



# LIBRARY ADVISORY BOARD MEETING

Wednesday, July 17, 2024 at 6:00 PM  
Sandy Public Library Community Room and via Zoom

## AGENDA

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### TO ATTEND THE MEETING IN-PERSON:

Come to the Library Community Room - 38980 Proctor Blvd  
Sandy, OR 97055

### TO ATTEND THE MEETING ONLINE VIA ZOOM:

Please use this link: <https://us06web.zoom.us/j/82307687350>  
Or by phone: (253) 215-8782; Meeting ID: 823 0768 7350

### ROLL CALL

### PUBLIC COMMENT

### APPROVAL OF MINUTES

1. Approval of Minutes

### NEW BUSINESS

2. Strategic Planning Discussion

### OLD BUSINESS

3. Hoodland Rent Update
4. Library District Advisory Committee (LDAC) Update

### STAFF UPDATES

### ADJOURN

Americans with Disabilities Act Notice: Please contact Sandy City Hall, 39250 Pioneer Blvd. Sandy, OR 97055 (Phone: 503-668-5533) at least 48 hours prior to the scheduled meeting time if you need an accommodation to observe and/or participate in this meeting.



# LIBRARY ADVISORY BOARD MEETING

Wednesday, April 17, 2024 at 6:00 PM  
Sandy Public Library Community Room and via Zoom

## MINUTES

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### TO ATTEND THE MEETING IN-PERSON:

Come to the Library Community Room - 38980 Proctor Blvd  
Sandy, OR 97055

### TO ATTEND THE MEETING ONLINE VIA ZOOM:

Please use this link:  
<https://us06web.zoom.us/j/86269010633?pwd=NpaaGzj6vKlhNnTnFpPdXYznSsK8GL.1>

Or by phone: (253) 215-8782; Meeting ID: 85290684685

### ROLL CALL

#### PRESENT

- Heather Michet
- Kathleen Draine
- Salina Horsfall
- Elizabeth Lopez-Aguado
- Lynne Pollard
- Bathany Shultz
- Dale Hauff

- Kathleen Walker, City Councilor
- Tyler Deems, City Manager
- Sarah McIntyre, Library Director

### PUBLIC COMMENT

Bruce Heider – Friends of Sandy Library in attendance

### APPROVAL OF MINUTES

1. Approval of Minutes
  - a. Discussion started at timestamp :48

Motion made by Draine to approve the minutes as amended, seconded by Horsfall.  
Voting Yea: Michet, Draine, Horsfall, Lopez-Aguado, Pollard, Shultz

## **NEW BUSINESS**

2. Discussion with Mayor Pulliam about changes to IGA
  - a. Discussion began at timestamp 5:14
  - b. The Mayor was not able to attend this meeting. Discussion was around when Board Members could meet with him.
  - c. The Board decided on a virtual meeting on Tuesday April 23<sup>rd</sup> at 6pm.

## **OLD BUSINESS**

3. Hoodland Rent Update
  - a. This topic was postponed for the meeting with the Mayor

## **STAFF UPDATES**

4. Staffing update
  - a. Discussion began at timestamp 10:43

## **ADJOURN**

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# LIBRARY ADVISORY BOARD NO QUORUM – UNOFFICIAL

Tuesday, April 23, 2024 at 6:00 PM  
Sandy Public Library Community Room and via Zoom

## MINUTES

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**This meeting will be on Zoom only.**

**TO ATTEND THE MEETING ONLINE VIA ZOOM:**

Please use this link:

<https://us06web.zoom.us/j/86269010633?pwd=NpaaGzj6vKlhNnTnFpPdXYznSsK8GL.1>

Passcode: SA/HOlib

Or by phone: (253) 215-8782;

Meeting ID: 862 6901 0633 Passcode: 65621743

### ROLL CALL

#### BOARD MEMBERS PRESENT

Lynne Pollard  
Bethany Shultz  
Kathleen Draine

#### COMMUNITY MEMBERS PRESENT

Jack Frick  
Grover Bornefeld  
Jeri McMahan

#### CITY REPRESENTATIVES PRESENT

Kathleen Walker, City Councilor  
Tyler Deems, City Manager  
Sarah McIntyre, Library Director

#### BOARD MEMBERS ABSENT

Elizabeth Lopez-Aguado  
Heather Michet  
Salina Horsfall

#### CITY REPRESENTATIVES ABSENT

Stan Pulliam, Mayor

**PUBLIC COMMENT**

**APPROVAL OF MINUTES**

1. Approval of Minutes
  - a. No Quorum to approve previous minutes

**NEW BUSINESS**

2. Discussion with Mayor Pulliam about changes to IGA
  - a. Mayor Pulliam was not able to make it to this meeting. This turned into an informal discussion regarding unincorporated taxpayers and proposed changes to the use of Library District revenue for capital purposes.

**OLD BUSINESS**

**STAFF UPDATES**

3. Staffing update

**ADJOURN**

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# The Sandy and Hoodland Public Libraries

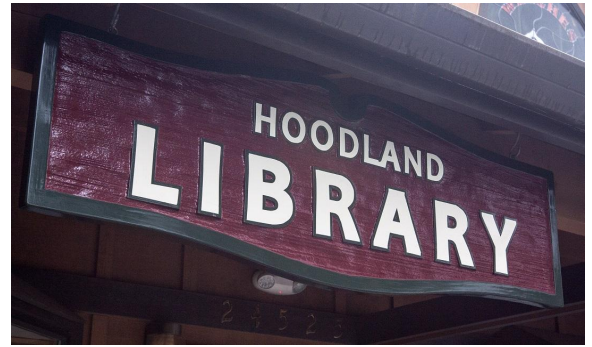
## **7** 5 year Strategic Plan

### fiscal years 2018-~~2022~~-**2024**

This Strategic Plan was extended by the Library Advisory Board on October 6, 2021 for an additional two years because of the COVID-19 pandemic. The dates in years 2020-2022 have been extended to 2023 or 2024.

## Timeline of the Strategic Planning process:

August-September 2016	Recruit people for the Strategic Planning Committee
September 28 , 2016	First Strategic Planning Committee meeting
October 11, 2016	Second Strategic Planning Committee meeting
October 19, 2016	Library Advisory Board meeting - SWOT analysis of 7 Service Responses
November 1, 2016	Third Strategic Planning Committee meeting
November 10, 2016	Staff meeting - Write Draft Values Statement
November 15, 2016	Fourth Strategic Planning Committee meeting
November 16, 2016	Library Advisory Board meeting - Discussed Values Statement, Mission Statement, and Survey
December 8, 2016	Staff meeting - Write Draft Goals and Objectives
December 12-January 31	Strategic Planning Survey available for the community
January 18, 2017	Library Advisory Board Meeting - Reviewed Goals and Added Objectives
February 15, 2017	Draft Strategic Plan for review by Library Staff
February 15, 2017	Draft Strategic Plan for review by Strategic Planning Committee
March 1, 2017	Draft Strategic Plan for review by Library Advisory Board
March 20, 2017	Strategic Plan for City Council Approval
March-June 2017	Working on Organizational Competencies
July 1, 2017	Begin implementing the 5 year Strategic Plan



## The Planning Process:

This planning process utilized a group of key individuals in the Sandy and Hoodland Libraries Library Service Area, the Library Advisory Board, and staff of the Sandy and Hoodland Libraries. It was organized and run by Library Director, Sarah McIntyre using the *Strategic Planning for Results* book by the Public Library Association.

Through a series of exercises with these groups, we identified our 7 Primary Service Responses to the community. These 7 Service Responses were included in the Strategic Planning Survey that went out to the community. As of February 27th, 199 people took this survey, and 79 took a simple in-house survey identifying our priorities among the 7 Service Responses as (in priority order):

1. Create Young Readers
2. Stimulate Imagination
3. Satisfy Curiosity
4. Understand how to Find, Evaluate, and Use Information
5. Learn to Read and Write
6. Be an Informed Citizen
7. Connect to the Online World



These 268 people represent 1.78% of our current library cardholders, and our current library cardholders represent 49.75% of our total service population.

### **Members of the Strategic Planning Committee:**

Pam Ashland, Hoodland area representative, member of Hoodland Women's Club

Olga Gerberg, City Council Member, City of Sandy

George Hoyt, President of the Friends of Sandy Library

Khrys Jones, Director, Sandy Chamber of Commerce

Dawn Loomis, Director of Sandy Community Action Center, and Mt Hood Community College Training Director

Sarah McIntyre, Library Director, Sandy and Hoodland Public Libraries

David Snider, Economic Development Director, City of Sandy

### **Library Values:**

The Library Values as crafted by the staff of the Sandy and Hoodland Public Libraries:

1. We defend the library user's freedom of speech and expression, and their right to the information, resources, and library materials they desire
2. We respect the dignity and diversity of all library users, and protect their right to privacy
3. We value education and encourage people in their exploration of new ideas and lifelong learning
4. We communicate clearly and effectively with kindness and compassion
5. We work together as a team on City, County, and Library goals towards a brighter future
6. We manage our time, resources, and funds to preserve our enduring priorities, as well as, build programs and services for our changing and evolving culture

### **Library Mission Statement:**

The Sandy and Hoodland Libraries support the community in their endeavors to create lifelong readers, learn to read and write, develop the ability to find accurate information, and connect to the online world.

## Goals, Objectives, and Sample Activities:

### 1. Create Young Readers: Early Literacy

Children from birth to age five will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

**Goal:** Babies and Toddlers will know the 5 practices (talking, singing, reading, writing, and playing) and will be ready to read and learn when they enter school.

**Objective:** By December 31st, 2017 all storytime staff will know the 5 practices, and when their storytimes are visited, will exhibit at least 3 of these practices in each storytime.

**Objective:** By September 30th, 2018, we will have increased our circulation of board books by 50%.

**Objective:** By September 30th, 2019, 60% more parents when surveyed will know the 5 practices, and 50% of those surveyed will be using them at home.

**Objective:** By September 30th, 2019, 60% of parents surveyed will say that the 5 practices contributes to their child's learning abilities.

**Objective:** By June 30th, 2019, we will have visited every school in the Oregon Trail School District to do storytimes or booktalks, and hand out library cards.

**Objective:** By September 30th, ~~2021~~ **2023**, we will have increased our storytime attendance by 50%.

#### Sample Activities:

Hold storytimes that promote the 5 practices.

Teach parents how to incorporate the 5 practices with their kids at home.

### 2. Stimulate Imagination: Reading, Viewing, and Listening For Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want them and will have the help they need to make choices from among the options.

**Goal:** Adults, teens, and kids will have print, media, and digital materials to keep their brains and imaginations active and allow them to explore ideas.

**Objective:** In each fiscal year ending June 30th, 75% of adults, teens, and kids surveyed will report that the collection of materials for them to read, listen, or view for pleasure is very good or excellent.

**Objective:** By December 31st, 2019, 70% of people surveyed will respond that items that they place on hold are received in a timely manner.

**Objective:** By December 31st, ~~2021~~ **2023**, 85% of people surveyed will respond that the assistance they receive from staff is either very good or excellent.

#### Sample Activities:

Improve collections of print and media materials

Lower holds ratios by buying more copies of items

### 3. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**Goal:** All ages will have creative hands-on educational and entertainment programming.

**Objective:** In each fiscal year ending June 30th, at least 10,000 people will attend programs. When surveyed 75% of people will say that the library does a good or excellent job at providing well rounded educational and entertainment programs.

**Objective:** By June 30th, 2019, 75% of people who attended programs when surveyed will report that they view the library as a resource for programming to enhance their leisure time.

**Objective:** By June 30th, 2019, 50% of people surveyed will say that they attended a new program within the last year, and would recommend a library program to a friend.

**Objective:** By June 30th, ~~2022~~ 2024, 750 people of Latino heritage will have attended programs at the library.

#### Sample Activities:

Hold a variety of programs for all ages.

### 4. Understand How to Find, Evaluate, and Use Information: Information Fluency

Residents will know when they need information to resolve an issue or answer a question and will have the skills to search for, locate, evaluate, and effectively use information to meet their needs.

**Goal:** Adults will understand how to use the online catalog, reference books, databases, and the Internet.

**Objective:** By June 30th, ~~2020~~ 2024, 75 people will have attended classes, and 90% will report very good or excellent as their ability to know how to evaluate information.

**Objective:** By June 30th, ~~2022~~ 2024, there will be a 30% increase in adults that respond that they are pretty good or very good at using library resources.

**Objective:** By June 30th, ~~2022~~ 2024, the # of people using online databases will increase by 10%.

**Goal:** High School seniors will be information literate

**Objective:** By June 30th 2019, 75% of seniors will report when surveyed that they used a library to write a research paper, 75% of these seniors will report by end of the school year that they know how to evaluate information.

**Objective:** By June 30th, 2019, 5 successful high school students will volunteer to assist the library with our information literacy classes.

**Objective:** By June 30th ~~2021~~ 2024, the library will have offered at least 8 co-sponsored information literacy classes for teens.

**Goal:** Middle School students will use the library catalog and databases for homework resources.

**Objective:** By June 30th, 2019, at least 50 middle schoolers will take information literacy classes co-sponsored by the middle school and the library, and 80% of these kids will say when surveyed that they know how to find information in the library catalog and databases.

**Objective:** By June 30th, 2019, 5 successful middle school students will volunteer to assist the library with our information literacy classes.

**Objective:** By June 30th, ~~2022~~ **2024**, 50% of students surveyed will report using library databases for homework purposes.

**Sample Activities:**

Hold information literacy classes for adults

Partner with the High School and Middle School Media Specialists to teach information literacy classes for high schoolers, and middle schoolers.

**5. Learn to Read and Write: Adult, Teen, and Family Literacy**

Adults and teens will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

**Goal:** Native English speakers and Non-English speakers will improve their English language skills, and will have strengthened bonds with the community at large.

**Objective:** By June 30th, 2018, we will recruit 5 more volunteer English teachers.

**Objective:** By June 30th, ~~2020~~ **2022**, 50 non-English speakers will attend English classes. 90% of these people will report on a survey that their English has gotten better or much better.

**Objective:** By June 30th, ~~2020~~ **2022**, 25% of people will indicate on a survey that they use the library to improve or maintain their literacy skills.

**Objective:** By June 30th, ~~2021~~ **2023**, 200 Non-English speakers will have attended programs at the library, 50% of these people when surveyed will report feeling more a part of the community.

**Goal:** Kids and Teens will have improved reading and writing skills.

**Objective:** By June 30th, ~~2021~~ **2023**, volunteers and staff will tutor school kids in reading and/or writing. 60% of these students will report that their grades in reading and/or writing have improved.

**Objective:** By June 30th, ~~2021~~ **2023**, the library will recruit at least 10 literacy tutor volunteers.

**Objective:** By June 30th, ~~2022~~ **2024**, circulation of fiction and non-fiction print materials for kids and teens will maintain at current levels.

**Sample Activities:**

Teach ESOL Classes weekly

Plan and present Dia de los Ninos, and Dia de los Muertos programs

Host writing clubs

Coordinate volunteer tutoring program in coordination with Antfarm

## 6. Be an Informed Citizen: Local, National, and World Affairs

Residents will have the information they need to support and promote democracy; fulfill their civic responsibilities at the local, state, and national levels; and fully participate in community decision-making.

**Goal:** Adults and teens will understand how local, state, and national government works and be or become informed voters.

**Objective:** By November 30th ~~2021~~ **2023**, 50% of teens and adults surveyed will report having a better understanding of how government works.

**Objective:** By November 30th, ~~2022~~ **2024**, 10% more of registered voters surveyed will say that they voted in the last election.

**Objective:** By November 30th, ~~2022~~ **2024**, 10% of those surveyed will say that they attended a civics program within the past year.

### Sample Activities:

Partner with the City Council to create a Youth City Council.

Partner with the High School Civics Class.

Hold meetings with local and state elected officials.

Have voter registration at all library civics programs.

## 7. Connect to the Online World: Public Internet Access

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

**Goal:** Senior Citizens will have email accounts, and feel more confident and less frustrated navigating information systems.

**Objective:** By June 30th, ~~2020~~ **2023**, 75 seniors will have created new email accounts.

**Objective:** By June 30th, ~~2020~~ **2023**, 5 successful seniors will volunteer to assist the library as peer supports in teaching other seniors.

**Objective:** By June 30th ~~2021~~ **2023**, 50% of adults and seniors surveyed will report being comfortable or very comfortable navigating resources on the computer.

### Sample Activities:

In partnership with the senior center, hold classes for seniors on beginning to use email.

In partnership with the senior center, hold classes for seniors on navigating websites.

Check out HotSpots to library patrons for Internet use at home.

## Organizational Competencies:

### External Partnerships

The Sandy and Hoodland Public Libraries will actively seek and maintain relationships with agencies, organizations, and institutions that will enable us to enhance service to our customers.

- By March 31st, 2017 staff of the library will have created a comprehensive list of formal and informal partners.
- By March 31st, 2017, staff of the library will establish simple criteria for assessing current or potential partners. This information will be disseminated to staff.

### Marketing and Public Relations

The Sandy and Hoodland Public Libraries will use appropriate and effective venues for marketing our programs and services.

- By April 30th, 2017, staff of the library will have created a sustainable library newsletter for the Spanish speaking community.
- By April 30th, 2017, staff of the library will establish criteria to evaluate the effectiveness of our marketing efforts.

### Measurement and Evaluation

The Sandy and Hoodland Public Libraries will use effective measurement for evaluation of our library programs.

- By May 31st, 2017, staff of the library will have created all of the surveys needed to measure the progress for our strategic plan.
- By May 31st, 2017, staff of the library will have created a regular method of reporting on library objectives to the Library Advisory Board, the staff of the library, and the City Council.

### Training and Staff Development

The Sandy and Hoodland Libraries will will have a staff fully trained to meet the needs of the library patrons.

- By June 30th, 2017, a new employee orientation will be created that includes information about the library service priorities and the strategic plan.
- By June 30th, 2017, staff of the library will have a plan in place to train all staff necessary on their new roles as part of the strategic plan.

<p><b>Imperatives:</b> Our primary goals as a cooperative</p>	<p><b>Initiatives:</b> What we will do to meet the imperative</p>	<p><b>Objectives:</b> Measuring our progress in meeting the imperative</p>
<p><b>PROVIDE EQUITABLE ACCESS:</b>  <b>Remove barriers to access for our diverse and geographically dispersed communities</b></p>	<ul style="list-style-type: none"> <li>• Implement centralized services to address already-identified needs for:                             <ul style="list-style-type: none"> <li>○ Books-by-mail for homebound residents</li> <li>○ Access to digital resources via online registration (eCard)</li> </ul> </li> <li>• Develop a plan with initiatives to be implemented by all LINCC members regarding:                             <ul style="list-style-type: none"> <li>○ Underserved populations</li> <li>○ Barriers to access</li> <li>○ Community needs</li> </ul> </li> <li>• Explore alternative ways to meet patron needs inside and outside of library facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate centralized homebound/books by mail – FY 20/21</li> <li>• Implement eCard – FY 19/20</li> <li>• Select common initiatives and measures – FY 20/21</li> <li>• Implement common initiatives and measures – FY 21/22</li> <li>• Identify alternative ways to meet patron needs – FY 21/22</li> <li>• Measure progress towards equitable service delivery using LINCC common measures – FY 21/22</li> </ul>
<p><b>COMMIT TO YOUTH:</b>  <b>Champion educational, developmental, and social support for all youth (birth – teens)</b></p>	<ul style="list-style-type: none"> <li>• Investigate solutions for already-identified need for:                             <ul style="list-style-type: none"> <li>○ District-wide youth services coordination</li> </ul> </li> <li>• Develop a plan with initiatives to be implemented by all LINCC members regarding:                             <ul style="list-style-type: none"> <li>○ Currently-provided youth services and programs throughout LINCC</li> <li>○ Gaps, overlaps, and opportunities in District-wide services</li> <li>○ Potential partners (schools, non-profits, service groups)</li> </ul> </li> <li>• Be the leaders in early literacy to support school readiness, social development, and lifelong learning</li> <li>• Strengthen services and support for elementary and middle-school children</li> <li>• Provide fun, safe, inviting programs for teens</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate centralized youth services coordination – FY 21/22</li> <li>• Select common initiatives and measures – FY 20/21</li> <li>• Implement common initiatives and measures – FY 21/22</li> <li>• Compare ourselves nationally to other libraries in the area of supporting early literacy – FY 20/21</li> <li>• Measure progress towards commitment to youth using LINCC common measures – FY 21/22</li> </ul>
<p><b>CONNECT COMMUNITIES:</b>  <b>Provide all ages with opportunities for cultural engagement, lifelong learning, and social activities</b></p>	<ul style="list-style-type: none"> <li>• Investigate solutions for already-identified need for:                             <ul style="list-style-type: none"> <li>○ Sufficient and flexible programming and community meeting space</li> </ul> </li> <li>• Develop a plan with initiatives to be implemented by all LINCC members regarding:                             <ul style="list-style-type: none"> <li>○ Currently-provided services and programs throughout LINCC</li> <li>○ Gaps, overlaps, and opportunities in District-wide services</li> <li>○ Potential partners (businesses, non-profits, service groups, government agencies)</li> </ul> </li> <li>• Serve as a “third place” for:                             <ul style="list-style-type: none"> <li>○ Safe and respectful place for community conversations</li> <li>○ Connecting with others in an increasingly-isolating world</li> <li>○ Seniors, families, and intergenerational activities</li> <li>○ Exploration and discovery for all ages</li> </ul> </li> <li>• Help all ages learn new and evolving technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Complete programming and community meeting space survey (include with facilities assessment) – FY 19/20</li> <li>• Select common initiatives and measures – FY 20/21</li> <li>• Implement common initiatives and measures – FY 21/22</li> <li>• Complete assessment to determine if libraries are serving as a “third place” – FY 20/21</li> <li>• Compare ourselves nationally to other libraries in the area of supporting people learning new and evolving technologies – FY 20/21</li> <li>• Measure progress towards connection to communities using LINCC common measures – FY 21/22</li> </ul>

<p><b>Imperatives:</b> Our primary goals as a cooperative</p>	<p><b>Initiatives:</b> What we will do to meet the imperative</p>	<p><b>Objectives:</b> Measuring our progress in meeting the imperative</p>
<p><b>ENHANCE USER EXPERIENCE:</b></p> <p><b>Retain local identity while providing a consistent experience</b></p>	<ul style="list-style-type: none"> <li>Investigate solutions for already-identified need for:                             <ul style="list-style-type: none"> <li>Public relations and promotion</li> </ul> </li> <li>Formalize processes for decision making and implementation of LINCC-wide practices and procedures that benefit all</li> <li>Formalize processes for proposals and recommendations from committees</li> <li>Explore and identify new opportunities for intralibrary cooperation and centralized coordination</li> <li>Honor and retain our value of personalized service</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities and create a LINCC-wide calendar for public relations and promotion – FY 19/20</li> <li>Identify responsibility and level of commitment regarding public relations and promotion – FY 20/21</li> <li>Document formalized process for decision making of LINCC-wide practices and procedures – FY 19/20</li> <li>Document agreed upon practices and procedures to be used by all LINCC libraries – FY 20/21</li> <li>Prioritize new opportunities for intralibrary cooperation and centralized coordination and begin implementation – FY 21/22</li> <li>Complete assessment to determine if libraries are providing personalized and consistent service – FY 21/22</li> </ul>
<p><b>ENSURE SUFFICIENT FUNDING:</b></p> <p><b>Obtain sustainable, sufficient funding for facilities, programming, services, and staffing</b></p>	<ul style="list-style-type: none"> <li>Conduct District-wide facility assessment to identify:                             <ul style="list-style-type: none"> <li>Current state and adequacy of facilities</li> <li>Anticipated future facility needs including ongoing sustainability and funding of facilities</li> </ul> </li> <li>Conduct District-wide staff level assessment</li> <li>Summarize facility and staff level assessments and service and programming plans (from all initiatives)</li> <li>Compare funding models and levels for comparable systems/districts/etc.</li> <li>Advocate that the IGA incorporate the most recently adopted OLA Standards for Public Libraries</li> </ul>	<ul style="list-style-type: none"> <li>Complete and analyze assessment of existing facilities and anticipated facility needs – FY 19/20</li> <li>Complete and analyze assessment of staffing needs – FY 19/20</li> <li>Analyze assessments and plans to determine revenue needs – FY 20/21</li> <li>Complete comparison of funding models and level for comparable systems/districts/etc. – FY 19/20</li> <li>Include “the most recently adopted” OLA Standards for Public Libraries into the Library District IGA – FY 21/22</li> </ul>



# 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
			<p>2.4.1.2 Explore local cataloging improvements for findability of inclusive materials, as well as advocating for improved subject headings at higher levels.</p> <p>2.4.2 Enhance accessibility of diverse and inclusive programming through collaboration and shared efforts.</p> <p>2.4.3.1 Develop a shared calendar of cultural recognitions and observances.</p> <p>2.4.3.2 Develop/implement shared passive programming for all ages that enhances community building and community dialogue.</p> <p>2.4.3.3 Collaborate on PR efforts to widen access to all programming offerings.</p>
<p>3 Share Our Story</p>	<p>3.1 Develop and implement a public relations strategy to frame and communicate our story.</p> <p>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).</p>	<p>3.1.1 Implement LINCC wide inclusive rebranding</p> <p>3.1.2 Improve LINCC's profile and brand identity.</p> <p>3.2.1 Create a proposal for a successor library district.</p> <p>3.2.2 Build support for getting a successor library district measure on the ballot.</p>	<p>3.1.1.1 Develop plan to begin using new inclusive LINCC branding/logo.</p> <p>3.1.1.2 Select/design, purchase, and distribute branded swag for LINCC staff and for public.</p> <p>3.1.2.1 Create PR to more clearly describe LINCC and its role/relation to individual libraries.</p> <p>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 &amp; cost for centralized services.</p> <p>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.</p> <p>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.</p> <p>3.2.2.2 Investigate support available from Every Library/State Library of Oregon/others.</p>