



STAFF REPORT

Meeting Type: City Council
Meeting Date: November 3, 2025
From: Sarah McIntyre, Library Director
Subject: Plan Adoption: Library Strategic Plan 2025-2028

DECISION TO BE MADE:

Whether to adopt the 2025-2028 Sandy and Hoodland Libraries Strategic Plan

APPLICABLE COUNCIL GOAL:

n/a

BACKGROUND / CONTEXT:

Libraries engage in Strategic Planning processes to focus limited resources on services prioritized by the community to have the greatest impact and meet community needs. The last Strategic Plan was brought to City Council in March 2017 and was meant to be for 5 years. With COVID-19 shutdowns and service changes that occurred, the Library Advisory Board recommended extending the plan by two years to have the time and ability to accomplish our goals. This plan ended in June of 2024. In our 2017-2024 Strategic Plan we had 7 areas of focus with 10 goals and 33 objectives within those goals. We were successful in 22 of these objectives, failing to fully reach 11.

For this Strategic Plan, the library engaged Darci Hanning, Library Consultant at the State Library of Oregon, to lead the process. Darci has worked at the State Library of Oregon for 20 years, 15 of which have been focused on helping libraries in Oregon create Strategic Plans using the Public Library Association's reference book *Strategic Planning for Results*.

We started in January, with a public Needs Assessment Survey sent out in our monthly newsletters, posted on social media, on the City website, and available in the libraries. We received 235 responses. Armed with these responses, we held Community Stakeholder and Staff meetings to identify our specific areas of focus. The Stakeholder meeting had over 30 members of the public from many organizations including: Kiwanis Club, Rotary Club, former OTSD School Board, Mt Hood Hospice, Clackamas County Bank, Community Planning Organizations(CPOs), Todos Juntos, Sandy Vista Apartments, Slice of Heaven Farm, Timberline Rim FireWise, Sandy Historical Museum, Parrott Creek Child and Family Services, Hoodland Women's Club, LINCC Library Network, Homeschooling, City of Sandy, Teen Library Advisory Board, Library Advisory Board, and the Friends of Sandy and Hoodland Library.

Once we established areas of focus, staff began drafting goals and objectives within them. Numerous staff and Library Advisory Board meetings followed to craft the Vision Statement and Mission Statement, and to hone the goals and objectives.

Our final piece of public engagement was a survey, asking the public to rank our 4 focus areas and ask if they believe these are the correct priorities reflecting community needs. After ranking our service priorities, 81.25% of survey respondents said that they felt these service areas and goals accurately reflect the needs of the community. Of those disagreeing, two possible service responses got two votes (“Learn to Read and Write: Adult Teen and Family Literacy” and “Succeed in School: Homework Help”) and five got one vote. The survey will be open until at least Monday, Nov 3rd, so I will give a verbal update of the survey results at this Council meeting.

The final draft of the 2025 Strategic Plan is for the next 3 years.

KEY CONSIDERATIONS / ANALYSIS:

The 2025-2028 Sandy and Hoodland Libraries Strategic Plan includes the following elements:

Vision Statement:

We envision a place where you discover your world and connect with your community to create a better life for everyone, every day.

Mission Statement:

Sandy and Hoodland Libraries provide safe, welcoming, accessible, and empowering spaces where people of all ages are free to explore, discover, and connect.

Library Values:

- 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.*

Areas of Focus:

- Satisfy Curiosity*
- Create Young Readers*
- Know Your Community/Be an Informed Citizen*
- Celebrate Diversity*

Goals and Objectives in Areas of Focus: (note: each goal also has corresponding implementation objectives that can be reviewed in the strategic plan document)

Satisfy Curiosity: Lifelong Learning

- *Goal: All patrons will be empowered to explore, discover, and connect through library programs and collections.*

Create Young Readers: Early Literacy

- *Goal: Caregivers will learn how to integrate early literacy tips and engagement strategies at home as their child's first and most important teachers.*
- *Goal: Children from birth to age 5 will have an enhanced and updated kids area with developmentally appropriate toys that encourage play-based learning, support language development, and promote school readiness.*

Know Your Community/Be an Informed Citizen

- *Goal: Residents will have access to accurate and up-to-date information about Sandy and surrounding communities through City and/or library resources and programming.*

Celebrate Diversity

- *Goal: Patrons who belong to an underserved or underrepresented group feel represented in the collections, programs, and spaces in the library*

The Strategic Plan also includes Organizational Competencies, which can be reviewed in the attached document. These competencies reference external partnerships, marketing and public relations, measurement and evaluation, and training and staff development.

BUDGET IMPACT:

None. The libraries are shifting priorities for library staff work and programs.

RECOMMENDATION:

Adopt the 2025-2028 Sandy and Hoodland Libraries Strategic Plan

SUGGESTED MOTION LANGUAGE:

"I move to adopt the 2025-2028 Sandy and Hoodland Libraries Strategic Plan as included in the meeting packet."

LIST OF ATTACHMENTS / EXHIBITS:

- Library Strategic Plan 2025-2028
- Needs Assessment Survey Questions
- Stakeholder Packet