



Strategic Plan

(formerly 'Three Year Rolling Plan')

Fiscal Years 2015-2016 through 2017-2018

Mission Statement:

Libraries Change Lives

Vision:

We envision a Tulsa County that works together, where all are knowledgeable and where everyone is reaching for his or her full potential

Big Audacious Goal:

Tulsa City-County Library will be the most valued asset in Tulsa County

Strategic Plan

FY 2015-2016 through FY 2017-2018

Fiscal Year 2015-2016

Goal #1: Children of Tulsa County will grow up able to compete globally

- I. 1 Implement Standardized Outcomes Measurement of STEM tool provide by Tulsa Regional STEM Alliance.
- I. 2 Implement Centralized STEM Programming Activities for Youth
- I. 3 Administer 'Build A Reader' process and programs including outcomes measurements of library's early literacy activities.
- I. 4 Establish and activate 'Build a Reader' app
- I. 5 Beta test 'Books to Grow' digital app with Borne Digital
- I. 6 Engage/Hire Mathew Winner for Spring Break/Summer Programs
- I. 7 Conclude implementation of transition from paper to online summer reading program registration; review routines and impact on both customers and staff
- I. 8 Increase number of after school homework clubs from 8 to 12 sites
- I. 9 Open '826 model' writing, tutoring and entrepreneur program
- I. 10 Integrate TCCL catalog into TPS school library catalogs - Phase I
- I. 11 Expand library card/ID within TPS and other school districts in Tulsa County
- I. 12 Follow with implementation of delivery of students holds at TPS schools after successful pilot results
- I. 13 Seek sponsorship and funding to replace existing bookmobile

Goal #2: The library will be financially sound and an engine of economic growth for the region.

- II. 1 Apply for Library Journal "library of the year"
- II. 2 As part of business plan launch the Orange Boy Customer Relations Management (CRM) system - Phase II
- II. 3 Complete plans and implement IT Recovery plan - Part II
- II. 4 Develop better access to financial information for management staff
- II. 5 Develop jobs program with Goodwill (Workforce Tulsa model)
- II. 6 Conversion of business office processing to from print to electronic format
- II. 7 Increase visibility and participation in major chambers and city/county wide committees
- II. 8 Prepare procedures and implement self service online meeting room booking
- II. 9 Look into INCOG Partnership to test 'Bike Share' program at Central and Branches
- II. 10 Study and acquire property for Bixby Library
- II. 11 Acquire property for Brookside expansion
- II. 12 Finalize location for BA Library and proceed with conceptual planning for new library
- II. 13 Begin conversion of fleet vehicles to 'green' fleet to include CNG, hybrids, electric or high efficiency gas vehicles
- II. 14 Study fleet usage to ensure alignment between number of vehicles and types of vehicles with usage
- II. 15 Work with Legislature to create and pass legislation to allow tax exemption for TCCL contractors on construction projects

Strategic Plan

FY 2015-2016 through FY 2017-2018

Fiscal Year 2015-2016 (cont'd)

Goal #3: The library will conduct business using innovation and best practices.

- III. 1 **Open Central Library June 2016**
- III. 2 Launch 'Central Library of the Ages' – special focus on STEM/Maker spaces
- III. 3 Plan for and promote opening of coffee shop; hire Barista and support staff
- III. 4 Prepare staff moving to Central Library with IT training and new equipment training (i.e. self-checks, new AV equipment, digital whiteboards, library Payment Centers, etc.)
- III. 5 Study staffing models for return to Central, develop job descriptions for new positions, ensure flagship embodies the full implementation of Facilities Master Plan recommendations and ensure consistency with branch zone and staffing models.
- III. 6 Complete new signage for Central Library and new service model updates
- III. 7 Promote Central Library reopening with creative events, programming, promotions materials and media campaign
- III. 8 Finalize strategy and implement materials purchases for the Central Library collection
- III. 9 Acquire new display holders/racks for TCCL promotional materials for all locations
- III. 10 Pilot shelf talker as new technology to merchandise materials and/or programming
- III. 11 Apply for state quality award spring 2016
- III. 12 Identify opportunities for improvement and ensure strategic plan addresses path for improvement
- III. 13 Continue to refine business plan template and align with strategic planning
- III. 14 Ensure product champions and key staff monitor and respond to Orange Boy dashboard and customer cluster usage patterns
- III. 15 Study and consider acquisition of Orange Boy Business Intelligence software
- III. 16 Use portable scanners to capture and track program attendance, transfer data to Orange Boy dashboard
- III. 17 Establish cost analysis/customer research outcomes on program offerings and classes and adjust accordingly
- III. 18 Complete purchase and installation of remaining self checks throughout system
- III. 19 Create digital database to support project management and strategic planning tracking and reporting
- III. 20 Provide one simple process for customers to submit titles for consideration to the selectors, and a streamlined way for selectors to make decisions on customer suggestions and provide their decision to customer.
- III. 21 Develop annual procedures to ensure staff are knowledgeable regarding emergency procedures and Location of emergency supplies
- III. 22 Develop 'Ethics Corner' Quiz for the Shelf to increase awareness of ethical issues that may be encountered by staff
- III. 23 Replace paper deposit process with electronic submissions from branch to Business Office
- III. 24 Convert all paper forms in the system from print to electronic
- III. 25 Evaluate and acquire 'Building Information Modeling' (BIM) Software to include equipment inventory option
- III. 26 Complete change of Broken Arrow duplex property managers and provide ongoing oversight of manager
- III. 27 Study and recommend best practices for the collection of cash after full conversion to self-checks, all-in-copiers and library payment centers.
- III. 28 Finalize architectural concepts for new and renovated building for future county-wide initiative
- III. 29 Implement 'Zone Service Model' lite in all branches by June 30, 2016.
- III. 30 Study and implement any recommendations from IT Study performed in 2014-2015.

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FY 2015-2016 through FY 2017-2018

Fiscal Year 2015-2016 (cont'd)

Goal #3: The library will conduct business using innovation and best practices. (cont'd)

- III. 31 Rework budget process and schedule to ensure the incorporation of goals and identification of objectives and outcomes
- III. 32 Integrate the Mobius and ILL workflows making Mobius the primary method of borrowing material from outside TCCL, and ILL the resource of last resort.
- III. 33 Complete ODL Policy Manual review chapters: 4, 5, 6
- III. 34 Perform ODL measures "Library Visits Per Capita"
- III. 35 Perform the University of Washington Impact Survey on public computers and website
- III. 36 Plan for butterfly gardens and sustainable landscaping where possible
- III. 37 Restructure Tulsa County Treasurer bank accounts to permit electronic payment options
- III. 38 Develop process for stronger oversight of grants and programming
- III. 39 Study possibility of restructuring Tulsa City-County Library Commission agenda as a consent agenda allowing for approval of routine items and devote more time to transfer system information to TCCL Commission and attendees.
- III. 40 Study staffing and economizing of branch level time with expansion of centralized phone system
- III. 41 Study and potentially test tracking software for customer entry and movement within library.
- III. 42 Prepare staff and then enable Boopsie app option to check out books on personal phones and devices.
- III. 43 Convert current Survey Monkey vendor evaluations to formalized process via Orange Boy
- III. 44 Set up functionality on the website for customers to reserve public computers, with online access in libraries and remotely.
- III. 45 Study the substitution of check out netbooks in lieu of or to supplement stationary public computers
- III. 46 Within six months of implementation, survey customers regarding 'all-in-one' copiers, new self checks and other new self service equipment.
- III. 47 Get Library calculator working for staff then roll out to customers (actual value per individual customer based on their usage)
- III. 48 Get Orange County phone system operating to include integration of Orange Boy customer data

Goal #4: The library will have a reputation as a best place to work.

- IV. 1 Expand installation of hardware to support ID proximity access cards for staff-Phase II / Community Plus Libraries
- IV. 2 Continue to investigate/implement recommendations from the Workplace Improvement Study
- IV. 3 Improve change process, perceptions of trust and internal communication at via work with staff committee
- IV. 4 Reassess core competencies realign continuing education accordingly
- IV. 5 Revise PDR form to ensure alignment with strategic plan, core competencies and includes effective use of available metrics and outcomes
- IV. 6 Assess drug testing vendors required for post accident and periodic staff testing
- IV. 7 Evaluate security protocol, philosophy and staff accordingly
- IV. 8 Encourage education and use of project management tools and processes throughout system
- IV. 9 Investigate best practices in serving part time staff with ease of access to timesheets, intranet and SharePoint.
- IV. 10 Monitor and Implement upcoming 'Affordable Care Act' requirements
- IV. 11 Complete implementation of new human resources management system - Part II
- IV. 12 Continue to strengthen succession planning, provide career opportunities for staff, and enhance staff rotation options.
- IV. 13 Finalize staffing models for all locations
- IV. 14 Emphasize and put into action improvements toward alignment of goals and core competencies with increase efforts to staff using PATS as a tool for standardizing system processes.

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FY 2015-2016 through FY 2017-2018

Fiscal Year 2015-2016 (*cont'd*)

Goal #5: The library will be a center for community, reading, lifelong learning and access to information for all.

- V. 1 Explore new partnerships with local business to provide kits for circulation using modeling from similar business book kits and book club kits.
- V. 2 Continue to expand digital graphic novel and comic options via Comics Plus and other providers.
- V. 3 Consider Implementing Bibliocore from Bibliocommons
- V. 4 Continue Graphic Novel leveling and reclassification project
- V. 5 Continue to grow virtual volunteers with goal of enriching content to catalog
- V. 6 Determine maker space strategy and offerings for other locations
- V. 7 Evaluate book merchandising process and expand to more locations
- V. 8 Continue execution of 'Operation Candy Store' as part of new service model implementation
- V. 9 Work with Overdrive, Freading, OneClick and other e-material vendors to improve ease of use for customers to access and download e-materials
- V. 10 As vendor technology allows, implement the floating of the remainder of the circulating collection.

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FY 2015-2016 through FY 2017-2018

Fiscal Year 2016-2017

Goal #1: Children of Tulsa County will grow up able to compete globally

- I. 1 Increase number of after school homework clubs from 12 to 16
- I. 2 Continue Expansion of student ID/Library Card to other large school system - Continuation of Phase II
- I. 3 Implement centralized early literacy programming services
- I. 4 Pursue integration TCCL catalog into of large school systems library catalogs - Phase II

Goal #2: The library will be financially sound and an engine of economic growth for the region.

- II. 1 Evaluate and Select new Finance/Donor Software
- II. 2 Study and cost outsourcing vs. in-house materials processing
- II. 3 Evaluate major vendors for optimizing performance and sustainability
- II. 4 Participate in and promote county-wide bond initiative or do stand along library bond initiative
- II. 5 Explore outsourcing options with goal of improving workflow, efficiencies, and lowering costs
- II. 6 Investigate other materials vendors to balance spending across multiple platforms

Goal #3: The library will conduct business using innovation and best practices.

- III. 1 Implement Service Model: Phase 3
- III. 2 Complete policy review chapters: 1,3,8
- III. 3 Purchase and deploy AED machines, include staff training
- III. 4 Evaluate TCCL Events and Services marketing calendar
- III. 5 Complete signage for new service model updates
- III. 6 Begin final design work for new and renovated libraries/Begin Construction
- III. 7 Install shelf talkers at all locations
- III. 8 Plan for tornado safe rooms at new and renovated Libraries
- III. 9 Cross train collection development and technical services
- III. 10 Evaluate and make recommendations for PATS plan
- III. 11 Implement standardized outcomes measurement of early literacy programming services
- III. 12 Review and evaluate current library social media products
- III. 13 Finalize state quality application process - Phase II
- III. 14 Continue implementation of recommendations from IT study in conjunction with the opening of Central Library
- III. 15 Develop and carry out Zone Service Model at all locations

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FY 2015-2016 through FY 2017-2018

Fiscal Year 2016-2017 (cont'd)

Goal #4: *The library will have a reputation as a best place to work.*

- IV. 1 Revise Job Satisfaction Survey, organize and align to allow tracking of outcomes
- IV. 2 Ensure Job Satisfaction Survey includes feedback regarding two issue way communications between managers and staff
- IV. 3 Replace Facilities Department employee owned tools with TCCL provided equipment - Phase I
- IV. 4 Establish attendance requirement of Library Associate level staff and above to attend 1 community meeting or event per year to increase library awareness
- IV. 5 Identify training needs for Technical Services and Collection Development departments, plan for and execute recommended options.
- IV. 6 Provide exercise equipment for all staff located SSC or Central
- IV. 7 Review staffing model after all locations are utilizing new service models
- IV. 8 Expand installation of hardware to support ID proximity access cards for staff-Phase III Community Libraries

Goal #5: *The library will be a center for community, reading, lifelong learning and access to information for all.*

- V. 1 Complete ODL Survey: Age and Condition of Collections
- V. 2 Develop technology for accepting electronic self-published materials-expand current policy to include established self-published materials.
- V. 3 Purchase and outfit new bookmobile

Strategic Plan

FY 2015-2016 through FY 2017-2018

Fiscal Year 2017-2018

Goal #1: Children of Tulsa County will grow up able to compete globally

- I. 1 Pursue integration TCCL catalog into of suburban school systems library catalogs - Phase III
- I. 2 Implement Study ID/Library Card with suburban school systems - Phase III
- I. 3 Increase number of after school homework clubs fro the rest of the system where feasible.
Explore additional digital children's services and formats

Goal #2: The library will be financially sound and an engine of economic growth for the region.

- II. 1 Implement new finance/donor software systems.
- II. 2 Explore and pilot if viable, Bibliotheca's "my community" as a service to the City of Tulsa and/or other communities.

Goal #3: The library will conduct business using innovation and best practices.

- III. 1 Complete ODL survey: policy review chapters 7,9,11
- III. 2 Continue library building renovation and construction: Phase II
- III. 3 Combine annual audit with annual report to create Comprehensive Annual Financial Report ('CAFR')
- III. 4 Fully revise 'Vanir' replacement cost study
- III. 5 Evaluate effectives of new system wide signage
- III. 6 Acquire final Owasso land parcel
- III. 7 Formally update Facilities Master Plan
- III. 8 Evaluate project management employee program and implement changes or supporting processes
- III. 9 Continue to evaluate and upgrade our business continuity/disaster recovery program.
- III. 10 Perform the University of Washington Impact Survey on public computers and website
- III. 11 Apply for National Baldrige Quality and Sustainability Award
- III. 12 Review and evaluate all aspects of Central Library functions to include staffing, facility usage, equipment, furnishings, etc.

Goal #4: The library will have a reputation as a best place to work.

- IV. 1 Replace Facilities Department employee owned tools with TCCL provided equipment - Phase II
- IV. 2 Offer three credit classes paid for by TCCL – to include Business, Accounting and Human Resources
- IV. 3 Increase usage of staff voluntary mentor program
- IV. 4 Cross training Collection Management and Technical Services staff

Goal #5: The library will be a center for community, reading, lifelong learning and access to information for all.

- IV. 1 Evaluate current programming for ways to enhance and capitalize on popular events and people in town
- IV. 2 Deploy New Bookmobile
- IV. 3 Investigate self-published eBook platforms and options