

# Altadena Library District

Strategic Visioning  
and Framework

**Final Draft**

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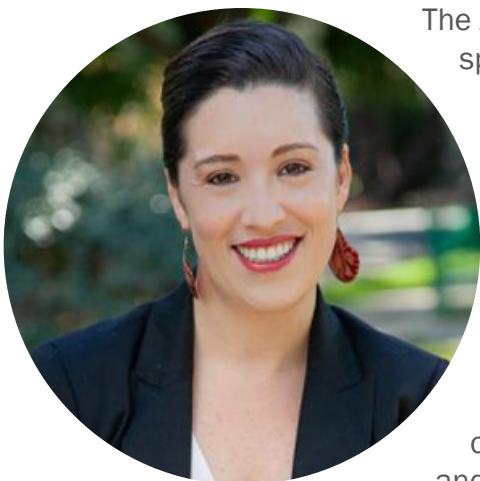
Altadena Library District Board of Trustees

Terry Andruess  
Jason Capell  
Katie Clark  
Betsy Kahn  
Gwendolyn McMullins

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The Altadena Library District is remarkable in so many ways - as the oldest special library district in the state of California, we're used to being on the frontiers. And since the 1920s, Altadena has had a unique and important place for our library - nearly a century later, that could not be more true or more relevant. As we approach 2020, Altadena today is vastly different than the Altadena of a hundred years ago, yet profoundly similar - we are still a vibrant, diverse, interesting community with strong opinions, deeply-held beliefs, and a shared love for our mountain town. As Trustees of a special district, we have a special responsibility and a special relationship to uphold, which means ensuring that our Library District is focused on serving our entire community, and meeting the needs that we have in a real and sustainable way. It means finding and securing a strong financial footing for the future, addressing our facilities and services so that they are truly accessible and welcoming to everyone, and measuring our performance in a real, transparent, and public way. This strategic framework is the first step in a much larger conversation with the entire community, and I look forward to meeting with more of my neighbors to hear from you in the coming year. My fellow Board members and I are deeply honored to be entrusted with the care of our much-loved Altadena public libraries. We are proud of the improvements we have seen in the last year, and profoundly optimistic about our path forward. Thank you for allowing us to watch over this remarkable public agency on your behalf.



Katie Clark,  
ALD Board of Trustees

As the newly appointed District Director, I am excited to lead the Altadena Library District into a new era of community-driven services. As we launch this strategic plan, you will see us practicing our values - empathy, innovation, and equity - and you will see our strategic priorities executed with intention, joy, and a renewed commitment to all of our neighbors. This strategic plan is bold, inclusive, and optimistic. It positions ALD as a central anchor and leader of the community's aspirations. We will work differently in the years ahead - learning with the community, planning with the community, and co-creating services with the community to break down barriers and provide opportunities for all to enjoy what our unique town has to offer. We are curious. We are connecting. We are neighbors. I am thrilled to lead the years ahead, as we activate and honor this promise to you.



Nikki Winslow,  
ALD Director









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**"The 21st century library  
nurtures the social, economic,  
and educational well-being of  
communities and individuals."**



# Introduction

In late 2019, the Altadena Library District undertook a comprehensive strategic planning process, facilitated by Margaret Sullivan Studio (MSS). Over the course of four months, MSS conducted a highly participatory process that included the contributions of the Board of Trustees, the community-based Strategic Planning Committee, all members of the Altadena Library District staff, representatives from the Friends of the Altadena Library, and the Altadena Library District Foundation. The plan, as documented in this report, also incorporates specific community input from a diverse cross-section of community members, Town Council members, and Altadena Library District patrons. This input was gathered through a series of community engagement sessions, focus groups, one-on-one conversations, and a community survey.

The goal of this process was to develop a flexible strategic framework for the future of the Altadena Library District. As our community changes and shifts in the coming years, our Library District will be a central pillar, and can be a catalyst for a town that truly thrives.

This document encapsulates the results of the strategic process. It sets out a strategic framework for the Altadena Library District's future that prioritizes the community's needs and aspirations, while honoring those unique characteristics that define Altadena as a special community. The next-generation Altadena Library District will be a powerful contributor to the civic, cultural, economic, and educational health and well-being of all Altadena's residents. Our library district can and should be a national example of how a public library creates a stronger community.

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# 02 Philosophy & Process

# Philosophy & Process

## The Changing Role of Libraries

New technologies, modes of communication, competitors, and models of service combined with ever-expanding patron expectations, interests, and needs, are requiring all institutions to adapt and innovate — and libraries are no exception.

In the past, libraries relied on passive models: patrons would come into the library, request materials or collection items, and take them away. It was a transaction model grounded in a physical collection that grew over time. Today, the library of the 21st century exists in an entirely different context, and while the historical legacy of libraries will always be a core component of our work, it is no longer sufficient as our *only* work.

Libraries in the 21st century must be active: not just in our efforts to engage patrons, but in our programs, our services, and our thinking. Libraries are one of the few remaining public spaces for learning, connection to ideas, and to serve an essential role in a democratic, free society where access is available to all. The primary mode of library service has shifted away from transactions to the creation of intentionally designed human-centered experiences.

The Altadena Library District has recognized this moment as an ideal opportunity to strengthen community relationships and to adapt and adopt new techniques of service. This is an opportunity to more effectively, and more intentionally, provide relevant, transformational services for all.

The Altadena Library District's role and fundamental mission has not changed, but the ways in which the library executes that mission can either lag behind and react to a changing world, or the library can take a proactive role in transforming our community. We choose the latter.



Town council member focus group.





## Time of Transition for ALD

ALD is in a position of strength to lead the town's community development agenda with new leadership, an energetic and talented staff, an active board, a Foundation eager to engage in robust fundraising, and a supportive and stalwart Friends group. In the past year, a committed staff, volunteers, and community leaders have been building the infrastructure and support to position our public libraries as a dynamic force. All of us will unite with a shared vision, mission, and set of values - set out in this strategic plan - that clearly define what we plan to do, why, and in service of what ends.

As a special District, ALD is uniquely positioned to operate with agility, speed, and independence. This gives us the opportunity to proactively set a course for the future and execute it more rapidly than many other peer institutions.

We are also anticipating a redistricting effort that will take place after the 2020 census, shifting the representation of the Board from at-large elections to by-district elections. In an effort to make our democratic process more inclusive, more representative, and more accessible, this shift falls in line with our many transitions writ large.

Journey through the Framework worksheets that Staff engaged in to design ideal customer experiences for the Altadena community.



# 03 Strategic Planning Process

# Strategic Planning Process

Over the course of four months, ALD, in conjunction with MSS, conducted a highly participatory process that included the contributions of the Board of Trustees, the community-based Strategic Planning Committee, all members of the Altadena Library District Staff, representatives from the Friends of the Altadena Library, and the Altadena Library District Foundation. The following outlines the process.

## Phase I

The purpose of ALD's Strategic Planning Phase I process was to gather information, analyze this information for context, and to introduce participants to the community-centered planning process.



*Staff researching case studies for community-centered activities.*

## Pre-Work

In July 2019, the following preparation work occurred:

- A. The Strategic Planning Committee (SPC) and the Board of Trustees articulated goals and objectives of the Strategic Planning process and how ALD will continue its relevance into the future.
- B. A Leadership Working Group was identified to assist in developing strategic priorities and to learn service design thinking methodologies to better understand and respond to patron and community needs.
- C. The Board of Library Trustees provided their input to the process. The Consultant Team had conversations with individual board members to gain insight into ALD's history and the Board's vision for the library's future.
- D. The SPC, Board of Trustees, and Leadership Working Group were provided materials to read in preparation of the Strategic Planning work which included:



1. Rising to the Challenge: Re-Envisioning Public Libraries, a report of the Aspen Institute
2. Museums, Libraries, and 21st Century Skills, produced by the Institute of Museum and Library Services
3. Transforming Communities, a Strategic Plan produced by the Institute of Museum and Library Services
4. Library as Movement, article by David Lankes

### AUGUST 2019 - PHASE ONE

In August 2019, the consultant team met with all of the staff to kick-off the Strategic Planning Process. Workshop #1 engaged the staff in two days of workshops and presentations; the purpose was to introduce the staff to service design methodologies, and to illuminate barriers, difficulties, and challenges library patrons face.

The consultant team also facilitated a Town Hall Meeting for all community members, leaders, and staff members. The goal of the meeting was to involve and update the community in the Strategic Planning process and to facilitate dialogue to that was framed around how the library can create a role in contributing to a

stronger Altadena. Participants were introduced to how libraries and public institutions across the country are addressing complex community conditions. Community members worked collectively to identify challenges, needs, and opportunities.

Using the Healthy Community framework, participants engaged in discussion around Civic Health, Cultural Health, Educational Health, Economic Health, and Personal Health.

Phase One concluded with a Strategic Planning Committee Meeting. Building on the work to date, SPC members contributed to an understanding of community conditions to evolve the strategic themes. The complete Phase I Point In Time Deliverable can be found [here](#).



Town Hall meeting during Phase One.

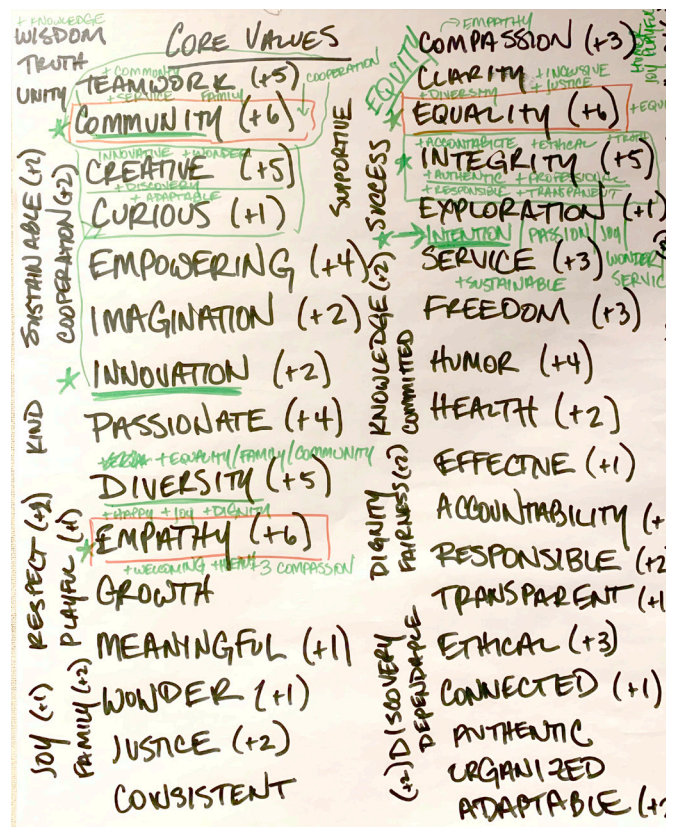
## SEPTEMBER 2019 - PHASE TWO

The consultant team met with all members of the staff, with members of the Town Council, with leadership and members of the Friends and Foundation support groups, with the Facilities Committee, and with the Strategic Planning Committee. The purpose was to work with all stakeholders to identify emerging strategic themes and opportunities for the library district as a whole.

A two-day workshop with staff was held to engage the group in a series of activities to synthesize their learnings from patron interviews and observations, to identify gaps in their synthesis (to inform the next phase of work), to envision future scenarios of activities, programs, and resources to improve the community and their patron's lives, and to align the work with emerging strategic themes.

Staff also developed a set of Core Values which was combined with those previously identified by the Strategic Planning Committee. They created the outlines and first phase of a Community Asset Map, and came to the workshop with information they had gathered through directed storytelling (in-depth patron interviews) and

ethnographic observations with current patrons. The Staff participated in a series of activities to better understand and analyze “patron journeys” in order to improve future patron experiences. These activities helped Staff identify patron needs, motivations, and challenges and identify opportunities for the library's role in the future in meeting patron needs.



Core Values developed by the Staff.



A meeting with the Facilities Committee was focused on how the library's facilities update (currently in its planning phases) can best align with the strategic planning work. It brought up the ways in which physical spaces will need to play a role in activating the strategic work; how future leadership can think about the "town" as the library's domain, and the "brand experience" of the library. It reiterated the need for funding strategies for facilities in the future to be innovative, to serve Altadena's needs and to support equity.

The Strategic Planning Committee engaged discussions around the future of the Altadena Library and its role as an essential contributor to community. The work to date provided a broader context to Committee member's understanding of the library's role in improving quality of life for Altadena's residents. The complete Phase II Point In Time Deliverable can be found [here](#).



*Staff workshop activity to discover patron needs from customer interviews.*

### OCTOBER & NOVEMBER 2019 - PHASE THREE

During Phase Three, the consultant team worked with the Board of Trustees, the Strategic Planning Committee, the staff Leadership Team, and the new Director to synthesize, define, and articulate a strategic vision. Consultants and staff also facilitated a public community conversation at the Bob Lucas Branch. In that conversation, neighbors in attendance provided feedback on the work completed to date, and spoke to their concerns, priorities, and goals in the work that will take place after the planning process is complete. The major goal of Phase Three was to refine all the data, conversations, and observations from Phases One and Two into usable, strategic documents that can guide the implementation planning process.



*Staff workshop activity to discover patron needs from customer interviews.*







# 04 Discoveries

# Discoveries

As part of this process, community feedback was garnered from four primary platforms:

1. Patron Interviews
2. Community Town Halls
3. Community Survey
4. Town and Library Leadership Conversations

## 1. PATRON INTERVIEWS

Staff engaged in intensive one-on-one interviews with core patrons to learn how the library can be a valuable partner for their personal goals. These conversations provided anecdotal evidence that allowed library staff to understand their current service strengths, and how future services can be refined to better serve our community.

### (A) Community Cohesion and Enjoyment

- Patrons come to ALD for enjoyment, to participate in programs, to meet friends, to utilize communal space, to simply be in a comfortable environment, to have fun with friends and staff, to watch movies, to enjoy events, and to use and experience our many resources (including toys, drawing, coloring, reading, chess, games, exploring, and playing).

### Patron Interviews

#### (A) Community Cohesion and Enjoyment *Why patrons need ALD*

Enjoyment	Communal Space
Life Transition Support	Our Resources
Community & Support	Programs & Events
Fun with Friends & Staff	Building Connection & Friendships

#### (B) Education and Information *Why patrons need ALD*

Life Transition Support	Community & Support
Programs & Events	Enjoyment
After School Support	Developing Passion for Lifelong Learning
College Prep & Job Training	Building Connections & Friendships

#### (C) Creation and Innovation *Why patrons need ALD*

Accessing Technology	Playing & Growing
Learning	Discovering Interests
Exploration	Programs & Events
Preparing for the Future	Developing Independence

Summary of patron needs discovered through patron interviews by staff.

### (B) Education and Information

- Patrons come to us to work on school projects, study, use the internet, access tutoring, home-school, find answers, read, and assist in early literacy. They are looking for help with homework, for help with job searches, and for help preparing for their individual futures.
- **Needs identified include:** testing boundaries, developing a passion for lifelong learning, providing after school support, helping with homework, developing life skills, preparing for college and job training, assisting with financial literacy, providing resources for health and wellness, family planning and support, building on a career, retirement planning, accessing technology, and enhancing food security.

### (C) Creation and Innovation

- Patrons come to us for printing, 3D printing, VR, home-school materials, computer access, learning new and interesting things, preparing for their futures, growing, playing, and exploring.
- **Needs identified include:** providing safe places to explore, discovering and exploring interests, developing independence, developing personal identity, developing passions, accessing technology.

### Staff Observations

What is the **ONE THING** our staff would like to provide for our patrons?

Create a  
Community  
for Altadena  
that is  
Equitable for  
ALL People

Community  
Appreciation  
Day!

Better  
Schools

Food  
Security

Connect  
Patrons to  
Services in  
Altadena

Community-  
owned  
Maker  
Space

Urban  
Sustainable  
Agriculture

Health and  
Wellness  
and Life  
Skills  
Support

Multi-lingual  
Resources  
(Indian,  
Chinese,  
Spanish)

A Vibrant  
Downtown  
with  
Improved  
Walkability

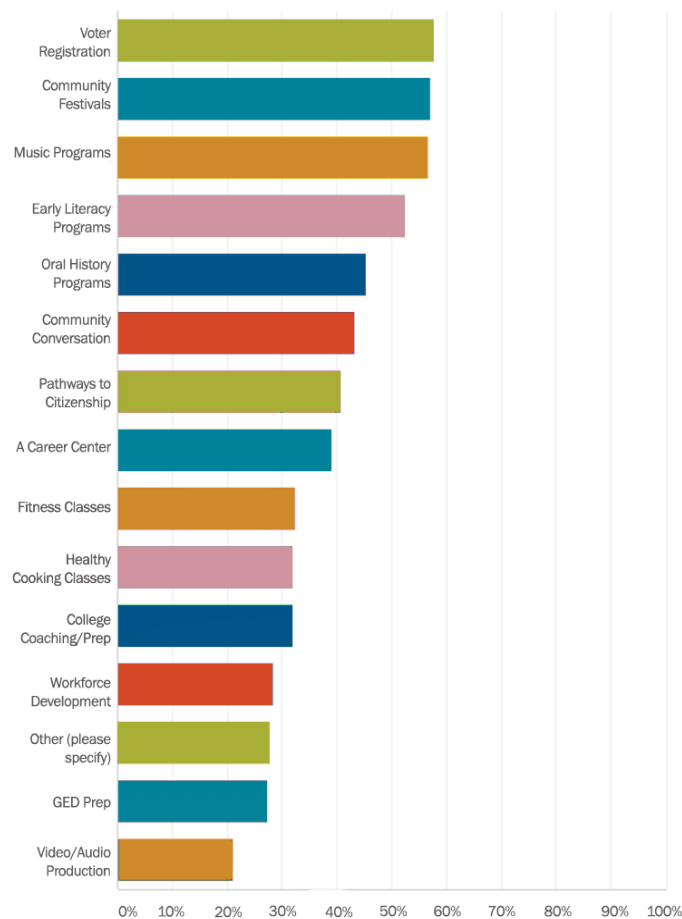
Diverse  
Programming  
(Inclusive of all  
Cultures and  
Identities)

Expanded  
Social  
Services for  
Job Seekers

Summary of results from staff workshop answering the question:  
What is the **ONE THING** our staff would like to provide for our  
patrons?



**What programs/services can the library develop that contribute to our civic, economic, educational, and personal health, as well as our community's cultural identity?**



*Results of community survey question: What programs/services can the library develop that contribute to our civic, economic, educational, and personal health, as well as our community's cultural identity?*

## 2. COMMUNITY SURVEY

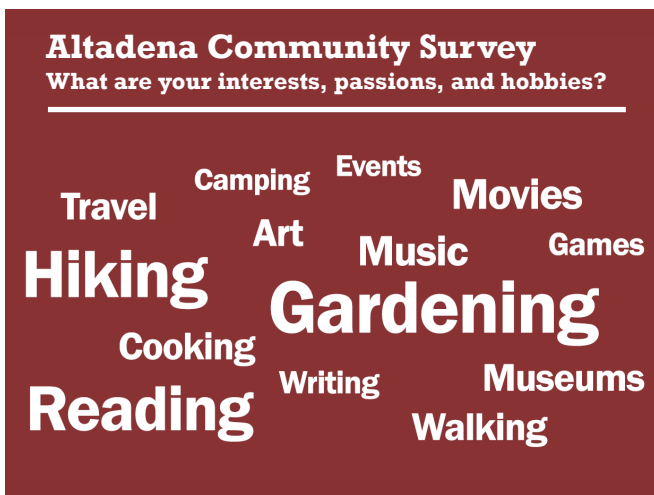
Over 200 residents have taken the community survey to date. The following is a synthesis of the results.

Respondents describe themselves as people who:

- Mostly using the Altadena Library, followed by the Pasadena Central Library.
- Love doing outdoor activities (especially biking and hiking), playing and attending sporting events, making art and visiting art museums, reading, traveling, and many other fun activities.
- Love ALD's great programs, its welcoming and cozy space, its convenience, and its librarians.
- Come to the library for materials, programs, and for renewing passports.
- Find their greatest challenges in the rising cost of living, coming together as a community, and aging/health.
- Enjoy that the library offers voter registration, community festivals, music programs, early literacy programs, oral history programs, and pathways to citizenship.
- Find information about their community through Nextdoor, the Library website, Facebook, and the Pasadena Star-News.
- Get to the library by car, usually solo.
- Would like to learn new skills, strengthen

basic and complex digital skills, learn how to sew, learn new art techniques, improve writing skills and meet with other local writers, and learn to speak new languages.

- the potential role the library can play to provide services that will foster the health and well-being of everyone in the community.



*Summary of ALD Community interests, passions, and hobbies from the community questionnaire.*

### 3. COMMUNITY TOWN HALLS

The consultant team and ALD also facilitated community conversations framed around the Healthy Communities model of community development. This provided an opportunity for community members to articulate

- shared characteristics of what it means to be a healthy Altadena,
- the key challenges the community is experiencing that prevent these outcome goals, and

The following identify the characteristics of community health identified in our conversations. It is worth briefly outlining the definitions for our major areas of concentration - respondents then discussed the particular local contours of these areas, identifying key challenges and needs.

Community Cohesion is achieved when a community is invested and participating; when it accepts, understands, and empathizes with diversity; when it celebrates diverse skills and talents; when it is self-reliant; when it discusses its issues and works together to create solutions; when it is created and built by its people (the members are the core); when it is connected; when it supports and welcomes its newcomers; and when it is affordable.

With regards to education and information, a healthy community understands how government systems work; is informed; has access to materials for knowledge growth and to support lifelong learning; supports its

## Community Town Halls

What are the greatest needs in order to make Altadena a healthy community?

### • Community Cohesion

Place to Gather & Discuss

Civic Engagement

Awareness of Local Events

Combat Difficult Problems

Safer, Walkable Streets & Parks

### • Education and Information

Engage, Empower, Inform Youth

Resource for Information

Help Finding Jobs

Catalyze Public School Relationships

Improved Equitable Education

Access to Information on Healthy Eating

### • Creation and Innovation

Pop-ups to Engage Community

Local Newspaper to Share Stories

Leverage Local Resources

youth and future generations; and values the health and well being of its members (through nature, exercise, nutrition, healthcare, classes, workshops).

When it comes to creation and innovation, a healthy community is improving; supports its local small businesses; creates and shares its stories; and offers access to exciting and diverse innovations that its community needs and desires.

Common themes that arose from these conversations are similar to those that many communities are experiencing nationally: lack of access to quality education for all, scarcity of transportation options as a barrier



Summary of Community Town Hall input on community needs.

Community Town Hall participants sharing their thoughts.



to opportunities (including access to library services), the need to overcome poverty and inequality, and the stresses that demographic shifts are having on the community's diversity, equity and inclusion values.

We were able to hear how those challenges are expressed uniquely in Altadena, as well as what residents identified as desirable in addressing them.

### Community Cohesion: Local Challenges

- Scarcity of transportation options as a barrier to opportunities (including access to library services);
- Overcoming poverty and inequality;
- Stresses that demographic shifts are having on the community's diversity, equity and inclusion values;
- Being unincorporated;
- Lack of coordinated communication about Altadena's resources;
- Concerns about gentrification and the lack of affordable housing;
- The implications that development will have on the community's shared values;
- The need for intentional efforts to foster positive social interactions to reflect Altadena's diversity; and
- Lack of walkability.

### Community Cohesion: Altadena Wants &

### Needs

- Opportunities for civic engagement;
- A place to gather to discuss local events and concerns;
- For its members to understand government;
- Awareness of local events;
- To combat difficult problems (e.g. homelessness); and
- Safer and more walkable/active streets and parks.

### Education and Information: Local Challenges

- Lack of access to quality education for all;
- Need for effective information dissemination;
- Connecting to schools;
- Language diversity;
- Lack of healthcare awareness and information; and
- Lack of healthy food options.



*Community Town Hall participants sharing their thoughts.*

### Education and Information: Altadena Wants & Needs

- To engage, empower, and inform its youth;
- A resource for information, services, and voting;
- To help people find jobs;
- Guidance on educational materials;
- To catalyze relationships between public schools and other community institutions;
- Improved and more equitable education; and
- Access to, and information on healthier eating practices

### Creation and Innovation: Local Challenges

- No local newspaper;
- Disengaged community members;
- Lack of empathy; and
- Difficult for small businesses to survive.

### Creation and Innovation: Altadena Wants & Needs

- Pop-ups to engage the community;
- A local newspaper to share its stories; and
- To leverage its local resources.

### Key Takeaways From the Evidence

It is essential to identify the ways in which the Altadena Library District can play a role in answering some of these challenges. While of course ALD cannot - nor should it! - do all things,

it can play a meaningful role in addressing some of our community's identified problems.

It is also essential to remember that the evidence gathered in this strategic planning document is drawn from a very small, and in no way demographically representative, sample of citizens (relative to Altadena as a whole). While this feedback is very valuable in identifying contours of the larger conversation, it is a starting point for further investigation and conversation to be undertaken as part of our work going forward, not a definitive answer to a question.

This process garnered feedback on how the community currently uses ALD, what it most values about ALD, and how core patrons envision using



*Community Town Hall participants engaging in conversation on community needs.*

library services in the future. It is confirmed that Altadena residents use and value the library for the services they have enjoyed throughout their lives, including checking out books and movies, studying, research, and family-centered activities.



*Community Town Hall participants engaging in a workshop activity to gather information on community needs.*

The community also expressed appreciation that the library facilities provide spaces for community meeting, quiet spaces for reflection, reading, and escape, and spaces for teens to hang out. We learned about programs that are currently popular: youth service programs, community-centered programs, art exhibits and STEM programs. In fact, during this process, the

library conducted innovative new programs that were extremely well attended.

These included an event that ALD hosted at the Bob Lucas Branch long-time residents with a diverse background of lived experiences shared their “Altadena” stories; ALD hosted a panel discussion celebrating the achievements of talented scientific innovators, all women who are making an impact in the fields of astrophysics, engineering, biology, and chemistry; and the Main Library hosted a family festival to celebrate the Summer Reading program.

We also learned that the community is largely eager to embrace an expanded role of the library in order for the Altadena to reach its potential. At the same time, it is true that some residents expressed frustration that the role of the library was changing - in the words of one respondent, “Why can’t you just check out books?”

The answer to this is simple: ALD does check out books. As a Library District, we have, until recently, largely embodied the traditional model of library usage throughout the twentieth century, and it is safe to say that we have neither the resources nor the square footage to be a major research library on the scale of, say, the main branch of the LA County Library.





*Staff workshop activity to discover patron needs, aspirations, and challenges.*

It is also true that continuing to solely pursue our traditional, twentieth-century model of library service would not serve all our constituents. Adding more books to a collection will continue but will not address the many other needs of Altadena residents who do not currently use the library, or who don't think that the library is a place that is welcoming, relevant, or useful to their lives.

And finally, it is undeniable that the world is changing rapidly. We can either take proactive steps to decide how to deal with that change, or we can deny its reality. It is our belief that our

task as a public library system is to serve all of Altadena to the best of our ability: to connect our neighbors to ideas, experiences, and learning opportunities that will directly and indirectly make their lives better.

Our role as a library district is not to do all things for all people, but rather to be intentional and deliberate about how to best align the services, resources, and experiences we can provide with the needs of our town. In some areas, the library absolutely can and should be a leader - in other areas, we envision ourselves bringing value more as a partner or supporter.

To that end, the Strategic Planning Committee, the Staff, and the Board of Trustees are recasting our mission, our vision, our core values, and our strategic priorities to represent the Altadena Library District as it currently exists in the community, and as we envision it moving into the future in a bold, innovative, and courageous way.



*Staff workshop activity to discover patron needs, aspirations, and challenges.*

### Ideas Generated By The Staff

Mental Health Workshops

Teen Open-mic Night

Genre-based Book Clubs

Cultural Awareness Programs

More Toys for Children

Curbside Concierge Services

Cooking Programs

Book Parties

Multilingual Programs

Rock Music Camp

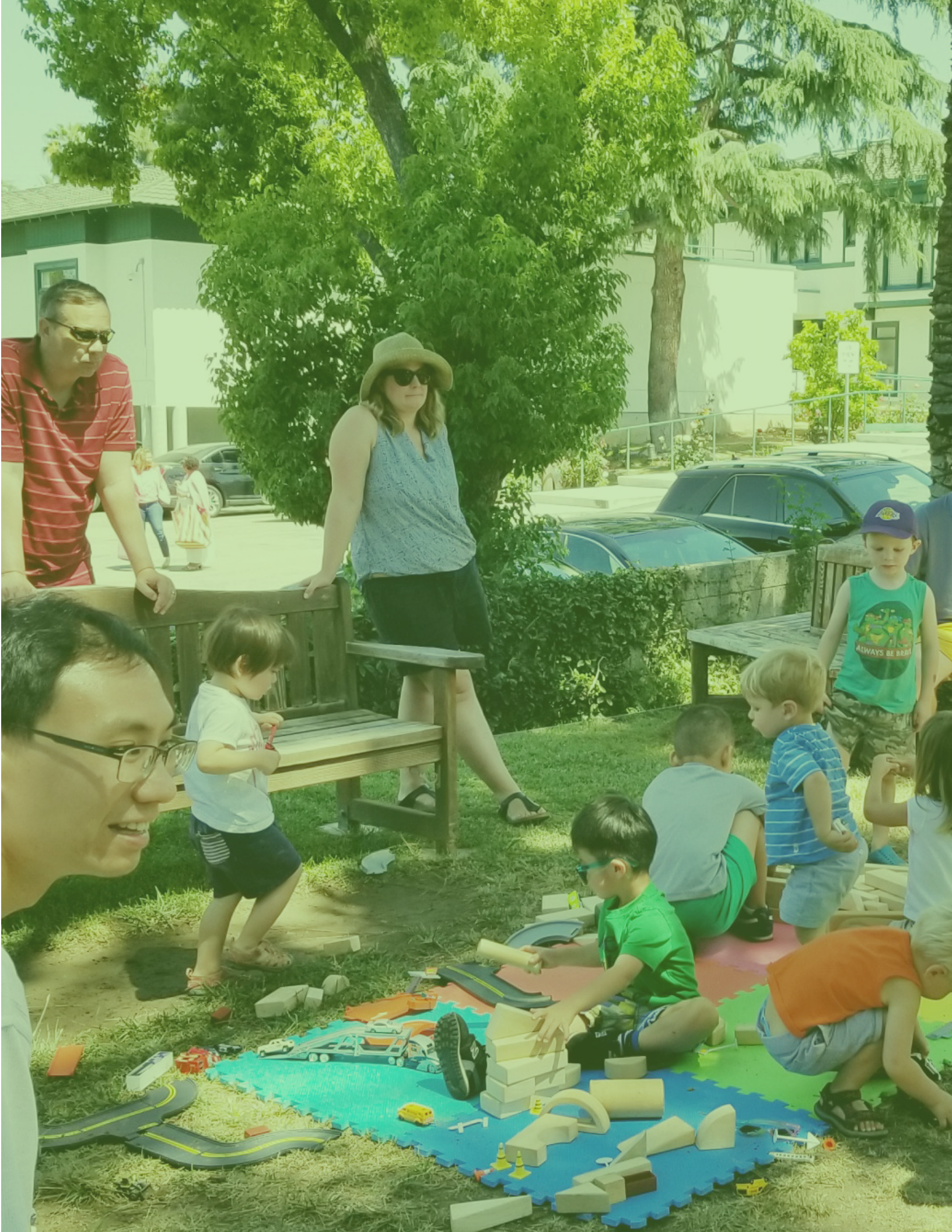
Unity Workshops

Mobile Massages

*Summary of the staff's ideas for programs and services to be implemented in the library.*









# 05 Mission

We bring people and ideas together.

## Vision

An Altadena where all are learning, growing, and thriving together.

# Values

Our core values are ALD's enduring, passionate, and distinctive core beliefs that will guide everything we do, define our organizational culture, and serve as the foundation for our strategic objectives.

These values articulated by the community and by the staff are in alignment and serve as the bedrock of our library system. We value:



**Innovation**

**Equity**

**Empathy**

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# 06 Strategic Priorities

# Strategic Priorities

## 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.

## 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.

## 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.

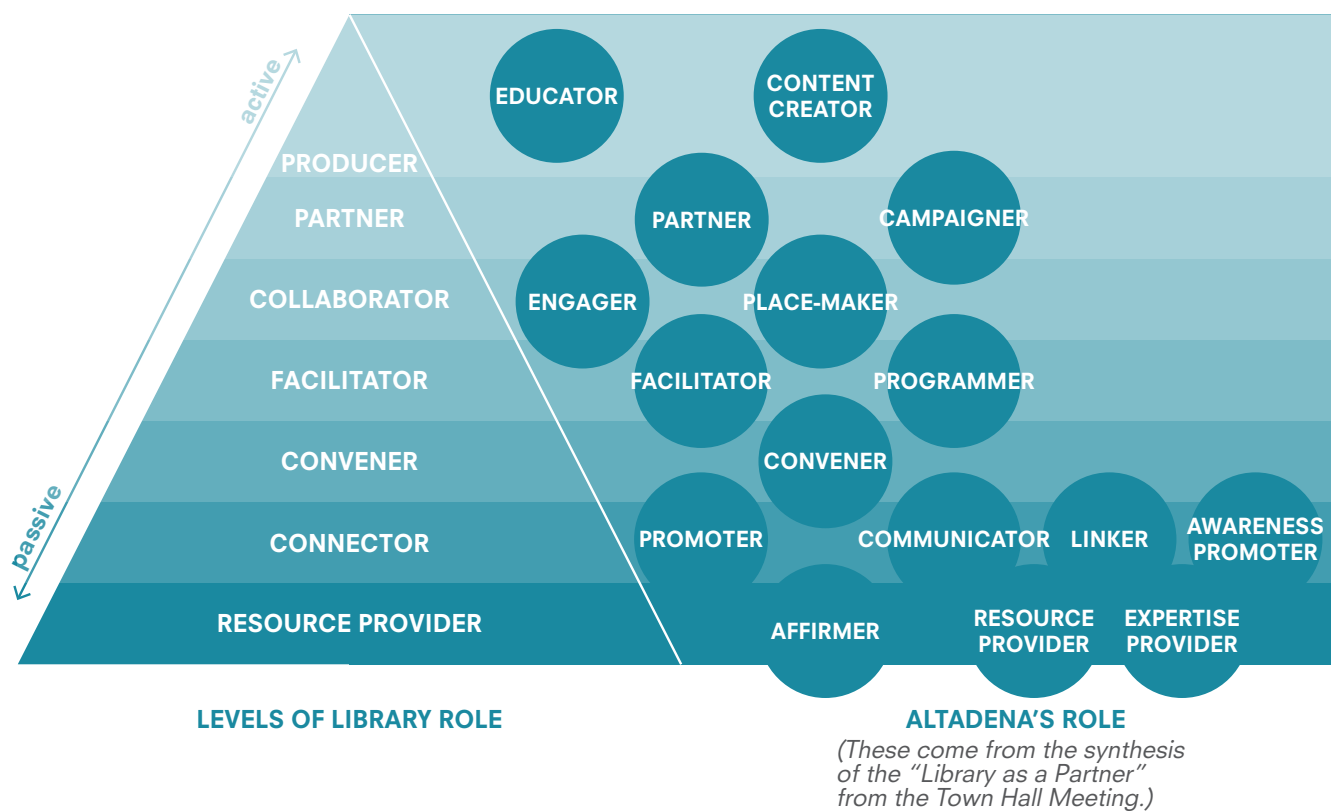




## **In the next years you will see ALD providing services that embody our mission, vision, and values in the following ways:**

- Enhancing local communication and access to information, in ways that ensure better access for all residents.
- Meaningfully engaging a wider swath of Altadena in events, programming, collection growth, and services.
- Finding ways to contribute intentionally on serious problems facing our community, including homelessness, mental health, affordable housing, income gaps, and a shrinking middle class.
- Improved transparency and accountability at all levels.
- Acting as a reliable and good-faith partner with local institutions, organizations, and community groups.
- Continuing to advance our available technology.
- Promoting local industries and enterprises.
- Promoting the library and library services in new and different methods.
- Seeking equity in provision of services across neighborhoods, populations, and areas of Altadena.
- Continuing to build the relevance of our work into the future and communicating it effectively to all of Altadena.
- Approaching all patrons, experiences, opportunities, and situations with compassion.
- Constructing and nurturing viable community feedback loops, to consistently improve the provision of library services.

**The Library's role is shifting from passive to active contributor to our community.**



# 07 Next Steps & Implementation

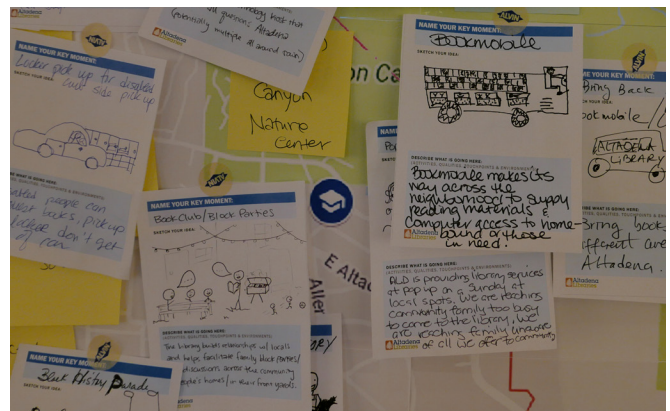
# Next Steps & Implementation

The board will adopt this plan by the end of 2019. The Strategic Plan directs the work of the Altadena Library District, including staff and Board, and will also inform and orient the work of our support groups, including the Friends and Foundation. In the next year, the District Director will work with the Board of Trustees to develop a one-year activation plan, a three-year implementation plan, and a five-year business plan. The following outlines a three-phased approach to be accomplished in the first three years. Progress will be assessed regularly, based on collectively defined success indicators.

## Year One, Phase One: Listening, Learning, and Following Through

By the end of Phase One, ALD will have accomplished:

- Community asset mapping;
- Strengthened relationships with community members and institutions;
- Strengthened trust;
- Improved cultural empathy & awareness;
- A better alignment between community needs and library services;
- The development of staff skills and talents necessitated by strategic objectives; and
- The institutional adoption and embodiment of our core values in every patron experience and interaction.



*Library staff created this Asset Map to illustrate Altadena's resources.*



### Year Two, Phase Two: Prototyping Services

By the end of Phase Two, ALD will have accomplished:

- The implementation of new services and programs aligned with community-identified wants and needs;
- Implementation and practice of enhanced staff skills and talents;
- Increased competency in evaluating and assessing our impact, our successes, and our areas which require improvement.

### Year Three, Phase Three: Fuller Implementation

By the end of Phase Three, ALD will have accomplished:

- A demonstrable creation of public value;
- Confidence and improved core competencies from staff;
- Improved reach and interaction with the community across all demographic and geographic ranges;
- The ability to align our facilities, our services, our assets, our resources, and our staff skills and talents with our strategic objectives.

The Library's Board of Trustees will serve the role of championing the strategic work, will communicate stories of impact, initiative, and relevance to community peers and civic leaders; and will continue to build, nurture, and develop relationships. The Board will support the Altadena Library District's leadership to ensure strategic success. The District Director will create the culture, lead the brand development and grow the business.

Undertaking this work will require ALD to build its capacity as influencers and storytellers. It will require ALD to strengthen its public trust by demonstrating increased value. Ultimately, this work represents the commitment of a Board, staff and community to demonstrating how impactful and important a public library can be in a town like ours.



*Community Town Hall participants engaging in a workshop activity to gather information on community needs.*





# Thank You

We are profoundly grateful to all of our neighbors, friends, peers, and colleagues who gave so generously of their time, insight, and experience throughout this process. Over three months, we had the opportunity to hear from more than 300 of our neighbors about what they wanted in a public library, and in a community. We appreciated the chance to take this first step together, and are looking forward to engaging a much wider range of our diverse, interesting, vibrant Altadena in the months to come. We don't see our work as finished, but only as grounded in a set of principles and a vision that will guide us forward and allow us to incorporate an ever-increasing set of voices into our plans for the future.

So to all of you who have been part of this process, to all who are joining this conversation now, and to all who will help us grow and evolve in the future: thank you! We can't wait to hear your thoughts as we move forward. What we have come to understand over the course of this process is that developing a strategic framework is not a final, static, finished product, but rather a flexible architecture that will let us imagine and create together, as a community, the public library system that we want.

The Altadena Library District sought community engagement at every turn. Participants from across the community, including members of the Friends of the Altadena Library and the Altadena Library Foundation, as well as our colleagues from the Altadena Town Council, shared their thoughts and vision with us. The opportunity to gather a deeper understanding of the needs, challenges, and aspirations of Altadena residents was invaluable. In addition to focused conversations, staff conducted 30 individual patron interviews, and we received more than 200 responses to our online survey. For a deeper dive into the data, please see the Strategic Visioning and Framework. (Note: all materials for meetings and surveys were available in English and Spanish.)

## **ALTADENA LIBRARY FOUNDATION BOARD OF DIRECTORS**

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## LEADERSHIP WORKING GROUP

### **Nikki Winslow**

District Director

### **Jonathan Arevalo**

Building Projects Manager

### **Chloé Cavelier d'Esclavelles**

Marketing & Community Engagement Manager

### **Carlene Chiu**

Library Manager, Technical Services

### **Cindy Cleary**

Interim District Director

### **Nicole Fabry**

Business Manager

### **Christopher Kellermeyer**

IT Manager

### **Jesse Lopez**

Library Manager, Adult Services

### **Estella Terrazas**

Public Services Director

### **Amanda Toledo**

Acting Library Manager,  
Children's & Family Services

### **Diana Wong**

Library Manager, Bob Lucas &  
Literacy Services

## STRATEGIC PLANNING COMMITTEE

### **Hafsah Abdus-Shakur**

### **Jill Barnes-Hawkins**

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### **Cynthia Carmona**

### **Anne Chomyn**

### **Katie Clark**

### **Cindy Cleary**

### **Sharon Collins**

### **Juanita Gutierrez**

### **Monica Hubbard**

### **Veronica Jones**

### **Cherri King**

## OUR STAFF

<b>Hector Acosta</b> Library Clerk	<b>Natalie Herrera</b> Library Clerk
<b>Antonia Aguilar</b> Library Associate	<b>Michelle Hoskins</b> Library Associate
<b>Melissa Aldama</b> Library Clerk	<b>Christopher Kellermeyer</b> IT Manager
<b>Selena Alegria</b> Library Clerk	<b>Aaron Kimbrell</b> Library Clerk
<b>Jonathan Arevalo</b> Building Projects Manager	<b>Yuni LaFontaine</b> Volunteer Coordinator
<b>Mikayla Arevalo</b> Library Clerk	<b>Jesse Lopez</b> Library Manager, Adult Services
<b>Gerardo Avila</b> Custodian	<b>Ricardo Loza</b> Gardener
<b>Isabelle Briggs</b> Librarian, Teen Services	<b>Quarece Martinez</b> Library Page
<b>Helen Cate</b> Library Associate	<b>Helen Milner</b> Library Associate
<b>Chloé Cavelier d'Esclavelles</b> Marketing & Community Engagement Manager	<b>Modesta Nava</b> Library Clerk
<b>Kylynn Chaney</b> Administrative Assistant	<b>Lori Newfang</b> Library Clerk
<b>Carlene Chiu</b> Library Manager, Technical Services	<b>Mark Parsons</b> Library Associate
<b>Sue Colasurdo</b> Library Associate	<b>Estella Terrazas</b> Public Services Director
<b>Ben Eisen</b> Library Page	<b>Cynthia Teyolia</b> Library Associate
<b>Vicky Escobar</b> Library Associate	<b>Amanda Toledo</b> Acting Library Manager, Children's & Family Services
<b>Nicole Fabry</b> Business Manager	<b>Nikki Winslow</b> District Director
<b>Anthony Green</b> Library Monitor	<b>Diana Wong</b> Library Manager, Branch & Literacy Services
<b>Deborah Gueringer</b> Library Clerk	<b>Alice Wynne</b> Library Clerk



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