



## **RECOMMENDATION:**

Information only.

## **FACTS AND FINDINGS:**

The five-year strategic plan was created over several months using a three phased process; Get Clear, Get Focused, Get Moving. The process engaged with key internal stakeholders and a diverse range of external library and non-library users. Coraggio created a situation assessment which the Committee used as a baseline to compare Salem Public Library services to other libraries. In the Get Clear and Get Focused phase the Steering Committee completed the following sessions:

- Strategic Clarity Retreat (1x6 hours or 2x3 hours)
- Strategic Planning Work Sessions (3x3 hours)
- Staff Cohort Planning Work sessions (2X3)
- Strategic Plan Revision Work Session (1x2 hours)
- Strategic Plan Summary Report and One-Pager

The work sessions and slide decks are available on the Salem Public Library website.

<https://www.cityofsalem.net/community/library/about-your-library/strategic-plan>

The planning sessions took place virtually and each planning sessions set aside time for public comment.

The Plan was presented to the Library Advisory Board on October 12, 2022. The Library Advisory Board unanimously supports the Strategic Plan with no changes.

The Strategic Plan is now completed, and the Get Moving phase will start in November. The Library will continue to work with Coraggio to create an Implementation Roadmap. This roadmap will provide the guidance, timelines, persons responsible, and a structured process for plan management. This part of the process will be critical to ensuring initial progress and ongoing success of the Strategic Plan.

The Implementation Roadmap will be led by library staff. Each Imperative defines the Library's overarching area of focus. Staff teams, with a designated team leader, will organize around each Imperative to review and create services that fall under that Imperative.

The Imperatives are:

- Position the Library to Sustainably Serve our Community
- Center Equity, Diversity, Inclusion and Belonging
- Cultivate Connections within our Community
- Continue to Evolve Accessible, Innovative Resources and Services
- Strengthen our Organizational Culture and Operations

## **BACKGROUND:**

Salem Public Library hired the Coraggio group in March of 2021 to lead a Steering Committee in

creating a new Strategic Plan. The most recent Strategic Plan had been implemented in 2013 and completed in 2018. The Steering Committee was appointed by the Mayor and included City Council members, Library Advisory Board Members, the Executive Director of the Library Foundation, the President of the Friends of the Library, two members of the Teen Library Advisory Board, the City Librarian, and two library staff. The plan was put on pause in fall of 2021 while a new City Librarian was hired. Work was restarted in February of 2022 and the plan was completed in October 2022.

Kim Carroll  
City Librarian

**Attachments:**

1. Salem Public Library Strategic Plan 2022-2027