II. IMPLEMENTATION PLAN

This report presents recommendations across a wide range of areas related to the District's culture improvement initiative. To provide the District with guidance for selecting which recommendations to execute and prioritize relative to other District efforts, we have prepared a high-level implementation plan. This implementation plan should be viewed as a living document that leadership will discuss, organize, and adjust to create an actionable path forward to strengthen and shape District culture. The implementation plan recommendations include the following:

- Priority level (high, medium, low), which reflects the sense of urgency and demand that was reflected in Workshop 2.
- Effort level (high, medium, low), which indicates the anticipated level of effort to complete the recommendation.
- Responsibility identifies who will be involved in designing and implementing the initiative:
  - The primary party is responsible for driving the work forward and coordinating work among stakeholders.
  - The secondary party encompasses those who will be actively involved in the work and collaborating with the primary party throughout the initiative
- Strategy and implementation period over the next three years to prioritize the timing of work and any necessary sequencing.
- Resources required reflect on the additional resources that Workshop 2 participants indicated would likely be necessary to fulfill the initiative.
- Potential performance measures provide optional performance measures that the District could use to monitor progress on this work. In order to evaluate year-over-year progress, the District should implement an annual employee engagement survey over key areas as noted in the table below. This will help to provide the baseline of the current culture and demonstrate where initiatives have had meaningful impacts to employees, teams, and the District overall.

REF.	RECOMMENDATION	PRIORITY	EFFORT LEVEL	RESPONSIBILITY PRIMARY PARTY	SECONDARY PARTY	STRATEGY AND IMPLEMENTATION PERIOD FY2024 Q3	Q4	FY2025 Q1	Q2	Q3	Q4	FY2026 Q1	Q2	Q3	Q4	FY2027 Q1	Q2	RESOURCES REQUIRED	POTENTIAL PERFORMANCE MEASURES
Vision	Develop a concise and compelling vision for culture statement based on the results from the Workshops.	High	Low	Executive Director	Culture Committee, Executive Director of Library Foundation and Strategic Initiatives		■											• Time and input to develop, review, and adopt the vision for culture statement	• Complete vision for culture statement.
Change Manag-ement	Develop a change management framework to support implementation, adoption, and buy-in of key change initiatives.	High	Medium	Executive Director, Associate Director, Executive Director of Library Foundation and Strategic Initiatives, Technical Services Director	Culture Committee		■											• Time and input to develop, review, and adopt a change management framework	**By initiative:** • Individualized project goals • User adoption **Employee Engagement Survey:** • To what extent do employees feel prepared for organizational changes? • How effectively are organizational changes communicated?
6A	Develop and reiterate clear, consistent employee expectations related to customer service, integration of IDEA in operating practices, and position responsibilities through job descriptions and other guiding documents such as competency frameworks for each position.	High	High	Director of Human Resources	Executive Director, Library Managers				■	■	■							• Time and input to review job descriptions • Time and input to develop service expectations and other relevant guides (i.e., competency frameworks for positions)	**Employee Engagement Survey:** • To what extent do employees feel that expectations are clear, consistently understood, and consistent?

				RESPONSIBILITY		STRATEGY AND IMPLEMENTATION PERIOD													
						FY2024		FY2025				FY2026				FY2027			
REF.	RECOMMENDATION	PRIORITY	EFFORT LEVEL	PRIMARY PARTY	SECONDARY PARTY	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	RESOURCES REQUIRED	POTENTIAL PERFORMANCE MEASURES
4	District leadership should work together to establish formal communication protocols that encourage productive multidirectional communication between management and staff.	High	Moderate	Executive Director	Library Managers		▉	▉										• Defined framework outlining the messaging and recipients for various types of communication • Additional employee capacity to allow for attendance at in-person meetings • Audit communication help desk tickets to determine which are outstanding, require a response, or are complete	**Communication framework:** • Outlining the opportunities for downstream, upstream, and lateral communication **Employee Engagement:** • Staff perceive feedback as received and considered appropriately • Employees are provided opportunities for more in-person communication
6B	Revise performance review processes to include individualized performance goals that align with the District's mission, vision, values, vision for culture, and job descriptions.	High	Moderate	Director of Human Resources	District Leadership			▉	▉	▉								• Potential revision of performance evaluation frameworks to develop career competencies	**Employee Engagement Survey:** • To what extent do employees feel that expectations are clear, consistently understood, and consistent?
7	The District should embrace a culture of feedback and accountability to cultivate trust, respect, and collaboration through conflict management training and revised performance management processes.	High	High	Executive Director and Director of Human Resources	Lead Trainer, Library Managers		▉	▉	▉									• Conflict management training • IDEA training • Time and resources to update the annual review	**Employee Engagement Survey:** • To what extent do employees feel that trust, respect, and collaboration are present in interactions? How well does the District manage conflict and promote accountability?
1	The District should gather qualitative and quantitative data to identify safety needs across branches and explore partnerships with local providers to build a robust safety program.	Medium	High	Executive Director, and the Security Manager	Emergency Preparedness Workgroup, Health and Safety Committee					▉	▉							• Resource allocation for programs and personnel • Updated safety policies and protocols and supportive training for staff underway by the Emergency Preparedness and Safety Committee • Community partnerships • Emergency Preparedness Project workgroup and plan	**Employee Engagement Survey:** • Overall feeling of safety • Staff confidence in navigating safety issues **Safety Metrics:** • Number of incidents per branch • Number of community partners engaged to provide supportive services
8	The District should prioritize providing employees with genuine and meaningful recognition that honors their contributions to the District.	Medium	Medium	Director of Human Resources	Recognition Steering Committee, Library Managers, Culture Committee			▉	▉									• Potential budgetary impact for recognition and total rewards program evaluation	**Employee Engagement Survey:** • To what extent do employees feel recognized for their contributions to the District?

REF.	RECOMMENDATION	PRIORITY	EFFORT LEVEL	RESPONSIBILITY		STRATEGY AND IMPLEMENTATION PERIOD												RESOURCES REQUIRED	POTENTIAL PERFORMANCE MEASURES
				PRIMARY PARTY	SECONDARY PARTY	FY2024		FY2025				FY2026				FY2027			
						Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		
3	District leaders should leverage existing cross-functional committees to spearhead collaboration on library programs and initiatives. This, in conjunction with updates to program evaluation and improved communication, can strengthen collaboration across the District.	Medium	Medium	Director of Public Services	Public Service Managers							�	�	�	�			• Staff capacity to participate in collaborative initiatives	**Engagement** • Program turnout numbers • Training day for programs **Infrastructure** • Dedicated collaborative opportunities for internal services departments • Monthly check-ins
5	The District should solicit feedback from staff to assess the effectiveness of its current internal communication pathways and work to consolidate its communication methods to promote clarity and consistency focusing on integrating key features and tools.	Low	Medium	Executive Director	Director of Human Resources, Lead Trainer									▪	▪			• Anonymous feedback channel, along with guidelines for how these channels can be effectively used constructively • Support and training for team on updated communication methods • Training to support the use of inclusive language and ensure accessibility • District-wide training on communication styles	**Employee Engagement Survey:** • Improved satisfaction with communication methods • Increased staff engagement **Infrastructure** • There is a clear communication framework where the channel, purpose, recipients, messaging, frequency, and expectations of staff are clearly defined
2	The District should develop a program evaluation process that reviews programs holistically, including advancement of its strategic plan, IDEA, and community impact.	High	High	Executive Director, Associate Director, Executive Director of Library Foundation and Strategic Initiatives, Technical Services Director	Community Relations, Evaluation Steering Committee			░	░	░	░	░	░	░	░	▪	▪	• Patron feedback mechanisms • Diversity and demographic data on community and patron needs • ESRI • Library IQ • Community Needs Assessment	• How well does the community feel that materials, programs, and services respond to their needs and wants? • What are patron satisfaction ratings for materials, programs, and services? • Continue leveraging quantitative metrics to demonstrate community reach and service demand