



## METROPOLITAN LIBRARY SYSTEM

### Job Description

**Job Title:** Director of Strategic Planning and Projects  
**Reports To:** Deputy Executive Director/Operations  
**Division:** Operations-Strategic Planning and Projects

**Position Code:** 1122-25E  
**Classification:** Exempt  
**Date:** 04/2019

#### **JOB SUMMARY:**

Under administrative direction, leads system-wide and cross departmental teams and projects to facilitate implementation of strategic goals and the enhancement and improvement of experiences for customers and employees. Provides leadership and direction for the Strategic Planning and Projects team in the planning, development, management, and assessment of strategic projects and organizational data collection, analysis, and reporting. Responsible for the management and coordination of the long-range planning and design process for capital projects.

#### **ESSENTIAL JOB FUNCTIONS:**

- Provides excellent customer service.
- Leads teams in the development of long range strategic and operational plans, objectives, and budgets as related to the strategic plan.
- Executes short and long-term objectives within the context of the Library's strategic and tactical plans.
- Champions the Library's strategic goals and initiatives with the system's mission, vision and core values in mind.
- Facilitates the annual business planning process as part of the Library's strategic planning and assessment model, including developing manuals and in-service documents and other planning materials.
- Contributes to ongoing thought leadership and perspective regarding the latest business, digital/technology, organizational effectiveness, and operational excellence trends and innovations.
- Identifies operational inefficiencies and root causes, identifies solutions, and recommends solutions for improved customer experience and cost reduction within existing service experiences/operations.
- Provides expert consultation on the design, development, and implementation of plans and projects related to service distribution, operational and capital planning, advising Administration on the best way to use resources in relation to the geographic needs of the organization.
- Supports strategic priorities by recommending or directing the creation of reports and studies on a wide variety of subjects, including organizational effectiveness, library usage data, population statistics, business statements, and environmental impact figures.
- Serves as Library representative during the design phases of capital projects prior to hand-off to the Capital Projects Manager for construction.
- Leads and provides assistance during community meetings for the purpose of gathering community input on new libraries; conducts research and analysis for a variety of planning activities.
- Consults with Library administration and staff to determine project requirements and is responsible for analysis and development of functional and space programs, the gathering of information and preparation of drawings to communicate design intent and project requirements, and development of specifications, cost estimates, and schedules for planned and active projects.
- Makes regular visits to library locations and engages local staff to assess the quality and utility of the built learning environments and their abilities to support evolving library operations.
- Researches and develops design criteria and leads the development of architectural and interior design policies, procedures, guidelines and standards for Library-owned and leased facilities.
- Oversees the preparation of drawings sufficient to provide direction and communication to others involved with creating and working with projects.
- Leverages design to research and prototype new digital, physical, and service experiences across the Library system.
- Represents the Library to staff and the public in explaining design, construction and renovation projects, developing and presenting written and visual materials describing the purpose of the projects.
- Provides leadership and coordination for Library public art selection and location process including documentation and signage.
- Coordinates the work of cross-functional teams to develop and implement strategic and tactical plans to facilitate and coordinate the delivery of Digital/Web services. Maintains open communication with other teams and planning committees to assure efficient processes are implemented and to coordinate projects with overlapping responsibilities.

- Coordinates the work of cross-functional teams to successfully implement customer-focused, outcome-based programs and services—codifying the system-wide approach to outcome-based planning and measurement, instilling a culture of learning, and establishing benchmarks for clear and measurable indicators of success.
- Researches, investigates and creates planning, design, and assessment solutions to support the strategic plan and annual plans with Library staff and a variety of stakeholder groups.
- Partners with internal customers to uncover operational needs and objectives, identifying areas where service design can add value to help leaders improve their departments through planning, operations, and analysis.
- Monitors and/or oversees the progress on the routine policy review process and special projects or initiatives related to the Strategic Plan.
- Provides support and expertise in the development, implementation, collection and evaluation of assessment activities throughout the Library, including customer-centered outcomes.
- In conjunction with the Executive Director and Deputy Executive Director of Operations, works with the Long-Range Planning Committee of the Metropolitan Library Commission, city officials, community planners, and architects to develop and maintain the Long-Range Plan and resulting Capital Improvement Program.
- Assists in recruiting, interviewing and selecting personnel in conjunction with Human Resources; evaluates performance of direct reports; assists with formal and informal training and coaching.
- Carries out supervisory responsibility in accordance with policies, procedures and applicable laws.
- Makes recommendations for the annual Strategic Planning and Projects department budget.
- Coordinates system-wide Furniture, Fixtures, and Equipment procurement to ensure consistent staff/customer experiences across locations, including developing, recommending and administering the system-wide budget for that account.
- Maintains and upgrades professional knowledge, skills, and abilities through reading professional literature, participating in professional associations and maintaining any applicable certifications, and attending seminars, training programs, and local/national meetings/conferences that address issues related to job duties.
- Drives personal vehicle to and from various locations.
- Works in a manner safe to the individual and other people; follows safety rules and safe working practices; uses safety equipment as required.
- Defends the principles of the Citizen's Bill of Library Rights, the Freedom to Read Statement, the privacy of library users' records, and the Code of Professional Ethics
- Performs other related duties as assigned.

#### **FREQUENCY OF TRAVEL REQUIREMENTS:**

- Frequent travel to other library locations.
- Occasional travel within the state or nationally for appropriate professional development and networking.

#### **INTERACTION:**

Interaction with all levels of staff, Library Commission members, stakeholders, and the general public.

#### **MATERIAL AND EQUIPMENT USED:**

- Computer(s)/Printer(s)
- General Office Equipment
- Microsoft Office
- Vehicle (personal)

#### **MINIMUM QUALIFICATIONS REQUIRED:**

- Bachelor's degree from an accredited college or university; and
- Five or more years of professional experience in the planning, design, and/or management of library or similar facilities; and
- Two or more years of personnel management experience.

#### **Licenses and Certifications:**

- Valid State Driver's License
- Current Motor Vehicle Insurance
- Acceptable Driving Record

**HIGHLY PREFERRED QUALIFICATIONS AND COMPETENCIES:**

- Master's degree from an accredited college or university in project management, architecture, public administration, planning, business administration or related field.
- Experience producing strategic plans.
- Experience working with building programs, site plans, and development proposals.
- Professional Licensing Credentials (Licensed Architect, Project Management Professional, etc.).

**KNOWLEDGE, SKILLS, AND ABILITIES:****Knowledge of:**

- Policies, practices, trends, technology, and information in the building design and construction industry, with particular interest in public libraries.
- Building programs and performance measures, facilities maintenance, and project management procedures.
- Administrative principles and practices, including goal setting and program budget development and implementation.
- All computer applications and hardware related to performance of the essential functions of the job.
- Administration and supervision of staff and activities.
- Advanced communication, negotiation, problem-solving, collaboration, and conflict resolution capabilities.

**Skill in:**

- Using Microsoft Outlook, Microsoft Word, Microsoft Excel, Microsoft PowerPoint, and Microsoft Project.
- Using survey software (e.g. SurveyMonkey) for gathering staff and community input.
- Using data visualization software (e.g. Tableau).
- Preparing clear and concise reports, correspondence, and other written materials.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Selecting and motivating staff and providing for their training and professional development.

**Mental and Physical Abilities:**

- Ability to articulate future-oriented vision of possibilities and likelihood of their success, using broad knowledge and perspective.
- Ability to relate well and build appropriate rapport and relationships with a variety of people in all levels of the organization, as well as people outside the organization.
- Ability to align customer needs with strong program design and implementation, including design thinking, change management, performance measurement, organizational culture, systems theory, and group dynamics.
- Ability to use complex qualitative and quantitative analysis to understand and communicate stakeholder needs, and to design effective solutions.
- Ability to apply strategic planning, program planning and project management, including performing outcome-based planning and evaluation and implementing strategic directions to meet performance outcomes.
- Ability to effectively present in a variety of formal settings - one on one, group, peers, direct reports, etc., command attention and manage group process.
- Ability to communicate effectively about technical ideas and issues with non-technical audiences, orally and in writing.
- Ability to travel to various locations and to access reliable transportation to do so.
- While performing the essential functions of this job the employee is frequently required to move from place to place, speak and hear and lift and/or move up to 25 pounds.
- While performing the essential functions of this job the employee is occasionally required to bend, stoop, crouch, crawl, kneel, and lift and/or move up to 50 pounds.

**SUPERVISORY RESPONSIBILITY:**

- This position supervises multiple department staff.

**WORK ENVIRONMENT:**

- Works in a normal office environment where there are little or no physical discomforts associated with changes in weather or discomforts associated with noise, dust, dirt, and the like.
- The incumbent's working conditions are typically moderately quiet.

**SUMMARY STATEMENT:**

This job description should not be interpreted as all inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this description. Any essential function or requirement of this job will be evaluated as an interactive process, as necessary, should an incumbent or applicant be unable to perform the function or meet the requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodations for the specific disability will be made for the incumbent or applicant so long as accommodation does not create an undue hardship to the System or if doing so causes a direct threat to the individual or others in the workplace and the threat cannot be eliminated by reasonable accommodation.

NOTE: The System reserves the right to amend or change this job description from time to time and/or assign other tasks for the Employee to perform as the System may deem appropriate.