



Oregon City Public Library

# Strategic plan 2019-24





## Overview

# How this plan was created

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)



## Overview

# Our vision



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





# Overview Our Mission



We empower every Youth, 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



## Overview

# Our Guiding principles



### 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.

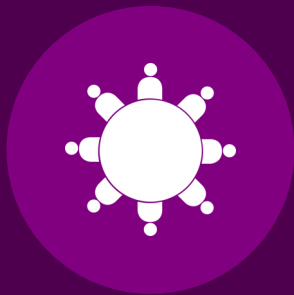


# Overview Strategic Focuses



## Strategic Focus #1

Create young  
readers



## Strategic Focus #2

Know your com-  
munity



## Strategic Focus #3

Stimulate  
imagination



## Strategic Focus #4

Visit a  
comfortable place



## Strategic Focus #5

Fortify  
administrative  
infrastructure



# 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



Increase number of books owned by children under 5 in the OCPL service area







# Strategic Focus #1

## Create Young Readers



Explore  
opportunities for  
outreach &  
partnerships

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

ACTIVITY: Develop relationships with educators to better understand needs of school community.

SUCCESS MEASURE: In 2024, hire dedicated staff to build relationships with schools.





# Strategic Focus #1

## Create Young Readers



Reach underprivileged,  
at-risk youth

Partner with other community organizations to identify and improve library services to underprivileged, at-risk youth.

ACTIVITY: Through contacting and partnering with community groups, including the reduced lunch program and Head Start, identify and provide library service to underprivileged, at-risk youth.

SUCCESS MEASURE: In 2020, staff will reach out to schools and other groups serving children to identify underprivileged, at-risk youth.

SUCCESS MEASURE: In 2020, at least 1 partnership will be established to provide library service to underprivileged, at-risk youth.

ACTIVITY: Work with community organizations serving at-risk youth to place books in the homes of underprivileged, at-risk children through sustainable plan with partners.

SUCCESS MEASURE: In 2020, library staff will help coordinate registration for local partnership to increase books in the home with 3 community organizations serving at-risk youth age 0-5.





# Strategic Focus #1

## Create Young Readers



Ensure young readers & their caregivers have easy access to materials

Provide robust collections arranged in an appealing, user-friendly way.

ACTIVITY: Reconfigure collections to ensure intuitive access.

SUCCESS MEASURE: In 2020, all collections for children and teens will be organized according to interest level and/or format.

SUCCESS MEASURE: In 2020, 3 more topical collections will be added in response to patron interest and demand.

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

SUCCESS MEASURE: in 2022, library staff will use available data to identify most popular areas of interest.

SUCCESS MEASURE: In 2022, library staff will use available data to create and implement guidelines for purchasing multiple copies of items in most popular areas of interest.

SUCCESS MEASURE: In 2022, library staff will use available data to create and implement guidelines for replacing damaged items in a timely manner.





# Strategic Focus #1

## Create Young Readers



Ensure all children under 5  
in the OCPL service area  
own their own books

Make books available in the homes of children under 5  
through a sustainable plan with partners.

ACTIVITY: Explore options and recommend a literacy program.

SUCCESS MEASURE: In 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: In 2020, interested partners will create a sustainable partnership to work with a program to provide books to the homes of children under 5.





## 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



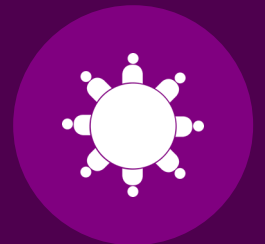
Learn more about specific make-up and needs of our community including technology needs



Be a bigger part of the Oregon City community



Meet people where they are







## 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

### Facilitate distribution of community information.

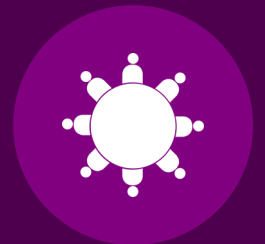
**ACTIVITY:** Create civic shelf on second floor using community resources, providing information regarding events and resources outside of library.

**SUCCESS MEASURE:** In 2019, staff will provide space in the reference area for guides, brochures, and pamphlets from area agencies and organizations.

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





## Strategic Focus #2

# Know your community



Learn more about specific make-up and needs of our community including technology needs

Use assessment and survey tools to learn more about community.

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

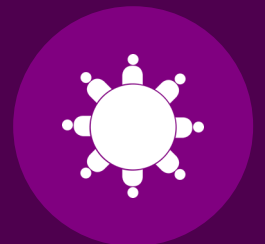
**SUCCESS MEASURE:** In 2020, library staff will create and conduct an annual needs assessment and community survey, which includes diversity assessment and public perception.

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

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





## Strategic Focus #2

# Know your community



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:** In 2019, staff will provide paper and online evaluations at 25% of all programs. By 2024, staff will provide optional paper and/or online evaluations at all library programs.

**ACTIVITY:** Feedback from evaluations will be considered for program development.

**SUCCESS MEASURE:** In 2021, all evaluations will be reviewed and evaluation feedback will be considered for future programs.





## Strategic Focus #2

# Know your community



Learn more about specific make-up and needs of our community including technology needs

Direct people to information about library programs and services.

ACTIVITY: Create new welcome brochures.

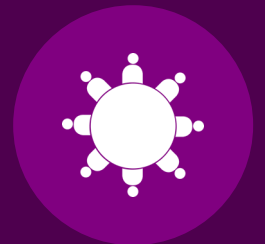
SUCCESS MEASURE: In 2020, the library will have a new welcome brochure for distribution inside and outside the library.

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

SUCCESS MEASURE: In 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 website, social media networks, and the online newsletter.

SUCCESS MEASURE: In 2021, hard copies of new patron informational materials will include information about the library's web-based communication resources.





## 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: In the fall of 2020, 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.

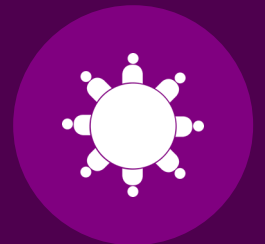
SUCCESS MEASURE: Starting in 2019, staff will learn about the role of marketing in library success through an annual staff meeting dedicated to this topic.

ACTIVITY: Add Library Board agendas and minutes to website.

SUCCESS MEASURE: In 2020, all Library Board agendas and minutes will be included on the library website.

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

SUCCESS MEASURE: In 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.







## Strategic Focus #2

# Know your community



Learn more about specific make-up and needs of our community including technology needs

Ensure our technology programs reflect the needs of our community.

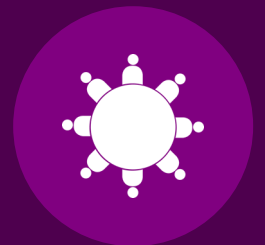
ACTIVITY: Conduct annual community technology needs assessment, which will include a digital inclusion component.

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

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





## Strategic Focus #2

# Know your community



Be a bigger part of the  
Oregon City community

### Connect with more community groups.

ACTIVITY: Staff development plans include participation in community groups.

SUCCESS MEASURE: In 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: In 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.

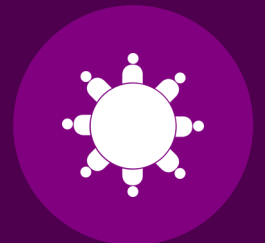
SUCCESS MEASURE: In June 2019, two staff will complete the Next Leaders Program.

ACTIVITY: Continue to have Library presence at Rotary.

SUCCESS MEASURE: In 2020, succession of membership in the Rotary Club of Oregon City will be planned.

ACTIVITY: Stay connected with local service organizations for potential grants and donations.

SUCCESS MEASURE: In 2019 and thereafter, staff will contact local service organizations annually to request funding for specific programming, equipment, etc., reporting back on the use of the funding.





## Strategic Focus #2

# Know your community



Meet people where  
they are

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

ACTIVITY: Provide drop boxes in convenient, safe locations.

SUCCESS MEASURE: In 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: In 2024, using feedback from multiple years of assessment tools, staff will determine the feasibility, including staffing, operation, and capital costs and impacts of a kiosk, a counter, or a small branch.

ACTIVITY: Explore having drop sites at the schools.

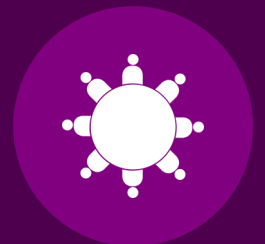
SUCCESS MEASURE: In 2022, staff will work with school district to determine if a drop site for returns is feasible and, if so, identify at least 1 drop site.

ACTIVITY: Grow volunteer ranks to provide courier service to drop boxes and drop sites.

SUCCESS MEASURE: In 2024, staff will recruit and train enough people to manage off site drop-off materials pick up.

ACTIVITY: Outreach to locations other than library, i.e. community events.

SUCCESS MEASURE: In 2020, library staff will attend 5 community events per year.





## Strategic Focus #2

# Know your community



Meet people where  
they are

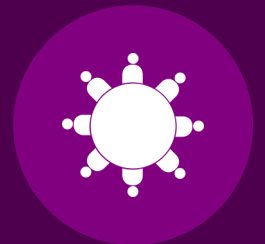
Remove the barrier of transportation for people who cannot travel to the library.

ACTIVITY: Visit group homes of all sorts to provide library service to those who cannot travel to the library.

SUCCESS MEASURE: In 2024, hire staff who travel to at least 3 locations to provide library services.

ACTIVITY: Provide materials through the mail to individual households whose residents cannot travel to the library.

SUCCESS MEASURE: In 2024, one library staff member will participate in the county-wide sub-committee to help LINCC develop homebound mail service to all LINCC individuals who cannot travel to their library.





## Strategic Focus #3

# Stimulate imagination



Continue to grow the collection, keeping it current, topical, attractive, and accessible



Offer resources in multiple and varied Formats



Offer programs which inspire and educate







## Strategic Focus #3

# Stimulate imagination



Continue to grow the collection, keeping it current, topical, attractive, and accessible

Add new and relevant items, replacing worn and outdated materials as needed.

ACTIVITY: Continue to add materials to all collections.

SUCCESS MEASURE: In 2024, items borrowed from other consortium libraries will be reduced by 75%.

ACTIVITY: Materials will be of interest to the community.

SUCCESS MEASURE: In 2024, staff will do an annual assessment to ensure materials meet community needs.

ACTIVITY: Collections will be attractive and current.

SUCCESS MEASURE: In 2019, staff will replace worn and outdated materials on a regular basis.





## Strategic Focus #3

# Stimulate imagination



Continue to grow the collection, keeping it current, topical, attractive, and accessible

Use in-house promotional tools to improve access to and connect adult readers with collection.

ACTIVITY: Prepare displays to highlight specific portions of the collection.

SUCCESS MEASURE: Staff will continue to regularly create attractive displays, seasonal, topical, and informative in nature, to draw patrons' attention to a broad range of library materials.

ACTIVITY: Staff will make collections as accessible as possible to patrons.

SUCCESS MEASURE: In 2020, reader's advisory tools, including personalized reader's advisory, will be promoted to patrons.

SUCCESS MEASURE: In 2020, genre stickers will be applied to all adult fiction.

ACTIVITY: Book groups will be encouraged.

SUCCESS MEASURE: In 2019 and thereafter, the Elevated Reader's will continue to meet.

SUCCESS MEASURE: In 2019 and thereafter, local book groups may receive support through Book Bundles, title selection, and location for book group meetings.





## Strategic Focus #3

# Stimulate imagination



Offer resources in multiple  
and varied Formats

Provide streaming and other web-based services to patrons.

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

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





## Strategic Focus #3

# Stimulate imagination



Offer resources in multiple  
and varied formats

Offer hardware for use in and out of library.

ACTIVITY: Offer laptops for check out in library.

SUCCESS MEASURE: In 2019, the library will expand the marketing of laptops available for checkout in the library.

ACTIVITY: Offer Library of Things.

SUCCESS MEASURE: In 2020, the library will offer 5 items in this category.

ACTIVITY: Offer Mobile hot-spots.

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





## Strategic Focus #3

# Stimulate imagination



Offer programs which inspire  
and educate

Use patron feedback to develop new programs.

ACTIVITY: Learn about patron's preferences for programs.

SUCCESS MEASURE: In 2020, staff will collate information from multiplied sources to learn about patron program preferences.

ACTIVITY: Incorporate information from survey into line up of programs.

SUCCESS MEASURE: In 2021, the library will provide programming using feedback from program survey.

ACTIVITY: Offer community wide read with author visit.

SUCCESS MEASURE: In 2020, the library will organize and provide a community wide read program in conjunction with an author visit.

ACTIVITY: Offer stimulating programs to the intellectually disabled.

SUCCESS MEASURE: In 2021, the library will offer a monthly program customized to the needs of patrons with intellectual disabilities.







## 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





## 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

Maintain and expand our physical spaces.

ACTIVITY: Create a Long Range Facilities Plan.

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





## Strategic Focus #4

# Visit a comfortable place



Improve library services to community members with alternate needs

Provide staff with more training on services to people with disabilities.

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

SUCCESS MEASURE: In 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: In 2019, library director will provide disability training to at least one staff, which will be shared with other staff at monthly staff meeting.

SUCCESS MEASURE: In 2020, best practices for providing services to people of differing abilities will be written, including looking at technology options to improve service.





## Strategic Focus #4

# Visit a comfortable place



Improve library services to community members with alternate needs

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

ACTIVITY: Investigate more adaptive technology.

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

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

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





## Strategic Focus #5

# Fortify administrative infrastructure



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

# Fortify administrative infrastructure



Ensure that all organizational documentation is created and updated at appropriate intervals

Review all policies and practices, following OLA Public Library Standards for 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: In 2020, the Board will adopt and review annually all of these statements.

ACTIVITY: Review and revise Collection Development Policy.

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

ACTIVITY: Create review schedule for all library policies.

SUCCESS MEASURE: In June 2019, a policy review schedule will be approved by the Library Board.







## Strategic Focus #5

# Fortify administrative infrastructure



Ensure staff is well-trained and up-to-date in current best practices in all areas in order to meet community library needs

Create staff development plans and professional development goals for union represented staff.

ACTIVITY: Develop staff development plans for all union represented staff who receive annual evaluations.

SUCCESS MEASURE: In 2020, all union represented staff will have staff development plans.

ACTIVITY: Ensure union represented staff attend professional development opportunities.

SUCCESS MEASURE: In FY 2019-20, the budget will include sufficient professional development funding.

SUCCESS MEASURE: In 2019, methodology for equal opportunities for all union represented staff will be created.





## Strategic Focus #5

# Fortify administrative infrastructure



Ensure that all support groups are properly trained and in alignment with all library goals

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

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.

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





## Strategic Focus #5

# Fortify administrative infrastructure



Increase staffing in areas of most need: support youth and adult outreach, volunteer coordinator, etc.

### Identify areas of highest staffing need.

ACTIVITY: Review statistics and other avenues of information for areas of largest growth.  
SUCCESS MEASURE: In 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: In 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: In 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: In 2020, staff will create system for annually reviewing programs to ensure we meet, or attempt to meet goals.





## Strategic Focus #5

# Fortify administrative infrastructure



Increase staffing in areas of most need: support youth and adult outreach, volunteer coordinator, etc.

### Investigate additional funding sources.

ACTIVITY: Explore avenues of greater funding through LINCC.

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

ACTIVITY: Explore more grants.

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

ACTIVITY: Explore partnerships.

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

