

BOARD OF TRUSTEES OF
ORANGE COUNTY LIBRARY SYSTEM
RESOLUTION 02-228.1

RESOLUTION TO APPROVE THE STRATEGIC PLAN.

Minutes of a regular meeting of the Board of Trustees of the Orange County Library System, Orange County Florida, held in the City of Orlando, on the 14TH day of November, 2002, at 7:00 pm, prevailing Eastern time.

PRESENT: Tom Kohler; Phyllis Hudson; Ron Harbert; Gloria Fernandez; Sara Brady

ABSENT:

The following resolution was offered by Phyllis Hudson and supported by Ron Harbert:

The Board Resolves:

1. To approve the Strategic Plan.
2. All resolutions that conflict with the provisions of this resolution are rescinded.

AYES: 5

NAYS: 0

RESOLUTION DECLARED ADOPTED:

Secretary

GOAL 1: Provide Greater Customer Satisfaction & Provide Greater Ease of Access to Services

- Expand evening and Sunday hours
- Accept debit and credit card payments in person and online
- Provide self service options for patrons
- Create and maintain inviting and exciting library spaces
- Create effective communication loop with patrons
- Prepare staff to “exceed the expectation of the patron”
- Seek more ways to connect the disabled population with Library Services

GOAL 2: Expand Our Range and Variety of Services to Meet the Needs and Interests of a Changing Community

- Expand access to and availability of popular programs for the public by expanding the numbers of programs, the hours during which they are available and by adding online and video conferencing access
- Expand the uses and availability of technology to the public by seeking innovative and meaningful applications for technology in the day to day lives of community residents.
- Expand access to useful services which enhance the Library as a destination for the public such as Notary services, expanded copy and fax center capability.
- Expand and diversify collections to reflect the diversity of our community

GOAL 3: Expand Use and Awareness of Library Services

- Increase market share by 10 % points annually
- Acquire Bookmobile to promote library services

GOAL 4: Invest in the Quality of Staff and Enhance Employee Satisfaction

- Establish Human Resources development plan
- Develop system wide communications plan
- Establish staff technology skill development plan
- Establish employee development plan at all staffing levels
- Update performance evaluation instrument
- Minimize potential for staff or patron injury



GOAL 1: Increase Customer Satisfaction & Provide Greater Ease of Access to Services

Objective 1: Provide Additional days/hours of service

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 FY 2007	Funding Status*
Provide additional days of service						
Open four branches on Sundays (Alafaya, North Orange, West Oaks, South Creek) 4 Branches open Sunday Year 1	\$ 36,000	\$ 37,080	\$ 38,192	\$ 39,338	\$ 40,518	
Open new Winter Garden Branch (this is cost in addition to current cost to operation West Orange) WG opens Year 2		\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	A
Open Winter Garden Mondays at time of move WG opens Mondays Year 2		\$ 24,000	\$ 24,720	\$ 25,462	\$ 26,225	A
Open Washington Park and Windermere on Mondays, 10-7, when West Orange moves. Both Branches add 9 service hours per week Year 2.		\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	A
Open Eatonville. Open within six months of availability of building from Town			\$ 300,000	\$ 309,000	\$ 318,270	A
Prepare master plan for Branch development. Plan completed during Year 2.		\$ 25,000				A
Expand branches to east & southeast Orange County. Open 2 additional Branches in East OC by end of Year 5.					\$ 10,000,000	N
Provide additional hours of service						
Change Washington Park closing hours to 9pm Tuesday-Thursday. Branch adds 7.5 hours per week Year 2.		\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	A
Change South Trail closing hours to 8pm Monday-Thursday. Branch adds 4 hours per week Year 1.						
Objective 2: Accept credit and debit card payment						
Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 FY 2007	Funding Status*
Accept credit/debit card payment in person, via phone, and online. Credit/debit payments accepted in all locations, via phone, and online during Year 1.	\$ 15,000					

*A=Additional Cost; N=No Funding Available; Shaded Gray=Staff Time Required

Objective 3: Provide self service options

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Implement Self Check Out at strategic locations. Year 1 South Creek. Track self-check use vs. staff assisted use, up & down time, problem calls, etc. Achieve 50% of Branch circulation via selfcheck within 6 months. Year 2 install at Winter Garden. Track as at South Creek. Year 4 and 5 install at Alafaya if SC/WG experience warrants.		\$ 175,000		\$ 250,000			A
Implement Self Check Out at Main. Implement use at Main during Year 5.					\$ 1,000,000		N

Objective 4: Create and maintain inviting and appealing library spaces

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Create WOW space 1st floor, Main Library	\$ 1,500,000						
Replace carpeting, wall covering, retrofit lighting, floors 2-5 of Main Library		\$ 250,000	\$ 250,000	\$ 100,000			A
Upgrade North Orange interior	\$ 80,000						
Install LCD projection in Computer Resource Center & Albertson Room	\$ 35,000						
Replace Main Library Roof		\$ 750,000					A
Replace North Orange roof	\$ 100,000						
Provide sinking fund for significant future repairs and replacements		\$ 25,000	\$ 37,500	\$ 50,000	\$ 50,000		A
Prepare and implement building maintenance schedules							
Conduct audit of ADA compliance for all facilities	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	50,000		A

Objective 5: Implement effective communication loop with customers

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Create Customer Service Action (CSA) group made up of staff							
Inform, seek feedback and prepare staff through meetings and Intranet articles regarding customer satisfaction goals and surveys prior to start date of survey							
Design and distribute customer survey tools	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000		
Monitor patron response to survey tools and "tweak" wording or methodology as needed							
On a quarterly basis , CSA reports survey results and recommended actions to Admin Team							
Administration reviews CSA recommendations and implements feasible response							
Publicize changes to patrons							

Objective 6: Prepare staff to exceed the expectation of the customer

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Provide staff training annually in customer-driven service practices							
Review customer service practices annually							
Set performance standards & revise job descriptions							
Establish program to recognize & reward customer service excellence	\$ 1,000	\$ 1,200	\$ 1,400	\$ 1,600	\$ 2,000		

GOAL 2: Provide a Range of Services that are Responsive to a Changing Community

Objective 1: Expand Access to and Availability of Programs for the Public

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Use Volunteer Story Givers program using staff and outside volunteers, to provide 25 additional programs per year.							
Empower librarians will create four events for presentation to the public each year at least two of which are classes.							
Employ technology to disseminate classes, programs and storytelling to multiple locations and to home users (related costs found under technology)							
Offer at least two classes or two programs per month and storytelling once a month in Spanish. By year 3, increase classes and programs to four and storytelling to weekly.		\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000		A
Offer after hours programs twice per year on Friday nights for Youth at Main.			\$ 1,000	\$ 1,000	\$ 1,000		A

Objective 2: Expand Use of Relevant Technology

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Maintain and expand current PC network. Add 30 new stations to the network each year with the balance of PC's purchased upgrading current equipment. By year 5, at least one workstation in each location shall have assistive technology in the form of voice recognition and enlarged viewing capability.		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		A
Replace library automation system		\$ 750,000					A
Provide online chat reference during all Quest Line open hours.	\$ 15,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		
Evaluate and add new software programs for public and staff.	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		
Expand the Library's role as a digital content creator: Participate in partnership with UCF/History Museum to create pilot digital history project. Seek grant funds for project expansion.							

Install video conferencing technology to provide programs, classes, storytimes at multiple locations from one location. First year three locations, add at least 3 locations each subsequent year.	\$ 36,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Provide external access to thin client applications- allows internal and remote patrons to have access through the Library to common computer and office applications without securing their own license.				\$ 75,000		A
Experiment with mobile hardware for reference service in at least two locations. Seek further grant funding if use is successful.	\$ 9,000					
Provide sinking fund for significant technology purchases		\$ 25,000	\$ 37,500	\$ 50,000	\$ 50,000	A

Objective 3: Expand End User Services

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Evaluate cost vs. use of color copier at Main. Success is measured by recovery of cost of lease.	\$ 3,600						
Evaluate cost vs. use of public fax at Main and Southwest. Success is measured by recovery of cost of purchase and phone lines.	\$ 1,500						
Provide notary service at Alafaya. Provide 5 employees with Notary status. Success is measured by use of service vs. cost of licenses.	\$ 1,000						
Evaluate cost vs. use of color printer at Main. Success is measured by recovery of cost of lease.	\$ 4,200						
Experiment with cost vs. use of scanners at Main. Success is measured by recovery of cost of lease.		\$ 1,000					

Objective 4: Expand and Diversify Collections

These expenditures will be taken out of materials allocation

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Experiment with circulating software at Alafaya and South Creek. If successful (measured by circulation, return and retention) add collections to all locations.	\$ 2,150	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000		
Add computer games (X Box, Playstation 2) at Alafaya and South Creek. If successful (measured by circulation, return and retention) add collections to all locations.	\$ 2,150	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000		
Add more copies of best sellers by adding funds to our lease program.	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000		
Enhance world languages collections							
Purchase Rosetta Stone database - 24 Languages plus remote access, unlimited users;	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000		
Purchase Consulta database (Spanish Resource Center from Gale) including magazines and newspapers. 4 users. Remote access	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000		
Materials in Vietnamese	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 35,000		
Materials in Spanish	\$ 60,000	\$ 70,000	\$ 75,000	\$ 80,000	\$ 85,000		
Add more DVDs	\$ 250,000	\$ 150,000	\$ 170,000	\$ 190,000	\$ 210,000		
Add more music Cd's	\$ 200,000	\$ 150,000	\$ 170,000	\$ 190,000	\$ 210,000		

GOAL 3: Expand Use and Awareness of Library Services Through Marketing

Objective 1: Increase Market Share by 10 Percentage Points Annually

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Conduct a demographic study of our service area (software cost)	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000		
Awareness Study: Find out who uses the Library and who does not and why not.		\$ 50,000					
Promote specific services that are new or not being used to their potential		\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000		
I identify non-users and develop focus groups to determine their potential as patrons. Seeking funding.							
Image Projection							
Marketing WOW excitement at the main Library	\$ 1,000	\$ 1,000					
Use the new logo to brand the Library							
Use the new mission statement to brand the Library							
Develop a signature Library event.				\$ 25,000	\$ 25,000		
Develop partnerships, performances, and programs.							
Marketing Strategies:							
Buy post office address lists to identify new arrivals in service area		\$ 4,000		\$ 4,000			
Create mailable packet to promote Library use.	\$ 4,000		\$ 4,000		\$ 4,000		
Supply apartment complexes and realtors with Library card information.							
Businesses - I identify businesses in service area.							
Create brochure in English and Spanish to feature services/databases.		\$ 4,000		\$ 4,000			
Contact large local businesses and ask them to distribute Library card information to their employees at employee fairs/open season medical							
Partner with Chambers of Commerce and Economic Development to promote Library as part of package to attract new businesses.							
Market Library services to seniors.							
Supply retirement homes with Library card information/flyers senior services		\$ 4,000					
Supply senior citizen organizations with Library card information/flyers		\$ 4,000					
Market Library services to children.							
Supply schools with Library card sign up for new students.	\$ 4,000						
Attend open houses at elementary schools and middle schools to distribute Library card sign up packages.	\$ 4,000						
Market Library services to Teens							

Partner and plan programs with community teen groups.		\$	4,000			
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Objective 2: Acquire bookmobile or media mobile

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 FY 2007	Funding Status*
Acquire bookmobile or media mobile to use for special events, community outreach and library promotions (seek funding)					\$ 300,000	N
Hire two staff to operate bookmobile services					\$ 70,000	N

GOAL 4: Invigorate Employee Satisfaction and Invest in Quality of Staff

Objective 1: Establish Human Resources Development Plan

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 FY 2007	Funding Status*
Develop internal "Best Practices" for Managers						
Implement "Best Practices" as a regular agenda item at bi-weekly System wide Manager's Meeting						
Use established employee recognition programs such as Values Commendations, Safety Stars and Years of Service Awards						
Hold system wide training at least once a year on relevant management topics. For example: ADA and Diversity Issues; Coaching and Counseling Skills; Interviewing Skills, etc.	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Establish Staff Development plan						
Hold system wide training at least twice yearly on relevant topics: Staff Day once yearly plus other training such as sensitivity training on ADA and Diversity issues; Customer Service and Interpersonal Skills.	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	
Let's Go Fishing!	\$ 1,200	\$ 500	\$ 500	\$ 500	\$ 500	
Adopt, Promote, and Facilitate Fish! Philosophy						
Incorporate Fish! into New Employee Orientation						
Institute Fish! Committee						

Objective 2: Develop System Wide Communication Plan

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Establish regular opportunities for Admin Team to communicate with employees, at least annually at each department and branch.	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300		
Conduct regular labor/management meetings - 1 X per month	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450		
Establish rumor control feature on Employee Online Newsletter							
Hold "front end" communication meetings on major initiatives.							

Objective 3: Establish Staff Technology Development Plan

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Develop internal technology based training program							
Identify Core Competencies by Position for 25% of positions per year.							
Obtain baseline measurement of current staff in positions identified each year based upon identified core competencies							
Develop curriculum based upon identified needs							
Initiate classes for staff based upon identified core competencies							
Measure and evaluate staff competency level							

Objective 4: Establish Professional/Employee Development Plan

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 FY 2007	Funding Status*
Identify expectations for all staff, in relation to position, for professional activity and employee development opportunities						
Partner with CFLC and other organizations to offer at least 2 annual in-house opportunities to acquire professional knowledge and lifelong learning.		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Effective October 1, 2002, establish the MLS or other ALA accredited graduate degree as a minimum requirement for any new hire librarians. Evaluate MLS requirement for current Librarian staff.						
Establish Employee Enrichment Experience (E3) program to foster understanding of different jobs and provide employees with a system wide perspective.						
Conduct evaluation of staffing levels each fiscal year						
Adjust/Recruit/Reduce staffing as needed						
Devise Recruitment Plan to include outreach/interviewing at targeted schools; advertising in electronic and print format to targeted professional journals and listservs.		\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Create award program for employee innovations that are successfully used.	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Offer opportunities for employees to learn conversational Spanish and sign language. Use in-house staff to mentor and coach - Train a total of 15 employees annually.	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	

Objective 5: Update Performance Evaluation Instruments

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Update Performance Evaluation instruments that incorporate acquisition of new/job relevant skills and organizational values - Two year implementation phase in of new evaluation instrument.							

Objective 6: Minimize the potential for staff or patron injury

Activity	Yr 1 FY 2003	Yr 2 FY 2004	Yr 3 FY 2005	Yr 4 FY 2006	Yr 5 2007	FY	Funding Status*
Conduct safety and security evaluations of facilities							
Conduct annual safety audits							
Conduct four air quality surveys on a rolling schedule			\$ 4,000	\$ 7,000	\$ 4,000		
Provide safety education for staff							
Expand collection of safety videos		\$ 1,000					
Create evacuation plans and conduct annual drills							
Minimize security risks							
Install windows on Branch workroom doors		\$ 2,000					
Install electronic security doors at Branches	\$ 108,000						
Conduct annual review of incident reports							

TOTAL ADDITIONAL COST \$ 2,516,000 \$ 1,152,020 \$ 1,376,341 \$ 971,241

*A=Additional Cost; N=No Funding Available; Shaded Gray=Staff Time Required