



RESOLUTION No. 2015-3236

**A RESOLUTION ADOPTING THE NEWBERG PUBLIC LIBRARY
STRATEGIC PLAN 2015-2020**

RECITALS:

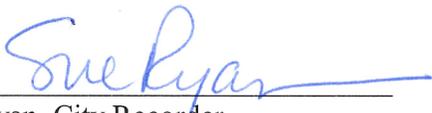
1. The Library Advisory Board worked with a citizen committee as well as library staff to develop a strategic plan for the Newberg Public Library.
2. Highlights of the plan include expanding services with additional library materials and more open hours, partner to expand Newberg's historical resources, expand and analyze programming efforts, develop a new brand and promotion methods, increase technology training and develop a plan to enhance access to technology, be good stewards of the facility by making needed repairs and improvements, cross train staff and look at a variety of efficiencies and expand sources of funding.
3. After review, the Library Advisory Board adopted the Strategic Plan on October 15, 2015, and forwarded it to the City Council with the recommendation the Plan be adopted.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. The City Council adopts the Newberg Public Library Strategic Plan 2015-2020 and encourages the library staff and board to move forward in utilizing the plan to provide quality library service to the Newberg Community, which is attached hereto as Exhibit "A" and by this reference incorporated.

➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: November 17, 2015.

ADOPTED by the City Council of the City of Newberg, Oregon, this 16th day of November, 2015.



Sue Ryan, City Recorder

ATTEST by the Mayor this 17th day of November 2015.



Bob Andrews, Mayor

Newberg Public Library

Strategic Plan 2015-2020

In the fall of 2014, a group of citizens, library users and library staff started the process of developing the library's strategic plan, the fifth since 1993. The previous plans had moved the library forward with service improvements. With the economy growing, the members of this latest planning group started the process with the vision that goals would have the funding needed to make them happen.

The group first looked at where the library was, the starting point. Then two experts from the Oregon State Library and the Washington County Cooperative Library Service shared the possibilities for libraries, the potential that is out there.

Carr Biggerstaff facilitated the next phase of discussion and the group talked about what they wanted to see their library become. This was an opportunity to dream and project a vision for what a library could be for the community.

The group continued to refine their ideas until they became what you will find in these pages; a plan for a library of tomorrow with services that reach into and enhance the lives of those in our community. It encourages everyone in approaching any project or idea, to be **creative**, **open to new concepts**, **innovative**, **original**, **ingenious**, and **imaginative** as well as aware of ways to **leverage** support for those projects or ideas. We encourage readers of this document to watch this future unfold.

Strategic Planning Committee 2014-15

Citizen Members:

Araceli Chavez
Ben Frankamp
Bethany Lee
Melissa Lee
Jakim Lieggi (teen)
Taylor Rockwell (teen)

Library Board Members:

Bob McCombs
Chris Koch
Corina Kanen
Geoff Godfrey
Crystal Garcia
Kerrie Allen

Staff:

Leah Griffith
Director
Korie Buerkle
Assist Director
K'Lyn Hann
Senior Librarian

Facilitator: Carr Biggerstaff

Library Mission Statement

"Newberg Public Library enriches and nourishes the life of our community, providing countless opportunities for the integration of people and knowledge."
Adopted, 2004

City of Newberg Mission Statement

"Newberg will cultivate a healthy, safe environment where citizens can work, play and grow in a friendly, dynamic and diverse community valuing partnerships and opportunity." Adopted, 2011

Strategic Areas of Focus

The plan was sorted into six areas of focus, with objectives determined for each area. An overall strategy was developed as a guideline for all activities and projects.

Overall Strategy

In approaching any project or idea, be **creative, open to new concepts, innovative, original, ingenious, and imaginative** as well as aware of ways to **leverage** support in approaching those projects or ideas.

Strategic Area of Focus 1: Community

Provide excellent service to our members and the community to inspire lifelong learning

Strategic Area of Focus 2: Programming

Work to continually refresh and diversify programming for the community (members and non-members alike) as well as create engaging marketing and communication methods

Strategic Area of Focus 3: Promote

Create new and workable methods to share library services with the entire community

Strategic Area of Focus 4: Technology

Create better technology solutions for members, community and staff to enhance service and communication

Strategic Area of Focus 5: Building/Facility

Provide a safe, well-maintained and welcoming facility that encourages community use

Strategic Area of Focus 6: Operations

Improve operational efficiencies

Strategic Areas of Focus

Strategic Area of Focus 1: Community

Provide excellent service to our members and the community to inspire lifelong learning

Objectives:

- 1.1 Make more resources available to members
 - 1.1a Increase the materials budget
 - 1.1b Work with CCRLS to leverage more online, system-wide resources

- 1.2 Revise the non-resident fee information (to Dundee and rural residents) to present it in a more positive light and include multiple services available
 - 1.2a Develop a new brochure by 2016
 - 1.2b Start a fundraising campaign for scholarship funds for non-resident households, starting in 2016 with at least \$1,000 annually

- 1.3 Expand Hours, looking at creative ways to do so
 - 1.3a Get community input on Sundays or Mondays, evenings, etc.
 - 1.3b Work with the city to prioritize additional hours

- 1.4 Actively participate in the Newberg Cultural District, considering the library's goals and needs
 - 1.4a Advocate for replacing the Annex with a performance stage including storage, green room, public restrooms, etc.

- 1.5 Partner with the Historical Society, Historical Commission. Newberg Graphic and GFU archivist to increase local history resources.
 - 1.5a Raise funds for and make the Newberg Graphic 1899-1922 available online by 2017

- 1.6 Increase library staff involvement with community groups/activities outside the library
 - 1.6a Report to the board on library staff community connections in 2016
 - 1.6b Support staff involvement with appropriate support for dues and work time

- 1.7 Work with local and regional agencies to develop a megaquake disaster plan for the NPL and determine how we can serve the community in a disaster
 - 1.7a Participate in the Oregon Shake Out program each October
 - 1.7b Develop a plan by 2018

Strategic Area of Focus 2: Programming

Work to continually refresh and diversify programming for the community (members and non-members alike) as well as create engaging marketing and communication methods

Objectives:

- 2.1 Identify programming partners such as the Cultural Center, PCC, community supported agriculture, the local wine industry, etc.
 - 2.1a Evaluate providing fee-for-service child-care for events such as “Date Night,” First Friday, etc.
 - 2.1b Partner with at least four groups each year
- 2.2 Coordinate more library-wide programs between individual divisions
 - 2.2a Plan at least one series and one coordinated theme for programming each year
- 2.3 Analyze programming for effectiveness based on outcomes, cost, and attendance
 - 2.3a Develop an online report form to analyze outcomes by 2016

Strategic Area of Focus 3: Promote

Create new and workable methods to share library services with the entire community.

Objectives:

- 3.1 Look for ways to generate “excitement”
 - 3.1a Make this a topic for each staff meeting
 - 3.1b Provide at least one “exciting” activity each quarter
 - 3.1c Identify “exciting” partners and opportunities
- 3.2 Create a library brand that reflects this excitement and ensure consistency in advertisements, windows and interior signage, and print pieces, etc.
 - 3.2a Develop a new brand, logo, window displays, etc. by the end of 2016
 - 3.2b Refresh the welcome brochure with the new brand by the end of 2016
 - 3.2c Revise signage to reflect the new brand by 2017
- 3.3 Explore different avenues of promotion
 - 3.3a For example: partner with local realtors to ensure their new-to-Newberg clients know about the library with a variety of communication methods starting in 2016
- 3.4 Promote the library to non-members (e.g. college students for pleasure reading, etc.)
 - 3.4a Use social media to continuously promote library services

Strategic Area of Focus 4: Technology

Create better technology solutions for members, community and staff to enhance service and communication

Objectives:

- 4.1 Investigate Makerspace options and implement as appropriate
 - 4.1a Investigate and if appropriate, add a 3D printer and/or Maker Boxes (kits of tools and supplies to allow members to try out various maker activities i.e. knitting, robotics, cooking) starting in 2016 with the assistance of volunteers and/or interns.
 - 4.1b Consider offering/participating in a Maker Faire in 2017

- 4.2 Provide training with *Book A Librarian* or *Genius Bar* concepts to provide members and the community with opportunities to improve their technology skills
 - 4.2a Develop these training tools by 2016

- 4.3 Develop and utilize a technology plan that includes replacing computers and adding new technology such as a public scanner, e-readers and laptops.
 - 4.3a Complete a technology plan by the end of 2016 as part of *The Edge* program offered through the Oregon State Library

Strategic Area of Focus 5: Building/Facility

Provide a safe, well-maintained, and welcoming facility that encourages community use

Objectives:

- 5.1 Review and reconfigure upstairs workrooms, the help desk and public computing areas, etc. for better access and efficiency
 - 5.1a Install a new upstairs service desk by 2016
 - 5.1b Revise public computing areas by 2016
 - 5.1c Review and rearrange all work areas by 2019

- 5.2 Make improvements to landscaping, considering the Cultural District needs as well as ease of maintenance
 - 5.2a Work with City Public Works as well as the Cultural District Board on a continuing basis

- 5.3 Maintain the physical structures
 - 5.3a Repair outside brick work, trim etc.
 - 5.3b Paint interior of Carnegie
 - 5.3c Maintain a regular cycle for building improvements
 - 5.3d Improve interior janitorial service
 - 5.3e Maintaining a regular cycle for building inspections and repairs

- 5.4 Develop 211 N. School for delivery location and staff parking
 - 5.4a Find funds to demolish and then build a parking lot/delivery area by 2018
- 5.5 Maintain 211 N. Howard (Library Annex) until it is removed for Cultural District stage
 - 5.5a Work with the Cultural District, the City and CPRD for the revisions

Strategic Area of Focus 6: Operations

Improve Operational Efficiencies

Objectives:

- 6.1 Cross-train staff to break down division silos and increase efficiency
 - 6.1a Train all staff to perform basic check out operations
 - 6.1b Train all staff in basic reference interview techniques
- 6.2 Provide opportunities for staff to develop additional skills
 - 6.2a Provide staff the time to participate in webinars and other training opportunities at a rate of at least 1 hour per month
- 6.3 Revise circulation area for better efficiency for members and staff
 - 6.3a Establish member self-pick-up of holds areas by 2016
 - 6.3b Add additional self-check capacity in 2017
 - 6.3c Install RFID with CCRLS taking the lead in 2017
- 6.4 Review staffing levels as self-check, self pick up of holds and retirements occur that change operations and resources
 - 6.4a Revise job descriptions and responsibilities as retirements and staffing changes occur
- 6.5 Develop a volunteer recruitment program for volunteers with specific job descriptions and skills
 - 6.5a Develop the *Summer Internship* program for the 2016 season
 - 6.5b Develop "job ads" for specific volunteer tasks by 2017
- 6.6 Expand sources of funding
 - 6.6a Pursue at least two grants each year
 - 6.6b Pursue putting the Carnegie Library on the Historic Registry to be eligible for grants
 - 6.6c Work with the Library Foundation to increase the endowment to build a rainy day fund for operations
 - 6.6d Develop a spring and fall book drive program with the Library Friends each year to increase their stock and subsequent sales

Background

The library provides...

- Access to over 2 million items in the catalog, through the partnership with the Chemeketa Cooperative Regional Library Service (CCRLS)
- A mobile app for smart phones or tablets where members can place holds or access audio books to listen to on the go as well as other activities
- Computers, printers and WiFi access for applying for jobs, completing resumes, e-mail, plane tickets, research, and more
- Ebooks to download to readers, iPhones, iPads or more
- Early Literacy classes for preschoolers for readiness for school
- Test proctoring for students in online or remote education courses
- Chilton's Auto Repair guides available free online to card holders
- Learning Express which provides test practice (GED, etc) online and is free to card holders
- Access to libraries throughout Oregon (the coast, Washington County, eastern Oregon, etc) through the Oregon Library Passport Program
- Free, or reduced, admission to Evergreen Museums, Portland Japanese Garden, Portland Art Museum and other venues to local library card holders
- Book clubs for adults and kids on a regular basis
- Books and storytimes in Spanish
- Access to books in almost every library in the country, even world, through interlibrary loan
- Ancestry.com and other genealogical resources
- Books, DVDs, CDs and magazines on a wide variety of topics for you to check out

Key Issues

Reduced Book and Materials Budget

- The budget for books and materials (AV, magazines, databases, etc.) since 2008 has gone down and in 2014-15 it was at the same level as 1988. In 2015-16, the budget was restored to \$87,000, which are pre-recession levels. Average for comparable libraries is \$111,063.

Access to the Library

- The library is open just 37 hours a week, considerably lower than comparable libraries at 54 hours a week and the Oregon Library Association standards of 40 hrs deemed essential/minimal.
- The standards list 55 hrs per week as enhanced service levels and 70 hrs per week is considered exemplary service levels. This is for libraries serving up to 24,999 residents. For libraries over 25,000, the standards go to 50 for essential/minimal, 60 for enhanced and 75 hours are considered exemplary.

Repairs to Facility

- The “new” library is 31 years old and the “old” library is 103. The facility needs continued maintenance. The roof is scheduled for replacement in October, 2015, however the outside trim needs painting, repairs to the fascia are needed and in about 5-10 years the carpet will need to be replaced.
- The remodeled Children’s Room (2014) was done with donations and grants and the Library Foundation supported new furnishings throughout the upstairs in 2014-15. The “temporary” reference desk from the 1990’s will be replaced in Fall, 2015.

Newberg Cultural District

- The Library is one of the central facilities within the Newberg Cultural District (NCD) along with the Chehalem Cultural Center. The Library Annex and Carnegie Court (the grassy area) are key components of the district along with the north end of Howard Street (library parking). The Annex eventually needs to be removed and new stage, storage, green room, public restrooms etc. needs to be built in its place.
- As the NCD develops, Howard St (library parking area) will be revised which should allow for a better entrance to the library and connect the area to the recently designed Sheridan Street area. With changes to Howard St, the regional library district’s 40 foot daily delivery truck would likely not be able to enter the library through Howard St. and the city owned building at the rear of the library (211 N. School St) would need to be removed and turned into a parking lot and truck delivery area.

Statistics and comparisons with other cities

Newberg continues to have great participation in classes and activities offered by the library. The early literacy and early learning activities are a very active part of service with hundreds attending the storytimes each week. Class and event attendance is greater than average for comparable libraries with Newberg ranked in the top 15% statewide.

Checkouts are lower than most other libraries due to the fact that Newberg charges for a library card for those living outside the city limits. The other libraries are all part of cooperatives or county systems that provide library service at no charge for those living close by, but outside the city limits. Many of the libraries are in the metro area with large numbers of people residing just outside the city limits and, due to county funding for those libraries, these residents receive free service. Newberg charges \$79 annually for a library card to those in Dundee and rural Newberg, which obviously limits use.

Newberg is below average for the number of librarians with a Masters in Library Science degree. We are ranked 38th in the state but we are the largest community to have so few professional librarians on staff.

Newberg is open just 37 hours per week, the lowest number of hours for comparable libraries and 87th in the state. Most libraries open 37 or fewer hours are in communities of 5,000 people or fewer except for the very economically depressed areas of Josephine, Douglas and Jackson counties. The state median is 44 open hours per week.

| | Registered Borrowers | Total Program Attendance | Total Checkouts | Librarians with MLS | Hours Open |
|-----------------------|---------------------------------------|---------------------------------------|--|--------------------------------------|------------------------------------|
| <i>Newberg</i> | <i>(7th) 17,654</i> | <i>(4th) 17,288</i> | <i>(9th) 291,850</i> | <i>(10th) 2.00</i> | <i>(10th) 37</i> |
| Woodburn | 15,730 | 4,909 | 157,163 | 3.75 | 45 |
| McMinnville | 24,353 | 14,582 | 351,672 | 5.73 | 45 |
| Sherwood | 11,443 | 12,887 | 367,240 | 3.60 | 60 |
| Forest Grove | 13,276 | 6,727 | 383,207 | 3.80 | 51 |
| Tualatin | 20,413 | 18,074 | 704,234 | 7.00 | 65 |
| West Linn | 18,148 | 16,912 | 653,925 | 7.00 | 56 |
| Wilsonville | 18,100 | 29,624 | 507,338 | 4.63 | 61 |
| Milwaukie | 20,404 | 17,310 | 725,861 | 5.55 | 66 |
| <u>Oregon City</u> | <u>20,278</u> | <u>5,886</u> | <u>482,036</u> | <u>3.30</u> | <u>56</u> |
| Average | 17,980 | 14,420 | 462,453 | 5 | 54 |

(Statistics from 2013-14, the last full year of statistics for Oregon libraries)

Numbers in () are Newberg Library's rank with these 10 comparable libraries

Service Area

Newberg Public Library is supported by the tax payers within the city limits of Newberg and those within the Chemeketa Cooperative Regional Library Service District. Dundee and the rural areas surrounding Newberg are not part of any library funding district and residents are provided with full library service for a fee of \$79 annually (\$70 for seniors). The Newberg City Council, through a generous program, provides library cards for youth (high school and younger) which provides access to Newberg's collection.

