Salem Public Library 2022-2027 Strategic Plan



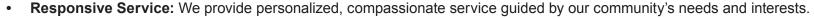
VISION

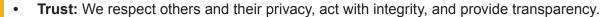
A welcoming, inclusive community that prioritizes learning, discovery, and wellbeing for all.

MISSION

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

VALUES





- 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.





OBJECTIVES

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



- 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)

- 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

are used to access library services

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.

