



2022 - 2025

Strategic Plan

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Library Director / City Librarian

2022 - 2025

I. About the Library

Founded in 1899 as a subscription library by the Tyler Federation Of Women's Clubs and located above the old Tyler Electric Company offices on the north side of Tyler's downtown courthouse square, the Tyler Public Library soon moved to the then City Hall and subsequently became a city department in 1903. The next year it moved nearby into its own building donated by Andrew Carnegie on College Avenue, which was to be its home until 1980 when the present three-story building opened on College across Elm Street to the south.

Mission

To meet our patrons' needs for information, education, and recreation through access to library resources.

Vision

Tyler Public Library is dedicated to ensuring all citizens of Tyler have access to current materials and resources necessary for lifelong enrichment and education, universal literacy, and informed decision making.

Values

Tyler Public Library cares for its community and staff.

Caring for **COMMUNITY**

Ensuring **ACCESSIBILITY**

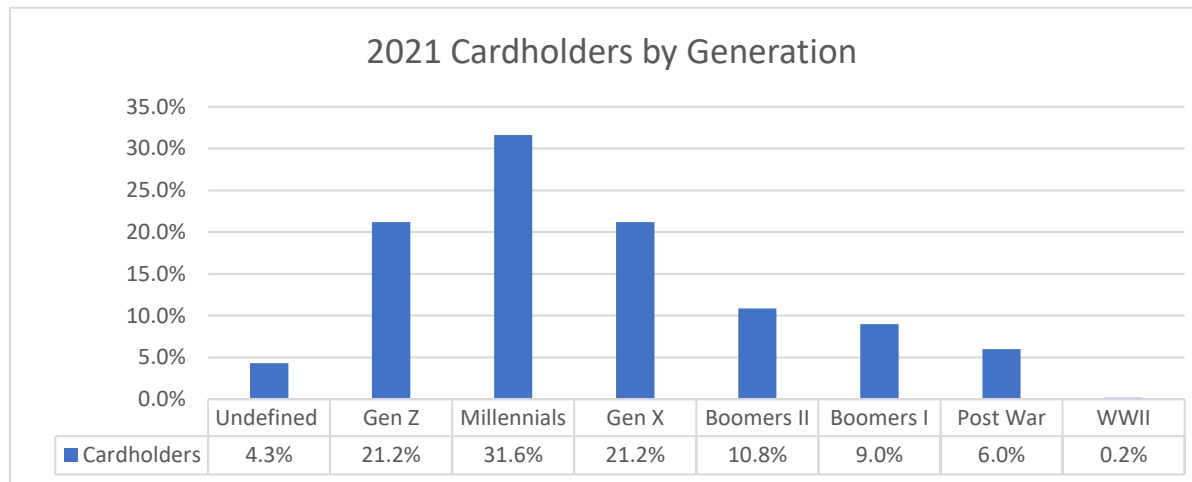
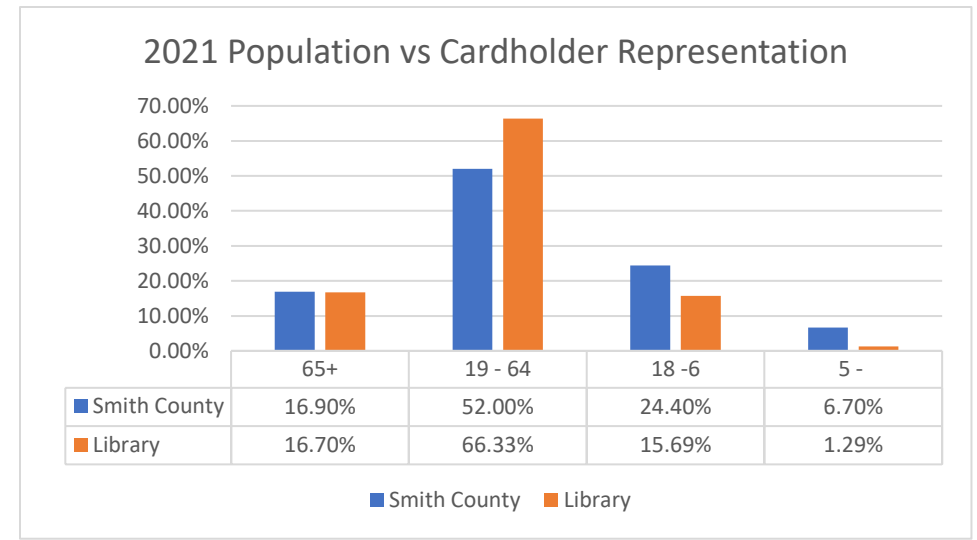
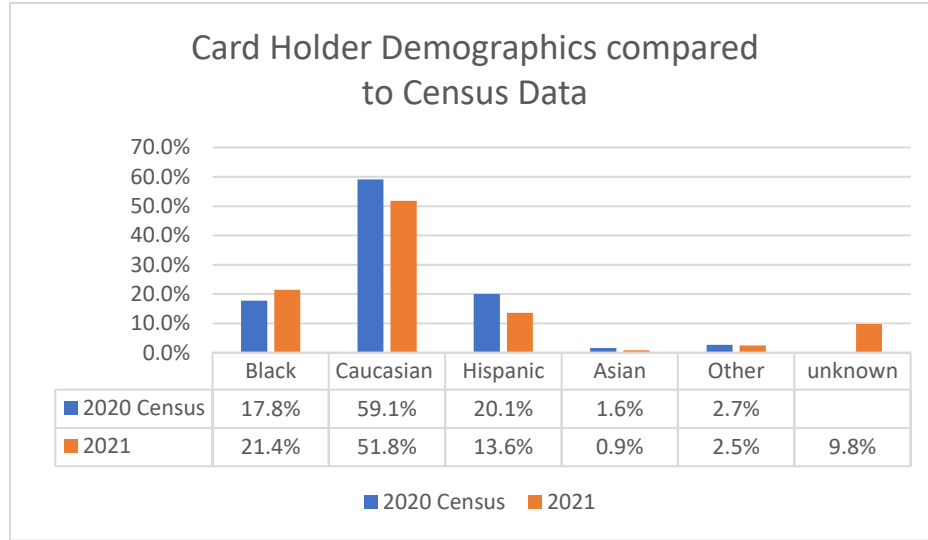
RESPONDING to feedback

EMPATHY focused



Library Cardholder and Citizen Demographics

Library card holder numbers were compared to the population reports for Smith County as presented in the 2020 Census. Chart 1 reflects a similar demographic in card holders as with the existing community populations. When reviewing cardholders by age as compared to the population data, we also received similar results. It was reflected that 65 and older make up 16.7% of our cardholders and 16.9% of the overall Smith County population.



In a 2017 article, Pew Research reflected that [“53% of Millennials \(current age 25 – 40\) say they used a library or bookmobile in previous 12 months \(Gieger, 2017\).”](#) This was compared to and outnumbered Gen X, Baby Boomers, and others. Tyler Public Library cardholder numbers reflect Millennials to be the highest user of the Library as well while currently Gen Z (age 9 – 24) and X (age 41 – 56) are neck and neck.

Generational Age groups were determined utilizing [Beresford](#) research information, breaking up Boomers into two separate groups, Boomers II and I, as their group spans much longer than the other generations (1946 – 1964).

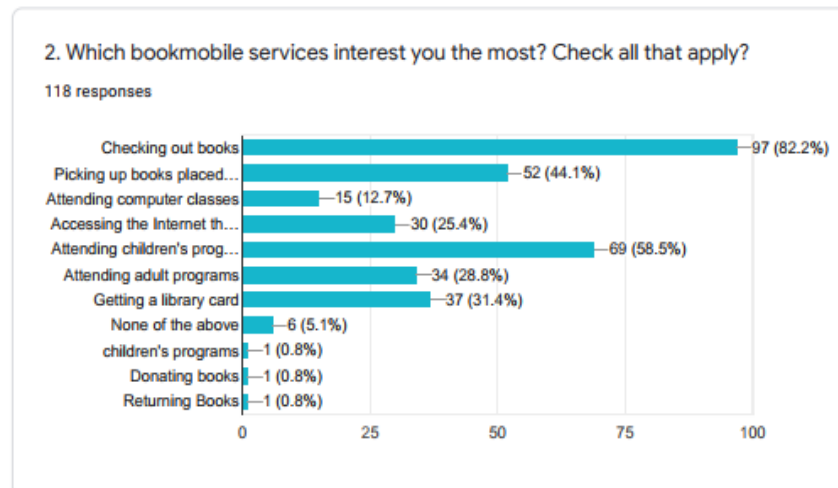
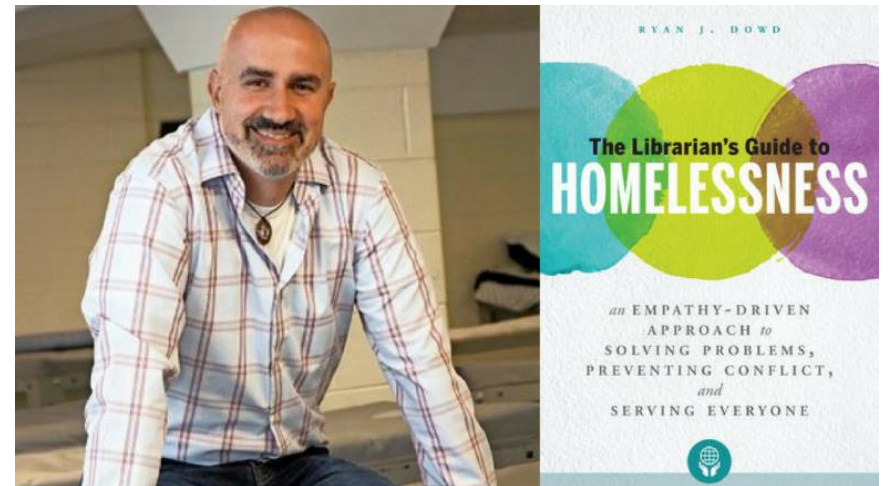
Investing to Improve Services

Tyler Public Library continues to invest in staff development efforts to improve knowledge regarding programming and services to the community as well as best customer service practices and responding to safety issues. Staff have participated in several trainings via our annual staff development day including but not limited to Hands only CPR, Service Animal training, Fire Safety, Code Adam, Ryan Dowd's Homeless Librarian trainings, Open Shooter trainings, and Behavioral Styles with Core Insights.

An investment within staff training and professional development, most notably with Ryan Dowd's Homeless Librarian training and de-escalation practices continues to reflect a decline in necessary police presence calls. There was a **50%** reduction in calls made by staff members between 2019 and 2020. This trend continues to grow as we continued to see a reduction between 2020 and 2021 of **40%**.

Customer satisfaction continues to rise as indicated in the 2021 Customer Satisfaction Survey for 2021. The Library saw an increase of **5%** for Very Satisfied as compared to the 2020 survey.

Comments shared by patrons consisted of overwhelming love, comments regarding the helpfulness of staff, and the library being an overall cool place to be with professional and friendly staff.



To continue to improve services provided to the citizens within the City of Tyler in a fiscally responsible manner, the library conducted a [needs assessment survey](#) regarding a bookmobile throughout the month of October of 2021. The survey was shared and boosted via Facebook obtaining 118 responses from educators and citizens. Results from this survey are shared within [Appendix A](#).

Moving forward with this project, the Library is in discussion with the Friends of the Tyler Public Library to raise monies and seek grant funding for the obtainment of a hybrid vehicle and charging station. The operation of the vehicle would be a group effort between the Circulation and Youth Services department. The Library also hopes to reinstate several Outreach Technician positions which were eliminated during the recession of 2008/2009.

SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis allowed the library to assess its internal strengths and weaknesses as well as its external opportunities and threats. The following SWOT analysis was put together with input from library staff. Some aspects were included based on information provided in public surveys found in [Appendix A](#).



SWOT ANALYSIS

Strengths



- Staff
- Material and Digital Resources
- Programming
- Culture of Care

Weakness



- Rate of turnover in staffing
- Lack of Diversity in staffing
- Local funding
- Lack of available meeting spaces for public

Opportunities



- Local Foundations and Alternative funding options for potential outreach solutions
- Branching out to minority community organizations

Threats



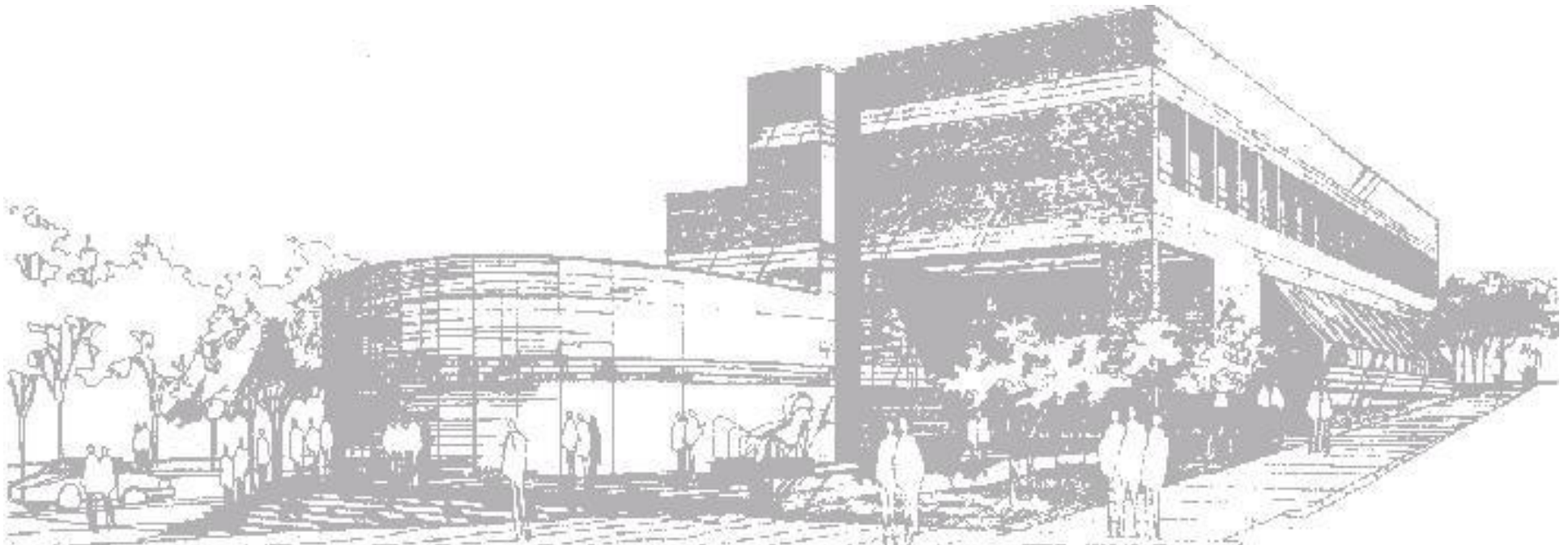
- Apathy and general misunderstanding of libraries and services
- Cost barriers to patrons and potential patrons
- Censorship efforts



A New Strategic Focus with a Called to SERVE Spirit

Tyler Public Library takes a three-focus approach to creating goals in better serving the City of Tyler and its patrons and potential patrons. The Library continues to maintain the Called to SERVE motto and spirit in Streamlining methods, Empowering the community, Responding to community needs, Venturing to support workforce and economic development, and continually Evaluating library services through community response.

The Library has consolidated its goals and focus within three categories: Supporting Education and Access, Supporting Workforce and Economic Development, and Fostering Community Connections.



I. Supporting Education and Access

Goal 1: Improve material and information access to existing and potential card holders by eliminating or reducing cost restrictive barriers by October 1, 2023.

Activity 1: Research library late fee elimination efforts.

Activity 2: Research membership charges and comparable data.

Goal 2: Improve accessibility to Library services and materials by working with the Friends of the Tyler Public Library to obtain funds for enhanced outreach services by October 1, 2024

Activity 1: Identify and obtain funding for manufacturing of bookmobile including storage and charging station as needed (2023)

Activity 2: Reinstate lost outreach staffing (reduced from 2009 budgetary cuts) (2023-2024)

Goal 3: Communicate educational value and STEAM-focused initiatives for children's programs to parents and community members

Activity 1: Reintroduce Library Makerspace through a large-scale event

Activity 2: Provide opportunities for open exploration through Makerspace open houses

Activity 3: Streamline program and take-home kit instructions by using templates including the STEAM focus or pre-learning focus on all promotional materials

Activity 4: Provide marketing materials to Friends of TPL Board to utilize at Friends membership drives and community events

Goal 4: Revitalize Local History and Genealogical room and resources

Activity 1: Complete cosmetic makeover with inviting wall colors, layout, and improved use of space

Activity 2: Replace damaged security shelving for rare book collections (Friends of TPL)

Activity 3: Establish Rare book policy creating an accessible database of collected materials for patron access

Activity 4: Enhance genealogical resources through investment of military records database, Fold3 (Friends of TPL)

Activity 5: Complete relabeling/labeling of local history materials by December 2022.

Goal 5: Improve searchability and accessibility of materials

Activity 1: Devote one third of Resource Services staff hours per week working on cataloging projects as assigned by the Resource Services Librarian.

Activity 2: Download records for digital MARC records as available, Monday through Friday (Overdrive, Kanopy, etc.)

Activity 3: Process new materials received within 24-48 hours preparing for catalog processing

Activity 4: Review *Outstanding Holds* twice weekly - determining what items may be missing and whether those items should be re-ordered or interlibrary-loaned for the patron. Add relevant items to the ILL list minimizing patron wait time for materials requested.

Activity 5: Establish an in-house cataloging-rules policy to provide a consistency of MARC records for better patronage access within the Online Public Access Catalog.

Activity 6: Establish *Resource Service's Spine Labeling Materials Workflow Policy* improving consistency in material labeling for easier patron accessibility.

II. Supporting Workforce and Economic Development

Goal 1: Increase digital literacy class attendance 5% by October 1, 2023

Activity 1: Provide 2 monthly digital literacy classes throughout the year

Activity 2: Provide print media flyer for posting within local temporary agencies and East Texas Workforce Center

Activity 3: Expand digital literacy classes to provide private training to City employees via City University

Activity 4: Create classes available on demand via Bridge for City Employees

Goal 2: Increase number of Library cardholders 5% by October 1, 2023

Activity 1: Attend every new employee orientation via City University increasing number of City employee cardholders

Activity 2: Contact City departments for potential card drive opportunities with shared information regarding available resources at department meetings

Activity 3: Hold at minimum 2 major public card drives

Activity 4: Ensure at least 5% of social media posts market available services and resources available for professional development and knowledge of career services

Goal 3: Provide external opportunities for professional development for all staff

Activity 1: Seek funding for continued Investment within Ryan Dowd's Homelessness trainings; base training set as a requirement for all Library staff

Activity 2: Continuation of annual Staff Development Day seeking out grants to improve quality training opportunities

Goal 4: Implement conscientious diversity and inclusivity practices to increase diversity amongst Library workforce

Activity 1: Ensure at minimum 25% of persons interviewed are of a minority background

Activity 2: Expand posting of available positions outside of City Website to expand pool of possible candidates

Activity 3: Seek and obtain training to improve hiring and retainment practices

Activity 4: Work with Organizational Development to obtain recruitment training

III. Fostering Community Connections

Goal 1: Develop public meeting rooms utilizing existing space

Activity 1: Identify and obtain funding sources for major renovation projects

Activity 2: Consult with internal City Facilities to discuss and obtain quotes for contractor bids

Goal 2: Establish feedback loop to obtain community impact stories by October 2022

Activity 1: Create print and digital marketing material with physical drop box and digital form options

Activity 2: Encourage staff to ask patrons to provide an official statement when hearing messages via word of mouth

Activity 3: Establish online form inviting continual feedback

Goal 3: Increase volunteer participation by 5%

Activity 1: Expand volunteer opportunities for youth by reintroducing Teen Advisory Council

Activity 2: Introduce new volunteer-led after school tutoring program

Activity 3: Re-establish Book Buddy volunteer program in a minimum of five elementary or childcare classrooms

Activity 4: Share volunteer opportunities with Library Board and Friends of TPL

Goal 4: Increase engagement with underserved populations

Activity 1: Survey community through social media and targeted groups to best determine programs and resources in need by homeschooling families and cohorts

Activity 2: Survey community through social media and targeted groups to best determine programs and resources in need by families of children with special needs

Activity 3: Conduct a minimum of four outreach programs to teens in residential or juvenile facilities

Goal 5: Streamline donations processes

Activity 1: Establish in house procedure for donated material assessment in turn improving processing time of materials donated

Activity 2: Establish schedule for inventory review

Activity 3: Review and update Donations/In Memoriam/In Honor of process for public gifts – creating letterhead template for accepted gifts
improving customer services through the acknowledgement and thanks of the gift given

Implementation Matrix

The following table is a representation of each Focus area along with its listed goals and timeframe for completion. An ongoing record will be retained as established goals are met. A previous record of accomplishments can be reviewed via [Appendix B](#).

Goal	Objective/Strategy	Goal Date of Completion	Completion
F1.G1	Improve material and information access to existing and potential card holders by eliminating or reducing cost restrictive barriers	October 2023	
F1.G2	Improve accessibility to Library services and materials by working with the Friends of the Tyler Public Library to obtain funds for enhanced outreach services	2024	
F1.G3	Communicate educational value and STEAM-focused initiatives for children's programs to parents and community members	Ongoing	
F1.G4	Revitalize Local History and Genealogical room and resources	2023	
F1.G5	Improve searchability and accessibility of materials	Ongoing	
F2.G1	Increase digital literacy class attendance 5%	2023	
F2.G2	Increase number of Library cardholders 5%	2023	
F2.G3	Provide external opportunities for professional development for all staff	Ongoing	

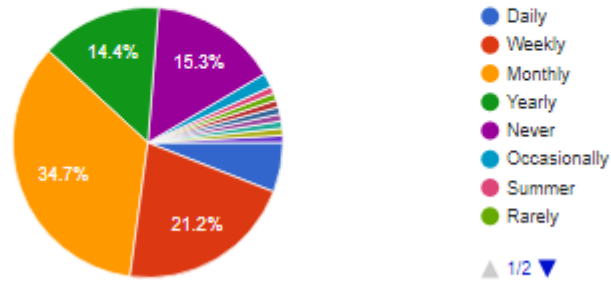
F2.G4	Implement conscientious diversity and inclusivity practices to increase diversity amongst Library workforce	2022	
F3.G1	Develop public meeting rooms utilizing existing space	2024	
F3.G2	Establish feedback loop to obtain community impact stories	2022	
F3.G3	Increase volunteer participation by 5%	2023	
F3.G4	Increase engagement with underserved populations	Ongoing	
F3.G5	Streamline donations processes	2022	

Appendix A

Individual survey responses: [Bookmobile Needs Assessment](#)

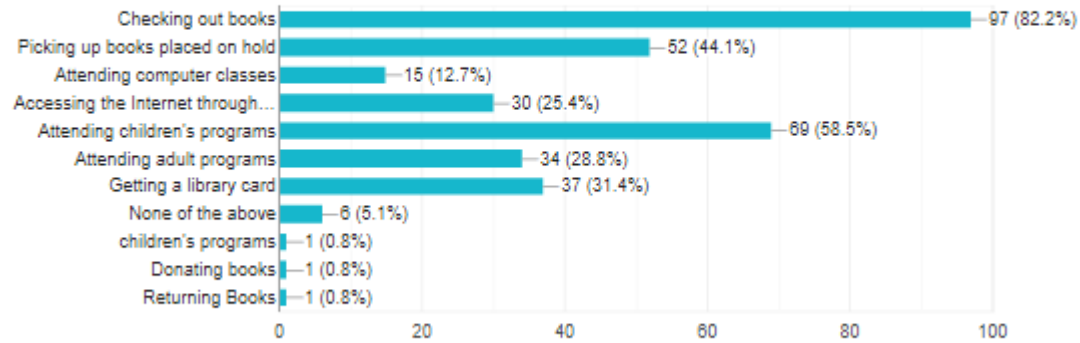
1. Which option best describes how often you or your family currently visit the library or utilize library services online?

118 responses



2. Which bookmobile services interest you the most? Check all that apply?

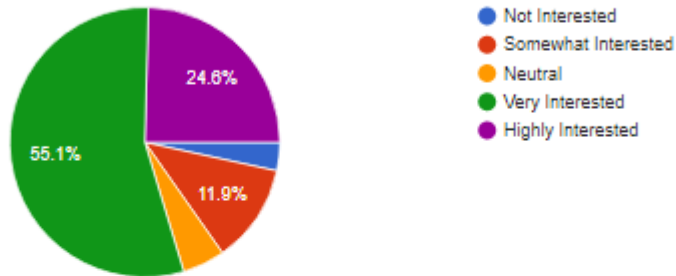
118 responses



3. Which option best describes your interest in visiting a bookmobile for one of the listed services on Question 2 above?

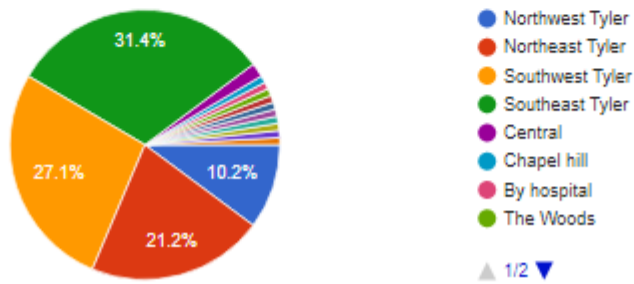


118 responses



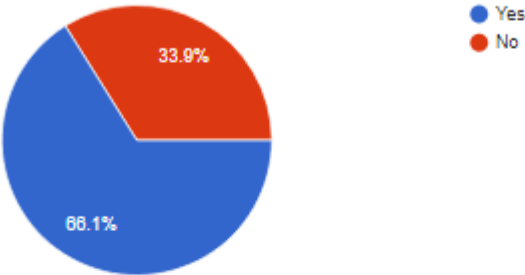
4. Which area of Tyler is the most convenient for you to visit a bookmobile?

118 responses



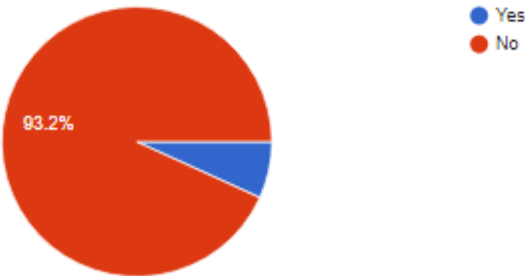
5. Are you a parent or guardian of a child(ren) age 0-17 years?

118 responses



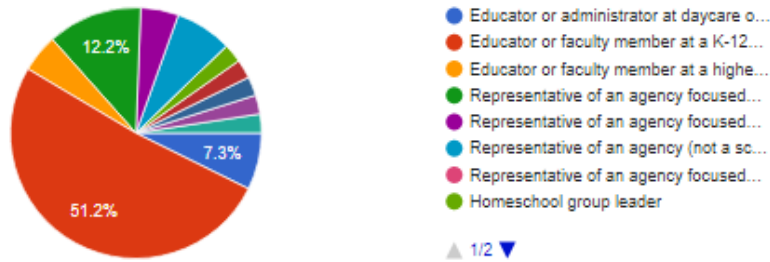
6. Are you an individual or a guardian/caregiver of an individual with special needs who is unable to visit the library in person?

118 responses



7. This question is for educators and representatives of local community organizations interested in having a library bookmobile visit their school or agency. Please select the option that best describes you.

41 responses



8. This question is for educators and representatives of local community organizations interested in having a library bookmobile visit their school or agency. Please put the title of your institution or organization and describe the approximate demographic your institution or agency serves.

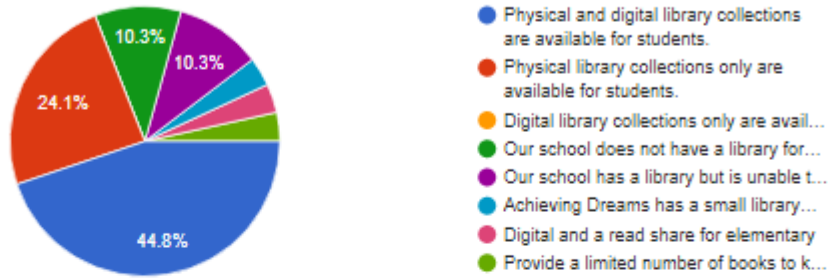
Example 1: 650 children in grades Pre-K to 5 at Mayberry Elementary; Example 2: Mayberry Family Agency reaches out to 150 families annually with children age 0- 3 years; Example 3: Adults age 65 years or older are served by Mayberry Senior Network.

23 responses

- Wild + Free Tyler Pre-k - 8th
- 25 infant/toddler Cumberland academy
- Literacy Council of Tyler, multiple locations serving primarily adults through GED and ESL classes. Also have a family literacy component. Would love to partner with this.
- Andy Woods Elementary - 650 grades pre-k to 5
- Acton Academy Tyler. Serves 25 learners ages 4-17.
- Andy woods elementary 600 children
- Nurse family partnership home visitors children age 0-2
- 530 children pre-k to 5 at bell elementary
- 750 students pk-5 Andv Woods Elem

9. This question is for educators or faculty members of K-12 schools, including public, private, charter, or other. Which option best describes the library services your institution provides to students?

29 responses



10. Questions, comments, or any additional information you would like to provide may be added here.

27 responses

Great idea for summer program to visit the parks and neighborhoods to make sure the children have access to books throughout the summer

I remember when there used to be a bookmobile. I was able to go to the library and didn't need it I have since learned that there are many people who do not have transportation. I think it would be great for them to be able to take advantage of the service.

I would love to see this visit more parks in rural communities in the tyler area for children with little to no access to internet as well. Keep doing awesome things like this!!

Cool idea during summer reading stop at community pool ... gosh even a little reading half hour ... we have a neighbor/ book exchange how perfect would it be to have a real library stop by !

Working 12 hour shifts makes it difficult for me to find time to go to the library but it would be so nice to be able to meet someone closer to my house and be able to check out books. My heart would be happy.

I think it's an amazing idea and resource... many of our families do not have transportation

Appendix B

The following is a list of completed or ongoing goals and objectives from the previous strategic plan:

Goal	Objective/Strategy	Timeframe	Status
F1	Streamline Methods to Increase Public Awareness and Accessibility		
F1.1	Increase Library Cardholders by 5%	2020	complete
F1.2	Expand Social Media Presence	2019	complete
F1.3	Expand Outreach within the Community	2021	complete
F1.4	Improve website usability	ongoing	complete
F2	Empower the Community through Education, Learning Opportunities, and Entertainment		
F2.1	Improve literacy skills in Tyler by communicating the value of early literacy and family literacy and focusing on the development of programs to achieve early and family literacy in our community	ongoing	ongoing
F2.1	Maintain toys and materials used for early literacy programs, including story times and Parent-Child workshops, and for the library playroom.	2020	complete
F2.2	Develop a program with assistance of medical clinics to make reading to infants and young children a priority for families	ongoing	complete
F2.3	Increase adult program participation by 15% each year	ongoing	ongoing
F2.4	Continue to grow participation in reading programs year-round by having a growth of 10% in registration and completions	ongoing	ongoing

F2.5		ongoing	complete
	Continue to offer two monthly Makerspace programs		
F2.6	Maintain attendance of youth programs throughout the year, including story times, Kid Buzz for school age children, tween programming, teen programming, family programs, and outreach programs to children of all ages and families.	ongoing	complete
F3	Respond to Community Needs and Foster Community Connections		
F3.1	Create flexible programs	ongoing	complete
F3.2	Enhance collections, programs, and services for Spanish speakers	2019	
F3.3	Establish network of special needs families	2019	complete
F3.4	Enhance and maintain volunteer programs for all ages	ongoing	ongoing
F3.5	Enhance library's role in offering health and wellness programs and resources	ongoing	ongoing
F4	Venture to Support Workforce and Economic Development		
F4.1	Adopt new technologies to increase accessibility to lower income families	2021	complete
F4.2	Increase digital literacy through regularly scheduled multilingual instruction	2020	ongoing
F4.3	Research branch library options including the need and physical location	2020	complete
F5	Evaluate Library Services through Community Response		
F5.1	Increase customer satisfaction	ongoing	complete
F5.2	Establish annual non-user survey	2019	complete
Goal	Objective/Strategy	Timeframe	Status
Fac	Facilities		
Fac 1	Replace old carpeting throughout third floor	2021	complete

Fac 2	Add fresh paint to walls throughout public areas	2020	ongoing
Ser	Services		
Ser 1	Increase the overall number of materials published in the last 5 years	2024	
Tec	Technology		
Tec 1	Increase available technology	2021	complete
Tec 2	increase Wi-Fi strength and hotspot locations throughout building	2020	complete
Ope	Operations		
Ope 1	Provide access to Library programming outside of normal operational hours	2019	complete