

ALD Board of Trustees  
Strategic Planning Committee Report (July 2019)

*Committee Members: Katie Clark (chair), Jason Capell, Cindy Cleary, Hafsa Abdus-Shakur, Cynthia Carmona, Anne Chomyn, Sharon Collins, Juanita Gutierrez, Monica Hubbard, Veronica Jones, Cherri King; Jill Barnes-Hawkins*

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**I. Formation & Scope of Work**

The Strategic Planning Committee is a Special Committee tasked with developing a new strategic plan for the Altadena Library District. The work of the SPC will be supplemented and/or facilitated by a strategic planning consultant, Margaret Sullivan Studios, which has been hired by the District.

**II. Revised Schedule for Strategic Planning Work**

Following the negotiation and signature of an agreement, work began in early July. As of the date of this report (7/17/19), a schedule has been put in place with dates set for a first trip. Please see the attached letter from MSS which details the process.

Although the initial plan was to deliver a finished strategic plan by 1 September, the inclusion of a new director in the process seems to outweigh the value of sticking to that deadline (which, it must be admitted, was probably overly ambitious in the first place).

The revised timeline will see a draft strategic planning document presented to the Board for discussion at the October regular meeting, with a revised strategic planning document presented for approval and adoption at the November regular meeting. This way, the new permanent director will have a chance to weigh in on the direction and execution of the plan, and it can be adopted before the 2020 planning that will take place in the December board meeting and the January board retreat.

As part of the pre-work in advance of the first on-site set of workshops and meetings (which will be held August 15, 16, and 17), MSS will circulate a survey to the Board and conduct one-on-one phone calls with each board member. A schedule of available times will be circulated at the meeting. Ideally, the surveys and calls could be completed within the next two weeks.

Current work includes designing and approving survey instruments for the staff, the community, and leadership groups, ensuring that they are accessible and available in English and in Spanish, and determining what data from the ALD would be most useful to the consultants at MSS to help shape their process.

**III. Town Hall #1: Thursday, August 15, 2019, 6:30pm**

As part of the Strategic Planning Process, a town hall meeting has been scheduled for Thursday, August 15th, at 6:30pm in the Community Room of the Main Library. The SPC will coordinate with the Executive Search committee to include any questions or content that they would find helpful as part of that program.

**III. Recommendations**

*The Committee has no action to recommend at this time.*

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



July 15, 2019

Cindy Cleary  
Interim District Director  
Altadena Library District  
660 East Mariposa Street  
Altadena, CA 91001

MARGARET SULLIVAN STUDIO

Dear Cindy,

Margaret Sullivan Studio (MSS) is pleased to present the following Preliminary Work Plan and Fee Proposal for the Scope of Work for the Strategic Planning Consultant. The Scope of Work outlined in the RFP will be achieved in (3) 2-day trip visits and (1) day trip to provide a board presentation. MSS will conduct weekly calls with the Strategic Planning Committee for the duration of the work.

See proposed approach and trip schedule:

#### Phase I: Information Gathering, Analysis & Context Setting

Pre-Work: July, 2019

1. MSS will conduct a pre-meeting telephone call with ALD Strategic Planning Committee (SPC) and District Director to clarify expectation and desired outcomes.
2. Review relevant documents.
3. Conduct All Staff Survey (if Strategic Planning Committee would want to do that)
4. After surveys, MSS will conduct phone interviews with Board Members

Trip #1 (2 days)

August, 2019

Day #1 – Thursday, August 15<sup>th</sup>

1. Site Tour
2. Workshop Session with Staff: Directed Storytelling (1/2 day)\*
3. Town Hall Meeting (6:30 pm)  
*\*Continues to Day 2*

Day #2 – Friday, August 16<sup>th</sup>



4. Workshop Session with Staff: Directed Storytelling  
(9:00 am – 4:00 pm)

Day #3 – Saturday, August 17<sup>th</sup>

5. Visioning Session with Strategic Planning Committee  
(9:00 am – 1:00 pm)
6. Observe Current Customers/Patrons

MARGARET SULLIVAN STUDIO

*Conduct all staff presentation to introduce them to the process;  
Conduct an all staff Values Workshop (?)*

At the conclusion of this phase, community needs, observations and synthesis of findings will be delivered.

## Phase II: Develop Emerging Strategic Themes

Trip #2 (3 days)

September, 2019

Day #1 – Thursday

1. Conduct Staff Workshop to help develop the Strategic Themes based on Community Needs, Customer Journey mapping and Envisioning the Future Exercises. (3/4 day)
2. Conduct Stakeholder Conversations & Focus Groups (if required to provide more community input, if it is necessary to discover more factfinding information)

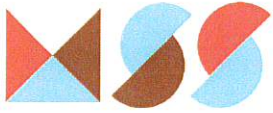
Day #2 – Friday

3. Conduct Staff Workshop to help develop the Strategic Themes based on Community Needs, Customer Journey mapping and Envisioning the Future Exercises. (3/4 day)
4. Conduct All Staff presentation to provide updates on the Process (if desired) (?)

Day #3 – Saturday/Sunday

5. Workshop Session with Strategic Planning Committee (3/4 day)

At the conclusion of this phase, a strategic framework will begin to emerge.



### Phase III: Create the Strategic Plan

Trip #3 (2 days) October, 2019  
\*potentially to be coordinated with Staff Day

1. Workshop Session with Strategic Planning Committee (1 day)  
This Workshop will focus on the development of and final documentation of the draft Strategic Plan.
2. Workshop Session with Staff (1 day)
3. Conduct Community Meeting to review and present draft plan. MSS proposes an option of engaging in a fun, interactive workshop, if feasible and desired by the Strategic Planning Committee.

MARGARET SULLIVAN STUDIO

*To note: Meetings with the Altadena Library District Board of Trustees, Friends of the Altadena Library, and the Altadena Library District Foundation will be coordinated and incorporated into the existing trips.*

Trip #4 (1 day) November 25, 2019  
Attend the Final Board Meeting for Strategic Plan Adoption