedures for collection analysis and improvement, inclusive collection development training for all selectors	January 2022	December 2022	Use diversity audit to compare YFS collection purchased through FY 20/21 to items purchased FY 21/22; Use lessons learned during YFS audit to guide and implement diversity audits for BL and AS collections; Train selectors in inclusive collection development	Completed audit comparison and analysis of YFS collections; Creation of audit guidelines and procedures; Completed audit of BL collection; Make significant progress in AS collections' audits; All Selectors complete inclusive collection development training
Expand Library of Things collection based on public and staff recommendations	January 2022	Ongoing	Circulation; Number of "Things" added to collection	Newly added LOT items will circulate at least once within the first three months of becoming available; Increased number of items in Library of Things
Analyze physical vs. digital formats for all library collections	January 2022	May 2022	Circulation statistics on physical and digital library resources	Develop library collection budget protocols for FY 22-23 that ensure spending is representative of circulation and usage
Improve our Cataloging, Processing, & Electronic Data Interchange (EDI) system	October 2021	June 2022	Research alternative vendors that provide these services within District budget	All pre-processed items are cataloged and processed accurately upon receipt

Goal #2: Establish on-going effective training and development opportunities for staff				
OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Develop district-wide operating manual that includes circulation and reference procedures as well as sections for each service point.	Jan 2022	June 2022	Drafting of the manual with staff input; Details kept as generic as possible to keep essential updates to a minimum	Completed desk manual available in paper and digital format; All staff read, understand, and implement the manual procedures;

				The manual becomes a self-guided learning tool during employee onboarding
Fill all open Management positions and develop manuals for each position for succession planning	Ongoing	December 2022	Managers will draft manuals outlining their roles and task work to pass on in the event of absences and vacancies	All management positions are filled with high quality candidates; Each manager will have a succession manual drafted and reviewed by the Management Team.
Continue Project READY and other EDI training including all abilities programming training for staff	Ongoing	December 2022	All staff continue to work through Project READY and hold small group discussions after each module; Research and select appropriate trainings on all-abilities programming and service training	Completion of Project READY by all staff through Module 20 (of 27 total); Completion of age-relevant all-abilities training for public service staff.
Complete the Staff Resources Survey	2021	June 2022	Review by the management team of the ranked priorities for each department and position	Completed list of tasks and priorities of each department and positions within those departments.
Explore locations for off-site staff retreat	January 2022	August 2022	Work with the Staff Recognition Team to survey staff on potential sites to host PDD in October 2022	Identify and host PDD in October 2022 at an off-site location
Personnel Policy Updates	January 2022	June 2022	Research and explore updating personnel policies to include sick leave designated for mental health and self-care time; ability to pay staff that provide bilingual services; integrate funding into the budget for wellness or healthy habits pay	Updates to the Personnel Policies are approved by the Board prior to the FY22-23 budget approval
Onboarding and training procedures for new or promoted staff	January 2022	December 2022	Develop clear procedures for early recruitment, onboarding in Paychex, cross-training, and coaching for all new or promoted staff members	Written procedures for the entire process are drafted and approved by the Management Team; New staff are onboarded in a consistent manner and uniformly cross-trained and coached

Goal #3: Expand intentional programming for new audiences.

OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
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Provide programming for unique and underserved groups including Multigenerational and Emerging Adults	Summer 2022	December 2022	Track number of programs and participants; Feedback from participants and partner organization	Increased engagement from unique and underserved groups; Increased feedback by participants and partner organization At least 2 programs hosted at the Main or BL branch; At least 1 program hosted by a partner organization
Develop and provide Special Sensory needs programming for children and families	May 2022	December 2022	Development of programs; participant feedback; participant attendance	Provide at least one Special Sensory needs programming for both the summer and fall programming sessions; At least 5 families attend and provide positive feedback
Shared Landscapes project for Altadena Teens	November 2021	April 2022	Participation numbers; program evaluations from participants; feedback from the public	Submission of grant report; utilization of the Curiosity Connection in conjunction with programming and events; participation from local teenage patrons
Offer cohesive garden programming at Main and Bob Lucas	April 2022	Ongoing	Plan and design a unified approach for programming between both locations using SLOLA survey results; participant feedback; participant attendance	Deliver 6 complementary programs based on community interest; Successful and continued collaboration between Main and BL staff Increased participant feedback; Increased attendance

We are CONNECTORS.

Goal #4: Increase awareness of library programming and services through marketing strategies.				
OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Improved marketing strategy for digital resources and special collections	Nov 2021	Ongoing	Circulation and database utilization statistics; increased use of webpage	Increased circulation of digital resources and special collections; Increased use of webpage compared to FY20/21; Creation and implementation of marketing plan for digital resources

Identification of new channels to recruit new tutors and promote and highlight Literacy Services and programs	January 2022	August 2022	Data collected from literacy intake forms indicate new learners and tutors learning about literacy program via marketing efforts	Creation of promotional content and implementation of marketing plan by March 2022; Attainment of new tutors through marketing campaign
Expanded merchandising of library branded items	January 2022	August 2022	Collaboration with support groups to strategize distribution; Sales data collected from website	Branded collection of merchandise by April 2022; Creation of physical merchandise displays in Main Library and BL; E-commerce section in redesigned website (launch coincides with launch of full site); Profit from sales
Grow bilingual marketing for programs and services	January 2022	Ongoing	Identify funding for translation service; Establish vendor relationship and process for translating materials; Analyze marketing materials use and effectiveness; Observe and report on usage of bilingual marketing materials	By July 2022: >50% of all printed materials, and emails delivered in both English and Spanish; Increased attendance from Spanish speaking patrons

Goal #5: Increase and maintain partnerships and connections with the community of Altadena.

OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Establish a plan to implement a Library of Experts and a Community Asset Map initiative	January 2021	December 2022	Research and development of procedures and processes to build and utilize each initiative	Established goals, procedures and usage of these initiatives
Provide early literacy and community resources for Parents and Educators	May 2022	December 2022	Statistics on page navigation; feedback from parents and educators; use of early literacy handout	Awareness of webpage and utilization of resources; Creation of an early literacy handout for patrons
Establish an ALD App with MyLibro	November 2021	August 2022	Review data from insights component of MyLibro app.	Development and implementation of MyLibro/ALD app
Teen Volunteer Program	September 2021	Ongoing	Feedback from staff; number of volunteers; number of volunteer hours; feedback from volunteers	Consistent group of 10-20 reliable volunteers; established opportunities that support library operations across departments; ability to regularly meet

				internal volunteer needs and provide quality support
Assessment of Read Local Shop Local Program and potential updates	January 2022	June 2022	Conversations with current businesses and potential new partners; Reevaluate criteria and decide on overarching goal of program	Positive feedback from current RLSD partners; Multi-year plan for program going forward

Goal #6: Maintaining library services during closures due to renovation by providing resources and programming outside of existing facilities.

OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Provide the community with library materials through strategically placed self-service vending machine.	Dec 2021	Ongoing	Submission of application for \$250K; identify locations; statistics on use	Deployment of vending machines hosted by a community partner; regular use by community
Optimize ALD website with a professional redesign.	March 2022	July/August 2022	Survey patrons and staff on ease of use, mobile friendliness, search capabilities, and ability to find what they are looking for	Launch updated website by Q3; Data collected from survey and ongoing anecdotal feedback from patrons and staff; Faster load time, ease of discoverability compared to previous website iteration
Acquire and convert a 2nd vehicle to meet service and program needs.	January 2022	May 2022	Identify service design for second vehicle; Research and identify vehicle type, purchasing under budget, modifications needed	Successful launch of second vehicle and regular usage by staff
Research innovative technology and equipment	January 2022	Ongoing	Identifying new or updated equipment, such as 3-D printers, MakerSpace items and other mobile technology to use throughout the community.	Purchase of items and regular usage both in and outside the library branches, including the Curiosity Connection

We are NEIGHBORS.

Goal #7: Bringing resources and services to patrons where they are.

OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Strengthen relationships with local Transitional Age Youth Residential Programs	Summer 2021	Ongoing	Evaluations or anecdotal feedback from visits; consistency/frequency of communication; statistics from interactions and deposit libraries	Scheduled regular visits; establishing and maintaining deposit libraries; ongoing communication
Establish Homebound Services	Fall 2022	Ongoing	Number of registrations; circulation, number of trips; use of marketing materials; conversations with possible partners to increase reach	Successful implementation of Homebound Services with a documented workflow process; Active participation by community
Develop a plan and conduct Community Survey	September 2021	December 2022	Creation of survey questions which are statistically relevant; Staff committee established; Volunteers found, trained, and implemented	True representative sample of all residents in Altadena; Statistically useful data that can be used for marketing and programming purposes
Schedule programming and events outside library buildings including outreach visits with the Curiosity Connection	June 2021	Ongoing	Participation in community events including those aimed at focused age groups; Feedback from participants; Staff participation	Increased number of outings and attendance statistics; Expansion of partnership opportunities

Goal #8 Continue moving building renovation process forward for both library sites.

OBJECTIVES	START	END	EVALUATION METHOD	EVIDENCE OF SUCCESS
Work with Capital Project Management (CPM) Firm and Architectural team to create design for both libraries	January 2022	Ongoing	Schedule regular meetings with the CPM and ABA to develop design plans; meet with the Community Focus Group and other public-facing town hall meetings in the community to gather feedback and input on design process	Designs incorporate feedback and input provided by staff, stakeholders and community members in an open and transparent way; building plans reflect universal and inclusive design
Preparing buildings for closure, remodel, and reopening	January 2022	Completion of design process per building	Analyze items to keep, store, and dispose of and evaluate size needed to store items kept; Identify alternate sites and/or storage locations	Appropriate space found for temporary service locations and/or needed storage; Costs for storage kept as low as possible

Coordinate with the Senior Center to create connections between our two properties	January 2022	Completion of the design process	Working with the Senior Center and LA County to build a physical connection between our two sites	A physical connection is created between the two properties as part of the design process with ABA
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