

## 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 Area 1: Deliver responsive programs and services

Goals	Objectives	Initiatives
I. Oregonians pursue learning that contributes to their personal well-being and the well-being of their community.	A. Equip Oregon library staff to respond to changing demographics and to the community needs of early learners (children 0-5 years old).	1. Align Ready to Read Program goals to other state early literacy initiatives, such as Raise Up Oregon and Early Learning System.
	B. Grow workforce development efforts to enhance the contribution local libraries can make to economic and community well-being.	2. Develop strategies and initiatives to assist libraries as they enhance and grow workforce development programming and activities.
	C. Increase access to local-interest books available to print disabled individuals.	3. 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).
II. Oregonians are connected to state government and Oregon's heritage through digital initiatives and preservation strategies.	D. Enhance preservation and access to physical and digital library and heritage collections.	4. Improve the environment and security of State Library permanent collections by evaluating current use of space and creating a plan for changes. 5. Provide tools and support to libraries and heritage organizations to ensure long-term access and preservation of local digital collections throughout Oregon.
III. Stakeholders' interests and needs are reflected in relevant and effective programs and services.	E. Improve user experience with State Library services to retain and grow the user base.	6. Enhance the user experience for state employees and the Legislature by upgrading the State Library's account management and related systems. 7. Improve the State Library's continuing education program for library staff across Oregon through programming that is relevant and responsive to user needs. 8. Expand title selection and reduce wait times for Talking Book & Braille Library users by implementing the Duplication On-Demand service model. 9. Implement Talking Book & Braille Library user engagement strategies: <ul style="list-style-type: none"> <li>• Better understand and meet the needs of registered Braille readers by determining what factors affect their reading habits.</li> <li>• Proactively contact and support Talking Book &amp; Braille Library users to increase retention.</li> <li>• Broaden outreach efforts and engagement strategies for school-aged users (youth 0-21 years old) to increase readership and circulation.</li> </ul>

Strategic Focus Area 2: Enhance strategic partnerships and engagement		
Goals	Objectives	Initiatives
IV. State employees and the public receive seamless information and research services through partnerships and collaborations with state agencies.	F. Maximize the use of library and information resources and reduce duplication between agencies.	10. Expand opportunities for state employees' professional development by partnering with state agencies to provide interagency training and awareness activities. 11. Provide seamless service and referrals to users by developing strategies within the State Library and with partner organizations.
V. Oregon communities receive more robust services when libraries collaborate with agencies and organizations around mutual interests.	G. Develop partnerships that leverage existing infrastructure and shared expertise to improve service delivery.	12. Strengthen the state's early learning infrastructure by building connections among Oregon libraries, early learning hubs, and other local organizations. 13. 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. 14. Work with state and regional workforce development agencies and organizations to identify collaborative opportunities with local libraries.
Strategic Focus Area 3: Generate awareness of and support for Oregon libraries		
Goals	Objectives	Initiatives
VI. Stakeholders understand and appreciate the impact of State Library programs and services on individuals and communities.	H. Increase awareness of and engagement with the State Library.	15. Demonstrate the value of the State Library through the development and implementation of a communications plan that includes outreach, awareness campaigns, and consistent messaging. 16. Promote State Library services among all user groups through the delivery of outreach programs and events.
VII. Oregonians understand and appreciate the value and impact libraries throughout Oregon have on individuals and communities.	I. Make data and tools available to library staff across Oregon to effectively communicate the positive impact of libraries on community well-being.	17. Create tools that assist Oregon library staff in making data-driven decisions by collecting, synthesizing, and analyzing relevant data sets. 18. Empower libraries across Oregon to demonstrate their current and future value through the use of data and stories. 19. Align data dissemination and access efforts with state open data initiatives.
Strategic Focus Area 4: Build agency infrastructure and capacity		
Goals	Objectives	Initiatives
VIII. Staff are empowered to deliver quality services and programs through updated technology tools and professional development opportunities.	J. Modernize critical library systems to increase reliability, effectiveness, and sustainability into the future.	20. Migrate the Government Services patron database from its legacy platform to a sustainable integrated system. 21. Implement new technology to monitor state agency web publishing and collect digital Oregon state government publications. 22. Migrate the Oregon Library Directory and Libraries of Oregon from legacy platforms to stable environments that reflect current web standards.
	K. Enhance staff knowledge and skills to ensure successful strategic plan implementation and personal development.	23. Build staff skills and implement consistent agency practices in needs assessment, project management, and outcome-based evaluation. 24. Align individual staff development plans with the State Library's strategic priorities.
IX. Staff integrate anti-racism, equity, diversity, and inclusion principles into daily work, decision-making, and programs and services.	L. Increase employee anti-racism, equity, diversity, and inclusion competencies.	25. Provide ongoing learning opportunities for State Library staff to deepen understanding and practice of anti-racism, equity, diversity, and inclusion principles and strategies.
	M. Increase access to State Library services for populations that are being, or have historically been, underserved or marginalized.	26. Develop and implement an equity framework to assess and improve our policies, programs, and services, remove barriers, and address potential bias. 27. Assess needs and plan for increased State Library engagement with Oregon's federally recognized tribes.