

# Salem Public Library 2022-2027 Strategic Plan

## VISION



A welcoming, inclusive community that prioritizes learning, discovery, and well-being for all.

## MISSION



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

## VALUES



- **Responsive Service:** We provide personalized, compassionate service guided by our community's needs and interests.
- **Trust:** We respect others and their privacy, act with integrity, and provide transparency.
- **Adaptability:** We evolve and innovate to provide relevant, accessible services.
- **Inclusion:** We provide safe, welcoming spaces that embrace our community's diversity.
- **Community:** We build intentional relationships and cultivate meaningful connections.

## IMPERATIVES



**Position the Library to Sustainably Serve our Community**

## OBJECTIVES



- Improve community satisfaction with library services indicated by the Annual City Customer Service Survey (from 51% to 80%)

## INITIATIVES



- **Assess Needs and Prioritize Current Services:** Assess needs and impact to prioritize and align services with existing resources.
- **Determine Salem Public Library (SPL) Service-Level Goals:** Allocate staff and volunteer resources based on needs assessment, SPL strategic plan, benchmarking, and best practices research.
- **Develop a SPL Resourcing Sustainability Plan:** Research options to develop funding and partnerships that will allow for SPL's long-term sustainability.

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

- Offer a diverse set of services in multiple languages and formats
- Provide quarterly internal DEI trainings

- **Increase SPL's Cultural Competency:** Increase our knowledge and skills and use them to provide culturally responsive and accessible services.
- **Recruit and Retain a Diverse SPL Team:** Value the inclusion of diverse SPL team members and volunteers.
- **Diversify SPL's Resources and Services:** Assess and improve how we serve all members of our diverse community.
- **Apply the City of Salem Equity Lens to Decision-Making:** Utilize the Equity Lens to review existing policies, procedures, and to inform future decisions.

**Cultivate Connections within Our Community**

- Demonstrate improved impact of partnerships
- Improve mutual satisfaction of partnerships

- **Gather Community Input:** Invite community feedback to better understand the community's perception of the library's value.
- **Create an Outreach and Partnerships Framework:** Develop an approach to identify and pursue mutually beneficial, impactful outreach efforts and partnerships.
- **Maximize the Effectiveness of the Library's Partnerships:** Invest in existing and new partnerships that further mutual goals and help the library connect with underserved areas of the community.

**Continually Evolve Services to Increase Accessibility**

- Community members are aware of core library services and indicate services are relevant to their needs (measured by responses to community survey)
- Alternate ways (online, virtual, off-site) are used to access library services

- **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.
- **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.
- **Improve Services and Programs:** Utilize community input and available data to create a nimble and responsive culture.

**Strengthen our Organizational Culture and Operations**

- Improve average Q12 employee engagement score to 4.0 \*currently at from 3.45 out of 5.0
- Improve staff retention

- **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.
- **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.
- **Strengthen Leadership and Management Capabilities:** Commit to active and engaged leadership focused on building a safe, inclusive, and collaborative environment for all team members.
- **Conduct and Utilize Annual Employee Engagement Survey:** Share and use annual employee engagement results to take measurable action toward continued improvement.