



State Library
of Oregon

State Library of Oregon Strategic Plan

2020 – 2023

Revised January 2021

Introduction



A handwritten signature in black ink that reads "Jennifer Patterson". The signature is fluid and cursive.

Jennifer Patterson
State Librarian
State Library of Oregon

The State Library of Oregon's strategic plan, as approved by the State Library Board, will guide the work of the State Library over the next three years. This plan is the culmination of engagement with stakeholders and staff to determine priority needs and interests. A new vision and mission along with updated values will center the State Library's focus and work in the coming years.

The strategic plan will be a living document, with revisions made as necessary to reflect a changing landscape. Adopted just as the COVID-19 pandemic began having widespread impacts throughout Oregon, it is certain that needs and priorities will emerge as the impacts of the pandemic continue to become more fully known and experienced. Given what we know at this time about the needs of our users and communities, these are the highest priority initiatives:

- **Equity, Diversity, and Inclusion:** Host trainings and establish resources that support staff in developing, building, and utilizing EDI competencies. Develop and implement an equity lens for State Library use in reviewing and creating policies, programs, and services that remove barriers and address potential bias.
- **Workforce Recovery and Development:** Develop strategies and initiatives to assist libraries as they enhance and grow workforce development programming and activities. Work with state and regional workforce development agencies and organizations to identify collaborative opportunities with local libraries.
- **Continuing Education for the Library Community:** Improve the State Library's continuing education program for library staff across Oregon through programming that is relevant and responsive to user needs.
- **Talking Book and Braille Library Service Enhancement:** Expand title selection and reduce wait times for Talking Book and Braille Library users by implementing the Duplication On-Demand service model.
- **Service to State Employees:** Enhance the user experience for state employees and the Legislature by upgrading the State Library's account management and related systems. Migrate the Government Services patron database from its legacy platform to a sustainable integrated system.

Vision, Mission, and Values

VISION: Equitable access to library and information services for all Oregonians.

MISSION: The State Library of Oregon cultivates, preserves, and delivers library and information services to foster lifelong learning and community engagement.

VALUES

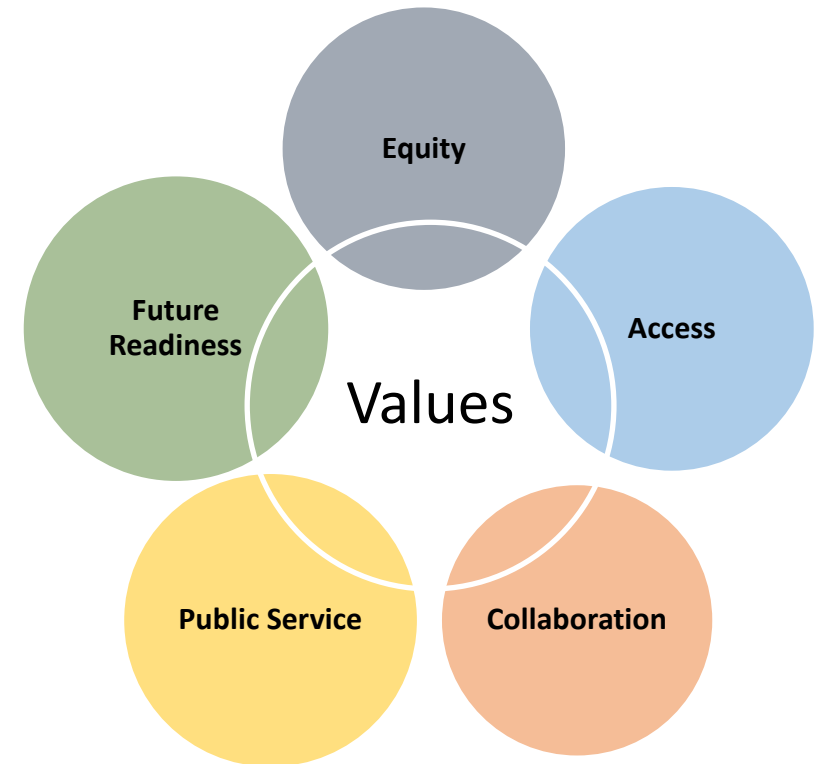
Equity: We challenge our personal and organizational biases in order to improve our practices and better serve all communities.

Access: We commit to ensuring information is preserved, discoverable, and available.

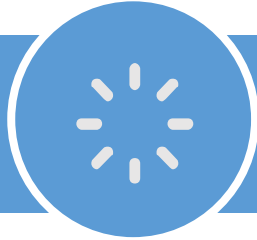
Collaboration: We invest in sustained and intentional partnerships by sharing expertise and resources to achieve mutual goals.

Public Service: We deliver excellent customer service and stewardship of resources to support democracy and the public good.

Future Readiness: We anticipate and respond to evolving trends and needs of all Oregonians.



Strategic Focus Areas



Deliver responsive programs and services



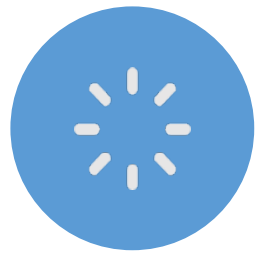
Enhance strategic partnerships and engagement



Generate awareness of and support for Oregon libraries



Build agency infrastructure and capacity



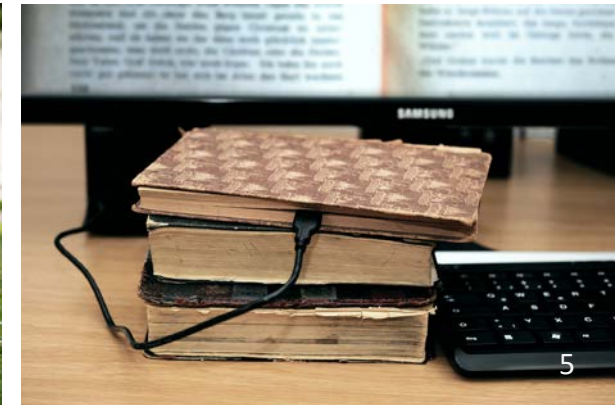
Deliver responsive programs and services

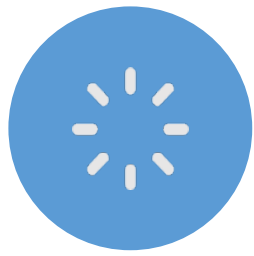
GOALS

- Oregonians pursue learning that contributes to their personal well-being and the well-being of their community.
- Oregonians are connected to state government and Oregon's heritage through digital initiatives and preservation strategies.
- Stakeholders' interests and needs are reflected in relevant and effective programs and services.

OBJECTIVES

- Equip Oregon library staff to respond to changing demographics and to the community needs of early learners (children 0-5 years old).
- Grow workforce development efforts to enhance the contribution local libraries can make to economic and community well-being.
- Increase access to local-interest books available to print disabled individuals.
- Enhance preservation and access to physical and digital library and heritage collections.
- Improve user experience with State Library services to retain and grow the user base.





Initiatives

Priority Initiatives 2020 – 21

- Develop strategies and initiatives to assist libraries as they enhance and grow workforce development programming and activities.
- Improve the State Library's continuing education program for library staff across Oregon through programming that is relevant and responsive to user needs.
- Expand title selection and reduce wait times for Talking Book and Braille Library users by implementing the Duplication On-Demand service model.
- Enhance the user experience for state employees and the Legislature by upgrading the State Library's account management and related systems.

Key Initiatives 2020 – 23

- Align Ready to Read Program goals to other state early literacy initiatives, such as Raise Up Oregon and Early Learning System.
- Provide tools and support to libraries and heritage organizations to ensure long-term access and preservation of local digital collections throughout Oregon.
- Contribute to the collection of audio books available to Talking Book and Braille Library users throughout Oregon and across the country by recording Oregon-interest books and uploading them to BARD (Braille and Audio Reading Download).
- Implement Talking Book and Braille Library user engagement strategies:
 - Better understand and meet the needs of registered Braille readers by determining what factors affect their reading habits.
 - Proactively contact and support Talking Book and Braille Library users to increase retention.
 - Broaden outreach efforts and engagement strategies for school-aged users (youth 0-21 years old) to increase readership and circulation.
- Improve the environment and security of State Library permanent collections by evaluating current use of space and creating a plan for changes.



Enhance strategic partnerships and engagement

GOALS

- State employees and the public receive seamless information and research services through partnerships and collaborations with state agencies.
- Oregon communities receive more robust services when libraries collaborate with agencies and organizations around mutual interests.

OBJECTIVES

- Maximize the use of library and information resources and reduce duplication between agencies.
- Develop partnerships that leverage existing infrastructure and shared expertise to improve service delivery.





Initiatives

Priority Initiative 2020 – 21

- Work with state and regional workforce development agencies and organizations to identify collaborative opportunities with local libraries.

Key Initiatives 2020 – 23

- Expand opportunities for state employees' professional development by partnering with state agencies to provide interagency training and awareness activities.
- Provide seamless service and referrals to users by developing strategies within the State Library and with partner organizations.
- Strengthen the state's early learning infrastructure by building connections among Oregon libraries, early learning hubs, and other local organizations.
- Develop and grow a Northwest heritage network that provides a robust system for access and long-term management of local digital collections in partnership with the Washington State Library and Oregon Heritage Commission.



Generate awareness of and support for Oregon libraries

GOALS

- Stakeholders understand and appreciate the impact of State Library programs and services on individuals and communities.
- Oregonians understand and appreciate the value and impact libraries throughout Oregon have on individuals and communities.

OBJECTIVES

- Increase awareness of and engagement with the State Library.
- Make data and tools available to library staff across Oregon to effectively communicate the positive impact of libraries on community well-being.





Initiatives

Key Initiatives 2020 – 23

- Demonstrate the value of the State Library through the development and implementation of a communications plan that includes outreach, awareness campaigns, and consistent messaging.
- Promote State Library services among all user groups through the delivery of outreach programs and events.
- Create tools that assist Oregon library staff in making data-driven decisions by collecting, synthesizing, and analyzing relevant data sets.
- Empower libraries across Oregon to demonstrate their current and future value through the use of data and stories.
- Align data dissemination and access efforts with state open data initiatives.



Build agency infrastructure and capacity

GOALS

- Staff are empowered to deliver quality services and programs through updated technology tools and professional development opportunities.
- Staff integrate anti-racism, equity, diversity, and inclusion principles into daily work, decision-making, and programs and services.

OBJECTIVES

- Modernize critical library systems to increase reliability, effectiveness, and sustainability into the future.
- Enhance staff knowledge and skills to ensure successful strategic plan implementation and personal development.
- Increase employee anti-racism, equity, diversity, and inclusion competencies.
- Increase access to State Library services for populations that are being, or have historically been, underserved or marginalized.





Initiatives

Priority Initiatives 2020 – 21

- Provide ongoing learning opportunities for State Library staff to deepen understanding and practice of anti-racism, equity, diversity, and inclusion principles and strategies.
- Develop and implement an equity framework to assess and improve our policies, programs, and services, remove barriers, and address potential bias.
- Migrate the Government Services patron database from its legacy platform to a sustainable integrated system.

Key Initiatives 2020 – 23

- Assess needs and plan for increased State Library engagement with Oregon's federally recognized tribes.
- Implement new technology to monitor state agency web publishing and collect digital Oregon state government publications.
- Migrate the Oregon Library Directory and Libraries of Oregon from legacy platforms to stable environments that reflect current web standards.
- Build staff skills and implement consistent agency practices in needs assessment, project management, and outcome-based evaluation.
- Align individual staff development plans with the State Library's strategic priorities.