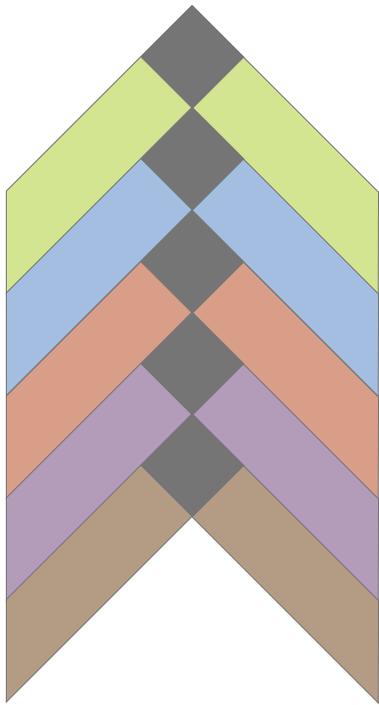


Oregon Public Library
Strategic Plan
Environmental Scan

2019-2024





OREGON PUBLIC LIBRARY ENVIRONMENTAL SCAN

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WHO WE ARE

About the Library

The Oregon Public Library is a welcoming and safe gathering place that meets the information, leisure, civic, and cultural needs of a diverse community. The library was officially established in 1910 and was originally located in a room above the Criddle Drug Store at 113 South Main Street. Since those early days, the library has been located in a room on the second floor of the McDermott Building at 105 South Main Street, on the Netherwood Block, in the Village Hall, in the former Paul's Supermarket (now the Oregon Area Senior Center), and, since 1995, in its current location at 256 Brook Street. The Oregon Public Library became a member of the South Central Library System in 1972 and in the 1980s, was among the first libraries to join LINKCat, a consortium of libraries within the South Central Library System that have a shared library catalog.



HOW WE SERVE

Vision of Service: The Oregon Public Library is a welcoming and safe gathering place that meets the information, leisure, civic, and cultural needs of a diverse community.

Mission Statement:

The Oregon Public Library:

- Fosters lifelong learning by providing free and equal access to timely information and technology with connections to schools and other community resources.
- Provides a space for people of all ages to meet and exchange ideas.
- Supports the educational, civic, and cultural activities of the community.
- Responds to the changing community needs by providing efficient services and resources in a non-judgemental, friendly environment.



Oregon Public Library Service Data

The Oregon Public Library's 2017 annual report service data indicates that the library serves the information needs of the community and is well used by residents of the greater Oregon area.

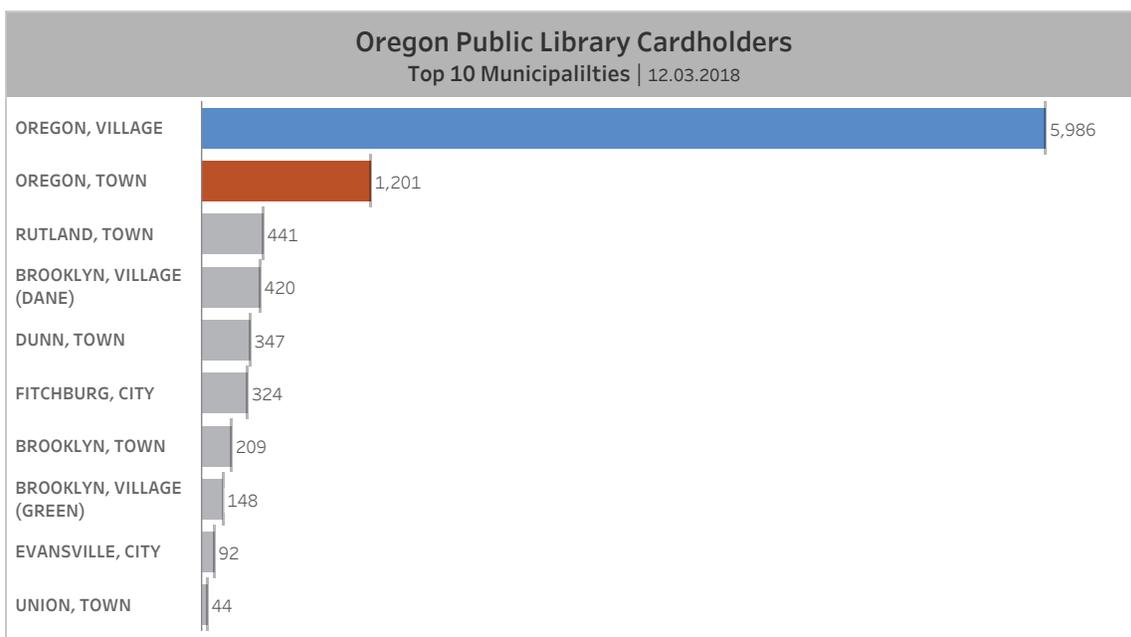
Community members use the library in a variety of ways: many residents visit the library to check out physical materials, attend programs, and use the public library's internet computers and wi-fi. Additionally, library service data shows a gradual increase in the number of uses of electronic materials and resources between 2014 - 2017. This indicates that residents are turning to the library for access to new technologies and electronic resources while, at the same time, they value traditional library services, materials, and programs.

2017 Oregon Public Library Service Data ⁹		
	Square Footage	10,500
	Staff	11.50
	Hours Open Per Week	59
	Library Visits	137,595
	Items Borrowed	257,521
	Online Resources Used	25,343
	Reference Questions	12,432
	Number of Programs	340
	Program Attendance	13,435
	Wi-Fi Sessions	54,628
	Use of Public Internet Computers	12,321

Registered Borrowers

As of December 2018, there were 9,844 registered borrowers with library cards. Residents of the Village and Town of Oregon account for 73% of the cardholders, followed by neighboring communities.

The Village and Town of Oregon residents borrowed over 72% of the total items borrowed from the Oregon Public Library in 2017.

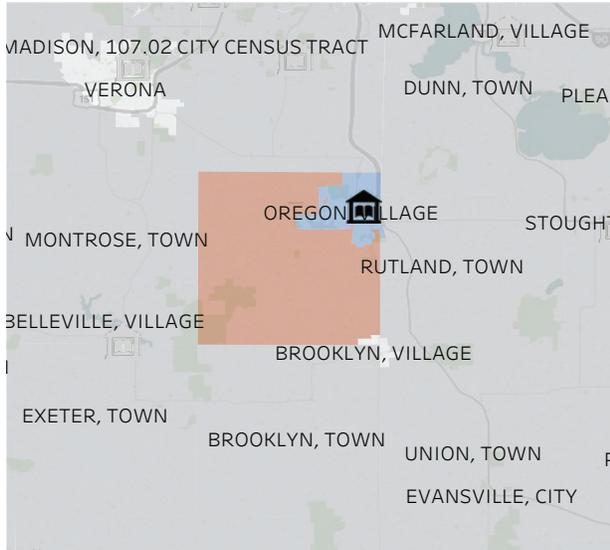




Items Borrowed at Oregon Public Library in 2017

Total Borrowed

257,521



Items Borrowed by Top 10 Municipalities

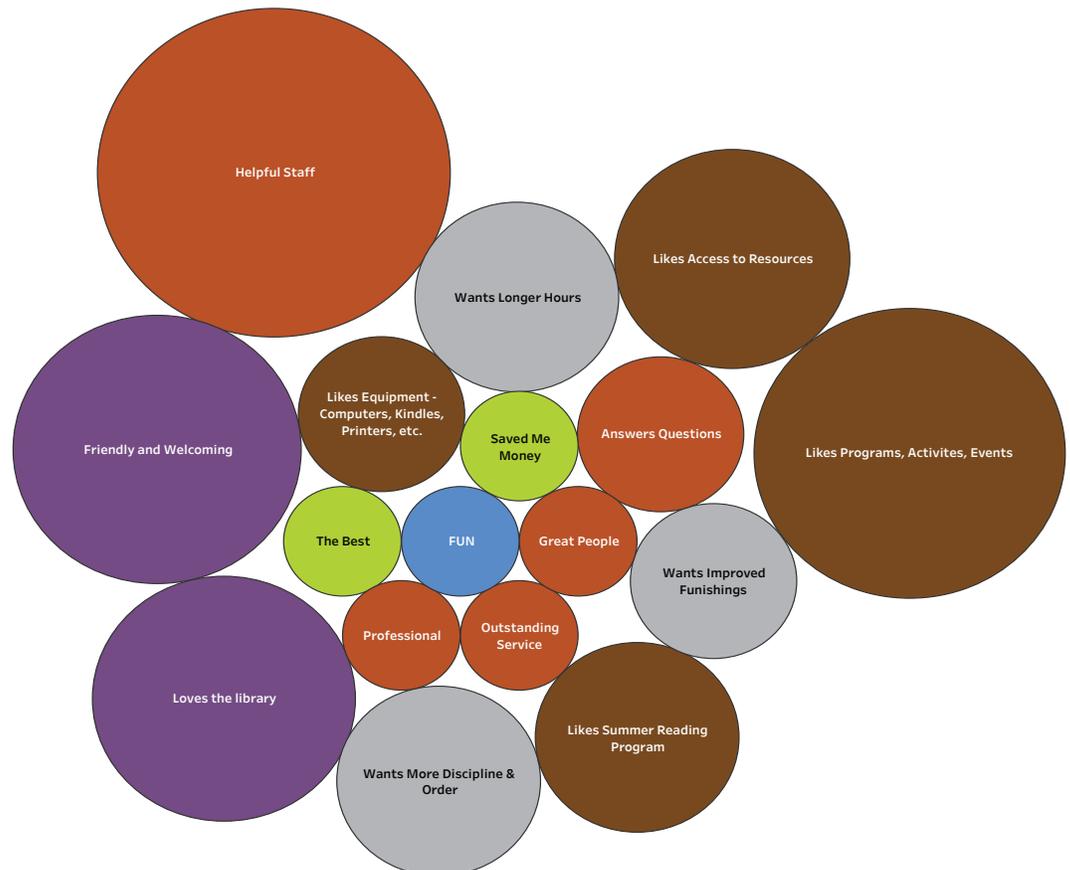
1	OREGON, VILLAGE	152,676
2	OREGON, TOWN	32,077
3	DUNN, TOWN	14,026
4	RUTLAND, TOWN	13,923
5	FITCHBURG, CITY	8,362
6	BROOKLYN, VILLAGE (DANE)	8,098
7	BROOKLYN, TOWN	5,158
8	BROOKLYN, VILLAGE (GREEN)	4,349
9	EVANSVILLE, CITY	1,976
10	STOUGHTON, CITY	1,942

LIBRARY SERVICES SURVEY:

A library services survey was conducted in 2016 with 28 responses received between 7/16/16 and 7/28/16. The purpose of the survey was to get community member feedback on the Oregon Public Library's resources, programs and services and to learn about how the library could better meet patron needs. Surveys provided information on:

- Quality of customer service
- Responsiveness to patron questions and concerns
- Ability of library to meet patron needs
- Feedback on library experiences

Overall, the respondents were very positive about the quality of their customer service experience at the library. The comments in the survey identified what the respondents like and want improved with the library.



Quotes from Survey Participants:

- “Staff is always helpful and friendly”
- “We love the monthly activities planned, the variety of those activities, and the summer reading program.”
- “My daughter’s daycare goes to storytime almost every week and she loves it! I love all the resources I have access to thanks to the Oregon Public Library.”
- “Offers great children’s, teens, & adult programming.”
- “I just really appreciate/LOVE the online system, LinkCat. Super helpful. I can find a book or author and then request that item online... The library has saved me SO much money.”
- “Thanks for all the “extra” services you provide—seed library, cake pan library (who has that?!?), all the community programs!”
- “Staff are always willing to answer questions and provide assistance with the computers, printers, and copier.”

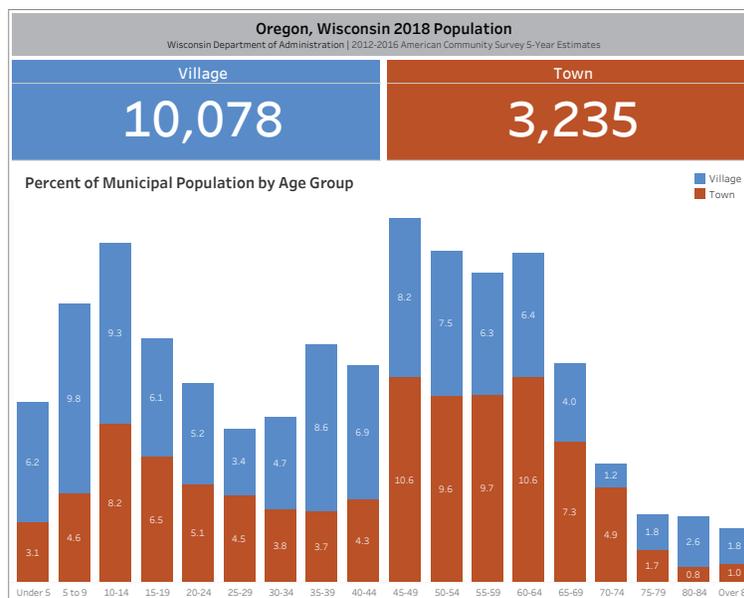


COMMUNITY SERVED

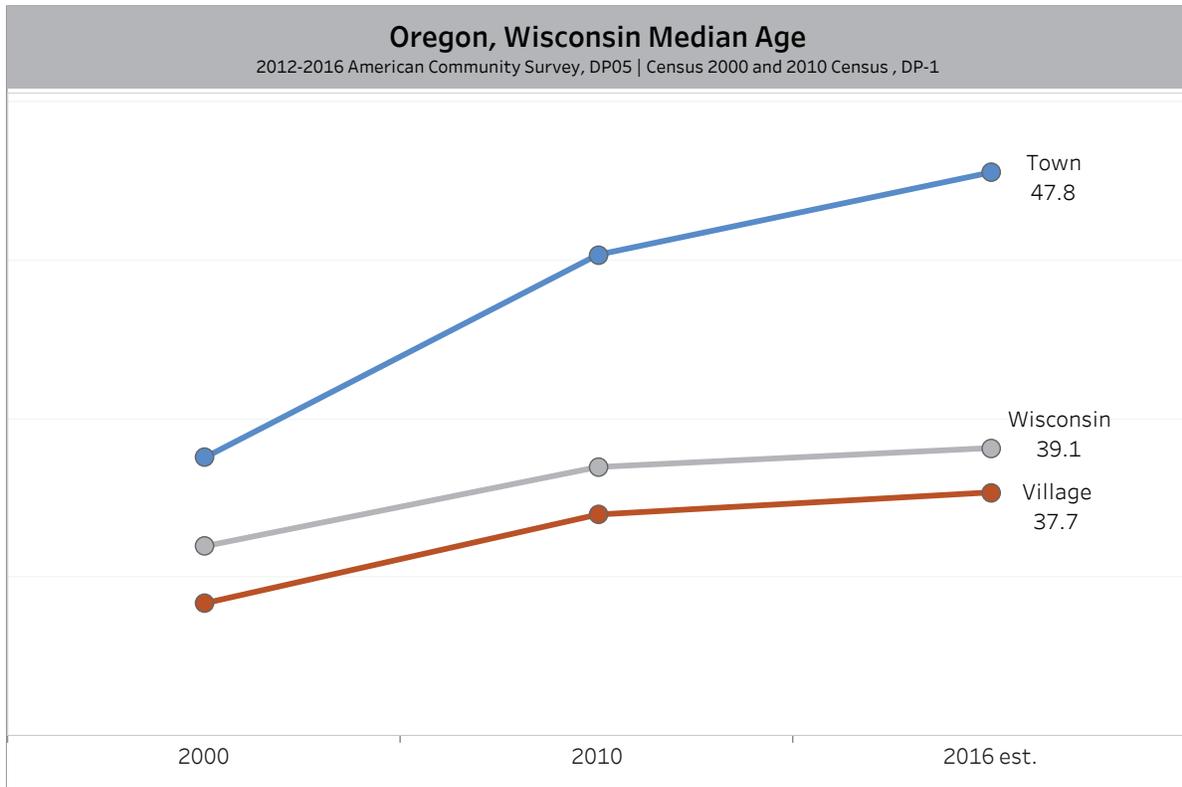
The Oregon Public Library service population is 16,483 and as reported in the 2017 Wisconsin Public Library Service Data.⁹ This includes the Village of Oregon (9,917), Town of Oregon (3,235), and over 3,000 residents from other neighboring communities. The Wisconsin Public Library Standards¹³ define how the service population is calculated, and states that, “In most cases, Service Population is a more accurate reflection of a library’s service population, because it includes the municipal population as well as those who live in surrounding communities and travel to the nearest or most convenient municipal library for services.” The Department of Administration population estimates list the Village of Oregon population increasing from 9,917 in 2017 to 10,078 in 2018.⁷

POPULATION

Oregon’s population grew at a faster rate than Wisconsin or the nation. From 2000 to 2010, the population in the Village of Oregon grew by 23% (from 7,514 to 9,231) and the Town of Oregon grew by 1% (3,148 to 3,184). This is higher than the 2000 to 2010 state population increase of 6% and the overall nation’s increase of 9.7%.^{4 & 5.}



The population in Oregon is aging. The median age in the community continues to increase.



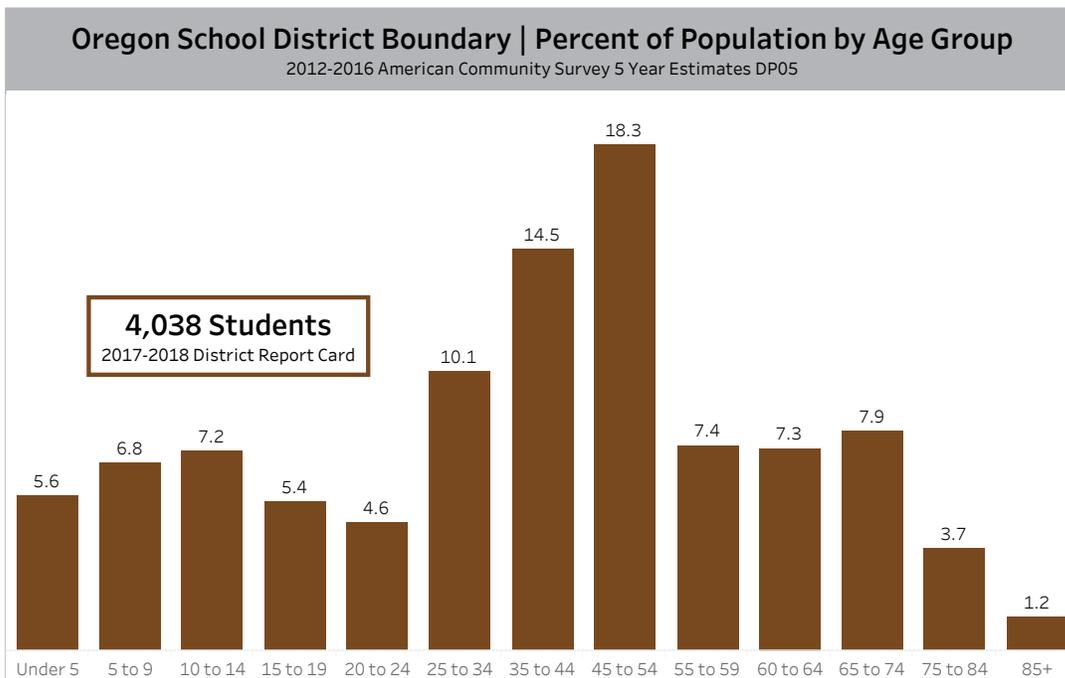
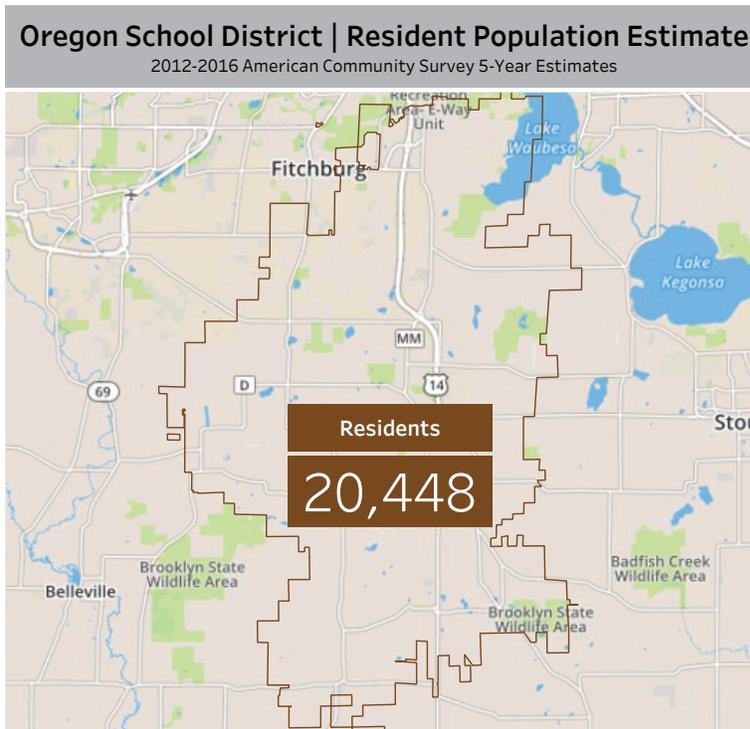
The increased proportion of seniors also continues to grow. The percentage of residents over 62 in the Village of Oregon went from 10% in 2000, to 12% in 2010 and is estimated at 15% in 2016. The Town of Oregon growth in seniors was even higher with 7% in 2000, 14% in 2010, and 21% was estimated for 2016.^{4 & 5}

The under 18 population is increasing. From 2000 to 2010, the number of residents under 18 increased by 15.3% in the Village and decreased by 20.5% in the Town. Combined, there is still a net overall increase of 4.5% (from 3,272 to 3,420 residents). The 2017 estimates there are 3,582 residents in the Village and Town under 18 years old.^{4 & 5}

OREGON SCHOOL DISTRICT

There were 4,038 students enrolled in the Oregon School District in the 2017 - 2018 school year⁸. The Oregon School district passed a Student Population & Growth referendum in the fall of 2018. On their website, they state:

“The Oregon School District is projected to grow by 2,000 resident students by the year 2030. This is an increase of 50% over our current enrollment.”⁸”



COMMUNITY DIVERSITY

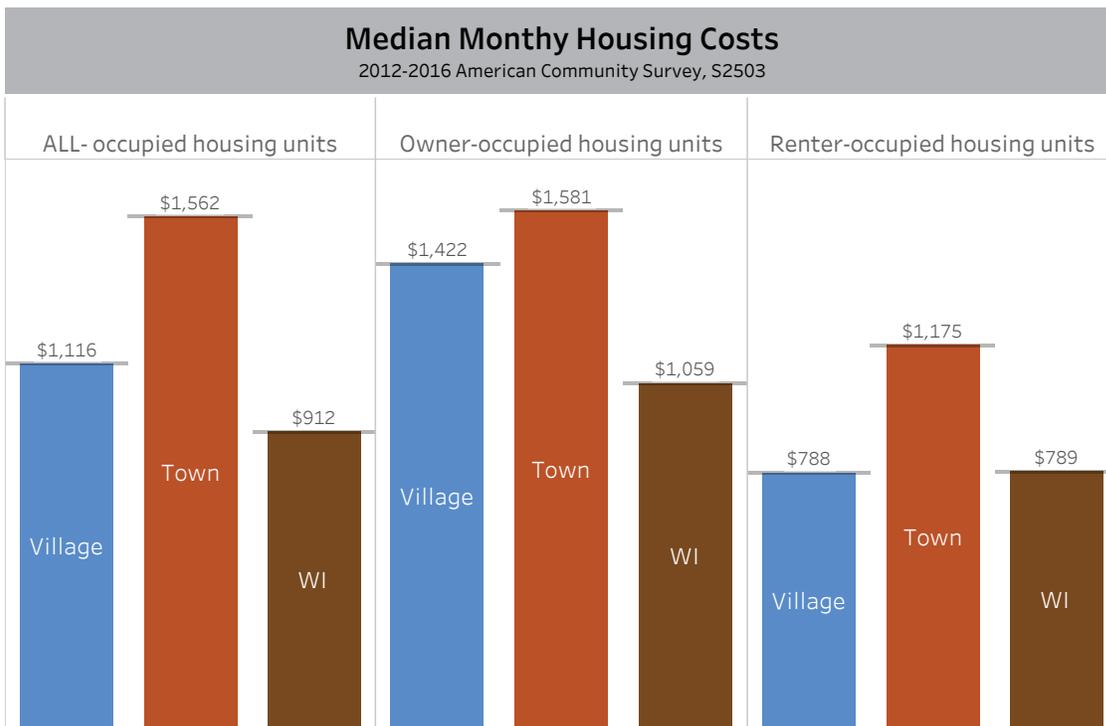
Oregon is becoming more diverse, but is less diverse than the rest of the state. The white alone population of the Village of Oregon has decreased from 97% in 2000, to 94% in 2010, and was estimated at 91% for 2016. The white only population in the Town of Oregon has stayed about the same at 97%. The Oregon School District is slightly more diverse with the 2017-2018 white population reported at 87.5%. From 2012-2013 to 2017-2018 the school data shows a steady increase in percentage of hispanics and 2 or more races.¹² In the Census 2010, Wisconsin's white alone population was reported at 83%.⁵

COMMUNITY COST OF LIVING

Income and housing in Oregon is higher than the rest of the state.

Median Household Income		
2012-2016 American Community Survey, S2503		
Village	Town	WI
\$76,480	\$106,250	\$54,610

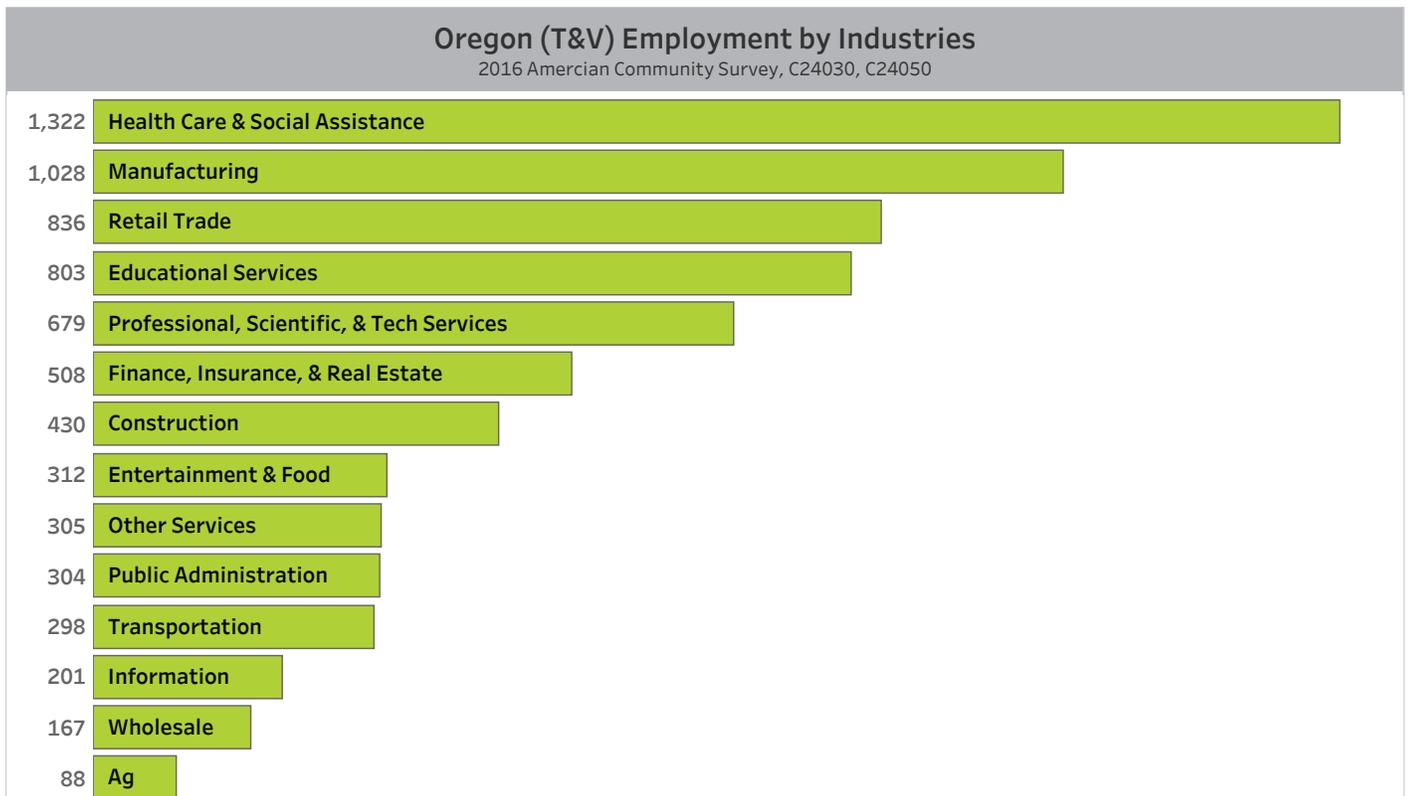
Median Property Value		
2012-2016 American Community Survey, DP04		
Village	Town	WI
\$226,900	\$303,100	\$167,000



POVERTY INDICATORS

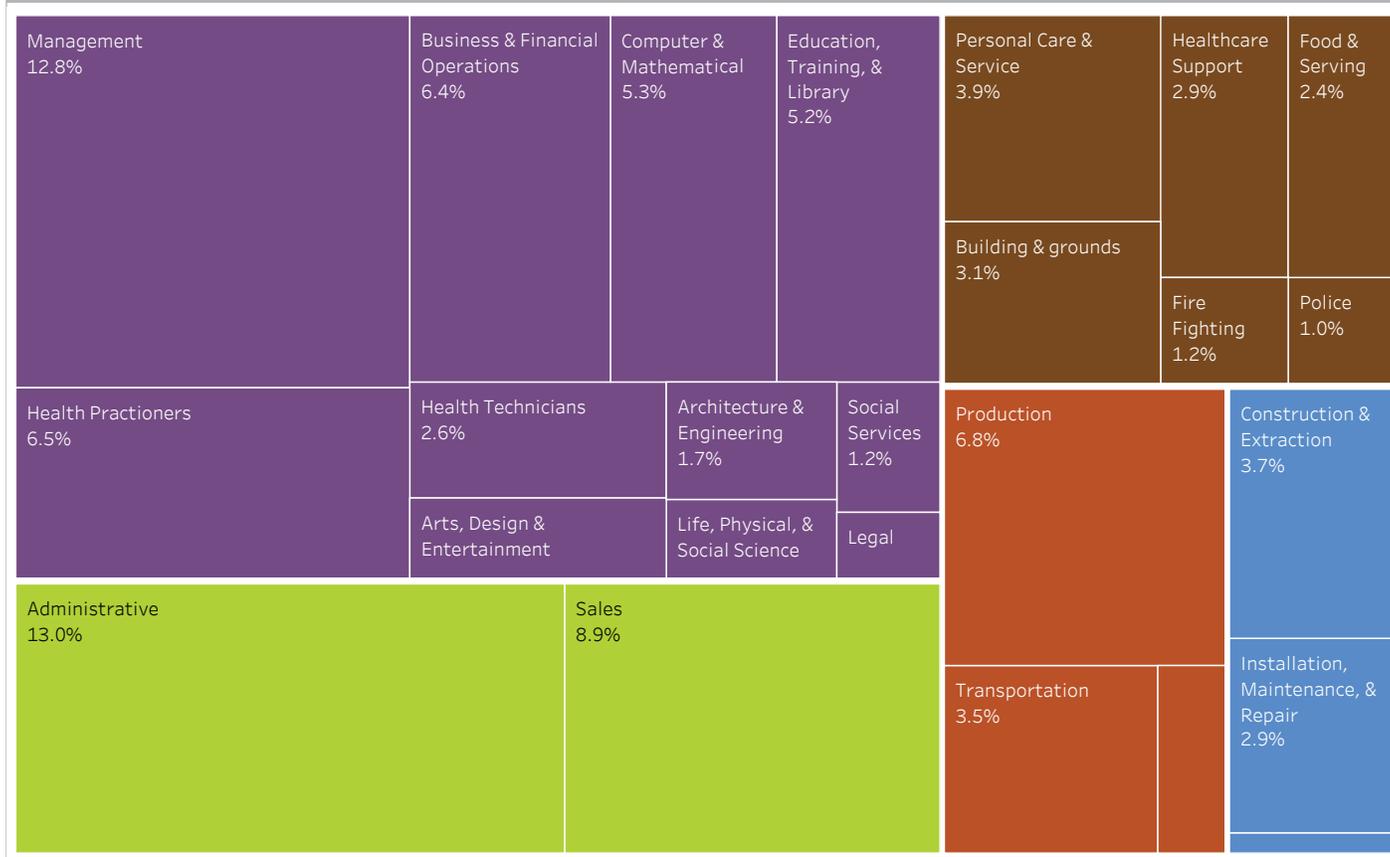
- Income below poverty level: Residents whose income in the past 12 months is below poverty level is estimated in 2016 to be 538 (5.5%) of the residents in the Village of Oregon and 84 (2.6%) of the residents in the Town of Oregon.⁶ The largest demographic living in poverty in Oregon is Females 55 and Older.⁶
- Food stamps: In 2016, it was estimated that 186 household in the Village of Oregon and 3 households in the Town of Oregon received food stamps.⁶
- Free & Reduced Lunch Program: In 2017, the percentage of students enrolled in the free and reduced lunch program at Oregon schools ranged between 15.46% to 20.93%.¹⁰
- Economically disadvantaged students: 14.9% of the 4,038 students in the 2017-2018 school year are economically disadvantaged.⁸
- Homeless students: There were 38 students identified as homeless in the Oregon School District in 2016-2017. Numbers ranged from 38-67 in the last 5 years.¹¹
- Percent of income for housing > 30%: In 2016, it was estimated that in the Village of Oregon, 21.9% of the population use more than 30% of their income for housing. In the Town of Oregon, this is 17.5%.⁶

EMPLOYMENT



Village and Town of Oregon Occupations

2012-2016 American Community Survey, S2401



About the Strategic Plan

The Strategic Plan supports the Oregon Public Library's implementation of innovative services that enrich community life. The library director, board members, and staff met with consultant staff from the South Central Library System in the summer of 2016 to discuss updating the 2014 - 2017 Strategic Plan. The library director and system staff determined that community needs and aspirations must be reflected in the shared plan and they chose a community engagement planning structure that is inspired by the work of the Aspen Institute's report, *Rising to the Challenge: Re-Envisioning Public Libraries*.²

Strategic Planning Methods

The planning format consisted of four components:

1. A **SOAR** Assessment, in which library staff members discussed the Strengths, Opportunities, Aspirations, and Results of public library service to residents of the greater Oregon area (early summer 2016).
2. Community conversations, which provided opportunities for community residents to meet with each other to discuss aspirations for community life (5 held in early winter 2016 - late spring 2017).
 - October 19, 2016: Learning Communities
 - January 30, 2017: Local Leaders
 - February 22, 2017: Open Public Conversation
 - May 3, 2017: Oregon Youth Center
 - May 16, 2017: Open Public Conversation
3. Online library service survey (July 2016).
4. Short, in-person interviews about community aspirations at the Oregon Community Food Pantry (May 2017).

Strategic Planning Roles and Responsibilities

Library Administration

- coordinated the facilitation of the SOAR Assessment and Community Conversations
- led staff discussions and facilitated activities that identified innovative ways to provide community members to experience the public library as people, a place, and a platform.
- conducted short, in-person interviews at the Oregon Area Food Pantry
- provided progress reports to the Library Board and feedback to the strategic planning consultant from the South Central Library System.

Library Staff

- participated in the SOAR Assessment
- took notes at the Community Conversations
- gathered to reflect on and identify main themes raised during the SOAR Assessment, Community Conversation, and in-person interviews.

Consultant Staff from the South Central Library System

- facilitated the SOAR Assessment and Community Conversations
- helped the library director identify service needs and strategic plan goals
- identified, analyzed, and presented library and community data
- assisted with crafting the Strategic Plan and Environmental Scan



CORE COMMUNITY PRIORITIES

COMMUNITY CONVERSATIONS

From its inception, the library has focused its attention on serving the needs of Oregon's families. While many aspects of community life have changed since the early 20th century, today's residents of Oregon repeatedly report a desire to support education, strong families, and lifelong learning.

Residents who attended community conversations in 2017 identified support for children and families as priorities for healthy community life. Participants pointed to the Oregon School District as a community feature of extreme pride; school is at the center of community life. Residents also identified stellar out-of-school programs, such as activities for youth at the public library and at the youth center, as community assets that serve many Oregon families. Youth and families matter in the Oregon community.

Residents care about each other and strive to make the community a welcoming and inclusive one. At every community conversation participants expressed concerns for all community members, especially those who are struggling, who are living in poverty, and who are disconnected from civic life. There is an appreciation for diversity of ideas, race, sexual orientation, gender identity, and culture and participants identified a need for open, public, and welcoming spaces where all residents feel accepted and appreciated. Residents desire spaces that are free of charge and not directly affiliated with for- and non-profit organizations that have perceived barriers of acceptance and belonging. In addition to this desire for an open gathering place, community members want timely information about community events and opportunities to work with each other to continually improve quality of life. Volunteerism is valued in Oregon and residents genuinely want to help their neighbors succeed.

Community members support innovation and their local businesses. Participants take pride in unique characteristics of the community and pointed to local businesses and organizations that employ residents and give back to the community. Community members strongly value a vibrant downtown and appreciate the hometown service they receive from local restaurants, coffee shops, the grocery store, and other area businesses. Residents also appreciate the services of non-profit organizations, such as the Oregon Area Senior Center, the Oregon Youth Center, faith communities, Friends of the Oregon School District, and the Public Library; these organizations, and other agencies, provide valuable services to residents and there are partnership opportunities that would potentially reach and serve community members with specific needs.

An additional questionnaire was used to ask community members about about aspirations for civic life (Ask Exercise, May 2017). Users of the Oregon Food Pantry expressed concerns about a perceived growing social divide between low and high income residents. These community members are concerned about cost of living, affordable housing, health care, public transportation, access to good jobs, services to seniors, and the lives of children. They are especially interested in programs and services that support healthy standards of life for all community members so that attention can be paid to preventative rather than reactive services.



Quote: "When people's needs are met, they feel supported and the overall quality of community life improves."

CORE COMMUNITY PRIORITIES

Collectively, community members identified the following concepts as key priorities for supporting the civic health and vitality of the greater Oregon area:

- **Welcoming and Inclusive Community:** We want our community to be one that is accepting of all. We want to help each other succeed.
- **Welcoming and Inclusive Spaces:** We want community members to have a free and welcoming space where we can gather to connect with, learn from, and engage with one another.
- **Culture and Heritage:** Our community is a unique one where the voices of all residents are heard and valued. We respect each other and strive to work together to make our community strong and vibrant.



OREGON PUBLIC LIBRARY'S SERVICE PRIORITIES

Welcoming and Inclusive:

The Oregon Public Library will be a safe, comfortable, and inclusive space where all residents will feel welcomed to socialize, share common interest and create community.

Information and Education:

The Oregon Public Library will provide opportunities for community members to engage with resources, materials, and information in a welcoming environment.

Culture and Civic Engagement:

The Oregon Public Library will honor the diverse community, local history, and regional riches of the greater Oregon area.





Framework to Measure Impact of Strategic Plan:

Service Goals	Strategies	Activity examples	Assessment
<p>Goal 1: The Oregon Public Library will be a safe, comfortable and inclusive space where all residents will feel welcomed to socialize, share common interest and create community.</p>	<p>Strategy 1: The library will strengthen its role as community hub, which is an appealing and functional environment for the diverse community of the greater Oregon area.</p> <p>Strategy 2: The library will provide opportunities for community members to interact, share common interests, and connect with one another.</p>	<p>Library administration will continue to explore options for building improvements and construction that will provide space for community members to interact, share common interests, and create community (Strategy 1).</p> <p>Library staff members will plan, execute, and evaluate public programs, such as intergenerational storytimes, Beyond the Page programming, and events that highlight local resources and organizations (Strategy 2).</p>	<p>Assess and evaluate current library building and potential new construction, including gathering in-person & online use statistics, resident surveys, and municipal demographic data.</p> <p>Participant feedback and attendance.</p> <p>Staff observation and feedback.</p>
<p>Goal 2: The Oregon Public Library will provide opportunities for community members to engage with resources, materials, and information in a welcoming environment.</p>	<p>Strategy 1: Provide access to materials, both physical and electronic, that meet patrons' informational and recreational needs.</p> <p>Strategy 2: Provide professional and helpful customer service in environments that are welcoming and safe.</p> <p>Strategy 3: Provide programs and services designed to support the educational and developmental needs of all learners in the geographic area of the Oregon School District.</p>	<p>Regularly identify the strengths and weaknesses of the library collection (Strategy 1).</p> <p>Provide patrons opportunities to suggest additions to the library collection (Strategy 1).</p> <p>Assess facilities to ensure that they are comfortable and safe (Strategy 2 & 3).</p> <p>Ensure staff members are knowledgeable by providing training and continuing education opportunities (Strategy 2 & 3).</p>	<p>Collections: Evaluate and weed specific library collections annually.</p> <p>Count number of new items added each year.</p> <p>Count usage of electronic resources.</p> <p>Welcoming spaces: Patron feedback</p> <p>Staff observation and feedback.</p> <p>Social media feedback.</p> <p>Count number of staff who attend professional development programs.</p>

Service Goals	Strategies	Activity examples	Assessment
<p>Goal 3: The Oregon Public Library will honor the diverse community, local history, and regional riches of the greater Oregon area.</p>	<p>Strategy 1: Provide patrons of all ages spaces to meet, gather, and interact</p> <p>Strategy 2: Connect community members with local organizations and partners, those with shared interests, and others who work together to improve the quality of life for Oregon residents.</p>	<p>Work to provide equitable levels of service and program offerings to all patrons, including underserved populations (Strategies 1 & 2).</p> <p>Provide access to information about community groups and organizations (Strategies 1 & 2).</p> <p>Select programs and materials that focus on local assets and interests (Strategies 1 & 2).</p> <p>Partner with community organizations to reach diverse and underserved populations (Strategies 1 & 2).</p> <p>Ensure staff members are knowledgeable by providing training and continuing education opportunities (Strategies 1 & 2).</p>	<p>Feedback and attendance (participants).</p> <p>Program feedback from community organizations and partners.</p> <p>Social media feedback.</p> <p>Staff observation and feedback.</p> <p>Count number of staff who attend professional development programs.</p>

SHARING RESULTS:

The library director of the Oregon Public Library will share progress reports with the library board of trustees at board meetings. Staff members will receive updates about the actions of the plan, with special attention paid to identifying ways that their work supports the strategic plan. Community members will learn about new collections, materials, services, and programs that result from the new strategic plan via local media outlets, newspaper articles, social media updates, in-library publicity and community forums and discussions. The library director will refer to goals of the strategic plan when hiring new staff; newly elected board members will be introduced to the strategic plan and goals as a component of trustee training.



APPENDIX 1, Sources

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13. *Wisconsin Public Library Standards, 6th Edition*. (2018), retrieved December 11, 2018, <<https://dpi.wi.gov/pld/boards-directors/library-standards>>.

APPENDIX 2, SOAR Assessment Discussions

SOAR discussion with Oregon Public Library Staff, Summer 2016

Strengths

What makes you proud of your library? And how do these points of pride reflect your organization's greatest STRENGTHS?

Of what achievement in the last two years are you most proud?

What are your greatest assets?

What do your STRENGTHS indicate about your capabilities?

Opportunities

What are the OPPORTUNITIES that you would like to focus on for your library? Identify the top three from your list.

How can you best meet the needs of your community members?

What skills or resources do you need to move forward?

Aspirations

What kind of library do you want? What are the most important attributes or essential components?

If you could wave a magic wand and accomplish 3 – 5 things to strengthen the health and vitality of your organization, what would they be?

Imagine that it's now 2 – 3 years in the future and your library and community have a thriving productive relationship. What does this look like? What steps were critical to making this happen?

RESULTS—think of this as Achievements

What are some key accomplishments that have already resulted in successful library programs, services, partnerships, facilities, etc.? What did it feel like?

How have you traditionally measured achievement and/or success? How might you measure it in the future?

What are some areas of library service that you might like to work on or enhance upon based on today's conversation? What are some other thoughts/Ideas to remember?

APPENDIX 3, Library Services Survey Questions

1. Overall, how would you rate the quality of your customer service experience at our library?

- Very positive
- Somewhat positive
- Neutral
- Somewhat negative
- Very negative

Additional Comments (please be specific): _____

2. How responsive have we been to your questions or concerns?

- Extremely responsive
- Very responsive
- Somewhat responsive
- Not so responsive
- Not at all responsive
- Not applicable

Additional Comments (please be specific): _____

3. Overall, how well does our library meet your needs?

- Extremely well
- Very well
- Somewhat well
- Not so well
- Not at all well

Additional Comments (please be specific): _____

4. To what extent do you agree or disagree with the following statements about Oregon Public Library?

The library provides a welcoming and inviting environment.

- Strong Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly Agree
- Don't Know

The library appears clean and in good condition.

- Strong Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly Agree
- Don't Know

APPENDIX 3, continued

Library materials are well organized and easy to find.

- Strong Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly Agree
- Don't Know

The library hours meet my needs (Please note: The Library budget does not allow for additional hours).

- Strong Disagree
- Disagree
- Neither Agree Nor Disagree
- Agree
- Strongly Agree
- Don't Know

5. Anything else you would like to share about your experience at our library?

APPENDIX 4, Community Conversation Questions

Community Conversation discussion questions 5 facilitated conversations held in early winter – late spring 2017

1. What kind of community do you want? **Example:** I want a safe community.

Activity: Capture key words and phrases. Focus on themes rather than specific action steps.

2. Given what we just said, identify 2 or 3 important themes when it comes to the community.

Activity: identify and capture 2 or 3 important themes about the kind of community the group wants.

3. For the sake of clarity and focus for tonight's discussion, as a group let's identify one theme to focus on for the rest of our time together.

Activity: Group identifies one theme.

4. What concerns do you have about this theme? Why is this important to you and/or our community?

Activity: Discuss. Note taker will capture generic, anonymous information.

5. In what way/s does the theme we're talking about affect you personally?

Activity: Discuss. Note taker will capture generic, anonymous information.

6. What do you think is keeping us from making the progress we want? What barriers do you perceive?

Activity: Discuss. Note taker will capture generic, anonymous information.

7. When you think about what we've talked about, what are the kinds of things that could be done that would make a difference for the community we want?

Activity: Discuss. Note taker will capture generic, anonymous information.

8. Thinking back over the conversation, what groups or individuals would you trust to take action on these things? (e.g., PTA, Village Board, someone else, etc.)

Activity: Discuss. Note taker will capture generic, anonymous information.

9. If we came back together in a year, what might you see that would tell you that the things we talked about tonight were starting to happen?

Activity: Discuss. Note taker will capture generic, anonymous information.

Now that we've talked about these ideas and themes about community life, what questions do you have?

Activity: Discuss. Note taker will capture generic, anonymous information.

APPENDIX 5, Ask Exercise Questions

Short, in-person interviews about community aspirations at the Oregon Community Food Pantry (May 2017)

1. What kind of community do you want to live in?
2. Why is this important to you?
3. How is that different from how you see things now?
4. What are some things that need to happen to create that kind of change?

