



# Operating Plan 2023

## consolidation and planning year

### Key Targets

1. [Community Needs Assessment](#) (CNA) recommendations:
  - Offer programs at times more conducive to participation by target audiences.
  - Offer programs targeting adults.
  - Streamline website navigation and event registration.
  - Find ways to educate the community on all the library offers.
  - Explore options for overcoming the challenges related to access.
2. [Star Libraries Metrics](#) (8 measures correlate to all others *Per Capita*): Physical Circulation; Circulation of e-Materials; Library Visits; Program Attendance; Public Internet Computer Users; Wifi Sessions ; Database Use; Library Website Visits

## 1. Grow Internally to Succeed Externally

**PRIMARY OBJECTIVE: We provide laser-focus on evaluation of service effectiveness.**

Objective Lead: *Technical Services Supervisor*

### Activities:

- **PRIMARY ACTIVITY:** Supervisors will assess the 2022 Community Needs Assessment (CNA) results, then working collaboratively with their team, adapt services accordingly.
- TS Supervisor will explore LJ Star Library metrics for strategic plan inclusion.
- The Library Director, with a task force of library stakeholders, will create the 2024-2028 Strategic Plan.

### Performance Measures:

1. By Q3 '23, all CNA recommendations are incorporated into all team practices.
2. By Q4 '23, all LJ Star Library metrics are incorporated into Library's multi-year Strategic Plan.
3. By Q4 '23, new Strategic Plan in place, staff ready to fulfill beginning Q1 2024.

**OBJECTIVE B: We continuously improve marketing and outreach efforts.**

Objective Lead: Communications Specialist

Activities:

- Communications Specialist will implement a new, comprehensive Communications Strategic Plan, integrating external communication channels (including earned, owned, and paid media), and staff orientation on Plan.
- Communications Specialist will lead campaigns to promote programs and services and identify which promotional methods and frequency deliver highest return (program registrations, door count, collections and other take rate).

Performance Measures:

1. By Q2, the New Communications Strategic Plan is incorporated into staff practices.
2. Quarterly reports reflect how program attendees heard about programs as well as if our advertising is reaching new audiences.

**OBJECTIVE C: We conduct development programs to strengthen staff, trustees, Friends & Foundation, and volunteers.**

Objective Lead: Administrative Specialist

Activities:

- Staff Development Committee (SDC) will plan, organize and evaluate training for staff, based on our Topics of Staff Development and Strategic Priorities.
- HR Team will create a new employee video onboarding system.
- HR Team will implement various staff retention strategies.
- Administrative Specialist will evaluate volunteer onboarding and enrichment.
- Emergency Management Group (EMG) will review the Library's emergency plan and train staff in emergency preparedness.
- TS Supervisor will create staff workflow systems in the new project management software, and will train staff in their use.

Performance Measures:

1. Each quarter, 75% of staff say that professional development was helpful to their role as a Library team member.
2. By Q3, Video Onboarding system in place for new hires.

3. By Q4, library retained a greater number of staff than averaged the past 3 years.
4. By Q4, 75% of volunteers surveyed say they feel part of the Library team and satisfied with their role.
5. By Q3, 75% of staff report they feel prepared to handle an emergency situation.
6. By Q2, Tactical Team have received training on Monday.com and reviewed the project management dashboard as part of every tactical meeting.

### **OBJECTIVE D: We plan for physical capacity building.**

Objective Lead: Operations Specialist

#### Activities:

- Operations Specialist will work with Contractors to refurbish or replace the library's roof with a 20 year coating.
- Admin and Technical Services will update the Emergency Plan to include staff procedures, drills, basic training and minimal services plan.
- Library building 10-year renovation plan will be completed, including RFP for Architect/interior specialist, timeline, priorities and funding (district reserves, F&F, grants).

#### Performance Measures:

1. Library remained open during roof repair, with no adverse patron effects, and the roof is rated to last another 20 years.
2. By Q2 '23, the Emergency/minimal services plan is complete and accessible to all staff.
3. By Q3, results of interior plan in place for 2024 budget & funding plan.

### **OBJECTIVE E: We plan for technical capacity building.**

Objective Lead: Technical Services Supervisor

#### Activities:

- Technical Services Team will create an annual calendar of reports for the director, including acquisitions, ILS, and scheduled equipment replacement.
- Technical Services Team will upgrade the library's presentation systems, bringing modern wireless streaming and ease of use for personal devices in all meeting spaces, starting with an RFP.

- Administrative Team staff will migrate to paperless record management / process automation.

#### Performance Measures:

1. By Q3 a recurring TS reporting calendar is in place, to implement by Q1 2024.
2. By Q4 staff report that presentation equipment met or exceeded expectations for meeting room use (staff as presenters, and verbatims from public use).
3. By Q1 2024, Paperless systems and workflow in place.

### **OBJECTIVE F: We plan for an annual budget and longer-term financial health.**

Objective Lead: Accountant

#### Activities:

- Accounting team will implement paperless invoicing options and train all relevant staff.

#### Performance Measures:

1. By Q2, all staff trained in paperless invoicing processes; paperless invoicing the norm for all staff by Q3.

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## **2. Deliver Materials on a Personalized Basis**

### **OBJECTIVE A: We deliver customized access to physical & digital collections**

Objective Lead: Technical Services Supervisor

#### Activities:

- Technical Services team will coordinate with the Programs & Outreach team to promote circulating materials associated with their programs, and use displays to connect materials with services offered.
- Technical Services team staff will physically inventory the collection and update catalog records in the ILS, assessing the collection to better reflect our community and patron interests.
- Technical Services team will reassess staff and public-facing interfaces including ILS, event calendar software, and catalog, collectively referred to as “the website” to improve patron experience and overall search success.

#### Performance Measures:

1. By the end of Q4, Patrons checked out 15% more materials than 2022 from the collection, increasing circulation.

2. By the end of Q4, the entire collection is inventoried and reflected accurately in the catalog.
3. By the end of Q4, website visits increase 10% and both staff and patrons report a more streamlined, enjoyable experience with “the website.”

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### 3. Enable a Greater Sense of Community

**OBJECTIVE A: We bring readers together in shared literary experiences.**

Objective Lead: Program & Outreach Supervisor

Activities:

- Program & Outreach team will coordinate and host literary events.

Performance Measures:

1. By end of Q4, Literary event attendance will increase 10% over 2022.

**OBJECTIVE B: We build civic engagement skills that enable community members to participate effectively in issues of public concern.**

Objective Lead: Program & Outreach Supervisor

Activities:

- Adult Services Librarian will host monthly Living Room Conversations, Conflict Resolution Month events, and other Deliberative Engagement events.

Performance Measures:

1. By the end of Q4, two-thirds of survey respondents express that the program helped build civic engagement skills that will enable them to participate productively in community dialogue and problem solving.

**OBJECTIVE C: We partner in celebrations of civic life & village events (outreach)**

Objective Lead: Program & Outreach Supervisor

Activities:

- All P&O team staff will participate in key outreach events in town (eg: Halloween, Dia de los Muertos, Community Resource Fair, National Philanthropy Day, etc).
- Each P&O team staff member will create target market specific PowerPoint to provide presentations as a part of the Library’s Outreach services.

### **Performance Measures:**

1. By the end of Q4, P&O staff will participate in 6 of the identified civic events on the Tactical Trail Map.
2. By the end of Q4, P&O staff will act as guest presenters - offsite, onsite or by Zoom - at 6 community groups as part of the Library's Outreach services.

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## **4. Enable Lifelong Learning**

**OBJECTIVE A: We enable participants of all ages to find fulfillment in curiosity and leisure, and to prepare for critical life choices.**

Objective Lead: Program & Outreach Supervisor

### **Activities:**

- Tech Arts Librarian will provide Database-specific programs to benefit target audiences.

### **Performance Measures:**

1. At least once a Quarter, the Tech Arts Librarian will present one or more database-specific programs.

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## **5. Focus on Early Literacy**

**OBJECTIVE A: We develop young minds so that they are prepared to read, write and listen in Kindergarten (ages 0-5).**

Objective Lead: Program & Outreach Supervisor

### **Activities:**

- Children's Librarian will encourage circulation of library materials at programs targeting age 0-5.
- Children's Librarian will use outreach and the Library's promotional platforms, to actively promote programs targeting ages 0-5 to new and underserved audiences.

### **Performance Measures:**

1. By the end of Q4, circulation of children's materials will increase by 10%.
2. By the end of Q4, participation at programs targeting ages 0-5 will increase by 10%.

**OBJECTIVE B: We develop young minds so that they become year-round readers (ages 6-18).**

Objective Lead: Program & Outreach Supervisor

Activities:

- Youth/Teen Librarian will offer abundant tween/teen promotional outreach materials throughout the community, including a minimum of 3 school visits each to the elementary, middle, high, and Eagle Rock schools.

Performance Measure:

1. By the end of Q4, 20% more patrons ages 6-18 have circulated at least one item.