



UCSLD Review of FY2018-19 Strategic Plan and Staff Work Plans October 24, 2019

What were your goals for FY2018-19?
What community needs did your goals meet?

The Umatilla County Special Library District (UCSLD) wrote a strategic plan that was completed and published in October of 2018. The Strategic Plan coverage is from FY2018 - FY2020.

The UCSLD outlined three strategic issues with goals to implement for each. The strategic issues were all developed from community needs which are listed below the strategic issue.

The needs that we look to meet were identified through conversations with our partner libraries, input from the UCSLD Board of Directors and from comments and information shared from the public.

In addition, the UCSLD staff determined activities for fiscal year 2018-19. Each year, the UCSLD staff members develop yearly work plans for the upcoming fiscal year based on the strategic plan. The activities are listed below each goal.

- I. How does the UCSLD leverage tax dollars to ensure the continuation of excellent, growing library services within the district?

Needs addressing:

- Fiscal responsibility to Taxpayers
- Slow growing budgets
- Increased costs
- Responsiveness to evolving community needs
- Rapid technological changes
- Need for training to keep up with ongoing changes

- A. The UCSLD seeks dynamic partnerships to enhance library services to residents of the district.

- Assessment of needs
- Identifying potential partners
- Review and update City/District agreements

B. The UCSLD invests in professional development to build the capacity of boards of directors, boards of trustees and all UCSLD and public libraries' staff members.

- Continuing RDA-related and other cataloging training
- The UCSLD will provide in-service trainings for all library staff
- During FY2019, will organize a training for the UCSLD library boards of trustees

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

- The public and libraries' staff members have access to early documents of the UCSLD through digitization efforts.
- The policies of the UCSLD Board of Directors are reviewed and updated
- The UCSLD has a new email exchange with a cloud-based server that allows sharing of documents, holding documents that all need to access and providing a backup of our important documents
- The plan for a new courier car purchase will be ready to implement

II. How do populations in Umatilla County access library services?

Needs addressing:

- Underserved populations
- Homebound
- Children and families who can't get to the library

A. The UCSLD supports libraries' outreach efforts, helping to provide accessible services to populations where they are

- Partner the Take Off! Program with libraries to provide programming that Take Off! has focused on in recent years
- Storytime kits for libraries are created
- An early childhood literacy meeting is planned with our libraries
- Support our libraries' outreach efforts

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

- Partner with Umatilla County Early Childhood Educators to provide services to develop early literacy skills
- Facilitate opportunities to encourage adults to read with children
- Provide quality early literacy materials to the children served by the Take Off! Program

III. How do more people learn about what services the UCSLD and member libraries offer?

Needs addressing:

- Underserved populations
 - Lack of information about local resources
 - Libraries without marketing budgets or marketing specialist on staff
 - Limited training budgets
 - Need for a consistent, clear message
- A. Residents of the UCSLD have access to centralized and increased communication avenues to increase their ability to participate in the services offered by the libraries.
- The new strategic plan of the UCSLD is publicized
 - A marketing plan for the UCSLD and libraries is created
 - The UCSLD website provides increased communication of district events, projects and opportunities
 - Administer several UCSLD-wide projects – Friends of Libraries LSTA grant
- B. Library staff members have access to the information and support they need in order to reach more people with the library’s message.
- A new cloud-based server is in place allowing sharing of documents for library staff
 - The UCSLD website provides increased communication of district events, projects and opportunities

What goals did you accomplish in FY2018-19?

Fiscal Year 2018 – 19 was a big year of activity. For the new District Director, getting the first year completed helped with her learning curve. The second year saw her starting to implement some of the plans that had been created during her first year at UCSLD.

By December 31, 2018, review city/district agreements...

The City-District Agreements have all been returned and were in effect beginning July 1, 2019.

The Agreements renewal process was a good learning experience. The learning has given rise to some changes in the process and a connection with a legal firm to help re-draft the agreement in the future. It showed where there are some weaknesses in the process and where communication and connection with the city entities is necessary more often. It also brought to light that the UCSLD, as the legal entity holding the tax dollars, has the right to create the requirements it needs to ensure the tax dollars are responsibly and competently handled.

Continue providing training for library staff - Ongoing

The UCSLD continues to provide two all day, all-staff in-services each year for the library staff in Umatilla County. The topics range from current issues to ongoing training needs to gathering input for UCSLD visioning and planning.

Technical Services Manager continues to provide ongoing cataloging support and training for the library staff members in the UCSLD.

Continue to provide training for UCSLD staff and Board of Directors - Ongoing

The UCSLD believes in a strong program of continuing education and professional development to better achieve the results of each staff and board position. Money is budgeted accordingly for staff and Board of Director's training.

Early documents of the UCSLD are being digitized - Ongoing

This ongoing project has helped with determining how the early tax distribution formulas were created as well as provides an excellent back-up for the records of the UCSLD that must be retained forever.

Continue the review of policies with the UCSLD Board of Directors - Ongoing

Good progress was made on UCSLD policies - Travel policy and procedure and Public Records Management and Retention Schedule. This is an ongoing activity and the Board creates a plan for review each year.

By December 31, 2018, the UCSLD has a new email exchange with a cloud-based server that allows sharing of documents, holding documents that all need access to and providing a back up of our important documents.

This project was successfully completed and has provided a wonderful set of tools for the UCSLD. Processes for working with the Board have been created that allow the sharing of documents and meeting minutes in a much easier way. The Board members' UCSLD emails are working well. From the staff side of things, the Office 365 tools have increased our flexibility in work processes and the reasons for moving to this service have been met and more. It was a fairly painless process as well!

Plan for a new courier car purchase for next fiscal year

Rudimentary planning for this project has occurred, but a grant request has not been written yet. This will move into next year.

Continue to partner the Take Off! program with libraries - Ongoing

The Early Literacy Program Manager has worked with UCSLD partner libraries to provide storytime assistance and materials as libraries request. Several libraries have an ongoing storytime that the Early Literacy Program Manager provides.

Support our libraries' outreach efforts - Ongoing

The UCSLD budget was adjusted for this fiscal year to provide for three funds: General fund (District operations), Resource Sharing fund (expenditures made on behalf of the libraries) and Outreach fund (expenditures made for the Take Off! program and any other outreach activities providing direct service to the taxpayers of the UCSLD).

Partner with Umatilla County Early Childhood Educators to provide services to develop early literacy skills

Facilitate opportunities to encourage adults to read with children

Provide quality early literacy materials to the children served by the Take Off! Program

These three activities are ongoing activities of the Take Off! Program. The Early Literacy Program Manager provides the direct services and contact to youth, parents and caregivers, developing early literacy skills.

By October 1, 2018, the strategic plan of the UCSLD will be ready to publicize.

The strategic plan which serves as the UCSLD ALSP, was created through cooperation with the library directors, input from the library staff and the Board's finalizing of priorities and strategies. A PR piece was created that condensed the full plan to the main points, was easy to print out and to add to our website. The mission statement was changed slightly. The plan was updated by the April 1, 2019 ALSP deadline and shared with the library directors. Again, a condensed PR piece was created and shared. The plan is very important for our staff work plans and to transparently share our goals and direction. It is a document that provides context and helps to build understanding of where the UCSLD is going.

By June 30, 2019, a marketing plan is created with implementation steps built in that are actionable immediately, using best practices from OLA and EveryLibrary, etc

This goal has proceeded in a different manner than was originally conceived. While the current plan has activities to meet with a marketing firm to create a consistent, unified messaging for the whole district, other activities began in FY2018-19.

The District Director began writing a monthly column for the *East Oregonian* in July 2019 entitled *Libraries Provide - Countywide*. This lets us highlight the libraries in the district and any district-wide happenings.

Once the website was updated, we also began promoting the libraries' events on the UCSLD calendar. One library director reported that it worked and she had several people from neighboring towns come to her program.

By September 2018, the UCSLD website was updated and refreshed.

Working with the IMESD, the Technical Services Manager coordinated the upgrade to the website. It has a new and much more pleasing look and the information is easier to find. We also can highlight District library events, programs and activities.

Administer several UCSLD-wide projects - LSTA grant (6/30/19), BMELH grant (6/30/19), Dolly Parton Imagination Library (ongoing), CS Jackson Historical Materials grant

As is often the case with grants, they are wonderful and they are a lot of work to do them well.

The Early Literacy Program Manager coordinated the tracking and reporting of the Blue Mountain Early Learning Hub grant with input from the District Director as necessary.

Dolly Parton Imagination Library has a firm standing and is operating well, and the coordination of the program is time consuming. The search for a donor to fund the whole county continues.

The LSTA grant was a consistently busy grant. The final push to complete the activities and spend out the last of the grant funds occurred in June. There were some successes with this grant (larger library Friends of the Library groups were engaged) and goals that were not reached as well (smaller library Friends groups that were not as engaged). We will continue to provide an information portal for library Friends' groups and find ways to bring them together with training and collaborative iTechnical Services Managers.

The CS Jackson Historical Materials continues to provide wonderful historical materials for our libraries. Each year, the process is honed to make it as easy as possible.

Share the challenges, if any, you had in meeting your plan's goals. What changes would you have made to better meet the needs in your community?

By March, 31, 2019, plan an early childhood literacy meeting to communicate what is currently happening, where the gaps are and how we will move forward as a community

This event did not occur, but in talking about it this last year, there has been interest from several early childhood service providers. The Dolly Parton Imagination Library program has also raised interest from this same group of stakeholders. This event will move forward into the 2019-2020 fiscal year goals.

During FY2019, will organize a training for the UCSLD library boards of trustees and city officials

This did not occur in FY 2019, but is planned for November 2019.

An early childhood literacy meeting is planned with our libraries

This meeting has not been planned by the end of FY2019. This was moved to the next year.

List your library(s) and/or community partners, with a brief statement about how they supported the accomplishment of your goals.

- Partner Libraries in Umatilla County Special Library District: The UCSLD works closely with partner libraries asking for feedback and input on planning, budgeting, meeting dates and times, agreement review and training topics.

- UCSLD staff work with the libraries to support their programs and activities: ongoing story times, filling in when a program provider is ill, cataloging materials for many libraries and supporting cataloging activities for the rest, helping out with Summer Reading activities and assisting with library activities such as weeding, on an as needed basis.
- Ingram: Renewal of the Ingram discounts for the UCSLD libraries as well as other Sage Library members.
- Sage Library System: we continue to work closely with Sage, covering the cost of the 11 libraries' membership fees and a portion of Hermiston's.
- InterMountain ESD, Oregon Trail Library District and Lone Library District Coordinated a change in the Courier Contract to better include OR Trail LD and Lone LD, which enabled some ease for UCSLD in how the courier deliveries are handled during the Spring and Christmas breaks.

What actions did you take this last year to increase awareness of District support of library customers?

The UCSLD began writing a monthly column for the East Oregonian. In addition to writing about libraries in general, every other month, a library is highlighted. Utilizing the front window at the UCSLD office, displays are created showing library events and activities.

The UCSLD website update has allowed for sharing of the events, programs and activities of the libraries in the district.

The District Director is looking for other countywide library activities to add to Countywide Food for Fines.

The staff of the UCSLD represent the district libraries in the community, highlighting the wonderful activities and services that are available for all at their public libraries.