



Trust and respect are important components of a healthy and productive work environment, serving as interpersonal dynamics that contribute to positive relationships and collaboration. Trust is the belief or confidence that one can rely on another person's actions, words, or decisions. Trust is built over time through consistent behaviors, transparency, and effective communication. In a workplace context, trust enables collaboration, delegation of responsibilities, and effective teamwork. Respect involves recognizing and valuing the worth, dignity, and contributions of others. It entails treating people with courtesy, fairness, and consideration, regardless of their role or position. In a work environment, respect fosters positive relationships, mutual understanding, and a sense of dignity and belonging among individuals working together.

Vision for Culture

In Workshop 1, we conducted an activity to brainstorm the District's vision for culture based on the survey results. The District's defined vision statement is "Books and Beyond" and its motto is "Ideas, Imagination, and Information;" these serve as foundational principles to inform the vision for culture. A vision for culture is the desired values, beliefs, behaviors, and atmosphere that an organization embodies. Organizations create vision statements that outline the ideal workplace environment and set the tone for how employees interact, collaborate, and work towards common goals. The vision serves as a guiding principle for shaping the organization's culture and informs decision-making processes to align actions with the desired cultural outcomes. The following summarizes the results of the visioning brainstorm, which were reviewed and affirmed by participants in Workshop 2:

- **Collaborative:** We encourage teamwork and shared expertise among staff to better serve one another and our community.
- **Accountable:** We uphold accountability, fostering a sense of responsibility and transparency in all our internal operations and decision-making processes.
- **IDEA:** At the heart of our organization's mission is a commitment to diversity, equity, and inclusivity, ensuring that every voice is heard, respected, and valued.
- **Trustworthy** We cultivate trust among our team members, valuing honesty, professionalism, and mutual respect in all our interactions.
- **Innovative:** We nurture an innovative internal environment, empowering staff to explore creative solutions and embrace new ideas to improve our services.
- **Adaptable:** We embrace adaptability, encouraging flexibility and resilience among our staff to effectively respond to changing needs and challenges.
- **Safe:** We prioritize a safe and supportive internal environment, ensuring mental and physical well-being and inclusivity of all staff members in our workspace.

As the District moves forward with the implementation phase of this work, it can take the above sentiments and develop a concise and compelling vision for culture statement. Similar to how the above statements were developed collaboratively with individuals from across geographies and hierarchies, the vision for culture statement can be developed by bringing together diverse individuals.



Preliminary Observation Themes

In Workshop 1, the Moss Adams team reviewed preliminary observations resulting from interviews, focus groups, and the employee survey. These observations were grouped into themes as reflected in the table below.

THEME	STRENGTHS	OPPORTUNITIES
Service Delivery	<ul style="list-style-type: none"> Branch service and program offerings are responsive to each community The District is open to innovative programming ideas and options Service delivery was described as engaging and motivating, reflecting a connection to the community 	<ul style="list-style-type: none"> Branches could be more consistent in their approach to customer service In alignment with its IDEA efforts, the District should develop diverse programming and ensure marketing materials are strategically placed to reach all community members Cultivate a sense of safety for both patrons and employees
Communication	<ul style="list-style-type: none"> Internal branch communications appear strong and well-received by front-line staff There are opportunities to provide upward feedback at branches The District has a culture of listening to one another 	<ul style="list-style-type: none"> Develop upward feedback loops that extend beyond individual branches Promote responsibility and accountability among all employees through difficult conversations Ensure messages are distributed in a way that is accessible to all District employees, including part-time and substitute workers
Employee Engagement and Morale	<ul style="list-style-type: none"> Employees report a strong affinity with the District's mission and overall job satisfaction Employees feel connection at their branch locations Employees appreciate and look forward to events 	<ul style="list-style-type: none"> Revise employee recognition mechanisms to enable recognition in ways that are meaningful to the individual Create psychological safety and the ability to make mistakes at work Enhance trust, respect, and accountability

Each of these thematic areas ultimately informs organizational culture.

In Workshop 2, we reviewed recommendations that were brainstormed during the previous workshop. This review focused on what success looks like, what existing resources to support the initiative are already in place, what additional resources would be required, and any potential risks to the initiative. Workshop participants provided input, which is reflected throughout this report. Workshop participants were also asked to prioritize initiatives, which is reflected in the implementation plan.

D. SUMMARY OF OBSERVATIONS AND RECOMMENDATIONS

Observations and recommendations were grouped into three categories summarized in the following table and detailed in Section III.



OBSERVATIONS AND RECOMMENDATIONS		
Service Delivery		
1.	Observation	In its role as a public library, ensuring the physical safety and well-being of staff and patrons is an ongoing concern for the District.
	Recommendation	The District should gather qualitative and quantitative data to identify safety needs across branches and explore partnerships with local providers to build a robust safety program.
2.	Observation	Program evaluation has historically been heavily reliant on quantitative factors such as circulation and program attendance. This approach to evaluation is not holistic as it does not consider elements of program success such as impact or alignment with strategic goals.
	Recommendation	The District should develop a program evaluation process that reviews programs holistically, including advancement of its strategic plan, IDEA, and community impact.
3.	Observation	Driven by perceived competition and challenges in communication, the District is struggling with low levels of collaboration, leading to siloing and fragmentation in programming and service delivery.
	Recommendation	District leaders should leverage existing cross-functional committees to spearhead collaboration on library programs and initiatives. This, in conjunction with updates to program evaluation and improved communication, can strengthen collaboration across the District.
Communication		
4.	Observation	The District is experiencing issues with missed or mixed messaging using its current cascading communication framework, contributing to increased levels of frustration and distrust between staff and management.
	Recommendation	District leadership should work together to establish formal communication protocols that encourage productive multidirectional communication between management and staff.
5.	Observation	The District has adopted an increasing number of methods to communicate information to staff, contributing to fragmentation and confusion and making it difficult to ensure consistent and effective communication across the organization.
	Recommendation	The District should solicit feedback from staff to assess the effectiveness of its current communication pathways and work to consolidate its communication methods to promote clarity and consistency, focusing on integrating key features and tools.



OBSERVATIONS AND RECOMMENDATIONS		
Employee Engagement and Morale		
6.	Observation	Expectations for employees are not clear and consistent across the District, which results in inconsistencies and creates challenges in holding employees to similar standards.
	Recommendation	<p>A. Develop and reiterate clear, consistent employee expectations related to customer service, integration of IDEA in operating practices, and position responsibilities through job descriptions and other guiding documents.</p> <p>B. Revise performance review processes to include individualized performance goals that align with the District's mission, vision, values, vision for culture, and job descriptions.</p>
7.	Observation	Employees consistently reported the perception that team members are not always held accountable, which impacts morale, communication, and service delivery.
	Recommendation	The District should embrace a culture of feedback and accountability to cultivate trust, respect, and collaboration through conflict management training and revised performance management processes.
8.	Observation	Employees indicate that they do not always feel recognized for their contributions to the District, which impacts employee engagement and morale.
	Recommendation	The District should prioritize providing employees with genuine and meaningful recognition that honors their contributions to the District.

