Oregon City Public Library
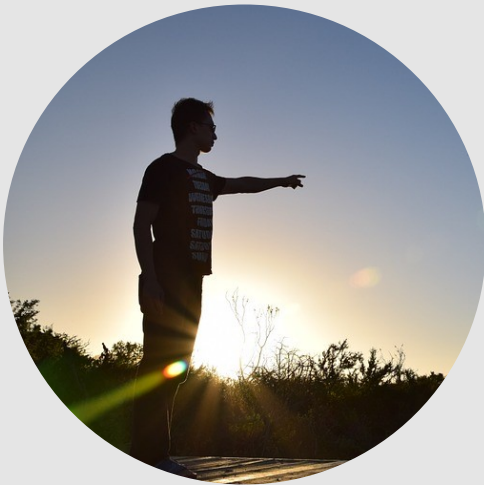# STRATEGIC PLAN 2019-24

LIBRARY

To promote literacy and learning, celebrate curiosity and diversity, and support transformation in thriving, safe, and inclusive spaces.

We empower every Child, Adult and Senior in our service area through:

- Innovative and varied resources and programs
- Responsive, well trained and personable staff
- Connections to other community resources and events
- Inclusive, accessible services to all
- Welcoming spaces to gather and build community

Overview

OUR CORE VALUES

Inspiring discovery

Championing the search for truth

Defending intellectual freedom

Protecting privacy

Open and safe for all

The Library will:

- offer equal access to the vast range of information through quality resources from all points of view for learning and entertainment;

- deliver library service to the whole community, conducting all interactions with respect and confidentiality, and acknowledging the diversity and individuality of our community members;

- advance literacy and a love of life-long learning;

- ignite imaginations and help people reach their full potential as individuals and citizens by providing materials, services, and events which inspire and speak to the human spirit;

- serve as a community center, providing a safe place to gather and a space for people and ideas to connect.
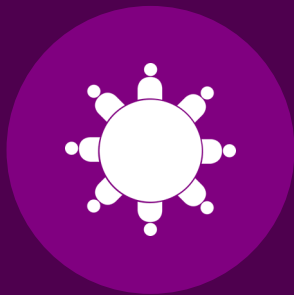
Overview

STRATEGIC FOCUSES

Strategic Focus #1

CREATE YOUNG READERS

Strategic Focus #2

KNOW YOUR COMMUNITY

Strategic Focus #3

STIMULATE IMAGINATION

Strategic Focus #4

VISIT A COMFORTABLE PLACE

Strategic Focus #5

STABILIZE

Strategic Focus #1
CREATE YOUNG READERS

EXPLORE OPPORTUNITIES FOR OUTREACH & PARTNERSHIPS

REACH UNDERPRIVILEGED, AT-RISK YOUTH

ENSURE YOUNG READERS AND THEIR CAREGIVERS HAVE EASY ACCESS TO MATERIALS

ENSURE ALL UNDER 5S IN THE OCPL SERVICE AREA OWN THEIR OWN BOOKS

CREATE YOUNG READERS

Be more connected with the schools and preschools in the Oregon City Public Library service area.

ACTIVITY: Get more educators connected to the library through the Educator Card

SUCCESS MEASURE: Annually increase the number of educators signed up for Educator Cards by 10%.

ACTIVITY: Provide more visits to schools.

SUCCESS MEASURE: By 2019 all schools in the Oregon City School District will receive one visit from library staff to encourage Summer Reading sign-ups.

ACTIVITY: Get more schools to visit the library.

SUCCESS MEASURE: By 2024, all first grades will visit the library at least once a year.

EXPLORE OPPORTUNITIES FOR OUTREACH & PARTNERSHIPS

CREATE YOUNG READERS

Identify under-privileged, at-risk youth

REACH UNDERPRIVILEGED, AT-RISK YOUTH

ACTIVITY: Using community contacts identify under-privileged, at-risk youth.

SUCCESS MEASURE: By 2021, staff will reach out to schools and other groups serving children to identify under-privileged, at-risk youth.

Strategic Focus #1
CREATE YOUNG READERS

OREGON CITY LIBRARY

Create better points of access and contact with groups who serve under-privileged, at-risk youth.

ACTIVITY: Contact providers serving children to identify those groups, including the reduced lunch program and Headstart, which the Library can partner with to better serve under-privileged, at-risk youth.

SUCCESS MEASURE: By 2021, partnerships will be established to provide library service to under-privileged, at-risk youth

REACH UNDERPRIVILEGED, AT-RISK YOUTH

Strategic Focus #1
CREATE YOUNG READERS

ENSURE YOUNG READERS & THEIR CAREGIVERS HAVE EASY ACCESS TO MATERIALS

Ensure young readers and their caregivers have easy access to materials

ACTIVITY: Reconfigure collections to ensure intuitive access.

SUCCESS MEASURE: By 2020, some portions of collections for young readers will be organized into topical sub-collections.

ACTIVITY: Ensure collections are fresh, up to date, robust.

SUCCESS MEASURE: By 2022, collections for young readers will have depth in all topics of interest.

SUCCESS MEASURE: By 2022, collections for young readers will have multiple copies of popular topics and books.

SUCCESS MEASURE: By 2022, damaged items in collections for young readers will be regularly replaced.

Strategic Focus #1
CREATE YOUNG READERS

ENSURE ALL UNDER 5S IN THE OCPL SERVICE AREA OWN THEIR OWN BOOKS

Make books available to under 5s through sustainable plan with partners.

ACTIVITY: Explore options and recommend a literacy program.

SUCCESS MEASURE: By 2019, staff will investigate and analyze options among national programs which partner with groups like libraries to place books in the homes of young children, and recommend a specific partner.

ACTIVITY: Create partnerships among community groups to build sustainable effort with book partner.

SUCCESS MEASURE: By 2020, staff will share information with interested partners so that together a program to provide books to the homes of children under 5 is created and sustainable.

ACTIVITY: Support Books to Babies with Oregon City School Foundation at Providence/Willamette Falls Hospital as much as possible.

SUCCESS MEASURE: Library staff will check in with OCSF on an annual basis to ensure that the Books to Babies program, which provides literacy and library information to parents of newborns, is ongoing and successful.

Strategic Focus #2

KNOW YOUR COMMUNITY

RESIDENTS WILL HAVE A CENTRAL SOURCE FOR INFORMATION ABOUT THE WIDE VARIETY OF PROGRAMS, SERVICES, AND ACTIVITIES PROVIDED BY COMMUNITY AGENCIES AND ORGANIZATIONS

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS

BE A BIGGER PART OF THE OREGON CITY COMMUNITY

MEET PEOPLE WHERE THEY ARE

Create central space at the library for community information.

ACTIVITY: Create civic shelf on second floor

SUCCESS MEASURE: By 2019, staff will provide space in the reference area for guides, brochures, and pamphlets from area agencies and organizations.
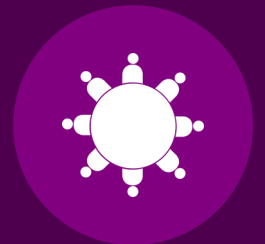
RESIDENTS WILL HAVE A CENTRAL SOURCE FOR INFORMATION ABOUT THE WIDE VARIETY OF PROGRAMS, SERVICES, AND ACTIVITIES PROVIDED BY COMMUNITY AGENCIES AND ORGANIZATIONS

Facilitate the distribution of community information.

ACTIVITY: Staff will explore other community resources and provide information to library regarding events and resources outside of library

SUCCESS MEASURE: By 2019, library staff will be able to direct patrons to community information in the library.

ACTIVITY: Staff will ensure that information is in multiple formats.

SUCCESS MEASURE: By 2020, in addition to hard copy format, the library website will include links to community information.

RESIDENTS WILL HAVE A CENTRAL SOURCE FOR INFORMATION ABOUT THE WIDE VARIETY OF PROGRAMS, SERVICES, AND ACTIVITIES PROVIDED BY COMMUNITY AGENCIES AND ORGANIZATIONS
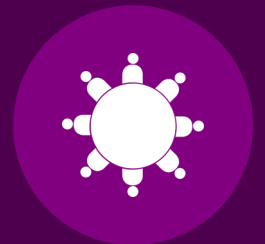
KNOW YOUR COMMUNITY

Use assessment and survey tools to learn more about community

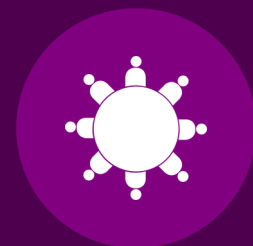**ACTIVITY: Do needs assessment and community survey including diversity assessment and public perception.**

SUCCESS MEASURE: By 2020, library staff will create and conduct an annual needs assessment and community survey, which includes diversity assessment and public perception.

ACTIVITY: Feedback from annual needs assessment and community survey will be incorporated in planning for programs and services.

SUCCESS MEASURE: By 2021, library staff will include feedback from assessments in the annual review of the strategic plan.

ACTIVITY: Create and conduct annual survey of patron satisfaction.

SUCCESS MEASURE: By 2020, library staff will create and conduct an annual survey assessing patron satisfaction.

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS

Investigate what programs people want.

ACTIVITY: Hand out evaluations at every program; also direct them to the online forms.

SUCCESS MEASURE: By 2019, staff will start providing hard copy and online evaluations at 25% of all programs. By 2024, staff will provide hard copy and/or online evaluations at all library programs.

ACTIVITY: Feedback from all evaluations will be incorporated in programs.

SUCCESS MEASURE: By 2021, library staff will include feedback from evaluations in planning programs at the library.

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS

KNOW YOUR COMMUNITY

OREGON CITY LIBRARY

Direct people to information about library programs and services.

ACTIVITY: Create new welcome brochures.

SUCCESS MEASURE: By 2020, the library will have a new welcome brochure for distribution inside and outside the library.

ACTIVITY: Create new card packets which include new welcome brochures.

SUCCESS MEASURE: By 2021, the library will have new cardholder packets to hand out to new cardholders.

ACTIVITY: New card packet materials and new welcome brochure encourage people to locate library information on the web site, social media networks, and the online newsletter.

SUCCESS MEASURE: By 2021, staff will have a complete packet of information to assist with the flow of information about the library.

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS
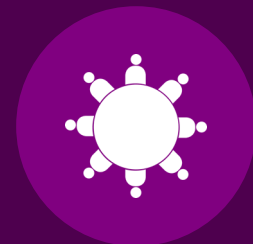
Strategic Focus #2

KNOW YOUR COMMUNITY

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS

Increase avenues of information about programs and services to patrons.

ACTIVITY: Create annual report which includes summer reading statistics and library's value to the community.

SUCCESS MEASURE: By 2019, an annual report will be created and provided to the community in print and online.

ACTIVITY: Increase staff awareness of marketing and role of marketing in informing public of the extent of services and value of library to the community.
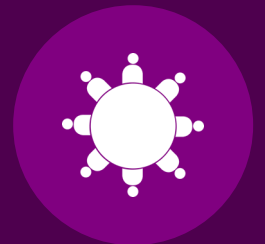
SUCCESS MEASURE: By 2019, staff will learn about the role of marketing in library success through a staff meeting dedicated to this topic.

ACTIVITY: Add to information on library web site to include Library Board agendas and minutes.

SUCCESS MEASURE: By 2020, the library web site will include all Library Board agendas

ACTIVITY: Add information in the library about all support groups: Library Board, Friends of the Library, and Library Foundation.

SUCCESS MEASURE: By 2020, there will be a location in the library dedicated to current information about the Library Board, the Friends of the Library, and the Oregon City Library Foundation.

**Ensure our technology programs reflects the needs of our community.**

ACTIVITY: Conduct annual community technology needs assessment, which will include a digital inclusion component.

SUCCESS MEASURE: By 2020, library staff will design and conduct a technology needs assessment, which will include a digital inclusion component.

ACTIVITY: Offer technology classes, workshops, and drop-in sessions that reflect the needs of the community.

SUCCESS MEASURE: SUCCESS MEASURE: By 2019, library staff will offer technology classes.

SUCCESS MEASURE: By 2021, library staff will incorporate feedback from technology needs assessment into technology instruction offerings.

LEARN MORE ABOUT SPECIFIC MAKE-UP AND NEEDS OF OUR COMMUNITY INCLUDING TECHNOLOGY NEEDS
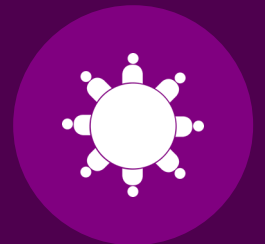
LIBRARY · **OREGON CITY**

BE A BIGGER PART OF THE OREGON CITY COMMUNITY

Connect with more community groups.

ACTIVITY: Include participation in community groups in staff development plans.
SUCCESS MEASURE: By 2021, staff development plans will include community group participation goals.

ACTIVITY: Include funding in budget to allow staff participation in community groups (dues, replacement of staff hours by others).
SUCCESS MEASURE: By 2021, the library budget will reflect funds to pay for staff development goals.

ACTIVITY: Enroll 2 staff in the Chamber of Commerce Next Leaders Networking Program.
SUCCESS MEASURE: By June 2019, two staff will complete the Next Leaders Program.

ACTIVITY: Continue to have Library presence at Rotary.
SUCCESS MEASURE: By 2020, succession of membership in the Rotary Club of Oregon City will be planned.

ACTIVITY: Stay connected with Optimists and annual grants.
SUCCESS MEASURE: By 2019, staff will contact the Optimists club annually to request funding for summer reading for children and will report back to the Optimists annually on the success of the Summer Reading Program.
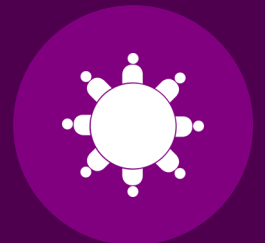
Strategic Focus #2
KNOW YOUR COMMUNITY

Using feedback from survey of patron satisfaction and perception of facilities, explore convenient, safe places in underserved areas of the service area.

ACTIVITY: Provide drop boxes in convenient, safe locations
SUCCESS MEASURE: By 2024, using feedback from multiple years of assessment tools, staff will locate sites for at least 3 drop boxes.

ACTIVITY: Explore possible kiosk, counter inside another facility, or even small branch.
SUCCESS MEASURE: By 2024, using feedback from multiple years of assessment tools, staff will determine the feasibility of a kiosk, a counter, or a small branch.

ACTIVITY: Explore having drop sites at the schools.
SUCCESS MEASURE: By 2022, staff will work with school district to determine drop site for returns.

ACTIVITY: Grow volunteer ranks to provide courier service to off-site locations.
SUCCESS MEASURE: By 2024, staff will recruit and train enough people to manage off site drop-off activities.

ACTIVITY: Outreach to locations other than library, i.e. community events.
SUCCESS MEASURE: By 2020, library staff will attend 5 community events per year.

MEET PEOPLE WHERE THEY ARE

Strategic Focus #3
STIMULATE IMAGINATION

KEEP THE COLLECTION CURRENT AND RESPOND BY OFFERING MULTIPLE AND VARIED FORMATS

Offer multiple and varied formats.

ACTIVITY: Offer streaming film service, i.e. Kanopy.

SUCCESS MEASURE: By 2020, review subscription to Kanopy service to ensure it is the best streaming service to provide to library patrons.

ACTIVITY: Be aware of new technologies

SUCCESS MEASURE: By 2020, staff will report annually about new technologies and potential use in the library.

KEEP THE COLLECTION CURRENT AND RESPOND BY OFFERING MULTIPLE AND VARIED FORMATS

Strategic Focus #3

STIMULATE IMAGINATION

KEEP THE COLLECTION CURRENT AND RESPOND BY OFFERING MULTIPLE AND VARIED FORMATS

Offer hardware for viewing in/out of library.

ACTIVITY: Offer laptops for check out in library.

SUCCESS MEASURE: By 2019, the library will offer laptops for checkout in the library.

ACTIVITY: Offer Library of Things.

SUCCESS MEASURE: By 2020, the library will offer at least a few items in this category.

ACTIVITY: Offer Mobile hot-spots.

SUCCESS MEASURE: By 2020, the library will investigate and make decision about offering mobile hot spots for checkout.

Strategic Focus #4
VISIT A COMFORTABLE PLACE

WHILE MAINTAINING THE EXISTING FACILITY, EXPLORE WAYS TO EXPAND OUR SERVICES TO MORE PARTS OF OUR SERVICE AREA

IMPROVE LIBRARY SERVICES TO COMMUNITY MEMBERS WITH ALTERNATE NEEDS

Maintain and expand our physical spaces.

WHILE MAINTAINING THE EXISTING FACILITY, EXPLORE WAYS TO EXPAND OUR SERVICES TO MORE PARTS OF OUR SERVICE AREA

ACTIVITY: Create a Long Range Facilities Plan.

SUCCESS MEASURE: By 2020, a Long Range Facilities Plan will be created by staff and adopted by the Library Board. The Long Range Facilities Plan will include maintenance, plans for replacement of equipment and furniture, and will be reviewed every five years.

ACTIVITY: Add annual survey of patron satisfaction and perception of facilities.

SUCCESS MEASURE: By 2021, library staff will design and implement an annual patron survey which includes perception and satisfaction of all facilities.

IMPROVE LIBRARY SERVICES TO COMMUNITY MEMBERS WITH ALTERNATE NEEDS

Provide staff with more training.

ACTIVITY: Include disability training as a goal in all staff development plans.

SUCCESS MEASURE: By 2021, staff development plans will be included in the evaluation process and will include disability training.

ACTIVITY: Provide staff with access to disability training, either in-house or elsewhere.

SUCCESS MEASURE: By 2019, library director will provide disability training to at least one staff.

Improve on adaptive technology and dedicated space and equipment for individuals with alternate needs.

ACTIVITY: Investigate more adaptive technology.

SUCCESS MEASURE: By 2021, questions about adaptive technology and other needs will be included in the annual technology assessment survey

ACTIVITY: Feedback from theses questions will be incorporated into the Technology Plan.

SUCCESS MEASURE: By 2022, Technology Plan will include process to include feedback from annual assessment survey.

IMPROVE LIBRARY SERVICES TO COMMUNITY MEMBERS WITH ALTERNATE NEEDS

Strategic Focus #5
STABILIZE

ENSURE THAT ALL ORGANIZATIONAL DOCUMENTATION IS CREATED AND UPDATED AT APPROPRIATE INTERVALS

ENSURE STAFF IS WELL-TRAINED AND UP-TO-DATE IN CURRENT BEST PRACTICES IN ALL AREAS IN ORDER TO MEET COMMUNITY LIBRARY NEEDS

ENSURE THAT ALL SUPPORT GROUPS ARE PROPERLY TRAINED AND IN ALIGNMENT WITH ALL LIBRARY GOALS

INCREASE STAFFING IN AREAS OF MOST NEED: SUPPORT YOUTH AND ADULT OUTREACH, VOLUNTEER COORDINATOR, ETC.

Strategic Focus #5
STABILIZE

Create and review all policies and practices, following OLA Public Library Standards for essential policies and review intervals.

ACTIVITY: Ensure that the American Library Association Library Bill of Rights has been reviewed and adopted by the Library/Library Board along with Policy on Confidentiality of Library Records, Free Access to Minors Statement, Freedom to View Statement, and Freedom to Read Statement.

SUCCESS MEASURE: By 2020 adopt and review annually all of these statements.

ACTIVITY: Review and revise Collection Development Policy.

SUCCESS MEASURE: By June, 2019, the existing Collection Development will be reviewed and revised by staff and Library Board.

ACTIVITY: Create Library Services Policy.

SUCCESS MEASURE: By Fall, 2019, a basic Library Services Policy will be created by staff and adopted by the Library Board.

ACTIVITY: Create Patron Privacy and Confidentiality Policy.

SUCCESS MEASURE: By June, 2019 a Patron Privacy and Confidentiality Policy will be created by staff and adopted by the Library Board.

ENSURE THAT ALL ORGANIZATIONAL DOCUMENTATION IS CREATED AND UPDATED AT APPROPRIATE INTERVALS

STABILIZE

Create and review all policies and practices, following OLA Public Library Standards for essential policies and review intervals.

ENSURE THAT ALL ORGANIZATIONAL DOCUMENTATION IS CREATED AND UPDATED AT APPROPRIATE INTERVALS

ACTIVITY: Create Technology Plan after investigating and surveying technology needs of the community.

SUCCESS MEASURE: By 2020, staff will investigate and survey community to learn more about community technology needs and develop a corresponding Technology Plan, which will be adopted by the Library Board. The Technology Plan will include a digital inclusion plan.

ACTIVITY: Ensure Technology Plan has section dedicated to resource sharing with community partners.

SUCCESS MEASURE: By 2021, Technology Plan will include section dedicated to resource sharing with partners.

Strategic Focus #5
STABILIZE

ENSURE STAFF IS WELL-TRAINED AND UP-TO-DATE IN CURRENT BEST PRACTICES IN ALL AREAS IN ORDER TO MEET COMMUNITY LIBRARY NEEDS

ACTIVITY:

SUCCESS MEASURE:

ACTIVITY:

SUCCESS MEASURE:

ACTIVITY:

SUCCESS MEASURE:

Library Board will be familiar with all appropriate professional library standards and values.

ENSURE THAT ALL SUPPORT GROUPS ARE PROPERLY TRAINED AND IN ALIGNMENT WITH ALL LIBRARY GOALS

ACTIVITY: New board members will receive orientation at start of their term.
ACTIVITY: Library board and library management is familiar with ORS 357 **ACTIVITY:** The Library Board will review the Oregon Library Association Standards for Public Libraries on an annual basis
ACTIVITY: The Library Board will annually review the library report to the State Library of Oregon
ACTIVITY: The Library Board will review the annual report to the Library District Advisory Committee
ACTIVITY: The Library Board will annually review all adopted American Library Association statements of professional conduct and values.
ACTIVITY: The Library Board will participate in continuing education about libraries as it is available.
ACTIVITY: The library will make funding available to support Board Member attendance at appropriate training.
ACTIVITY: The library director will annually review all adopted American Library Association statements of professional conduct and values in addition to the current mission, vision, and strategic plan with the Friends of the Library and the Library Foundation.
ACTIVITY: Add page on library website to post Library Board agendas and minutes

SUCCESS MEASURE: By 2020, all of these items will become part of the regular orientation and annual review process for the Library Board.

Strategic Focus #5
STABILIZE

INCREASE STAFFING IN AREAS OF MOST NEED: SUPPORT YOUTH AND ADULT OUTREACH, VOLUNTEER

Find out areas of highest need.

ACTIVITY: Review statistics and other avenues of information for areas of largest growth.
SUCCESS MEASURE: By 2019, staff will implement system of reviewing statistics and other information annually for purposes of figuring out appropriate staffing levels.

ACTIVITY: Implement system of annual survey tools to assess community needs.
SUCCESS MEASURE: By 2020, staff will create plan for annually assessing community needs.

ACTIVITY: Review Strategic Planning Development documentation regularly and survey the community for satisfaction and perception of library services.
SUCCESS MEASURE: By 2020, staff will create and implement survey assessing community satisfaction and perception of library services.

ACTIVITY: Review existing goals for areas of desired growth we cannot currently support.
SUCCESS MEASURE: By 2020, staff will create system for annually reviewing programs to ensure we meet, or attempt to meet goals.

Strategic Focus #5
STABILIZE

How do we pay for it?

ACTIVITY: Explore avenues of greater funding through LINCC.

SUCCESS MEASURE: By 2024, staff will partner with LINCC on exploring increased library district assessment.

ACTIVITY: Explore more grants.

SUCCESS MEASURE: By 2020, regular review of grant opportunities will be assigned to specific staff.

ACTIVITY: Explore partnerships.

SUCCESS MEASURE: By 2020, library will enter into at least two partnerships which provide financial benefit to the library.

INCREASE STAFFING IN AREAS OF MOST NEED: SUPPORT YOUTH AND ADULT OUTREACH, VOLUNTEER

Oregon City Public Library's Strategic Plan for 2013-2018 could be summed up in one phrase: build a bigger library. And we achieved that with the opening of the renovated Carnegie Library plus a modern, 14,000 square foot addition in October, 2016. With the completion of the new library came lots of growth and the need to focus our resources anew. This strategic plan is in response to that need.

It was very important to involve our community and staff in the strategic planning process. Therefore, with the assistance of the State Library of Oregon, we elicited input in the following ways:

- through a series of in-library and online opportunities, we asked library patrons what was important to them about Oregon City;

- we held facilitated staff meetings which were completely focused on strategic planning and the future of the library;

- we gathered a group of people who represented library stakeholder groups in two meetings, each lasting several hours, to discuss the future role of the library in the community;

- we reviewed our findings with staff and the Library Board

- each group contributed to the selection of strategic focuses and to a specific portion of the Vision (staff), Mission (stakeholders), Core Values and Guiding Principles (Library Board)