



**FVR Libraries**  
FORT VANCOUVER REGIONAL LIBRARIES

Fort Vancouver Regional Libraries

# 2026 - 2030 Strategic Plan



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## INTRODUCTION LETTER FROM LEADERSHIP

# To our community:

I'm proud and deeply grateful to share Fort Vancouver Regional Libraries' next Strategic Plan.

**This plan is more than a document, it is a reflection of the values and voices of our communities.** It represents what matters most to our community: access, connection, learning, and belonging. Together, we have imagined what the future of our libraries can be and now we have developed a shared path to get there.

On behalf of everyone at FVRLibraries, thank you. To every community member who shared an idea, every staff member who offered insight, and every partner who helped us listen deeply, thank you. Your stories, questions, and hopes have shaped this plan. They remind us that libraries are not only about what we offer but also about what we build together.

Libraries have always been more than buildings or books. They are spaces of welcome and possibility, where everyone can learn, create, and connect. As our

communities grow and change, our mission remains steady: to champion equitable access to literacy and lifelong learning for all. This plan strengthens that commitment and guides how we will invest, collaborate, and innovate over the next five years.

Our work ahead centers around four key priorities: operational excellence, community connection and inclusion, library programs and services, and spaces and technology. Each of these areas reflects our dedication to integrity, connection, and lifelong learning. More than half a million people rely on FVRLibraries, and each one plays a role in shaping what comes next.

Together, we will continue to nurture curiosity, expand access, and strengthen community. The future impact of our libraries will be written by all of us, one story, one idea, and one connection at a time.



With gratitude,  
**Jennifer Giltrop**  
Executive Director



# About FVRLibraries

FVRLibraries serves over 550,000 people across 4,200 square miles of southwest Washington—including Klickitat, Skamania, and most of Clark Counties, and the City of Woodland in Cowlitz County.

Established in 1950, FVRLibraries was Washington's first intercounty rural library district (RCW 27.12). It operates as an independent taxing district governed by a seven-member Board of Trustees.



## COWLITZ COUNTY





## By the Numbers: Our district in action in 2025

**1.48 MILLION**

VISITS TO PHYSICAL BRANCHES

**9.37 MILLION**

DIGITAL VISITS

**31,000**

NEW CARDS  
ISSUED

**111,000**

PROGRAM  
ATTENDEES

**458,000**

WIFI  
SESSIONS

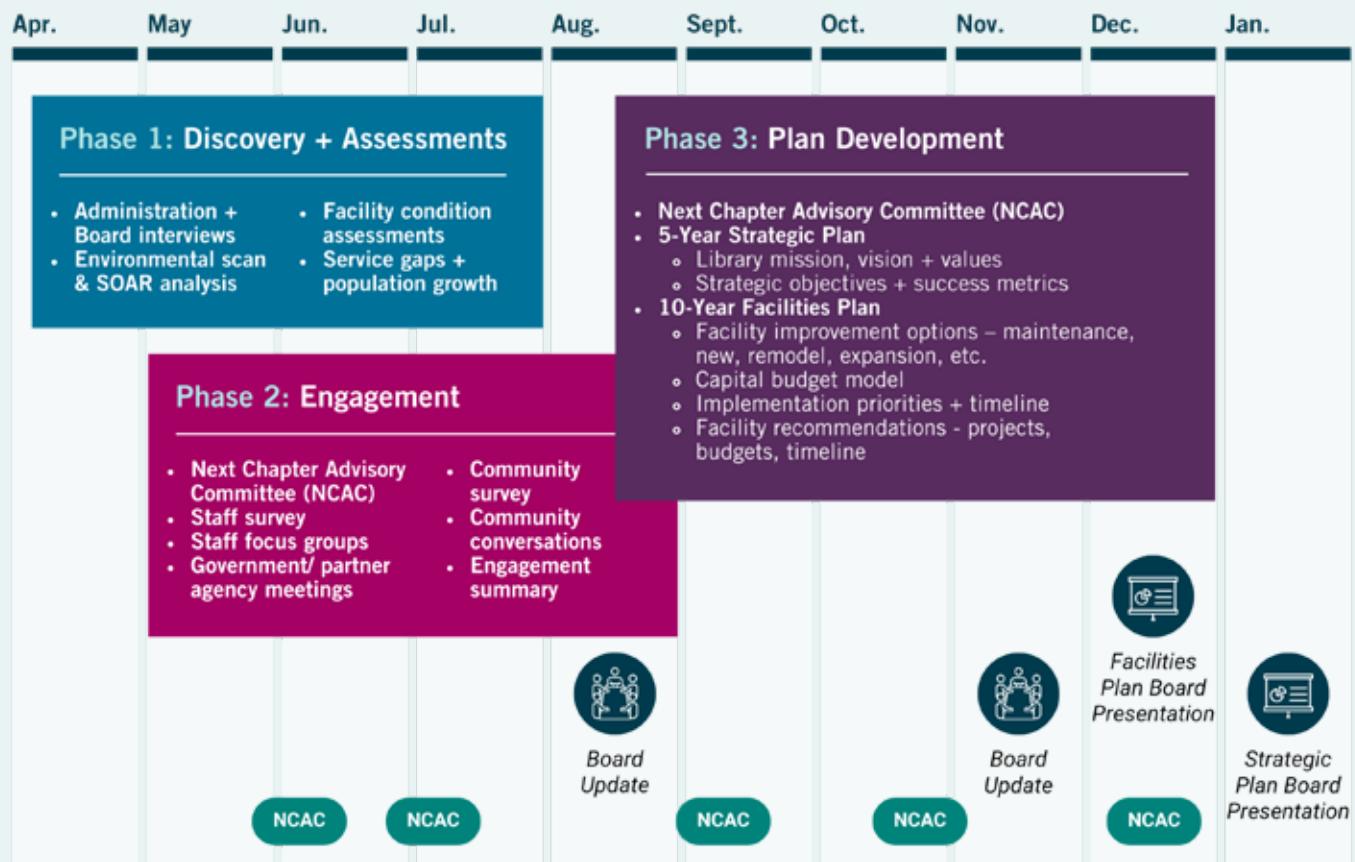


# Strategic Planning Process

FVRLibraries launched its strategic and master facilities planning processes in the spring of 2025. This comprehensive effort set out to define a shared vision for the next five years that reflects community priorities, supports organizational sustainability, and advances the library district's mission of opening doors and providing access to literacy and learning for all.

The planning process was guided by a Core Team made up of members of FVRLibraries' Administrative Team and external planning consultants. Meeting biweekly throughout the early phases, the Core Team shaped the overall approach, coordinated data collection, and ensured that the planning process remained inclusive, transparent, and aligned with FVRLibraries' values.

## Timeline



**NCAC:** Next Chapter Advisory Committee

A key partner throughout the process was the Next Chapter Advisory Committee (NCAC), a diverse group of community members, staff, trustees, volunteers, and community partners who met regularly to guide each step of community engagement and plan development. Their role was essential in ensuring that the final plan is grounded in community voice and perspective. The NCAC met five times throughout the planning process.

**Throughout summer 2025**, FVRLibraries invited feedback and ideas through a range of activities, including digital and print surveys, open house-style community conversations, and advisory group discussions. Staff engagement included both surveys and focus groups to ensure that internal perspectives and frontline insights informed the planning process. Community members, key partners, and patrons from Klickitat, Skamania, and Clark counties shared their experiences, values, and aspirations for the future of their libraries.

**"Thank you for all that you do for our community! We love having our libraries at the heart of our town and so much a part of our lives. Thank you for holding a space for people to learn, grow, heal, and hope. We love our library!"**

– Community Conversation Participant

**"It should feel like the library is for you, no matter who you are."**

– Community Conversation Participant



Following the engagement phase, the FVRLibraries Board received updates on community input and, later in the fall, reviewed recommended revisions to the organization's mission, vision, values, and priorities. This collaborative process helped ensure that the plan reflects both community priorities and organizational direction.

The result is a strategic plan grounded in community voice. Ideas, themes, and priorities gathered through this process directly informed the plan's vision, values, and priority areas, ensuring that the path forward truly reflects the people FVRLibraries serves.

# Strategic Planning Process

## Key Terms

### CPT:

Core Planning Team consisting of FVRL Administrative team members and Consultant team members.

### Admin Team:

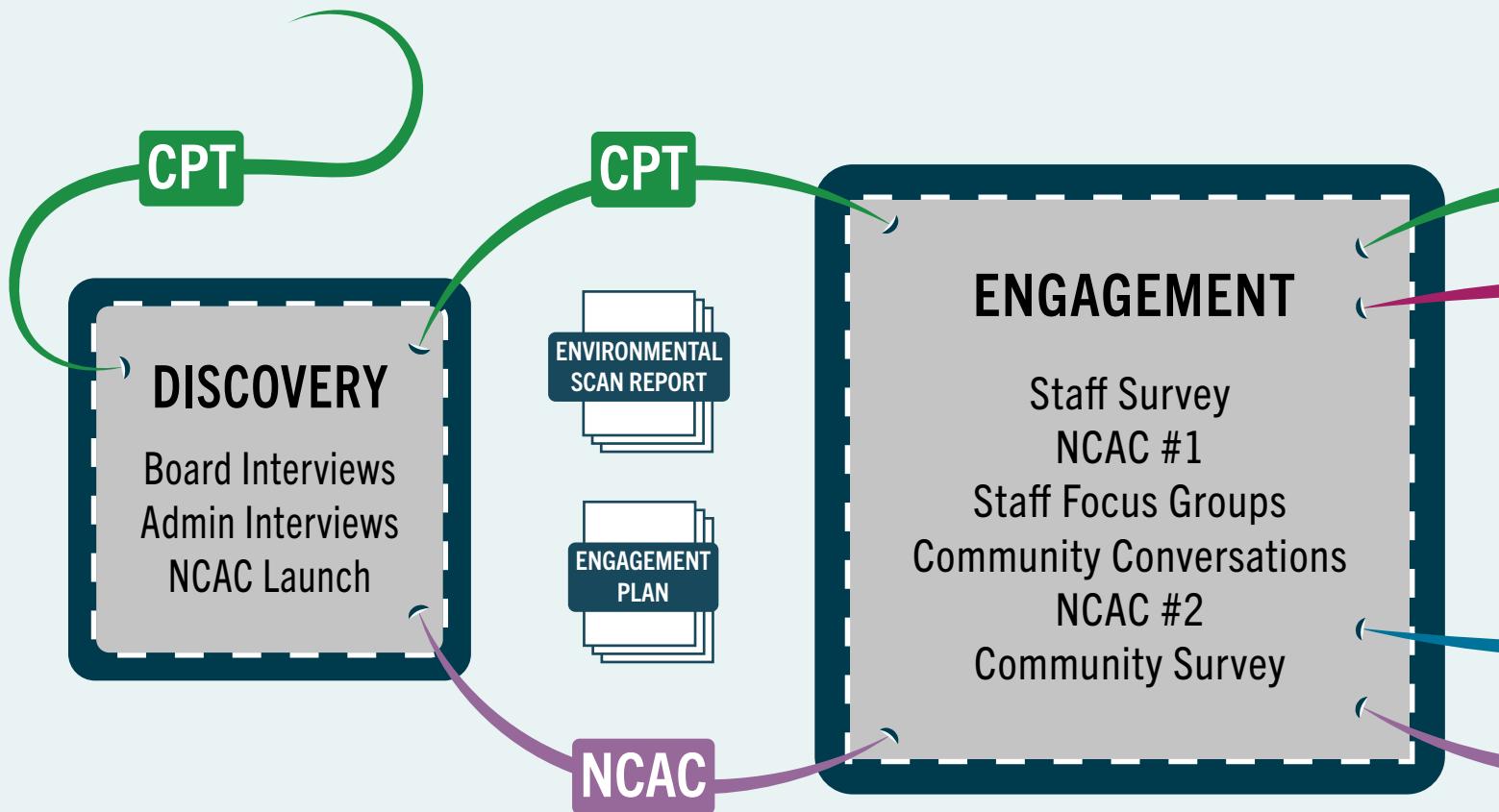
FVRLibraries Administrative Team

### Board:

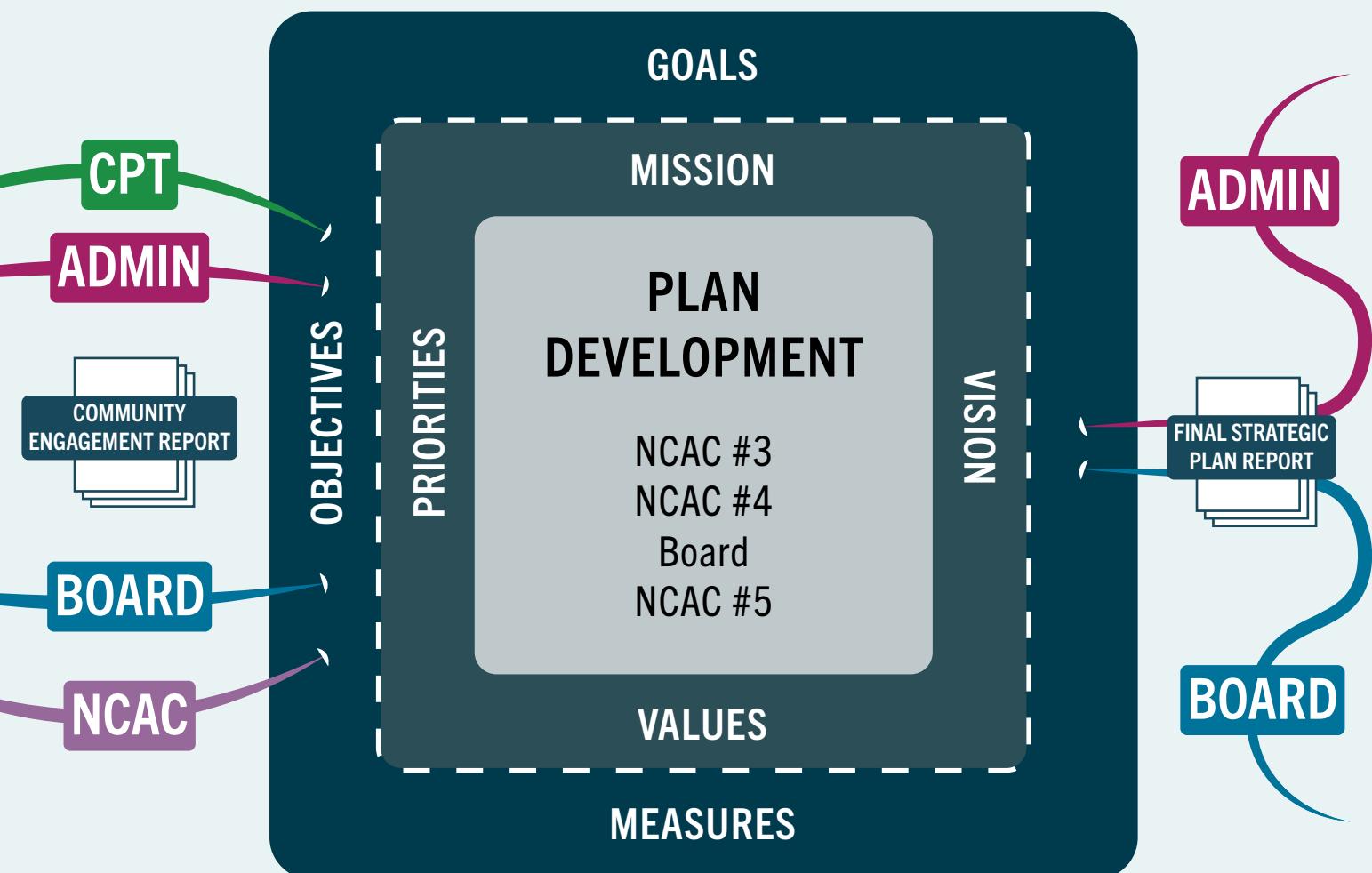
FVRLibraries Board of Trustees

### NCAC:

Next Chapter Advisory Committee, a diverse array of individuals from different professional backgrounds and lived experience providing insight and guidance in the development of FVRLibraries' strategic and facilities plans. Members include FVRL staff, Board of Trustees, Agency and Municipality partners, elected officials, community based organizations, Library volunteers, FVRL Foundation, Business representatives and students. Committee members also serve as ambassadors and ensure FVRLibraries' priorities represent and reflect community values, vision, and voice.



\*Before and/or after each of these events  
there was iterative work happening with CPT



\*Before and/or after each of these events there was iterative work happening with CPT and Admin Team

## Design Symbolism

The strategic plan is envisioned as a quilt, with each square representing a distinct insight gathered from our community, stitched together with the lived experience and the expertise of our library staff. These pieces are intentionally threaded, creating patterns that illuminate and reinforce our mission, vision, values, and strategic priorities. Woven into everyday moments throughout the library, this plan will be a source of guidance, supporting our library and community for generations to come.

# FVRLibraries 2026–2030 Strategic Plan

Updated Jan 26, 2026 | Consistent with FVRLibraries' commitment to literacy and clear communication, grammatical revisions to the Board-approved language are required and will be presented to the Board for approval.



## VISION

We provide the foundation for literacy, learning and civic life, helping every person prosper through the power of knowledge, curiosity and community connection.



## MISSION

We open doors and provide access to literacy and learning for all, creating a foundation for stronger, more united communities.



## VALUES



**Integrity:** We earn public trust through transparent leadership and the careful stewardship of our resources. We are committed to upholding the right to intellectual freedom and access for all, in a manner that honors the primary role of parents and guardians.



**Connection:** We create welcoming spaces—connecting people to ideas, resources, and one another so everyone we serve is seen, valued, and respected.



**Lifelong Learning:** We build literacy, nurture curiosity, and encourage discovery—embracing exploration, creativity, and growth at every stage of life.



## PRIORITIES

We center our work through four interconnected priorities that guide how we design spaces, develop programs, collections, and services, invest in technology, and support our staff.



**Operational Excellence:** Fostering a culture of learning, accountability, and continuous improvement that unites our staff, systems, and spaces to deliver exceptional service and lasting impact.



**Community Connection & Inclusion:** Building meaningful connections and advancing equity through partnerships, access, and welcoming spaces where everyone can learn, share, and belong.



**Library Programs, Collections, & Services:** Develop and deliver inclusive, engaging offerings that reflect community interests to inspire learning, strengthen connection, and enrich the lives of people across all ages and backgrounds.



**Spaces & Technology:** Creating welcoming, innovative, and adaptable environments to connect people, expand access, empower discovery, and meet evolving needs in our communities.

Together, they ensure we offer inclusive, engaging, and responsive experiences that spark curiosity and support lifelong learning, nurture creativity, strengthen social connection, dedicated to serving people of all ages and backgrounds with excellence.





# Priority: Operational Excellence

## Overview

Fostering a culture of learning, accountability, and continuous improvement that unites our staff, systems, and spaces to deliver exceptional service and lasting impact.

### Goal 1: Strengthen Organizational Capacity and Efficiency

#### Objective 1

**Streamline internal processes and refine policies to improve efficiency and operational consistency.**

#### Measures

**1.1** Complete updates and standardization of identified critical processes and policies.

**1.2** Demonstrate increased consistency in workflow implementation through annual audits or monitoring.

#### Objective 2

**Ensure staff have effective tools and systems that support collaboration, capacity, and organizational efficiency.**

#### Measures

**2.1** Show measurable improvements in tool and system performance (e.g., reduced manual work, improved workflow completion times, increased system usage).



## Goal 2: Foster a Culture of Learning and Continuous Improvement

### Objective 1

**Build staff skills and confidence through ongoing professional development and access to knowledge resources.**

#### Measures

1.1 Increase staff participation in professional development activities.

1.2 Expand access to learning and knowledge-sharing resources, as shown by increased utilization rates.

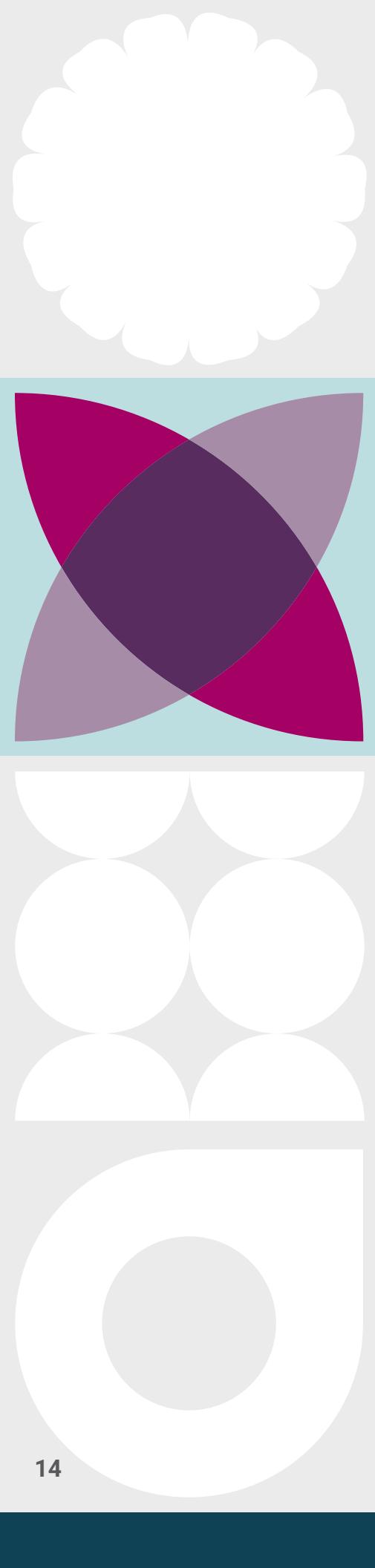
### Objective 2

**Strengthen communication, collaboration, and feedback practices that support shared learning, participation, and continuous improvement.**

#### Measures

2.1 Increase staff participation in communication, collaboration, and feedback channels (e.g., surveys, learning sessions, cross-team initiatives).

2.2 Improve clarity and effectiveness of internal communication as measured through staff feedback or climate surveys.



# Priority: Community Connection and Inclusion

## Overview

Building meaningful connections and partnerships, inclusive access, and welcoming spaces where everyone can learn, share, and belong.

### Goal 1: Deepen Community Connection and Sense of Belonging

#### Objective 1

**Establish consistent, intentional mechanisms for gathering community input.**

#### Measures

**1.1** Annual analysis demonstrates that community feedback systems are in place, sustained, and consistently used to inform service improvements, programming, and decision-making.

#### Objective 2

**Provide spaces and programs that build social cohesion and strengthen community trust.**

#### Measures

**2.1** Patron feedback shows year over year improvement related to feeling welcome and a sense of belonging.

**2.2** Annual analysis demonstrates integration of inclusive and culturally responsive practices into programs and services, supported by ongoing staff training.



## Goal 2: Strengthen Community Partnerships and Collaboration

### Objective 1

**Build partnerships with local organizations, schools, cultural groups, and nonprofits to expand impact and reach.**

#### Measures

**1.1** Document stories of impact quarterly demonstrating how partnerships increased engagement or improved access.

**1.2** Demonstrate year-over-year growth in the number of active strategic partnerships, defined as partnerships that result in at least one co-sponsored program, event, or jointly delivered service per year.

### Objective 2

**Participate in regional networks and initiatives that position FVRLibraries as a connector and community catalyst.**

#### Measures

**2.1** At least four staff members will serve on regional or statewide committees, boards, or initiatives annually.



# Priority: Library Programs, Collections, & Services

## Overview

Develop and deliver inclusive, engaging offerings that reflect community interests to inspire learning, strengthen connection, and enrich lives across all ages and backgrounds.

### Goal 1: Expand Access to Library Resources and Opportunities

#### Objective 1

**Reduce barriers and ensure services reach underserved populations both in-person and online.**

#### Measures

**1.1** Annual analysis shows improvements in alignment between services offered and underserved community needs, resulting in measurable increases in ease of access and services.

**1.2** At least 80% of relevant public service staff complete annual training in inclusive service, accessible program design, and equitable tech support.

#### Objective 2

**Increase accessibility and usability of collections, digital resources, and discovery tools.**

#### Measures

**2.1** Annual analysis reflects improvements to catalog discovery, website navigation, and/or collection visibility (e.g., displays, metadata, multilingual guides), informed by best practices and community feedback.

**2.1** Collections and promotional strategies demonstrate alignment with the cultural, linguistic, and informational diversity of the community and support visibility of all collections.



## Goal 2: Enhance Relevance, Responsiveness, and Collaboration

### Objective 1

**Continuously evaluate and evolve programs based on community input and emerging trends.**

#### Measures

**1.1** Establish a patron program-evaluation process to track satisfaction, gather new program ideas, and inform program revisions and improvements.

**1.2** Increase program participation and satisfaction, targeting a 5% attendance growth and 85% satisfaction rate, supported by annual audits to ensure program topics and presenters reflect the cultural, linguistic, and demographic diversity of our communities.

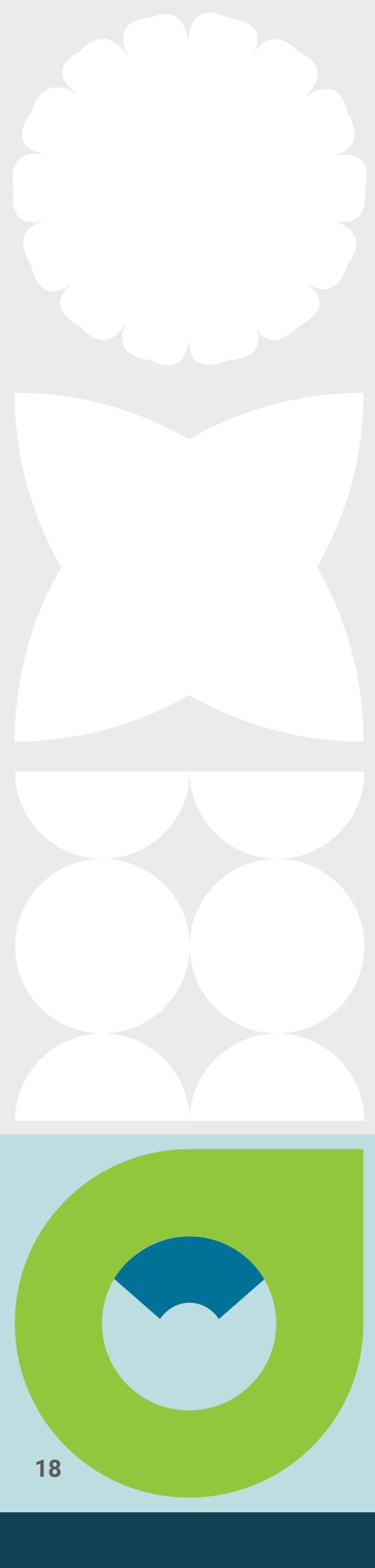
### Objective 2

**Offer programs and experiences that encourage connection, conversation, and cultural understanding.**

#### Measures

**2.1** Partner with cultural organizations or community groups to co-create and co-present programs that broaden cultural understanding.

**2.1** Each full-service location will offer at least one quarterly program that includes structured opportunities for participants to share experiences, engage in conversation, and build cultural understanding through facilitated or interactive elements.



# Priority: Spaces and Technology

## Overview

Create welcoming, innovative, and adaptable spaces—both physical and digital—that expand access and empower discovery through technology and design that reflect the evolving needs of our communities.

### Goal 1: Design Welcoming, Adaptable, and Sustainable Spaces

#### Objective 1

**Maintain adaptable, accessible, efficient, and sustainable library facilities.**

#### Measures

**1.1** Annual analysis confirms that facilities and vehicles meet standards for safety, sustainability, and operational performance.

**1.2** Demonstrate progress in capital maintenance and modernization, building capacity, and strategic investments outlined in the Comprehensive Facilities Plan.

#### Objective 2

**Ensure all patrons have access to reliable technology and internet connectivity.**

#### Measures

**2.1** Maintain 99% network uptime at all libraries (excluding external outages).

**2.2** All public computers offer adaptive technology and support for the district's key languages (English, Russian, Ukrainian, Spanish).



## Goal 2: Integrate Technology for Learning and Innovation

### Objective 1

**Provide tools and resources that empower creativity, digital literacy, and lifelong learning.**

#### Measures

1.1 Every full-service library offers at least one technology class or program per quarter.

1.2 Annual increases in patrons served in creative technology spaces and programs (e.g., podcast studios, 3D printing).

### Objective 2

**Equip patrons with knowledge and support to navigate emerging technologies - such as AI, automation, and cybersecurity.**

#### Measures

2.1 Each full-service library offers at least one technology class or program focused on emerging technologies or digital safety.

2.2 At least 50% of staff report feeling equipped and confident in using and supporting emerging technologies.

# Glossary

**Open Doors & Provide Access:** The principle that every member of the community—regardless of background, identity, income, ability, or circumstance—should have fair and meaningful opportunities to use library resources, services, and spaces. This includes removing barriers, providing services tailored to diverse needs, creating welcoming spaces, and offering broad access to information, technology, and learning opportunities so that everyone has what they need to participate meaningfully.

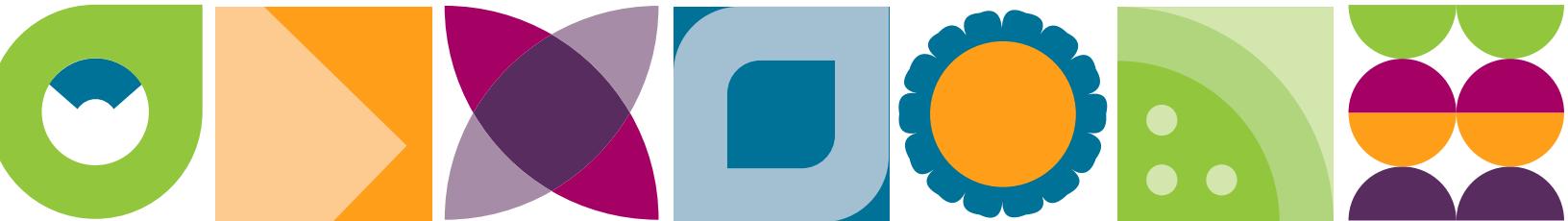
**Foundation:** Positioning the library as a vibrant, central gathering place where people come together to learn, connect, and engage. As a community hub, FVRLibraries offers programs, partnerships, and welcoming spaces that foster collaboration, civic engagement, creativity, and a strong sense of belonging.

**Sustainable Stewardship:** Practicing responsible management of library resources, financial, environmental, and human, to ensure long-term viability. This includes maintaining facilities efficiently, investing wisely, and making decisions that balance present needs with future generations' wellbeing.

**Intellectual Freedom:** The right of individuals to access, explore, and express ideas and information without restriction. At FVRLibraries, intellectual freedom means providing diverse materials, protecting the privacy of users, supporting open inquiry and dialogue, and ensuring that people can read, learn, and think for themselves—even when ideas may be controversial or unfamiliar. It affirms that every community member has the freedom to seek knowledge and form their own perspectives.

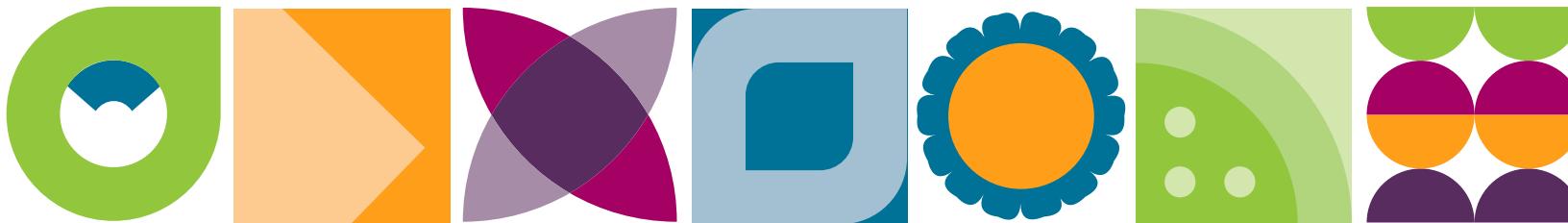
**Welcoming Spaces/Environments:** Creating safe, inclusive, and inviting physical and digital spaces where all people feel comfortable, respected, and represented. This includes prioritizing accessibility, cultural relevance, thoughtful design, and staff practices that reflect and celebrate the community's diversity and values.

**Belonging:** Fostering a sense of connection, inclusion, and ownership within the FVRLibraries community. Patrons experience belonging when their identities, cultures, and perspectives are seen, respected, and reflected in the library's services, collections, spaces, and organizational culture.



**Enriching Lives:** Enhancing individual and community wellbeing by inspiring curiosity, creativity, and lifelong learning. Through diverse resources, meaningful experiences, and strong relationships, the library supports personal growth, civic engagement, and an improved quality of life for all.

**Collections:** The library's books and other materials are the organized sets of materials—both physical and digital—that a library acquires, maintains, and provides to the community for reading, learning, research, entertainment, and personal growth. Collections include books, audiobooks, magazines, media, online databases, and other resources. Public library collections are intentionally developed to be diverse, balanced, current, and responsive to community needs, supporting equitable access to information and representing a wide range of voices, experiences, and viewpoints.



# Acknowledgements

## FVRLibraries Board of Trustees

**Kristy Morgan**, Chair, Clark County At-Large  
**Megan Dugan**, Vice Chair, City of Vancouver  
**Marie Coffey**, Secretary, Clark County At-Large  
**Irina Kakorina**, Clark County At-Large  
**Mary Ann Duncan-Cole**, Skamania County  
**Mary Williams**, City of Vancouver  
**Olga Hodges**, Klickitat County

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**Alicia Gomori**, Deputy Director  
**Andrea Scherer**, Human Resources Director  
**Catrina Galicz**, Finance Director  
**Justin Keeler**, Former Outreach and Community Partnerships Director  
**Lucien Kress**, IT Director  
**Lynne Caldwell**, Collection and Technical Services Director

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**Angela Badastini**, Home School Advocate  
**Andy Parsons**, FVRLibraries  
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**Joe Walsh**, City of Washougal  
**June Knudson**, North Bonneville & Stevenson Friends of the Library  
**Lyn Love**, Workforce Southwest Washington  
**Marla Keethler**, City of White Salmon  
**Marie Coffey**, FVRLibraries Trustee  
**Mary Williams**, FVRLibraries Trustee  
**Michelle Milner**, ZOOM Info  
**Mike Nerland**, ESD 112  
**Olga Hodges**, FVRLibraries Trustee  
**Sasha Bentley**, Washington Gorge Action Programs  
**Stella Koitzsch**, La Center High School  
**Susan Smith**, Ridgefield School District  
**Tanna Engdahl**, Cowlitz Indian Tribe  
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**Ty Stober**, City of Vancouver

