



CITY OF OREGON CITY

LIBRARY BOARD REGULAR MEETING

AGENDA

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St, Oregon City

Wednesday, April 24, 2024 at 5:00 PM

Remote attendance for this meeting is available via Zoom; please contact Denise Butcher (dbutcher@orc.org) for the meeting link.

CALL TO ORDER

ROLL CALL

APPROVAL OF MINUTES

1. The Library Board will review and approve the minutes of the February 28, 2024 meeting.

LIBRARY DIRECTOR'S REPORT

2. The Library Director will share his March, 2024 report and library statistics.

PUBLIC COMMENTS

DISCUSSION ITEMS

3. Library FY 23-24 Q3 Tactical Plan Update
4. LINCC FY 24-27 Strategic and Tactical Plans

COMMUNICATIONS

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

When a public comment period is included on a meeting agenda, members of the public are allowed up to three minutes to address the Library Board on any topic. Members of the Library Board do not generally engage in dialogue with those making comments but may refer any questions or issues raised to the Library Director. Any written comments or materials must be provided to the Library Operations Manager at least 48 hours prior to the meeting; please contact Denise Butcher (dbutcher@orc.org, 503-657-8269, x1028) for more information.

ADA NOTICE

The location is ADA accessible. Individuals requiring hearing devices or other assistance must make their request known 48 hours preceding the meeting by contacting Denise Butcher, Library Operations Manager (dbutcher@orc.org, 503-657-8269, x1028.).

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

Regular meetings and work sessions of the full Library Board are generally streamed live on Oregon City's website at www.orcity.org and available on demand following the meeting. Most meetings of the full Library Board may also be viewed on Willamette Falls Television channel 28 as a rebroadcast; please contact WFMC at 503-650-0275 for a programming schedule. Meetings of Library Board committees are generally not streamed/rebroadcast.



CITY OF OREGON CITY LIBRARY BOARD REGULAR MEETING MINUTES

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St,
Oregon City

Meeting

Wednesday, February 28, 2024 at 5:00 PM

Remote attendance for this meeting is available via Zoom; please contact Denise Butcher (dbutcher@orccity.org) for the meeting link.

CALL TO ORDER

David Goldberg called the meeting to order at 5:00 pm.

ROLL CALL

Members Present: Bill Carton, Heidi Blackwell, David Goldberg, and Lisa Oreskovich were present in person. Nick Dierckman and Larry Osborne were present via Zoom. Cynthia Andrews had an excused absence.

Staff Present: Greg Williams, Library Director, Denise Butcher, Library Operations Manager, and Alex Rains, Assistant City Manager, were present in person.

APPROVAL OF THE MINUTES

1. 11/29/23 Work Session and the 8/30/23, 11/29/23, and 1/31/24 Regular Meetings

Heidi Blackwell moved to approve the November 29, 2023 Library Board Work Session Minutes, and the August 30, 2023, November 29, 2023, and January 31, 2024 Regular Meeting Minutes as submitted. Lisa Oreskovich seconded the motion. Bill Carton, Heidi Blackwell, Nick Dierckman, David Goldberg, Lisa Oreskovich, and Larry Osborne voted aye. The motion passed.

LIBRARY DIRECTOR'S REPORT

2. February 2024 Director's Report and Library Statistics

Greg Williams reported on operational effects of the new phone system, provided updates on potential changes to the Library District IGA, and answered questions concerning in/out counts.

PUBLIC COMMENTS

None.

DISCUSSION ITEMS**3. Review of Library Foot Traffic Data and Discussion of Operating Hours**

Staff shared data pertaining to library visits and identified time-of-day-based usage patterns. The Board and Staff discussed the feasibility of modifying library hours, gathering community feedback, and notifying the public. Development of a communication plan was identified as the next step.

COMMUNICATIONS

Library District Advisory Committee (LDAC)—no meetings scheduled.

Library Foundation—Cynthia Andrews and Karen Martini were voted Chair and Vice Chair.

Friends of the Library—donations guidelines were being updated.

Teen Advisory Committee (TAC)—planning of a game night program, restyle of the Teen Area, and curation of a playlist were underway.

ADJOURNMENT

David Goldberg adjourned the meeting at 5:40 pm.

Oregon City Public library
Monthly Statistical Report
Reporting period: **March, 2024**

PATRON STATISTICS

	Current Month	FY 23/24 YTD	Last Month	Same Month Last FY	FY 22/23 YTD
New Patron Registrations	359	2,673	289	341	2,655
Total Registered Patrons	18,077	18,077	17,739	17,299	17,299
Library Visitors (Ins)	13,902	115,678	13,097	13,956	108,647
Library Visitors (Outs)	13,711	113,820	12,821	13,703	106,695

CIRCULATION (includes 1st-time circ and renewals)

Adult materials	15,582	134,073	14,955	15,655	130,160
YA materials	1,992	18,429	1,647	2,015	18,183
Children's materials	19,691	166,502	18,437	19,755	163,044
Electronic materials	9,129	74,307	8,244	6,853	58,221
Total Circulation	46,394	393,311	43,283	44,278	369,608

1st Time Circulation (Physical)	23,098	201,088	22,326	24,645	203,177
1st Time Circulation (Self-Check)	21,016	186,526	20,426	23,075	192,090

Holds received from other libraries	13,556	52.9%	118,012	53.1%	12,703	53.8%	13,252	51.4%	111,793	51.8%
Holds sent to other libraries	12,067	47.1%	104,264	46.9%	10,929	46.2%	12,511	48.6%	103,828	48.2%

CIRCULATION DEMOGRAPHICS

Borrowers - City Residents	1,821	56.3%	n/a	1,689	56.7%	1,801	57.7%	n/a
Borrowers - Unincorporated Residents	1,135	35.1%	n/a	1,034	34.7%	1,088	34.9%	n/a
Borrowers - Other	280	8.7%	n/a	256	8.6%	230	7.4%	n/a

Service Area Pop - City	37,786	61.4%	n/a	37,786	61.4%	37,737	61.7%	n/a
Service Area Pop - Unincorporated	23,752	38.6%	n/a	23,752	38.6%	23,424	38.3%	n/a

TECHNOLOGY

Internet Sessions	723	6,090	782	800	6,185
WiFi Sessions	872	6,340	877	1,154	8,613

SOCIAL MEDIA / EMAIL

Facebook followers	4,814	n/a	4,766	4,420	n/a
Instagram followers	2,445	n/a	2,418	2,180	n/a
Twitter followers	983	n/a	983	944	n/a
YouTube subscribers	388	n/a	386	364	n/a
YouTube unique viewers	286	n/a	298	381	n/a
YouTube views	378	5,544	411	495	5,276
Email newsletter subscribers	5,261	n/a	5,222	4,963	n/a

See monthly Hootsuite report for additional social media statistics

FINANCIAL

See monthly Budget to Actual report

ELECTRONIC RESOURCES

Kanopy plays	270	2,508	379	215	2,336
Kanopy cost	\$ 330	\$ 2,936	411	\$ 257	2,564
Kanopy average cost/play	\$ 1.22	\$ 1.17	\$ 1.08	\$ 1.20	\$ 1.10

SERVICE DESK INQUIRIES

Ready Reference	675	6,361	634	840	6,617
Reference	83	794	121	153	1,012
Technology Assistance	191	1,488	194	189	1,509

FACILITIES

Conference Room - Bookings	57	453	60	58	388
Conference Room - Hours Available	239	2,007	218	244	2,058
Conference Room - Hours Booked	85	739	93	96	640
Conference Room - Occupancy Pctg	35.6%	36.8%	42.7%	39.3%	31.1%

Community Room - Bookings	55	413	49	44	133
Community Room - Hours Available	239	2,007	218	244	708
Community Room - Hours Booked	105	695	77	65	221
Community Room - Occupancy Pctg	43.9%	34.6%	35.3%	26.6%	31.2%

Library Board Report

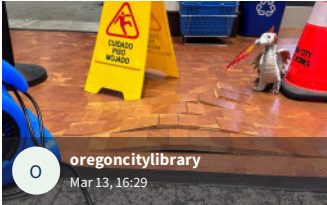
Mar 01 - Mar 31, 2024

Fans 4,274 fans	New Fans 40 new fans	Posts 60 posts	Engagement > Typ Item #2. Reactions 173 Comments 27 Shares 13
Post Reach 27,069 users	Top posts > Reach Oregon City Public Library Mar 16, 21:00 Local Historian Talk: History of Oregon Films Darrell Jabin; Oregon's Traveling Historian, will present the history of films made in 3477 users Oregon City Public Library Mar 13, 16:29 Please be aware of our warped floor in the lobby, near the 6th St. entrance. Our City facilities crew is addressing it. Fortunately, 1288 users Oregon City Public Library Mar 21, 21:21 (Post with no description) 1126 users		
Post Likes 211 likes	Top posts > Reactions Oregon City Public Library Mar 01, 20:56 We are happy to announce that the LINCC Mobile app is fully supported and functioning. If you still have it on your 49 reactions Oregon City Public Library Mar 05, 21:26 Grow with us! Our Seed Library Kickoff Event is Sunday, March 10, 2024, 1:00 - 3:00 PM in the Library Community Room. Visit the Seed 17 reactions Oregon City Public Library Mar 06, 18:00 This is Tabasco, the target of many kids' Critter Quests this month at the Library. Like our past quests, Tobasco can be hiding either 15 reactions		
Followers 2,444 followers	New followers 31 followers	Profile visits 140 views	Website clicks 17 website taps
Posts 139 posts	Top Posts > Reach oregoncitylibrary Mar 13, 16:29 Please be aware of our warped floor in the lobby, near the 6th St. entrance. Our City facilities crew is addressing it. Fortunately, 791 users oregoncitylibrary Mar 05, 23:51 This is Tabasco, the target of many kids' Critter Quests this month at the Library. Like our past quests, Tobasco can be hiding either 404 users oregoncitylibrary Mar 14, 17:07 Happy Pi Day! 401 users		

 Post engagement

641
engagements

 Top posts > Likes



Please be aware of our warped floor in the lobby, near the 6th St. entrance. Our City facilities crew is addressing it. Fortunately,

73 likes



Some pics of Sunday's Seed Library Kickoff event. The Seed Library is now home upstairs by the East windows. Check it out during

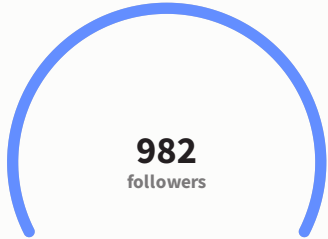
39 likes



This is Tabasco, the target of many kids' Critter Quests this month at the Library. Like our past quests, Tobasco can be hiding either

38 likes

 Followers



 Tweets

86
tweets

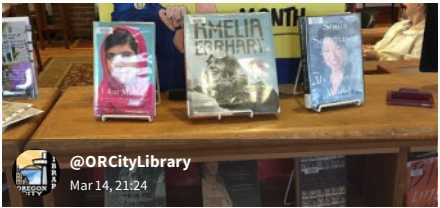
 Mentions

4
mentions

 Engagement > Type

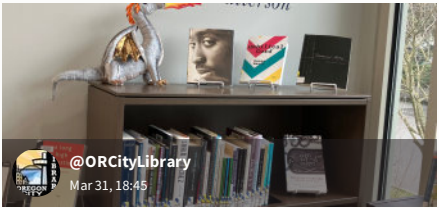
Likes	16
Retweets	5
Replies	4
Quote tweets	0

 Top tweets > Engagements



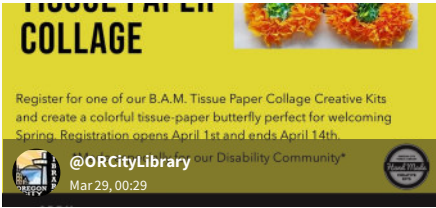
#ThrowbackThursday to our 2016 Women's History Month display. #TBT
<https://twitter.com/ORCityLibrary/status/1768387814754791>

4 engagements



Tobasco knows our poetry collection will be 🔥 in April. If you'd like to see Tobasco after today, he'll be chilling with the other Critters of the Month in the Carnegie display case.

3 engagements



B.A.M. Creative Kit | Tissue Paper Collage Register for one of our B.A.M. Tissue Paper Collage Creative Kits and create a colorful tissue-paper collage perfect for welcoming Spring.

3 engagements

Report sources

Analytics

Facebook Pages

Oregon City Public Library

Twitter

@ORCityLibrary

Instagram Business

oregoncitylibrary



Biennium Budget Report Y1 by Category

Item #2.

Through 03/2024

	2023-2024 Budget	March 2023-2024 Month Activity	2023-2024 Year Activity	2023-2024 Encumbrance	Year 1 Difference	2024-2025 Budget	2024-2025 Year Activity	Biennium Difference
4 - Revenue								
43 - Intergovernmental Revenues	2,744,700.00	4,163.00	2,696,974.00	0.00	47,726.00	2,819,900.00	0.00	2,867,626.00
44 - Charges for Services	3,900.00	-1,809.45	4,649.07	0.00	-749.07	4,000.00	0.00	3,250.93
47 - Miscellaneous Income	39,500.00	20,048.35	153,647.65	0.00	-114,147.65	33,500.00	0.00	-80,647.65
49 - Other Financing Sources	290,000.00	24,166.67	217,500.03	0.00	72,499.97	290,000.00	0.00	362,499.97
4 - Revenue Totals:	3,078,100.00	46,568.57	3,072,770.75	0.00	5,329.25	3,147,400.00	0.00	3,152,729.25
5 - Expense								
51 - Salaries and Wages	1,295,300.00	94,602.63	864,013.75	0.00	431,286.25	1,357,500.00	0.00	1,788,786.25
52 - Benefits	861,300.00	58,422.32	532,480.45	0.00	328,819.55	913,200.00	0.00	1,242,019.55
60 - Professional & Technical Services	6,400.00	994.00	2,341.50	0.00	4,058.50	16,400.00	0.00	20,458.50
61 - Repair & Maintenance Services	174,300.00	11,741.98	129,863.49	12,546.06	31,890.45	172,800.00	0.00	204,690.45
62 - Other Services	4,500.00	113.14	1,694.77	97.32	2,707.91	4,500.00	0.00	7,207.91
63 - Employee Costs	7,200.00	0.00	513.00	100.00	6,587.00	7,200.00	0.00	13,787.00
64 - Operating Materials & Supplies	269,700.00	20,850.52	192,331.14	22,521.61	54,847.25	275,700.00	0.00	330,547.25
65 - Office & Administrative Supplies	39,000.00	1,828.27	20,515.22	457.86	18,026.92	43,000.00	0.00	61,026.92
66 - Special Programs	42,400.00	3,910.85	21,185.06	6,198.90	15,016.04	42,400.00	0.00	57,416.04
68 - Community Programs and Grants	0.00	0.00	317.12	0.00	-317.12	0.00	0.00	-317.12
69 - Internal Service Charges	205,100.00	17,091.66	153,824.94	0.00	51,275.06	211,700.00	0.00	262,975.06
80 - Debt Service	415,400.00	0.00	58,924.96	0.00	356,475.04	415,400.00	0.00	771,875.04
5 - Expense Totals:	3,320,600.00	209,555.37	1,978,005.40	41,921.75	1,300,672.85	3,459,800.00	0.00	4,760,472.85



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: 04/24/2024

SUBJECT:

Library FY 23-24 Q3 Tactical Plan Update

STAFF RECOMMENDATION:

n/a – Discussion only

EXECUTIVE SUMMARY:

The Library Director will share a quarterly update on progress on the Library's FY 23-25 Tactical Plan.

BACKGROUND:

The Library Board has approved a FY 23-25 Tactical Plan which outlines specific goals and activities intended to support the Library's strategic priorities.

On a quarterly basis, the Library Director provides an update to the Library Board on Tactical Plan work. The Library Director will be sharing the FY 23-24 Q3 updates.

OPTIONS:

n/a – Discussion only

BUDGET IMPACT:

Amount: n/a

FY(s): n/a

Funding Source(s): n/a

STATUS KEY AND COUNTS

	Y1	Y2
Not Yet Started	1	3
On Hold	0	0
In Progress (Research/Planning)	8	1
In Progress (Implementation)	2	1
Completed	1	0
TOTALS	12	5

FOCUS	GOAL	ACTIVITY	STATUS	Q3 UPDATES? (see attached)
1 Create and support young readers	1.1 All K-12 students enrolled in the Oregon City School District will have library cards.	1.1.1 (Y1) By June 30, 2024, develop and implement administrative and technological prerequisites to facilitate use of OCSD student data to create and maintain library card accounts for all enrolled students.	In Progress (Implementation)	☒
		1.1.2 (Y2) By December 31, 2025, implement annual process to automatically create library card accounts for all K-12 OCSD students.	In Progress (Implementation)	
2 Meet the information needs of our entire service area	2.1 Library staff will better understand the needs of residents in the unincorporated portion of the Library service area.	2.1.1 (Y1) By March 31, 2024, Library staff will have approached CPOs (Community Planning Organizations) in the Library service area to share results of statistically valid survey and collect additional feedback from CPO members.	Completed	☒
	2.2 Improve access to physical library materials for homebound residents within the Library's service area.	2.2.1 (Y1) By June 30, 2024 implement a formal Books By Mail program to accommodate up to 50 active homebound participants.	In Progress (Implementation)	☒
3 Ensure collections, programs, services, and staff reflect and engage our diverse community	3.1 Better understand the diversity and makeup of the Oregon City Library service area.	3.1.1 (Y1) By June 30, 2024 complete a demographic analysis of the Library's entire service area in order to better understand the makeup and diversity of our service area population.	In Progress (Research/Planning)	☒
		3.1.2 (Y1) By June 30, 2024 complete an inventory of community groups and support agencies located or operating within the Library service area.	Not Yet Started	
	3.2 Ensure that the Library's physical collections reflect the diversity and needs of our entire service area.	3.2.1 (Y1) By June 30, 2024 complete an analysis and recommend implementation of collection diversity audit tools/services.	In Progress (Research/Planning)	☒
	3.3 Library staff will be able to recognize and incorporate the perspectives and needs of diverse populations into all aspects of library services.	3.3.1 (Y1) By June 30, 2024, establish a mechanism to regularly assess and identify staff cultural competency/DEI training needs.	In Progress (Research/Planning)	☒
		3.3.2 (Y2) By June 30, 2025, based on regular assessments, implement annual training calendar and resource archive to meet identified needs.	Not Yet Started	
	3.4 Library patrons will be able to access information about services and offerings in multiple languages.	3.4.1 (Y1) By June 30, 2024, all Library policies and guidelines (existing and new) will be translated into Spanish.	In Progress (Research/Planning)	
3.4.2 (Y2) By June 30, 2025, all website content (including calendar events) and Library handouts will be translated into Spanish.		Not Yet Started		
4 Maintain and expand safe and welcoming facilities and accessible services throughout our entire service area	4.1 Facilitate after-hours and off-site access to physical materials.	4.1.1 (Y1) By June 30, 2024, develop an implementation plan for deploying remote smartlockers within the Library service area.	In Progress (Research/Planning)	
		4.1.2 (Y2) By June 30, 2025, deploy at least one remote smartlocker within the library service area.	Not Yet Started	
	4.2 Improve capability to conduct in-person outreach throughout service area.	4.2.1 (Y1) By June 30, 2024, assess needs and assemble specifications and cost estimates (initial and ongoing) for a Library outreach vehicle.	In Progress (Research/Planning)	
5 Ensure appropriate and sustainable funding for operational and capital needs	5.1 Increase use of data in operational and budgetary evaluation and decision-making processes.	5.1.1 (Y1) By June 30, 2024, in conjunction with the Library Board, staff will review, refine, and update the monthly metrics and statistics that are shared with the Library Board.	In Progress (Research/Planning)	
		5.1.2 (Y1) By June 30, 2024, implement collection usage reports which can be used to inform collection budget allocation decisions.	In Progress (Research/Planning)	☒
	5.2 Evaluate the long-term needs funding, operational, and governance needs of the Clackamas County Library District.	5.2.1 (Y2) By June 30, 2025, in conjunction with all LINCC libraries, engage a consultant to perform the analysis and prepare recommendations originally envisioned as part of the Library District Task Force.	In Progress (Research/Planning)	☒

LIBRARY FY 23-25 TACTICAL PLAN – FY 23-24 Q3 UPDATE

1.1.1 (Y1) - By June 30, 2024, develop and implement administrative and technological prerequisites to facilitate use of OCSD student data to create and maintain library card accounts for all enrolled students.

- Initial setup and testing of data export, transfer, and load (using test data) has been successfully completed.
- Project on track to test with one 1st grade classroom actual data this quarter.

2.1.1 (Y1) - By March 31, 2024, Library staff will have approached CPOs (Community Planning Organizations) in the Library service area to share results of statistically valid survey and collect additional feedback from CPO members.

- Emails sent to 5 active CPOs partially/wholly within Oregon City Public Library Service Area (Central Point - Leland - New Era, Clarkes – Highland, Hamlet of Beavercreek, Hamlet of Mulino, Redland - Fischer's Mill - Viola) offering to present at an upcoming CPO meeting.
 - Positive responses (so far) from Beavercreek (presenting on 5/22) and Mulino (presenting on 5/16)

2.2.1 (Y1) - By June 30, 2024 implement a formal Books By Mail program to accommodate up to 50 active homebound participants.

- 110 pre-printed mailing bags ordered in latter part of March, 2024.

3.1.1 (Y1) - By June 30, 2024 complete a demographic analysis of the Library's entire service area in order to better understand the makeup and diversity of our service area population.

- We have had a demo of a collection evaluation product which has also has some intriguing built-in demographic analysis features. We may be requesting a slight modification to this initiative based on our evaluation of the product's capabilities (and re-assessment of staff capacity).

3.2.1 (Y1) - By June 30, 2024 complete an analysis and recommend implementation of collection diversity audit tools/services.

- Staff have been trying out trial access to another collection analysis product.

3.3.1 (Y1) - By June 30, 2024, establish a mechanism to regularly assess and identify staff cultural competency/DEI training needs.

- City has contracted with Triangle Advising Group to implement next phase of City's DEI initiative. This phase includes the creation of a staff DEI Committee, and customized city-wide team-specific and organization-wide DEI training. It is likely that these City efforts will encompass the intent of this initiative

5.1.2 (Y1) - *By June 30, 2024, implement collection usage reports which can be used to inform collection budget allocation decisions.*

- Staff have been trying out trial access to another collection analysis product which provides this capability.

5.2.1 (Y1) - *By June 30, 2025, in conjunction with all LINCC libraries, engage a consultant to perform the analysis and prepare recommendations originally envisioned as part of the Library District Task Force.*

- LINCC Library Directors have finalized a 2024-2027 Strategic and Tactical Plan, which identifies this work as a LINCC-wide initiative.



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: 04/24/2024

SUBJECT:

LINCC FY 24-27 Strategic and Tactical Plans

STAFF RECOMMENDATION:

n/a – Discussion only

EXECUTIVE SUMMARY:

The Library Director will share the LINCC-wide strategic goals and tactical items recently adopted by the LINCC Director's Group for FY 24-27.

BACKGROUND:

Over the past 18 months or so, the staff of the LINCC (Libraries in Clackamas County) cooperative have been working through a strategic visioning process.

That process recently completed, and the LINCC Library Directors, with significant input from LINCC staff and incorporating local feedback from LINCC library communities, have finalized the following:

- LINCC Core Values
- LINCC Vision and Mission
- LINCC Strategic Direction and Tactical Plan for FY 24 - 27

It should be noted, these LINCC-wide documents are meant to complement and support (and not replace or supplant) any existing local library strategic plans, tactical plans, visions, missions, and values.

The Library Director will share and discuss these documents with the Library Board. It is anticipated that the Library Director (as current Chair of the LINCC Director's Group) will be presenting this information to the Library District Advisory Committee (LDAC) at their May meeting.

OPTIONS:

n/a – Discussion only

BUDGET IMPACT:

Amount: n/a

FY(s): n/a

Funding Source(s): n/a

Libraries in Clackamas County (LINCC)

Vision & Mission Statements

Vision

All community members within the Libraries in Clackamas County (LINCC) Library District utilize the full range of library resources to create and enjoy vibrant, informed, inclusive, and sustainable communities.

Mission

The LINCC Library District empowers our communities by:

- Continually listening to our communities, adapting to meet their needs, and sharing information about available library services.
- Welcoming all people to discover and enjoy over 1 million physical and digital items and a myriad of events countywide.
- Enhancing access and simplifying the user experience for all.
- Providing opportunities to gather, connect, and learn in a wide range of community and virtual spaces.

Libraries in Clackamas County (LINCC)

Core Values

- We defend the right of free expression of ideas and the right to access and read information presenting all points of view on current and historical issues.
- We build and nurture vibrant communities by providing lifelong opportunities to learn, connect, share ideas, and strengthen relationships.
- We protect the right to privacy and confidentiality of library users of all ages, including information sought or received and resources consulted, borrowed, acquired, or transmitted.
- We respect the dignity of all people, celebrate the diversity of our communities, and foster a welcoming and inclusive atmosphere of belonging, where all backgrounds and needs are valued and considered.
- We build and maintain our communities' trust through transparent communication, listening and adapting to emerging needs, and ethical stewardship of public resources.

LINCC 2024 - 2027 Strategic & Tactical Plans

<----- Strategic Tactical ----->

IMPERATIVE	INITIATIVE	TACTIC	TASK
1 Listen to our Communities	1.1 Develop and implement a strategy and framework for LINCC-wide engagement and data collection.	1.1.1 Gather community input to inform the design of a new, inclusive LINCC logo.	1.1.1.1 Create, distribute, and analyze results from a community survey re: logo redesign.
		1.1.2 Explore LINCC-wide data collection methods (i.e. survey, listening sessions, focus groups, testimonials, etc...) to find out what people want/need from LINCC.	1.1.2.1 Agree on a LINCC wide data collection process, including how to leverage resources such as the county's Public & Government Affairs (PGA) division.
			1.1.2.2 Develop assignments, schedule, and budget for ongoing LINCC-wide survey data collection and analysis
	1.2 Utilize an appropriate mix of LINCC staff and professional consultants to develop surveys and other data collection methods, gather feedback and analyze data to identify similar customer clusters in multiple libraries.	1.2.1 Implement multi-modal data collection lifecycle, including data collection, analysis, assessment, and prioritization.	1.2.1.1 Based on results of 1.1.2.2, conduct data collection process.
			1.2.1.2 Develop basic principles on how LINCC will prioritize survey responses, and determine thresholds for action by library/groups of libraries/entire LINCC cooperative.
			1.2.1.3 Identify commonalities and trends, and identify user behavior profiles for segmentation.
			1.2.1.4 Based on data analysis and prioritization, identify service priorities.
2 Adapt to Community Needs	2.1 Develop and implement policies and services to widen access.	2.1.1 Eliminate overdue fines.	2.1.1.1 Establish a committee to gather data on pros and cons and to develop a plan for overcoming barriers to going fine-free.
			2.1.1.2 Based on committee recommendation (2.1.1.1) adopt implementation plan (which will include PR, timetable, and prerequisites) for going fine-free.
		2.1.2 Implement user-friendly renewals.	2.1.2.1 Establish a committee to gather data on pros and cons and develop a plan for overcoming barriers to implementing automated renewals.
			2.1.2.2 Based on committee recommendation (2.1.2.1) adopt implementation plan (which will include PR, timetable, and prerequisites) for implementing automated renewals.
		2.1.3 Get out of our buildings and into our communities by providing LINCC-wide outreach to underserved populations.	2.1.3.1 Identify underserved populations, their needs, and opportunities to meet these needs.
			2.1.3.2 Agree on LINCC-wide resource commitment to outreach efforts.

LINCC 2024 - 2027 Strategic & Tactical Plans

<----- Strategic Tactical ----->

IMPERATIVE	INITIATIVE	TACTIC	TASK
		2.1.4 Identify alternative ways to meet the needs of residents who face barriers in accessing physical materials at library buildings.	2.1.3.3 Develop outreach plan which includes number of/list of LINCC-wide supported events per year, as well as ongoing coordination/logistics.
			2.1.4.1 Develop a homebound services best practices guide (i.e. consistent application, consistent fields in spreadsheets we use for tracking home delivery), so we are better aligned and prepared for moving to central delivery in future.
			2.1.4.2 Identify proposed scope of work, funding, barriers for future Home Delivery Services staffing at NT level.
			2.1.4.3 Explore LINCC-wide platform for hold lockers/book vending machines and book returns, including standardizing vendor(s), processes, and procedures for hold lockers/book vending machines.
			2.1.4.4 Identify proposed scope of work, funding, barriers for future book locker servicing at NT level.
	2.2 Provide a full range of valuable and inclusive materials and opportunities for youth.	2.2.1 Increase collaboration & partnerships county-wide to extend our impact on youth literacy.	2.2.1.1 Explore LINCC-wide 1000 Books Before Kindergarten program.
			2.2.1.2 Identify a funding source and proposed scope of work for future Youth Services Coordinator at NT level.
		2.2.2 Strengthen services and support for elementary and middle-school children to improve educational outcomes.	2.2.2.1 Pilot school card program.
			2.2.2.2 Support OBOB program as befitting each school district, including possibility of central support.
		2.2.3 Provide fun, safe, and inviting programs for a diverse group of teens.	2.2.3.1 Explore summit of local teen advisory groups and/or teen users.
			2.2.3.2 Identify potential and/or current partners that support teens.
			2.2.3.3 Develop sustainable funding strategy and coordination of teen art contest.
	2.3 Anticipate emerging needs and provide innovative solutions.	2.3.1 Regularly create and update LINCC strategic and tactical plans.	2.3.1.1 Develop and implement LINCC strategic planning process/cycle based on data collection and assessment.
	2.4 Support inclusive communities by providing diverse collections and opportunities for safe and respectful community conversations.	2.4.1 Ensure availability and discoverability of inclusive materials .	2.4.1.1 Explore opportunities for collaborating on equity audits of collections.

LINCC 2024 - 2027 Strategic & Tactical Plans

<----- Strategic Tactical ----->

IMPERATIVE	INITIATIVE	TACTIC	TASK
			2.4.1.2 Explore local cataloging improvements for findability of inclusive materials, as well as advocating for improved subject headings at higher levels.
		2.4.2 Enhance accessibility of diverse and inclusive programming through collaboration and shared efforts.	2.4.3.1 Develop a shared calendar of cultural recognitions and observances.
			2.4.3.2 Develop/implement shared passive programming for all ages that enhances community building and community dialogue.
			2.4.3.3 Collaborate on PR efforts to widen access to all programming offerings.
3 Share Our Story	3.1 Develop and implement a public relations strategy to frame and communicate our story.	3.1.1 Implement LINCC wide inclusive rebranding	3.1.1.1 Develop plan to begin using new inclusive LINCC branding/logo.
			3.1.1.2 Select/design, purchase, and distribute branded swag for LINCC staff and for public.
		3.1.2 Improve LINCC's profile and brand identity.	3.1.2.1 Create PR to more clearly describe LINCC and its role/relation to individual libraries.
	3.2 Build support for and pass a successor library district which provides both a sufficient tax rate and clarity around the roles of all district participants (city libraries, LINCC Library Services central office, the county, and district-wide advisory groups).	3.2.1 Create a proposal for a successor library district.	3.2.1.1 Conduct a district-wide assessment of service needs, staffing needs, capital needs, centralized support needs in order to determine sufficient tax rate for the next 20 years. Assessment to include (but not limited to): inflation;staffing; E-content; physical materials; capital; utilities and contractual services; status of compression and UGB; support & cost for centralized services.
			3.2.1.2 Once ideal rate is identified, assess needed revisions to governance, district composition and service area boundaries. Include concept(s) for different distribution formulas.
		3.2.2 Build support for getting a successor library district measure on the ballot.	3.2.2.1 Develop communications materials/strategies to convey needs to stakeholders/public, including (but not limited to): already-identified needs for sufficient and flexible programming and community meeting spaces; future facility needs including ongoing sustainability and funding of facilities; role of libraries as an essential service and necessity to civic life; information on funding deficits and pending impacts with goal of creating more library advocates; necessity of funding NT (centralized support provider) through District.
			3.2.2.2 Investigate support available from Every Library/State Library of Oregon/others.