

Strategic Framework 2022-2026

MISSION

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VALUES

Welcoming, Resourceful, Community-Focused, Enriching, Caring, High-quality

Staff morale and wellness

Goal: IPL prioritizes staff wellness and a positive culture as a core value.

Library's role in the community

Goal: IPL is central to the lives of community members, specifically young families.

Contention around libraries and their perceived value

Goal: IPL proactively demonstrates its value to the community and is seen as a positive asset by stakeholders.

DEI, Accessibility, Safety

Goal: IPL is a leader in ensuring equal and safe access to the materials and services they seek.

Digital Transformation

Goal: IPL successfully uses current and emerging technologies to bring new opportunities to patrons and the community.


WILDLY IMPORTANT GOAL

90% of employees report a burnout level of 4 or lower for 3 consecutive months no later than June 2023.



IMPLEMENTATION DASHBOARD

WIG: 90% of employees report a burnout level of 4 or lower for 3 consecutive months no later than June 2023.			
<i>Leading indicators:</i>	GOAL	STATUS	NEXT STEPS
Employee burnout baseline is established	by Aug 31		
Social Committee is reestablished	by Aug 31		
Board Wellness Task Force is formed	by Sept 15		
Supervisors check in with 100% of their direct reports	monthly		
Burnout and stress assessment tool reissued to employees	monthly		
<i>Wellness Tip of the Week</i> shared via email or in Teams/e-portal	weekly		





Rapid Prioritization and Recovery Plan

Irondequoit Public Library

July 2022



Causewave Community Partners

Causewave Community Partners was founded in 1950 as the Advertising Council of Rochester and delivers capacity building services to nearly 150 nonprofit organizations and community coalitions in the areas of marketing, strategy and operations every year.

Out of concern for our sector and those it serves, and recognizing there was a resource gap for nonprofits prior to COVID, we developed a rapid planning process during which we work directly with interested nonprofits on a focused plan to provide a custom roadmap for the coming 12-18 months. This is one of the offerings we made to RRLC grant recipients this year.



Grant funding for this Rapid Prioritization and
Recovery Plan was provided by
the Rochester Regional Library Council



Our Planning Team

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Emily Baker, IPL Staff

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Mary Ellen Jones, Friends of IPL

Tariq Hudson, IPL Staff

Mary Tiballi Hoffman, IPL Board

Katelin Pellett, Causewave

Tiffany Paine-Cirrincione, Causewave



Process Outline: April 28th – June 29th, 2022

Meeting 1 Current State Review

Current state discussion

Introduce strategic
planning philosophy:
4DX principles, WIG

Meeting 2 Trends Review and Prioritization

Trends discussion

Trends prioritization

Meeting 3 Develop Wildly Important Goal (WIG)

Identify focus area

Articulate goal (WIG)

Identify lead measures

Meeting 4 Implementation of WIG

Review draft WIG
implementation
workbook

Define strategies
and tasks



Four Trends Affecting The NFP Sector in the Wake Of Covid-19

1. A Profoundly Unstable, Uncertain Economy
2. An Accelerated Digital Transformation
3. Intensifying Community Needs
4. Nonprofit Organizational Vulnerability On the Rise



Background and Situation Analysis

The Irondequoit Public Library is a well-supported community pillar with a strong reputation for providing much-needed resources and services to Irondequoit residents. With the addition of planning for the changing needs of its community, their newer facility, a broad range of programs, and support from the Town and its residents, the library is well-positioned to continue this tradition of serving the community.



5 Key Challenges Facing IPL Today


- 1) Staff morale and wellness
- 2) The role of the library given changing community needs
- 3) Contention around libraries and their perceived value in the community
- 4) Diversity, Equity and Inclusion coupled with accessibility and safety
- 5) Technology changes and the digital transformation



1) Staff morale and wellness

At the moment, library staffing levels are stable. IPL has not been impacted in a major way by the effects of the Great Resignation that other organizations are experiencing. However, staff have experienced a lot over the past two years; on the frontlines dealing with overwhelmed, anxious and sometimes unhappy or aggressive patrons all while responding to new and emerging needs of community members, and new modes of information delivery.

While staff retention is not an issue today, an emphasis on staff wellness and morale is likely needed to respond to internal and external forces affecting the workforce and the mental health and wellness of our employees.



2) The role of the library given changing community needs

IPL staff have acknowledged a shift in how their support is needed by families and educators. With more town residents experiencing life-changing challenges in the wake of the Covid-19 pandemic, inquiries about resources to alleviate homelessness, food insecurity, and economic hardships are needed by more residents.

In addition, staff have noticed a lack of younger families coming into the library post-Covid. This gap in usage can have an impact on young kids, causing social isolation or issues with literacy, and all point to a shift in what people are looking to libraries to provide.



3) Contention around libraries

Currently, there is increased contention around libraries and the perceived value they have with stakeholders. In today's political climate, censorship is again an issue and the library is uniquely positioned as a physical representation of this matter. Making sure to provide material relevant to all users including members of the Black and Indigenous People of Color and LGBTQ communities, often make libraries a target for those who disagree with inclusion and representation being a role of the library.


Libraries also served as a battleground for the mask debate and other Covid safety protocols, and could again in future Covid waves.



4) Diversity, Equity and Inclusion coupled with accessibility and safety

With ongoing safety concerns around public spaces, again the library finds itself in a position where a social divide can impact the ability to meet its mission of fostering an engaged and literate community. The library has identified accessibility and diversity, equity and inclusion (DEI) as strategic issues, and already has a good amount of momentum behind the topics.

Partnerships with groups like Rochester Accessible Adventures and others will be inputs for additional programmatic shifts and also account for possible financial needs. The commitment to accessibility for all also makes the need for digital access to services a permanent one.



5) Technology changes and the digital transformation

The pandemic highlighted the digital divide in nearly every community, including Irondequoit. Increased demand for access to free Wifi, computer space for independent work, computer assistance and digital content and programming are among the needs community members seek at the library.

The need to continue expanding digital resources impacts the library's budget, and also could help bridge the generational gap in users that has appeared over the last two years.



Conclusion

The five factors above are all big issues that have the potential for big impacts on IPL's success going forward. The good news is that IPL is already making progress within a number of these areas, and has experienced successes including, pivoting much of its programming to virtual during the height of the pandemic, beginning to examine its collection and assessing the future mix of print vs. electronic materials, partnering to improve accessibility, to name a few.



If every other area of our operations remained at its current level of performance, what is the one area where change would have the greatest impact?

Wildly Important Goal


- Not about ignoring the daily operation, but about **narrowing our focus** to work on what we want to significantly improve **first**
- Identify the most important objective that **won't be achieved unless it gets special attention**
- Very important to have a single measure of success
- Identify where we are now, where we want to be and by when

WIG = x to y by when



IMPLEMENTATION: WILDLY IMPORTANT GOALS


GOALS
<i>A wildly important goal (or WIG) is something that is so important to the organization's success that if it is not achieved, then not much else matters. It is also something that is very unlikely to get accomplished without a high degree of focus on behalf of the organization.</i>
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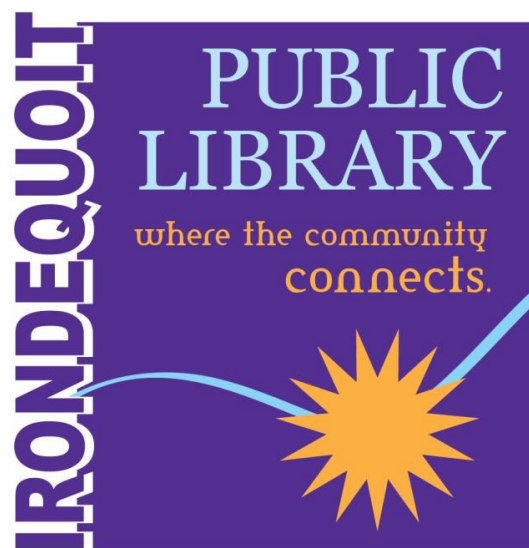
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IMPLEMENTATION PLAN

Implementation Plan for Irondequoit Public Library				
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ACTION STEPS	TIMING	OWNER/S	STATUS	NOTES
Strategy 1: Establish baseline for employee stress and burnout level				Tool should be easily administered and easy to repeat each month
T1: Identify a burnout and stress assessment tool that works for IPL employees and determine cadence for measurement			Completed	Recommendation: monthly
T2: Assess primary causes of stress and burnout among staff and establish a baseline measure through poll that asks about top 3 causes of daily stress & causes of burnout along with chosen assessment tool			Not Started	
T3: Communicate WIG and commitment for monthly measurement/reporting to employees			Not Started	
Strategy 2: Report on monthly staff burnout measures and plans for the coming month				
T1: Develop simple, visual way to present monthly status of stress and burnout to employees				examples: graph, PPT slide, white board in staff break room
Strategy 3: Reinstitute/add meaningful number of activities focused on organizational culture, team building and experiencing joy at work				
T1: Reengage Social Committee of staff and form Board Wellness Task Force	by 8/15/2022			Envisioned to be temporary ad hoc task force for board to advance this plan
T2: Reinstitute/add activities focused on staff recognition and celebration (e.g., purple stars)	by 9/15/2022			
T3: Add 1-2 optional social events or activities per month for staff to spend time together separate from work-related meetings				examples: potluck lunches, happy hours, attendance at community event like Red Wings, etc.
T4: Plan 1-2 events outside of work encouraging team building and relationship building for employees and their families				examples: end of summer celebration at the beach, holiday gathering at I-Square
T5: Engage the board in determining a way for them to contribute to regular staff recognition		Erin		examples: handwritten notes, emails, recognition at board meetings
T6: Identify opportunities for patrons to give thanks and kudos to employees				examples: submit written post-it note to be posted on shared bulletin board, "love notes" from community about staff members shared out at staff meetings and on social media
T7: Revamp the employee breakroom to create a space that meets employee needs and serves as a place to take a break and/or come together with peers				Potential needs: good coffee maker, furniture?; possible for Friends and/or Foundation to provide funds for upgrades



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