



Metropolitan  
LIBRARY SYSTEM

# **Strategic Plan Update**

## **FY 2018-2020**

Metropolitan Library System  
300 Park Avenue  
Oklahoma City, OK 73102

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# BACKGROUND

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The purpose of this Strategic Plan Update is to provide clarity on the strategic direction of the organization, not to change course or roll-back any changes, with two exceptions.

- 1) We have opted to eliminate the 20-year goal: "By 2035, every person in the community will use a library service" because it is measure that does not reflect whether Metropolitan Library System is fulfilling its Vision and Mission.
- 2) We have opted to return to the use of the word "customer" rather than "member" to refer to those who use library services, as it is more inclusive and indicative of the relationship that we have with the communities we serve.

The plan takes the form of a traditional strategic plan with large, overarching goals supported by objectives, strategies, and tactics. For the purposes of this plan, we used the following definitions:

- Goals:** Goals are the big ideas that support our mission, vision, and values. They set the course for the next 3-5 years. These are the destination.
- Objectives:** Objectives are measurable milestones that indicate we are reaching our goals. Objectives are reviewed annually, but should rarely change. These are the agreed-upon routes that will get us to the destination.
- Strategies:** Strategies are the conceptual plan that tells us what we are going to do. Strategies are reviewed annually, for fine-tuning and alignment. These are the compass, setting and maintaining our course along the routes.
- Tactics:** Tactics are the activities we will do to accomplish the goal, meet the stated objectives, and fulfill the strategy. Tactics are part of detailed action plans developed each year during the Annual Business Planning process. These are the individual stops along the routes, guided by our compass.

Every attempt has been made to use language that has been seen, in some form or another, in other strategic planning documents from the last few years. Where no such language existed, the plan includes language to fill-in gaps in the "Goals >>> Objectives >>> Strategies >>> Tactics" logic and tie together any loose ends.

Not everything that was listed in the Library Unbound Strategic Plan and related material will show up in this version of the Strategic Plan Update. Many of the items from Library Unbound, such as the ten initiatives or specific activities, are considered tactics. Any tactics included in this Strategic Plan Update are those that have been undertaken (and/or substantially completed) in the last year or two – to help everyone understand how particular activities explicitly supported the direction set by the Strategic Plan. There is a section called "Possible Tactics" to serve as a "parking lot" for ideas that can be revisited during the Annual Business Planning process. Tactics for FY18-19 will be proposed, developed, and approved as part of the Annual Business Planning process that will start in March.

To document our progress towards reaching our Goals and Objectives, we will be developing target measurements as part of the Annual Business Planning process. There will still be overarching, organizational measurements like Market Penetration, Customer Retention, and Net Promoter Score, as well as realistic targets set by each department or location to indicate how they will contribute to specific goals and objectives.

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# VISION, MISSION, VALUES

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We grow smarter communities, one person at a time.

To be the community's hub for critical thinking, creative problem-solving, and life-long enrichment.

- **Library Customers First:** Every person in the Community is a customer of the Library, and we are committed to their success and to providing them the highest quality service.
- **Integrity and Trust in Us and by Us:** Public confidence can only be achieved when we demonstrate honesty, accountability, and stewardship of the community resources committed to us, including people, time, assets, and funds. In addition, we can only be trusted when we trust our customers, colleagues, and partners.
- **Respect for Customers and Each Other:** We treat the questions, ideas, and contributions of each of our customers, colleagues, and partners with the highest level of respect.
- **Freedom to Learn:** We treasure and protect each customer's freedom to read, view, and learn in order to achieve his/her highest potential.
- **Commitment to Learning as Enjoyment:** We believe that learning can be deepest and most effective when it is enjoyed, and we are dedicated to providing enjoyable opportunities while delivering on the Mission.
- **Individual Growth and Organizational Development:** We commit to expanding our individual professional knowledge and skills, to benefit the Library and its customers.

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# 2018-2020 STRATEGIC PLAN

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## Goal 1

### MLS strives for Operational Excellence

#### Objective 1.1

Clearly define Operational Excellence for each Division, Department, Unit, and/or Program/Service

#### Objective 1.2

Provide excellent customer service

##### Strategy 1.2.1

Equip staff with the training, tools, and resources they need to serve internal/external customers

##### **Tactic 1.2.1.1**

*Develop and deliver customer service training (Initial round of "Metro Way" training completed November 2017)*

##### **Tactic 1.2.1.2**

*Redesign the Performance Management System to focus on Performance Development (ongoing)*

##### **Tactic 1.2.1.3**

*Conduct a Classification and Compensation Study to ensure that the Metropolitan Library System is providing a pay structure for all positions that is fair, competitive, and equitable both internally and externally. (ongoing)*

#### Objective 1.3

Improve efficiency and effectiveness

##### Strategy 1.3.1

Use data to support decision-making

##### Strategy 1.3.2

Accelerate and simplify the experience and work of staff and our customers

##### **Tactic 1.3.2.1**

*Update Purchasing Policy (approved October 2016)*

##### **Tactic 1.3.2.2**

*Establish a distinct unit with a dedicated staff to provide library services to remote customers (implemented September 2017)*

## Goal 2

### MLS communicates the Library's value to the community by expanding awareness, growing our customer base, and improving customer retention.

#### Objective 2.1

Increase visibility in community

##### Strategy 2.1.1

Develop a systemwide approach to mobilize staff to go out into the community and educate people on the Library's offerings

#### Objective 2.2

Strengthen relationships with customers

##### Strategy 2.2.1

Develop systemwide approach to connect with new accountholders within their first year

##### Strategy 2.2.2

Develop systemwide approach to renew the interest of lapsed/inactive accountholders

#### Objective 2.3

Expand MLS's community network and partnerships

##### Strategy 2.3.1

Strengthen and formalize existing partner relationships

##### Strategy 2.3.2

Establish partnerships that reach new audiences

**Goal 3**                    **MLS makes it easier to use Library collections, programs, and services**

**Objective 3.1**            Identify and provide access to collections, programs, and services in underserved areas

**Strategy 3.1.1**            Strategically locate service outlets where they will be of the highest and best use

**Objective 3.2**            Identify and remove barriers to getting and using a library card

**Strategy 3.2.1**            Investigate the possibility of providing accounts to non-residents who work or go to school in Oklahoma County

***Tactic 3.2.1.1***            *Update Borrowing Policy to allow anyone who attends or works at a school, college, or university in Oklahoma City or Oklahoma County to be eligible for a school-based library card (approved June 2017)*

***Tactic 3.2.1.2***            *Create ONEcard program and rollout to Oklahoma City and Crutcho Public Schools. (Policy change approved June 2017, OKCPS initiated October 2016, Crutcho PS underway)*

**Strategy 3.2.2**            Simplify the processes necessary to create a library account

***Tactic 3.2.2.1***            *Create online card application (Launched April 1, 2017)*

**Strategy 3.2.3**            Reduce limits placed on customers for the checkout and use of physical material

***Tactic 3.2.3.1***            *Update the Borrowing Policy to increase maximum item limit to 100, increase loan period to 3 weeks, increase number of allowed renewals to 8, institute a 7-day grace period for fine accrual (approved June 2017)*

**Strategy 3.2.4**            Reduce wait times for products and services

***Tactic 3.2.4.1***            *Pilot the use of Chromebooks and Laptops to reduce wait times for Public Access Computers (launched Summer 2017)*

## **Goal 4      **MLS connects with customers on a meaningful level—adding value to each customer interaction and strengthening connections with the communities and people we serve****

### **Objective 4.1**

Provide collections, programs, services, and staff that reflect and meet customer and community needs

#### **Strategy 4.1.1**

Provide a collection that delivers the right thing in the right place at the right time

***Tactic 4.1.1.1***      *Update the Collection Policy (approved April 2017)*

#### **Strategy 4.1.2**

Develop a systemwide approach to deliver innovative, engaging, outcome-based services and programs to the community

***Tactic 4.1.2.1***      *Transition from a task-focused Circulation and Reference service model to a more purpose-based Access and Engagement service model (Substantially complete December 2017)*

***Tactic 4.1.2.2***      *Align our staff resources with our priorities and strategies to achieve our Goals and Objectives (Substantially complete May 29, 2017)*

***Tactic 4.1.2.3***      *Establish Education and Program Development Department (Initiated Summer 2017)*

***Tactic 4.1.2.4***      *Redefine scope of Outreach Department (Initiated Spring 2017)*

#### **Strategy 4.1.3**

Increase the diversity of personnel

#### **Strategy 4.1.4**

Improve the quality and diversity of the collection

#### **Strategy 4.1.5**

Improve the quality and diversity of public technology

***Tactic 4.1.5.1***      *Introduce in-library use of tablets via MediaSurfers*

***Tactic 4.1.5.2***      *Pilot the use of lendable Kindles and Wifi Hotspots*

#### **Strategy 4.1.6**

Improve the quality and diversity of programs

***Tactic 4.1.6.1***      *Focus systemwide initiatives in key areas*

### **Objective 4.2**

Provide environments that enhance the customer experience

#### **Strategy 4.2.1**

Update physical environments to support the needs of our customers and staff

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## POSSIBLE TACTICS

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These “Possible Tactics” are included as placeholders—to document ideas and opportunities that have been identified in the Library Unbound Strategic Plan and related material. Tactics for the upcoming fiscal year will be proposed as part of the Annual Business Planning process preceding budget approval. Inclusion on this list does not commit Metropolitan Library System to these activities at this time, however, it will continue to evaluate opportunities and implement them as appropriate.

- 1) Large Digital Library serving all customers and needs.
- 2) Small, but high-circulation collections onsite for adult customers.
- 3) Ample youth collections supporting reading and school success.
- 4) Small but high activity teen collection that extends the concept of the narrative.
- 5) Locally created content in all formats.
- 6) More floor space for public technology
- 7) Meeting, study and multi-purpose spaces for hands-on learning
- 8) Open sightlines across the library
- 9) Intergenerational spaces for multidimensional learning
- 10) Bright, inviting spaces with room to physically play and engage
- 11) Make data/analysis more user-friendly by using visualizations to activate data
- 12) Sorting systems, discovery systems, and automation and handling systems.
- 13) Pop-up “libraries” for external events and gatherings
- 14) Library sponsored in-school, at-work, and on-the-move activities
- 15) Renew relationships
- 16) Reward loyalty and acknowledge commitment
- 17) Embedded librarians in government agencies, local nonprofits, and other groups that share the Library’s mission and outcomes
- 18) Pop-up (point-of-need) educational and reading activities/programs
- 19) Increase the number of on-site libraries
- 20) Rollout ONEcard to the rest of Oklahoma County school districts
- 21) Create an employee account program for Oklahoma County employers
- 22) Enhance public technology to lower the wait-time for devices/access to no more than 20 minutes at peak times at all locations
- 23) Strive for 24-hour turnaround for customer reserves/holds
- 24) Increase locally created content
- 25) Increase variety of titles
- 26) Expanded networks of libraries for retrieving anything for our customers and delivering it fast
- 27) Creation of the Collection Anywhere Center housing collections of moderate use, system-last copies, and InterReach collections.
- 28) Learning toys, games and activities available for in-library and home use
- 29) Increase investment in tech devices for in-library & home use
- 30) Hands-on showroom for technology-enabled learning and play.
- 31) Gaming stations to extend the virtual narrative
- 32) Learn Smarter. Activities in this area will build system-wide approaches to prepare our younger customers for reading and learning, assist them (along with their parents and educators) in being successful in school, and enable them to successfully move to the next stages of their lives.
- 33) Initiative: Create system-wide early childhood reading/story class.
- 34) Initiative: Create system-wide homework help service for students (onsite and offsite)
- 35) Work Smarter. Activities in this area focus on the development of system-wide approaches that strength ties between the Library and the local business community by extending services to their employees, building programs that enhance the employment opportunities for customers, and enable the establishment of small businesses using Library services.
- 36) Initiative: Develop a system-wide program (i.e., product line, service, experience) tailored to build skills of customers to make them more employable/promotable.
- 37) Initiative: Develop a system-wide program (i.e., product line, service, experience) that prepares and enables entrepreneurs to launch new small businesses.
- 38) Live Smarter. Activities in this area focus delivering system-wide approaches that improve customers’ lives through the provision of Library products, services and experiences.
- 39) Initiative: Develop a system-wide program (i.e., product line, service, experience) that provides customers with content, services, and experiences that enhance their knowledge and enjoyment of living in Oklahoma.
- 40) Initiative: Develop a system-wide program (i.e., product line, service, experience) that focuses on bringing the collection to life through presentations, discussions, and interactive events.
- 41) Provide reading-based experiences
- 42) Develop subject collections lent to classrooms/partners