



CITY OF OREGON CITY LIBRARY BOARD WORK SESSION AGENDA

Virtual Meeting

Wednesday, September 08, 2021 at 5:30 PM

This meeting will be held online via Zoom; please contact dbutcher@orccity.org for the meeting link.

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. Review and discuss proposed revisions to the Library's Strategic Plan.

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the City Recorder. When the Mayor/Chair calls your name, proceed to the speaker table, and state your name and city of residence into the microphone. Each speaker is given three (3) minutes to speak. To assist in tracking your speaking time, refer to the timer on the table.

As a general practice, the City Commission does not engage in discussion with those making comments. Electronic presentations are permitted but shall be delivered to the City Recorder 48 hours in advance of the meeting.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the Oregon City's website at www.orccity.org and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Library Board
From: Library Director Greg Williams

Agenda Date: 09/08/2021

SUBJECT:

Strategic Plan Revisions

STAFF RECOMMENDATION:

n/a – Discussion only

EXECUTIVE SUMMARY:

The Library Director and Library Board will begin the process of reviewing and updating the Library's Strategic plan.

BACKGROUND:

In January 2019, the Library Board adopted a 5-year Strategic Plan, which identified 89 specific success measures in five specific areas of Strategic Focus, namely:

- Create Young Readers
- Know Your Community
- Stimulate Imagination
- Visit a Comfortable Place
- Fortify Administrative Infrastructure

The Strategic Plan was considered a "living document", with the expectation that revisions and adjustments would be necessary during the plan's 5-year span.

Since adoption of the plan, conditions for the Library, the City, and the community have changed significantly. As we continue to chart a post-COVID future, as the City Commission defines new priorities and goals, and as a (relatively) new Library Director has completed an overall assessment and review of the current plan, it is an opportune time to evaluate the plan and begin the process of updating and revising it.

The Library Director will share preliminary, proposed revisions to the Library Strategic Plan for discussion by the Library Board.

OPTIONS:

1. n/a – Discussion only

BUDGET IMPACT:

Amount: n/a

FY(s): n/a

Funding Source(s): n/a

OCPL STRATEGIC PLAN: 2019-2024

DRAFT REVISIONS

Version 1 – 8/31/2021

VISION:

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

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

CORE VALUES:

- Inspiring discovery
- Championing the search for truth
- Defending intellectual freedom
- Protecting privacy
- Open and safe for all

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
- Conduct all interactions with respect and confidentiality
- 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.~~
- Provide safe spaces where community members can gather so that people and ideas can connect

STRATEGIC FOCUSES

Item #1.

- 1) Create Young Readers
- ~~2) Know Your Community~~
- 2) Know Our Community
- 3) Stimulate Imagination
- ~~4) Visit a Comfortable Place~~
- 4) Provide Service in Safe, Comfortable, and Convenient places
- 5) Fortify Administrative Infrastructure

1) Create Young Readers

- 1.1 Explore opportunities for outreach and partnerships
- 1.2 Reach underprivileged, at-risk youth
- ~~1.3 Ensure young readers and their caregivers have
—— easy access to materials~~
- 1.4 Increase number of books owned by children under 5 in the OCPL service area

2) Know Our Community

- ~~2.1 Residents will have a central source for
—— information about the wide variety of programs,
—— services, and activities provided by community
—— agencies and organizations~~
- 2.2 Learn more about specific make-up and needs of our community ~~including technology needs~~
- ~~2.3 Be a bigger part of the Oregon City Community~~
- 2.3 Be a bigger part of the communities in our service area
- ~~2.4 Meet people where they are~~

3) Stimulate Imagination

~~3.1 Continue to grow the collection, keeping it current, — topical, attractive, and accessible~~

~~3.2 Offer resources in multiple and varied formats~~

3.2 Offer additional digital and technology resources

3.3 Offer programs which inspire and educate

4) Provide Service in Safe, Comfortable, and Convenient Places

~~4.1 While maintaining the existing facility, explore ways — to expand our services to more parts of our service — area~~

4.1 Ensure Library facilities are maintained and improved for future generations

4.2 Improve library services to community members with alternate needs

4.3 Expand access to physical materials throughout entire service area

5) Fortify Administrative Infrastructure

~~5.1 Ensure that all organizational documentation is
created and updated at appropriate intervals~~

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

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

~~5.4 Increase staffing in areas of most need: support
youth and adult outreach, volunteer coordinator,
etc.~~

5.4 Ensure adequate, sustainable funding for operations and capital needs

Create Young Readers

Goal 1.1 - Explore opportunities for outreach and partnerships

OBJECTIVE 1.1.1: Be more connected with the schools and preschools in the Oregon City Public Library service area.

- **ACTIVITY 1.1.1.1:** Get more educators connected to the library through the Educator Card.
 - ~~**SUCCESS MEASURE 1.1.1.1.1:** Annually increase the number of educators signed up for Educator Cards by 10%.~~
 - **SUCCESS MEASURE 1.1.1.1.1** – By 2024, increase the number of educators signed up for Educator Cards at an annualized rate of 10%.
- **ACTIVITY 1.1.1.2:** Provide more visits to schools.
 - ~~**SUCCESS MEASURE 1.1.1.2.1:** In 2019, all schools in the Oregon City School District will receive one visit from library staff to encourage Summer Reading sign-ups~~
 - **SUCCESS MEASURE 1.1.1.2.1** – Starting in FY19/20, Youth Services staff will annually offer each school in the Oregon City School District at least one in-person, virtual, or pre-recorded video "visit" to encourage students to sign up for Summer Reading.

Create Young Readers

Goal 1.1 - Explore opportunities for outreach and partnerships

OBJECTIVE 1.1.1: Be more connected with the schools and preschools in the Oregon City Public Library service area.

- ~~ACTIVITY 1.1.1.3: Develop relationships with educators to better understand needs of school community.~~
- **ACTIVITY 1.1.1.3:** Develop ongoing relationships with educators to better understand and address the needs of students and educators.
 - ~~SUCCESS MEASURE 1.1.1.3.1: By 2024, hire dedicated staff to build relationships with schools~~
 - **SUCCESS MEASURE 1.1.1.3.1** – By the end of FY 23/24, each full-time Youth Services staff member will spend at least 100 hours annually planning, developing, and conducting school outreach, support, and partnership activities.

Create Young Readers

Goal 1.2 - Reach underprivileged, at-risk youth

OBJECTIVE 1.2.1: Partner with other community organizations to identify and improve library services to underprivileged, at-risk youth

- **ACTIVITY 1.2.1.1:** 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 1.2.1.1.1:~~ By 2020, staff will reach out to schools and other groups serving children to identify underprivileged, at-risk youth.
 - ✓ • **SUCCESS MEASURE 1.2.1.1.2:** By 2020, at least 1 ongoing collaboration to provide library service to underprivileged, at-risk youth will be established.
- ~~ACTIVITY 1.2.1.2:~~ 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 1.2.1.2.1:~~ By 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

Item #1.

Create Young Readers

~~Goal 1.3—Ensure young readers and their caregivers have easy access to materials~~

~~OBJECTIVE 1.3.1: Provide robust collections arranged in an appealing, user-friendly way.~~

~~• ACTIVITY 1.3.1.1: Reconfigure collections to ensure intuitive access~~



~~• SUCCESS MEASURE 1.3.1.1.1: By 2020, all collections for children and teens will be organized according to interest level and/or format.~~



~~• SUCCESS MEASURE 1.3.1.1.2: By 2020, 3 more topical collections will be added in response to patron interest and demand.~~

~~• ACTIVITY 1.3.1.2: Ensure collections are fresh, up to date, robust~~



~~• SUCCESS MEASURE 1.3.1.2.1: By 2022, library staff will use available data to identify most popular areas of interest.~~



~~• SUCCESS MEASURE 1.3.1.2.2: By 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 1.3.1.2.3: By 2022, library staff will use available data to create and implement guidelines for replacing damaged items in a timely manner~~

Create Young Readers

Goal 1.4 - Increase number of books owned by children under 5 in the OCPL service area.

OBJECTIVE 1.4.1: Make books available in the homes of children under 5 through a sustainable plan with partners

- **ACTIVITY 1.4.1.1:** Explore options and recommend a literacy program
 - ✓ • **SUCCESS MEASURE 1.4.1.1.1:** 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 1.4.1.2:** Create partnerships among community groups to build sustainable effort with book partner
 - ~~**SUCCESS MEASURE 1.4.1.2.1:** By 2020, interested partners will create a sustainable partnership to work with a program to provide books to the homes of children under 5~~
 - **SUCCESS MEASURE 1.4.1.2.1:** By the end of FY 21/22, the Library will work with interested partners to create a sustainable program to provide books to the homes of children under 5

STRATEGIC FOCUS #2

Know Our Community

Item #1.

~~**Goal 2.1**—Residents will have a central source for information about the wide variety of programs, services, and activities provided by community agencies and organizations~~

~~**OBJECTIVE 2.1.1:** Facilitate distribution of community information~~

- ~~• **ACTIVITY 2.1.1.1:** Create civic shelf on second floor using community resources, providing information regarding events and resources outside of library~~
- ✓ ~~• **SUCCESS MEASURE 2.1.1.1.1:** In 2019, staff will provide space in the reference area for guides, brochures, and pamphlets from area agencies and organizations~~
- ✓ ~~• **SUCCESS MEASURE 2.1.1.1.2:** In 2019, library staff will be able to direct patrons to community information in the library~~
- ~~• **ACTIVITY 2.1.1.2:** Staff will ensure that information is in multiple formats~~
- ✓ ~~• **SUCCESS MEASURE 2.1.1.2.1:** In 2020, in addition to hard copy format, the library website will include links to community information.~~

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

OBJECTIVE 2.2.1: Use assessment and survey tools to learn more about community

- ~~• **ACTIVITY 2.2.1.1:** Do needs assessment and community survey including diversity assessment and public perception~~
- **ACTIVITY 2.2.1.1:** Conduct diversity assessment of the OCPL service area
 - ~~• **SUCCESS MEASURE 2.2.1.1.1:** In 2020, library staff will create and conduct an annual needs assessment and community survey, which includes diversity assessment and public perception~~
 - **SUCCESS MEASURE 2.2.1.1.1:** The 2022 biennial City Community Survey (or other DEI assessment instrument used by the City) will include demographic and other questions to better assess and understand the diversity of the Library Service Area.
- ~~• **ACTIVITY 2.2.1.2:** Feedback from annual needs assessment and community survey will be incorporated in planning for programs and services.~~
- ~~• **SUCCESS MEASURE 2.2.1.2.1:** In 2021, library staff will include feedback from assessments in the annual review of the strategic plan~~

Know Our Community

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

OBJECTIVE 2.2.1: Use assessment and survey tools to learn more about community

- ~~• **ACTIVITY 2.2.1.3:** Create and conduct annual survey of patron satisfaction~~
- **ACTIVITY 2.2.1.3:** Conduct a biennial needs assessment and patron satisfaction survey for the entire OCPL service area
 - ~~• **SUCCESS MEASURE 2.2.1.3.1:** In 2020, library staff will create and conduct an annual survey assessing patron satisfaction~~
 - **SUCCESS MEASURE 2.2.1.3.1:** Augmented library-specific survey content will be developed for the 2022 biennial City Community Survey, and will be provided to residents throughout the entire Library Service Area.

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

OBJECTIVE 2.2.2: Investigate what programs people want

- ~~• **ACTIVITY 2.2.1.4:** Hand out evaluations at every program; also direct them to the online forms~~
- **ACTIVITY 2.2.2.1:** Request program feedback from all attendees of every program.
 - ~~• **SUCCESS MEASURE 2.2.1.4.1:** 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~~
 - **SUCCESS MEASURE 2.2.2.1.1:** By the end of FY 23/24, evaluations will be requested of all participants in virtual/in-person programs.
- ~~• **ACTIVITY 2.2.1.5:** Feedback from evaluations will be considered for program development~~
 - ~~• **SUCCESS MEASURE 2.2.1.5.1:** In 2021, all evaluations will be reviewed and evaluation feedback will be considered for future programs~~

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

~~**OBJECTIVE 2.2.3:** Direct people to information about library programs and services~~

~~• **ACTIVITY 2.2.3.1:** Create new welcome brochures~~

~~• **SUCCESS MEASURE 2.2.3.1.1:** By 2020, the library will have a new welcome brochure for distribution inside and outside the library~~

~~• **ACTIVITY 2.2.3.2:** Create new card packets which include new welcome brochures~~

~~• **SUCCESS MEASURE 2.2.3.2.1:** By 2021, the library will have new cardholder packets to hand out to new cardholders~~

~~• **ACTIVITY 2.2.3.3:** 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 2.2.3.3.1:** By 2021, hard copies of new patron informational materials will include information about the library's web-based communication resources~~

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

~~**OBJECTIVE 2.2.4:** Increase avenues of information about programs and services to patrons~~

- ~~• **ACTIVITY 2.2.4.1:** Create annual report which includes summer reading statistics and library's value to the community~~
 - ~~• **SUCCESS MEASURE 2.2.4.1.1:** In the fall of 2019, an annual report will be created and provided to the community in print and online~~
- ~~• **ACTIVITY 2.2.4.2:** 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 2.2.4.2.1:** Starting in 2019, staff will learn about the role of marketing in library success through an annual staff meeting dedicated to this topic~~
- ~~• **ACTIVITY 2.2.4.3:** Add Library Board agendas and minutes to website~~
 -  ~~• **SUCCESS MEASURE 2.2.4.3.1:** By 2020, all Library Board agendas and minutes will be included on the library website~~
- ~~• **ACTIVITY 2.2.4.4:** Add information in the library about all support groups: Library Board, Friends of the Library, and Library Foundation~~
 - ~~• **SUCCESS MEASURE 2.2.4.4.1:** 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~~

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.2 - Learn more about specific make-up and needs of our community ~~including technology needs~~

OBJECTIVE 2.2.5: Ensure our technology programs reflect the needs of our community

- **ACTIVITY 2.2.5.1:** Conduct ~~annual~~ biennial community technology needs assessment, which will include a digital inclusion component.
 - ~~SUCCESS MEASURE 2.2.5.1.1:~~ In 2020, library staff will design and conduct a technology needs assessment, which will include a digital inclusion component
 - ✓ • **SUCCESS MEASURE 2.2.5.1.1:** By the end of FY 21/22 library staff will implement and conduct a biennial technology needs assessment, which will include a digital inclusion component
- **ACTIVITY 2.2.5.2:** Offer technology classes, workshops, and drop-in sessions that reflect the needs of the community.
 - ~~SUCCESS MEASURE 2.2.5.2.1:~~ In 2019, library staff will offer technology classes.
 - **SUCCESS MEASURE 2.2.5.2.1:** By the end of FY 23/24, library staff will develop and offer technology instruction and learning opportunities informed by results of needs assessment.

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.3 – Be a bigger part of the communities in our service area

OBJECTIVE 2.3.1: Connect with more community groups

- ~~ACTIVITY 2.3.1.1: Staff development plans include participation in community groups.~~
- **ACTIVITY 2.3.1.1: Ensure staff job descriptions include outreach and community participation.**
 - ~~SUCCESS MEASURE 2.3.1.1.1: By 2021, staff development plans will include community group participation goals~~
 - **SUCCESS MEASURE 2.3.1.1.1: By the end of FY 21/22, job descriptions for benefitted employees will be updated to include community outreach and participation duties.**
- ~~ACTIVITY 2.3.1.2: Include funding in budget to allow staff participation in community groups (dues, replacement of staff hours by others)~~
 - ✓ • ~~SUCCESS MEASURE 2.3.1.2.1: By 2021, the library budget will reflect funds to pay for staff development goals~~
- **ACTIVITY 2.3.1.3: Enroll 2 staff in the Chamber of Commerce Next Leaders Networking Program**
 - ✓ • **SUCCESS MEASURE 2.3.1.3.1: In June 2019, two staff will complete the Next Leaders Program**

STRATEGIC FOCUS #2

Know Our Community

Item #1.

Goal 2.3 – Be a bigger part of the communities in our service area

OBJECTIVE 2.3.1: Connect with more community groups

- **ACTIVITY 2.3.1.4:** Continue to have Library presence at Rotary
 - ✓ • **SUCCESS MEASURE 2.3.1.4.1:** By 2020, succession of membership in the Rotary Club of Oregon City will be planned
- ~~**ACTIVITY 2.3.1.5:** Stay connected with local service organizations for potential grants and donations~~
 - ✓ • ~~**SUCCESS MEASURE 2.3.1.5.1:** 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 Our Community

Item #1.

~~Goal 2.4—Meet people where they are~~

~~**OBJECTIVE 2.4.1:** Using feedback from survey of patron satisfaction and perception of facilities, explore convenient, safe places to provide library service in underserved areas.~~

~~• **ACTIVITY 2.4.1.1:** Provide drop boxes in convenient, safe locations.~~



~~• **SUCCESS MEASURE 2.4.1.1.1:** By 2024, using feedback from multiple years of assessment tools, staff will locate sites for at least 3 drop boxes.~~

~~• **ACTIVITY 2.4.1.2:** Explore possible kiosk, counter inside another facility, or even small branch.~~



~~• **SUCCESS MEASURE 2.4.1.2.1:** By 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 2.4.1.3:** Grow volunteer ranks to provide courier service to drop boxes and drop sites~~



~~• **SUCCESS MEASURE 2.4.1.3.1:** By 2024, staff will recruit and train enough people to manage off site drop-off materials pick up~~

~~• **ACTIVITY 2.4.1.4:** Outreach to locations other than library, i.e. community events~~

~~• **SUCCESS MEASURE 2.4.1.4.1:** In 2020, library staff will attend 5 community events per year.~~

STRATEGIC FOCUS #2

Know Our Community

Item #1.

~~Goal 2.4 – Meet people where they are~~

~~**OBJECTIVE 2.4.2:** Remove the barrier of transportation for people who cannot travel to the library.~~

- ~~• **ACTIVITY 2.4.2.1:** Visit group homes of all sorts to provide library service to those who cannot travel to the library
 - ~~• **SUCCESS MEASURE 2.4.1.1.1:** By 2024, hire staff who travel to at least 3 locations to provide library services.~~~~
- ~~• **ACTIVITY 2.4.2.2:** Provide materials through the mail to individual households whose residents cannot travel to the library
 -  ~~• **SUCCESS MEASURE 2.4.1.2.1:** By 2024, one library staff member will participate in the county-wide subcommittee to help LINCC develop homebound mail service to all LINCC individuals who cannot travel to their library.~~~~

STRATEGIC FOCUS #3

Stimulate Imagination

Item #1.

~~Goal 3.1—Continue to grow the collection, keeping it current, topical, attractive, and accessible~~

~~OBJECTIVE 3.1.1: Add new and relevant items, replacing worn and outdated materials as needed.~~

~~• ACTIVITY 3.1.1.1: Continue to add materials to all collections~~

~~• SUCCESS MEASURE 3.1.1.1.1: By 2024, items borrowed from other consortium libraries will be reduced by 75%.~~

~~• ACTIVITY 3.1.1.2: Materials will be of interest to the community~~



~~• SUCCESS MEASURE 3.1.1.2.1: By 2024, staff will do an annual assessment to ensure materials meet community needs.~~

~~• ACTIVITY 3.1.1.3: Collections will be attractive and current.~~



~~• SUCCESS MEASURE 3.1.1.3.1: By 2019, staff will replace worn and outdated materials on a regular basis.~~

STRATEGIC FOCUS #3

Item #1.

Stimulate Imagination

~~Goal 3.1 Continue to grow the collection, keeping it current, topical, attractive, and accessible~~

~~OBJECTIVE 3.1.2: Use in-house promotional tools to improve access to and connect adult readers with collection.~~

~~• ACTIVITY 3.1.2.1: Prepare displays to highlight specific portions of the collection~~



~~• SUCCESS MEASURE 3.1.2.1.1: 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 3.1.2.2: Staff will make collections as accessible as possible to patrons~~



~~• SUCCESS MEASURE 3.1.2.2.1: By 2020, reader's advisory tools, including personalized reader's advisory, will be promoted to patrons.~~

~~• SUCCESS MEASURE 3.1.2.2.2: By 2020, genre stickers will be applied to all adult fiction.~~

~~• ACTIVITY 3.1.2.3: Book groups will be encouraged.~~

~~• SUCCESS MEASURE 3.1.2.3.1: In 2019 and thereafter, the Elevated Reader's will continue to meet~~



~~• SUCCESS MEASURE 3.1.2.3.2: 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

Item #1.

Goal 3.2 - Offer additional digital and technology resources

~~**OBJECTIVE 3.2.1:** Provide streaming and other web-based services to patrons.~~

~~• **ACTIVITY 3.2.1.1:** Offer streaming film service, i.e. Kanopy~~



~~• **SUCCESS MEASURE 3.2.1.1.1:** By 2020, review subscription to Kanopy service to ensure it is the best streaming service to provide to library patrons.~~

~~• **ACTIVITY 3.2.1.2:** Be aware of new technologies~~



~~• **SUCCESS MEASURE 3.2.1.2.1:** By 2020, staff will report annually about new technologies and potential use in the library.~~

Stimulate Imagination

Goal 3.2 - Offer additional digital and technology resources

OBJECTIVE 3.2.2: Offer hardware for use in and out of library

- **ACTIVITY 3.2.2.1:** Offer laptops for check out in library
 - ~~SUCCESS MEASURE 3.2.2.1.1:~~ ~~By 2019, the library will expand the marketing of laptops available for checkout in the library~~
 - ✓ • **SUCCESS MEASURE 3.2.2.1.1:** By 2019, the library will offer laptops available for checkout in the library
- **ACTIVITY 3.2.2.2:** Offer Library of Things
 - ✓ • **SUCCESS MEASURE 3.2.2.2.1:** By 2020, the library will offer 5 items in this category
- **ACTIVITY 3.2.2.3:** Offer mobile hot-spots
 - ✓ • **SUCCESS MEASURE 3.2.2.3.1:** By 2020, the library will investigate and make decision about offering mobile hot spots for checkout

Stimulate Imagination

Goal 3.3 - Offer programs which inspire and educate

~~OBJECTIVE 3.3.1: Use patron feedback to develop new programs~~

OBJECTIVE 3.3.1: Offer programs which meet the needs of our diverse community.

- ~~• **ACTIVITY 3.3.1.1:** Learn about patron's preferences for programs~~
 - ~~• **SUCCESS MEASURE 3.2.1.1.1:** In 2020, staff will create and conduct a survey to learn about patron program preferences~~
- ~~• **ACTIVITY 3.3.1.2:** Incorporate information from survey into line up of programs.~~
 - ~~• **SUCCESS MEASURE 3.2.1.2.1:** By 2021, the library will provide programming using feedback from program survey~~
- **ACTIVITY 3.3.1.3:** Offer community-wide read with author visit
 - ✓ • **SUCCESS MEASURE 3.3.1.3.1:** In 2020, the library will organize and provide a community-wide read program in conjunction with an author visit
- **ACTIVITY 3.3.1.4:** Offer stimulating programs to the intellectually disabled
 - ✓ • **SUCCESS MEASURE 3.3.1.4.1:** By 2021, the library will offer a monthly program customized to the needs of patrons with intellectual disabilities

STRATEGIC FOCUS #4

Item #1.

Provide Service in Safe, Comfortable, and Convenient Places

~~4.1 While maintaining the existing facility, explore ways to expand our services to more parts of our service area~~

4.1 Ensure Library facilities are maintained and improved for future generations

OBJECTIVE 4.1.1: Maintain and expand our physical spaces

- **ACTIVITY 4.1.1.1:** Create a Long Range Facilities Plan
 - ~~• **SUCCESS MEASURE 4.1.1.1.1:** 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.~~
 - **SUCCESS MEASURE 4.1.1.1.1:** By the end of FY 22/23, in conjunction with the Parks Department and the Finance Department, and with feedback from the Library Board, develop a long-range facilities plan which includes maintenance schedules, capital repair and replacement schedules, and funding plans.
- ~~• **ACTIVITY 4.1.1.2:** Add annual survey of patron satisfaction and perception of Facilities~~
-  ~~• **SUCCESS MEASURE 4.1.1.2.1:** By 2021, library staff will design and implement an annual patron survey which includes perception and satisfaction of all facilities.~~

Provide Service in Safe, Comfortable, and Convenient Places

4.2 Improve library services to community members with alternate needs

~~**OBJECTIVE 4.2.1:** Provide staff with more training on services to people with disabilities~~

- ~~• **ACTIVITY 4.2.1.1:** Include disability training as a goal in all staff development plans~~
 - ~~• **SUCCESS MEASURE 4.2.1.1.1:** By 2021, staff development plans will be included in the evaluation process and will include disability training..~~
- ~~• **ACTIVITY 4.2.1.2:** Provide staff with access to disability training, either inhouse or elsewhere~~
 - ~~• **SUCCESS MEASURE 4.1.1.2.1:** 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 4.1.1.2.1:** In 2020, best practices for providing services to people of differing abilities will be written, including looking at technology options to improve service.~~

Provide Service in Safe, Comfortable, and Convenient Places

4.2 Improve library services to community members with alternate needs

OBJECTIVE 4.2.2: Improve on adaptive technology and dedicated space and equipment for individuals with alternate needs

- **ACTIVITY 4.2.2.1:** Investigate more adaptive technology
 - ~~SUCCESS MEASURE 4.2.1.1.1:~~ By 2021, questions about adaptive technology and other needs will be included in the annual technology assessment survey.
 - **SUCCESS MEASURE 4.2.2.1.1:** By the end of FY 21/22, the BAM Advisory Council will be established as a on official subcommittee of the Library Board.
 - **SUCCESS MEASURE 4.2.2.1.2:** Starting in FY 22/23, the BAM Advisory Council, with the support of Library staff, will regularly report back to the Library Board with recommendations on adaptive technology and other resources for our disability community.
- ~~ACTIVITY 4.2.2.2:~~ Feedback from these questions will be incorporated into the Technology Plan
 - ~~SUCCESS MEASURE 4.2.2.2.1:~~ By 2022, Technology Plan will include process to include feedback from annual assessment survey

Provide Service in Safe, Comfortable, and Convenient Places

4.3 Expand access to physical materials throughout entire service area

OBJECTIVE 4.3.1: Provide convenient access to circulation services throughout entire service area.

- ~~ACTIVITY 2.4.1.1: Provide drop boxes in convenient, safe locations.~~
- **ACTIVITY 4.3.1.1:** Evaluate options for facilitating off-site holds pickup and materials returns
 - ~~SUCCESS MEASURE 2.4.1.1.1: By 2024, using feedback from multiple years of assessment tools, staff will locate sites for at least 3 drop boxes.~~
 - **SUCCESS MEASURE 4.3.1.1.1:** By the end of FY 21/22, conduct feasibility study, potential locations, cost analysis, funding options, and staffing needs analysis for providing drop boxes and/or hold pickup stations throughout service area.
- **ACTIVITY 4.3.1.2:** Provide materials through the mail to individual households whose residents cannot travel to the library
 - **SUCCESS MEASURE 4.3.1.2.1:** By the end of FY 23/24, the Oregon City Public Library will provide access to a books-by-mail service for up to 50 homebound patrons in the Oregon City Library service area.

Fortify Administrative Infrastructure

Goal 5.1 - Ensure that all organizational documentation is created and updated at appropriate intervals

OBJECTIVE 5.1.1: Review all policies and practices, following OLA Public Library Standards for review intervals.

- **ACTIVITY 5.1.1.1:** 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 5.1.1.1.1: By 2020, the Board will adopt and review annually all of these statements.~~
 - **SUCCESS MEASURE 5.1.1.1.1:** By 2020, the Board will adopt these statements.
- ~~ACTIVITY 5.1.1.2: Review and revise Collection Development Policy~~
 - ✓ ~~SUCCESS MEASURE 5.1.1.2.1: By June 2019, the existing Collection Development Policy will be reviewed and revised by staff and Library Board.~~
- ~~ACTIVITY 5.1.1.3: Create review schedule for all library policies.~~
 - ✓ ~~SUCCESS MEASURE 5.1.1.3.1: By June 2019, a policy review schedule will be approved by the Library Board.~~

Fortify Administrative Infrastructure

Goal 5.2 - Ensure staff is well-trained and up-to-date in current best practices in all areas in order to meet community library needs

OBJECTIVE 5.2.1: Create ~~staff development plans and~~ professional development goals for union represented staff

- **ACTIVITY 5.2.1.1:** Develop staff development ~~plans~~ goals for all union represented staff who receive annual evaluations.
 - ~~SUCCESS MEASURE 5.2.1.1.1:~~ By 2020, all union represented staff will have staff development plans.
 - ✓ • **SUCCESS MEASURE 5.2.1.1.1:** By the end of FY 20/21, staff development goals will be included as part of represented staff annual evaluations
- ~~ACTIVITY 5.2.1.2:~~ Ensure union represented staff attend professional development opportunities
 - ~~SUCCESS MEASURE 5.2.1.2.1:~~ In FY 2019-20, the budget will include sufficient professional development funding
 - ✓ • ~~SUCCESS MEASURE 5.2.1.2.2:~~ In 2019, methodology for equal opportunities for all union represented staff will be created

Fortify Administrative Infrastructure

Goal 5.3 - Ensure that all support groups are properly trained and in alignment with all library goals

OBJECTIVE 5.3.1: Library Board will be familiar with all appropriate professional library standards and values

- **ACTIVITY 5.3.1.1:** New board members will receive orientation at start of their term
 - ~~SUCCESS MEASURE 5.3.1.1.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
 - **SUCCESS MEASURE 5.3.1.1.1:** By the end of FY 22/23, the Library Board and Library Director will collaboratively develop a new Library Board member orientation/training process, as well as continuing education goals.
- ~~ACTIVITY 5.3.1.2:~~ Library board and library management is familiar with ORS 357
 - ✓ • ~~SUCCESS MEASURE 5.3.1.2.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
- ~~ACTIVITY 5.3.1.3:~~ The Library Board will review the Oregon Library Association Standards for Public Libraries on an annual basis
 - ✓ • ~~SUCCESS MEASURE 5.3.1.3.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
- ~~ACTIVITY 5.3.1.4:~~ The Library Board will annually review the library report to the State Library of Oregon
 - ✓ • ~~SUCCESS MEASURE 5.3.1.4.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.

Fortify Administrative Infrastructure

Goal 5.3 - Ensure that all support groups are properly trained and in alignment with all library goals

OBJECTIVE 5.3.1: Library Board will be familiar with all appropriate professional library standards and values

- ~~ACTIVITY 5.3.1.5:~~ The Library Board will review the annual report to the Library District Advisory Committee
 - ✓ ~~SUCCESS MEASURE 5.3.1.5.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
- ~~ACTIVITY 5.3.1.6:~~ The Library Board will annually review all adopted American Library Association statements of professional conduct and values.
 - ~~SUCCESS MEASURE 5.3.1.6.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
- ~~ACTIVITY 5.3.1.7:~~ The Library Board will participate in continuing education about libraries as it is available.
 - ~~SUCCESS MEASURE 5.3.1.7.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.
- ~~ACTIVITY 5.3.1.8:~~ The library will make funding available to support Board Member attendance at appropriate training.
 - ✓ ~~SUCCESS MEASURE 5.3.1.8.1:~~ By 2020, this item will become part of the regular orientation and annual review process for the Library Board.

Fortify Administrative Infrastructure

~~Goal 5.4 - Increase staffing in areas of most need: support youth and adult outreach, volunteer coordinator, etc.~~

Goal 5.4 - Ensure adequate, sustainable funding for operations and capital needs

~~OBJECTIVE 5.4.1: Identify areas of highest staffing need~~

- ~~• ACTIVITY 5.4.1.1: Review statistics and other avenues of information for areas of largest growth~~
 -  ~~• SUCCESS MEASURE 5.4.1.1.1: In 2019, staff will implement system of reviewing statistics and other information annually for purposes of figuring out appropriate staffing levels.~~
- ~~• ACTIVITY 5.4.1.2: Implement system of annual survey tools to assess community needs.~~
 -  ~~• SUCCESS MEASURE 5.4.1.2.1: By 2020, staff will create plan for annually assessing community needs.~~
- ~~• ACTIVITY 5.4.1.3: Review Strategic Planning Development documentation regularly and survey the community for satisfaction and perception of library services~~
 -  ~~• SUCCESS MEASURE 5.4.1.3.1: By 2020, staff will create and implement survey assessing community satisfaction and perception of library services.~~
- ~~• ACTIVITY 5.4.1.4: Review existing goals for areas of desired growth we cannot currently support~~
 - ~~• SUCCESS MEASURE 5.4.1.4.1: By 2020, staff will create system for annually reviewing programs to ensure we meet, or attempt to meet goals~~

Fortify Administrative Infrastructure

~~Goal 5.4 - Increase staffing in areas of most need: support youth and adult outreach, volunteer coordinator, etc.~~

Goal 5.4 - Ensure adequate, sustainable funding for operations and capital needs

OBJECTIVE 5.4.2: Investigate additional funding sources

- ~~• ACTIVITY 5.4.2.1: Explore avenues of greater funding through LINCC.~~
- ACTIVITY 5.4.2.1: Explore options for additional Library District funding.
 - ~~• SUCCESS MEASURE 5.4.2.1.1: By 2024, staff will partner with LINCC on exploring increased library district assessment.~~
 - SUCCESS MEASURE 5.4.2.1.1: As part of County's Library District Task Force, develop consensus recommendations regarding future library District funding.
- ACTIVITY 5.4.2.2: Explore more grants.
 - ~~• SUCCESS MEASURE 5.4.2.2.1: By 2020, regular review of grant opportunities will be assigned to specific staff~~
 - SUCCESS MEASURE 5.4.2.2.1: By the end of FY 22/23, in conjunction with the Finance Department, develop a grant evaluation process/rubric.
- ACTIVITY 5.4.2.3: Explore partnerships.
 - ~~• SUCCESS MEASURE 5.4.2.3.1: By 2020, library will enter into at least two partnerships which provide financial benefit to the library.~~
 - SUCCESS MEASURE 5.4.2.3.1: By the end of FY 21/22, the Library will develop a partnership policy, including a rubric with which to evaluate/score/prioritize potential partnership opportunities.