



Salem Public Library: Strategic Planning Revisions Session

September 13, 2022

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Welcome	1:00-1:15
Review Updated Strategic Clarity Elements	1:15-1:30
Imperative Reviews	1:30-2:15
BREAK	2:15- 2:30
Breakout Group Report Outs	2:30-3:10
Next Steps, incl. Implementation and Communications	3:10-3:40
Public Comment Opportunity	3:40- 3:50
Close with Gratitude	3:50- 4:00

Check In Question:

What's something you're most excited about with the new (draft) strategic plan?

Share and then pass to another Steering Committee member



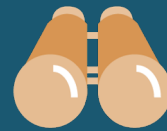
SPL Steering Committee Community Agreements

- **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.



Strategic Planning Framework





Vision

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

Session 3 Updated Vision Statement

A welcoming and inclusive community where learning and discovery are accessible to all. ✓ ✓ ♥

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A welcoming and inclusive community where learning, discovery, and wellbeing are accessible to all. ♥ ♥ ✓ ✓

New Options:

A welcoming and inclusive community where learning and discovery are accessible to all.

- Learning and discovery are things we can access, and not sure wellbeing is accessible. Can you make someone "be well"?

A welcoming and inclusive community where learning, discovery, and wellbeing are accessible to all.

- Since the vision statement is community-focused, wellbeing is important to include and prioritize.
- As we think about creating safe spaces, wellbeing falls under that, and with supporting staff.



Mission

What is our primary focus as an organization?

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

Session 3 Updated Mission Statement

We engage all of Salem in lifelong learning, accessing information, and building community. ★ ✓✓

We engage and support all of Salem in the pursuit of lifelong learning, access to information, and community building. ♥♥ ★ ✓✓✓

We engage and support all of Salem in the pursuit of lifelong learning and access to information.

New Options:

We engage all of Salem in lifelong learning, accessing information, and building community.

- prefer active voice of this option.

We engage and support all of Salem in the pursuit of lifelong learning, access to information, and community building.

- I like "engage and support". This adds depth.

- Option: "building intra-community relationships" instead of community building (or relationships/connections)

Revisions Session: APPROVED Vision and Mission

Vision:

A welcoming and inclusive community that prioritizes learning, discovery, and wellbeing for all.

Mission:

We engage all of Salem in lifelong learning, accessing information, and making meaningful connections.

Values

Values: What are the fundamental beliefs that shape how we serve our mission?

Session 3 REVISED Values

We believe in:

- **Responsive Service**
(Personalized/customized helpful, above and beyond, generous, compassionate)
- **Trust**
(Safety, listened to, respect, integrity, freedom to know)
- **Innovation**
(Adaptation, relevance, active/evolving, enthusiasm)
- **Inclusion**
(Welcoming, mirror our community)
- **Community**
(Relationships, partnerships, Civic responsibility, collaborative, kindness, connection)

Revisions Session: APPROVED Values Statement Updates

Responsive Service

We provide personalized and compassionate service that is responsive to our community's needs and interests.

Trust

We foster a safe environment by respecting others and their privacy, acting with integrity and providing transparency.

Adaptability

We continuously evolve and innovate to provide relevant and accessible services.

Inclusion

We provide a welcoming space that embraces our community's diversity.

Community

We build intentional relationships and cultivate meaningful connections.

Plan Theme

We will create a responsive, engaging, and empowering plan that is focused on capacity building and serving our community.



Imperatives

What must be accomplished over the planning horizon?

What are our overarching areas of focus?

IMPERATIVES

- 1. Position the Library to Sustainably Serve our Community**
- 2. Center Equity, Diversity, Inclusion and Belonging**
- 3. Cultivate Connections within our Community**
- 4. Continue to Evolve Accessible, Innovative Resources and Services)**
- 5. Strengthen our Organizational Culture and Operations**



Breakout Groups

Breakout Group Guidance

Review and Reflect on each of your 2 assigned Imperatives:

- Objectives
- Initiatives and Initiative Descriptions

Identify and discuss any proposed edits that would improve

- Clarity
- Better capturing the intent
- Making the work both achievable and/or impactful

Prepare to share back with the full group



5: Strengthen Our Organizational Culture and Operations

Objectives	Initiatives
<ol style="list-style-type: none">1. Improved team engagement as measured by average Q12 survey results (measure TBD)2. Improved team member retention (measure TBD)	<ol style="list-style-type: none">1. Continuously Improve Key Processes and Procedures<ul style="list-style-type: none">• May include things like:<ul style="list-style-type: none">• Improve scheduling model to create better coverage and staff feeling less stretched• Improve and clarify communication channels• Establish processes for addressing staff safety issues• Develop a clear and consistent onboarding and training plan• Develop procedure manuals for each department• Utilize annual employee engagement survey results to identify key areas for continuous improvement2. Right-size and Clarify Roles, Responsibilities, and Accountabilities<ul style="list-style-type: none">• Delineate roles between staff and managers and ensure management presence and availability• Ensure all team members have clear direction on how to prioritize their time and that workload is equitably distributed<ul style="list-style-type: none">• Create opportunities for more collaboration and cross-training across departments• Prioritize services and programming based on existing resources• Hire people to address current gaps (not necessarily to add more services)3. Strengthen Leadership and Management Capabilities<ul style="list-style-type: none">• Utilize annual employee engagement survey results to identify areas of leadership and management for development• Develop a clear, active, and consistent approach to management (active in the day-to-day operations, increasing the frequency and quality of feedback)• Improve the effectiveness of decision making (consider impact, broaden the ways we get input and diversify the voices we hear from, share the why of decisions, communicate decisions consistently)• Provide support for staff in challenging or unsafe situations, follow up and follow through on preventative efforts4. Conduct and Utilize Annual Employee Engagement Survey<ul style="list-style-type: none">• Gather and utilize input to influence other initiatives and ongoing organizational improvement• Create a process that feels safe for staff to participate• Transparently share, analyze and collaboratively prioritize strengths to leverage and opportunities to improve• Ensure follow up and follow through to address opportunities and leverage strengths

Revisions Session: Approved

5: Strengthen Our Organizational Culture and Operations

Objectives	Initiatives
<p>1. Improve average Q12 employee engagement score to 4.0 <i>*currently at from 3.45 out of 5.0</i></p> <p>2. Improved staff retention (measure TBD). <i>*Sonja connecting with HR to see what kind of baseline and comparative measures are available. (don't include ST positions such as on-call staff, interns)</i></p>	<p>Continuously Improve Key Processes and Procedures: Prioritize staff training, comprehensive documentation, and clear communication to promote continuity and confidence for all members of the team.</p> <p>Right-size and Clarify Roles, Responsibilities, and Accountabilities: Ensure roles are reasonably scoped within existing resources, are in alignment with the goals of the organization and that workloads are distributed fairly.</p> <p>Strengthen Leadership and Management Capabilities: Commit to active and engaged leadership focused on building a safe, inclusive, and collaborative environment for all team members.</p> <p>Conduct and Utilize Annual Employee Engagement Survey: Share and use annual employee engagement results to take measurable action toward continued improvement.</p>

Breakout Groups

Group 1: Sarah, Kim, Keith, Jackie, Clarissa, Piper

Imperative 1: Position the Library to Sustainably Serve our Community

Imperative 2: Center Equity, Diversity, Inclusion and Belonging

Group 2: Cara, Sonja, Lois, Carol, Cady, Kate

Imperative 3: Cultivate Connections within our Community

Imperative 4: Continue to Evolve Accessible, Innovative Resources and Services

Session 3 Imperative 1: Position the Library to Sustainably Serve our Community

Objectives	Initiatives
<ul style="list-style-type: none">• Establish funding level goal• Establish a staffing level goals	<ol style="list-style-type: none">1) Assess Needs and Prioritize Current Services (Conduct a baseline needs assessment, evaluate services for impact, prioritizing services to Salem residents; scope services to existing resources. Use existing scorecards when relevant. Utilize Strategic Plan as a tool for determining priorities)2) Determine SPL Service Level Goals (Set programming, staffing and volunteer goals based on needs assessment, benchmarking, and best practices research)3) Develop an SPL Resourcing Sustainability Plan (Task force/study to review existing funding structures and research new funding option, Advocacy to position library as a hub/location for emergency services, Explore private funding options and opportunities, Planning for two potential new branch libraries)

Revisions Session: APPROVED

Imperative 1: Position the Library to Sustainably Serve our Community

Objectives	Initiatives
<ul style="list-style-type: none">• Establish funding level goal• Establish a staffing level goals	<ol style="list-style-type: none">1) Assess Needs and Prioritize Current Services: Assess needs and impact to prioritize and align services with existing resources.2) Determine SPL Service Level Goals: Set staffing, programming, and volunteer goals based on needs assessment, SPL strategic plan, benchmarking, and best practices research.3) Develop an SPL Resourcing Sustainability Plan: Research options and develop funding and relationship models that will allow for SPL's long-term sustainability.

SESSION 3 Imperative 2: Center Equity, Diversity, Inclusion and Belonging

Objectives	Initiatives
<ul style="list-style-type: none">• Offer a diverse set of programming in multiple languages and formats• Increase the diversity in the staff and volunteers	<ul style="list-style-type: none">• Diversify resources/collection and programming<ul style="list-style-type: none">• Give selectors a designated time to finding diverse books outside of normal operations• Establish programming without bias• Conduct a diversity audit of collection• Assess the accessibility of current programming• Provide inclusive resources and an environment that services all abilities and aspects of our diverse community• Increase cultural competency<ul style="list-style-type: none">• Recruit and retain a diverse staff and board• Ensure diverse representation in voices shared and how decisions are made within the Library• Intentional opportunities for trainings

Revisions Session APPROVED

IMPERATIVE 2: Center Equity, Diversity, Inclusion and Belonging

Objectives	Initiatives
<ul style="list-style-type: none">• Offer a diverse set of services in multiple languages and formats (specific measures TBD)• Provide x# internal trainings	<ol style="list-style-type: none">1. Increase SPL's Cultural Competency: Seek out opportunities to increase knowledge and skills related to providing culturally and linguistically appropriate services.2. Recruit and Retain a Diverse SPL Team: Increase the diversity of the SPL team and volunteers and take steps to better retain those team members.3. Diversify SPL's Resources and Services: Audit and improve the representation and reach in what we provide and how we serve all members of our diverse community.4. Apply the City of Salem equity lens to decision-making: Utilize the equity lens to audit existing policies, procedures, and to inform future decisions.

SESSION 3 IMPERATIVE 3. Cultivate Connections within our Community

Objectives	Initiatives
<ul style="list-style-type: none">• Create and build effective partnerships with other community organizations (# TBD, note: in the future, could measure partner's satisfaction and how it helped us meet mutual goals)• Sending staff, services, and programs outside the library walls to serve people directly in the community (measure increased % of people reached)	<ul style="list-style-type: none">• Partnerships• Increased presence in the community• 2-way dialogue: communicate and listen <ol style="list-style-type: none">1. Seeking new partnerships with community groups that help the library connect with underserved segments of the community<ul style="list-style-type: none">• Identifying and defining the attributes sought in partners; targets and goals for new partnerships; intentional• Assess impact and results of partnerships to determine future direction• Act as a Hub (especially in cases of emergency, earthquakes, heat. Potential partnership with CERT, or be more intentional about it. City of Salem too.)2. Creating a framework for choosing impactful outreach opportunities<ul style="list-style-type: none">• Identifying and defining the attributes sought in outreach opportunities;• Targets and goals for outreach; intentional• Measuring the success of outreach against goals; helps decide what to do in the future3. Gather and respond to community input<ul style="list-style-type: none">• Identify and implement an effective means to invite, consider, and use community input into library services and programs• Seeking ways to understand community perception of the library's value; increase community interest in the library; make it more appealing

REVISIONS SESSION: APPROVED

IMPERATIVE 3. Cultivate Connections within our Community

Objectives	Initiatives
<ul style="list-style-type: none">• Demonstrate improved impact of partnerships• Improve mutual satisfaction of partnerships by X% (TBD)	<ol style="list-style-type: none">1) Gather community input: Identify and implement effective channels to invite community feedback to understand the community's perception of the library's value.2) Create a framework for choosing impactful outreach opportunities and new partnerships: Determine needs and overlaps, desired outcomes of key partnerships and outreach opportunities and the resources needed to do so.3) Maximize the effectiveness of the library's partnerships: Build new partnerships with community groups based on accomplishing mutual goals and helping the library connect with underserved segments of the community.

SESSION 3 Imperative 4. Continue to Evolve Accessible, Innovative Services (OR Resources and Services)

Objectives	Initiatives
<ul style="list-style-type: none">• Increase access to Wi-Fi and digital devices• Increase number of people reached by innovative service methods	<ul style="list-style-type: none">• Grow into being a Learning Organization or Foster a Culture of Learning or Create an Approach to Continually Evolving our Resources and Services<ul style="list-style-type: none">• Create support, systems and process for learning about, trying and evolving new services and resources• Research and track emerging resources and services, new technologies, best practices• Support staff professional development• Technology<ul style="list-style-type: none">• Show case new technology in the community• Innovative outreach approaches. May include/for example:<ul style="list-style-type: none">• bookmobile,• Pop-ups• Utilize new outreach vehicle to facilitate outreach in underserved areas (especially North and South Salem?)• Innovative programming (assess current programming)• Improve physical accessibility<ul style="list-style-type: none">• library lockers, accessing hold shelf• eCards for high school students using student ID

REVISIONS SESSION: SONJA'S UPDATES

Imperative 4. Continue to Evolve Accessible, Innovative Services (OR Resources and Services)

Objectives	Initiatives
<p>1. Community members are aware of core library services and indicate services are relevant to their needs (measured by responses to community survey)</p> <p>2. Library cardholders use alternate ways (online, virtual, off-site) to access library services</p>	<p>Investigate and assess current trends and technologies:</p> <ul style="list-style-type: none">• Research and track emerging resources and services, new technologies, best practices• Support staff professional development• Encourage staff to discuss and develop new ideas; take risks with organizational support <p>Overcome barriers to using library services:</p> <ul style="list-style-type: none">• Make getting a library card easier (eCards for high school students; improved online registration; streamlined process in the library; review policies and procedures)• Market virtual services and increase use of digital offerings (databases; downloadable platforms; streaming services)• Create access outside the library (outreach visits; offsite programs; virtual programs; lockers, popup libraries, etc.)• Use technology and other tools to improve access for people who speak languages other than English; who are deaf and hard of hearing; who are blind or visually impaired; who have mobility limitations; or other conditions that can limit access. <p>Continuously assess services and programs:</p> <ul style="list-style-type: none">• Invite community input about what programs and services are most relevant and needed• Create a nimble culture in which programs and services can be changed, modified, or replaced as needed• Use technology to make programs more widely available (hybrid programs)• Look for opportunities to build programs and services that demonstrate varied cultural competencies.

REVISIONS SESSION: APPROVED

Imperative 4. Continually Evolve Services to Increase Accessibility

Objectives	Initiatives
<p>1. Community members are aware of core library services and indicate services are relevant to their needs (measured by responses to community survey)</p> <p>2. Alternate ways (online, virtual, off-site) are increasingly used to access library services.</p>	<p>Investigate and assess current trends and technologies: Encourage an environment of creativity and innovation through research and training on emerging best practices and support for team members' new ideas.</p> <p>Make it easier to use library services: Create and promote a broader range of technology, tools, and services so that more people benefit from the library.</p> <p>Improve services and programs: Utilize community input and available data to create a nimble and responsive culture.</p>



Next Steps

Plan Finalization and Implementation Next Steps

Plan Finalization

- Library Advisory Board Review: October 12
- City Council: Presented on October 24

Plan Implementation

- Identifying Leads and teams
- Launching the Plan
 - **Implementation Retreat/Kickoff with Leads Date TBD**
 - Identify Implementation Strengths and Struggles
 - Prioritize/Sequence Initiatives
 - Determine Plan Management Structures and Tools
 - Clarify Roles and Responsibilities
 - Prepare to lead initial Implementation Steps
 - **Implementation Teams begin work to follow**
 - Define and scope the work
 - Identify Milestones
 - Identify Dependencies
 - Identify Resource Implications
 - Consider Change Implications
 - Identify key Stakeholders



Telling The Story

As you share the plan, what are key messages?

- Talking points for board members to discuss with community members. Confidently and accurately represent the process and plan.
- Collaborative Process
- Plan Theme: We created a responsive, engaging, and empowering plan that is focused on capacity building and serving our community.

Who are key stakeholders?



Public Comment Opportunity

Today's Takeaways/Talking Points

- We have a fully drafted plan
- We went through a collaborative process
- Theme: We created a responsive, engaging, and empowering plan that is focused on capacity building and serving our community



Closing Check-Out

As we close out our planning process, what is one word that captures something you are grateful for?

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