

Strategic Planning

2026



SHERWOOD
PUBLIC LIBRARY



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 life-long 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.

"Today's library is about more than reading. We offer life-long learning and the power of public libraries to transform lives."



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.

Equity, Accessibility, Inclusion, and Belonging

We are dedicated to doing the work of 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.

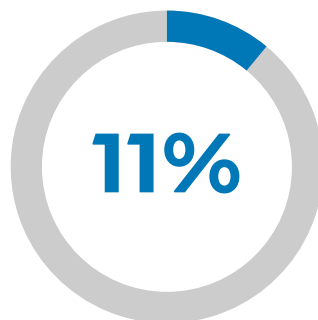


About our community

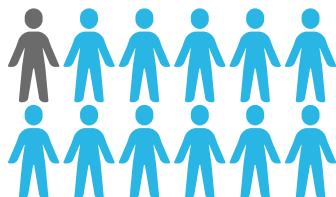
Sherwood is a part of the Portland Metro region, nestled in southern Washington County, Oregon, with 20,450 people.



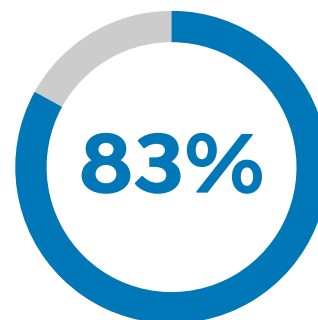
1 in 5 people identify as either a race other than White, or two or more races



11% of people speak a language other than English



1 in 12 people identify as Hispanic or Latino



83% of adults over age 25 have completed at least some college



Our total service area encompasses nearly 25,000 people.

Our library serves the broader rural Sherwood area, too, stretching from the borders with Yamhill and Clackamas Counties to Tualatin, past SW Sherwood-Scholls Road and to Hwy 219.

More demographics



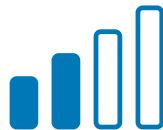
Median household income
\$110,616



The 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

- 4,818 students enrolled in the Sherwood School District
- 13% are Hispanic/Latino, 4% are Asian, 74% are White
- 91% of teachers are White
- 13% of students have a disability
- 9% experiencing poverty
- 8% of SSD students are English Learners
- 62 languages are spoken at home
- 6% mobile students



Sources: 2023 American Community Survey & 2020 Census, Zillow (7/2025), Edge Assessment 2022 for Sherwood Public Library, Oregon Department of Education for 2023-2024

Mapping our community

An interactive mapping activity we hosted during National Library Week taught us a lot about our community. We transferred the pins on actual bulletin boards to this simplified map.

Thank you to everyone who participated.



Red pins: "Where I live" 
Black pins: "Where I'm from" 

NLW OPEN HOUSE--COMMUNITY MAPPING
APRIL 27-JUNE 11, 2023

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 life-long learning.

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

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

Find out more at wccls.org.



Key metrics @ Sherwood Public Library



Annual checkouts
457,000



Value of annual checkouts
\$7.8M



Annual visits
193,000



Library cards registered at our library
12,200



51,000

Items to borrow in our locally curated collection of books, movies, music, magazines, games, gadgets, and more.



Our collection includes Spanish, Mandarin Chinese, Japanese, and French books. Materials in over 60 languages are available through WCCLS and member libraries.

Translation and interpretation services in 20 languages are available 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 and classes for all ages per year, including storytimes, bookclubs, writing workshops, computer classes, 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

Our funding



We are supported by local tax-payers' 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 \$2800
 - State Grant \$4224
- 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

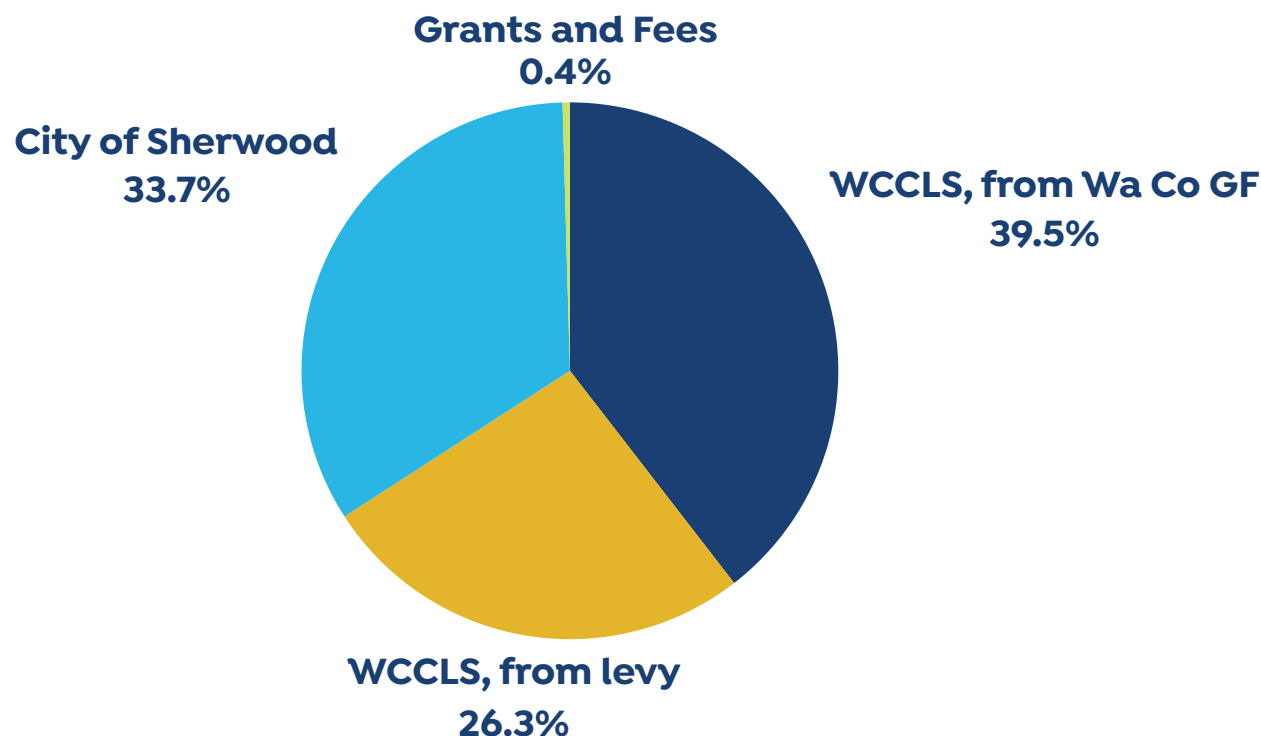
Return on Investment--The value of our services

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

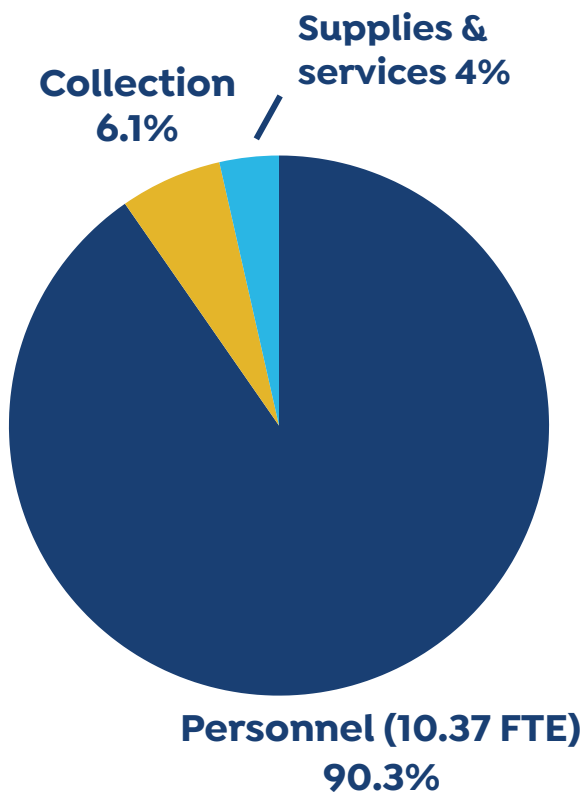
- Borrowing books, movies, games and more valued at \$7.8M
- Program attendance valued at \$260,000
- Computer use valued at \$104,000
- Reference and readers' advisory services valued at over \$37,000
- **Plus, the community-building that cannot be measured in dollars.**

Our budget, visualized

Revenue



Expenses





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

"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."

--Survey responses

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, and 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. We've worked with stakeholders to identify our top goals and initiatives. We will review regularly and adjust as needed with community engagement always part of the process.



See also Sherwood Public Library's Journey map for our story from 2015–2021
(sherwoodoregon.gov/library/journeymap)



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.



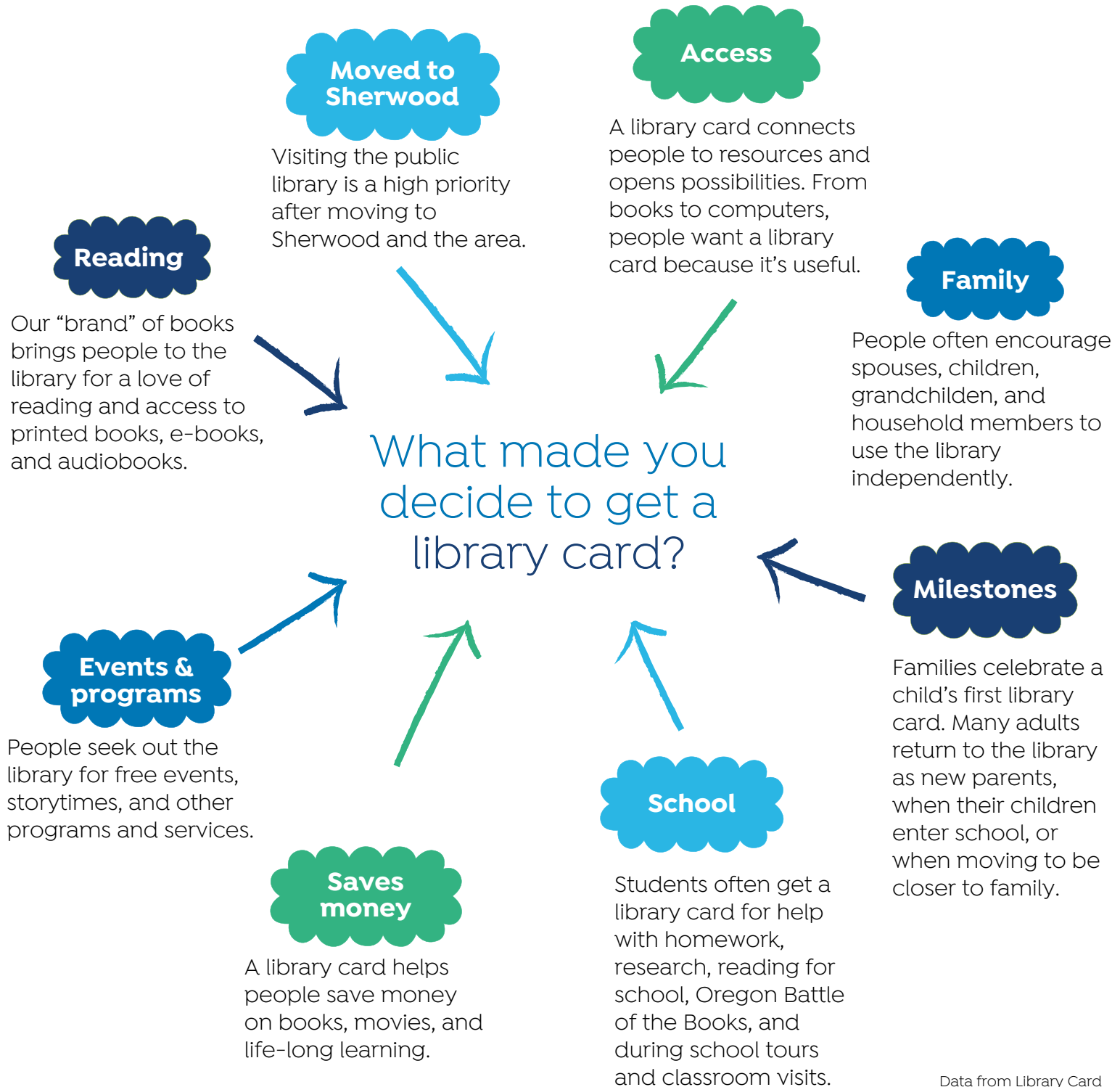
Outward-facing questions

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...



Inward-facing questions

We also discovered more about why people use the library.



Data from Library Card Sign-up Month micro-surveys, 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's happening 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

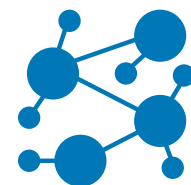
As a department of the City and a member library of WCCLS, we are invested in our sustainability.

Intellectual Freedom

Access to information and creative expression is a core value we are revisiting with renewed interest.

Assets map

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



Strong schools &
SHARE Center



Family-friendly
community



Parks



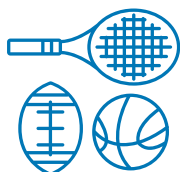
Welcoming & friendly
community



Vibrant Center for
the Arts



Old Town Sherwood
& local businesses



Sports fields &
courts



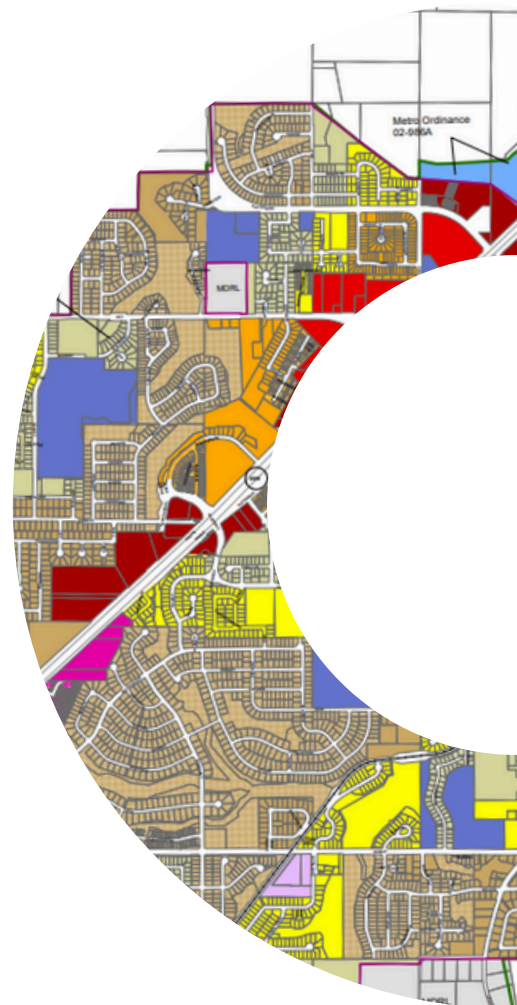
Safety



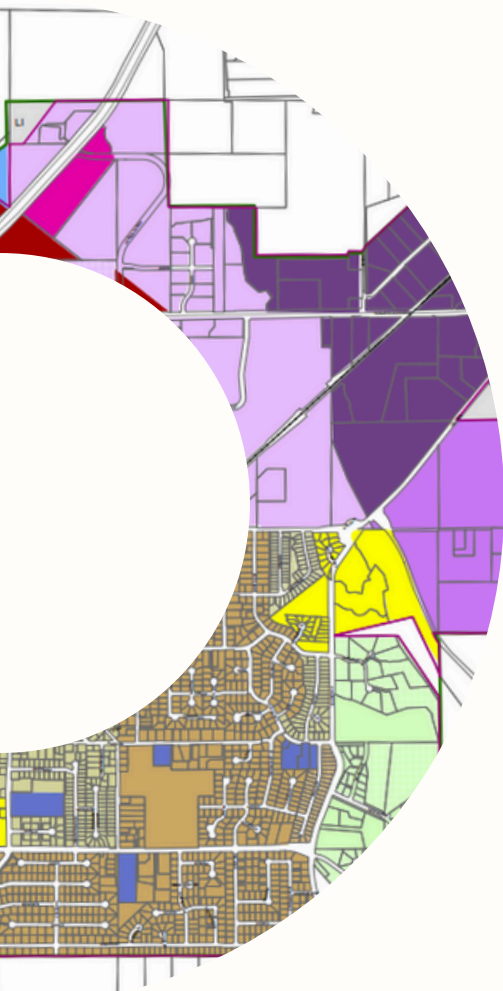
Volunteerism &
community support



Walkability
downtown



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



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Green spaces



Festivals & community events



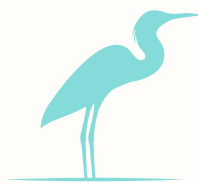
Public Library is the community's living room.



Churches & food pantries



Dual language Spanish/English program for elementary school



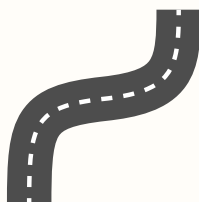
Tualatin River National Wildlife refuge



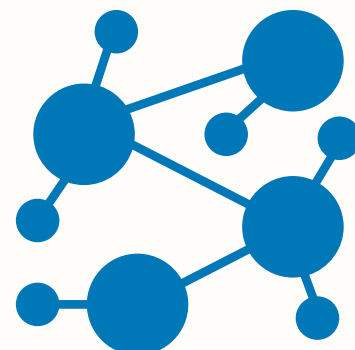
Age-Friendly City



Technology & broadband



Urban planning

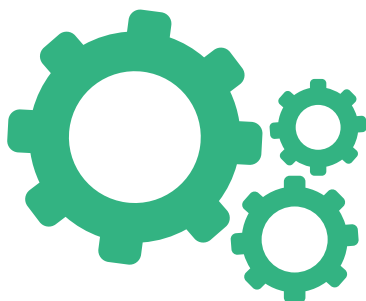


Tested new ideas



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**

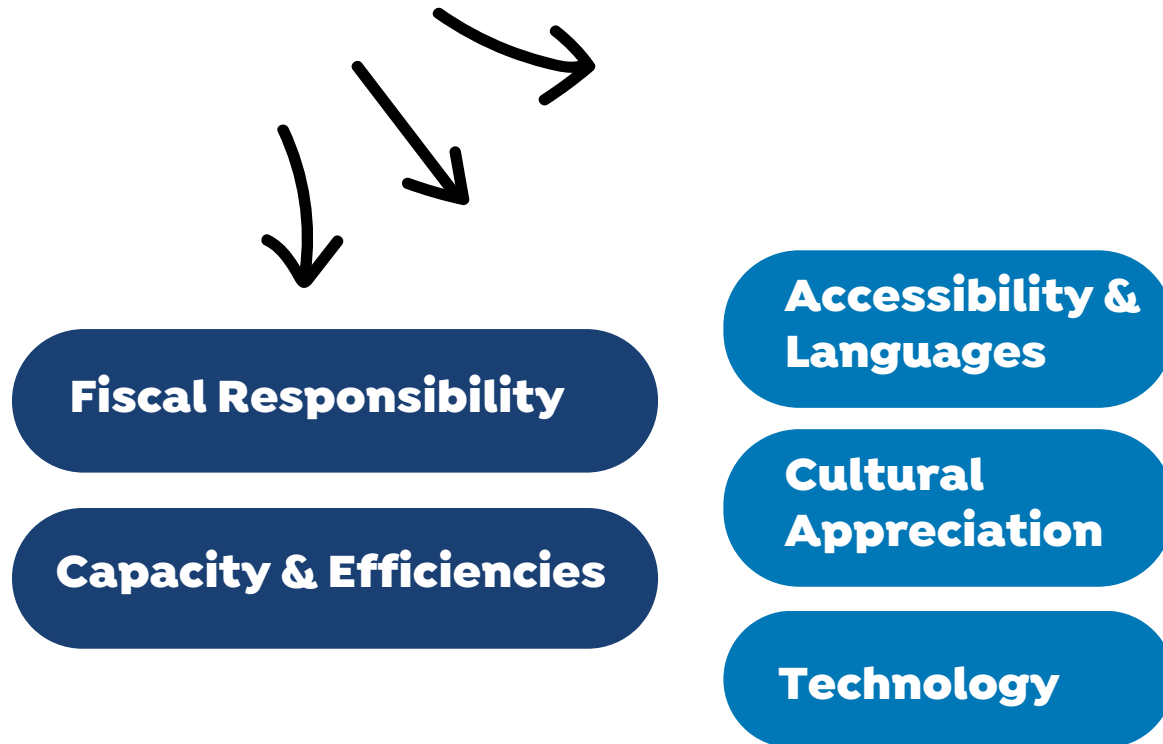


**Staff training and
skill-building.**

**Supported a new
Library Foundation.**

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.



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.

Our goals, explained

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.

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.



Work we're doing



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.

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.

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.

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.

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.



Next up, gearing up



Staff-facing

Fiscal Responsibility

- 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

- 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.

Public-facing

Accessibility & Languages

- Partnering with the Sherwood Library Foundation to raise funds for an ADA-accessible meeting pod.
- 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

- 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

- Digging in deeper for cross-training tech help skills on staff.
- Offering new programs that match community interest.



Virtual Tours



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

SHERWOOD
PUBLIC LIBRARY



Virtual 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.

Biblioteca Pública de Sherwood **Guiones de video**

Visite nuestra biblioteca a través de breves recorridos virtuales. Conozca el espacio y conozca más sobre lo que ofrece nuestra biblioteca pública. Visítenos en persona en 22560 SW Pine Street, Sherwood OR 97140. Obtenga más información en www.sherwoodoregon.gov/library. Un agradecimiento especial a In Gear Marketing por la filmación y producción.

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 long-standing 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.





We update this document regularly.
Last updated 8/2025

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



Contact Adrienne Doman Calkins, Library Manager,
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