



Salem Public Library: Strategic Clarity Retreat

July 6, 2022

Coraggio Group
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Welcome and Introductions

Please share:

- Name
- Pronouns
- Your SPL related role/connection
- One word that describes your future hopes for SPL



Strategic Clarity Retreat Agenda

- 1** **11:00-11:30**
Welcome, project overview, centering equity and inclusion
- 2** **11:30-12:00**
Situation Assessment Review
- 3** **12:00-1:00**
Defining Vision and Mission and Visioning Activity
- 4** **1:00-1:30**
Lunch
- 5** **1:30-1:50**
Mission Input
- 6** **1:50-2:40**
Strategic Guidance Activity
- 7** **2:40-3:00**
Public Comment Opportunity, Closing

Overview of Strategic Planning Approach and Process

Strategic Planning Framework



Tasks/Deliverables		MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Get Clear	Stakeholder Engagement: Survey Analysis, Interviews and Focus Groups									
	Benchmarking and Best Practice Research									
	Situation Assessment Report									
Get Focused	Strategic Clarity Retreat									
	Strategic Planning Work Sessions									
	Ongoing Board, Staff & Stakeholder Engagement									
	Strategic Plan Revision Work Session									
	Strategic Plan Finalization									
Get Moving	Implementation Roadmap Work Sessions									

SAMPLE Strategic Plan



VISION	MISSION	VALUES	POSITION
<p>Empowering individuals, strengthening communities.</p>	<p>As our community's college, we cultivate equitable, innovative, and responsive education.</p>	<p>Learning: CCC is committed to continuous improvement and innovation in support of student-centered teaching and learning</p> <p>Equity: CCC is committed to understanding and dismantling systems of oppression and to co-creating a more equitable educational system that in turn fosters a more equitable society</p> <p>Student success: CCC strives to be a student-ready institution that supports and partners with students to promote discovery and growth</p> <p>Community: CCC works to mobilize community-wide awareness and action related to College strategic priorities and seeks to build relationships in support of community well-being</p> <p>Belonging: At CCC, individuals are celebrated for their experience and expertise, validated for their unique perspectives, and engaged in ways that reflect their needs and interests</p>	<p>We collaborate to create a shared understanding of present and future needs and opportunities, to infuse our offerings with the highest possible quality and relevance, and to empower the kind of learning and discovery that will have positive and long-lasting impacts for our students and community.</p>

Imperatives	Objectives	Initiatives
<p>Excellence in Teaching and Learning Lead and support ongoing development and improvement of equitable innovative and responsive learning environments for students and employees</p>	<ul style="list-style-type: none"> Quality of student learning experience as measured by student engagement surveys Teaching and learning survey results indicate positive progress regarding implementation of equitable best practices Employees report understanding and confidence in supporting student learning and feel they have the necessary tools to enact their role effectively 	<ul style="list-style-type: none"> Define and implement equitable best teaching and learning practices Utilize student and employee feedback and student outcomes to improve teaching and learning practices Invest in equitable, innovative, and responsive professional development and learning
<p>Holistic Student Support Collaborate with students both in and out of the classroom to understand and respond to their needs and goals</p>	<ul style="list-style-type: none"> CCC employees confidently and consistently connect students to the services they need (e.g. physical or virtual One Place) Students' ease of access to services is improved Students' sense of belonging and connectedness to CCC is increased 	<ul style="list-style-type: none"> Create and maintain up-to-date, consistent messaging and shared knowledge related to student support Improve ease of access to and between services Strengthen students' sense of belonging at CCC
<p>Diversity, Equity & Inclusion Attract, retain, and uplift systemically non-dominant students and employees</p>	<ul style="list-style-type: none"> 80% completion of DEI Strategic Plan annual action items each year and 100% by spring 2026 DEI Framework applied to 100% of reviewed policies and procedures annually Demonstrated improvement in the college's ability to attract, retain and uplift systemically non-dominant students and employees 	<ul style="list-style-type: none"> Modify and regularly deploy DEI Climate Survey Create tracking process for DEI Framework application Extend DEI planning efforts beyond the current three-year strategic plan (ending in spring 2023), in alignment with the College's strategic plan (ending spring 2026)
<p>Organizational Health Strengthen our organizational culture, our systems, and our stewardship of resources in order to better empower employees to fulfill our central mission: serving the community with high-quality education and training</p>	<ul style="list-style-type: none"> Develop and implement a multi-year cycle for review of and revision to major processes Demonstrated growth related to organizational learning objectives Campus climate survey results indicate positive progress regarding key measures 	<ul style="list-style-type: none"> Commit to continuous quality improvement of major processes, including the College's approach to the CQI cycle. Coordinate and improve the approach to empowering employees through training and transfer of knowledge Create and curate a knowledge base of operational documentation Implement an Employee Climate Survey
<p>Community Connections Cultivate and nurture responsive and sustainable community relationships</p>	<ul style="list-style-type: none"> Establish an approach to measure the health of our community relationships Increase in the number of formal partnerships in areas of community need 	<ul style="list-style-type: none"> Align our relationship tracking, systems, and supports Develop and implement an approach to assess the health of our relationships Engage thoughtfully and intentionally with our community

Using the Situation Assessment Report to Inform Strategic Planning

Theme

Theme 6: SPL has a passionate team that needs to strengthen its internal culture.

Imperative

Organizational Health and Culture

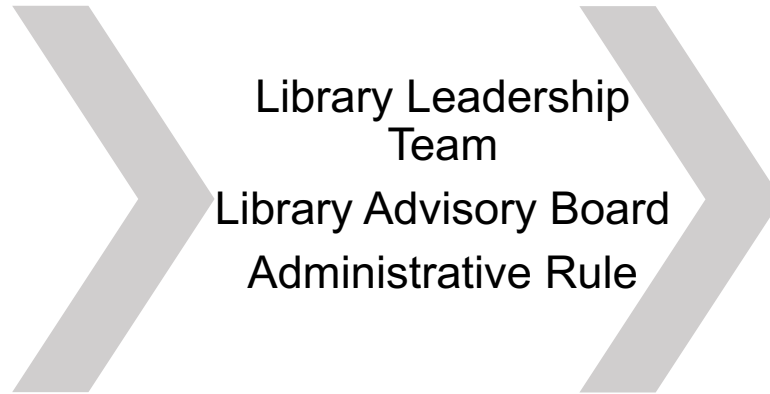
Objective

Increase Overall Employee Engagement Score to 4.5/5

Initiative

Gather and Utilize Stay and Exit Interview Data

Strategic Planning Governance



Committee develops a final strategic plan with stakeholder input along the way and through consensus decision-making



Leadership Team reviews along the way and approves the final plan
LAB supports and recommends the final plan



Plan is adopted and presented to City Council

Stakeholder Communication and Engagement Approach

- Leveraging the expertise and perspectives of the Steering Committee team throughout the process
- Public Meetings and Website postings
- Utilize a Staff Organizational Health Cohort to Develop Internally Focused Plan Elements
- Regular updates and with Stakeholders (LAB, Foundation, Staff, Friends, etc.)
- Potentially: additional stakeholder engagement at plan launch or during implementation



Steering Committee Team Agreements and Equity Lens

DRAFT Steering Committee Community Agreements

- **Step up & step back:** Speak up but also create space for others.
- **Seek to understand:** Be active and reflective listeners, consider different viewpoints, and seek to understand the “why” behind things.
- **Be present and prepared:** Lives are busy. Show up consistently, be prepared and engage fully.
- **Engage in respectful dialogue:** Normalize healthy debate, assume good intent and/or check assumptions or seek clarity when needed.
- **One voice, one mic:** Make sure we listen fully to someone else before speaking ourselves.



City of Salem (Draft) Equity Lens Questions

1. Does the initiative or policy align with the City's mission/vision/strategic plan?
2. What data has been used to inform this initiative or policy?
3. Who are the groups supporting this initiative or policy?
4. Who are the groups that are not represented?
5. **How does this initiative or policy impact all groups (*positively and negatively*)?**
6. How many members of the community have involved in the decision-making process?
7. What are the barriers to create more equitable outcomes for inclusion (i.e., socio-economic status, language, gender identity, community expectations, etc.)?
8. **How does this initiative or policy build, support, and empower BIPOC, LGBTQIA+, and other underserved communities?**
9. **What would it take to sustain this initiative or policy?**
10. What are the measurable goals and objectives?
11. What data will be used to monitor success (i.e., in 3 months, 6 months, 9 months, etc.)?
12. **What are the biases and unintended consequences of this initiative or policy?**
13. Are there any other possibilities and options yet to be explored?

Situation Assessment Report Review and Debrief

Situation Assessment

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Stakeholder Engagement

1522 Survey Respondents

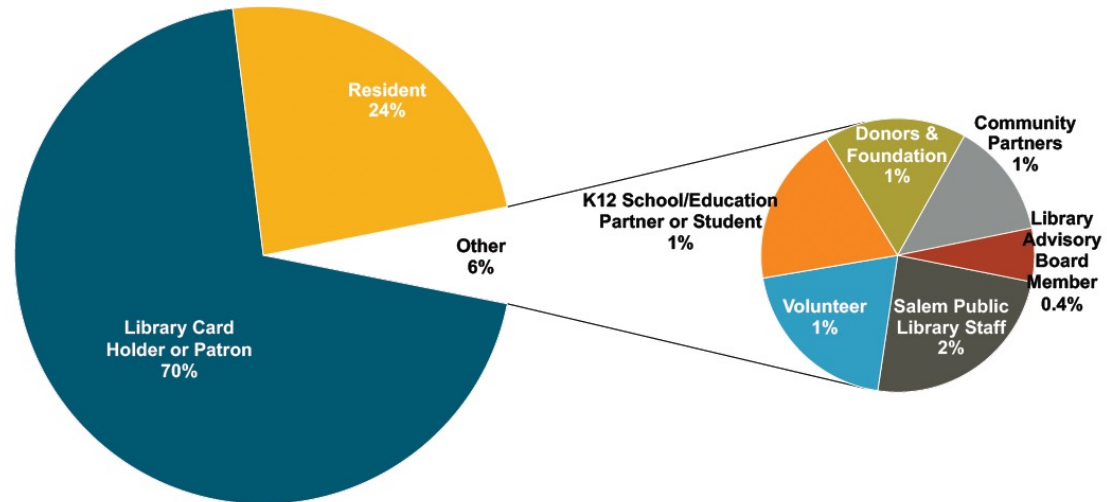
35 Focus Group Participants

11 Individual Interviews

Stakeholders were asked about:

- 1 Mission
- 2 Values
- 3 Current and ideal reputation
- 4 Diversity, equity, and inclusion (DEI)
- 5 Library roles
- 6 Collection relevance
- 7 Challenges and opportunities
- 8 Organizational assessment (staff only)

Figure 1 – Survey Respondents' Affiliation to SPL N=1522
Please identify your primary relationship with Salem Public Library



Community Profile

Race and Ethnicity (Salem Metro area)	2010		2020		Absolute Change	Relative Change	AAGR
<i>Total population</i>	390,738	100.0%	433,353	100.0%	42,615	10.9%	1.0%
Hispanic or Latino	85,682	21.9%	108,470	25.0%	22,788	26.6%	2.4%
White alone	277,460	71.0%	278,369	64.2%	909	0.3%	0.0%
Black or African American alone	3,300	0.8%	4,469	1.0%	1,169	35.4%	3.1%
American Indian and Alaska Native alone	4,670	1.2%	4,703	1.1%	33	0.7%	0.1%
Asian alone	7,193	1.8%	8,972	2.1%	1,779	24.7%	2.2%
Native Hawaiian and Other Pacific Islander alone	2,455	0.6%	4,013	0.9%	1,558	63.5%	5.0%
Some Other Race alone	490	0.1%	2,113	0.5%	1,623	331.2%	15.7%
Population of two or more races:	9,488	2.4%	22,244	5.1%	12,756	134.4%	8.9%

Benchmarking

Figure 4 – SPL at a Glance

	Salem public Library (2019-2020)	Cluster 1 (Oregon Public Libraries) SPL's ranking – 7 total	Cluster 2 (similar libraries nation- wide) SPL's ranking – 6 total
Population	167,400	5	2
Branches	1	5 with Hillsboro and Beaverton	4 with Ontario and Everett
Library card holders (% of total population)	71%	1	2
Revenue/capita	\$31.64	7	5
Expenditure/capita	\$24.46		
% Expenditure on staffing	88%		
% Expenditure on collection	12%		
FTE Staff per 1,000 population	0.27	7	4
Collection/capita	2.43	7	2
Circulation/capita	7.93	6	1
Program attendance per 1,000 population	143.79	6	1

Budget and General Statistics Comparisons

Table 2 – 2019-2020 Budget and General Statistics among selected Oregon Public Libraries

Library	Population served	Library card-holders (% of population)	Branches + bookmobiles in addition to main Library	Total ops. revenue per capita	Total ops. expenditure per capita
Multnomah County Library	821,730	49%	18	\$108.09	\$102.56
Jackson County Library	221,290	62%	14	\$54.18	\$45.04
Deschutes Public Library District	193,000	44%	6	\$75.41	\$66.24
Eugene Public Library	171,210	59%	2	\$86.14	\$83.94
Salem Public Library	167,400	71%	1	\$31.64	\$24.46
Hillsboro Public Library	158,738	48%	1	\$74.56	\$46.24
Beaverton Public Library	149,392	67%	1	\$76.92	\$56.44

Staffing Comparisons

Table 6 – 2019-2020 Staffing Statistics among selected Oregon libraries¹⁵

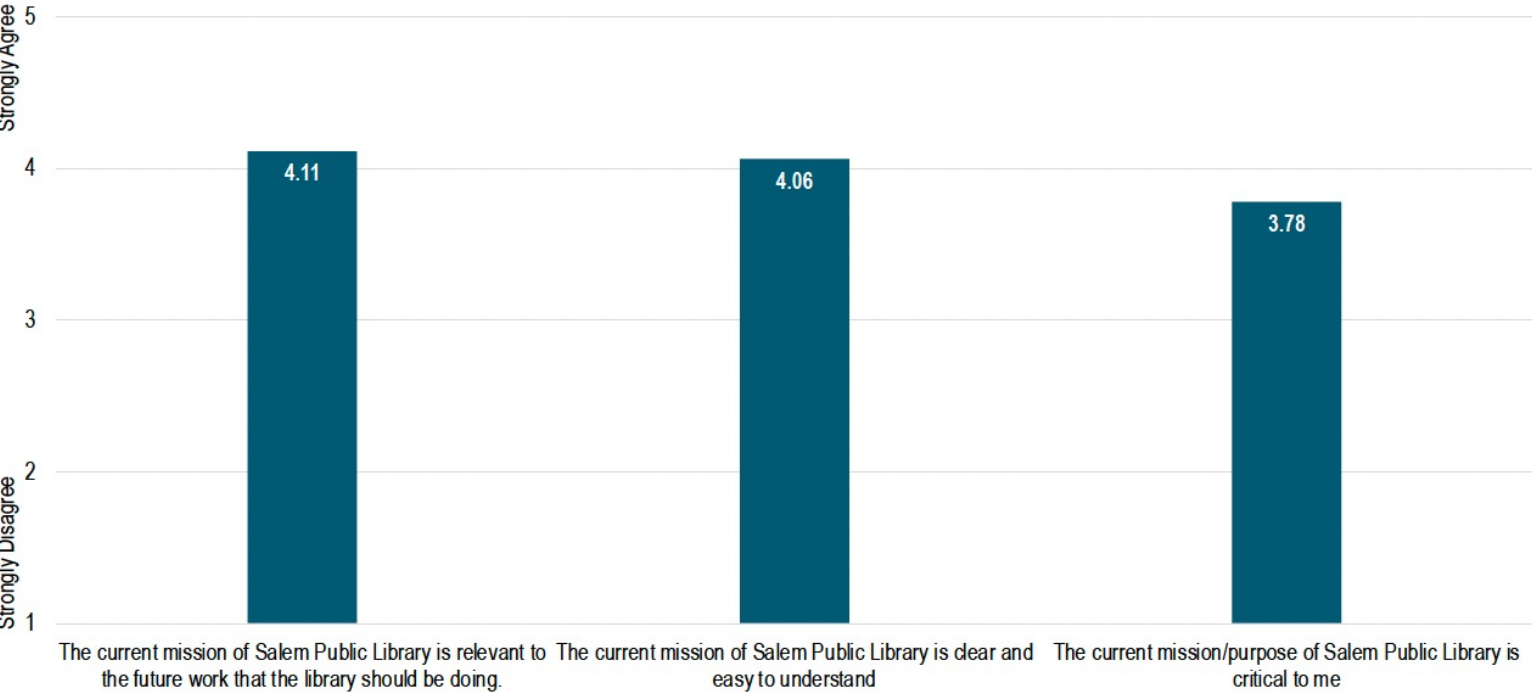
Library	FTE Staff per 1,000 served	FTE Staff per 10,000 circulation	Staff expenditures as a percent of total expenditure	Wages as a percent of total revenue
Multnomah County Library	0.65	0.36	65%	36%
Jackson County Library	0.38	0.56	41%	25%
Deschutes Public Library District	0.51	0.47	65%	38%
Eugene Public Library	0.60	0.49	72%	39%
Salem Public Library	0.27	0.34	88%	45%
Hillsboro Public Library	0.56	0.46	86%	38%
Beaverton Public Library	0.47	0.32	82%	38%

Program Statistics Pre-Pandemic

Table 16 – 2018-2019 Programs Statistics among similar libraries²⁶

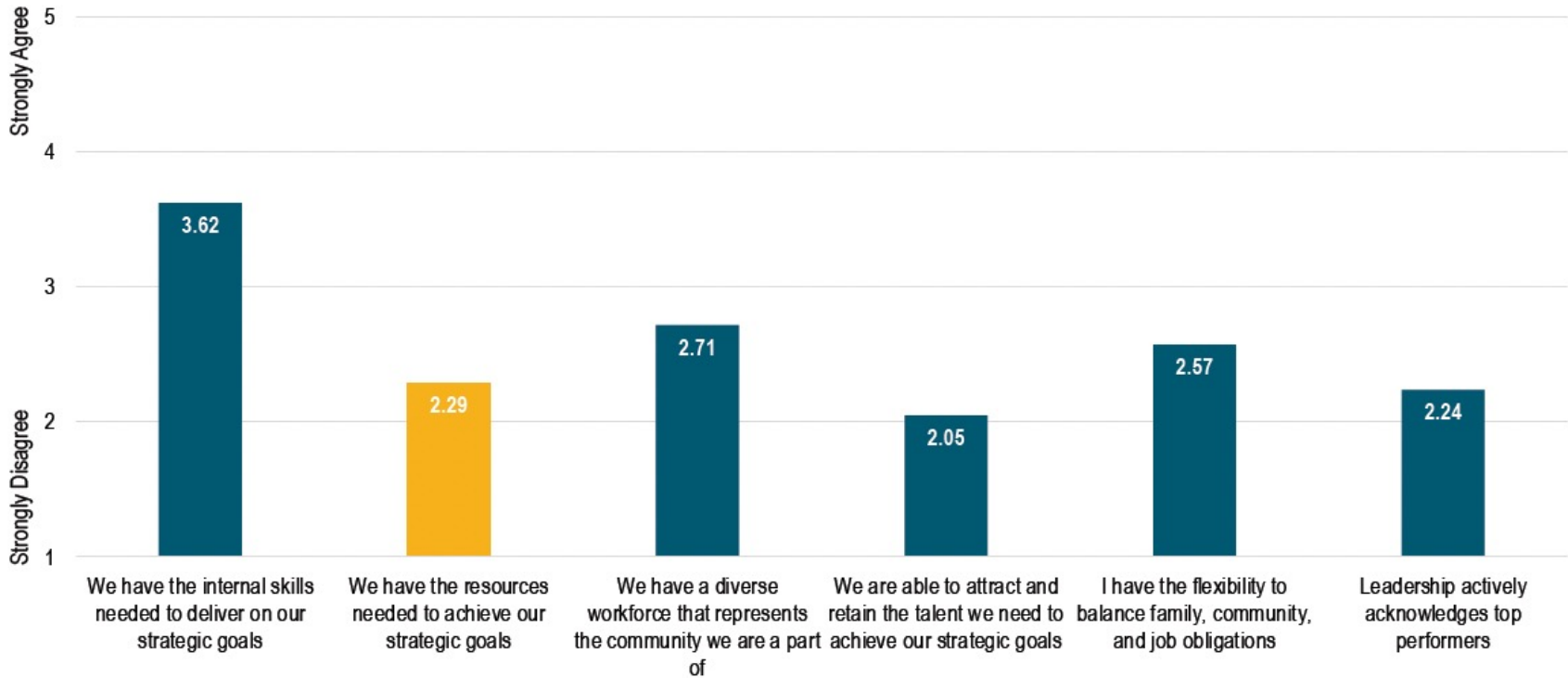
Library	Total programs	Total program attendance	Percent of total attendance at Children's programs	Program attendance per 1,000 served
Ontario City Library, CA	1,081	31,543	73%	176.94
Salem Public Library, OR	2,411	68,277	78%	413.14
Salinas Public Library, CA	1,393	30,100	94%	184.89
Orange Public Library, CA	588	22,846	83%	161.24
Roseville Public Library, CA	630	23,153	92%	165.80
Everett Public Library, WA	896	28,213	76%	252.35

Theme 2: The Salem community is happy with SPL and would like the library to maximize its impact and reach as many people as possible.



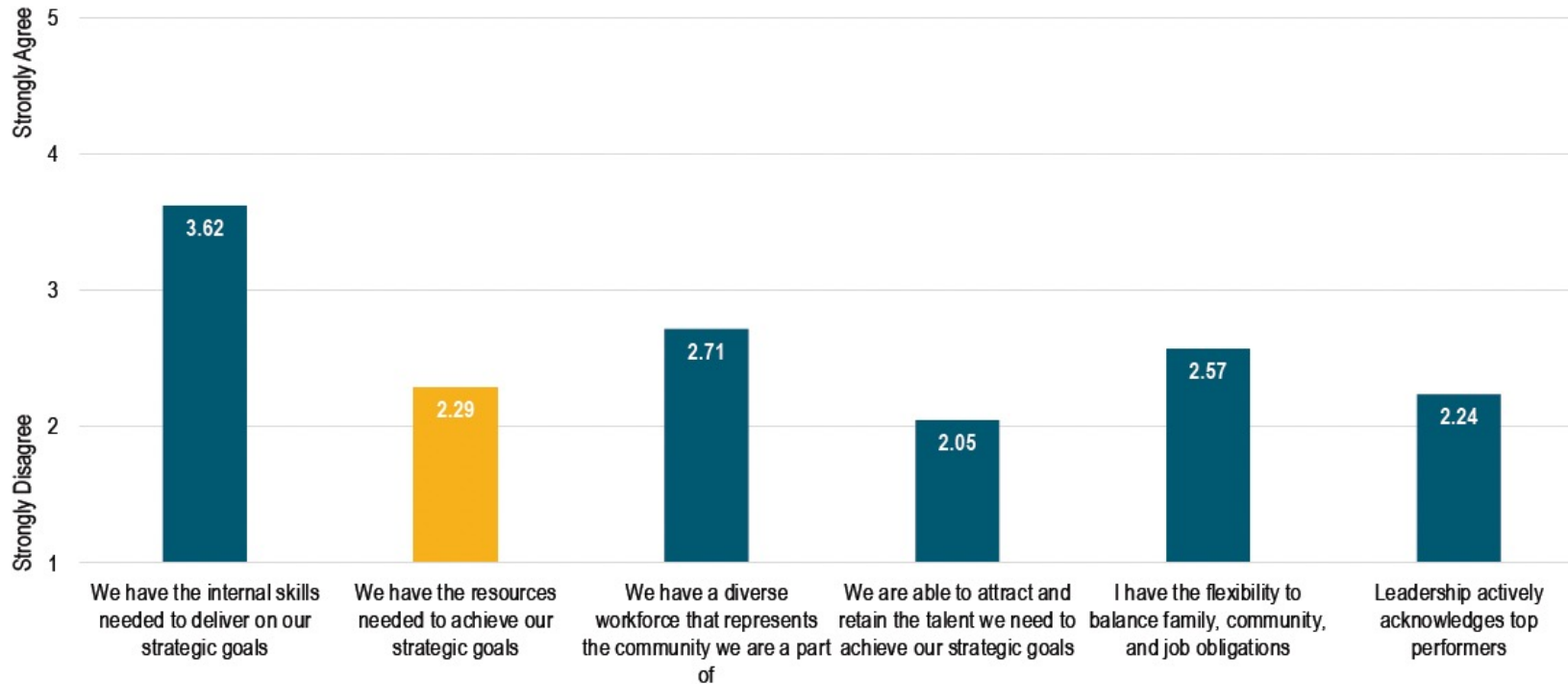
“They’ve done a great job to adapt to new things that come along. They need to continue doing that and be as dynamic as the world is.”

Theme 3: SPL cannot bring its full value to the community due to resource constraints.



“Building the political will and financial resources to support the library is what this strategic plan should be all about. We have to speak to how we are changing the collective lives of the community.”

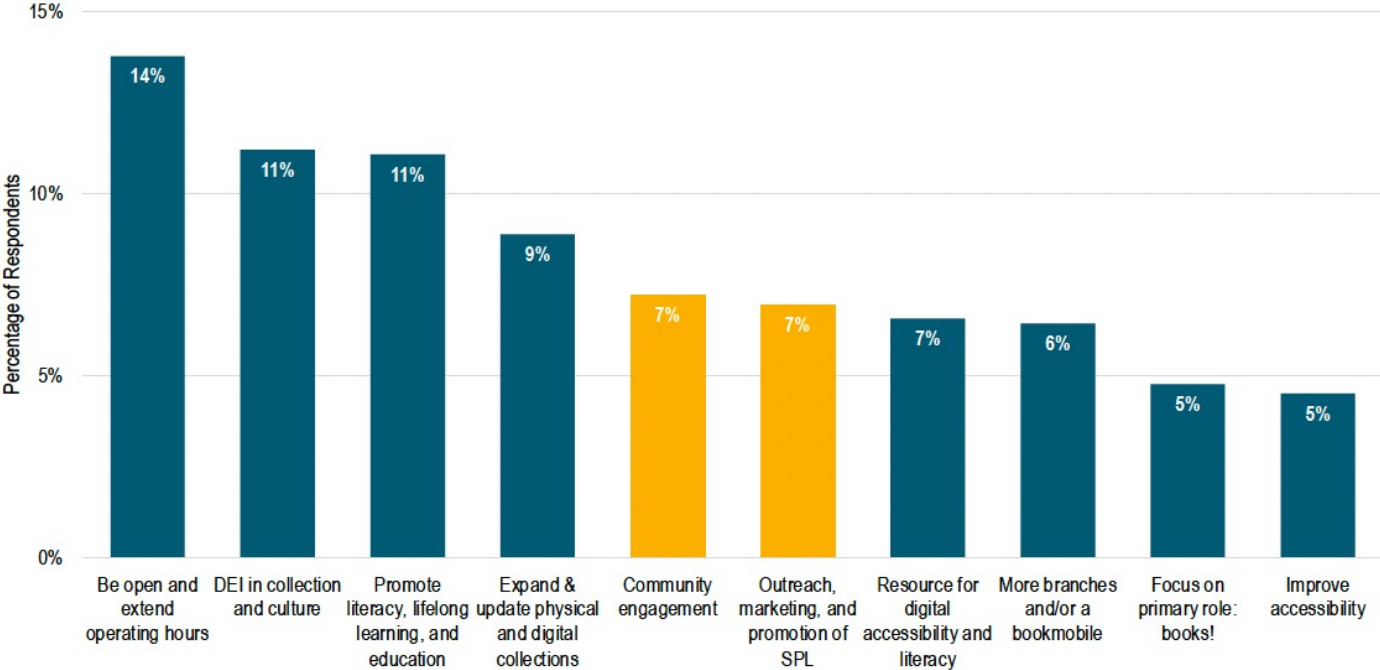
Theme 4: The community wants SPL to increase accessibility.



“We have one central branch and for a city as spread out as we are, we should have 5. It requires most people to drive to it and is difficult to access. It is out of reach for a lot of people who might want or need it most. It’s a great resource that’s the most accessible to the people who need it the least.”

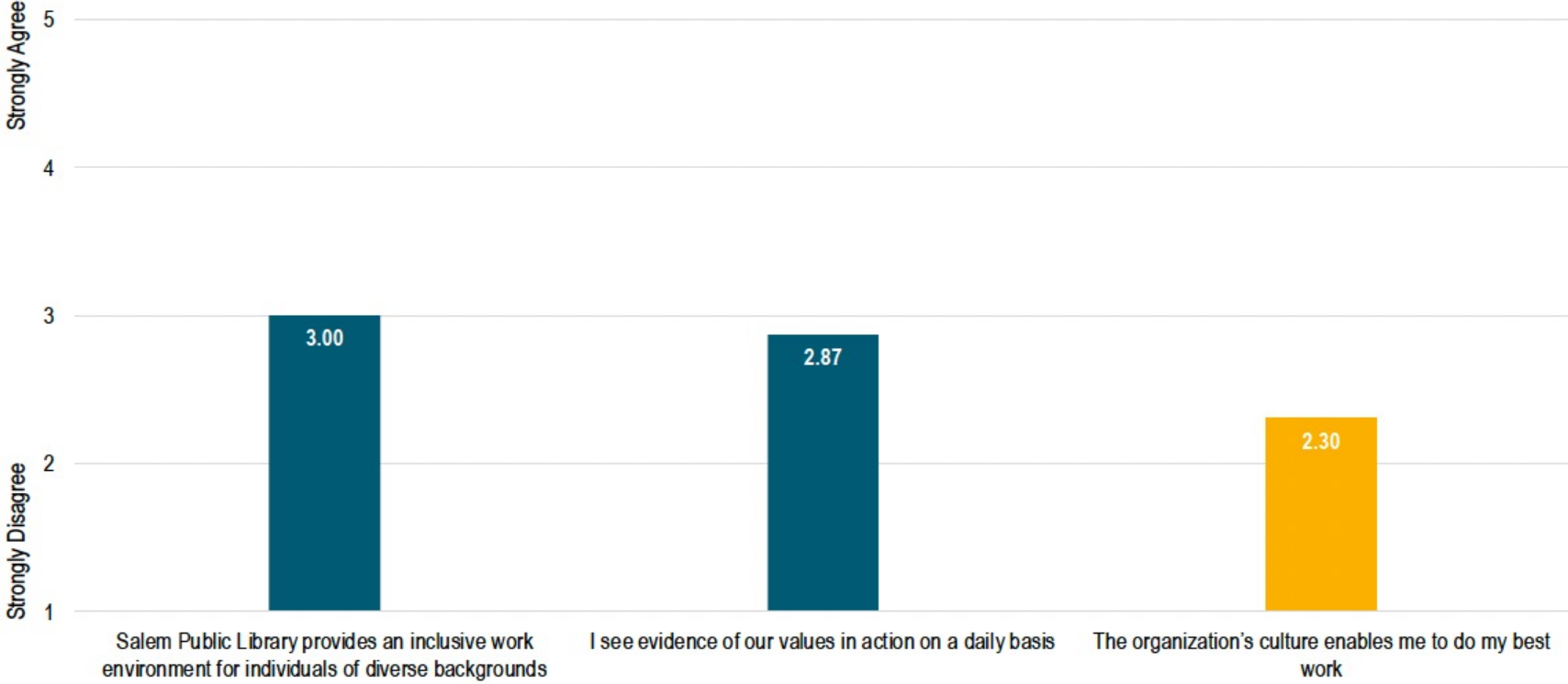
Theme 5: There is an opportunity for SPL to engage more with the local community.

What do you believe is the single most significant opportunity for the library?



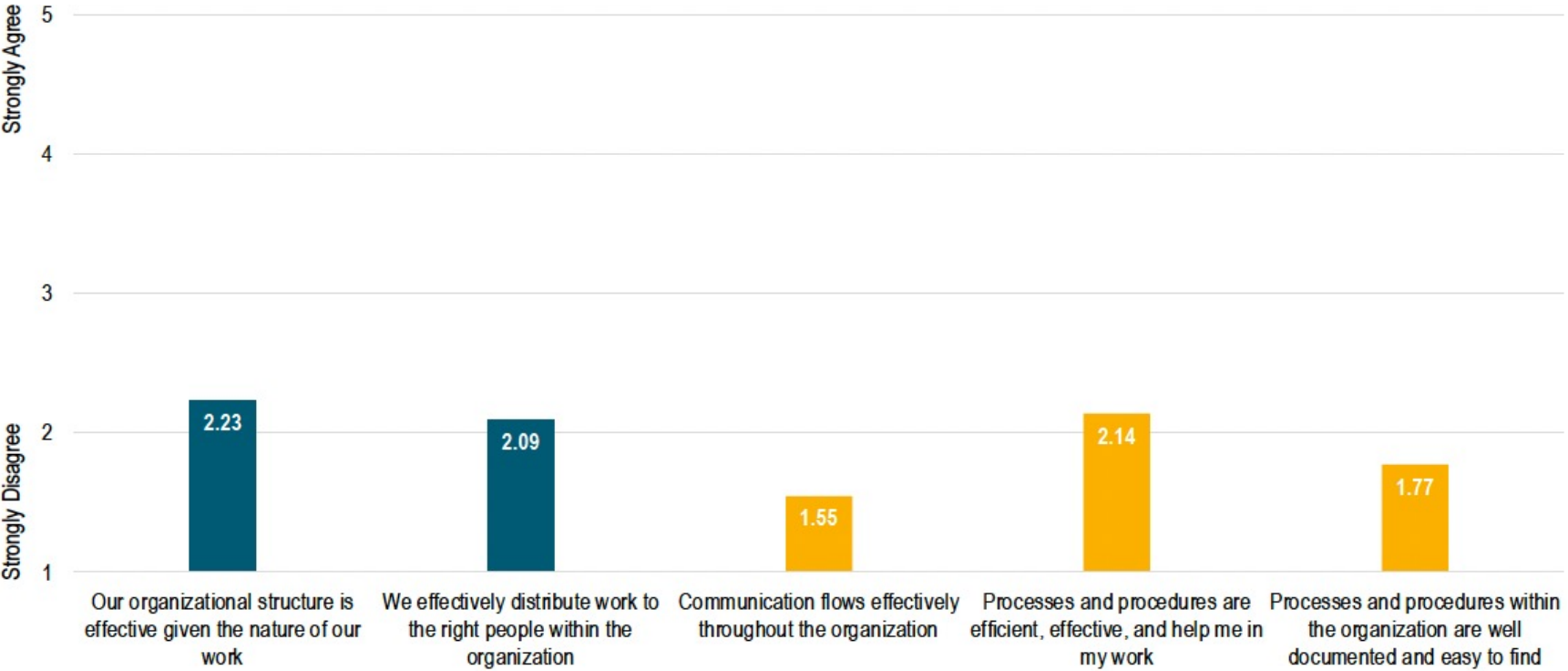
“You have to invite people in from the community to learn their needs, you can’t just assume what their needs are. Learn, listen, and that is what it takes to come up with the right programs for the community.”

Theme 6: SPL has a passionate team that needs to strengthen its internal culture.



“There is work to be done in terms of helping staff members feel appreciated especially in terms of their background.”

Theme 7: Strengthening and standardizing systems, processes, policies, and procedures would improve employees' experience and SPL's services.



“We all feel confident in how we do our job, but when we compare notes, it’s not standardized.”

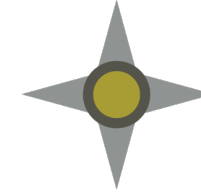
Vision and Mission Defined

Vision and Mission Defined



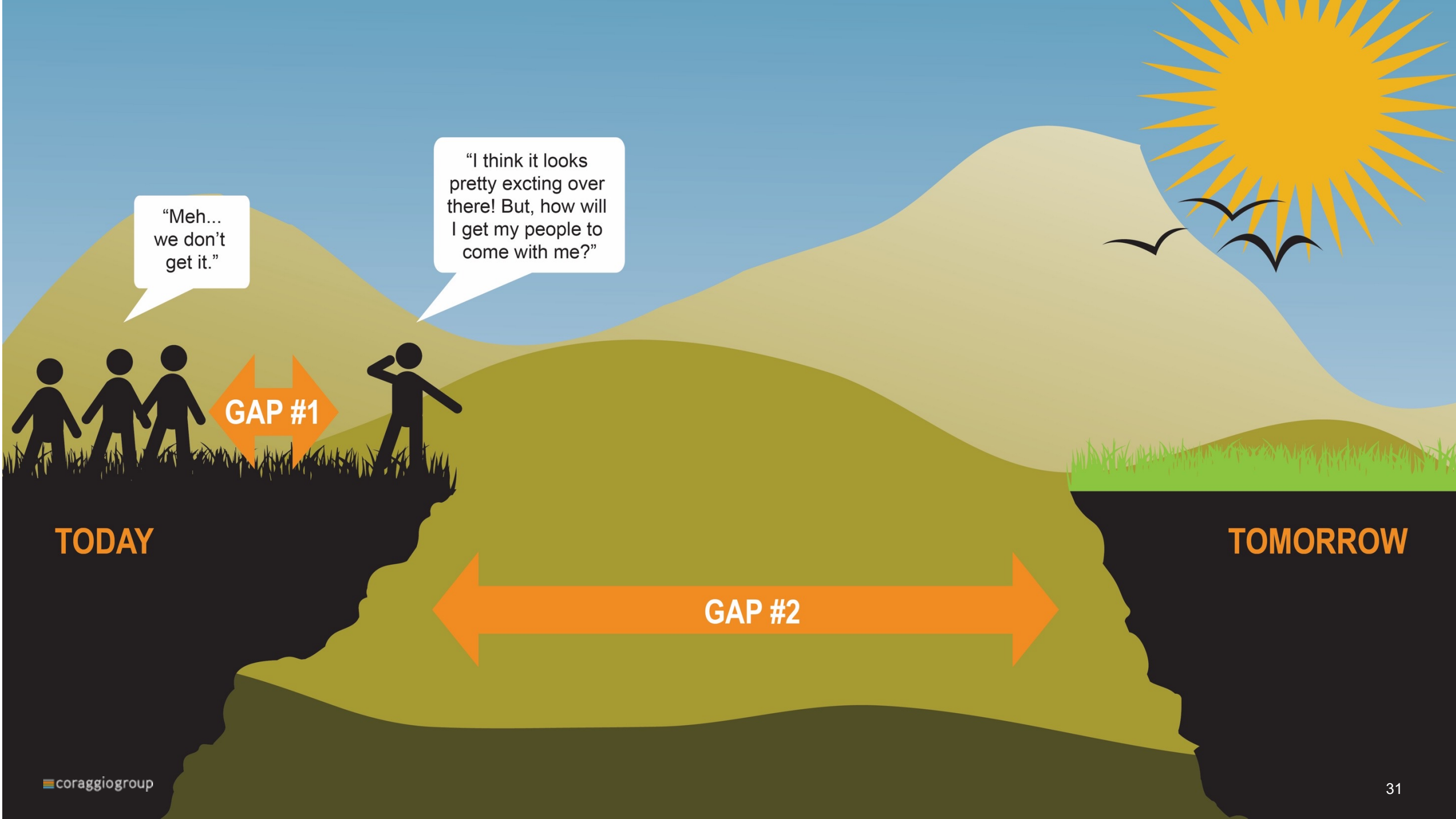
Vision: What is the ideal future state we are trying to create?

- The “**why**” for your organization
- Describes an ideal end state: “a future in which...”
- Generous and aspirational



Mission: What is our purpose? What are we here to make happen?

- The “**what**” for your organization
- Action-oriented
- Solves *your part* of the challenge set by the Vision



“Meh... we don't get it.”

“I think it looks pretty exciting over there! But, how will I get my people to come with me?”

GAP #1

GAP #2

TODAY

TOMORROW



VISION

What's possible because we exist.

"We get it and we're with you!"

"Hey, Team! Look at what's possible! This is our path forward!"


MISSION

How we'll get there.

TODAY

TOMORROW

Vision & Mission Examples: Nonprofit

	VISION	MISSION
	<p>Everyone shall have ready access to an ample, nutritious, and affordable food supply.</p>	<p>To eliminate hunger and its root causes... because no one should be hungry.</p>
	<p>Every woman has the care and knowledge she needs to lead a full and healthy life.</p>	<p>We deliver excellence in women's healthcare by prioritizing relationships, value, relevance, independence, and organizational sustainability.</p>
	<p>All people thrive in nurturing and inclusive communities.</p>	<p>Albertina Kerr empowers people with intellectual and developmental disabilities, mental health challenges and other social barriers to lead self-determined lives and reach their full potential.</p>

Vision & Mission Examples: Corporate

	VISION	MISSION
	We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world .	To spread ideas.
	To create economic opportunity for every member of the global workforce.	To connect the world's professionals to make them more productive and successful.
	A world in which all people's basic needs—such as shelter, clean water, sanitation, food and reliable power—are fulfilled in an environmentally sustainable way and a company that improves the quality of the environment and the communities where we live and work.	To enable economic growth through infrastructure and energy development, and to provide solutions that support communities and protect the planet.

Visioning

Small Group Exercises

Time For A Little Fun and Creativity!

Teams 1 & 3

As a group, draw a picture of something that will have *changed or improved* as a result of the successful execution of SPL's strategic plan. Be prepared to share with the large group.



Teams 2 & 4

Its 2032 and the media would like to do a story on SPL and its success as a library.

As a group, select a masthead that most resonates with you. Write the *headline* for you story. Write the *lead paragraph* (2-3 sentences) that describes future success of SPL. Be prepared to share with the large group.



Vision Brainstorming

What is the ideal future state we are trying to create? - Aspirational & bold.

A future in which....

- Hub of forest
- Staff, community
- Pollinate
- Share information
- Communication
- Connectedness
- Always changing/adapting
- Network
- Full of resources
- Accessible services
- Access
- Understanding
- All community members
- Diversity
- Life and different kinds of life
- Inclusive and healthy as a community

- Interconnectedness
- Cross pollination
- NPR Article
- Making connections
- Reach out to library
- Access to resources (ex WiFi)
- Strong
- Professional
- Physical hubs
- National recognition
- Local story highlighted at the national level
- Decentralize services
- We (library) for to them; meet people where there all in many different ways
- Everyone increases ed attainment or career goals
- Library model – beyond just a building
- Partnership – community collaboration
- “Burst out information”
- Relationships are critical

- Map of Salem
- Library branches
- Mobile units
- Out in community, schools, parks
- Increased in #s and diversity
- Outward facing
- Multiple ways to reach people
- More integrated and networked community
- Hubs for various services (ex. emergency situations)
- Multigenerational (kids, teens, adults)
- Learning opportunities
- Adequate Resources

Vision Brainstorming

What is the ideal future state we are trying to create? - Aspirational & bold.

- Multi-language
- Welcomes local author
- Library district
- New financial structure
- Sustainable resources
- SPL branch in NE Salem
- Literacy
- Joy is discovery through books
- Increased accessibility
- Talk to library staff in their language
- Mobility
- Regular and spontaneous
- Innovative
- Accessibility to disadvantaged communities

Common threads:

- Different communities are more connected (know one another; relationships)
- Navigation – SPL can help with
- Partnerships with other organizations
- Interconnectedness
- Healthy and more vibrant Salem
- Out into the community – we go to them
- Community impact – community outreach
- Respect

Lunch Break

Mission Input

Mission Defined



What is our purpose as an organization?

- Action-oriented
- What are the most important things SPL does?
- Solves *your part* of the challenge set by the Vision

Keep in mind:

1. Your mission should focus your organization on the work that it does.
2. Your mission is the “bridge” that gets you from today’s current state to tomorrow’s desired reality.

Mission

action(s) / service(s)

targeted beneficiaries

problem(s) to solve

We deliver exceptional experiences—every hotel, every guest, every time. – Hilton

To serve individuals and families in the poorest communities in the world – CARE

Lift the spirits of America's troops and their families – USO

To create lasting solutions to poverty, hunger, and social injustice – Oxfam

To connect people through lending to alleviate poverty – Kiva

Figure 13 – Mission

Please rate your agreement with the following statements:

N = 1506

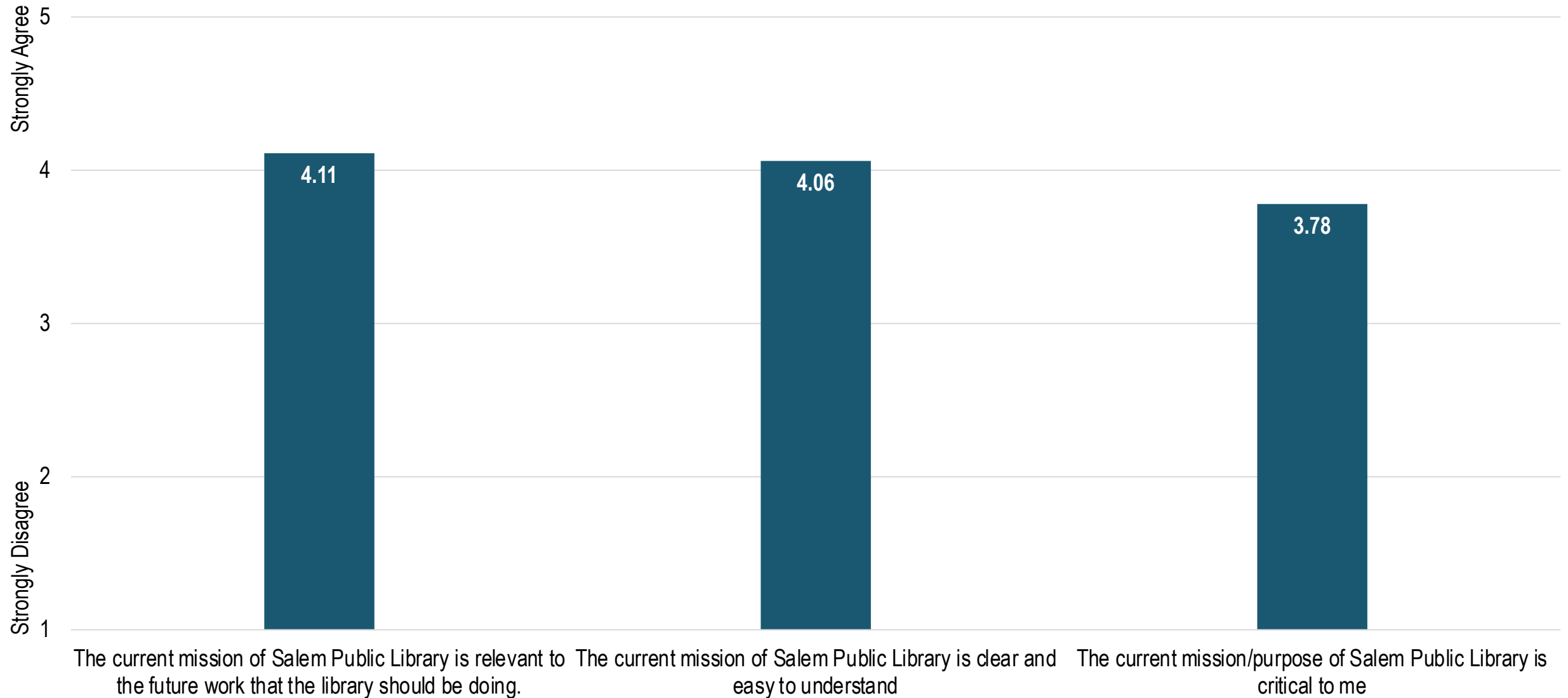


Figure 12 – Roles for the Community

Please rate how important you think it is for Salem Public Library to play each of the following roles that public libraries can play for their **community**:

N = 1229

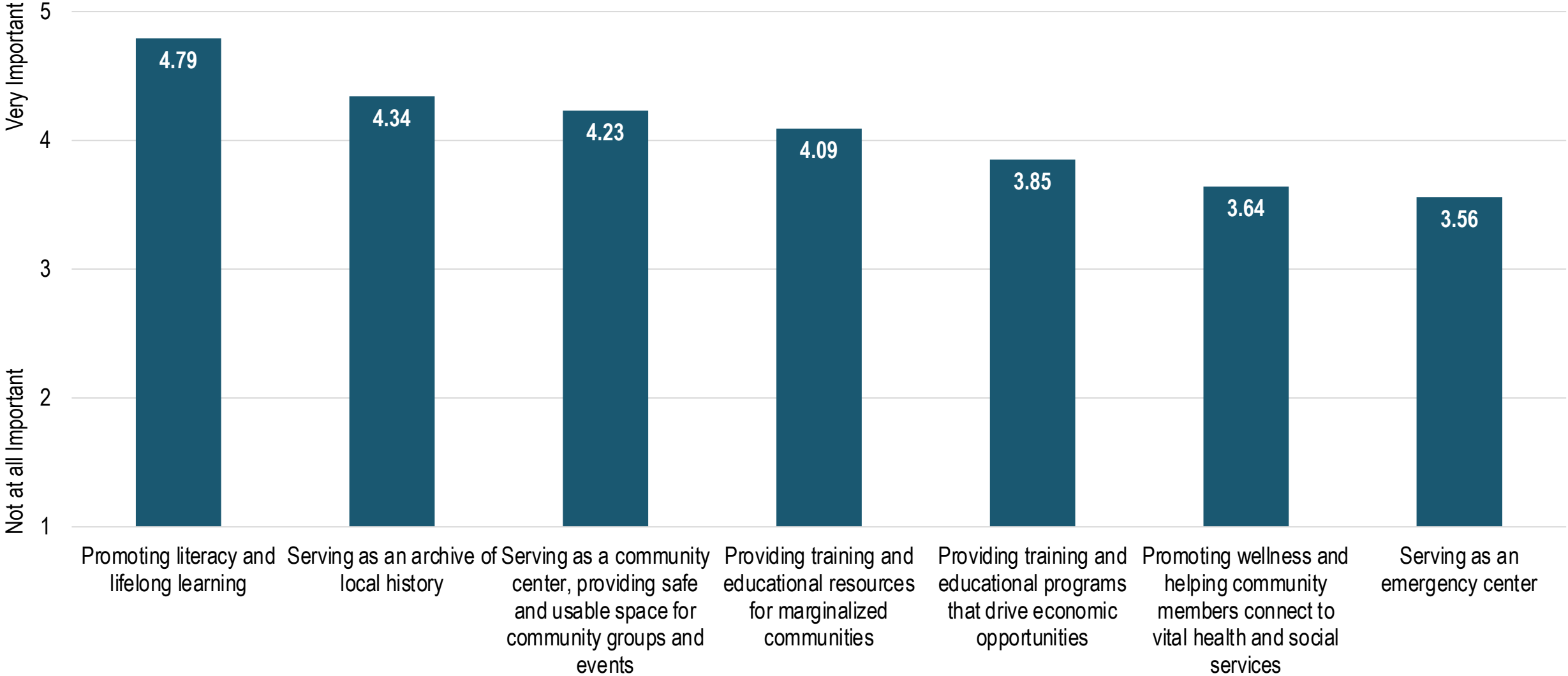
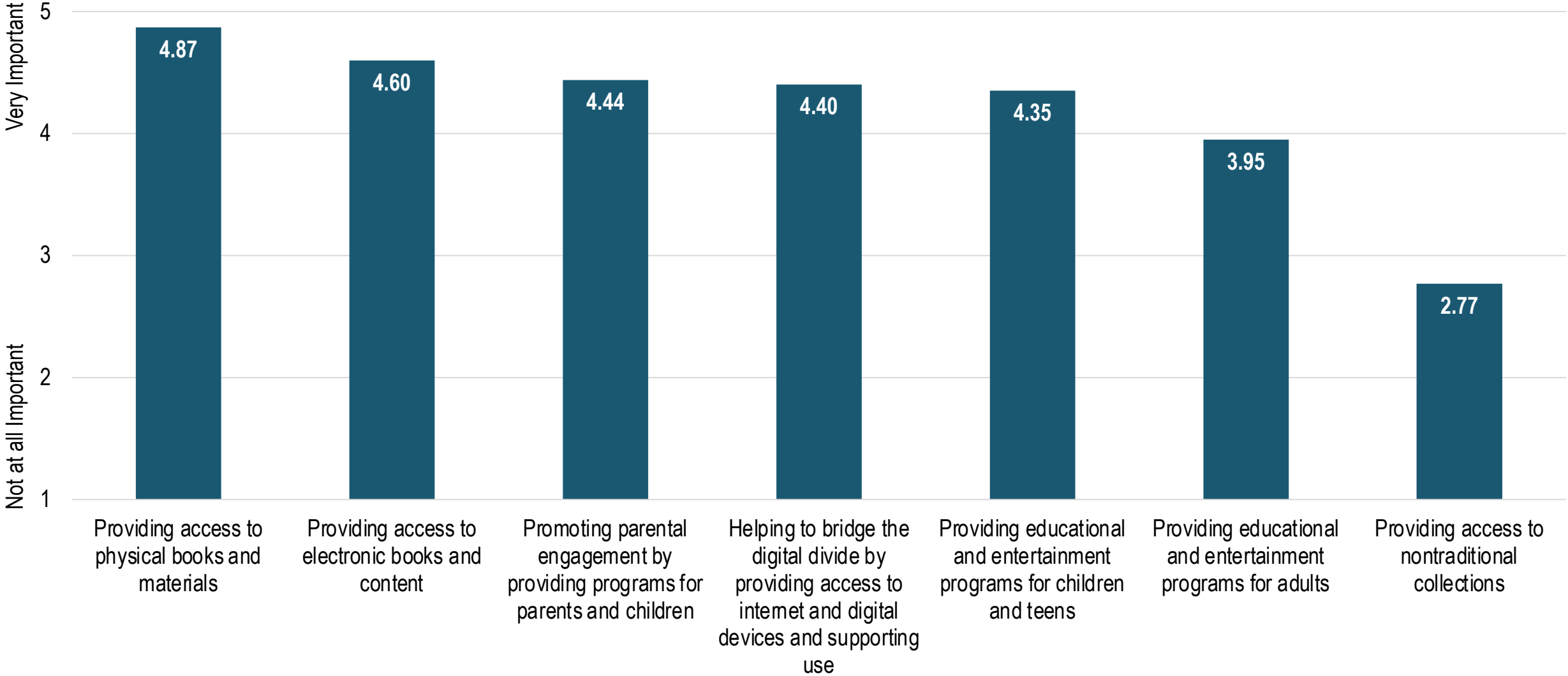


Figure 11 – Roles for Patrons

Please rate how important you think it is for Salem Public Library to play each of the following roles that public libraries can play for their patrons:

N = 1230



Current Mission – Self Reflection

Salem Public Library serves its community by promoting and providing opportunities for full and equal access to information and ideas, the love of reading, the joy of learning, and engagement with the arts, sciences and humanities in a safe and comfortable environment.

- **What resonates? What do you really like?**
- **What is missing? Where do you have concerns?**



What is our purpose as an organization?

- Action-oriented
- What are the most important things SPL does?
- Solves *your part* of the challenge set by the Vision

Mission

What is our purpose? Solves *your part* of the challenge set by the Vision

Actions / Services	Target beneficiaries	Problem(s) to solve
<ul style="list-style-type: none"> • Promote literacy • Connector • Provide community meeting spaces • Bridge digital divide • Access to information • Intellectual freedom • Engage the community • Serve all ages and communities • Intentionally serve communities • Provide outreach • Navigation • Support lifelong learning • Enable Discovery • Collaborate with partners • Fun! Entertainment • Inspiration • Employ people • Support without judgement • Provide a safe space • Engages the community (as opposed to serves) • An agent of equality 	<ul style="list-style-type: none"> • Families • Teens and kids and babies • Adults and seniors • New adults • Spanish speaking population • Speakers of languages other than English • Salem • Keizer • The CCRLS region • Polk, Marion and Yamhill counties • Houseless community members • Immigrants • Disabled community members • Schools • Nonprofits • Social groups/clubs • Unemployed people • People on a budget • Local businesses • Marginalized communities (BIPOC, LGBTQ+IA, people living in poverty) • Students • Homebound community • New neighbors/arrivals • People that are undocumented 	<ul style="list-style-type: none"> • Information needs • Isolation • Resource connections • Safe and welcoming space • Accessible space • Exposure, learning, interesting experiences, fun • Strengthening families • Supporting the community • Bridging digital divide and building technological literacy • Literacy • Early learning • Language barriers • Enhanced educational experience • Access to materials and space for disadvantaged populations • Foster civic engagement • Foster greater intra-community connections • Funding • Respect and validation of people and their interests

Strategic Guidance

Strategic Guidance Activity

In 6 small groups, spend about 5 minutes at each Theme poster, adding your ideas for how SPL might respond to this theme.

*Please put just 1 idea per post-it note

*Please help to “live theme” the ideas by placing related ideas together, or adding a star onto the post-its that you think are strong ideas.

Situation Assessment Themes

- 1 Stakeholders want SPL to center equity, diversity, and inclusion in all that they do.
- 2 The Salem community is happy with SPL and would like the library to maximize its impact and reach as many people as possible.
- 3 SPL cannot bring its full value to the community due to resource constraints.
- 4 The community wants SPL to increase accessibility.
- 5 There is an opportunity for SPL to engage more with the local community.
- ~~6 SPL has a passionate team that needs to strengthen its internal culture.~~
- 7 Strengthening and standardizing systems, processes, policies, and procedures would improve employees' experience and SPL's services.

Public Comment Opportunity

Close and Next Steps

Close and Upcoming Next Steps

Steering Committee Planning Session 1: July 19

- Vision
- Mission
- Imperatives

Launch Staff Internal Organizational Health Cohort: Late July

Steering Committee Planning Session 2: August 16

- Values
- Objectives
- Initiatives

Stakeholder Updates: August

- LAB, August 10th meeting
- Staff, All Staff Meeting August 17th
- Library Foundation, August 25th
- Friends of the Library, TBD
- SPL Website

Steering Committee Planning Session 3: September 7

- Initiatives continued



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