



# Newberg Public LIBRARY

Enriching & Nourishing the Life of Our Community

## Strategic Plan 2021–2026

**Adopted:**

Newberg Library Advisory Board  
Newberg City Council

January 21, 2021  
February 16, 2021

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# Acknowledgements

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# Introduction

Newberg Public Library, founded in May of 1908, is a much cherished community institution that has served countless residents over its century. We like to say that it's the front porch of the community, and it is from this lens honoring our past that we look to build our future. The last strategic plan ran from 2015 to 2020 and took care of many items that were required at that time. Starting in August of 2019 it was felt by the Library Advisory Board that a new direction was needed for the next strategic plan. One that would address "big, bold, and blue sky" objectives to tackle serious or long-running issues confronting the equity and future of the library service in Newberg. Secondly we kept in mind the need to honor our mission statement:

**Newberg Public Library  
enriches and nourishes  
the life of our community,  
providing countless  
opportunities for the  
integration of people and  
knowledge.**



## Goals & Objectives

**D**uring the fall and spring of 2019/2020 the Library Advisory Board conducted several brainstorming sessions engaging its creativity to develop a short list of truly strategic and frankly hard to achieve objectives for the next five years. These ideas were discussed, distilled and ranked into a short list of Goals and associated tactical objectives by the diligent efforts of the Board. During this process the emergent goals of the City of Newberg were weighed into the mix. A series of public-facing town hall meetings and focus groups would have been the next rational step, then Covid hit.

During the early months of the pandemic the library staff and board had to adapt to rapidly-changing circumstances and the immediate response needs took priority over the plan. By the summer of 2020 deliberations began on how to survey and incorporate public opinion without creating an unsafe condition by gathering persons together. Ultimately open-air meetings were rejected in favor of a digital survey to be run in Spanish and English. This survey was specifically designed to mimic the focus group process and weigh public opinion against the draft survey elements while also checking on current library performance. The results of this survey work that ran from October to December 7, 2020 are gathered in appendix A.

An analysis of the strategic survey prompted the Library Advisory Board to drop three objectives from the list but reaffirmed overall public support for the top level goals. In addition the survey highlighted a range of smaller day-to-day tasks that will be carried out by the library in the course of its workflow during 2021.

This five-year strategic plan seeks to support and strengthen services the library currently provides as well as encourages the library to adapt to changing environmental and community conditions to meet community needs.

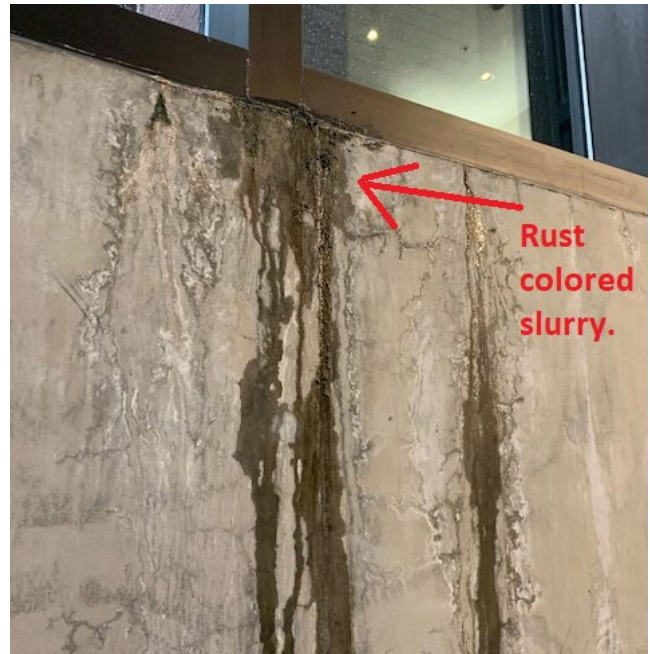
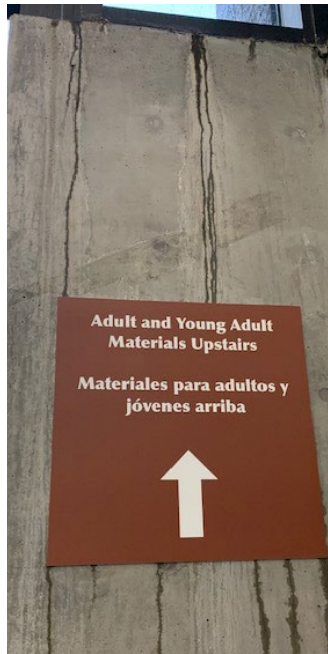
**We are excited to bring you this bold blueprint for change, change that will honor our past while extending and preserving the library and library service for generations to come.**

## Objective A

In line with our mission statement and values, the library team will seek to improve the usability of the library while preserving its physical structure to allow the library to serve future generations.

### Goals:

- A1.** Have the glass atrium and supporting wall evaluated by a professional architectural specialist with the end goal to repair the persistent long-term water issues using a qualified specialized contractor.
- A2.** Design and implement a permanent solution to the flash flooding issue at the amphitheater doors in the children's area.
- A3.** Evaluate the amphitheater and building entrance (stairs) for future improvements to increase building accessibility and safety.



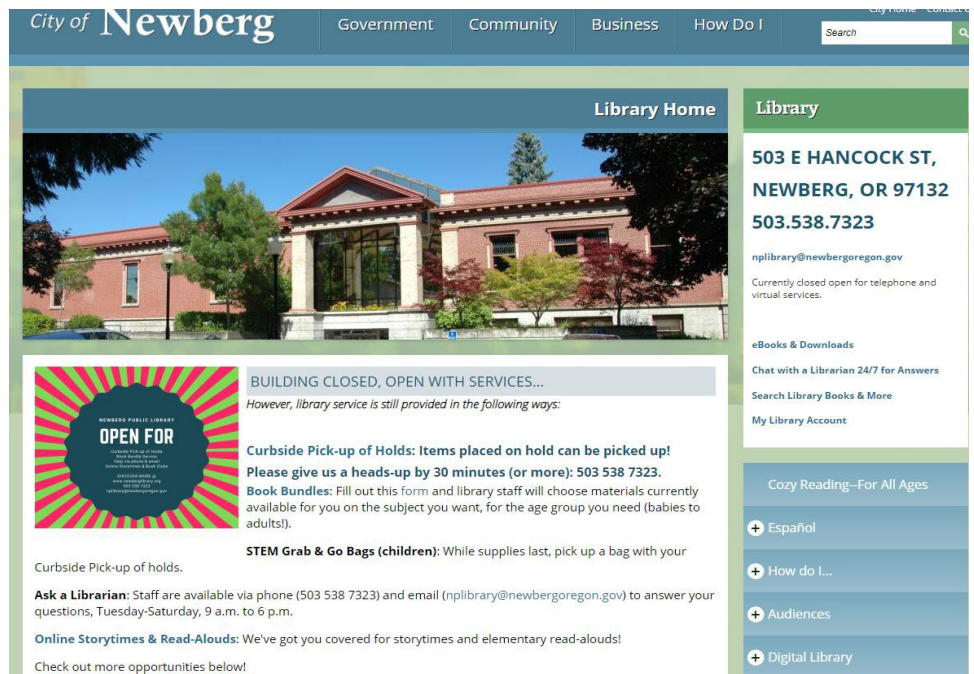


## Objective B

Align physical and digital resources to ensure the library is reaching its service community in both its physical and virtual spaces.

### Goals:

- B1.** Leverage current marketing and engagement platforms (social media, e-newsletter, print pieces, etc.) to raise awareness. Increase reach of marketing and engagement tools. Develop and incorporate assessments and surveys into these tools. Continue to support staff participation in local community groups and events.
- B2.** Create a collection development plan to reflect increased remote usage of resources.
- B3.** Design and pilot a program to increase access to technology for patrons outside the library.



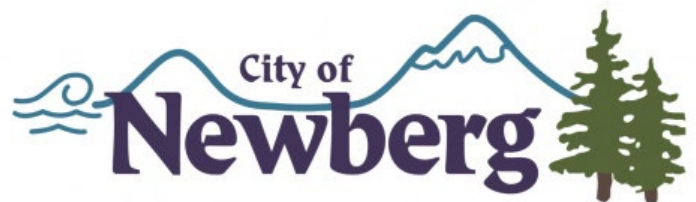
## Objective C

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Reach an agreement in partnership with Newberg City Council, Dundee City Council, and the Newberg/Dundee School District to expand the library's service area to cover all residents inside the school district boundary.

### Goals:

- C1.** Perform a study in conjunction with CCRLS to define costs and challenges of increasing the library service area.
- C2.** Survey current “out of boundary” residents to determine service needs and preferences.
- C3.** Develop multiple service level options and present options to all stakeholders for consideration.



## Objective D

The Library will become a welcoming and accessible space that reflects the cultural diversity of the community it serves.

### Goals:

- D1.** Diversify the Library's collection and programming to reflect community demographics.
- D2.** Support City initiatives related to Diversity, Equity, and Inclusion.
- D3.** Develop a policy/procedure that allows equitable access to the Braille Buddy printer service and identify and market this service to community members or groups that would most benefit from this service.
- D4.** Conduct accessibility audits of the Library's physical and virtual spaces.



Sensory Santa at the Library



Dia de los Muertos event



Taiko Drummers



## Next Steps

The Library Advisory Board and staff will pursue these goals by the creation of sub-committees and dedicated teams of staff or volunteers as required. If fundraising or marketing efforts are required they will be undertaken. Time will be spent to reach consensus with elected officials and appointed officers of local government to achieve these ends. If significant decision points arise, further review and/or public survey work will be conducted.

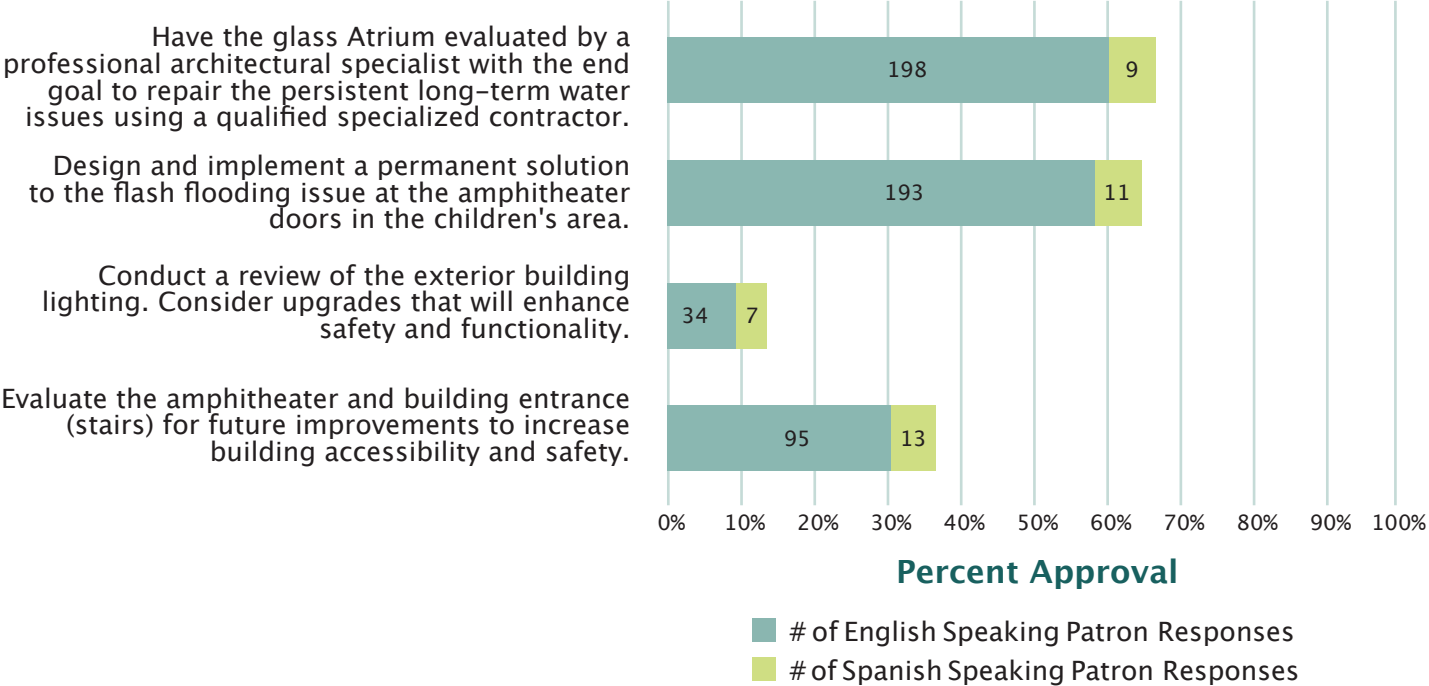


# Appendix A:

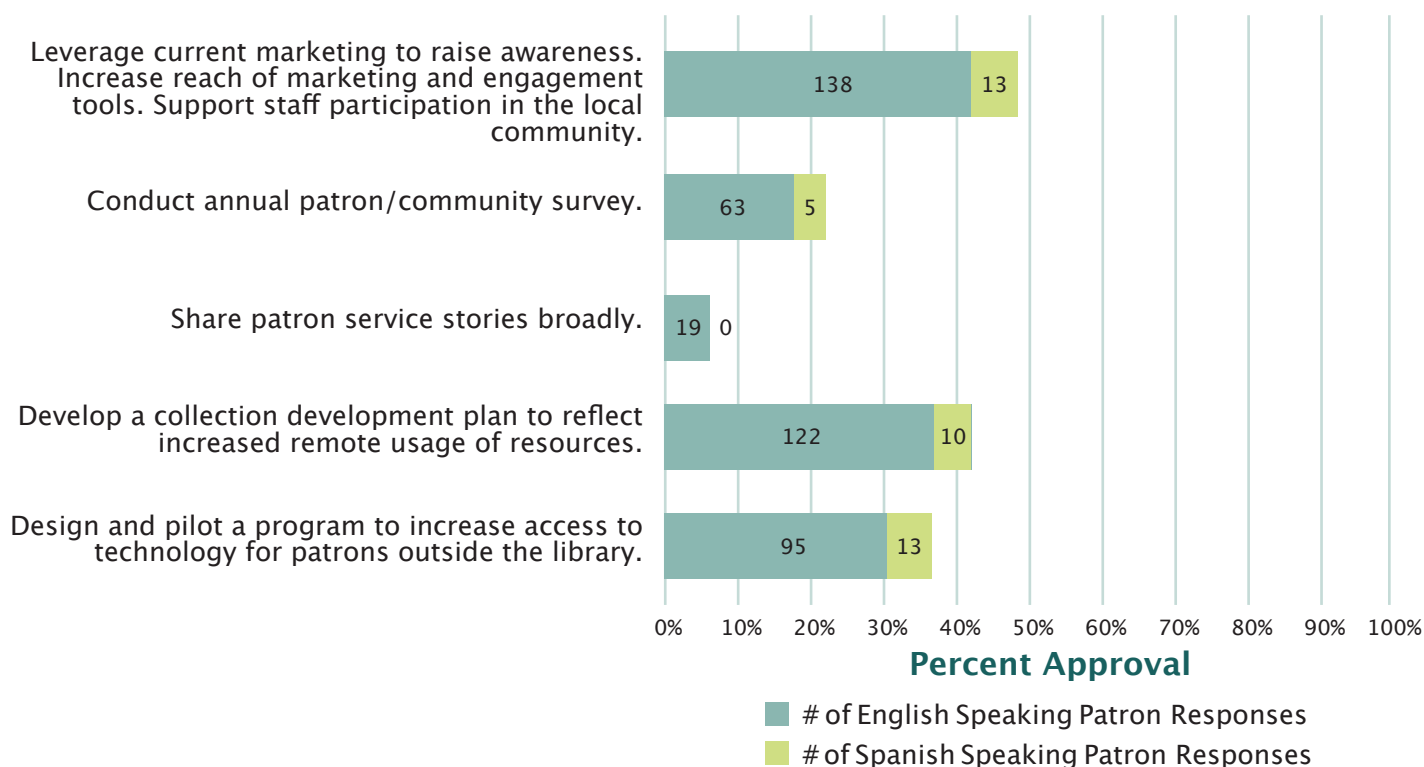
A digital strategic survey was conducted from October to December 7, 2020 to capture feedback focused on the opinions of the public about our proposed strategic plan goals and objectives. As you will see, the survey questions were targeted to serve as a focus on individual strategic plan goals to test for resonance and collect emergent trends in opinion.

The survey was distributed via social media, the library physical and electronic newsletter, and the city news channels as well as via the city web site. In all 311 responded to the survey with approximately 10% leaving additional comments for Library Board consideration. At this time our electronic newsletter readership represents 11,751 persons, believed to be the most active library patrons. As a result we can conclude that the survey reached 3% of active library users and is therefore highly statistically significant.

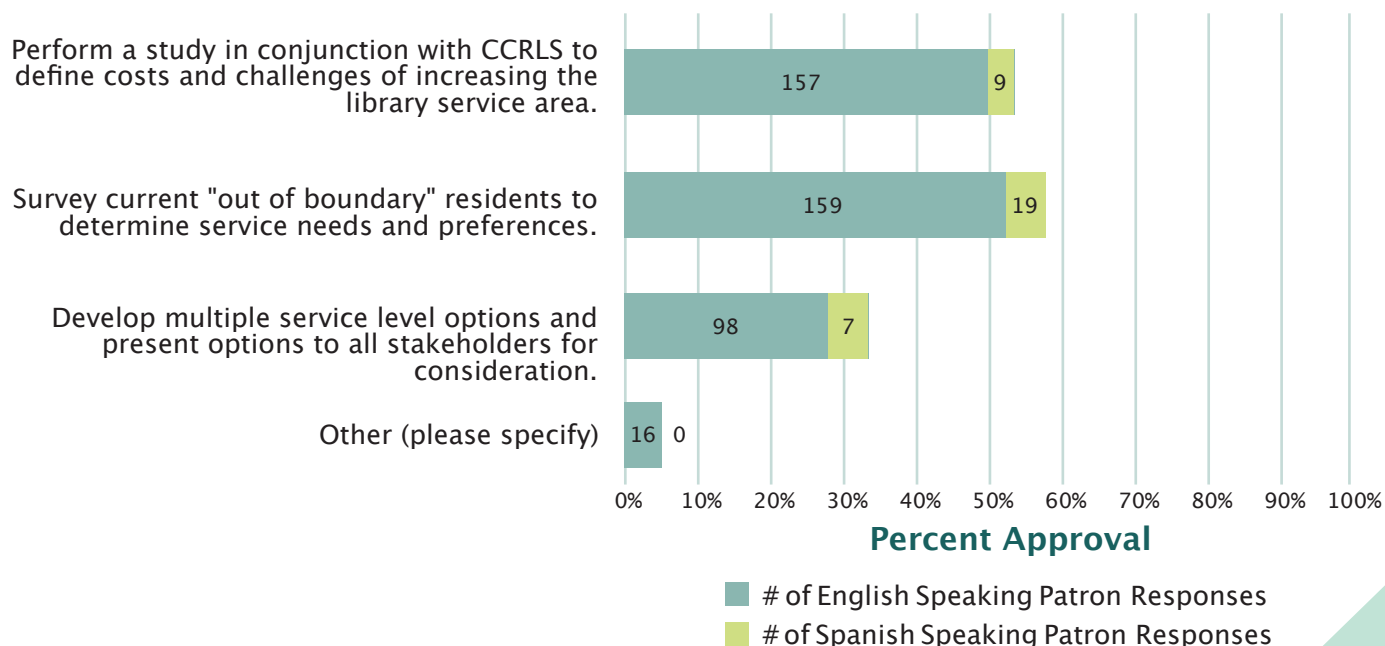
**Q1:** In line with our mission statement and values, the library team will seek to improve the usability of the library while preserving its physical structure to allow the library to serve future generations. Please choose one or two of the following responses:



**Q2:** Align physical and digital resources to ensure the library is reaching its service community in both its physical and virtual spaces. Please choose one or two of the following:

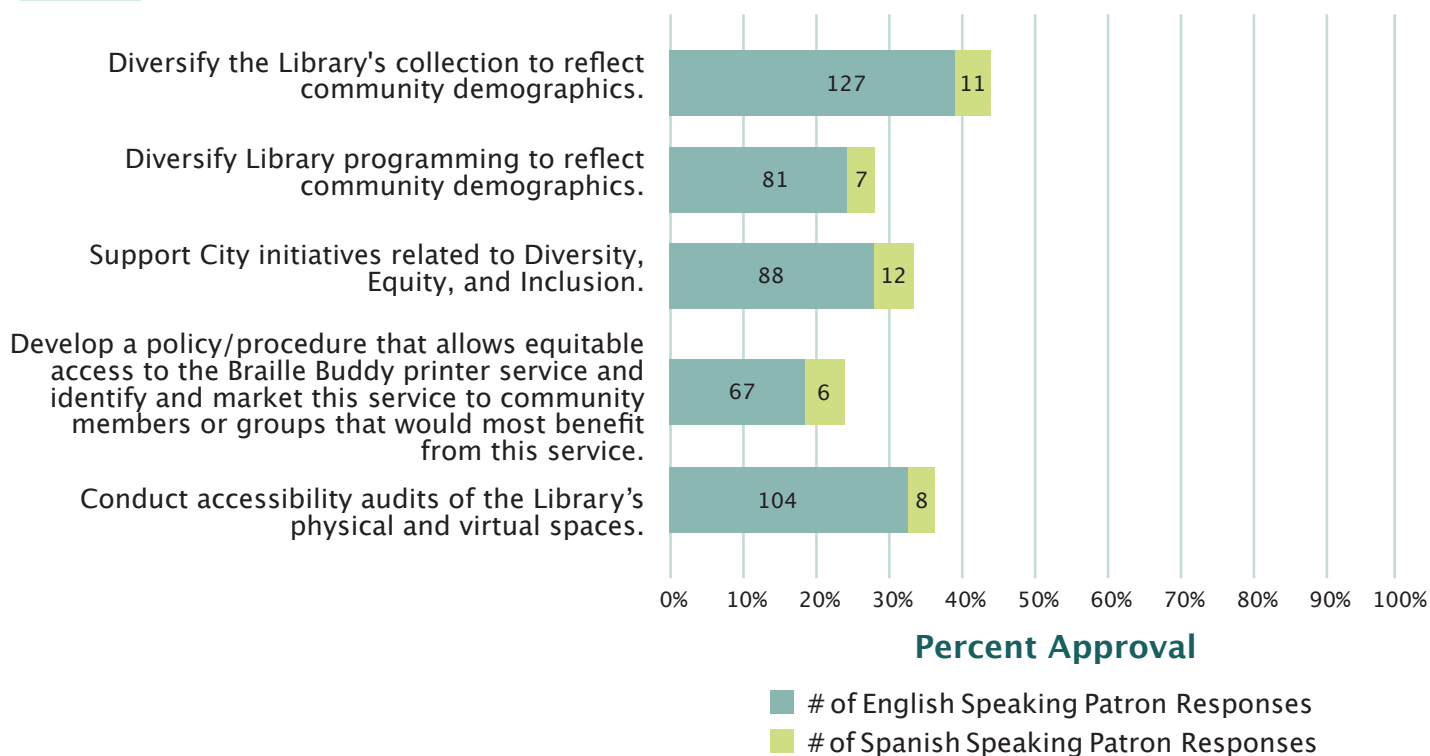


**Q3:** Reach an agreement in partnership with Newberg City Council, Dundee City Council, and the Newberg/Dundee School District to expand the library's service area to cover all residents inside the school district boundary. Please choose one or two of the following:

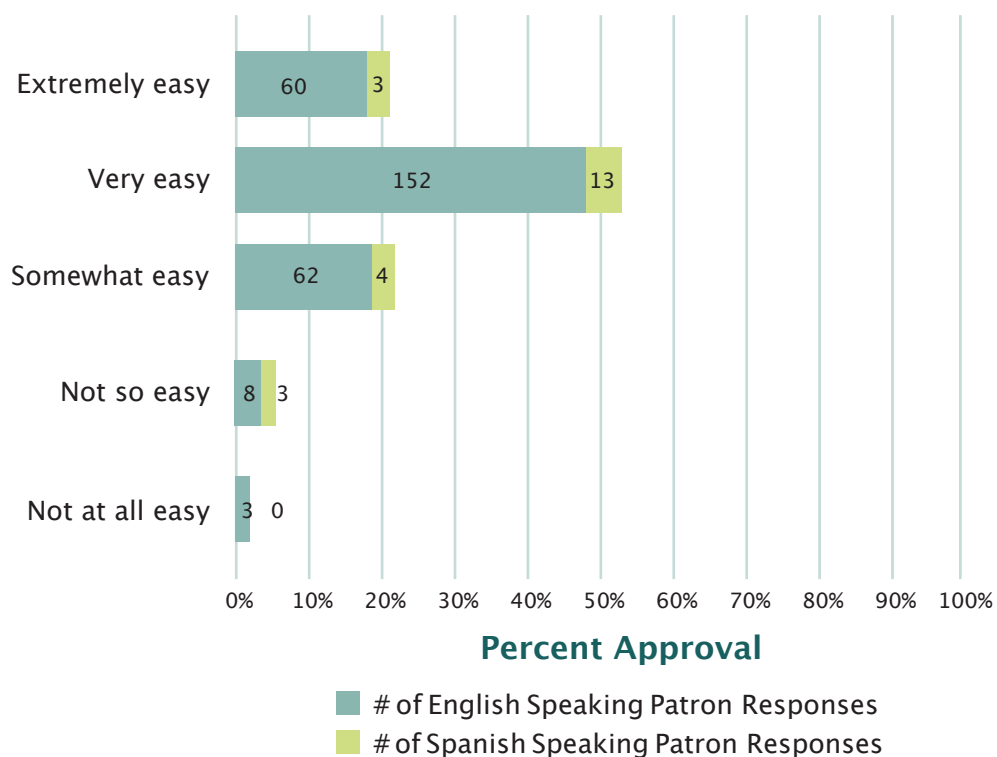




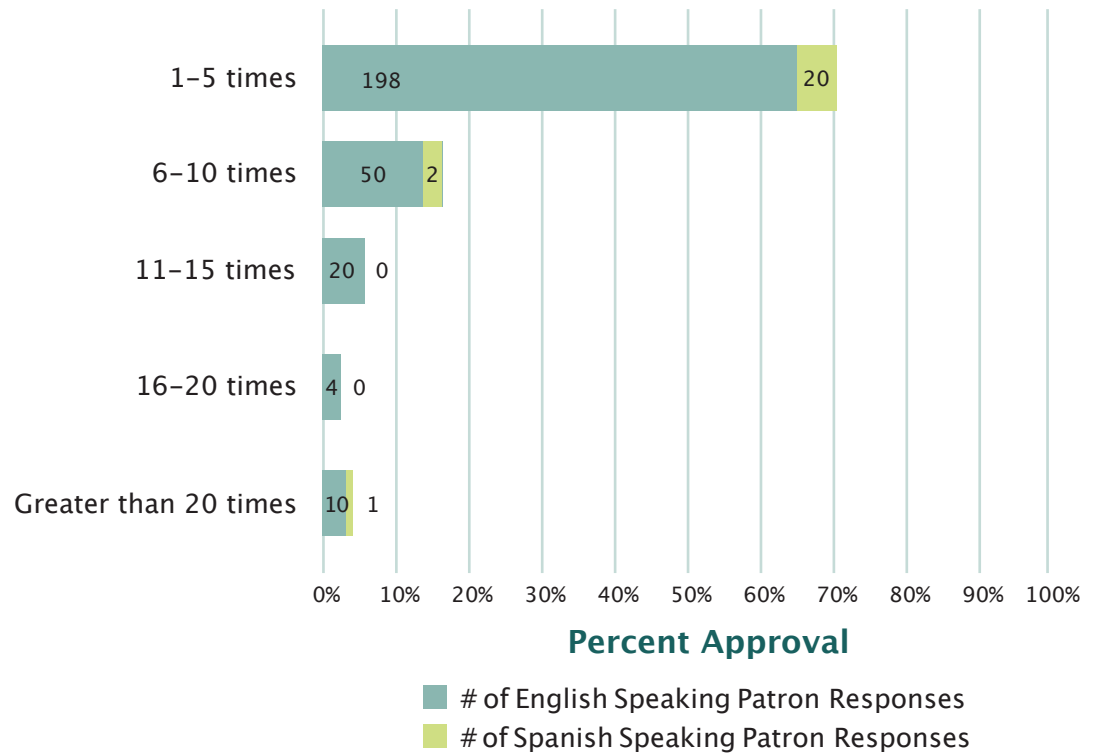
**Q4:** The Library will become a welcoming and accessible space that reflects the cultural diversity of the community it serves. Please choose one or two of the following:



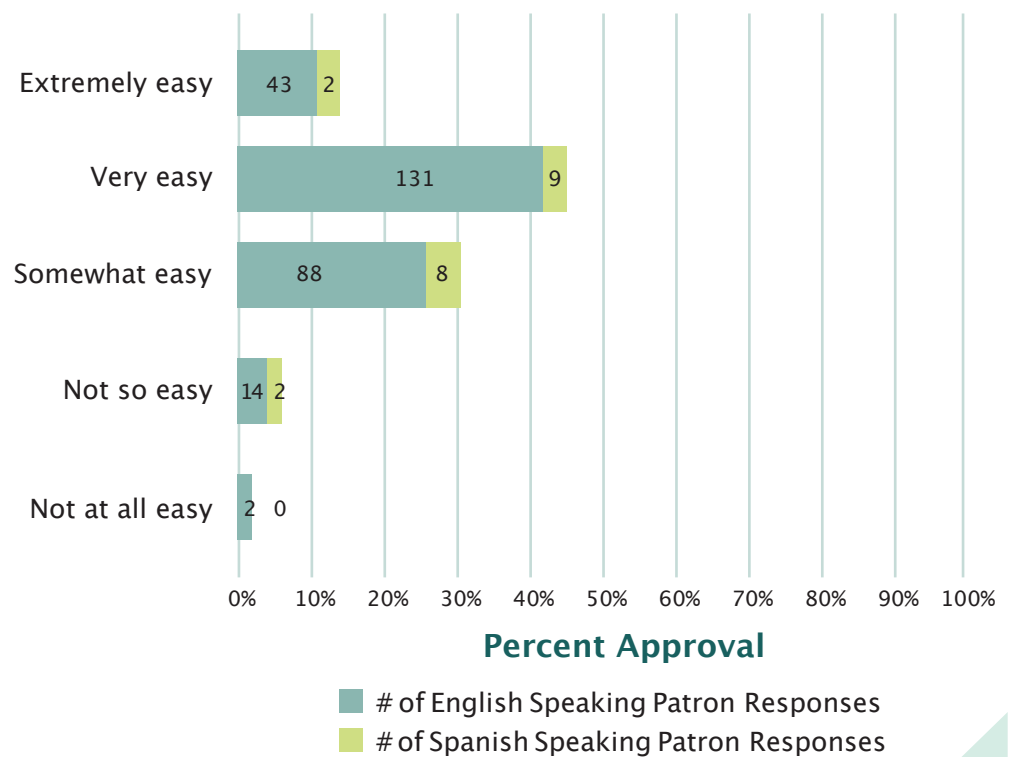
**Q5:** How easy is it to obtain the resources you need from the library system?



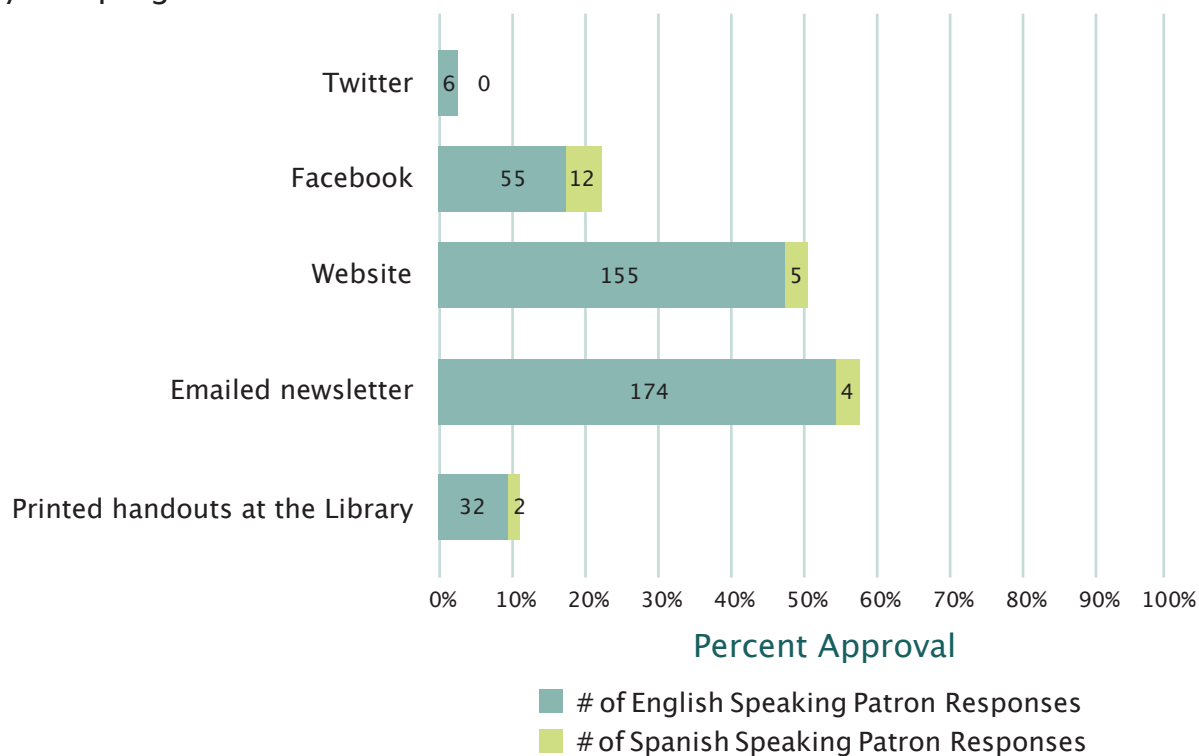
**Q6:** How often do you use the library services in a month?



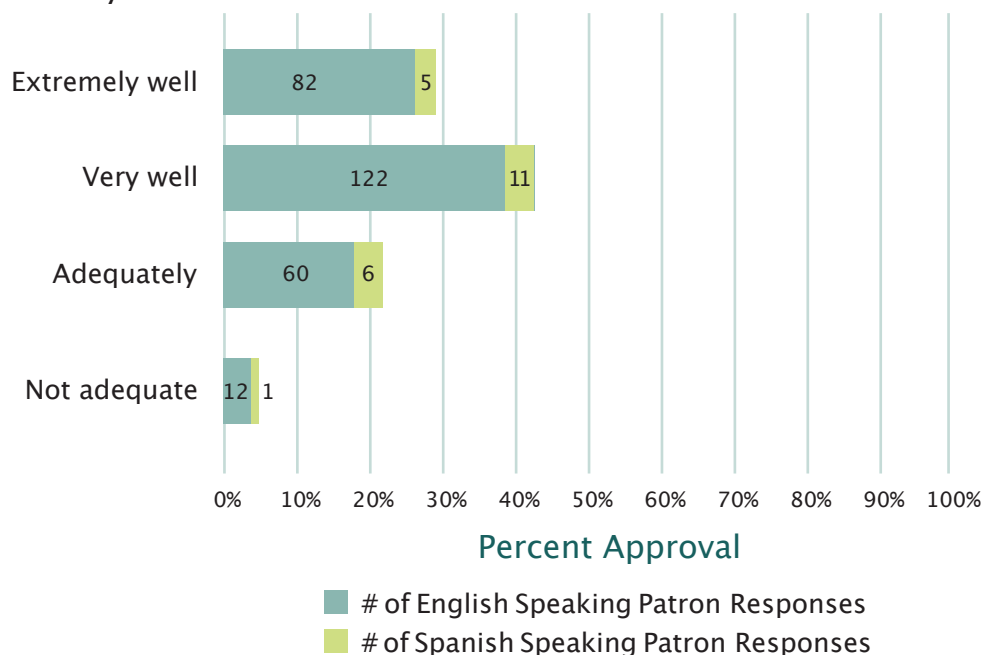
**Q7:** How user friendly is online access to library services?



**Q8:** Which of the following methods do you prefer for obtaining information on the library and programs:



**Q9:** Do you believe the library is a welcoming and accessible space reflecting the diversity of the community it serves?





## Additional Comments & Responses

Approximately 30 participants took the additional time to add illuminating comments about the strategic survey. The Library Advisory Board and Library staff then grouped the responses into emergent themes using thematic clustering and frequency ranking.

### Emergent themes from Question 1 responses:

Theme	Occurrence
Water repairs should be the priority	6
Respondent could not prioritize between Objective 1 options	2
Did not understand clearstory terminology <sup>1</sup>	2
Miscellaneous suggestions for physical changes to the building (move the elevator, move the front access ramp) <sup>2</sup>	1
Make first floor of the Library Annex usable for events	1
Fix the cracks in the building	1
Fix the amphitheater (refers to the unusable space next to the children's room)	1
Add better lighting in the adult fiction area (the Carnegie room)	1
Expand hours and materials transfer	1
Improve parking	1
Ensure new outdoor lighting is dark sky compliant	1

<sup>1</sup> Change terminology to atrium?

<sup>2</sup> Difficult to envisage the advantage or even plausibility of these suggestions.

### Emergent themes from Question 2 responses:

Theme	Occurrence
Did not understand the terminology / found it hard to understand	5
Do not lean into digital offerings at the expense of physical	2
Please prioritize technology / E-books	2
Update website / virtual presence	2
Miscellaneous suggestions connected to rating books / adding warnings to books*	2
All choices in this objective are valid	1
Offer computing classes	1
Support marginalized communities	1
Recognition of the costs for non-Newberg residents	1

\* Contrary to the ALA freedom to read statement.

### Emergent themes from Question 3 responses:

Theme	Occurrence
Statements in favor of a service area expansion, “just do it”	10
Increase access to school aged / homeschool students	2
Create a system with the school district for shared materials	1
Continue to be in the CCRLS network	1
General support of all of these objectives	1
Did not understand the terminology	1
Use grants to allow rural parts of the county to join CCRLS*	1

\* Labor intensive and not a long-term solution.

## Emergent themes from Question 4 responses:

Theme	Occurrence
Support for DEI initiatives or collections, expanding this effort	9
No improvements are needed in this area	4
Statements generally supporting the library	4
Keep the library non-political	3
Statements against DEI initiatives and/or the Pride display	3
Support Braille printing	2
Service area expansion should come before these objectives	1
Don't go too far with DEI (no drag queen story times)	1
Library not a hub for kids	1
Too much focus on Mexican authors rather than other Spanish sources / too much focus on Mexico rather than other Latin populations	1
Questioning DEI terminology	1
Move children's Spanish materials down stairs	1
Update web / virtual presence	1





### Emergent themes from Question 5 responses:

Theme	Occurrence
Comments that the catalog or digital search is poor at the library	7
Comments about Covid regulations or issues reducing library efficacy (some said access was good before Covid)	6
Statements generally supporting the library / service efficiency	4
Support service expansion	4
Mixed opinion on access	4
Electronic access is good in the Covid context	3
Add more of a specific materials type (nonfiction philosophy or audio books)	2
Expand hours / transfers	1
Poor self-check services	1

### Emergent themes from Question 6 responses:

Theme	Occurrence
My usage has reduced due to Covid	11
Statements generally supporting the efforts of the library	2
Not so happy about Covid regulations	2
Support service expansion	2
Would like to use the library more (or more trips)	2
Support service expansion	1
Better E book access is desired	1
Update web site or virtual presence	1

### Emergent themes from Question 7 responses:

Theme	Occurrence
Comments that we are performing poorly in this area	4
Statements generally supporting the efforts of the library	4
App issues /request for training on platforms <sup>1</sup>	2
Would prefer an APP for the catalog	1
Can't prioritize	1
Would like the holds queue count turned on <sup>2</sup>	1

- 1 Review the splash page, is app advice up front and bold?  
Add a video on APP differences?
- 2 A feature, not a problem.

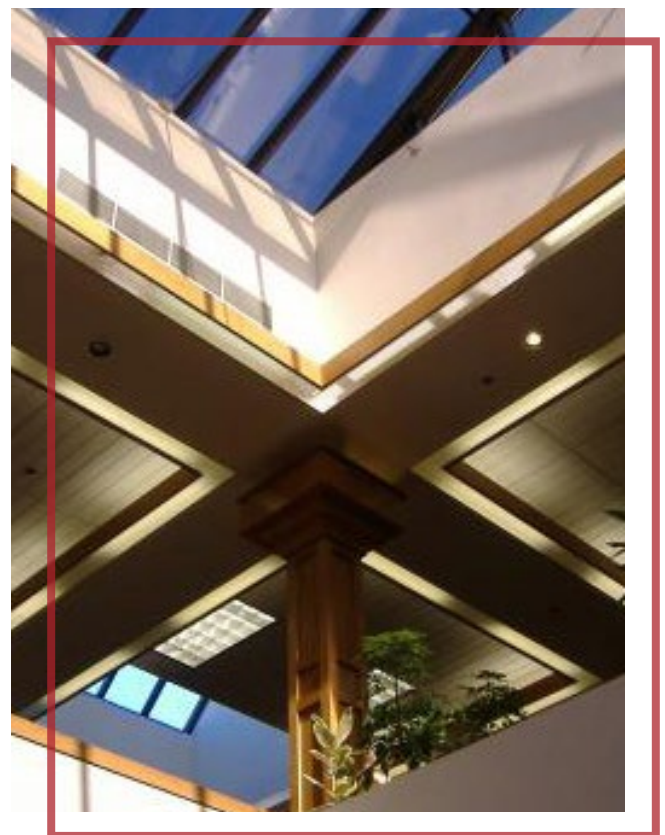
### Emergent themes from Question 7 responses:

Theme	Occurrence
People commented on preferring one platform over another	15
Instagram is best	4
E-newsletter is best	4
Print is better	2
Text or SMS would be better	2
Web site is best	2
Uses Facebook	1
Nextdoor would be better <sup>1</sup>	1
Newberg Graphic	1
I get information from my wife	1

- 1 Not currently used by the library (limited staff, can't do it all).

## Emergent themes from Question 9 responses:

Theme	Occurrence
Support for DEI initiatives or collections	21
Statements against DEI initiatives or the Pride display	8
Can't prioritize between options	6
Statements generally supporting the efforts of the library	5
Physical entrance to the library is poor	3
Library not welcoming (rules, location, or too much DEI)	2
Support service area expansion	1
Library needs more Spanish signage	1
Library needs clear signage / too busy	1
Parking is poor	1
Move children's Spanish materials downstairs	1



## Emergent themes from general comments and questions:

Theme	Occurrence
Statements generally supporting the efforts of the library / doing a good job	24
Statements that don't like how the library is doing / its direction	4
Support service area expansion	4
Support DEI initiatives / collections	4
The entrance is poor	3
Desire more open hours	2
Continue to support Christian heritage and history <sup>1</sup>	2
Improve connections to the school district	2
Join sharing with Washington or other non-PYM counties <sup>2</sup>	2
Parking is poor	2
Hire full time Latinx librarian / more Spanish speaking staff	2
Hire a local historian / archivist	1
No fines for kid's materials	1
Rate books <sup>3</sup>	1
Desire for more E-books	1
Add technology classes	1
Move the holds downstairs <sup>4</sup>	1

1 User education on the 200's section and inspirational collections is indicated.

2 Yamhill is not in the mix agreement, a big lift with no county library service.

3 Could be contrary to the ALA freedom to read statement. Goodreads, NovelList Plus, and Fantastic Fiction are less subjective.

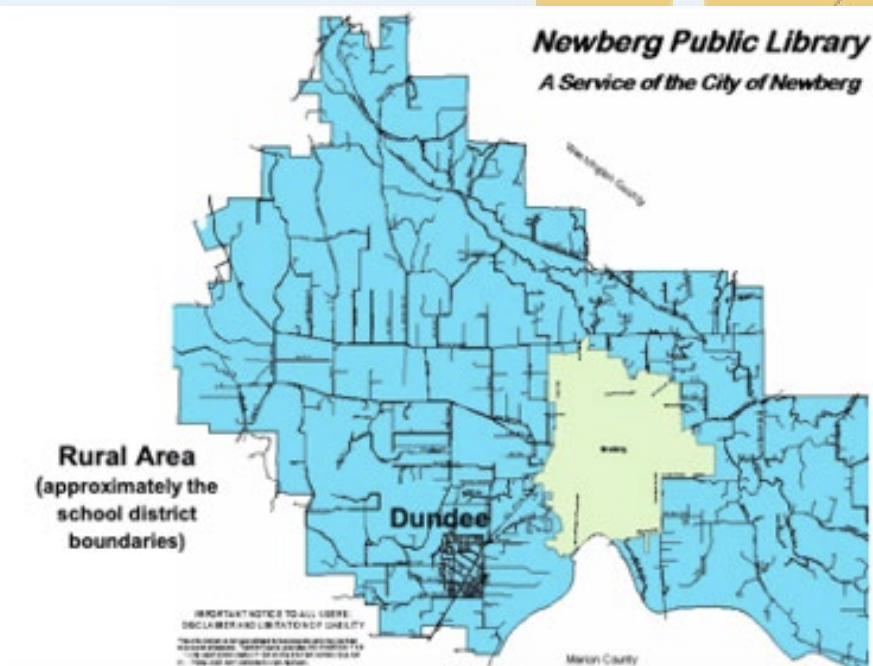
4 Impossible – the library director measured the linear footage in 2019; they would not fit. Great idea however.



## Appendix B:

The city of Newberg is only part of this library's complex service area story. Newberg Public Library is supported by taxpayers within the city limits of Newberg, as part of the Chemeketa Cooperative Regional Library Service or CCRLS (See the first map below).

Dundee and the rural areas surrounding Newberg (the second map, blue area) are not currently part of any library funding agency, neither through the City of Dundee nor the CCRLS district. This area is, however, all part of the Newberg-Dundee School District. Unfortunately adults in these areas are charged \$79 annually for a library card.



## A short history of how this came to pass:

In the 1960s Newberg and other local residents voted to join Portland Community College – or PCC, and pay the property taxes to do so. CCRLS did not exist at the time.

In the 1970s CCRLS was founded, but at a higher tax rate than PCC (0.9784 versus 0.6874). This made switching the territory to CCRLS unattractive for residents. In the 1970s PYM formed (Polk, Yamhill, and Marion county libraries) with expenses covered by CCRLS taxes and under the CCRLS management umbrella. This occurred at the same time as the formation of other nearby library districts like WCCLS and LINCC. PYM required state level negotiations, and resulted in library services covering most of the three counties involved.

As a result most PYM non city residents outside of the PCC “pocket” pay 0.0818 for library services via CCRLS in their property taxes.

Newberg (the city) decided to pay to have its library join PYM / CCRLS since the town is out of this district. Currently Newberg residents are paying \$180,000 per year to share in PYM services!

Due to the lack of rural / Dundee library service in our immediate vicinity there have been several attempts to form a Library District or solve the issue in other ways:

- 1985–86 a test satellite library ran in Dundee for a year, but did not gain support long term.
- 1990s an independent group tried to get library cards access beyond Newberg but this effort did not gain traction.
- 1999–2001 Survey work was carried out to try to form a Library District, leading to a 2003 Dundee council vote. This request was unsuccessful.

Based on recent survey work we hope to bring library service to a larger part of the PCC “pocket” during this five year period.



Newberg Public  
**LIBRARY**

Enriching & Nourishing the Life of Our Community

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