



Salem Public Library: Strategic Planning Session 1

July 19, 2022

Coraggio Group
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Welcome	10:00-10:30
Vision Drafting	10:30-11:00
Mission Drafting	11:00-11:25
 BREAK	 11:25-11:35
 Imperative Drafting	 11:35-12:30
Final Drafting and Reflection	12:30-12:40
Public Comment Opportunity	12:40-12:50
Close and Next Steps	12:50-1:00

Check In Question:

What's something
you're reading this
summer?



SPL Steering Committee Community Agreements

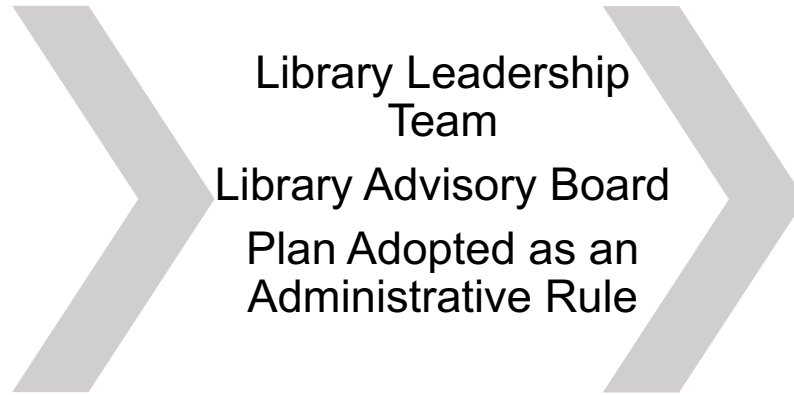
- **Step up & step back:** Speak up but also create space for others.
- **Seek to understand:** Be active and reflective listeners, consider different viewpoints, and seek to understand the “why” behind things.
- **Be present and prepared:** Lives are busy. Show up consistently, be prepared and engage 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?

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 reviews and recommends any changes to SPL Leadership Team



Plan is adopted by SPL and presented to City Council as an Information Item



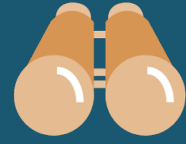
Plan Theme and Plan Tone

Plan Theme: We need this plan to be focused on/ all about....



Plan Tone: The energy/"vibe" of this plan should be....





Vision



Mission

Vision and Mission Defined



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

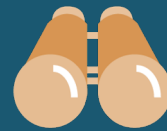
- The “why” for your organization
- Describes an ideal end state: “a future in which...”
- Generous and aspirational



- **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

Vision & Mission Examples

	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

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

Appendix 2.6 – Ideal Reputation

What three words would you like to use to describe Salem Public Library’s reputation in the future?

N = 1522



Vision Brainstorming

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

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 themes

- 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

Vision Brainstorming

Current: To invest in our region's kids so they are free from poverty, free to learn, grow and reach their potential.

Option 1: All residents of the Salem community have access to resources and safe spaces to learn, discover, and build relationships. ♥

Option 2: A community where residents find joy through learning, discovery, and relationships. ♥ ♥♥

Option 3: A welcoming and inclusive city where learning, discovery, and community building are accessible to all. ♥♥♥♥♥

DRAFT Community Vision

Current: To invest in our region's kids so they are free from poverty, free to learn, grow and reach their potential.

Option 1: All residents of the Salem community have access to resources and safe spaces to learn, discover, and build relationships.

Option 2: A community where residents find joy through learning, discovery, and relationships.

Option 3: A welcoming and inclusive city where learning, discovery, and community building are accessible to all.

What Resonates?

- Joy in option 2 as a long-term outcome for the community x 2
- Welcome and Inclusive and accessible of Option 3 x2
- Option 2 like the relationship's aspect
- Option 3 as strong base with joy added
- Safe spaces (for children, houseless people, and others)
- Can we combine 2 & 3 but keep it simple? Some of these vision ideas could show up in the Mission
- Option 1 like safe spaces and relationships
- Like Vision focused at the community level vs. the space

What Is Missing? Where Do You Have Concerns?

- Not sure about “joy” because there are parts that aren’t joyful
- Resident feels like limiting language
- Lots of “ands” and lists. Can we convey it more simply and without lists?
- Reference to relationships is confusing when speaking about library users
- Word empowered may be overused – what about inspired

New Draft Ideas

An inclusive community that finds empowerment through safe access to learning, discovery, and relationships.

An inclusive community that is empowered through safe access to learning, discovery, and relationships.

An open, welcoming, and safe space for everyone to have access to learn, discover, and build relationships.

An inclusive welcoming city where the joy of discovery and community are accessible to all.



Mission

What is our primary focus as an organization?

What do we do each day that helps us realize our vision?

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

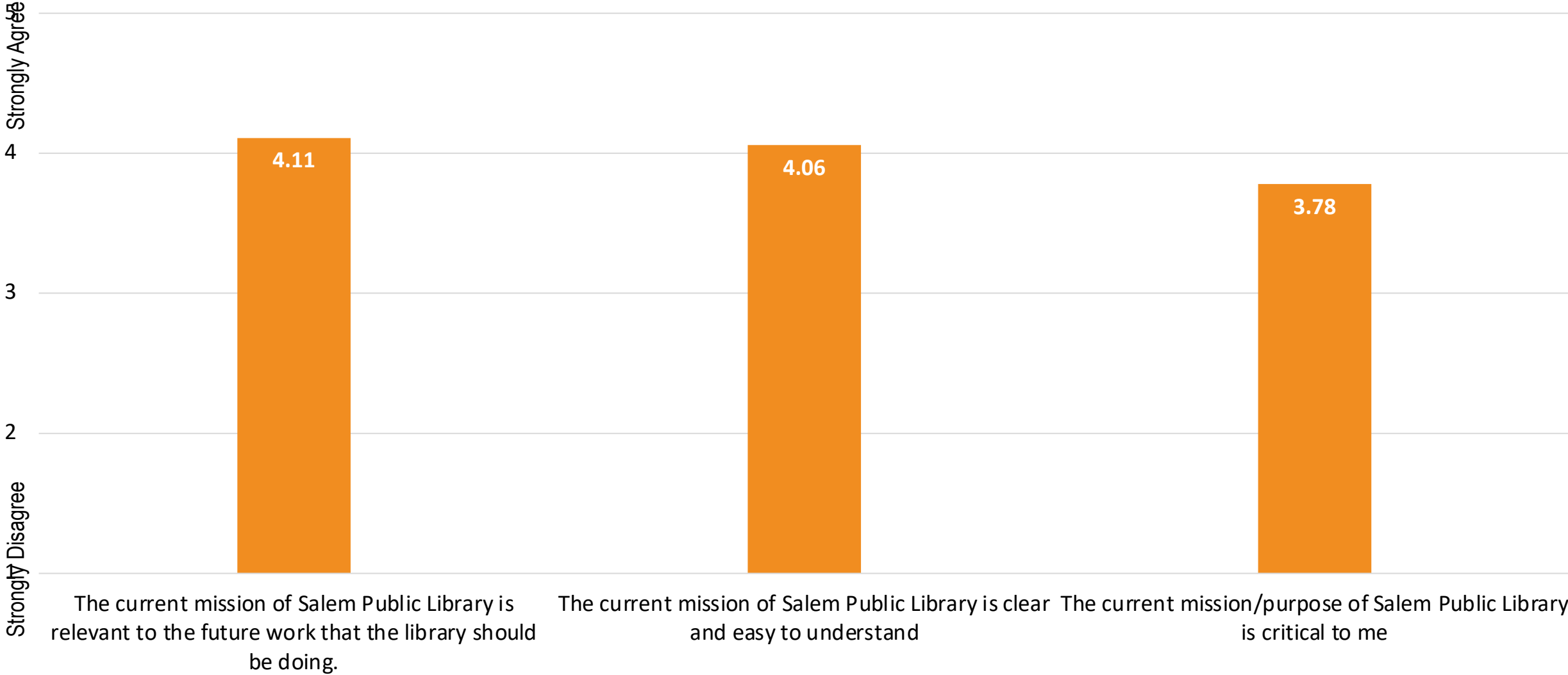
To create lasting solutions to poverty, hunger, and social injustice – Oxfam

To connect people through lending to alleviate poverty – Kiva

Figure 13 – Mission

Please rate your agreement with the following statements:

N =
1506



Appendix 2.2 – Additional Words to include in the Mission

Are there any other words you would like to suggest including in the future mission of Salem Public Library?

N =
1522



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

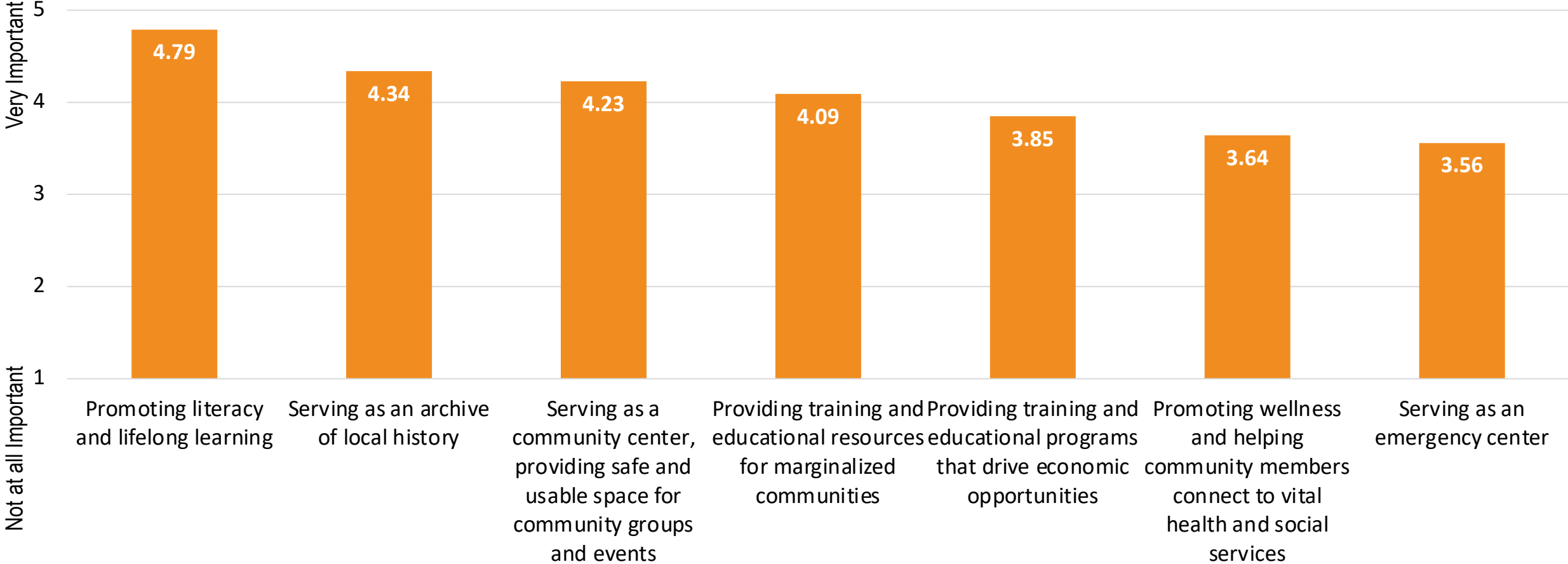
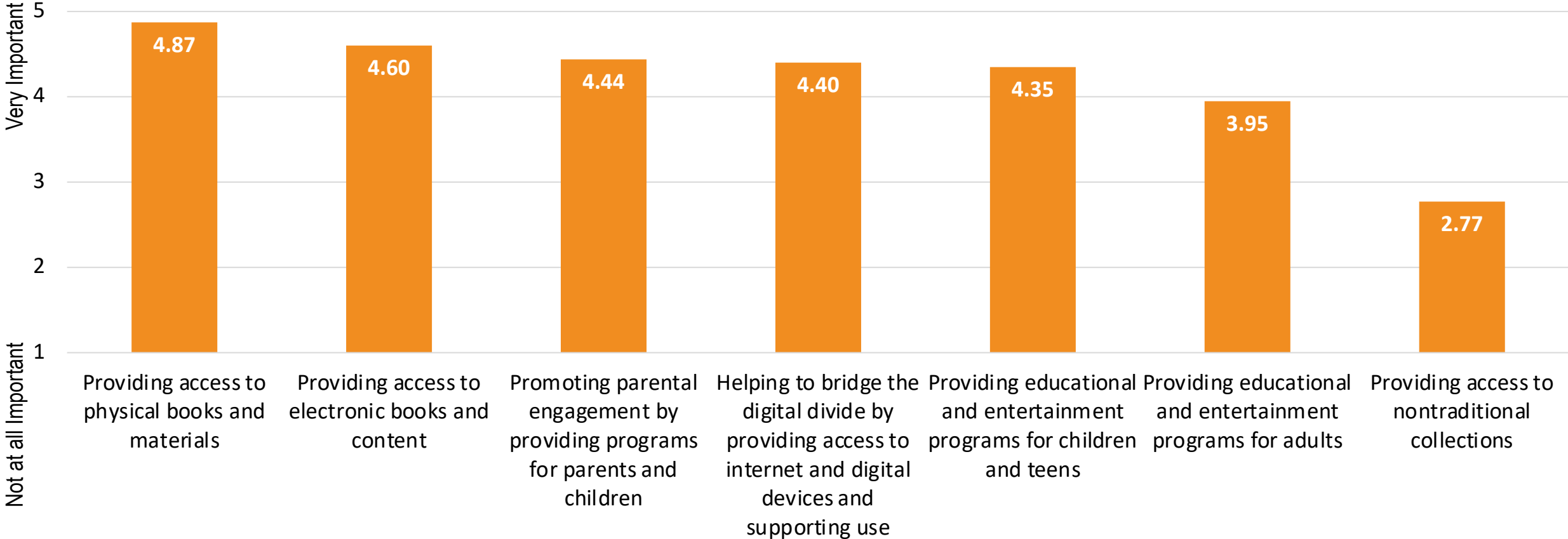


Figure 11 – Roles for Patrons

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



Mission

Current: 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.

Option 1: Salem Public Library provides access to information and lifelong learning through books, digital resources, and safe community meeting spaces. ♥

Option 2: Salem Public Library connects the community, inspires learning, and is an agent of equality by providing access to books, digital resources, and safe meeting spaces. ♥ ♥ ♥

Option 3: To engage and support all Salem community members—particularly those who have been marginalized or are disadvantaged—in their pursuit of lifelong learning, access to information, and relationship building. ♥ ♥♥ ♥♥

DRAFT Organizational Mission

Current: 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.

Option 1: Salem Public Library provides access to information and lifelong learning through books, digital resources, and safe community meeting spaces.

Option 2: Salem Public Library connects the community, inspires learning, and is an agent of equality by providing access to books, digital resources, and safe meeting spaces.

Option 3: To engage and support all Salem community members—particularly those who have been marginalized or are disadvantaged—in their pursuit of lifelong learning, access to information, and relationship building.

What Resonates?

- Like the words “agent of equality”
- Lifelong learning feels inclusive
- In option 2 like “connects the community”
- In option 1 like “safe community spaces”
- Like openness in option 1
- 1 is simple
- Like concepts in current statement “love of reading, the joy of learning, and engagement with the arts, sciences and humanities” maybe simplify it

What Is Missing? Where Do You Have Concerns?

- Can the list (books, resources etc.) be combined into something more broad like learning materials or resources. Keep this broad because things will continue to evolve
- We build interest in learning and discovery together. Lots of tools we use to do this
- Can we avoid saying marginalized or disadvantaged specifically, but say it in a way that is wider/more inclusive?
- When we just say community, it might not capture our full community (background assumption of who is included and who is not). Maybe Communities or inclusive
- Can we Incorporate “inspires learning” into the mission
- Add in: safe, inclusive, welcoming spaces?
- Remove hyphenated section of 3
- I am not so keen about “relationship building” in option #3.
- Promoting literacy as a very important part of what SPL does

New Draft Ideas

To respond to diverse community needs for connection, learning, and discovery

- Can we add something about safe spaces to this?

Salem Public Library provides access to information and lifelong learning for all through books, digital resources, and safe community meeting spaces.

- This, but move safe up and add in inclusive and/or welcoming

BREAK



Imperative Drafting

Strategic Planning Framework



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

Situation Assessment Report 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.**

DRAFT IMPERATIVES (based on Clarity Retreat Strategic Guidance Themes)

1. Position the Library to Sustainably Serve our Community

- *Identify options, assess and pursue sustainable funding source(s)*
 - *Consider Library District*
 - *Increase staffing*
 - *Resource potential additional branch(es)*

2. Center Equity, Diversity, Inclusion and Belonging

- *Recruit and retain a diverse staff and board*
- *Diversify resources/collection and programming*
- *Increase cultural competency*

3. Broaden and Deepen Connections with our Community

- *Partnerships*
- *Increased presence in the community*
- *2-way dialogue: communicate and listen*
- *Act as a Hub*

4. Reach more of our community through increased Accessibility

- *Technology*
- *Innovative outreach: bookmobile, Pop-ups*
- *Innovative programming*
- *Improve physical accessibility*

5. Strengthen our Organizational Culture and Operations

- *Update, standardize, document, communicate, and train on systems, processes, policies, and procedures*
- *OTHERS as identified by staff cohort*

Breakout Group Instructions

Consider the Situation Assessment Report, Strategic Guidance Input (from posters at the Clarity Retreat), and the Equity Lens in answering the following questions.

- Do these 5 draft Imperatives capture the key areas for focus for the next 5 years? (addressing key challenges/needs and seizing key opportunities)
- Can we eliminate any?
- If there's any to add, what would you change or cut?
- Any titling shifts or other changes would you suggest?
- Will these Imperatives increase diversity, equity, inclusion, and belonging?



Notes DRAFT IMPERATIVES (based on Clarity Retreat Strategic Guidance Themes)

1. Position the Library to Sustainably Serve our Community

- *Identify options, assess and pursue sustainable funding source(s)*
 - *Consider Library District (most attractive, but also other options to consider)*
 - *Increase staffing*
 - *Resource potential additional branch(es)*

2. Center Equity, Diversity, Inclusion and **Belonging**

- *Term Patrons = jargon; better terms*
- *Recruit and retain a diverse staff and board*
- *Diversify resources/collection and programming*
- *Increase cultural competency*

3. Broaden and Deepen (**or strengthen**) Connections with our Community

- *Potential overlap w/ 4*
- *Cultivate and Nurture Connections....*
- *Partnerships*
- *Increased presence in the community*
- *2-way dialogue: communicate and listen*
- *Act as a Hub (emergencies/disasters; meeting place for n-hood associations)*

4. Reach more of our community through increased Accessibility (**or use term outreach**)

- *Overlap w/ 3 – Potential new language: Deliver increasingly accessible and innovative services/programming*
- *Reach out with increased accessibility*
- *Technology*
- *Innovative outreach: bookmobile, Pop-ups*
- *Innovative programming*
- *Improve physical accessibility*

5. Strengthen our Organizational Culture and Operations

- *Update, standardize, document, communicate, and train on systems, processes, policies, and procedures*
- *OTHERS as identified by staff cohort*

- Do these 5 draft Imperatives capture the key areas for focus for the next 5 years? (addressing key challenges/needs and seizing key opportunities)
 - *In general, yes*
 - *More focus on what SPL does*
 - *Connections (3) and accessibility (4) are different – case for keeping separate*
 - *3 – community = org to org partnerships*
 - *4 – community = individual patrons and community members*
- Can we eliminate any?
 - *Opp to consolidate 1 & 5? But important we don't lose sight of funding needs; funding different than org culture*
- *If there's any to add, what would you change or cut?*
- *Any titling shifts or other changes would you suggest?*
- *Will these Imperatives increase diversity, equity, inclusion, and belonging?*

Notes DRAFT IMPERATIVES (based on Clarity Retreat Strategic Guidance Themes)

1. Position the Library to Sustainably Serve our Community

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- Can we eliminate any?
- If there's any to add, what would you change or cut?
- Any titling shifts or other changes would you suggest?
- Will these Imperatives increase diversity, equity, inclusion, and belonging?

Final Drafting and Reflection

Public Comment Opportunity

Close and Next Steps

Upcoming Next Steps

Launch Staff Internal Organizational Health Cohort: August 9

Steering Committee Revisions and or Reflection before next session: TBD

Steering Committee Planning Session 2: August 16 12:30-3:30

- Values
- Objectives
- Initiatives

Stakeholder Updates: August

- LAB, August 10th meeting
- **Staff, All Staff Meeting August 17th (not occurring)**
- Library Foundation, **July 28th**
- Friends of the Library, **August 11**
- SPL Website

Steering Committee Planning Session 3: September 7

- Initiatives continued



Today's Takeaways/Talking Points

- Vision, Mission, Imperatives (5 areas of focus)
- Creating a framework – filter for future ideas; help us focus
- Gathering information from many groups and stakeholders (internal and external)
- Meetings are open to the public (inviting comment and getting input)
- Posting process and progress on SPL website
- Continue to keep emphasis on EDIB
- Continue to keep emphasis on staff and support this plan can provide to them LT



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