CALL TO ORDER. The workshop was called to order at 6:11 pm.

STRATEGIC PLANNING WORK SESSION. Michael Kosmala of Coraggio Group started by congratulating the board on it adopting the strategic framework. He said this meeting is the wrap-up strategic planning session which highlights how the board can use its adopted three-year Strategic Framework in its everyday work. He will work with staff to develop the 12- to 18-month operations plan based on the strategic framework, and this operations plan will be presented to the board at its December 21 meeting.

The board reviewed operational and action planning and discussed engagement, course correction, and accountability, and the roles and responsibilities for monitoring and tracking the action steps. It was recommended that there be a strategic plan update at each monthly board meeting, with more details perhaps quarterly.

The board also discussed how it can support the existing library culture through the organizational values it established as reflected in the strategic framework.

See the attached notes for details of the workshop.

ADJOURNMENT
The workshop adjourned at 8:05 pm.

Respectfully submitted,

Teresa Stover for Kate Lasky, Board Secretary
Josephine Community Library District
Board Work Session
Josephine Community Library District
December 6, 2017
Coraggio Group
503.493.1452 | coraggiogroup.com
Agenda

Operational Planning
• Best Practices
• Roles / Responsibilities
• Structures

Organization Culture / Board Leadership & Engagement
• Supporting the existing culture through the organizational values in the strategic framework
• Individual commitments for the year ahead
### Vision
A vibrant community strong in itself and connected to the world.

### Mission
Enriching our community through access to quality library services across Josephine County.

### Values
- Integrity
- Innovation
- Accountability
- Freedom
- Engagement
- Equity & Inclusion

### Repution
- Transformative
- Caring
- Inclusive
- Dependable
- Essential
- Courageous

### Position
Our community members and partners value the library system as a lifelong source of ideas and inspiration in an open, warm, and responsive environment.

#### Imperatives

**Enhance program quality and customer service**

**Nurture a work culture that values and supports its staff and volunteers**

**Enhance the facilities across the library systems**

**Develop efficient operating systems and structures**

**Build awareness and expand partnerships**

#### Objectives

- Year-over-year increases in patron satisfaction
- Achieve “Enhanced” status in Oregon Library Association Library Standards by 2020
- Year-over-year increases in library use

- Year-over-year increases (baseline in 2018) in staff engagement
- Year-over-year increases in volunteer engagement
- Increased volunteers hours by 1500 by 2019

- Complete Facilities Master Plan by end of July 2018
- Update overall objectives based on the results of the Master Plan by October 2018

- Clean annual audit
- 100% Board participation in Special Districts of Oregon training

- Year-over-year increases in patron awareness
- Increase in quality and number of partners
- Annual Board participation in Oregon Library Legislative Day

#### Initiatives

- Expand hours of operation in response to Measure 17-79 commitments
- Implement the collection development plan which improves materials against Oregon Library Association Library Standards

- Develop and implement a volunteer recruitment plan that maintains the staff and volunteer balance required to expand hours without jeopardizing culture
- Develop and implement a staff and volunteer professional development program that aligns with organizational needs

- Develop a Facilities Master Plan that includes a vision which addresses community needs and provides a cost benefits analysis
- Develop and implement a fundraising campaign that engages community partners

- Develop a long-term financial plan for the library system
- Develop and maintain clear policies and procedures for key organizational functions
- Build board effectiveness in the governance and oversight of taxpayer funds

- Develop and implement a communications plan that includes progress updates on Measure 17-79 commitments and transitions Josephine Community Libraries' brand to the Library District
- Nurture healthy and impactful relationships with current and new Library System partners
Operational Planning: Best Practice Elements

- Monitoring and Tracking Momentum (Action Steps)
- Reporting on Progress (Initiatives)
- Monitoring and Reporting on Outcomes (Objectives)
- Engagement
- Course Correction
- Accountability
Operational Planning: Monitoring and Tracking Action Steps

- Better manage your plan by understanding the progress of individual action steps
- Transparently track how your work is progressing
Monitoring and Reporting on Objectives

- Monitoring objectives is an important step in establishing accountability and validating that initiatives are aligned with strategy and producing intended results.
- Each objective should have a person responsible for aggregating and actively tracking the objective.
- Given some objectives may require more time to see impact, it is important to identify the frequency at which these objectives are updated and reported on.
Operational Planning: Reporting on Initiatives

- Reporting on initiatives helps inform plan stakeholders on the current status of the plan, actions taken and any possible iterations.
- Effective initiative reporting structures and frequencies are important to efficiently and accurately report on initiatives.
- Keeping this effort top of mind among organizational leaders is vital. Initiative discussions should have time at most if not all executive meetings.
Operational Planning: Course Correction, Engagement, and Accountability

**Course Correction**
- Continually validate progress and iterate approach based on objective data
- Evaluate progress and brainstorm on how to improve outcomes based on quantifiable goals
- Alter or re-prioritize initiatives and action steps to improve results

**Engagement**
- Engagement is paramount to the success of the plan
- Leverage personal influence to encourage collaborative plan efforts across the organization
- Effectiveness is correlated to the level at which people in your organization feel like their efforts matter and their opinions will be heard
- Find fun ways to connect with the strategic plan

**Accountability**
- Leaders and staff need to be accountable to the plan
- Ensuring plan communications and actions are not being pushed aside is vital
- Any variances should be identified, analyzed and corrected
Operational Planning: System in Action

Monitoring and Reporting on Outcomes (Objectives)

Monitoring & Tracking Momentum (Action Steps)

Reporting on Progress (Initiatives)

Course Correction

Accountability

Engagement
Values: Where We Started

Your Name:

Your Role:

Looks Like

Sounds Like

Feels Like
Integrity: What we heard

From Staff

Looks Like
- Receiving other libraries policies for dealing with unruly children.
- Leadership and staff do not play favourites, they set an example for volunteers and other staff members.
- Professional public appearance and attitude.

Sounds Like
- A conversation with a parent of an unruly child offering an alternate activity.
- Sounds cheerful, energetic and forth right.
- "I made a mistake" - Own it, Fix it.

Feels Like
- A safer, more inviting environment.
- A safe environment that encourages all.
- Doing the right thing, no shortcuts.

From Board

Looks Like
- Only pleasant surprises come from the District board, employees and volunteers. Our messages are consistent as seen by the public we serve, as seen by the volunteers that serve us all and all the unseen activities to carry out mission.
- Less than pleasant surprises are addressed quickly, solutions are found, things are put right to the best of our ability and then we move on. No grudges, no second guessing, no finger pointing.
- We are consistent in all we do, we are honest and truthful.

Sounds Like
- When we speak for the District, we are knowledgeable about our shared values, and we elicit surprise in our listeners (and readers). We tell enough of each story so that our constituency gets understanding or feels the invitation to inquire further.
- We do not expend resources, physical or emotional, convincing those whose minds are made up or otherwise have the curse of certainty.

Feels Like
- Energizing and fulfilling; We know what we are doing and why we are doing it this way. We are energized by our actions to do more of the same, creating something wonderful that would not otherwise exist except for our individual contributions. The result is more than the sum of the individual efforts.
# Accountability: What we heard

## From Staff

### Looks Like
- Weekly rustapalooza meetings.
- Leadership and staff do not "pass the back," they can admit mistakes.

### Sounds Like
- "How are we doing on the work plan? Are we meeting our target dates? How can others help?"
- Sounds honest * often *

### Feels Like
- Team support is a wonderful thing. If something is forgotten by one, it can be remembered by another.
- An atmosphere of equality.

## From Board

### Looks Like
- The District is results oriented. The Board provides the leadership to ensure that short term and long term goals are developed in partnership with District management, employees, volunteers and constituency. Physical resources and monetary resources are directed to achieve these goals.
- The District is accountable at all levels and in all actions for the achievement of the shared goals. Those participating are expected to support the District's efforts, especially by being a positive voice by both participating in the formation of goals, striving and accomplishing, modifying where needed.
- Clear but flexible organization chart.
- Opportunities for feedback available at all levels.
- Lots of newsletters, postings, annual report.

### Sounds Like
- Ownership of the parts each person plays to move toward the achievement of District goals.
- Inquiry is encourages so that each of us understands the importance of each part.
- Celebration of the parts each of us play in our success, each effort is important and deserves a "Hoorah!"
- "I/We made a mistake" (While not letting fear of mistakes stunt innovation)
- "What can I/we do to help fix the mistake"
- "What can we do better?"

### Feels Like
- Each of us comfortably wear our own ownership of the shared commitment to the District's success and we are energized to say, "I own my part in the wonderful results the District is achieving in our community."
- Security that library will thrive.
- Trusting that people will do the right thing.
- Discussion often centered around responsibilities.
Engagement: What we heard

From Staff

Looks Like
- Morning Story time - rids stated on dots, parents on chairs, listening, answering questions, singing and creating craft.
- Leadership on start easily reached to peers, volunteers and patrons.

Sounds Like
- Readers asking questions, kids answering everyone involved - noisy.
- "I can help you with that!"

Feels Like
- Busy, active, focused energetic!
- A friendly atmosphere of equality.

From Board

Looks Like
- Positive, gracious intersections between people.
- Focussed, Constrictive engagement in tasks.
- Listening,
- All present & engaged.
- New people,
- Operating at board level.

Sounds Like
- Interpersonal exchanges are positive in tone and content.
- Linking means to end in proposals and explanations.
- Somebody gave me this idea,
- Stakeholder views represented in conversations.

Feels Like
- Whole Hearted.
- Positive.
- Inclusive.
- Safe,
- Vibrant,
- Opposing views are welcome,
- Robust,
- Open,
- Less formal.
# Innovation: What we heard

## From Staff

<table>
<thead>
<tr>
<th>Looks Like</th>
<th>Sounds Like</th>
<th>Feels Like</th>
</tr>
</thead>
<tbody>
<tr>
<td>Story time - Families listening to story in Spanish and English, even sign language.</td>
<td>Trying out new languages either Spanish or sign.</td>
<td>Acceptance of differences, promoting understanding, breaking down barriers.</td>
</tr>
<tr>
<td>Leadership encouraging and supporting new ideas (if appropriate)</td>
<td>“Good idea!”</td>
<td>You want to keep on thinking out of the box.</td>
</tr>
</tbody>
</table>

## From Board

<table>
<thead>
<tr>
<th>Looks Like</th>
<th>Sounds Like</th>
<th>Feels Like</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinated.</td>
<td>Well thought out.</td>
<td>Purposeful.</td>
</tr>
<tr>
<td>Expansion,</td>
<td>Open to ideas from others.</td>
<td>Risk.</td>
</tr>
<tr>
<td>Collaboration,</td>
<td></td>
<td>Challenge.</td>
</tr>
<tr>
<td>Research,</td>
<td></td>
<td>Fun.</td>
</tr>
<tr>
<td>Evaluation,</td>
<td></td>
<td>Invigorating.</td>
</tr>
</tbody>
</table>
# Freedom: What we heard

## From Staff

**Looks Like**
- Banned books on display in Children’s room.
- Staff assisting patrons as needed, even when the patron’s interest is far afield of the staff member.

**Sounds Like**
- “Why would someone challenge The Diver, it’s one of my favourite books.”
- “Isn’t it great that libraries encourage interests of all kinds!”

**Feels Like**
- Encouraged to read what is presented allowing others to select what interests them. Knowing a challenge will be taken obviously.
- We’re the U.S of A.! And there is of thought and speech.

## From Board

**Looks Like**

**Sounds Like**

**Feels Like**
Equity & Inclusion: What we would like

Your Name:

Your Role:
Focusing Forward: Commitments

Given everything we have discussed today, what action will I - as a Board member - commit to for the next year? How will I focus my time and my talents to move this organization toward its strategic goals? What will I commit to NOT doing?

I Will:

1. __________________________
2. __________________________

I Won’t:

1. __________________________
2. __________________________