

Washington County Cooperative Library Services Long Range Service Plan, 2010 to 2020

This service plan was initiated through strategic planning work with the assistance of the Consensus consulting firm in 2008-09. It was completed by the WCCLS Policy Group with input from the WCCLS Executive Board and various WCCLS committees. The intent is for this to be the guiding plan for service for both WCCLS Central Support and Outreach and WCCLS member libraries for the next ten years. Activities to support the goals and objectives will be reviewed and revised annually by the Policy Group.

The ten-year plan is divided into three segments: 2010-2012, 2013-2016, and 2017-2020. The following pages outline Goals, Objectives and Activities for the 2013-2016 time period. (The 2010-2012 Plan with updates can be found at:

http://www.wccls.org/_pdf/WCCLS_Long_Range_Service_Plan_updates_revisions_2010-2012_rev_Sept_2011.pdf)

While the Goals, Objectives and Activities may change over time, the general Topic Areas remain the same. This document was approved by the WCCLS Policy Group on October 25, 2012.

Definitions of terms used in the Long Range Plan:

- **The Cooperative:** includes everybody – member libraries and central support and outreach services
- **Member libraries:** Banks, Beaverton, Cedar Mill, Cornelius, Forest Grove, Garden Home, Hillsboro, North Plains, Sherwood, Tigard, Tualatin, West Slope; Oregon College of Art & Craft and Tuality Health Information Center as appropriate; any other member library that may open during this 10 year window
- **Central Support:** County provided support services including Automation, Courier, Reference & Interlibrary Loan, Youth Services, and Administration support
- **Central Outreach:** County provided outreach services to residents who are homebound, incarcerated, read and speak languages other than English, and children aged 0-6 years and their care providers
- **Residents:** The residents of Washington County including current patrons and potential patrons

| Topic area | Technology |
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| Goal 1 | All residents have sufficient access to information technology. |
| Objective A | The Cooperative will maintain and increase technology infrastructure and public computing capacity to meet growing needs. |
| Activity a | Central support will expand wireless options for users. |
| Activity b | Central support will explore thin client options for delivering services. |
| Activity c | Central support will explore smart device appliances for library use. |
| Activity d | Central support will monitor bandwidth needs and plan accordingly. |
| Activity e | Member libraries will explore providing portable devices for public use. |
| Activity f | Member libraries will re-evaluate space, electric power and signal access as public computing needs change. |
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| Objective B | The Cooperative integrates public access technology into planning and policies. |
| Activity a | Member libraries will upgrade equipment for staff and public use on a 3-5 year schedule. |
| Activity b | The Cooperative will address IS/IT policies that are barriers to staff use of technology and social networking software that are necessary for the provision of library services. |
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| Goal 2 | Residents will have a quality online experience. |
| Objective A | Member libraries will have a strong virtual presence. |
| Activity a | Member libraries will write and post regular electronic newsletters that reach their patrons and community leaders. |
| Activity b | Member libraries will update their websites and other online presences regularly to keep them intuitive, useful and relevant for patrons. |
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| Objective B | Central Support's web presence will be content-rich with intuitive patron interfaces. |
| Activity a | Central support will evaluate software that allows a single point of discovery for diverse resources. |
| Activity b | Central support will continue to update the wcls.org website to keep it intuitive, useful and relevant for patrons. |
| Activity c | Central support will explore options for additional online content for wcls.org. |
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| Goal 3 | The Cooperative will provide technology training and support. |
| Objective A | Central support will develop and deliver training for member libraries. |
| Activity a | Central support will provide training for central staff on information technology and in training techniques. |
| Activity b | Central support will develop and provide training for member library staff to use social media to extend library services. |
| Activity c | Central support will provide a trainer who travels to libraries to train member library staff on technology applications. |
| Activity d | Member libraries will designate staff to receive training from Central Services on information technology and training techniques. |
| Activity e | Member libraries will offer on-going training opportunities for patrons on using information technology. |
| Activity f | Member libraries will purchase new information technology equipment so staff is well versed in their use. |
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| Objective B | Cooperative staff will share technology and media expertise with each other. |
| Activity a | Central support will organize regular gatherings for staff from member libraries to share and learn together. |
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| Goal 4 | The Cooperative will use technology to increase efficiency and improve access to materials. |
| Objective A | The Cooperative will continue to implement circulation policy changes in order to improve access to materials. |
| Activity a | The Cooperative will implement identified manual circulation policy changes that will streamline materials handling, improve use of staff resources, and decrease turn-around time for patron access. |
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| Objective B | The Cooperative will continue to plan implementation of automated materials handling in order to improve access to materials. |
| Activity a | The Cooperative will review consultant recommendations regarding automated and manual materials handling improvements. |
| Activity b | Central support will provide technical advice to member libraries that implement automated materials handling technology. |
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| Objective C | The Cooperative will integrate RDA (Resource Description and Access) into cataloging practices in order to comply with evolving national standards for descriptive cataloging. |
| Activity a | Central support will provide training for member library staff to introduce RDA concepts. |
| Activity b | Central support will work with the ILS vendor to implement software changes, indexing and data mapping as needed to adopt RDA access fields. |
| Activity c | Member libraries will plan for transitioning local cataloging procedures from AACR2 to RDA. |
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| Topic area | Library As Place |
| Goal 1 | Residents think of libraries as the first place to go for reading, lifelong learning, community events, business support and civic dialog. |
| Objective A | The Cooperative will increase the number of first time library users. |
| Activity a | The Cooperative will explore grant funding and community partnership options to support innovative services and marketing outreach. |
| Activity b | The Cooperative will use CivicTechnologies data to develop plans for identifying and reaching new users. |
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| Objective B | Member libraries will strengthen their relationships with community residents. |
| Activity a | Member libraries will invite elected officials to meet with the public for informal conversations in library facilities. |
| Activity b | Member libraries will strengthen relationships that connect the local business community with the local library. |
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| Goal 2 | Residents consider libraries the “front porches” of their communities. |
| Objective A | Member libraries will create a welcoming environment for residents. |
| Activity a | The Cooperative will coach staff, boards and officials to welcome residents to libraries in new and non-traditional ways. |
| Activity b | The Cooperative will continue to discuss the changing role of libraries with their communities. |

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| Activity c | Member libraries will have spaces for people to engage in conversation, learning, sharing and civic discourse. |
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| Objective B | Member libraries will strive to exceed adequate open hours as identified by industry standards. |
| Activity a | Member libraries will survey patrons to identify convenient service hours. |
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| Goal 3 | Member libraries will provide flexible, multiuse spaces to accommodate community performances, learning opportunities, discussions and meetings. |
| Objective A | The Cooperative will assess existing library buildings for the ability to accommodate multiple uses. |
| Activity a | Member libraries will identify meeting space near the library to supplement space available within the library building, as needed. |
| Activity b | Central support will investigate warehousing materials to free space in member libraries. |
| Activity c | Member libraries' meeting spaces will be equipped with basic technology. |
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| Objective B | The Cooperative will assess options for alternative spaces for the ability to accommodate multiple uses. |
| Activity a | The Cooperative will assess options for using alternative spaces and community venues to reach new users, ex: schools, markets, golf courses, recreational facilities, community festivals, etc. |
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| Goal 4 | Member libraries will provide opportunities for residents to expand global viewpoints and explore cultural diversity. |
| Objective A | The Cooperative will offer programs and services that promote the appreciation and understanding of cultural diversity. |
| Activity a | Member libraries and Central Outreach will increase activities and events focused on cultural diversity. |
| Activity b | The Cooperative will develop a directory of culturally diverse performers and ideas for cultural programming. |
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| Topic area | Youth Services |
| Goal 1 | Young residents will discover the joy of reading through the library. |
| Objective A | The Cooperative will provide materials and programming that foster the joy of reading. |
| Activity a | The Cooperative will work toward offering "New Baby Packets" at or through each of the member libraries. |
| Activity b | The Cooperative will develop an early literacy campaign partnering with social service agencies. |
| Activity c | Member libraries and Central Support will integrate the use of social media to promote a reading lifestyle and librarian expertise. |
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| Objective B | The Cooperative will support innovations in providing library services to children. |
| Activity a | Plans and ideas for serving children and teens experiencing barriers to library services will be shared regularly at Youth Services Committee meetings. |
| Activity b | Plans and ideas for serving children in care will be shared regularly at Youth Services Committee meetings. |
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| Objective C | The Cooperative will increase access to materials and services for residents ages 0- |

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| | 18 years. |
| Activity a | Annually, the Cooperative will engage in a collaborative effort to collect & distribute materials to an agreed upon agency serving children. |
| Activity b | Plans and ideas for increasing library access will be shared periodically at Youth Services Committee meetings. |
| Activity c | Central Support will develop a rotating collection for check out by un-served child care providers and will collaborate with Member Libraries to establish delivery mechanisms. |
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| Objective D | The Cooperative and Central support will work to foster the relationships between public libraries and schools in support of library services and instruction within the schools. |
| Activity a | The Cooperative will keep informed of recommendations coming out of the recent OLA/OASL merger. |
| Activity b | The Cooperative will actively support library services and instruction provided by the schools. |
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| Goal 2 | Residents will find the resources at their libraries to support the educational and recreational needs of the community's youth. |
| Objective A | The Cooperative will analyze Census and other data to determine the needs of the youth in the community. |
| Activity a | The Cooperative will identify whether staffing and collection standards exist for youth services and if not, draft some. |
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| Objective B | The Cooperative will support Summer reading and other programs to develop and maintain reading skills of youth. |
| Activity a | Central support will provide shared resources including information, performers, trainings and expertise to meet the needs of various age groups. |
| Activity b | Member libraries and Central Outreach will share information about Summer Reading innovations, including possible programs and use of technology. |
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| Objective C | The Cooperative will provide materials and services that prepare young children to enter school ready to read. |
| Activity a | Member libraries and Central Outreach will cooperatively provide early literacy information and training for parents and care-givers. |
| Activity b | Central Outreach will continue to develop a countywide comprehensive approach for providing early literacy training and materials for Head Start teachers and parents, including cooperatively sharing information on the Central Support Extranet. |
| Activity c | Member libraries & Central Outreach will continue to expand provision of early literacy training & materials to Healthy Start Family Support Workers and families, family care providers, and child care centers. |
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| Topic area | Adult Services |
| Goal 1 | Adult residents will have access to a wide variety of reading materials in different formats and languages. |
| Objective A | Member libraries will play a key community role in encouraging reading for pleasure. |
| Activity a | Readers' advisory services will be available at every member library. |
| Activity b | The Cooperative will ensure that staff are well trained in Readers Advisory and support each other in RA work by sharing information and having on-going training. |

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| Activity c | Central support will develop a Reader's web portal with suggested reading sites, etc. |
| Activity d | The Cooperative will encourage patrons to participate in Adult Summer Reading. |
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| Objective B | The Cooperative will support innovations in providing library services to adults and promote services in creative ways. |
| Activity a | The Cooperative will investigate cooperative collection development for e-books, downloadable, and streaming media. |
| Activity b | The Cooperative will continue to review collection development of e-materials, to improve the diversity of the digital collection. |
| Activity c | The Cooperative will encourage patron input on selection of e-materials. |
| Activity d | The Cooperative will investigate providing Readers Advisory service through social media. |
| Activity e | The Cooperative will have a "community reads" program to celebrate reading and to civically engage the residents of the county. |
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| Goal 2 | Adult Residents will find tools, resources, accommodating spaces and expert assistance in information navigation to support lifelong learning. |
| Objective A | The Cooperative will analyze Census and other data to determine the needs of adults in the community. |
| Activity a | The Cooperative will continue to participate in a partnership with CIVICTechnologies to do additional patron/census/marketing analysis and provide training. |
| Activity b | The Cooperative will develop and implement a plan for services based on data and market research. |
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| Objective B | The Cooperative will support educational and cultural programming for adults. |
| Activity a | Member libraries will make adult programming a priority with an emphasis on educational and cultural content. |
| Activity b | Member libraries will designate adult programming coordinators. |
| Activity c | The Cooperative will encourage residents to participate in Adult Summer Reading. |
| Activity d | The Cooperative will investigate the feasibility of additional countywide programming. |
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| Objective C | The Cooperative will provide materials and services to meet the informational needs of residents. |
| Activity a | Member libraries will provide a wide range of library print materials to facilitate adult learning. |
| Activity b | The Cooperative will provide interactive materials that facilitate adult learning, such as online practice exam materials and online language learning materials. |
| Activity c | Member libraries will provide group instruction for patrons on the use of technology and library resources, or will refer patrons to instructional sessions at other libraries. |
| Activity d | Member libraries will provide one-on-one instruction on use of library resources. |
| Activity e | The Cooperative will provide job-seeking assistance to patrons. |
| Activity f | The Cooperative will investigate partnering with local agencies and non-profits (such as Chambers of Commerce, Work Source Oregon, United Way) to provide job-seeking assistance for residents. |
| Activity g | The Cooperative will develop a Job-Seeker's web portal on wcls.org to meet the job-seeking informational needs of the community. |
| Activity h | The Cooperative will consider providing equipment and technology for maker-spaces. |

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| Activity i | The Cooperative will ensure that staffs are well trained in providing patron assistance with information resources. |
| Goal 3 | Residents will be able to access library materials and services quickly, conveniently and cost-effectively. |
| Objective A | Member libraries will encourage patron self-service and look for ways to make using the library easier and more convenient. |
| Activity a | Member libraries will offer residents training on using e-books. |
| Activity b | Member libraries will investigate providing innovative services such as eBook checkout stations and in-library devices for patrons to stream media. |
| Activity c | Member libraries will offer online PC reservations, print management services, and wireless access and will investigate the feasibility of providing wireless printing options. |
| Activity d | Member libraries will encourage patrons to self-manage their holds and use self-check circulation stations. |
| Activity e | Member libraries will encourage residents to use the statewide virtual reference service and will staff the service as much as possible so patrons receive localized service. |
| Activity f | Member libraries will use social media to provide timely information to residents and engage them in dialogue. |
| Activity g | Member libraries will assist and interact with patrons at their point of need, including but not limited to at service desks, in the stacks, at computer stations, on the telephone, online, and during outreach visits. |
| Activity h | The Cooperative will investigate developments in and deploy mobile technology. |
| Activity i | The Cooperative will investigate how to develop a comprehensive marketing plan to increase awareness of the value of online subscription products. |
| Topic area | Access |
| Goal 1 | Member libraries will provide a welcoming environment for residents regardless of what language they speak or their cultural background. |
| Objective A | Member libraries will provide materials in the major languages spoken by residents. |
| Activity a | Member libraries will use Census and other data to formulate collection development plans. |
| Activity b | The Cooperative will use Census and other data to determine in which languages basic library print and online materials should be provided. |
| Activity c | Central Support and Outreach will re-tool the WCCLS Spanish Newsletter (<i>Boletín Informativo</i>) with content reflecting the needs of the Latino community. |
| Activity d | Member Libraries will expand the use of signage reflecting the major languages spoken in each community. |
| Activity e | The Cooperative will develop and implement a plan for communicating library services information to non-English speaking and multi-cultural communities. |
| Activity f | Central Support will provide Member Libraries with the necessary reports to assist them with development of foreign language collections and make available a training video for staff on using ePortfolio for collection development. |
| Objective B | The Cooperative will provide programs and services in the major languages spoken by residents. |
| Activity a | The Cooperative will analyze Census and other data to determine what types of programs and services to provide to ethnic service populations. |
| Activity b | The Cooperative will explore options for reaching new immigrants (embedded |

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| | librarianship). |
| Activity c | Central Support will provide renewal phone lines in the major languages spoken by residents. |
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| Objective C | Library staff, boards and volunteers will reflect the diversity of the community in an attempt to overcome linguistic isolation and cultural separation. |
| Activity a | The Cooperative will analyze census and other data to formulate staffing plans. |
| Activity b | Member libraries and Central Outreach will prioritize language skills when recruiting new staff. |
| Activity c | Member libraries will increase recruitment of volunteers from bicultural/bilingual groups. |
| Activity d | Central Outreach and Member Libraries will form an Immigrant/Multi-cultural services interest group. |
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| Goal 2 | Residents in rural and urban underserved areas have access to library services. |
| Objective A | The Cooperative will investigate ways to improve access in underserved areas. |
| Activity a | The Cooperative will explore options for placing deposit collections in underserved areas. |
| Activity b | The Cooperative will explore options for using bookmobiles in underserved areas. |
| Activity c | The Cooperative will explore options for installing self service kiosks in underserved areas. |
| Activity d | The Cooperative will explore options for mail delivery of library materials to underserved areas. |
| Activity e | The Cooperative will lobby for better public transportation options for residents to reach member libraries. |
| Activity f | Central support will monitor the access to high-speed Internet bandwidth in rural areas while planning electronic services. |
| Objective B | The Cooperative will develop recommendations for locating future library buildings. |
| Activity a | The Cooperative will use CIVICTechnologies data to identify target locations. |
| Activity b | The Cooperative will work with the WCCLS Executive Board to adopt recommendations for locating future library building and service outlets and for how new libraries are integrated into the Cooperative. |
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| Goal 3 | Residents who have physical, cognitive, social or emotional difficulty using library services will encounter fewer barriers. |
| Objective A | The Cooperative will develop a plan for reducing barriers to service for residents who have physical, cognitive, social or emotional challenges. |
| Activity a | Member libraries and Central Outreach will create deposit collections and provide training and programs for care facilities. |
| Activity b | Member libraries and Central outreach will identify agency partners to help them reach target populations. |
| Activity c | Central Support will increase the marketing of homebound services. |
| Activity d | The Cooperative will provide training for staff at least annually for recognizing and improving service to residents who have physical, cognitive, social or emotional challenges. |
| Activity e | The Cooperative will explore options for using bookmobiles to provide services to residents who have physical, cognitive, social or emotional challenges. |
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| Objective B | The Cooperative ensures participation in digital technology for people with unique needs, including those with disabilities. |

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| Activity a | The Cooperative will seek to implement universal design for its public access technology services by some/all of the following: maintain a website compliant with W3C, offer screen readers, offer screens with magnification, provide hardware that enables easier user input for disabled or elderly patrons, ensures all libraries have workstations that can accommodate a wheelchair or mobility vehicle. |
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| Goal 4 | Residents will experience fewer barriers for obtaining and using library cards. |
| Objective A | The Cooperative will reduce barriers for obtaining and using library cards. |
| Activity a | The Cooperative will clarify countywide policies for obtaining library cards. |
| Activity b | The Cooperative will continue to review patron borrowing privileges. |
| Activity c | The Cooperative will address the issues of library card registration and use by children and teens. |
| Activity d | The Cooperative will explore options for fine forgiveness for children and teens. |
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| Topic area | Cooperative Vitality |
| Goal 1 | Residents continue to receive excellent countywide library service. |
| Objective A | The Cooperative acknowledges that perceptions of libraries are changing and will continue to evaluate services and programs to meet evolving needs. |
| Activity a | The Cooperative will review progress toward Long Range Plan Goals, Objectives and Activities on an annual basis. |
| Activity b | The Cooperative will continue to review joint policies to improve customer services and the patron experience. |
| Activity c | Member libraries will schedule annual WCCLS orientations (including the WCCLS Welcome Booklet) for staff, advisory boards, and city councils. |
| Activity d | The Cooperative will conduct initial orientation and education for new WCCLS Executive Board members to build awareness of countywide library issues. |
| Activity e | The Cooperative will provide on-going education for Executive Board members regarding local, state and national library issues. |
| Activity f | The Cooperative will continue to explore options for streamlining service delivery and materials flow including rethinking technical services processing, delivery and sorting of materials, and information technology support. |
| Activity g | The Cooperative will publish and post on wcls.org annual reports, statistics, and other key documents to make them available to stakeholders and residents. |
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| Objective B | The Cooperative will assess its structure, governance and funding options to ensure that they continue to meet residents' needs for library services. |
| Activity a | In 2013, to ensure that its governance model serves the needs of member libraries and the public, the Cooperative will review structure and governance options. |
| Activity b | In 2014, the Cooperative will begin discussion of needs, and begin planning for countywide library funding for FY16-17+ including resident surveys, polling, etc. |
| Activity c | In 2015, the Cooperative will conduct a levy education program to support a November 2015 local option levy for countywide library services (assumes current combination of County General Fund and Levy Funding continues and no major change in governance or structure is made). |

MEASURABLES:

The following measureable objectives/activities were identified during the process of drafting this document. While they did not ultimately fit with the format of the Goals, Objectives, Activities, we did not want to lose the ideas.

2013 – 2016:

- The number of programs offered by member libraries increases by 30% including evening and weekend programs serving diverse groups and interests
- 60% of patrons use self checkout, renew online and pay fines online

2017 – 2020:

- 50% of Washington County children participate in summer reading programs
- Staffing at every member library will be better than adequate based on identified standards.
- 90% of patrons use self checkout, renew online and pay fines online