

**STRATEGIC**

**PLAN**

**2021-2024**

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# STRATEGIC PLAN PROCESS

This 2021-2024 Library Strategic Plan is the result of a collaborative process between the Library Board and the staff of the Pendleton Public Library.

Over the course of six months, the Strategic Planning Committee drafted a new mission statement for the library, established five goals that align with the mission statement, and determined objectives and actions that will guide the staff to achieve our goals.



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# OUR STORY SO FAR

## OUR MISSION

The Pendleton Public Library strives to provide access to free educational programs, literary experiences, and information resources within our facility and beyond.

## HISTORY

The Pendleton Public Library has served the people of Pendleton for over 110 years. What began as a county library system transitioned to a Special Library District in 1986, and has since operated as a city department. As such, the PPL is supported by four main entities: the State Library of Oregon, The City of Pendleton, Pendleton Friends of the Library, and tax dollars collected and distributed by the Umatilla County Special Library District.

As a UCSLD Library, Pendleton is able to provide excellent library service to the community, -take advantage of staff development opportunities, and work collaboratively with a network of 12 exceptional libraries.

# OUR GOALS

- 1 Improve financial stability**
- 2 Increase awareness of the library in the community**
- 3 Provide opportunities to explore personal interests**
- 4 Support young readers and build community literacy**
- 5 Provide a high quality collection of materials for check-out**

# OUR STRATEGY

## Goal 1: Improve financial stability

Currently, the library is funded through the City of Pendleton, The Umatilla County Special Library District, Pendleton Friends of the Library, and an annual grant from the State Library of Oregon. Improving our financial stability can be achieved by increasing fundraising efforts, conserving resources, and establishing new streams of revenue.

The strategic planning committee identified the following actions as means to that end.

ACTION	DETAILS	OUTCOME
<b>Work with PFOL and PFOL Foundation to increase fundraising capacity</b>	<ul style="list-style-type: none"> <li>• Host one unique fundraiser per year</li> <li>• Increase revenue generated at Annual Book Sale and Prom</li> <li>• Apply for grants using the PFOL 501c3 status</li> </ul>	<ul style="list-style-type: none"> <li>• Increase revenue</li> </ul>
<b>Recruit highly skilled volunteers</b>	<ul style="list-style-type: none"> <li>• Apply a targeted approach to recruiting volunteers that possess skills such as grant writing, fundraising, and group instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Conserve staff and/or financial resources</li> </ul>
<b>Develop new partnerships (opportunities to work together on mutually beneficial projects) with community businesses, leaders and organizations</b>	<ul style="list-style-type: none"> <li>• Form one new partnership per year</li> <li>• Target individuals and organizations with a vested interest in the library's goals</li> <li>• Assign a portion of the program or project cost to the partnering organization</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce financial burden of programming on the library</li> </ul>
<b>Increase revenue generated through grant writing</b>	<ul style="list-style-type: none"> <li>• Apply for 5 to 7 grants per year</li> <li>• Create and maintain a database of library specific funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase revenue</li> <li>• Offset expenses</li> </ul>

# OUR STRATEGY

## Goal 2: Increase awareness of the library in the community

The marketing plan of the Pendleton Public Library in its current state includes: paper fliers, free social media advertising, posting events on the City Website, submitting calendar events and articles to Eastern Oregon Parent Magazine, press releases to the East Oregonian, and onsite advertising.

The strategic planning committee identified the following actions to reach a broader audience.

ACTION	DETAILS	OUTCOME
<b>Increase our online presence</b>	<ul style="list-style-type: none"> <li>• Transition to a updated, visually pleasing website, with improved accessibility options</li> <li>• Improve content and reach of our social media campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Increase our reach in the community</li> </ul>
<b>Provide direct mailers to local information hubs</b>	<ul style="list-style-type: none"> <li>• Work with the Chamber of Commerce to distribute library information in new resident packets</li> <li>• Utilize the water bill mailing</li> </ul>	<ul style="list-style-type: none"> <li>• Reach <b>new</b> residents</li> <li>• Improve contact to those without internet access</li> </ul>
<b>Present to local social groups and service organizations</b>	<ul style="list-style-type: none"> <li>• Visit two service groups per year</li> <li>• Evaluate local social groups for library offerings that compliment their group purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Create library advocates from active community members</li> <li>• Inform local groups of library offerings</li> </ul>
<b>Invest in radio advertising</b>	<ul style="list-style-type: none"> <li>• Advertise on KUMA Radio</li> <li>• Advertise with CTUIR Radio</li> </ul>	<ul style="list-style-type: none"> <li>• Expand our advertising to a new medium</li> <li>• Improve tribal outreach</li> </ul>

# OUR STRATEGY

## Goal 3: Provide opportunities to explore personal interests

Pendleton Public Library assists the public in exploring personal interests by offering a collection of digital and physical reading materials, ranging from books, to academic journals to periodicals. In addition to these resources classes are offered to improve on current technology skills, develop new artistic abilities and engage with new and developing trends in literature.

The strategic planning committee identified the following actions to increase patron access to materials and resources that enable exploration of a wide variety of personal interests.

ACTION	DETAILS	OUTCOME
<p><b>Build upon current library of things (collection of non-traditional library items for loan).</b></p>	<ul style="list-style-type: none"> <li>• Create start-to-finish kits for common hobbies such as knitting</li> <li>• Work with Parks and Recreation to offer sporting equipment</li> <li>• Add technology such as a gaming system and projector</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an opportunity to explore new interests at no cost</li> <li>• Change public perception of the library as only a source for books, DVD's, and audiobooks</li> </ul>
<p><b>Provide classes and programs that are both informative and engaging</b></p>	<ul style="list-style-type: none"> <li>• Invite local experts to present on topics of interest to the community</li> <li>• Offer sample classes marketed as try-before-you-buy for local activities such as gymnastics, photography, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Support local businesses and professionals by allowing them to showcase at the library</li> <li>• Provide an opportunity to explore new interests at no cost through non-traditional checkouts</li> </ul>

# OUR STRATEGY

## Goal 4: Support young readers and build community literacy

Two story times are hosted per week for children between the ages of birth and 6. In addition to story times, we offer one event per month in which early literacy skills are modeled for parents and children. Teens, adults, and upper elementary students are offered monthly events ranging from special interest programs to author readings and writer workshops.

The strategic planning committee identified the following actions to support young readers and build community literacy.

ACTION	DETAILS	OUTCOME
<b>Introduce Science Technology Engineering Art and Mathematics (STEAM) programming for ages 8-12</b>	<ul style="list-style-type: none"> <li>• Work with UAS test range to develop STEAM kits for checkout</li> <li>• Develop STEAM programming led by local experts and instructors</li> </ul>	<ul style="list-style-type: none"> <li>• Improve library offerings for upper elementary students</li> <li>• Support ongoing learning in science, technology, engineering, art, and mathematics</li> </ul>
<b>Create a study room that can be reserved by patrons</b>	<ul style="list-style-type: none"> <li>• Convert newspaper room to study room</li> <li>• Create a schedule of availability for the public</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a space for quiet study or work</li> <li>• Support Pendleton residents in pursuit of education</li> </ul>
<b>Offer information literacy tours for local education programs such as preschool, CTUIR recreation, Lifeways, and the Pendleton School District</b>	<ul style="list-style-type: none"> <li>• Develop consistent curriculum for class visits</li> <li>• Conduct outreach to local schools and other education programs</li> </ul>	<ul style="list-style-type: none"> <li>• Improve information literacy for all ages</li> <li>• Improve and increase use of the library</li> <li>• Forge a connection with local educators, and care providers</li> </ul>
<b>Provide video tutorials on our online resources page for live and recorded instruction</b>	<ul style="list-style-type: none"> <li>• Expand video offerings</li> <li>• Market our YouTube channel</li> <li>• Explore new tools for creating effective tutorials</li> <li>• Host one-on-one Zoom sessions with struggling patrons</li> </ul>	<ul style="list-style-type: none"> <li>• Improve information literacy</li> <li>• Expand access to our online collection</li> <li>• Connect library staff with library users</li> </ul>

# OUR STRATEGY

## Goal 5: Provide a high quality of materials for check-out

The Pendleton Public Library houses over 48,000 items both physical and digital. In addition to books, audiobooks, and online databases, the library is in the process of developing a library of things.

The strategic planning committee identified the following actions to enhance the collection of the Pendleton Public Library.

ACTION	DETAILS	OUTCOME
<b>Improve content within our Young Adult collection</b>	<ul style="list-style-type: none"> <li>• Double the Manga (Japanese graphic novel) collection</li> <li>• Track YA usage and purchase according to trend</li> </ul>	<ul style="list-style-type: none"> <li>• Increase teen usage of the library</li> <li>• Bolster circulation of physical items</li> </ul>
<b>Purchase e-readers for checkout</b>	<ul style="list-style-type: none"> <li>• Add three e-readers to the collection preloaded with Kindle e-books from our Library2go collection</li> </ul>	<ul style="list-style-type: none"> <li>• Increase circulation of digital collection</li> <li>• Eliminate cost barrier for patrons</li> </ul>
<b>Utilize book awards and popular online lists to guide purchasing</b>	<ul style="list-style-type: none"> <li>• Purchase from the Goodreads Best Books of the year list</li> <li>• Consult popular award lists such as Newberry, Caldecott, and Belpre</li> </ul>	<ul style="list-style-type: none"> <li>• Increase circulation of physical items</li> <li>• Improve the quality of the collection</li> <li>• Conserve resources while expanding the collection</li> </ul>
<b>Conduct an in-house assessment of the current collection</b>	<ul style="list-style-type: none"> <li>• Survey local interest groups</li> <li>• Evaluate current collection for weaknesses</li> <li>• Purchase to fill gaps</li> <li>• Create new collections when there is demand</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify the collection</li> <li>• Match patron interests</li> <li>• Increase circulation of both physical and digital items in comparison to prior years</li> </ul>

# ACKNOWLEDGEMENTS

The completion of this year's strategic plan would not be possible without the support of:

**The City of Pendleton**

**The Umatilla Special Library District**

**The Pendleton Public Library Board**

**The Staff of the Pendleton Public Library**

**The Community We Serve**

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