



LEDDING LIBRARY: PLANNING FOR THE FUTURE

The Ledding Library Long Range Planning Committee is proud to present a plan for the library's next five years, building on a tradition of excellent service to the community. The Ledding Library is committed to:

Service to the Community – meeting the individual needs of our patrons in a courteous and timely manner.

Service to Children and Teens – stimulating their appreciation for reading and learning and providing support for their educational growth.

Collection Development – providing a superior quality collection that meets the demands and needs of the community.

Cooperation – actively cooperating with other libraries, schools, and agencies to meet the needs of our community.

Library as a Commons – a well-maintained facility which meets library standards and is safe, inviting, and accessible for our patrons, staff and the community at large.

Technology – offering instruction in and access to advancing technologies.

Background

During the fall of 1999, the Ledding Library Board requested permission of the Milwaukie City Council to develop a long range plan for the Ledding Library. An earlier plan was adopted in 1992 and dealt with service issues identified at the time. Because of increasing community use, the impact of technology on the dissemination of information and the priority given by the Milwaukie City Council to the development of the downtown/riverfront area, the long range planning process was initiated.

With the City Council's approval, the Ledding Library Long Range Planning Committee was formed. (Appendix A) All interested were invited to participate.

A thorough orientation, covering an overview of the Ledding Library and a description of the long range planning process and timeline was presented to the Committee on January 10, 2000. Meetings commenced shortly thereafter. A Milwaukie "Community Scan" (Appendix B) was then developed as was a checklist of the responsibilities of the various groups taking part in the planning process. In addition to our long range planning process, a group of libraries in Clackamas County were engaged in a planning project. This group was known as the Futures Committee. In September 1999, a patron survey was conducted (Appendix C). In April of 2000, the Futures Committee held several citizen focus groups (Appendix D) to determine patrons' opinions of local library service. The results of this survey and the focus groups (Appendix E) were made available to the Ledding Library's Long Range Planning Committee.

As work progressed, the Committee decided that a library consultant would be an asset in bringing its work to a successful conclusion. To that end, Dallas Young Shaffer, a library consultant from Bainbridge Island Washington, was hired during the summer of 2000. Ms Shaffer visited the Ledding Library and met with library staff, the Board, and the Committee. Acting under Ms Shaffer's guidance, the Committee completed a wide-ranging analysis of the Milwaukie community -- its strengths and weaknesses as well as the opportunities and threats that will be faced in the future.

In October 2000, the first phase of the Long Range Planning Committee was completed. Using an American Library Association publication entitled Planning for Results, the Committee identified several "Service Responses" which would be the core element of the Ledding Library's Long Range Plan. These responses define what the Ledding Library will do to meet the specific needs of our community.

Library Service Roles

Literacy: The library offers appropriate services and collections in languages represented in the community to address the need to read for children and adults.

Current Topics and Titles: The library provides current high-demand, high-interest materials in a variety of formats for persons of all ages.

Educational Support and Enrichment: The library provides materials, programs and services that enrich and support educational growth for all ages.

Information Literacy: The library supports individuals in their use of library technology and materials.

General Information and Life Long Learning: The library actively provides timely, accurate, and useful information for community residents and supports individuals of all ages in their independent learning activities.

During January and February 2001, Ledding Library staff and Long Range Plan committee members attended meetings of the Milwaukie Neighborhood Associations and the Milwaukie Downtown Development Association to review a draft of the plan and the identified goals and to obtain comments and suggestions. The plan was then reviewed by the full committee and affirmed by the Ledding Library Board prior to presenting to the Milwaukie City Council for adoption.

Summary of Recommendations

Facilities: According to the Futures Committee patron survey, more than 55% of respondents believe libraries need to be expanded. The Canby Library was the only one that met minimum space requirements.

- The current facility will need to be expanded or relocated within three to seven years to meet Oregon Library Association Standards for Oregon Public Libraries minimum facility standards. (Appendix F)
- The library will be a viable linchpin of the Downtown Development Plan.
- The library will meet security standards insuring the safety of its patrons, staff and collections.
- The Library will provide adequate parking for patrons and staff.

Collections: The Futures Committee survey and focus groups agreed that library collections need to be enlarged. The Milwaukie Community Survey 2000 contained feedback from citizens stating the need to update the library collection and expand it.

- The library will make a particular effort to strengthen collections in high demand areas.
- The library will develop a funding strategy that allows all collections to keep pace with inflation and population growth.
- The collections will reflect the shift from print media to new formats.

Funding: Respondents to the Futures survey and the City of Milwaukie Community Survey 2000 are supportive of their library and understand that it is primarily funded by property taxes, however they frequently do not realize that there are two sources – the countrywide distribution from the Library Network and the city general fund.

- The Library Board will work with the Friends of the Library and other appropriate members of the municipal government and community to increase donations to 2% of library funding.
- The Library will seek equitable and stable funding from the Library Information Network of Clackamas County.
- Alternative means of funding for the library will be investigated.
- The library will secure operational funding increases sufficient to expand library hours to meet Adequate Oregon Library Association Standards (Appendix F), increasing from its current 51 hours per week to at least 60 hours per week.

Operations and Staffing: In the focus group and survey, patrons expressed the importance of having adult and children's services staffed with reference librarians during all open hours. Staffing at Ledding Library does not meet Oregon Library Association Adequate Standards.

- The library will provide professional reference staff for adult and children's services during all open hours.
- The library will develop a marketing plan for implementation.
- Accomplishing the goals of the Long Range Plan requires developing a staffing master plan.

Mission Statement

The Ledding Library of Milwaukie upholds the principles of intellectual freedom and the public's right to know by providing people of all ages with access and personalized guidance to information technology and collections that reflect all points of view. The library supports pursuit of education and personal goals by providing informational, recreational, and cultural materials and services including those utilizing advancing technologies.

Goals & Objectives

Service to the Community

Recommendation #1: The Ledding Library should increase its hours of service to at least 60 hours per week in order to meet Oregon Library Association Adequate Standards.

- A. Determine what additional hours would be most popular with the public.
- B. Secure funding, hire staff and expand schedule to at least 60 hours per week by fall 2001.

Recommendation #2: Library users will be offered the resources they need in order to locate information.

- A. Conduct scheduled tours and orientation programs for patrons. To begin July 2001.
- B. Offer scheduled training for patrons in the use of electronic library resources, including the online public access catalog. Ongoing.
- C. With expanded hours, Adult and children's reference librarians will be available during all hours that the library is open to the public. To begin fall, 2001.

Services to Children and Teens

Recommendation #1: With expanded hours, programs for preschool children and library instruction for school groups will be offered during morning hours. To begin fall 2001.

Recommendation #2: Ledding Library will offer programs targeting homeschooling families.

- A. Surveys of homeschooling families will be made to determine types of programs needed for both parents and their children. Ongoing.
- B. Contacts with local homeschooling organizations will be made to find resource people and to advertise events and services. Ongoing.

Recommendation #3: As part of the building expansion plans, enhance the library to meet the needs of teens.

- A. Provide a teen materials area.
- B. Provide additional homework study space for teens.

Collection Development

Recommendation: Analyze, develop, and strengthen the library collection.

- A. Create a collection development plan by July 2002.
 - 1. Conduct an analysis of a major segment of the collection each year by December of each year.
 - 2. Strengthen each segment according to the development plan. Ongoing.
 - 3. Conduct a periodic comprehensive weeding of outdated, worn, and seldom-used materials.
- B. Investigate the installation of a library materials security system by Fall 2002.
- C. Conduct a yearly evaluation of the physical arrangement of library collections. This evaluation will use patron and staff suggestions, will consider changes in library media, and will monitor trends in library services. Completion by September each year.

- D. Plan and develop a circulating collection of adult and children's materials in foreign languages that reflect the changing ethnic makeup of the Milwaukie community. Begin by July 2001 and increase this collection commensurate with demand (circulation).

Cooperation

Recommendation #1: Members of the Board and Friends will work to more than double donations to Ledding Library from less than 1% to 2% of library funding, a standard seldom exceeded by public libraries. Ongoing.

Recommendation #2: The library will seek equitable and stable funding from the Library Information Network of Clackamas County.

- A. Participate in all discussion and negotiations concerning library funding and governance. Ongoing.

Recommendation #3: The library will continue to work with North Clackamas School District to examine ways to share resources to maximize services to the community. Ongoing.

Library as a Commons

Recommendation #1: Investigate the feasibility of a new or expanded facility. This project should provide adequate space for library services and parking for a twenty-year period.

- A. Form a task force consisting of staff, Friends, and Board members (inclusion of an architect is preferred) to produce a report on the present facility comparing it to the Oregon Library Association Standards and other libraries in the metropolitan area. Report completion by January 2002.
- B. Develop a funding strategy for hiring a consultant to produce a feasibility study for expansion/relocation of the present facility and possible satellite services in the community. Strategy completion by fiscal year 2002-2003.
- C. Recruit and hire a consultant to work with the task force to complete the feasibility study by fiscal year 2003-2004,
- D. Implement the consultant's recommendations with the task force in charge of the project. Completion by fiscal year 2004-2005.

Recommendation #2: In order to meet the demands of an aging facility with heavy public traffic, the library will hire a custodian/handyman by July 2002.

Recommendation #3: Work with the Downtown Development Association, the North Clackamas Chamber of Commerce and all other applicable groups in order to coordinate library expansion plans, programs and services with those of other agencies and with the overall plans for downtown redevelopment.

- A. Secure representation within these organizations by Fall 2001. Volunteers, Friends and library board members will cooperate in this activity.

Technology

Recommendation: The Ledding Library will hire a Technology Librarian to:

- A. Keep the library abreast of current technology, both for efficient internal operations, and for providing our citizens access to a wide range of information.
- B. Develop a technology plan for Ledding Library. This plan will assess library/technology needs and establish timelines for funding and purchase of new equipment and software. Completion by July 2003.
- C. Provide both in-house and outside training for library staff who are using new technologies.

Public Relations

Recommendation: Further promote public awareness of library services in the community.

- A. Develop a marketing plan.
- B. Develop a community file of publicity outlets and their contact people to utilize in the dissemination of library announcements and information

Staffing

Recommendation: Accomplishing these goals of the Long Range Plan requires development of a new staffing master plan.

- A. The master plan will take into account the reorganization necessitated by anticipated retirements, workload changes, and city reorganization.
- B. New staffing should reflect demands of a changing community such as knowledge of cross-cultural materials and technological innovations in the library field.

APPENDICES

- A. Long Range Planning Committee
- B. Community Scan
- C. Futures Committee Survey
- D. Milwaukie focus group
- E. Futures Committee Final Report
- F. Oregon Library Association Standards
- G. Milwaukie City Council Vision and Goals
- H. History of Ledding Library
- I. Other Income for Oregon Libraries

