



# Newport Public Library

Strategic Plan 2025-2030

Adopted February 18, 2025



NEWPORT  
PUBLIC  
LIBRARY

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# Acknowledgments

Many thanks to the following individuals who invested their time, energy, and expertise into this strategic planning process.

## **Library Advisory Committee Board Members:**

- Karen Apland
- Mellie Bukovsky-Reyes
- Sophie Cottrell
- Ellen Franklin, Vice President
- Gretchen Havner, President
- Gianna Martella
- Holly Romero
- Sandy Roumagoux, City Council Liaison

## **Library Foundation Board Members:**

- Marian Brown
- Elijah Coe
- Donna DeMarco, Secretary
- Ellen Franklin
- Gretchen Havner, Treasurer
- Amy Howard
- Mark Miranda, Vice President
- Libba Sager, President

## **Newport Public Library Staff:**

- Linda Annable
- Vanessa Clausing
- Chelsey Comstock
- Lillian Curanzy
- Rachel Diego Leon-Kalnins
- Jan Eastman
- Kathryn Hoover
- Laura Kimberly
- Andrew Roth
- Sarah Shindelman
- Sarah Vaughn

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## Strategic Planning Stakeholder Committee:

- Anne Armstrong, OMSI Camp Gray
- Karen Apland, Newport Public Library Advisory Committee Board Member and Altrusa of Yaquina Bay
- Beatriz Botello, OSU Extension
- Aaron Bretz, Port of Newport
- Sophie Cottrell, Teen Library Volunteer and Newport Public Library Advisory Committee Board Member
- Robb Davis, Project Bravery, Newport Oregon Pride, and OCC PFLAG
- Chasse Davidson, Newport Visual Arts Center
- Anne Ettel, Willamette Writers Coast Chapter
- Brian Fowler, Oregon State Parks
- Ellen Franklin, Newport Public Library Advisory Committee Board Member, Newport Public Library Foundation Board Member, and Newport High School
- Brian Gardner, Lincoln County and Rotary Club of Newport
- David Irwin, Oregon State University Guin Library
- Giovanna Jensen, City of Newport
- Julia Johanos, U.S. Forest Service
- Alex Llumiquinga, Arcoíris Cultural
- Bryan Miyagishima, Lincoln County Library District
- Jesse Noble, Lincoln County Public Health
- Lisa Norton, Confederated Tribes of the Siletz Indians
- Leslie Palotas, Economic Development Alliance of Lincoln County (EDALC)
- Kathy Redwine, Newport Oregon Pride
- Catherine Rickbone, Willamette Writers Coast Chapter
- Marshall Roache, Oregon Coast Community College
- Sandy Roumagoux, Newport City Council Liaison, Artist, and Rotary Club of Newport
- Majalise Tolan, Lincoln County School District

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## Strategic Plan Key Informants:

- Michelle Cottrell
- Giovanna Jensen
- Alex Llumiquinga
- Leslie Palotas

## Supporting Organizations:

- City of Newport
- City of Newport—Mayor and Council
  - CM Hall, Council President
  - Robert Emond
  - Steve Hickman
  - Cynthia Jacobi
  - Jan Kaplan, Mayor
  - Ryan Parker
  - Sandy Roumagoux
- Greater Newport Chamber of Commerce
- Lincoln County Historical Society
- Lincoln County School District

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# Welcome to the Newport Public Library's 2025-2030 Strategic Plan

For over a century, the Newport Public Library has been the heart of our community—a place where people of all ages come to learn, grow, and connect. From its humble beginnings in 1919 as a reading room in the Opera House to its nickname, Newport's Living Room, the Library has provided a welcoming space for gathering, discovery, and lifelong learning.

More than just a building filled with books, the Library is a dynamic hub of knowledge, creativity, and engagement. It is where children discover the joy of reading, where families find resources to thrive, and where individuals come together to share ideas, explore technology, and build connections. Our history reflects a century of adaptability and innovation, ensuring that we continue to meet the evolving needs of our vibrant coastal community.

As we embark on the next chapter, we are proud to present the 2025-2030 Strategic Plan, a vision for the future that builds upon our rich legacy while embracing innovation and inclusion.

## ***Our Vision***

Our community collaborates to support diversity, resiliency, and inclusivity so that everyone can learn, grow, and thrive.

## ***Our Mission***

We provide equitable access to materials, entertainment, information, and technology services of the highest quality to our diverse, multigenerational community.

## ***Our Focus Areas***

Focus areas link the community's needs, interests, and priorities to the Library's programs and services. They reflect what we do to support and enrich the Newport community:

- Celebrate Diversity: Cultural Awareness
- Connect to the Online World: Public Internet Access
- Create Young Readers: Early Literacy
- Learn to Read and Write: Adult, Teen, and Family Literacy
- Stimulate Imagination: Reading, Writing, and Listening for Pleasure
- Visit a Comfortable Place: Physical and Virtual Spaces

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- Welcome to the United States: Services for New Immigrants

As Newport's Living Room, the Library is a place where everyone belongs—a space to read, learn, engage, and unwind. Our commitment to fostering lifelong learning, cultural exchange, and equitable access to information and technology is stronger than ever. Through initiatives such as the Curiosity Cabinets Food Pantry, Newport Seed Library, World Language Collection, and Library of Things, we continue to serve as a community anchor, providing resources, support, and a sense of home for all.

We also recognize the power of outdoor spaces in enhancing learning and well-being. The Newport Public Library Seed and Read Garden offers an inviting place for patrons to explore gardening, nature, and literacy in a hands-on environment. This interactive outdoor space connects our community with sustainable food practices, storytelling, and creativity.

Looking ahead, plans for a permanent Trail Tale, public murals, and expanded outdoor learning spaces reflect our dedication to making the Library a vibrant, welcoming place for all.

With this strategic plan, we reaffirm our role as a trusted space for knowledge, connection, and belonging. Whether you visit us for a book, a community program, a quiet place to relax, or to explore the Seed and Read Garden, we invite you to be part of the Library's next chapter.

Thank you for your continued support. Together, we will create a future where everyone can learn, grow, and thrive.

Laura Kimberly  
Library and City Community Engagement Director  
City of Newport

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# Library History

The Newport Public Library began its journey in 1919 on the waterfront of a small fishing village as a modest reading room in the Opera House. Initially established to serve sailors, this space offered a piano, a billiard table, and a growing collection of books donated by the community. Driven by the women of Newport, the library was envisioned as a place for recreation, learning, and community enrichment. As Newport expanded, so did its library.

In 1925, the library relocated to the new City Hall (currently the Pig 'N Pancake restaurant), occupying a space on the first floor. By the 1950s, a generous donation allowed the library to move into its own dedicated building, situated where the Lincoln County Jail stands today.

The 1960s marked a turning point with the hiring of the library's first professional librarian, Inge Sund, who laid the foundation for modern library services in Newport. In 1986, the Newport City Council, utilizing Urban Renewal funds, built the first iteration of the library's current home at the corner of Olive and Nye Streets. This 8,000-square-foot, two-story facility quickly became one of the most heavily used libraries in Oregon. During this time, the addition of a children's librarian and a focus on children's programming established the library as a vital community resource for families.

The library continued to evolve, establishing a Young Adult collection in 1990. By 2000, a major renovation nearly doubled the facility's size, integrating spaces for current and future technologies. For the first time, the library featured a dedicated area for teenagers, alongside a new community meeting room. In 2002, a part-time library assistant was hired specifically to support the Young Adult department.

After 15 years in the expanded building, the library once again embraced change. Under the leadership of the Library Director at the time, Ted Smith, and with support from the Newport Public Library Foundation, the library reimaged its layout. Improvements included a new teen room, a middle readers' area, consolidated computer stations, updated public desks, and a more open, welcoming environment.

In April 2019, Laura Kimberly joined the Newport Public Library as the Library Director. Under her leadership, the library has expanded its innovative services, strengthened community connections, and reinforced its role as a dynamic hub of learning and engagement. In May 2024, her position was expanded to include City Community Engagement Director, further integrating the library into broader city initiatives.



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In September 2019, the Newport Public Library kicked off its Centennial Year, celebrating 100 years of serving the Newport community.

Since then, the library has continued to innovate and expand its offerings:

- **December 2022:** The addition of the *Curiosity Cabinets Food Pantry*, funded through an Oregon Humanities grant and many local partnerships, addressed food insecurity in the community. It also provided opportunities for cultural exchange through food demonstrations, recipe sharing, microgreen growing kits, and engaging activities such as recipe and microgreen art contests.
- **April 2023:** In collaboration with the *Lincoln County Master Gardener Association*, the library launched the *Newport Seed Library*, a community-driven initiative that allows residents to borrow seeds for gardening, share their harvests, and exchange gardening knowledge. The *Newport Seed Library* supports local sustainability efforts, food security, and education, providing a space for everyone—whether novice or expert gardeners—to grow their own food and help create a greener, more self-sufficient community.
- **April 2023:** The library also launched the *Newport Public Library Seed and Read Garden*, a vibrant outdoor space featuring four raised garden beds, a patio, and artistic garden decorations. This project was made possible through generous donations to the Newport Public Library Foundation.
- **December 2023:** The library installed the *Rick Bartow Art Exhibit* above the CD section. Rick Bartow (1946–2016) was a nationally acclaimed artist and a proud member of the Wiyot Tribe of Northern California. A longtime resident of Newport, Bartow’s work reflects a deep connection to his Native heritage and the natural beauty of the Oregon Coast. The exhibit honors his legacy and celebrates his contributions to Newport’s cultural and artistic identity.
- **February 2024:** A *World Language Collection* was introduced to reflect the diverse needs of Newport’s growing community.
- **October 2024:** The *Juntos en el Jardín Community Garden*, located on the library’s property, was developed and is managed by *Arcoiris Cultural*. This collaborative garden space fosters community engagement and cultural exchange through shared gardening activities. The library works closely with *Arcoiris Cultural* to support this initiative. Alongside the garden, the library also introduced the *Newport Public Library Rock Garden* to enhance outdoor engagement and learning.
- **November 2024:** The library launched its *Library of Things collection*, a unique collection that allows patrons to borrow non-traditional items such as tools, kitchen equipment, musical instruments, and more, promoting sustainability and resource sharing.

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Looking ahead, the Newport Public Library continues its tradition of innovation:

- **2025:** Plans include the installation of a permanent *Trail Tale*, guiding visitors from Literacy Park to the *Newport Public Library Seed and Read Garden*, and two stunning murals. One mural will celebrate banned books along the library's outdoor stairs, while another will decorate the *Newport Public Library Seed and Read Garden* stairs with vibrant depictions of vegetables, herbs, wildflowers, and other garden treasures.

From its humble beginnings in 1919 to its status as a dynamic community hub, the Newport Public Library stands as a testament to adaptability, creativity, and a steadfast commitment to meeting the needs of its community.

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# Introduction: Newport Public Library Governance & Organization

## Newport Public Library

The Newport Public Library is a department of the City of Newport and an affiliate of the Lincoln County Library District (LCLD). It is part of the Oceanbooks Consortium, which includes the Driftwood Public Library in Lincoln City and Tillamook County Libraries. These libraries collaborate to share materials and resources.

In 2011, these libraries separated from the larger Coastal Resource Sharing Network (CRSN). As of March 11, 2025, the Newport Public Library will join the Chinook Library Network. This expanded consortium will include all libraries in Lincoln County (except Yachats Public Library), the Tillamook County Libraries, Oregon Coast Community College, Clatsop Community College, and Tillamook Bay Community College.

## Lincoln County Library District (LCLD)

The Lincoln County Library District (LCLD) ensures equitable library service for all Lincoln County residents. Established in 1988, the district connects libraries, individuals, and organizations, supporting their shared mission.

### *Funding*

The LCLD is funded through:

1. **A permanent tax** of 25 cents per \$1,000 in property value, applied countywide.
2. **An option tax** of 9 cents per \$1,000 in property value, applied to unincorporated areas of Lincoln County and renewed every five years.

These funds are distributed to the five public libraries in Lincoln County—Newport Public Library, Driftwood Public Library, Toledo Public Library, Waldport Public Library, and Siletz Public Library—using an agreed-upon formula.

Although the LCLD does not govern these libraries, it provides two significant non-cash benefits:

- **Courier services** for transporting library materials.
- **Payment of OCLC invoices** for cataloging and interlibrary loan expenses.

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## Library Advisory Committee (LAC)

The Library Advisory Committee advises the Mayor and the City Council on library policies. Members are appointed for two-year terms and includes:

- Five **at-large members** from the community.
- One **high school student representative**.
- One **cultural diversity representative**.

The Library Director serves as an ex officio member, participating in discussions without voting. All Library Advisory Committee meetings are open to the public, ensuring transparency and community involvement.

## Newport Library Foundation

The Newport Public Library Foundation is an independent non-profit organization that promotes private donations to enhance library resources and services. It has also established an endowment fund with the Oregon Community Foundation to plan for future needs.

### *Projects and Contributions*

The Newport Library Foundation has significantly supported the following projects:

- **2014-2015 Building Renovation:** Contributed over half of the \$400,000 project cost, enabling improvements like new paint, carpeting, furniture for the children's and teen areas, meeting rooms, shelving, and computers.
- **Programs:** Supports events like *Newport Reads*, a community-wide book discussion series, and additional programs such as Summer Reading.
- **Drive-up Book Drop:** Proceeds from Foundation book sales funded the installation of a curbside book drop.
- **Newport Seed and Read Garden:** A vibrant outdoor space featuring a patio and raised garden beds with herbs, vegetables, and pollinator-friendly plants. This project fosters hands-on learning and community engagement.
- **Library of Things Collection:** Provides non-traditional items like tools, crafting supplies, and technology for patrons to borrow, encouraging creativity and lifelong learning.

The Foundation's dedication enhances the library's services and enriches the community.

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# The Process

## Newport Public Library Strategic Planning Process

The Newport Public Library is currently developing a new **five-year strategic plan**. Laura Kimberly, **Library and City Community Engagement Director**, is facilitating the creation of the **Newport Public Library Strategic Plan 2025-2030** to guide library services and priorities for the next five years.

### Step 1: Approval of Planning Process

- City Manager approves the strategic planning process at the request of the Library and City Community Engagement Director.

### Step 2: Community Feedback Collection

- Paper and electronic surveys (in English and Spanish) were distributed through multiple channels.
- Over **100 responses** were received and analyzed by library staff.
- A **Community Feedback Session** was held on **January 22** to gather input on library service priorities.

### Step 3: City Council Work Session

- The Library and City Community Engagement Director introduces the strategic planning process to the **City Council and Mayor**.
- During the **February 3 City Council Work Session**, the Council and Mayor provide feedback on library service priorities.

### Step 4: Staff & Stakeholder Meetings

- Library staff and key stakeholders review **service area demographics, operations, library standards, SWOT analysis, and community feedback**.
- Stakeholder group includes **City leadership and community representatives**.

### Step 5: Key Informant Interviews

- The Director conducts in-depth interviews with key individuals to gather further insights.

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## Step 6: Plan Development

- Library staff and the Director compile feedback to **develop goals, objectives, and activities** for the final draft of the **2025-2030 Strategic Plan**.

## Step 7: Review & Approval

- The **Library Advisory Committee reviews** the final draft.
- The **City Council is expected to approve** the plan on **February 18, 2025**.

## Step 8: Plan Presentation & Implementation

- The **Newport Public Library Strategic Plan 2025-2030** is published on the library's website.
- Publicity and marketing efforts will ensure broad community awareness and engagement.

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## Our Vision

Our community collaborates to support diversity, resiliency, and inclusivity so that everyone can learn, grow, and thrive.

## Our Mission

We provide equitable access to materials, entertainment, information and technology services of the highest quality to our diverse multigenerational community.

## Our Focus Areas

Focus areas are the links between the community's needs, interests, and priorities and the programs and services a library offers. Specifically, a focus area is what a library does for, or offers to, the public in an effort to meet a set of well-defined community needs.

- Celebrate Diversity: Cultural Awareness
- Connect to the Online World: Public Internet Access
- Create Young Readers: Early Literacy
- Learn to Read and Write: Adult, Teen, and Family Literacy
- Stimulate Imagination: Reading, Writing, and Listening for Pleasure
- Visit a Comfortable Place: Physical and Virtual Spaces
- Welcome to the United States: Services for New Immigrants

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# Strategic Goals and Objectives

## Focus Area I: Celebrate Diversity: Cultural Awareness

**Goal I:** Residents will have equitable access to programs, services, and materials that celebrate and reflect diverse cultures, languages, and identities. The Library will foster an inclusive environment where all community members feel represented and welcomed.

**IA. Objective: By June 30, 2030**, at least **6%**<sup>1</sup> of the Library's print collection will consist of non-English language materials.

**IB. Objective: By June 30, 2027**, Spanish-speaking staff will be available during at least **70%** of open hours to assist patrons.

**IC. Objective: By December 31, 2027**, the Library will assess and expand bilingual signage and wayfinding materials through an **annual review process**, ensuring increased accessibility in key public spaces based on community needs and feedback.

**ID. Objective: By June 30, 2028**, at least **80%** of press releases, library signage, marketing materials, and library policies will be available in **both English and Spanish**, with additional translations provided based on community demographics.

**IE. Objective: By June 30, 2029**, the Library will offer at least six programs, services, or cultural celebrations annually that highlight diverse traditions, histories, and voices.

**IF. Objective: By June 30, 2029**, the Library will increase the **World Languages Collection circulation by 20%** and implement **at least two outreach initiatives** annually to promote these materials within the community.

## Focus Area 2: Connect to the Online World: Public Internet Access

**Goal 2:** Residents will have equitable access to the Internet, digital devices, and technology support to enhance their work, education, and personal interests.

**2A. Objective:** Wi-Fi, Internet, and library device usage (including hotspots, laptops, and eReaders) will increase by **25%** over the period of the strategic plan.

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<sup>1</sup> In July 2024, the Newport Public Library non-English language print collection is 4.7%.



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**2B. Objective:** By June 30, 2027, at least **40%** of participants in digital literacy classes will report increased confidence in using digital devices and navigating the online world, as measured by a post-program survey.

**2C. Objective:** The Library will achieve a **25%** increase in the use of electronic resources, including e-books, databases, and online learning platforms, over the period of the strategic plan.

**2D. Objective:** The Library will offer at least **30 Book-A-Librarian sessions per year**, including reference assistance interactions related to technology support, digital resources, and device use.

**2E. Objective:** The Library will increase awareness and usage of **technology in the Library of Things collection**, with at least **50% of available devices (hotspots, laptops, and eReaders) checked out at least once per quarter**, and a **10% increase in reference assistance interactions** related to technology support, including Book-A-Librarian sessions.

### **Focus Area 3: Create Young Readers: Early Literacy**

**Goal 3:** Children from birth to age five and their families will have access to programs, resources, and services that support early literacy, language development, and a lifelong love of reading.

**3A. Objective:** By June 30, 2026, the Library will expand early literacy outreach by establishing partnerships with at least three local organizations that serve young children and families.

**3B. Objective:** By June 30, 2028, participation in early literacy programs—including Preschool Storytime, Bilingual Storytime, and Toddler Time—will increase by **20%** compared to the FY 2023-2024 baseline.

**3C. Objective:** By June 30, 2029, the Library will expand access to early literacy resources by increasing the availability of take-home materials, interactive early learning stations, and caregiver education opportunities.

**3D. Objective:** By June 30, 2030, at least **75% of caregivers** attending early literacy programs will report feeling more confident in supporting their child’s language and literacy development, as measured by a **post-program survey**.

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## Focus Area 4: Learn to Read and Write: Adult, Teen, and Family Literacy

**Goal 4:** Children, teens, and adults will have the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as parents, citizens, and workers.

**4A. Objective: By June 30, 2026,** the Library will establish partnerships with at least three local organizations to expand literacy support services for all ages, including GED preparation, adult literacy tutoring, digital literacy training, and early literacy programs.

**4B. Objective: By June 30, 2028,** participation in literacy programs—including one-on-one tutoring, reading clubs, writing workshops, English language learning (ELL) programs, early literacy storytimes, and family literacy initiatives—will increase by **20%** compared to the FY 2023-2024 baseline.

**4C. Objective: By June 30, 2029,** the Library will develop and distribute **at least 100 literacy kits** tailored to different learning needs. Kits will be evaluated annually for effectiveness and updated based on patron feedback and literacy trends. These will include:

- **Early Literacy Kits (Babies & Toddlers):** Board books, sensory toys, rhyming activities, and caregiver guides on building early literacy skills.
- **Emerging Reader Kits (Preschool - Grade 2):** Phonics books, sight word flashcards, read-along audiobooks, and interactive activities.
- **Youth & Teen Literacy Kits:** Engaging chapter books, comprehension workbooks, and creative writing prompts.
- **Adult Literacy Kits:** Practical reading materials, workbooks, vocabulary-building tools, and access to digital literacy resources.
- **Family Literacy Kits:** Multigenerational reading materials, bilingual books, shared learning activities, and tips for family reading engagement.

**4D. Objective: By June 30, 2030,** at least **75% of participants** in literacy programs and literacy kit users will report increased confidence in their reading, writing, or digital literacy skills, as measured by an annual **post-program and post-kit survey**.

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## Focus Area 5: Stimulate Imagination: Reading, Writing, and Listening for Pleasure

**Goal 5:** The Library will provide engaging opportunities for readers, writers, and listeners of all ages to explore and enjoy literature, storytelling, and creative expression.

**5A. Objective: By June 30, 2026,** the Library will expand its writing programs by offering at least two additional workshops or events annually that support creative writing, storytelling, or publishing.

**5B. Objective: By June 30, 2027,** the Library will strengthen community reading initiatives by collaborating with local organizations to host at least one countywide or community reading program per year.

**5C. Objective: By June 30, 2028,** the Library will increase its digital and audiobook collections by 15%, ensuring diverse and accessible materials for all users.

**5D. Objective: By June 30, 2029,** the Library will enhance reader engagement by developing new book discussion opportunities, such as themed book clubs, author talks, or reader advisory programs, with at least **two** new offerings annually.

## Focus Area 6: Visit a Comfortable Place: Physical and Virtual Spaces

**Goal 6:** The Library will provide welcoming, accessible, and adaptable spaces—both physical and virtual—that support lifelong learning, community engagement, and the evolving needs of Newport residents. Through facility enhancements, technology upgrades, and long-term planning, the Library will create an inviting environment that fosters connection, creativity, and discovery.

**6A. Objective: By March 11, 2025,** the Library will successfully join the Chinook Library Network, expanding access to shared resources and improving the user experience.

**6B. Objective: By June 30, 2026,** the Library will upgrade the McEntee Meeting Room's technology to enhance accessibility and functionality for community events and programs.

**6C. Objective: By June 30, 2026,** the Library will update and replace furniture, including new seating for public computer stations, to improve user comfort and accessibility.

**6D. Objective: By June 30, 2027,** the Library will complete the interior and exterior painting project to refresh and maintain an inviting environment.

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**6E. Objective: By June 30, 2027,** the Library will conduct a facility needs assessment, including community input, to explore potential expansion and infrastructure improvements.

**6F. Objective: By June 30, 2028,** based on the findings of the facilities needs assessment, the Library will develop a Library Facilities Master Plan, outlining future space and infrastructure improvements to meet growing community needs.

**6G. Objective: By June 30, 2028,** the Library will continue enhancing outdoor landscaping and integrating public art to create a more welcoming and vibrant space for community engagement.

## **Focus Area 7: Welcome to the United States: Services for New Immigrants**

**Goal 7:** New immigrants and refugees will have access to **reliable information, resources, and support** on citizenship, language learning, employment, public schooling, health and safety, and other essential services to help them successfully participate in community life.

**7A. Objective: By June 30, 2026,** the Library will evaluate and implement **effective communication strategies** to connect with new immigrants, including multilingual materials and outreach initiatives.

**7B. Objective: By June 30, 2027,** the Library will establish and maintain **at least three active partnerships** with organizations that serve immigrant and refugee communities to enhance access to services and resources.

**7C. Objective: By June 30, 2028,** the Library will provide **at least four programs annually** that support immigrant and refugee needs, such as citizenship resources, language learning, and employment assistance.

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# Appendix

## Themes from Responses to Community Questions

### One thing I wish I knew more about:

- History and local historical events
- Skill-building opportunities (generic and specific)
- Digital services and electronic resources (e.g., Libby, eBooks, audiobooks)
- How to use library services and technology effectively
- Financial literacy
- Sustainability and environmental topics
- Community resources and opportunities
- DIY topics (gardening, construction, beekeeping)
- Sciences, including local and general natural world topics
- AI and emerging technologies
- Health, welfare, and well-being
- City and government services

### What do you value most about our community?

- Nature and the physical environment (e.g., ocean, parks)
- The people (friendliness, diversity, and community support)
- The small-town feel and sense of inclusiveness
- Arts and public programs (including the library and recreation)
- Community resources and opportunities
- Collaboration and helping each other

### What's on your bucket list?

- Travel (domestic and international)
- Learning new languages
- Reading more (books, eBooks, audiobooks)
- Engaging in hobbies (art, bird watching, humanities, handwork)
- Accessing and utilizing the "Library of Things"
- Learning a musical instrument
- Exploring outdoor recreation and nature
- Improving health and well-being

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## One thing that would make our community better:

- Affordable housing and reducing reliance on short-term rentals
- Improved transportation (more sidewalks, bike paths, parking)
- Increased walkability and beautification (green spaces, town appearance along Highway 101)
- More community activities and events
- Better access to education and learning opportunities
- Enhanced communication between local government and residents
- Expanded medical services and more healthcare providers
- Jobs with living wages
- Improved social services and support for vulnerable populations
- Reliable, high-speed internet connectivity
- Library open seven days a week

# Newport Public Library Strategic Plan

## SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

10/25/24

A SWOT analysis is a strategic planning tool used to evaluate an organization's Strengths, Weaknesses, Opportunities, and Threats. For our strategic planning process, staff members contributed their insights by identifying what they believed were the library's strengths, weaknesses, opportunities, and threats. This collaborative exercise helps ensure that diverse perspectives are considered, guiding us in building on our strengths, addressing challenges, leveraging opportunities, and mitigating risks to enhance our services and meet the evolving needs of our community.

### Strengths of the Newport Public Library

#### I. Dedicated and Knowledgeable Staff:

- Highly skilled, bilingual, and diverse in background, age, and life experience.
- Strong leadership, teamwork, and camaraderie, fostering a supportive work environment.
- Excellent customer service, with positive feedback on being cheerful, patient, and helpful.

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## **2. Engaging Programs and Services:**

- Wide range of programs for all ages, interests, and cultural backgrounds, including literacy, cultural programming, and harm reduction initiatives.
- Community-focused offerings like the Food Pantry, Seed Library, Curiosity Cabinets, and hygiene products.
- Creative events such as art displays, geocaching, and community gardens.

## **3. Comprehensive and Inclusive Collections:**

- Broad and diverse library collections, including books, DVDs, the Library of Things, and world language materials.
- Collections continually expanded and thoughtfully curated to meet community needs.

## **4. Welcoming and Accessible Space:**

- A beautiful, well-maintained, and comfortable facility known as "Newport's living room."
- Designated spaces for teens, children, and private study or meetings.
- Refill stations, accessible technology, and resources available to everyone.

## **5. Community Engagement and Trust:**

- Strong partnerships with local organizations and initiatives like Juntos en el Jardín and harm reduction efforts.
- A trusted hub for information, education, and support for all members of the community, regardless of socioeconomic status, race, religion, or sexual orientation.
- Open to everyone, with limited barriers to accessing services.

## **6. Commitment to Growth and Innovation:**

- Regularly improving systems, procedures, and communication.
- Budget allocations to grow collections and support programs.
- Emphasis on inclusivity and diversity in all library operations.

## **7. Volunteers and Community Support:**

- A strong and committed volunteer program involving both teens and adults.
- Active support from the Library Board, Library Foundation, and community partnerships.

## **8. Access to Technology and Resources:**

- Free access to the internet, online resources, and technology assistance.
- Unique resources like a 3D printer and meeting/event spaces.

## **Weaknesses of the Newport Public Library**

### **1. Facility Limitations:**

- Building size is insufficient to accommodate the growing needs of the community and library operations.

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- Limited meeting rooms, study spaces, and event spaces hinder community engagement.
  - Small teen room, story corner, and children’s area; lack of dedicated juvenile spaces.
  - Insufficient storage space for supplies, collections, and program materials.
  - Outdated furniture and signage, with a need for updates to interior and exterior painting.
  - Parking lot is small and difficult to navigate.
- 2. Technology and Infrastructure:**
- Outdated technology, including children’s computers, security cameras, and IT systems.
  - HVAC issues and lack of air conditioning in some areas create uncomfortable working conditions.
  - Inefficient IT support and infrastructure impacting operations.
- 3. Staffing and Workload Challenges:**
- Insufficient staffing levels, especially when covering for absences or hosting events.
  - Vacant positions take time to fill, impacting service delivery and staff workloads.
  - Staff feel stretched thin, particularly when taking on roles that require specialized training (e.g., social worker-like tasks).
  - Limited staffing prevents extended public hours, including opening seven days a week.
- 4. Community Outreach and Services:**
- Need for more proactive outreach to underserved parts of the community to raise awareness of library resources and services.
  - Limited resources to offer additional educational and social services.
  - Lack of formalized tracking of patron feedback to identify areas for improvement.
- 5. Safety and Security:**
- Limited support from local law enforcement when dealing with disruptive patrons.
  - Outdated or insufficient security systems, including cameras.
- 6. Communication and Collaboration:**
- Challenges in effectively communicating the library’s mission and value to other city departments.
  - Internal communication and collaboration occasionally require improvement for smoother operations.
- 7. Public Access and Hours:**
- Limited public hours and inability to open seven days a week due to staffing constraints.
  - Some patron’s express frustration with hold notifications and other system inefficiencies.



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## **8. Maintenance and Cleanliness:**

- Inconsistent cleaning standards, particularly in upstairs restrooms.
- General maintenance of the building and grounds needs improvement to ensure a welcoming environment.

## **9. Training and Professional Development:**

- Staff require more training in mental health, handling challenging patrons, and providing enhanced customer service.
- Opportunities for professional development are needed to support staff growth and address the evolving needs of the community.

## **Opportunities for the Newport Public Library**

### **1. Community Support and Partnerships:**

- Leverage the supportive community and leadership to advocate for library growth and improvements.
- Strengthen partnerships with the school district and college, potentially providing library cards for all students.
- Expand collaborations with local organizations, businesses, and other city departments to enhance services and reach.
- Build a definitive, all-in-one resource guide for community services to better serve residents.
- Increase engagement with individuals with disabilities to ensure inclusivity.

### **2. Facility and Infrastructure Enhancements:**

- Advocate for a larger facility with additional storage, office spaces, meeting rooms, and event spaces to better serve a growing community.
- Explore the possibility of a small indoor auditorium or a covered amphitheater for year-round events and programming.
- Update the building with air conditioning, adjustable window coverings, and improved temperature control for staff and patrons.
- Incorporate more USB ports and updated technology throughout the library.

### **3. Innovative Programming and Engagement:**

- Expand adult programming, including workshops, lectures, book talks, and mixers targeted at millennials (25–45 age group).
- Increase outreach to underserved groups, such as millennials without children, and develop targeted programs for these demographics.
- Restart and expand outreach programs with additional staff support.
- Offer more events with free music, particularly during the winter season, to foster community engagement.

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#### **4. Digital Presence and Technology:**

- Utilize the new Integrated Library System (ILS) to improve the digital presence and enhance online marketing of materials.
- Expand digital resources such as eBooks, audiobooks, and streaming services to meet growing demand.
- Modernize the library's website to create a more dynamic and user-friendly online experience.

#### **5. Staff Development and Collaboration:**

- Provide more opportunities for staff training, continuing education, and attendance at seminars and conferences.
- Encourage collaboration between staff through small committees or task groups to improve communication and teamwork.
- Support new staff in taking on higher-level tasks and leadership opportunities.
- Focus on morale-boosting activities to strengthen team spirit and job satisfaction.

#### **6. Marketing and Outreach:**

- Enhance marketing efforts to raise program attendance and awareness of library services.
- Expand communication efforts within the City of Newport to highlight the library's impact and value.

#### **7. Arts and Cultural Initiatives:**

- Promote public art projects, including more art relevant to Newport and expanded community art programs.
- Develop a larger library garden for outdoor events and community engagement.

#### **8. Modernized Spaces and Resources:**

- Create more study spaces and meeting rooms to accommodate diverse patron needs.
- Update and expand the collection to include a wider selection of books, courses, and trainings.
- Add technology enhancements, such as more resources in the teen room and better marketing tools for library programs.

#### **9. City Leadership and Direction:**

- Leverage the energy and direction of the new city manager and leadership in Newport to align library goals with city initiatives.
- Capitalize on the city's renewed focus on communication and collaboration to build stronger ties across departments.

### **Threats to the Newport Public Library**

#### **I. Funding and Budget Constraints:**

- Persistent risk of budget cuts that could limit services, staffing, and programming.

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- Insufficient funding for critical areas, including cataloging, technology upgrades, and expanded services.
  - Fear of losing financial support after significant investments in programs and resources.
- 2. Staffing Challenges:**
- Chronic understaffing, leading to burnout among employees who are covering multiple roles.
  - Delayed hiring processes impacting operational efficiency and service delivery.
  - Difficulty recruiting new staff due to the high cost of living and limited affordable housing in the area.
  - Upcoming retirements of experienced staff members, with concerns about timely replacements.
- 3. Workplace Safety and Infrastructure:**
- Limited safety measures, such as a lack of cameras to prevent theft or other incidents.
  - Overcrowded spaces, including the teen room, causing tension between patrons.
  - Outdated and insufficient building infrastructure, including a lack of privacy for sensitive work, inadequate meeting spaces, and no air conditioning.
- 4. Community and Communication Gaps:**
- Lack of clear communication between staff, management, and city leadership (peer-to-peer, top-down, and bottom-up).
  - Feelings of under appreciation or invisibility compared to other city departments.
  - Misunderstandings within the community about the library's capabilities, policies, and limitations.
  - Insufficient follow-up on outreach efforts to the Hispanic community, risking disengagement.
- 5. Social and Political Pressures:**
- Threats of book bans and community censorship limiting access to diverse materials.
  - Polarized opinions about library content and services, which can lead to conflict.
  - Evolving political climates affecting library funding and operations.
- 6. Housing and Socioeconomic Factors:**
- Community housing crisis affecting staff recruitment and patron stability.
  - Growing demand for social support services, such as food pantries, that the library struggles to fully meet.
- 7. Technological and Usage Shifts:**
- Outdated technology and limited digital resources hindering patron access and engagement.

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- Rapid changes in library usage patterns and technology, requiring continuous adaptation.

**8. Environmental Risks:**

- Potential natural disasters, such as earthquakes or tsunamis, posing risks to the building, staff, and community.

**9. Service Limitations:**

- Lack of resources to expand outreach programs, such as delivering books to homebound patrons.
- Limited public resources and meeting spaces, which fail to meet the community's growing needs.
- Challenges in adapting the library to accommodate changing demands without adequate staffing and funding.

**10. Staff Well-being:**

- Risk of staff burnout due to prolonged understaffing and increasing responsibilities.
- Limited opportunities for staff morale-boosting activities and professional development.