



## Strategic Plan - 2025-2028

### UCSLD Mission:

The Umatilla County Special Library District works in partnership with our libraries to advance and make available excellent library services, programs and continuing education opportunities for all.

### UCSLD Vision for the Future:

The Umatilla County Special Library District (UCSLD) works collaboratively with our public libraries to ensure that high quality library services are available to all.

Public libraries are places of welcome for everyone, and UCSLD strengthens and unites our communities.

Library staff are valued and recognized for providing exceptional service to their communities. UCSLD invests in Library Staff development, and offers opportunities for interaction, skill-building and cross-training.

To advance the vision, UCSLD partners with groups and organizations to increase the reach of literacy and access to information, building on the foundations of a democratic society.

### UCSLD Values:

Integrity  
Accountability  
Transparency

Community  
Inclusion  
Fairness

Resourcefulness  
Resilience  
Creativity

# Plan

## 1. Strategic Direction:

Libraries have access to information about community programs, experts, services and activities.

*Leveraging our county-wide view, provide awareness of community needs, resources and experts, as well as provide needed resources directly to member libraries.*

### Needs addressing:

- Community members desire to know about local area events, activities, programs, etc.
- Community members have knowledge needs with which an expert can assist.
- Community members and library staff members don't have a surplus of time.
- Many libraries do not have marketing budgets or a marketing specialist on staff.
- Need for consistent, clear advocacy for library services in Umatilla County.
- Need for responsiveness to evolving community opportunities and challenges.

### A. Goal:

Libraries have access to where and how to find information about a wide variety of resources, programs, services, experts, and activities.

#### Tasks:

- ◆ The UCSLD collaboratively connects libraries to services by bringing community members, service providers, and other contributors to District-Wide In-services and Director's Meetings.
- ◆ Annually, the District Director will attend City Council meetings, Library Board meetings, write articles for the GO! Publication, participate in parades, among other activities to share and advocate for the District.
- ◆ By June 30, 2026 the District Director will research the use of social media for the District.

### B. Goal:

The UCSLD continues community needs assessment efforts to better know and understand our community residents.

#### Tasks:

- ◆ Annually, the UCSLD communicates with libraries regarding the state data sets the State Library of Oregon releases each year.
- ◆ Annually, the UCSLD creates a report of the District's fiscal year with information showing growth and development in both population

and fiscal trends.

- ◆ By June 30, 2027 the UCSLD will prepare and design a community needs assessment with a consultant.

### C. Goal:

**The UCSLD seeks dynamic partnerships and builds collaborative efforts to enhance library services to residents of the District.**

#### Tasks:

- ◆ Ongoing - continue to build collective, cost-effective, district-wide programs and services with library director consensus
- ◆ Ongoing - seek out partners to extend the UCSLD mission
- ◆ Ongoing - investigate ways to work with the Libraries of Eastern Oregon and Sage Library System consortia for building efficiency and reducing duplicative efforts and expenditures

## 2. Strategic Direction:

The UCSLD support provides a variety of District services to county residents and support/training to library staff.

*Working with our library members and partners, ensure that residents have access to the information resources they need.*

#### Needs addressing:

- Community members have a variety of life-long learning desires.
- Community members and library staff members need access to adequate and effective technology.
- Libraries have limited training budgets.
- Services to vulnerable, underserved, and homebound people.
- Services to children and families who can't easily access a library.

### A. Goal:

**The UCSLD ensures access to professional development to build the capacity of UCSLD staff and staff members of public libraries, the UCSLD Board of Directors and individual Library Boards.**

#### Tasks:

- ◆ November and May each year: All-staff in-services are provided during the fiscal year on library services best practices and the effective use of a variety of library resources.
  - The Continuing Education sub-committee will inform the training and theme
  - Investigate various options to provide in-service trainings
- ◆ Ongoing - UCSLD staff participate in continuing education to build the capacity to support library services in the District, for example:
  - Leadership, management, and evolving library services
  - Continuing RDA-related and other cataloging training
  - Emergent literacy development

- ◆ Ongoing – Vendors and other experts on library service resources will be shared during the Meetings of the Directors
- ◆ Ongoing – the UCSLD Board of Directors will take part in monthly training, as well as periodic work sessions
- ◆ Ongoing – Utilization of technology and other means to continue growing communication, shared information, and learning among UCSLD library members and partners
- ◆ Ongoing – Bring UCSLD website up to legal standards for accessibility
- ◆ Develop and promote training to support effective and quality use of online and digital resources – work with the SLO, libraries, and schools.

**B. Goal:**

**The UCSLD supports member library outreach efforts, helping to provide accessible services to populations where they are.**

**Tasks:**

- ◆ Ongoing – UCSLD staff support member libraries’ outreach efforts by attending events in each community
- ◆ Ongoing – The Take Off! Program partners with libraries to support and/or provide programs
- ◆ Ongoing – The Take Off! Program partners with libraries to provide Storytime Kits for library staff members to use including books, manipulatives, and story time extenders
- ◆ Ongoing – Work with county partners who serve populations that do not have access to libraries

**C. Goal:**

**The UCSLD directly provides early childhood literacy outreach to children in Umatilla County.**

**Tasks:**

- ◆ Ongoing – Partner with Umatilla County Early Childhood Educators so young children develop early literacy skills by the time they start kindergarten
- ◆ Ongoing – Facilitate opportunities to encourage adults to enjoy reading, talking, writing, and playing with their young children regularly in ways to develop early literacy skills
- ◆ Ongoing – Provide quality early literacy materials to the children the Take Off! Program serves in a fiscally responsible manner
- ◆ Ongoing – as theme boxes are updated, they are added to the inventory and cataloged
- ◆ Ongoing – Work with the United Way of the Blue Mountains, the IMESD, and the DPIL Oregon staff to continue growing the Dolly Parton Imagination Library program

### 3. Strategic Direction:

The UCSLD leverages tax dollars to ensure the continuation of excellent, growing library services within the District.

*The UCSLD was created by a vote of the people to provide library service to the residents of the District, and the Board of Directors continues to be accountable to the taxpayers.*

#### Needs addressing:

- Fiscal responsibility and accountability
- Budgets and services impacted by unexpected events
- Increased costs
- Rapid technological changes
- Unexpected events

#### A. Goal:

The UCSLD operates efficiently, effectively and within the laws of the State of Oregon and the approved policies of the UCSLD Board of Directors.

#### Tasks:

- ◆ Ongoing - The public and libraries' staff members have access to early documents of the UCSLD through digitization efforts
- ◆ Ongoing - The policies of the UCSLD Board of Directors are reviewed and updated on a schedule set by the Board in July of each year
- ◆ Ongoing - UCSLD records are organized, retained, and destroyed according to the State of Oregon law
- ◆ Ongoing - Develop new and more efficient processes using technology tools
- ◆ By June 30, 2026, the UCSLD will have draft plans for:
  - Succession planning
  - Technology planning
- ◆ Annually, by June 30 each year, the UCSLD disaster plan will be updated and exercise 1 to 2 tabletop exercises related to visible disasters.

Approved by the UCSLD Board of Directors at their February 27, 2025 meeting.