

Sherwood Public Library

Strategic Planning 2026

A Note from the Library Manager

I'm proud to share this dynamic plan. We use it to guide priorities, stay nimble, and focus our work on meeting the needs of the community within our budget.

In 2023, we launched a new strategic planning process with a renewed focus on community engagement, building relationships, and inclusive representation from our community and stakeholders. The result is a living document that is reviewed and updated regularly as we continue to identify community needs, offer fresh solutions, and address new goals.

As a public library, we have a duty to seek robust public input to guide community-driven priorities. Today's library is about more than reading. We offer lifelong learning and the power of public libraries to transform lives. We are dedicated to including more perspectives and reducing barriers to civic engagement and library services.

Working together,

Adrienne Doman Calkins, Library Manager, MLIS

Our Values

As part of our strategic planning process, we revisited and refreshed our evolving values.

Our core values inform our work and guide our decisions.

We are excited to provide a world of information and resources for lifelong learning.

- **Equity, Accessibility, Inclusion, and Belonging**
 - We are dedicated to making the library truly for everyone.
- **Free & Open Access**
 - We are excited to provide a world of information and resources for life-long learning.
- **Responsiveness & Learning**
 - We are committed to seeking community input, learning new skills, and cultivating an atmosphere of creativity, curiosity, and ingenuity.
- **Safety & Empowerment**

- We want everyone to feel safe, valued, and seen. We encourage participation and civic engagement. We want all of us to feel respected, welcomed, and to thrive.
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About Our Community

Sherwood is part of the Portland Metro region, nestled in southern Washington County, Oregon, with 20,450 people.

- 11% of people speak a language other than English
- 83% of adults over age 25 have completed at least some college
- 1 in 5 people identify as a race other than White, or two or more races
- 1 in 12 people identify as Hispanic or Latino

Our library serves the broader rural Sherwood area, stretching from the borders with Yamhill and Clackamas Counties to Tualatin, past SW Sherwood-Scholls Road and to Hwy 219. Our total service area encompasses nearly 25,000 people.

More demographics

- Median household income: \$110,616
- Average Sherwood home value: \$649,708
- Renter-occupied housing: 23%
- Households without broadband: 8.8%
- People below the poverty level: 801
- Population 3 years and over enrolled in school: 6,156

Sherwood School District Demographics

- 4,818 students enrolled
- 13% Hispanic/Latino
- 4% Asian
- 74% White
- 91% of teachers are White
- 13% of students have a disability
- 9% experiencing poverty
- 8% are English Learners
- 62 languages are spoken at home

Mapping Our Community

An interactive mapping activity we hosted during National Library Week in 2023 taught us a lot about our community.

Geographic areas represented: nearly every state in the USA, Canada, Mexico, Central America, South America, Europe, Africa, Middle East, Asia, Australia, New Zealand, and Greenland.

We are delighted and honored to host you as our patrons and visitors.

About Our Library

The mission of Sherwood Public Library is to inspire discovery, enrich lives, and build community through equitable access to lifelong learning.

Sherwood Public Library is a department of the City of Sherwood and a proud member of Washington County Cooperative Library Services (WCCLS).

As a member of WCCLS, Sherwood Public Library provided access to 1.5 million items including e-books, digital audiobooks, streaming video, and online learning resources from across 16 member libraries and through WCCLS.

Find out more at wccls.org

Key Metrics

- **Annual checkouts:** 457,000
- **Value of checkouts:** \$7.8M
- **Annual visits:** 193,000
- **Library cards registered:** 12,200
- **Locally curated collection of books, movies, music, magazing, games, gadgets, and more:** 51,000 items
- **Languages represented:** Our collection includes Spanish, Mandarin Chinese, Japanese, and French books. Materials in 60+ languages are available through WCCLS.
- **Translation and interpretation services are available:** In 20 languages through WCCLS.

More Than Just Books

- **5,600** Staff-provided services per year: Tech help appointments, reference and readers' advisory, social services referrals, 3D printing, and test proctoring.
- **12,000+** Uses of public internet stations per year.
- **390** Events & classes for all ages per year, including storytimes, bookclubs, writing workshops, computer & citizenship classes, summer reading, STEM activities, cultural events, TeenLAB, and more.
- **23,000** Annual participants in events & classes:
- **44** Partnerships with local, regional, and national groups that expand our impact and reach.

Here's your section with corrected spacing, keeping all wording exactly as requested:

Our funding

We are supported by local taxpayers' dollars.

Sherwood Public Library funding comes from WCCLS (66%) through the county's general fund from local property taxes and a five-year local operational levy, as well as the City of Sherwood general fund (34%).

The current levy provides 40% of WCCLS' revenue; the other 60% of WCCLS' revenue comes from Washington County's general fund.

A proposed Levy for Countywide Library Services, Measure 34-345, is on the Nov. 4, 2025 ballot. If passed, Measure 34-345 would replace the 5-year levy expiring in June 2026 and continue to generate tax revenue from July 2026 through June 2031.

Sherwood Public Library Adopted Budget for July 2025 – June 2026: \$1,602,053

Revenue

- WCCLS: \$1,056,478
- City direct financial support: \$540,445
- Fees: \$2,800
- State Grant: \$4,224
- Additional support through the Friends of the Library, gifts, and partnerships is valued at nearly \$25,000.

Expenses

- Personnel (10.37 FTE): \$1,447,298
- Collection: \$97,900
- Programming supplies (events and classes): \$19,900
- Other supplies and services: \$36,955

Return on Investment--The value of our services

Nearly \$8.2 million in value last year—more than 5x the return on investment.

- Borrowing books, movies, games and more valued at \$7.8M
- Program attendance valued at \$260,000
- Computer use valued at \$104,000
- Reference and readers' advisory services valued at over \$37,000
- Plus, the community-building that cannot be measured in dollars.

Our budget by percentage

Revenue

- 39.5% from WCCLS, through Washington County's General Fund
- 26.3% from WCCLS, through the levy
- 33.7% from City of Sherwood
- 0.4% from Grants and Fees

Expenses

- 90.3% for Personnel (10.37 FTE)
- 6.1% for the Collection
- 4% for Supplies & services

Measuring our work

Assessments, outcomes, and qualitative data are just as important to us as statistics.

Library assessments are tools that help us to measure and analyze our services, facility, accessibility, and more. We use assessments regularly to guide our goals and decisions. A few recent examples include:

- Oregon Library Association Public Library Standards help us measure our facility, services, collection, governance, technology, and long-term planning.

- An accessibility & trauma-informed walkthrough report.
- A diversity audit of our print collection.
- Edge Assessment -- measuring digital equity for our public-facing technology.
- Library Surveys -- getting feedback from our library patrons and non-users.
- Project Outcome -- measuring the impact of our library programs.
- Connections Report -- an annual list highlighting the various local, regional, and national partnerships we foster.
- Service Stories -- we love to collect stories about how Sherwood Public Library makes a positive impact in our community.

Find out more at: sherwoodoregon.gov/library/assessments

Sample survey responses

- "We are super grateful for our Sherwood library and its dedicated, creative, and kind staff members."
 - "Your selection is amazing. The layout, accessibility is wonderful. It's a very inviting space!"
 - "I love the presence of the Library right in Old Town. It is a beautiful space and a real asset to our Sherwood community."
 - "You have so many resources available, staff is efficient and kind, and you guys stay aware of community needs."
 - "The library is our favorite public facility."
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Our Strategic Past

2017–2019, First Library Strategic Plan

- Robust textbook process with input from community forums, library staff, and the Library Advisory Board. We successfully completed over 90% of the objectives we set out to accomplish.

2020–2021, Strategic Focusing

- Our strategic planning process was put on hold during the pandemic. Instead, staff and the Library Advisory Board created an iterative process to regularly formulate and review strategic goals to guide services in the shorter term and use the time to prepare for deeper strategic planning in the future.

2022, Strategic Preparation

- Focus areas included: Promote & Maintain In-Person Services, Technology, Equity, Strategic Planning & Community Engagement.

2023, Strategic planning & community engagement

- Deep information gathering and reviewing of themes.

2024-2026, Strategic plan in motion

- Where we are now. Worked with stakeholders to identify top goals and initiatives. We will review regularly and adjusted as needed with community engagement always part of the process.

Our New Strategic Planning Process

Here are methods we have used and will revisit to incorporate community engagement. It's less textbook, and more grassroots and nimble. We are using new skills to meet the changed needs of our community. Many of these steps happened simultaneously or repeated in cycles. We are assessing and adjusting as we go. We are applying an equity lens to elevate more perspectives and include broader participation.

- **Microsurveys:** Short open-ended questions to learn from our community about the community
 - **Interviews:** Listening to stakeholders and community members in 1:1 conversations meant to build relationships and deepen understanding
 - **Community Needs Assessment:** Identifying strengths and needs through research and engagement
 - **Visioning:** Mission, values, and planning discussions with staff and board members
 - **Surveys:** Seeking user and non-user feedback
 - **Outreach:** Presenting, sharing, and reaching out
 - **Open House:** Showcasing services and asking for input
 - **Letters:** Reaching out to perspectives we are missing
 - **Focus Groups & Listening Sessions:** Inviting group conversations, public input, and reflection
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Outward-Facing Questions

Our microsurveys, interviews, and open-ended survey questions helped us to discover nuances of what community needs exist and suggestions for solutions. Here is some of what we heard in response to the question “What is your vision of a strong community?”

- **Connect people to resources**
Where everyone gets the help they need.
- **Everyone thrives.** Everyone has opportunities to become their best self
- **Partnerships & collaboration.** Agencies working together for cohesive services
- **Cultural celebrations.** Embracing diversity and celebrating inclusivity with community events.
- **Helping each other.** Supporting each individual’s growth because their strength strengthens the whole community.
- **Meaningful gatherings.** Connecting families, neighbors, and newcomers of all ages and abilities. Include in-person and virtual opportunities.
- **Everyone belongs.** Everyone is valued and welcomed.
- **Affordable housing.** Allow everyone to live here, regardless of income. Balance with sustainable growth.
- **Representation matters.** More diversity in government and service organizations.

(Data collected and synthesized by Sherwood Public Library, 2022-2023)

Inward-Facing Questions

We also discovered more about why people use the library with the question “What made you decide to get a library card?”

- **Moved to Sherwood.** Visiting the public library is a high priority after moving to Sherwood and the area.
- **Reading.** Our “brand” of books brings people to the library for a love of reading and access to printed books, e-books, and audiobooks.
- **Access.** A library card connects people to resources and opens possibilities. From books to computers, people want a library card because it’s useful.

- **Family.** People often encourage spouses, children, grandchildren, and household members to use the library independently.
- **Milestones.** Families celebrate a child's first library card. Many adults return to the library as new parents, when their children enter school, or when moving to be closer to family.
- **School.** Students often get a library card for help with homework, research, reading for school, Oregon Battle of the Books, and during school tours and classroom visits.
- **Saves money.** A library card helps people save money on books, movies, and lifelong learning.
- **Events & Programs.** People seek out the library for free events, storytimes, and other programs and services.

(Data from Library Card Sign-Up Month microsurveys, September 2022.
Sherwood Public Library)

Emerging Themes

These are the initial themes we heard from our community and stakeholders:

- **Communication.** Telling the library story and broadly sharing what happens at the library is important.
- **Technology.** There is a need for help with basic skills, access, virtual offerings, and also a strong appetite for emerging technology and content creation.
- **Cultural Appreciation.** Our community members want to celebrate diversity and practice inclusion.
- **Gathering.** We can counteract loneliness and isolation by building opportunities to gather in small and large groups.
- **Resources.** Help connecting with mental health, financial, health, housing, and other social services.
- **Families.** Requests for more options for high-quality and free public events and activities for all ages.
- **Transportation.** Youth, older adults, and people with disabilities especially have barriers to getting to the library.
- **Languages.** Need for Spanish-speaking staff, classes conducted in Spanish, and classes to learn English and Spanish.

- **Accessibility.** Increase options for neurodiverse and disabled people to use the library and to contribute to the community.
 - **Funding & Governance.** As a department of the City and a member library of WCCLS, we are invested in our sustainability.
 - **Intellectual Freedom.** Access to information and creative expression is a core value we are revisiting with renewed interest.
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Assets map

Asset mapping is a strengths-based approach to identifying the positive resources, institutions, skills, and capacities in a community.

These assets were shared through our community engagement. Asset mapping can help discover collaborative solutions.

- Family-friendly community
 - Welcoming & friendly community
 - Volunteerism & community support
 - Strong schools & SHARE Center
 - Festivals & community events
 - Churches & food pantries
 - Dual language Spanish/English program for elementary school
 - Public Library is the community's living room
 - Age-Friendly City
 - Old Town Sherwood & local businesses
 - Green spaces
 - Parks
 - Sports fields & Safety courts
 - Vibrant Center for the Arts
 - Walkability downtown
 - Tualatin River National Wildlife Refuge
 - Technology & broadband
 - Urban planning
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Tested New Ideas

As we worked through this process and learned from our community, we've also jumped right in to pilot new services, applied for grants, and strengthened new partnerships to better meet the needs of our community.

This approach to our work adds to our Agile mindset to treat planning as an organic and responsive process, while we also digest the information we've been gathering and prepare more formal goals and objectives.

- STEAM Saturday monthly events
 - Virtual tours & hybrid offerings
 - Computer basics classes in English & Spanish
 - Staff training and skill-building
 - Supported a new Library Foundation
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Prioritizing Our Work

Library staff and our Library Advisory Board worked to align our goals with practical considerations. These goals will be adjusted as our work unfolds, and we will continue to incorporate other themes that emerge and identify new needs.

- Fiscal Responsibility
- Capacity & Efficiencies
- Accessibility & Languages
- Cultural Appreciation
- Technology

While we balanced these decisions, we considered:

- Our values and our mission
 - Alignment with City Council goals
 - Reaching patrons and new library users, both to try and serve a majority, and to serve those not adequately served before
 - Anticipated positive impact on our community
 - Qualitative and quantitative feedback
 - Our time and capacity as a relatively small staff
 - Our budget, which has been reduced both by the County's general fund and the City's general fund in the last several years
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Our goals, explained

Public-facing:

- **Accessibility & Languages.** Increase options for neurodiverse and disabled people to use the library and to contribute to the community. Increase language options in services, classes, and collections.
- **Cultural Appreciation.** Celebrate diversity and practice inclusion through meaningful community events and activities for all ages.
- **Technology.** Offer an array of technology-related opportunities from basic skills to virtual access, emerging technology, and content creation.

Staff-facing:

- **Fiscal Responsibility.** We have a duty to use tax-payers' money wisely, especially when there have been reductions to revenue.
 - **Capacity & Efficiencies.** Throughout our work, we know we will need to learn new skills, identify new partnerships, stretch out of our routines, and re-evaluate the way things have always been done to make room for new work.
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Work We're Doing

Public-facing:

Accessibility & Languages

- Created virtual tours in English and Spanish
- Became an organizational member of the Talking Book & Braille Library
- Partnering with the Sherwood Library Foundation to raise funds for an ADA-accessible meeting pod
- Provide job discovery and volunteer opportunities for people with a wide variety of abilities
- Develop a draft meeting room use policy in anticipation
- Partnering with Sherwood School District for our 2nd year of student library cards with WCCLS
- Increase community outreach

Cultural Appreciation

- Bilingual Storytime in the Park
- Cultural events for summer reading
- Celebrating Diwali and Lunar New Year in partnership with the Center for the Arts
- Planning for next year's summer reading program line-up and events throughout the year
- Investing in representative and diverse titles, creating more displays

Technology

- Hosted a Digital Navigator through AmeriCorp, in partnership with Washington County and WCCLS
- Improved our Library of Things and Chromebook offerings
- Added media editing software for the public
- Digging in deeper for cross-training tech help skills on staff
- Offering new programs that match community interest

Staff-facing:

Fiscal Responsibility

- Participating in a countywide WCCLS funding and governance evaluation project to identify mid- and long-term funding for the library cooperative
- Levy education for the Nov. 4 election
- Supporting the new Sherwood Library Foundation and their goal to fundraise for facility improvements
- A new Intergovernmental agreement with WCCLS is expected this fall. We participate as a member library in the revision process
- A replacement levy for countywide library support is on the ballot for Nov. 4. We are considering plans for the next five years of library services
- Continue transition to centralized collection management

Capacity & Efficiencies

- Conducted Process Mapping to improve our efficiencies with Library of Things processing and Tech Help appointments

- Cross-training staff with tech assistance skills
 - Transition planning for changes coming to centralized collection management by WCCLS
 - Skill-building with AI and using AI tools where appropriate
 - Rebranding newsletter and event posters that are more efficient to update and print in-house
 - Staff training on web-based library software
 - Developing a streamlined team-approach to policy development
 - New board member onboarding
 - Partner with Foundation on grant-writing
 - Youth intern mentoring
 - Revamping bookclubs and other repeating programs to reduce workload on staff
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Virtual Tours

We invite you to tour our library from your own device. Share with someone who hasn't been here yet. www.sherwoodoregon.gov/library/tours

These tours were inspired by community feedback to reach people new to the community, unfamiliar with public libraries, or who want to preview our accessibility before navigating the space.

Visit in person at: 22560 SW Pine Street, Sherwood OR 97140

Find out more at: www.sherwoodoregon.gov/library

Special thanks to **In Gear Marketing** for filming and production.

Getting involved in your library

We work with three groups who support the Library. Join us.

Library Advisory Board

Provide input on library policies, strategic planning, and goals. Meets the 3rd Wednesday of the month, 6:30–8:00pm sherwoodoregon.gov/libraryboard

Friends of the Library

Accepts donations of used books and \$\$\$ to support library programming, such as book clubs. A longstanding 501(c)(3) nonprofit. sherwoodoregon.gov/library/friends

Library Foundation

A 501(c)(3) nonprofit with the goal to raise funds to complement public funding with charitable giving.

Contact Adrienne Doman Calkins, Library Manager domancalkinsa@sherwoodoregon.gov

503-625-4272

Follow along: sherwoodoregon.gov/library/strategic-plan

We update this document regularly. Last updated: 8/2025