



CITY OF OREGON CITY LIBRARY BOARD AGENDA

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St, Oregon City
Wednesday, January 28, 2026 at 5:00 PM

Ways to participate in this public meeting:

- Attend in person, location listed above. Please see the public comment guidelines below.
- Attend the livestream of the meeting on the City's YouTube Channel:

<https://www.youtube.com/user/CityofOregonCity>

- Register to provide electronic testimony (email dbutcher@orc.org by 3:00 PM on the day of the meeting to register)
 - Email dbutcher@orc.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)
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1. CALL TO ORDER AND ROLL CALL

2. ELECTION OF 2026 OFFICERS

3. APPROVAL OF MINUTES

- a. Minutes of the October 29, 2025 meeting
- b. Minutes of the December 10, 2025 meeting

4. LIBRARY DIRECTOR'S REPORT

- a. January, 2026 Library Director's Report and Library Statistics

5. PUBLIC COMMENTS

Please see the public comment guidelines below.

6. DISCUSSION ITEMS

- a. Library Board Vacancy
- b. Library District Task Force update
- c. Library District Advisory Committee (LDAC) Annual Progress Reports (APRs)
- d. Draft BY 25/27 Tactical Plan

7. COMMUNICATIONS

- a. 2026 Liaison Assignments

8. 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 at least 48 hours prior to the meeting to Denise Butcher, Library Operations Manager (dbutcher@orc.org, 503-496-1601).

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, 503-496-1601).

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](#) 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
LIBRARY BOARD
REGULAR MEETING MINUTES**

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

Meeting

Wednesday, October 29, 2025 at 5:00 PM

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

CALL TO ORDER

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

ROLL CALL

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

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

APPROVAL OF THE MINUTES

1. Minutes of the September 24, 2025 Library Board Regular Meeting

Bill Carton moved to approve the minutes of September 24, 2025 as written; David Goldberg seconded the motion. Cynthia Andrews, Heidi Blackwell, Bill Carton, David Goldberg, Lisa Oreskovich, and Larry Osborne voted aye. The motion carried.

LIBRARY DIRECTOR'S REPORT

2. October 2025 Director's Report and Library Statistics

Greg Williams reported that the Carnegie Foundation granted \$10k to extant Carnegie libraries (with funds expected in January), shared that the annual State Library Report had been submitted, and provided updates about the resurfacing of the parking lot. The increase in registered patrons was discussed and attributed to student cards users and September's membership drive.

PUBLIC COMMENTS

None.

DISCUSSION ITEMS

3. Summer Reading Report

Blake Kincaid, Adult Librarian, Barratt Miller, Children's Librarian, and Sabrina Tusing, Teen Librarian, presented on their respective 2025 Summer Reading programs and identified changes, sources of funding, prizes, feedback, trends in enrollment and engagement, and ideas to grow participation.

4. Interview Question Subcommittee Report

Bill Carton shared the reworked Board Interview Questions. Heidi Blackwell motioned to adopt the presented materials and new interview questions and format. Lisa Oreskovich seconded the motion. Cynthia Andrews, Heidi Blackwell, Bill Carton, David Goldberg, Lisa Oreskovich, and Larry Osborne voted aye. The motion carried.

COMMUNICATIONS

Library District Advisory Committee (LDAC)—The Task Force met to refine recommendations; challenges were anticipated in realizing a library ballot measure. Discussion about the MIX Agreement occurred.

Library Foundation—The Foundation did not meet but continued to develop fundraising and donor management strategies.

Friends of the Library—Friends of the Library donated an honorarium to the Friends of the Ermatinger House to recognize Rocky Smith's speaking engagement at the Library while maintaining financial propriety.

Teen Advisory Committee (TAC)—Appointments were made to the positions of Chair and Scribe with Vice Chair still TBD, and brainstorming was underway for goals and programs for the year.

Because Access Matters (BAM)—Discussions occurred regarding the role of Board Liaison in reactivating the BAM Advisory Committee and 5-year planning.

Larry Osborne's service to the Board was recognized as this was his last regular meeting as a Board Member.

ADJOURNMENT

David Goldberg adjourned the meeting at 6:03 pm.



**CITY OF OREGON CITY
LIBRARY BOARD
APPLICANT INTERVIEW MINUTES**

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

Meeting

Wednesday, December 10, 2025 at 5:00 PM

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

CALL TO ORDER

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

ROLL CALL

Members Present: Cynthia Andrews, Bill Carton, David Goldberg, and Laurie Sponaugle were present in person. Larry Osborne was present via Zoom. Heidi Blackwell and Lisa Oreskovich had excused absences.

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

PUBLIC COMMENTS

None.

DISCUSSION ITEMS

1. Library Board Interviews

The Library Board interviewed 3 applicants and watched a pre-recorded interview (conducted by the Library Director) of a 4th applicant for two Library Board positions. Board Member Laurie Sponaugle was excused from the remainder of the meeting after completing her interview.

ADJOURNMENT

David Goldberg adjourned the meeting at 6:35 pm.

Library Director's Report – January, 2026

Attached Documents

- December, 2025 General Library Statistics
- December, 2025 Programming Statistics
- Budget Report through December 31, 2025
- December, 2025 Social Media Report
- Library District First Distribution Memo
 - Revenues were a little under what we anticipated for the first distribution (based on last year's distribution), but after talking with Clackamas County, it appears to be simply a timing issue; this year's first distribution was prepared a bit earlier than last year's first distribution, and since the distribution was issued, more revenue has come in. Those collected (but as yet undistributed) funds will be included in the second distribution in late March/early April.
- City of Oregon City Neighborhood Association Map
 - At our last meeting, a question came up about City Neighborhood Association locations/boundaries. Thanks to Bill Carton for forwarding this map!

Other Updates

- At the January 7th, 2026 City Commission meeting, the City formally approved the purchase of the Library Outreach Vehicle! The order has been officially placed with the vendor. We expect to have more information on build schedule/estimated delivery date soon.

Oregon City Public library
Monthly Statistical Report
Reporting period: **December, 2025**

	Current Month	FY 25/26 YTD	Last Month	Same Month Last FY	FY 24/25 YTD
<u>PATRON STATISTICS</u>					
New Patron Registrations	261	3,031	253	213	4,104
Total Registered Patrons	25,317	25,317	24,597	21,896	21,896
Library Visitors (Ins)	12,127	79,897	12,031	11,028	78,095
Library Visitors (Outs)	11,806	77,808	11,727	10,826	76,691
<u>CIRCULATION (includes 1st-time circ and renewals)</u>					
Adult materials	15,731	93,812	14,453	15,297	92,858
YA materials	1,669	12,328	1,913	1,837	12,327
Children's materials	16,991	110,211	17,237	15,948	111,723
Electronic materials	10,559	64,294	10,288	9,142	54,142
Total Circulation	44,950	280,645	43,891	42,224	271,050
1st Time Circulation (Physical)	19,639	129,756	20,282	19,625	132,867
1st Time Circulation (Self-Check)	17,363	114,915	17,806	17,289	118,476
	88.4%	88.6%	87.8%	88.1%	89.2%
Holds received from other libraries	13,052	79,108	12,087	13,155	80,068
Holds sent to other libraries	11,737	72,733	11,857	11,439	71,800
	52.7%	52.1%	50.5%	53.5%	52.7%
	47.3%	47.9%	49.5%	46.5%	47.3%
<u>CIRCULATION DEMOGRAPHICS</u>					
Borrowers - City Residents	1,731	n/a	1,794	1,668	n/a
Borrowers - Unincorporated Residents	1,054	n/a	1,077	1,043	n/a
Borrowers - Other	265	n/a	280	259	n/a
	56.8%		56.9%	56.2%	
	34.6%		34.2%	35.1%	
	8.7%		8.9%	8.7%	
Service Area Pop - City	38,029	n/a	38,029	38,049	n/a
Service Area Pop - Unincorporated	23,099	n/a	23,099	22,693	n/a
	62.2%		62.2%	62.6%	
	37.8%		37.8%	37.4%	
<u>TECHNOLOGY</u>					
Internet Sessions	690	4,295	687	621	4,645
WiFi Sessions	1,063	5,293	897	675	4,439
<u>SOCIAL MEDIA / EMAIL</u>					
Facebook followers	5,158	n/a	5,082	4,783	n/a
Instagram followers	2,866	n/a	2,850	2,637	n/a
Twitter followers	907	n/a	909	930	n/a
YouTube subscribers	413	n/a	414	399	n/a
YouTube unique viewers	206	n/a	692	258	n/a
YouTube views	295	3,099	678	398	2,524
Email newsletter subscribers	6,437	n/a	6,439	5,684	n/a
<i>See monthly Hootsuite report for additional social media statistics</i>					
<u>FINANCIAL</u>					
<i>See monthly Budget to Actual report</i>					
<u>ELECTRONIC RESOURCES</u>					
Kanopy plays	552	3,539	659	295	2,249
Kanopy cost	\$ 506	\$ 3,230	\$ 649	\$ 402	\$ 2,338
Kanopy average cost/play	\$ 0.92	\$ 0.91	\$ 0.98	\$ 1.36	\$ 1.04
<u>SERVICE DESK INQUIRIES</u>					
Ready Reference	663	4,013	633	466	3,136
Reference	90	555	58	64	481
Technology Assistance	201	1,307	209	116	999
<u>FACILITIES</u>					
Conference Room - Bookings	68	372	59	50	352
Conference Room - Hours Available	223	1,353	204	217	1,341
Conference Room - Hours Booked	97	563	88	73	547
Conference Room - Occupancy Pctg	43.5%	41.6%	43.1%	33.6%	40.8%
Community Room - Bookings	44	290	52	45	278
Community Room - Hours Available	223	1,353	204	217	1,341
Community Room - Hours Booked	85	513	87	70	489
Community Room - Occupancy Pctg	38.1%	37.9%	42.6%	32.3%	36.5%

LIBRARY PROGRAM STATS -December, 2025

DATE	PROGRAM	PRIMARY AGE GROUP	FORMAT	TOTAL ATTENDANCE/ENGAGEMENT
12/1/2025	Baby Dance Party	Ages 0-5	Live/Hybrid-Onsite	36
12/2/2025	Genealogy Interest Group	Ages 18+	Live/Hybrid-Onsite	7
12/2/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	33
12/3/2025	Art Lab Session A Winter Landscapes	Ages 6-11	Live/Hybrid-Onsite	38
12/3/2025	Art Lab Session B Winter Landscapes	Ages 6-11	Live/Hybrid-Onsite	33
12/3/2025	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	17
12/3/2025	Switch Lounge	Ages 12-18	Live/Hybrid-Onsite	16
12/4/2025	One-on-One with a Financial Advisor	Ages 18+	Live/Hybrid-Onsite	1
12/4/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	32
12/5/2025	First Fridays Arts and Culture Winter Lore and the	Ages 18+	Live/Hybrid-Onsite	10
12/6/2025	Luminary Jars (All Ages)	General Interest	Live/Hybrid-Onsite	24
12/6/2025	Tree Lighting Outreach	General Interest	Live/Hybrid-Offsite	163
12/7/2025	Embroidery Workshop Gingerbread	Ages 18+	Live/Hybrid-Onsite	17
12/8/2025	B.A.M. LEGO Lab	Ages 18+	Live/Hybrid-Onsite	22
12/8/2025	B.A.M. Movie Matinee	Ages 18+	Live/Hybrid-Onsite	25
12/8/2025	Mini Meditations	Ages 18+	Live-Virtual ONLY	1
12/9/2025	Family Game Day	General Interest	Live/Hybrid-Onsite	9
12/9/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	37
12/10/2025	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	30
12/10/2025	OCSD Families in Transition Outreach Event	General Interest	Live/Hybrid-Offsite	68
12/10/2025	Switch Lounge	Ages 12-18	Live/Hybrid-Onsite	17
12/10/2025	Young Teen Percy Jackson Party	Ages 10-14	Live/Hybrid-Onsite	21
12/11/2025	Library at Pioneer	Ages 18+	Live/Hybrid-Offsite	31
12/11/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	30
12/12/2025	Oregon City Writers Group	Ages 18+	Live/Hybrid-Onsite	6
12/13/2025	LEGO Lab	Ages 6-11	Live/Hybrid-Onsite	15
12/13/2025	New Classics Adult Book Discussion	Ages 18+	Live/Hybrid-Onsite	4
12/14/2025	December Creative Kits	General Interest	Self-Directed	273
12/15/2025	Baby Gym	Ages 0-5	Live/Hybrid-Onsite	21
12/15/2025	Mini Meditations	Ages 18+	Live-Virtual ONLY	1
12/16/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	36
12/16/2025	Winter Solstice Celebration at Beaver Creek	Ages 0-5	Live/Hybrid-Offsite	27
12/17/2025	B.A.M. Online Trivia	Ages 18+	Live-Virtual ONLY	10
12/17/2025	Music & Movement 6-Week Class	Ages 0-5	Live/Hybrid-Onsite	26
12/17/2025	Teen Movie BINGO - Cruella	Ages 12-18	Live/Hybrid-Onsite	16
12/17/2025	Winter Solstice Celebration at Library	Ages 0-5	Live/Hybrid-Onsite	35
12/18/2025	Book Chat at Gilman Grove	Ages 18+	Live/Hybrid-Offsite	3
12/18/2025	One-on-One with a Financial Advisor	Ages 18+	Live/Hybrid-Onsite	1
12/18/2025	Weekly Storytime	Ages 0-5	Live/Hybrid-Onsite	34
12/18/2025	Winter Solstice Celebration at Redland Grange Hall	Ages 0-5	Live/Hybrid-Offsite	35
12/20/2025	Art Gym	Ages 18+	Live/Hybrid-Onsite	7
12/21/2025	Yarn Enthusiasts Society	Ages 18+	Live/Hybrid-Onsite	4
12/22/2025	B.A.M. Academy Classic Magic	Ages 18+	Live/Hybrid-Onsite	18
12/22/2025	B.A.M. Movability	Ages 18+	Live/Hybrid-Onsite	16
12/22/2025	Mini Meditations	Ages 18+	Live-Virtual ONLY	1
12/26/2025	Oregon City Writers Group	Ages 18+	Live/Hybrid-Onsite	5
12/28/2025	Chess Drop-In	General Interest	Live/Hybrid-Onsite	25
12/31/2025	Community Puzzle - Dec	Ages 18+	Self-Directed	113
12/31/2025	Critter Quest - Dec	General Interest	Self-Directed	380
12/31/2025	December Scavenger Hunt	Ages 6-11	Live/Hybrid-Onsite	169
12/31/2025	Lobby Art Gallery - Dec	General Interest	Self-Directed	216
	Total Programs	51	Total Attendance	2215



Biennium Budget Report Y1 by Category

Through December 31, 2025




	2025-2026 Budget	December 2025-2026 Month Activity	2025-2026 Year Activity	2025-2026 Encumbrance	Year 1 Difference	2026-2027 Budget	2026-2027 Year Activity	Biennium Difference
4 - Revenue								
43 - Intergovernmental Revenues	2,966,900.00	2,557,776.29	2,557,776.29	0.00	409,123.71	3,020,600.00	0.00	3,429,723.71
44 - Charges for Services	5,400.00	488.80	3,661.47	0.00	1,738.53	5,400.00	0.00	7,138.53
47 - Miscellaneous Income	333,600.00	14,934.19	82,434.59	0.00	251,165.41	311,500.00	0.00	562,665.41
49 - Other Financing Sources	317,600.00	26,466.67	158,800.02	0.00	158,799.98	325,200.00	0.00	483,999.98
4 - Revenue Totals:	3,623,500.00	2,599,665.95	2,802,672.37	0.00	820,827.63	3,662,700.00	0.00	4,483,527.63
5 - Expense								
51 - Salaries and Wages	1,513,400.00	116,020.30	677,419.26	0.00	835,980.74	1,598,400.00	0.00	2,434,380.74
52 - Benefits	1,035,500.00	78,666.73	459,580.61	0.00	575,919.39	1,084,900.00	0.00	1,660,819.39
60 - Professional & Technical Services	8,100.00	330.00	433.00	0.00	7,667.00	19,800.00	0.00	27,467.00
61 - Repair & Maintenance Services	203,600.00	28,295.16	75,744.66	13,256.53	114,598.81	212,800.00	0.00	327,398.81
62 - Other Services	3,300.00	177.78	1,708.39	184.01	1,407.60	3,300.00	0.00	4,707.60
63 - Employee Costs	7,200.00	200.00	725.00	302.00	6,173.00	7,200.00	0.00	13,373.00
64 - Operating Materials & Supplies	297,500.00	76,580.68	157,592.55	15,222.85	124,684.60	298,200.00	0.00	422,884.60
65 - Office & Administrative Supplies	36,400.00	1,709.10	11,198.18	0.00	25,201.82	39,800.00	0.00	65,001.82
66 - Special Programs	68,000.00	2,463.92	25,148.82	676.84	42,174.34	68,000.00	0.00	110,174.34
68 - Community Programs and Grants	800.00	0.00	263.59	0.00	536.41	800.00	0.00	1,336.41
69 - Internal Service Charges	396,700.00	33,058.33	198,349.98	0.00	198,350.02	404,300.00	0.00	602,650.02
70 - Capital Outlay	535,000.00	375.00	35,666.00	130,543.09	368,790.91	0.00	0.00	368,790.91
80 - Debt Service	415,500.00	0.00	49,620.19	0.00	365,879.81	415,500.00	0.00	781,379.81
98 - Transfers	15,000.00	1,250.00	7,500.00	0.00	7,500.00	15,000.00	0.00	22,500.00
5 - Expense Totals:	4,536,000.00	339,127.00	1,700,950.23	160,185.32	2,674,864.45	4,168,000.00	0.00	6,842,864.45






Library Board Report

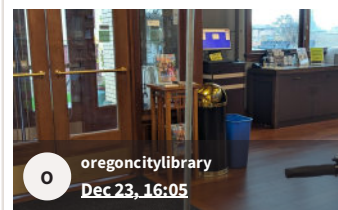
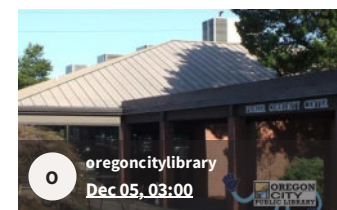
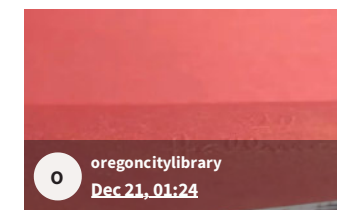
Dec 01 - Dec 31, 2025

<p>f Page followers</p> <p>5,134 followers</p>	<p>f Page new followers</p> <p>66 new followers</p>	<p>f Posts</p> <p>50 posts</p>	<p>f Post engagement</p> <p>1,877 engagements</p>
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<p>f Post Reach</p> <p>33,011 people</p>	<p>f Top posts > Reach</p> <div data-bbox="435 555 774 763">  <p>OL Oregon City Public Library Dec 23, 16:05</p> <p>If you are reading this, it's a Festivus miracle! Happy Festivus everyone! Gather around the aluminum pole and air your grievances!</p> <p>6,659 reach</p> </div> <div data-bbox="799 555 1137 763">  <p>OL Oregon City Public Library Dec 06, 01:13</p> <p>Emptying the bookdrops at night does have its perks.</p> <p>3,982 reach</p> </div> <div data-bbox="1163 555 1501 763">  <p>OL Oregon City Public Library Dec 24, 01:16</p> <p>Library staff and a special guest enjoyed a Festivus potluck lunch! Meatloaf, mashed potatoes, peas, black & white cookies,</p> <p>3,072 reach</p> </div>		
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<p>f Post Likes</p> <p>404 likes</p>	<p>f Top posts > Reactions</p> <div data-bbox="435 974 774 1182">  <p>OL Oregon City Public Library Dec 06, 01:13</p> <p>Emptying the bookdrops at night does have its perks.</p> <p>188 likes and reactions</p> </div> <div data-bbox="799 974 1137 1182">  <p>OL Oregon City Public Library Dec 24, 01:16</p> <p>Library staff and a special guest enjoyed a Festivus potluck lunch! Meatloaf, mashed potatoes, peas, black & white cookies,</p> <p>57 likes and reactions</p> </div> <div data-bbox="1163 974 1501 1182">  <p>OL Oregon City Public Library Dec 23, 16:05</p> <p>If you are reading this, it's a Festivus miracle! Happy Festivus everyone! Gather around the aluminum pole and air your grievances!</p> <p>50 likes and reactions</p> </div>		
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<p>@ Followers</p> <p>2,860 followers</p>	<p>@ New followers</p> <p>30 followers</p>	<p>@ Profile views</p> <p>21,067 views</p>	<p>@ Story taps forward</p> <p>110 taps forward</p>
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<p>@ Posts</p> <p>52 posts</p>	<p>@ Top Posts > Reach</p> <div data-bbox="435 1809 774 2018">  <p>o oregoncitylibrary Dec 23, 16:05</p> <p>If you are reading this, it's a Festivus miracle! Happy Festivus everyone! Gather around the aluminum pole and air your grievances!</p> <p>518 reach</p> </div> <div data-bbox="799 1809 1137 2018">  <p>o oregoncitylibrary Dec 05, 03:00</p> <p>The Library visits the Pioneer Community Center once a month to promote library programs and services and even provide a</p> <p>407 reach</p> </div> <div data-bbox="1163 1809 1501 2018">  <p>o oregoncitylibrary Dec 21, 01:24</p> <p>Fun holiday craft!</p> <p>398 reach</p> </div>		
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Post engagement

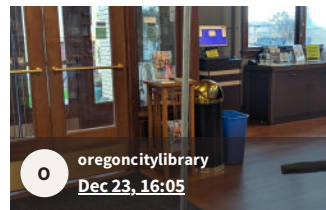
416
engagements

Top posts > Likes



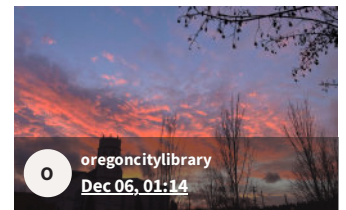
Library staff and a special guest enjoyed a Festivus potluck lunch! Meatloaf, mashed potatoes, peas, black & white cookies,

37 likes



If you are reading this, it's a Festivus miracle! Happy Festivus everyone! Gather around the aluminum pole and air your grievances!

37 likes



Emptying the bookdrops at night does have its perks.

32 likes

Followers



908
followers

Tweets

40
posts

Mentions

0
mentions

Engagement > Type

Likes **6**

Retweets **1**

Quote tweets **0**

Replies **0**

Top tweets > Engagements



First day of 2025 Staff Picks Week. There's No Turning Back — Alba de Céspedes To Go On Living: Stories — Narine Abgaryan I Gave You Eyes and You Looked Toward Darkness

10 engagements



2025 Staff Picks Week Day 6 🥰 Haruki Murakami manga stories — Haruki Murakami translated by Jean-Christophe Deveney 📖 Story of My Life — Lucy Score 🌟 We All Live

8 engagements



We opened the fairy mailbox this morning and found 104 stamped & addressed letters ready to go out in the mail! Our staff have dropped them off at the post office (since the

8 engagements

Report sources

Analytics



@ORCityLibrary

Instagram Business



oregoncitylibrary

Facebook Pages



Oregon City Public Library



DAN JOHNSON
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
DEVELOPMENT SERVICES BUILDING
150 BEAVERCREEK ROAD OREGON CITY, OR 97045

MEMORANDUM

DATE: December 12, 2025
TO: Elizabeth Comfort, Finance Director
FROM: Sarah Eckman, DTD Assistant Director *Sarah Eckman*
CC: Gary Schmidt, County Administrator
 Dan Johnson, DTD Director
 Diedre Landon, DTD Administrative Services Manager Snr.
RE: Library Service District – First Distribution Payment (FY 2025/2026)

Attached is a spreadsheet detailing the First Library District distribution payment for FY 2025/2026. The following table lists the distribution amounts for each of the Library District cities, the City of Tualatin and the County operated Libraries (Oak Lodge Library and Gladstone Library):

Payable to	Library	First Distribution	Payment Method	Account String
City of Canby	Canby Public Library	\$ 1,024,498.04	Investment Pool Transfer	LBSD-210-800707-47520
City of Estacada	Estacada Public Library	\$ 920,757.99	Investment Pool Transfer	LBSD-210-800707-47520
City of Happy Valley	Happy Valley Public Library	\$ 3,072,182.69	Investment Pool Transfer	LBSD-210-800707-47520
City of Lake Oswego	Lake Oswego Public Library	\$ 3,303,847.09	Investment Pool Transfer	LBSD-210-800707-47520
City of Milwaukie	Ledding Library of Milwaukie	\$ 1,881,760.36	Investment Pool Transfer	LBSD-210-800707-47520
City of Molalla	Molalla Public Library	\$ 1,028,748.83	Investment Pool Transfer	LBSD-210-800707-47520
City of Oregon City	Oregon City Public Library	\$ 2,557,776.29	Investment Pool Transfer	LBSD-210-800707-47520
City of Sandy *	Sandy Public Library	\$ 1,182,782.20	Investment Pool Transfer	LBSD-210-800707-47520
	Hoodland Public Library	\$ 292,852.15		
City of Tualatin	Tualatin Public Library	\$ 103,388.92	Investment Pool Transfer	LBSD-210-800707-47520
City of West Linn	West Linn Public Library	\$ 1,660,213.63	Investment Pool Transfer	LBSD-210-800707-47520
City of Wilsonville	Wilsonville Public Library	\$ 1,696,837.00	Investment Pool Transfer	LBSD-210-800707-47520
Clackamas County	Gladstone Public Library	\$ 853,008.98	Library District Revenue Transfer	LBSD-210-800707-47520
			Operating Library Revenue Line	CLCK-212-500502-33160
Clackamas County	Oak Lodge Public Library	\$ 1,617,344.94	Library District Revenue Transfer	LBSD-210-800707-47520
			Operating Library Revenue Line	CLCK-212-500505-33160
Total		\$ 21,195,999.12		

* Per the intergovernmental agreement, the combined Library District Distribution payment of \$1,475,634, which includes the Sandy Public Library (\$1,182,782) and Hoodland Branch (\$292,852) distributions, shall be sent directly to the Sandy Public Library.

If you have any questions, please contact Sarah Eckman at Sarahste@clackamas.us. Thank you.

**Clackamas County Library District
Fiscal Year 2025-2026 Distribution Formula
(FIRST Distribution Payment)**

Total Current Year Tax Receipts	\$ 20,907,629.49	100.00%	Prior Year
City Assessed Value	\$ 11,589,099.03	55.43%	\$159,641.43
Unincorporated Population Served	\$ 9,318,530.46	44.57%	\$128,728.20

Prior Year Fund Balance	\$ -
Interest Earned	\$ 30,286.03
Delinquent Tax & Interest/Penalties	\$ 258,083.60
Total	\$ 288,369.63
Total Library District Revenues	\$ 21,195,999.12

City	Assessed Value	Unincorporated Population Served	Assessed Value Prior Interest & Delinquent Tax	Unincorporated Prior Interest & Delinquent Tax	Tualatin Distribution	Total First Distribution	%
Canby	\$ 687,233.57	\$ 323,353.01	\$ 9,418.84	\$ 4,492.61		\$ 1,024,498.04	4.83%
Estacada	\$ 212,080.51	\$ 696,094.23	\$ 2,825.65	\$ 9,757.60		\$ 920,757.99	4.34%
Gladstone	\$ 356,944.25	\$ 484,563.58	\$ 4,948.88	\$ 6,552.27		\$ 853,008.98	4.02%
Happy Valley	\$ 1,300,296.91	\$ 1,729,519.25	\$ 17,959.66	\$ 24,406.87		\$ 3,072,182.69	14.49%
Lake Oswego	\$ 2,976,080.63	\$ 232,031.41	\$ 40,963.99	\$ 3,076.60	\$ 51,694.46	\$ 3,303,847.09	15.59%
Milwaukie	\$ 835,574.04	\$ 1,020,379.09	\$ 11,685.75	\$ 14,121.48		\$ 1,881,760.36	8.88%
Molalla	\$ 260,754.73	\$ 753,869.11	\$ 3,607.90	\$ 10,517.09		\$ 1,028,748.83	4.85%
Oregon City	\$ 1,358,242.41	\$ 1,164,816.31	\$ 18,678.05	\$ 16,039.53		\$ 2,557,776.29	12.07%
Sandy	\$ 400,982.83	\$ 765,983.20	\$ 5,427.81	\$ 10,388.37		\$ 1,182,782.20	5.58%
Hoodland	\$ -	\$ 288,874.44	\$ -	\$ 3,977.70		\$ 292,852.15	1.38%
Tualatin	\$ 203,968.14	\$ -	\$ 2,809.69	\$ -	\$ (103,388.92)	\$ 103,388.92	0.49%
West Linn	\$ 1,508,900.69	\$ 118,345.34	\$ 20,865.13	\$ 1,763.58	\$ 10,338.89	\$ 1,660,213.63	7.83%
Wilsonville	\$ 1,488,040.31	\$ 145,369.08	\$ 20,450.07	\$ 1,621.98	\$ 41,355.57	\$ 1,696,837.00	8.01%
*Oak Lodge	\$ -	\$ 1,595,332.42	\$ -	\$ 22,012.52		\$ 1,617,344.94	7.63%
Total	\$ 11,589,099.03	\$ 9,318,530.46	\$ 159,641.43	\$ 128,728.20	\$ -	\$ 21,195,999.12	100.00%

Tualatin Assessed Value & Prior Year Distribution		Assessed Value	Prior Year, Interest and Delinquent Tax	Total
Tualatin	50%	\$ 101,984.07	\$ 1,404.84	\$ 103,388.92
Lake Oswego	25%	\$ 50,992.04	\$ 702.42	\$ 51,694.46
Wilsonville	20%	\$ 40,793.63	\$ 561.94	\$ 41,355.57
West Linn	5%	\$ 10,198.41	\$ 140.48	\$ 10,338.89
Total	100%	\$ 203,968.14	\$ 2,809.69	\$ 206,777.83

City of Oregon City

GEOGRAPHIC INFORMATION SYSTEM

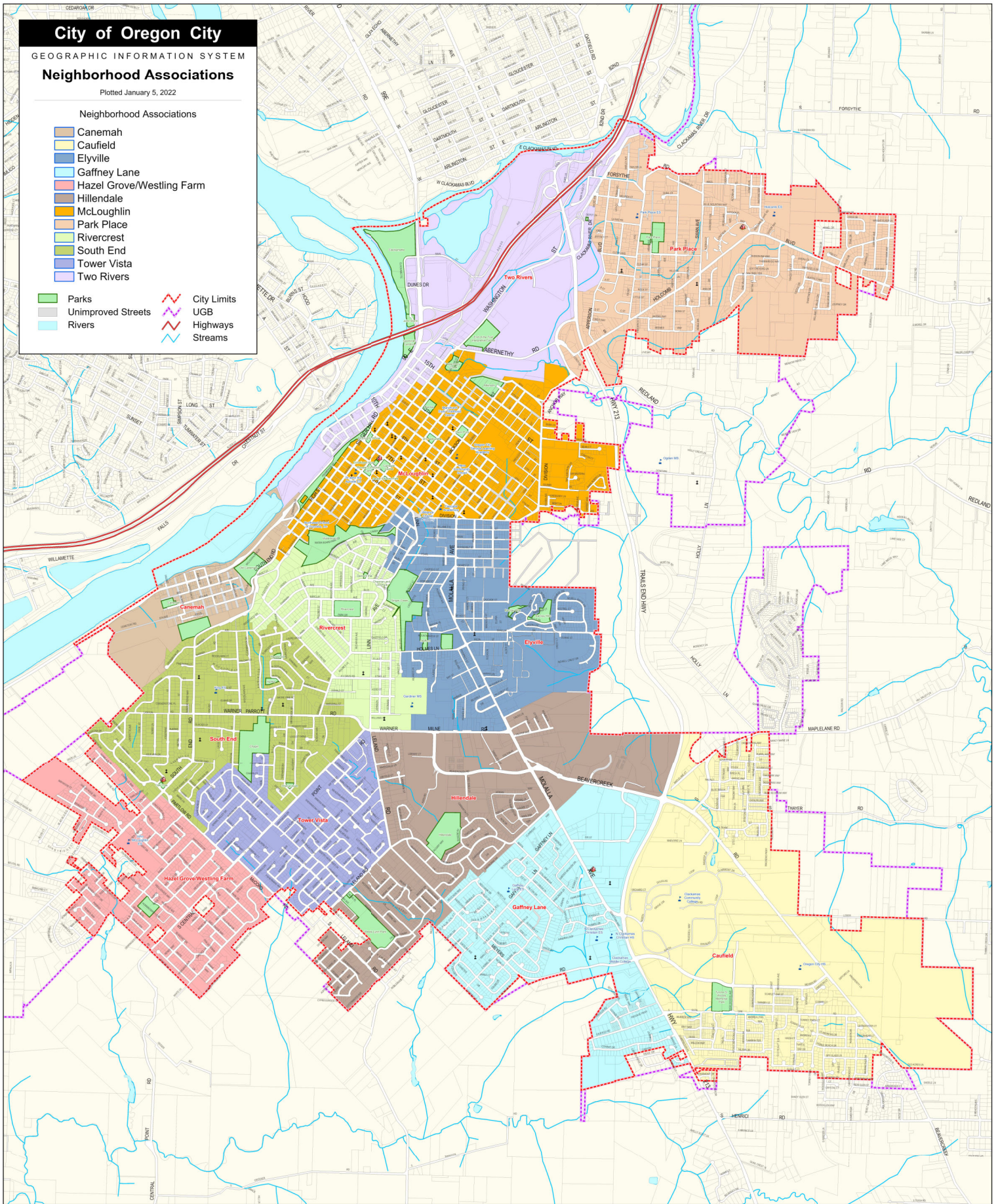
Neighborhood Associations

Plotted January 5, 2022

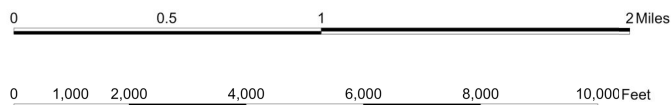
Neighborhood Associations

- Canemah
- Caufield
- Elyville
- Gaffney Lane
- Hazel Grove/Westling Farm
- Hillendale
- McLoughlin
- Park Place
- Rivercrest
- South End
- Tower Vista
- Two Rivers

- Parks
- Unimproved Streets
- Rivers
- City Limits
- UGB
- Highways
- Streams



MAP FOR REFERENCE PURPOSES ONLY.
The information on this map is derived from Oregon City's digital database. However, there may be map errors or omissions. Please contact Oregon City directly to verify map information. Notification of any errors is appreciated.



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CITY OF OREGON CITY

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Staff Report

To: Library Board
From:

Agenda Date: January 28, 2026

SUBJECT:

Library District Task Force update

STAFF RECOMMENDATION:

n/a - Informational Only

EXECUTIVE SUMMARY:

The Library Director will update the Library Board on the recommendations made by the Library District Task Force to the Board of County Commissioners.

BACKGROUND:

On December 16, 2025, the Clackamas Board of County Commissioners (convening as the Library Service District of Clackamas County Board of Directors) reviewed and approved the recommendations that came out of the recent Library District Task Force process. Board members may, if interested, view the recording of the meeting here: <https://www.youtube.com/watch?v=Bz5m2-0V37M&t=8521s>

The staff report from the County to the BCC is attached. The Library Director will review the Task Force's recommendations with the Library Board.

NEXT STEPS:

OPTIONS:

n/a - Informational Only

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Acting as Library Service District of Clackamas County Board of Directors

Policy Session Worksheet

Presentation Date: December 16, 2025 **Approx. Start Time:** 4:00 PM **Approx. Length:** 60 min

Presentation Title: Library District Task Force Recommendations

Department: County Administration

Presenters: Gary Schmidt, County Administrator
Tony Mayernik, Policy Advisor

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Board direction on implementation of the recommendations of the Library District Task Force.

EXECUTIVE SUMMARY:

Background

The Board of Directors held two policy sessions in August 2024 to examine the history of the Library District and to provide direction on then-proposed amendments to the District's operating agreements. Out of those policy sessions, the Board directed staff to develop a task force to identify and provide recommendations on issues faced by the District in a holistic manner. During a January 2025 policy session, the Board created the Library District Task Force to make recommendations to the Board on several longstanding library issues, including but not limited to service levels, funding, and governance. In April 2025, the Board selected task force members from stakeholder groups, including mayors, city managers, library directors, and public members from incorporated and unincorporated areas.

Initial Recommendations

The Task Force held a series of meetings to explore the district's history and current state, potential pathways to resolve issues, and develop recommendations. As a result of those conversations, the Task Force initially devised four recommendations for the Board:

- Direct staff to propose an amendment to the Intergovernmental Agreement to clarify the use of district funds for capital expenses and allocated costs.
- Direct staff to conduct analysis of the library district and make recommendations for core levels of service.
- Direct staff to conduct analysis of the funding formula and service boundaries, incorporated and unincorporated, and propose recommendations for changes to address funding disparities amongst the service areas.
- Direct staff to initiate the creation of a strategic plan for the district that would prepare the district for its 20th year of service and beyond.

Community Feedback

Task Force members then met with their constituencies over a two-month period to gather feedback. Respondents were asked to score their support for each recommendation on a scale of 1-3 (1 = "Do Not Support", 2 = "Unsure", and 3 = "Support") and to provide comments. A summary of that feedback is included on page 5 of the attachment. For discussion purposes, there were a few key themes:

- There is general support to amend the IGA to clarify use of district revenues for capital expenses and allocated costs. Most "Unsure" and "Do Not Support" respondents indicated current documents and legal advice are sufficient but they could support an amendment to end debate.
 - Some public opposition to amending the IGA was an artifact of their desire that any amendment prohibit the use of district revenues for capital expenses and allocated costs
- Member cities appear to be generally opposed to any district-level "minimum service levels" beyond the standards of the Oregon Library Association or any changes to the funding formula that would redistribute revenues attributable to city tax lots.
 - Cities "losing" service area may not support service area boundary changes for unincorporated areas whose usage patterns do not match service areas.
- Work should be focused on a "new" district or building support for a levy that would address funding disparities.
 - It is unclear whether member cities would join a "new" district or support a levy whose funding formula materially differs from the "current" district's formula.

Final Recommendations

Based on the feedback from stakeholders, the Task Force reduced their recommendations to two items during a fifth meeting, focused on future funding measures. The Library District Task Force recommends that the Library District Board of Directors:

- Direct staff to propose an amendment to the Intergovernmental Agreement to clarify the use of district funds for capital expenses and allocated costs.
- Direct staff to initiate the creation of a strategic framework for the district that would prepare it for its 20th year of service and beyond.

For both recommendations, the Task Force asks that the Board continue to work within the existing library district governance and advisory structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate, and that the Board consider retaining the Task Force to advise on the work. For the strategic framework, the Task Force asks that the Board consider hiring a consultant to work on creating the framework, including a systems plan and economic feasibility study, incorporating the strategic planning efforts of the library directors, and engaging cities and unincorporated areas to plan for their library service areas.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO

What is the cost? ~\$500,000 What is the funding source? County General Funds and potential cost sharing with Library Cities

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department’s Strategic Business Plan goals?

The work proposed would align with County Administration’s goal to ensure the Board has the information to make effective decisions by analyzing the current state of the Library District and making recommendations on changes to improve the function of the District.

- How does this item align with the County’s Performance Clackamas goals?

The work proposed would align with the Board’s general desire to build public trust in good government by analyzing the current state of the Library District and making recommendations on changes to improve the function of the District.

LEGAL/POLICY REQUIREMENTS:

District operating agreements, such as the Intergovernmental Agreement, and policy must be consistent with the District’s Master Order, adopted as Board Order 2008-189.

PUBLIC/GOVERNMENTAL PARTICIPATION:

Approximately 58 individuals provided feedback to the task force. Future work would likely require further community engagement, especially if formation of a “new” district was undertaken.

OPTIONS:

1. Direct staff to implement the recommendations of the Task Force as proposed.
2. Direct staff to implement the recommendations of the Task Force with amendments as discussed today.
3. Direct staff to take no further action.

RECOMMENDATION:

Option #1: Direct staff to implement the recommendations of the Task Force as proposed.

ATTACHMENTS:

#A: Library District Task Force Recommendations and Considerations

SUBMITTED BY:

Division Director/Head Approval _____
 Department Director/Head Approval _____
 County Administrator Approval _____

For information on this issue or copies of attachments, please contact Tony Mayernik @ 503-742-5920



Recommendations and Considerations

Library District Task Force

October 28, 2025

Background

Task Force Charge

The Library District Board of Directors approved the creation of the Library District Task Force in January 2025 to make recommendations to the Board on several longstanding library issues, including but not limited to service levels, funding, and governance.

Task Force Composition

The Board selected the task force membership in April 2025 to ensure representation from urban and rural communities, including mayors, city managers, library directors, and the public. We would like to thank the members for their participation:

Mayor Michael Milch, City of Gladstone (Urban Mayors)
Mayor Kathleen Walker, City of Sandy (Rural Mayors)
City Manager John Williams, City of West Linn (Urban City Managers)
City Manager Dan Huff, City of Molalla (Rural City Managers)
Library Director Melissa Kelly, City of Lake Oswego (Urban Library Directors)
Library Director Marisa Ely, City of Canby (Rural Library Directors)
Al Matecko, Happy Valley (Library District Advisory Committee)
Gay Walker, Unincorporated Clackamas County (Unincorporated Public)
Library Network Manager Rick Peterson, Clackamas County
District Director Paul Savas
District Administrator Gary Schmidt

We would also like to recognize the County staff that supported the task force, including:

Policy Advisor Everett Wild
Policy Advisor Tony Mayernik
Policy Advisor Kimberlee DeSantis
Assistant County Counsel Jeff Munns

Special thanks to Shelly Parini, who served as facilitator for the task force's meetings and helped formulate the task force's final recommendations and considerations outlined in this document.

Meeting Summary

The Library District Task Force met 5 times over 5 months, not including extensive engagement by the task force members with their representative constituencies. Over the course of these meetings, the task force reviewed the historical context and current state of the district and explored pathways to position the district for future success. As part of an extensive public engagement process, the various members of the task force met with their representative constituencies to gather feedback on the work of the task force and draft recommendations.

Meeting 1 – June 11, 2025

During Meeting 1, members explored the history of the district, including its formation, operating agreements, and identified opportunities to deepen their understanding of the district. Members also engaged in a thought exercise to identify potential enhancements to the current district, which identified themes such as the ability of each city to meet their population's needs, equitable funding distribution and equitable service levels, and ensuring that services aligned with the needs of the community served. Members also identified additional topics that they would like to learn more about in subsequent meetings to ensure their recommendations addressed the district's needs in a holistic manner.

Meeting 2 – June 26, 2025

Based on requests from Meeting 1, staff and members of the task force provided background on the district's funding formula, historical capital funding agreements, allowed uses of district funds, and the issue of capital expenses and allocated costs as it relates to the use of district funds by cities for library services. Members also participated in a group exercise to identify topics for potential recommendations, which identified themes such as clarification of capital and allocated cost expenses, pursuit of additional funding in the form of a higher permanent rate or levy, addressing equity issues, and long-term planning.

Meeting 3 – July 23, 2025

Members explored the issue of defining equity in the context of the district, which brought forward themes such as equal access to resources, the evolution of technology needs over the life of the district, ensuring that libraries are welcoming spaces, aligning hours of operation with community needs, identifying core service levels, providing equitable funding, and understanding the needs of the community served, including the change in the role of libraries over time to offer services such as warming and cooling shelters.

Staff provided background on the library service areas originally identified in 2000 as part of work done by the Oregon State Library, with updates in 2008 related to the creation of the district and ensuring that member cities had sufficient funding to meet threshold standards, and the effective per capita rates based on served populations. These service areas have remained largely unchanged since 2008, and members identified that mapped areas may not align with the actual populations served, due to population growth and urban expansion.

Members identified draft recommendations based on the conversations to date, which included themes such as clarifying the use of district funds for capital expenses and allocated costs, researching distribution formula changes, garnering stakeholder support for future tax measures, creating a district strategic plan, evaluating levels of service, and aligning service areas with actual use.

Meeting 4 – August 7, 2025

Based on member feedback, staff identified four draft recommendations and related considerations for evaluation by the task force. These recommendations were centered on four themes, namely, clarifying the use of district funds for capital expenses and allocate costs, analysis of the levels of service within the district and alignment with best practices, analysis of the funding formula and service boundaries to recommend changes, and creation of a strategic plan for the district.

Members noted that the issue of capital expenses and allocated costs may have been addressed by previous work on a draft amendment to the district's intergovernmental agreement. This draft amendment was not adopted due to concerns raised by the district's advisory board, but the sense was adoption would likely resolve the issue as desired by member cities. Staff and representative library directors identified that some work on vision and strategic goals has been undertaken by the library directors, and hope that this work would be incorporated into any future planning process.

Based on the discussion, deadlines and timeframes were added to the draft recommendations to ensure that all of the actions would be completed within 3 years. At the end of the fourth meeting, the task force outlined four potential recommendations for the Library District Board of Directors:

- A. Direct staff to propose an amendment to the Intergovernmental Agreement to clarify the use of district funds for capital expenses and allocated costs.
 - a. Consideration: Work within the existing library district governance structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate.
 - b. Consideration: Retain the Library District Task Force as a steering committee to advise on the work undertaken to implement this recommendation.
- B. Direct staff to conduct analysis of the library district and make recommendations for core levels of service.
 - a. Consideration: Hire a consultant to assist with analysis.
 - b. Consideration: Work within the existing library district governance structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate.
 - c. Consideration: Retain the Library District Task Force as a steering committee to advise on the work undertaken to implement this recommendation.
- C. Direct staff to conduct analysis of the funding formula and service boundaries, incorporated and unincorporated, and propose recommendations for changes to address funding disparities amongst the service areas.
 - a. Consideration: Hire a consultant to assist with analysis.
 - b. Consideration: Work within the existing library district governance structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate.

- c. Consideration: Retain the Library District Task Force as a steering committee to advise on the work undertaken to implement this recommendation.
- D. Direct staff to initiate the creation of a strategic plan for the district that would prepare the district for its 20th year of service and beyond.
- a. Consideration: Hire a consultant to work on drafting the plan, incorporating the efforts of the library directors, cities, and unincorporated areas to plan for their library service areas.
 - b. Consideration: Work within the existing library district governance structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate.
 - c. Consideration: Retain the Library District Task Force as a steering committee to advise on the work undertaken to implement this recommendation.

Members were then tasked with engaging with their various constituencies to get feedback on the draft recommendations, using a provided rating form and encouraged to keep their presentations of the recommendations neutral to avoid biasing respondents. Respondents were asked to score the recommendations on a 3-point scale, with 1 being “Do Not Support”, 2 being “Unsure”, and 3 being “Support”, and to provide comments as appropriate.

Meeting 5 – October 6, 2025

During the fifth and final meeting, the task force reviewed the feedback received over the previous two months, including input from 58 individuals, including 5 mayors, 11 city managers, 10 library directors, and 32 members of the public. Staff note that several constituencies submitted combined responses (e.g. 11 city managers signed a single letter in response) and made allowances in the scoring to count each person as a separate response rather than a single entry. Staff endeavored to summarize that feedback and identify key themes, then shared that feedback with the entire task force:

- Recommendation A (Capital Expenses & Allocated Costs) – Average 2.5 (9 “Do Not Support”, 11 “Unsure”, and 38 “Support”)
 - Most “Support” did not comment, but the few that did were in favor of either adopting the previously drafted language or codifying counsel’s legal advice in some manner to end the line of inquiry
 - “Do Not Support” and “Unsure” was generally themed around the idea that existing documents offered the necessary clarity and/or that no additional work was needed
 - A subset of “Do Not Support” voiced a specific objection to the downstream work allowing capital expenses or allocated costs to be paid from district funds (these respondents might “support” the recommendation if the downstream work would prohibit or cap the use of district funds for capital expenses and/or allocated expenses)
- Recommendation B (Levels of Service) – Average 2.3 (8 “Do Not Support”, 24 “Unsure”, and 24 “Support”)
 - “Support” generally didn’t comment, but the few that did support identifying the community’s wants and needs for levels of service

- “Do Not Support” and “Unsure” had 3 general themes:
 - District-level standards would not provide the flexibility necessary to meet individual community needs and budget constraints and this issue was a city-level conversation
 - Existing Oregon Library Association standards were sufficient for “district-level” standards, with some support for adopting “current” standards
 - Member cities won’t support changes so no sense in doing the work
- Recommendation C (Funding Formula & Service Boundaries) – Average 2.1 (20 “Do Not Support”, 12 “Unsure”, and 24 “Support”)
 - “Support” generally themed around:
 - Specific fixes and solutions (“I support this if X happens”)
 - Anecdotal identification of desired service boundary adjustments (either “Clearly this is an issue because of examples like X” or “I’m really only interested in addressing Y”)
 - Desire for “ground truthing” of service areas with a subset of respondents interested in carving out at least one new service area, though it is unclear which entity would be responsible for operating the library for that service area
 - “Do Not Support” and “Unsure” had 3 general themes:
 - This work only made sense in the context of a future funding measure
 - Member cities won’t support changes so no sense in doing the work
 - The only question raised was around the role of the Library District Advisory Committee in reviewing reports from member cities
- Recommendation D (Strategic Planning) – Average 2.3 (8 “Do Not Support”, 20 “Unsure”, and 27 “Support”)
 - Generally, feedback centered on the question of whether the strategic planning would be “with the current resources” or “in pursuit of a new funding level through a levy or new district”, with some concern that this would duplicate work already completed by library directors
 - Some feedback voiced the concern that this work should really be focused on a future funding measure because there would be little support for changes to the “current” structure

Following the general summary, members offered their individual perspectives. Much of the individual feedback reached beyond the initial recommendations and made assumptions about the work that would result from the proposed studies of levels of service, funding formula, and service boundaries. Noting that there was little or no support from city managers or elected officials to make changes to the “current” agreements, the task force felt that it would be difficult to propose recommendations B or C as separate work from the idea of a “new” funding measure.

Based on that assumption, members explored a consolidated set of recommendations that focused on future funding measures, such as a replacement district with a higher permanent tax rate or a supplemental levy within the current district. Staff noted that any such ballot measure would require a strong analysis of the economics and that further discussion would be needed with member cities regarding the implementation of the measure, along with a strong public outreach effort to ensure success.

Recommendations

The Library District Task Force recommends that the Library District Board of Directors:

Recommendation A

“Direct staff to propose an amendment to the Intergovernmental Agreement to clarify the use of district funds for capital expenses and allocated costs.”

Recommendation B

“Direct staff to initiate the creation of a strategic framework for the district that would prepare it for its 20th year of service and beyond.”

Considerations

For both recommendations, task force members outlined considerations that they felt should be shared with the District’s Board of Directors. Both recommendations included the following considerations:

- Work within the existing library district governance and advisory structure as outlined in the Intergovernmental Agreement and incorporate external stakeholders as appropriate.
- Retain the Library District Task Force as a steering committee to advise on the work undertaken to implement this recommendation.

Additionally, task force members felt strongly that the District’s Board should consider the following when considering the creation of a strategic framework:

- Hire a consultant to work on creating the framework, including a systems plan and economic feasibility study, incorporating the strategic planning efforts of the library directors, and engaging cities and unincorporated areas to plan for their library service areas.



CITY OF OREGON CITY

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Staff Report

To: Library Board **Agenda Date:** January 28, 2026
From: Greg Williams, Library Director

SUBJECT:

Library District Advisory Committee (LDAC) Annual Progress Reports (APRs)

STAFF RECOMMENDATION:

Approve submission of FY 21/22, FY 22/23, and FY 23/24 LDAC Annual Progress Reports, with any additional changes desired by the Library Board.

EXECUTIVE SUMMARY:

The Library District Intergovernmental Agreement (IGA) calls for each Library City to submit an Annual Progress Report (APR) to the Library District Advisory Committee (LDAC). Due to COVID and other LDAC priorities, the last APR requested/submitted was for FY 20/21. The Library Board will review the FY 21/22, FY 22/23, and FY 23/24 reports and discuss any additions or edits before submission.

BACKGROUND:

Per Section 2.3 of the Library District IGA, "Each Library City will provide the District with...(ii) a report on its efforts to meet OLA Threshold Standards as defined on Attachment C, and...(iii) any supplemental reports that the District through both the District Advisory Committee and the District Board may require."

The required reports (known as the Annual Progress Report, or APR) for FY 21/22, FY 22/23, and FY 23/24 are attached. Due to COVID, other LDAC priorities, and staffing changes at the County, APR submissions for these years have not been collected from LINCC libraries until now. For reference, the Service Standards from Attachment C of the IGA are also attached.

LDAC APR submission procedures include a review and discussion of the APR by each local Library Board before submission. The Annual Progress Report has certain sections where any Library Board input is requested, including section 2.55 (where the Library Board may note any concerns about administrative costs allocated by the City), 3.12 (outcomes or findings of OLA standards review), and 4.01 (additional information).

NEXT STEPS:

OPTIONS:

1. Approve submission of FY 21/22, FY 22/23, and FY 23/24 LDAC Annual Progress

Reports, as presented.

2. Approve submission of FY 21/22, FY 22/23, and FY 23/24 LDAC Annual Progress Reports, with any additional changes desired by the Library Board.
3. Do not approve submission of FY 21/22, FY 22/23, and FY 23/24 LDAC Annual Progress Reports and provide staff with further direction.

Library District of Clackamas County - Annual Progress Report	
Your Library:	
Oregon City	
For the period: 7/1/2021 through 6/30/2022	

Library Board composition (as of 6/30/2022)

<i>Question</i>		<i>Count</i>	<i>Pct. of total</i>
1.01	City population	37,737	61.7%
1.02	Unincorporated population	23,424	38.3%
1.03	Total population	61,161	
1.04	Board members living in City	5	71.4%
1.05	Board members living in unincorp. area	2	28.6%
1.06	Board vacancies	0	0%
1.07	Total board positions	7	

Please provide any additional information below about your service area population or your board composition:

1.08 Per Oregon City Municipal Code, 4 members of the Library Board must be City residents, 2 must be unincorporated residents, and 1 is an 'at-large' member who may be either a City or an unincorporated resident. Currently, our at-large rep. is a City resident. Currently, our Chair and Vice-Chair are both unincorporated residents.

Library Fund Balances

		<i>Amount</i>	
2.00.1	Budget Cycle	Biennial	
2.00.2	Biennium Year	Year 1	
2.01	Starting balance of Library Fund (7/1/21)	\$	3,818,458
2.02	Total revenue (7/1/21 - 6/30/22)	\$	2,737,481 <i>Totaled from below.</i>
2.03	Total expenditures (7/1/21 - 6/30/22)	\$	2,499,719 <i>Totaled from below.</i>
2.04	Total transfers to reserve fund (7/1/21 - 6/30/22)	\$	(20,000)
2.05	Ending balance of Library Fund (6/30/22)	\$	4,036,220

Revenue Detail (7/1/21 - 6/30/22)

		<i>Amount</i>	
2.06	Library District revenue	\$	2,562,269
2.07	Operational support from City/Library Service Provider	\$	150,000
2.08	Ready to Read grant	\$	9,349
2.09	Fines, fees, and donations	\$	8,863

Other revenues (please specify)

	<i>Description</i>	<i>Amount</i>	
2.10	LSTA/ARPA	\$	7,000
2.11		\$	-
2.12		\$	-
2.13		\$	-
2.14		\$	-
2.15		\$	-
2.16		\$	-
2.17		\$	-

Expenditure Detail (7/1/21 - 6/30/22)

		<i>Amount</i>	
2.19	Salaries, wages, and benefits	\$	1,561,260
2.20	Collection expenditures	\$	184,102
2.21	Allocated costs	\$	(102,092) <i>Totaled from below.</i>
2.22	Capital expenses (not paid from Reserve Fund)	\$	-
2.23	Debt service (principal & interest)	\$	(415,371)

Other expenses not included above

Please breakdown by significant categories (e.g., contracted services, office supplies & equipment, utilities)

		<i>Amount</i>	
<i>Description</i>			
2.24	Utilities + Facility Maint.	\$	(112,853)
2.25	Programming	\$	(30,935)
2.26	Technology (Hardware, Software, Maint.)	\$	(37,315)
2.27	Tech. Services Supplies / Materials Processing	\$	(27,001)
2.28	Telephone	\$	(3,670)
2.29	Equipment	\$	(9,668)
2.30	Training / Professional	\$	(2,598)
2.31	Office Supplies & Printing	\$	(4,470)
2.32	Legal & Other Contracted	\$	(3,663)
2.33	Postage	\$	(613)
2.34	Credit Card Discount	\$	(688)
2.35	Misc.	\$	(3,420)
2.36			
2.37			

Library Reserves (if applicable)

		<i>Amount</i>	
2.39	Starting balance of Library reserves (7/1/21)	\$	680,707
2.40	Ending balance of Library reserves (6/30/22)	\$	557,320

Please provide a brief overview of changes to/from the Library Reserve balances and the source and use of those funds:

2.41	In order to ensure adequate cash on hand to finance library operations prior to receipt of tax revenue, and to ensure ability to make debt service payments, the City has established a target reserve amount for the Library Fund. The target reserve is equal to 7 months' worth of budgeted expenses + 1 year's debt service payment + 10% contingency. For FY 21/22, the target reserve would have been approximately \$2,254,885. The Library Fund beginning/ending fund balance exceeded this target. Funds in the Community Facilities Fund are intended to allow the City to invest in public facilities to serve the community. Library capital reserves are transferred to this fund. During this period, \$141,667 in library capital expenditures were paid from this fund.
------	--

Please provide a brief overview of any outstanding debt.

2.42	At June 30, 2022, the outstanding debt on Library General Obligation Bonds (Issued January 7, 2015, interest rate at 3.08%) was \$4,114,927.
------	--

Allocated Cost Detail (7/1/21 - 6/30/22)

Allocated costs (please specify using your City's defined categories)

		<i>Amount</i>	
<i>Description</i>			
2.43	Finance	\$	(28,308)

2.44	GIS	\$	(4,308)
2.45	IT	\$	(27,276)
2.46	HR	\$	(42,200)
2.47		\$	-
2.48		\$	-
2.49		\$	-
2.50		\$	-
2.51		\$	-
2.52		\$	-

Please provide a brief description of the methodology used to determine cost allocations.

2.54 When charged, allocated costs are generally based on FTE counts.

If the Library Board has any concerns about allocated costs, please explain.

2.55

Please provide information about the role and support that you receive from community organizations (such as Friends and Foundations).

2.56 The Friends of the Oregon City Public Library and the Oregon City Library Foundation are active supporters of the Oregon City Library. Their support is absolutely vital in helping the Library to deliver outstanding programs, collections, services, and facilities to the residents of the Oregon City Library service area.

SECTION 3: SERVICE STANDARDS

3.01	Library open hours per week	58
3.02	"Threshold" open hours per IGA Attachment C	50
3.03	Does the Library Director have an MLS degree?	Yes
3.04	"Threshold" Director degree per IGA Attachment C	MLS
3.05	Total Library FTE	18.25
3.06	"Threshold" FTE per IGA Attachment C	20.18
3.07	Total staff with an MLS	6
3.08	"Threshold" staff with an MLS per IGA Attachment C	4.04
3.09	Vols. owned (physical and digital)	203159
3.10	"Threshold" vols. owned per IGA Attachment C	122322

3.11 During the reporting period, did your Library Board review the most recent OLA public library standards?

If your Library Board did review OLA standards, please share any findings/outcomes of this review.

3.12

3.13 Does your library currently have a strategic plan?

If so, please attach to your email when sending in your responses.

If there is any additional information you would like to provide as part of the library's Annual Progress Report, please include it here.

4.01

5.01	Name of Library Director	Greg Williams
5.02	Email address of Library Director	gwilliams@orcitey.org
5.03	Name of LDAC Representative	David Goldberg
5.04	Email address of LDAC Representative	<input type="text"/>
5.05	Name of Library Board Chair	<input type="text"/>
5.06	Email address of Library Board Chair	<input type="text"/>
5.07	Submit Date	<input type="text"/>

Library District of Clackamas County - Annual Progress Report

Your Library:

Oregon City

For the period: 7/1/2022 through 6/30/2023

Library Board composition (as of 6/30/2023)

Question		Count	Pct. of total
1.01	City population	37,786	61.4%
1.02	Unincorporated population	23,752	38.6%
1.03	Total population	61,538	
1.04	Board members living in City	5	71.4%
1.05	Board members living in unincorp. area	2	28.6%
1.06	Board vacancies	0	0%
1.07	Total board positions	7	

Please provide any additional information below about your service area population or your board composition:

1.08	Per Oregon City Municipal Code, 4 members of the Library Board must be City residents, 2 must be unincorporated residents, and 1 is an 'at-large' member who may be either a City or an unincorporated resident. Currently, our at-large rep. is a City resident. Currently, our Chair and Vice-Chair are both unincorporated residents.
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Library Fund Balances

		Amount	
2.00.1	Budget Cycle	Biennial	
2.00.2	Biennium Year	Year 2	
2.01	Starting balance of Library Fund (7/1/22)	\$ 4,036,220	
2.02	Total revenue (7/1/22 - 6/30/23)	\$ 3,082,522	Totaled from below.
2.03	Total expenditures (7/1/22 - 6/30/23)	\$ 2,748,025	Totaled from below.
2.04	Total transfers to reserve fund (7/1/22 - 6/30/23)	\$ (20,000)	
2.05	Ending balance of Library Fund (6/30/23)	\$ 4,350,717	

Revenue Detail (7/1/22 - 6/30/23)

		Amount
2.06	Library District revenue	\$ 2,707,527
2.07	Operational support from City/Library Service Provider	\$ 150,000
2.08	Ready to Read grant	\$ 9,984
2.09	Fines, fees, and donations	\$ 49,428

Other revenues (please specify)

	Description	Amount
2.10	Investment Earnings	\$ 165,583
2.11		\$ -
2.12		\$ -
2.13		\$ -
2.14		\$ -
2.15		\$ -
2.16		\$ -
2.17		\$ -

Expenditure Detail (7/1/22 - 6/30/23)

		<i>Amount</i>	
2.19	Salaries, wages, and benefits	\$ 1,728,774	
2.20	Collection expenditures	\$ 189,698	
2.21	Allocated costs	\$ (102,092)	<i>Totaled from below.</i>
2.22	Capital expenses (not paid from Reserve Fund)	\$ -	
2.23	Debt service (principal & interest)	\$ (415,371)	

Other expenses not included above

Please breakdown by significant categories (e.g., contracted services, office supplies & equipment, utilities)

	<i>Description</i>	<i>Amount</i>
2.24	Utilities + Facility Maint.	\$ (125,391)
2.25	Programming	\$ (47,437)
2.26	Technology (Hardware, Software, Maint.)	\$ (50,641)
2.27	Tech. Services Supplies / Materials Processing	\$ (28,998)
2.28	Telephone	\$ (3,661)
2.29	Equipment	\$ (18,915)
2.30	Training / Professional	\$ (5,425)
2.31	Office Supplies & Printing	\$ (8,734)
2.32	Legal & Other Contracted	\$ (15,969)
2.33	Postage	\$ (991)
2.34	Credit Card Discount	\$ (864)
2.35	Misc.	\$ (5,064)
2.36		\$ -
2.37		\$ -

Library Reserves (if applicable)

		<i>Amount</i>
2.39	Starting balance of Library reserves (7/1/22)	\$ 557,320
2.40	Ending balance of Library reserves (6/30/23)	\$ 632,466

Please provide a brief overview of changes to/from the Library Reserve balances and the source and use of those funds:

2.41	In order to ensure adequate cash on hand to finance library operations prior to receipt of tax revenue, and to ensure ability to make debt service payments, the City has established a target reserve amount for the Library Fund. The target reserve is equal to 7 months' worth of budgeted expenses + 1 year's debt service payment + 10% contingency. For FY 22/23, the target reserve would have been approximately \$2,305,076. The Library Fund beginning/ending fund balance exceeded this target. Funds in the Community Facilities Fund are intended to allow the City to invest in public facilities to serve the community. Library capital reserves are transferred to this fund. During this reporting period, \$41,628 in library capital expenditures were paid from this fund.
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Please provide a brief overview of any outstanding debt.

2.42	At June 30, 2023, the outstanding debt on Library General Obligation Bonds (Issued January 7, 2015, interest rate at 3.08%) was \$3,826,296.
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Allocated Cost Detail (7/1/22 - 6/30/23)

Allocated costs (please specify using your City's defined categories)

	<i>Description</i>	<i>Amount</i>
2.43	Finance	\$ (28,308)

2.44	GIS	\$	(4,308)
2.45	IT	\$	(27,276)
2.46	HR	\$	(42,200)
2.47		\$	-
2.48		\$	-
2.49		\$	-
2.50		\$	-
2.51		\$	-
2.52		\$	-

Please provide a brief description of the methodology used to determine cost allocations.

2.54 When charged, allocated costs are generally based on FTE counts.

If the Library Board has any concerns about allocated costs, please explain.

2.55

Please provide information about the role and support that you receive from community organizations (such as Friends and Foundations).

2.56 The Friends of the Oregon City Public Library and the Oregon City Library Foundation are active supporters of the Oregon City Library. Their support is absolutely vital in helping the Library to deliver outstanding programs, collections, services, and facilities to the residents of the Oregon City Library service area.

SECTION 3: SERVICE STANDARDS

3.01	Library open hours per week	58
3.02	"Threshold" open hours per IGA Attachment C	50
3.03	Does the Library Director have an MLS degree?	Yes
3.04	"Threshold" Director degree per IGA Attachment C	MLS
3.05	Total Library FTE	18.25
3.06	"Threshold" FTE per IGA Attachment C	20.31
3.07	Total staff with an MLS	6
3.08	"Threshold" staff with an MLS per IGA Attachment C	4.06
3.09	Vols. owned (physical and digital)	228567
3.10	"Threshold" vols. owned per IGA Attachment C	123076

3.11 During the reporting period, did your Library Board review the most recent OLA public library standards?

If your Library Board did review OLA standards, please share any findings/outcomes of this review.

3.12

3.13 Does your library currently have a strategic plan?

If so, please attach to your email when sending in your responses.

If there is any additional information you would like to provide as part of the library's Annual Progress Report, please include it here.

4.01

5.01	Name of Library Director	Greg Williams
5.02	Email address of Library Director	gwilliams@orcitey.org
5.03	Name of LDAC Representative	David Goldberg
5.04	Email address of LDAC Representative	<input type="text"/>
5.05	Name of Library Board Chair	<input type="text"/>
5.06	Email address of Library Board Chair	<input type="text"/>
5.07	Submit Date	<input type="text"/>

Library District of Clackamas County - Annual Progress Report

Your Library:

Oregon City

For the period: 7/1/2023 through 6/30/2024

Library Board composition (as of 6/30/2024)

Question		Count	Pct. of total
1.01	City population	38,049	62.6%
1.02	Unincorporated population	22,693	37.4%
1.03	Total population	60,742	
1.04	Board members living in City	5	71.4%
1.05	Board members living in unincorp. area	2	28.6%
1.06	Board vacancies	0	0%
1.07	Total board positions	7	

Please provide any additional information below about your service area population or your board composition:

1.08	Per Oregon City Municipal Code, 4 members of the Library Board must be City residents, 2 must be unincorporated residents, and 1 is an 'at-large' member who may be either a City or an unincorporated resident. Currently, our at-large rep. is a City resident. Currently, our Chair and Vice-Chair are both unincorporated residents.
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Library Fund Balances

		Amount	
	Budget Cycle	Biennial	
	Biennium Year	Year 1	
2.00.1			
2.00.2			
2.01	Starting balance of Library Fund (7/1/23)	\$ 4,350,717	
2.02	Total revenue (7/1/23 - 6/30/24)	\$ 3,395,479	Totaled from below.
2.03	Total expenditures (7/1/23 - 6/30/24)	\$ 3,032,516	Totaled from below.
2.04	Total transfers to reserve fund (7/1/23 - 6/30/24)	\$ -	
2.05	Ending balance of Library Fund (6/30/24)	\$ 4,713,780	

Revenue Detail (7/1/23 - 6/30/24)

		Amount
2.06	Library District revenue	\$ 2,854,786
2.07	Operational support from City/Library Service Provider	\$ 290,000
2.08	Ready to Read grant	\$ 9,895
2.09	Fines, fees, and donations	\$ 23,023

Other revenues (please specify)

	Description	Amount
2.10	Oregon Humanities Grant	\$ 4,522
2.11	Investment Earnings/Gains	\$ 213,253
2.12		\$ -
2.13		\$ -
2.14		\$ -
2.15		\$ -
2.16		\$ -
2.17		\$ -

Expenditure Detail (7/1/23 - 6/30/24)

		<i>Amount</i>	
2.19	Salaries, wages, and benefits	\$ 1,889,666	
2.20	Collection expenditures	\$ 215,051	
2.21	Allocated costs	\$ (205,100)	<i>Totaled from below.</i>
2.22	Capital expenses (not paid from Reserve Fund)	\$ -	
2.23	Debt service (principal & interest)	\$ (415,371)	

Other expenses not included above

Please breakdown by significant categories (e.g., contracted services, office supplies & equipment, utilities)

	<i>Description</i>	<i>Amount</i>
2.24	Utilities + Facility Maint.	\$ (137,385)
2.25	Programming	\$ (58,999)
2.26	Technology (Hardware, Software, Maint.)	\$ (32,022)
2.27	Tech. Services Supplies / Materials Processing	\$ (31,925)
2.28	Telephone	\$ (4,509)
2.29	Equipment	\$ (18,406)
2.30	Training / Professional	\$ (1,686)
2.31	Office Supplies & Printing	\$ (8,629)
2.32	Legal & Other Contracted	\$ (5,787)
2.33	Postage	\$ (826)
2.34	Credit Card Discount	\$ (304)
2.35	Misc.	\$ (6,850)
2.36		\$ -
2.37		\$ -

Library Reserves (if applicable)

		<i>Amount</i>
2.39	Starting balance of Library reserves (7/1/23)	\$ 632,466
2.40	Ending balance of Library reserves (6/30/24)	\$ 633,379

Please provide a brief overview of changes to/from the Library Reserve balances and the source and use of those funds:

2.41	In order to ensure adequate cash on hand to finance library operations prior to receipt of tax revenue, and to ensure ability to make debt service payments, the City has established a target reserve amount for the Library Fund. The target reserve has been updated and is currently equal to 52% of budgeted expenses. For FY 23/24, the target reserve would have been approximately \$1,725,000. The Library Fund beginning/ending fund balance exceeded this target. Funds in the Community Facilities Fund are intended to allow the City to invest in public facilities to serve the community. Library capital reserves are transferred to this fund. During this reporting period, \$53,866 in library capital expenditures were paid from this fund.
------	--

Please provide a brief overview of any outstanding debt.

2.42	At June 30, 2024, the outstanding debt on Library General Obligation Bonds (Issued January 7, 2015, interest rate at 3.08%) was \$3,528,775.
------	--

Allocated Cost Detail (7/1/23 - 6/30/24)

Allocated costs (please specify using your City's defined categories)

	<i>Description</i>	<i>Amount</i>
2.43	Finance	\$ (27,400)

2.44	GIS	\$	(5,800)
2.45	IT	\$	(40,800)
2.46	HR	\$	(57,300)
2.47	General Government	\$	(34,500)
2.48	City Manager	\$	(39,300)
2.49		\$	-
2.50		\$	-
2.51		\$	-
2.52		\$	-

Please provide a brief description of the methodology used to determine cost allocations.

2.54 When charged, allocated costs are generally based on FTE counts.

If the Library Board has any concerns about allocated costs, please explain.

2.55

Please provide information about the role and support that you receive from community organizations (such as Friends and Foundations).

2.56 The Friends of the Oregon City Public Library and the Oregon City Library Foundation are active supporters of the Oregon City Library. Their support is absolutely vital in helping the Library to deliver outstanding programs, collections, services, and facilities to the residents of the Oregon City Library service area.

SECTION 3: SERVICE STANDARDS

3.01	Library open hours per week	2895
3.02	"Threshold" open hours per IGA Attachment C	50
3.03	Does the Library Director have an MLS degree?	Yes
3.04	"Threshold" Director degree per IGA Attachment C	MLS
3.05	Total Library FTE	19.25
3.06	"Threshold" FTE per IGA Attachment C	20.04
3.07	Total staff with an MLS	7
3.08	"Threshold" staff with an MLS per IGA Attachment C	4.01
3.09	Vols. owned (physical and digital)	380113
3.10	"Threshold" vols. owned per IGA Attachment C	121483.7272

3.11 During the reporting period, did your Library Board review the most recent OLA public library standards?

If your Library Board did review OLA standards, please share any findings/outcomes of this review.

3.12

3.13 Does your library currently have a strategic plan?

If so, please attach to your email when sending in your responses.

If there is any additional information you would like to provide as part of the library's Annual Progress Report, please include it here.

4.01

5.01	Name of Library Director	<input type="text" value="Greg Williams"/>
5.02	Email address of Library Director	<input type="text" value="gwilliams@orcitey.org"/>
5.03	Name of LDAC Representative	<input type="text" value="David Goldberg"/>
5.04	Email address of LDAC Representative	<input type="text" value=""/>
5.05	Name of Library Board Chair	<input type="text"/>
5.06	Email address of Library Board Chair	<input type="text"/>
5.07	Submit Date	<input type="text"/>

Attachment C
Service Standards

The Parties agree that all library service providers shall strive to meet OLA Threshold Standards, with a particular emphasis on:

STAFFING: Provide qualified staff employed by the library as outlined in the table below:

Population Served	Threshold Staffing Level
0 - 2,499	0.5 FTE, with high school diploma
2,500 - 4,999	0.35 FTE/1,000 served. Director has B.A.
5,000 - 9,999	0.35 FTE/1,000 served. Director has B.A.
10,000 - 24,999	0.35 FTE/1,000 served. Director has MLS.
25,000 - 49,999	0.35 FTE/1,000 served. Director has MLS. 1/5 of staff has MLS.
50,000 - 499,999	0.33 FTE/1,000 served. Director has MLS. 1/5 of staff has MLS.

MATERIALS: Provide the number of volumes in the library's total collection as spelled out in the table below:

Population served	Threshold Materials
0 - 49,999	Material collection of 5,000 items or two items per capita, whichever is greater.
50,000+	Material collection of two items per capita.

ACCESS: Provide and post open hours which fit the community's need, including evening and weekend hours, and provide the minimum standards listed in the table below:

Population served	Threshold
0 - 4,999	20 hours
5,000 - 9,999	30 hours
10,000 - 24,999	40 hours
25,000 +	50 hours

NOTE: Total staffing levels and material volumes may be constrained by current facility size limitations. The Parties understand and agree that a strategic plan that recognizes such size limitations and adjusts staff and material goals accordingly is an acceptable implementation of this standard.



CITY OF OREGON CITY

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

Staff Report

To: Library Board **Agenda Date:** January 28, 2026
From: Greg Williams, Library Director

SUBJECT:

Draft BY 25/27 Tactical Plan

STAFF RECOMMENDATION:

n/a - Informational only

EXECUTIVE SUMMARY:

The Library Board will provide feedback on the Library 2025-2027 Tactical Plan.

BACKGROUND:

In order to support Oregon City Public Library Strategic Plan, the Library develops a two-year Tactical Plan which complements the high-level Strategic Plan by identifying specific initiatives, activities, and projects which staff will undertake to make a meaningful impact in the five Focus Areas of the Strategic Plan. Library staff have developed preliminary Tactical Plan items for the 2025-2027 biennium. The Library Director will review the draft Tactical plan with the Library Board and gather the Library Board's feedback and input.

NEXT STEPS:

OPTIONS:

n/a - Informational only

DRAFT - OCPL 25/27 Tactical Plan - DRAFT

FOCUS	GOAL	ACTIVITY
1 Create and support young readers	1.1 Support print reading stamina in emerging elementary school readers.	1.1.1 (Y2) By June 30, 2027, in partnership with OCSD school library staff, develop and implement year-long genre explorations reading challenge for fourth-graders at OCSD elementary schools.
2 Meet the information needs of our entire service area	2.1 Support the community in learning about the area's unique local history.	2.1.1 (Y2) By June 30, 2027, create a comprehensive history of the Oregon City Elevator, using it as a lens to better understand the growth and evolution of the City and the region.
	2.2 Ensure that the local history materials are properly preserved and made most accessible to primary audience(s).	2.2.1 (Y2) By December 31, 2026, develop a plan in partnership with EOTC and CCHS to determine where historical and research materials can be best preserved, accessed, and most widely utilized.
3 Ensure collections, programs, services, and staff reflect and engage our diverse community	3.1 Evaluate impact of overdue fines on access to library materials and services.	3.1.1 (Y1) By June 30, 2026, the Library Board will evaluate impact of overdue fines and present any recommendations to the City Commission.
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 December 31, 2025, partner with Clackamas County to prepare RFP, review submissions, and select preferred locker vendor.
		4.1.2 (Y1) By February 28, 2026, identify location, sizing, and installation needs for pilot, on-site book locker.
		4.1.2 (Y1) By June 30, 2026, complete site prep and place order for pilot, on-site book locker.
		4.1.2 (Y2) By September 30, 2026, open pilot, on-site book locker for patron use.
	4.2 Improve capability to conduct in-person outreach throughout service area.	4.2.1 (Y1) By December 31, 2025, place order for Library Outreach Vehicle.
		4.2.2 (Y1) By March 31, 2026, finalize Library Outreach Vehicle first-year operations plan.
		4.2.2 (Y1) By August 31, 2026, put Library Outreach Vehicle into operation.
4.3 Improve utility of Community Room for a wider variety of programs and meetings.	4.3.1 (Y1) By June 30, 2026, replace end-of-life Community Room audio and video equipment with more flexible, lower-maintenance replacements.	
	4.3.2 (Y2) By June 30, 2027, replace end-of-life Community Room furniture with furniture/fixtures that can be utilized in a wider variety of setups/configurations.	
5 Ensure appropriate and sustainable funding for operational and capital needs	5.1 Assess District-wide long-term service needs and associated required resource levels.	5.1.1 (Y1) By June 30, 2027, support County-led efforts as feasible to analyze and evaluate current and future Library District service needs, associated funding levels, and any proposed changes to District governance.