

**BOZEMAN PUBLIC LIBRARY
2009-2010 STRATEGIC OBJECTIVE PLAN**

STRATEGIC GOALS AND OBJECTIVES FOR 2009-2010

GOAL I - Library Lands Master Plan: Adopt a master plan that will guide the Library in planning for best outdoor use of Library lands in accordance with the Library's vision and mission.

- a. Plan for installation and placement of donated benches in Summer 2009.
- b. Research dog station cost/maintenance cost through the Friends of the Library and implement stations in Summer 2009.
- c. Work with Sculpture Park Board and Zak Zakovi on establishment of 501(c)(3) status and plans for sculpture exhibit in Summer 2010 along with fund-raising ideas and requested agreement with the Library Board.
- d. Continue collaboration with Gallatin Art Crossing/Tate Chamberlin on exhibiting sculpture in front of the Library on Main Street annually.
- e. Ensure watering does not flood the Plaza area so that it can be used for outdoor programs; research best way to enhance that area visually.
- f. Work with Lindley Perk Coffee Shop on buying outdoor bistro tables and chairs.
- g. Purchase outdoor trash cans and check with City Facilities and Lands and/or Recreation and Parks Department on placement and on-going maintenance.
- h. Work with Foundation and interested donors in bird habitat area on east side.

GOAL 2 - Stack Lighting: Provide adequate lighting for public and staff through the purchase of stack lighting that will be adhered to each unit of shelving.

- a. Determine liability of architect/subcontractor for current dimness of lighting.
- b. Review stack lighting options and choose an appropriate light that will be illuminating as well as attractive. Get costs for lights for all shelving in the building.
- c. Request that stack lighting costs be phased into the City's Capital Improvements Plan over a period of years.
- d. Request assistance from the Foundation on a capital campaign to secure funding for the purchase and installation of stack lighting throughout the building.

GOAL 3 - Library Levy: Provide adequate funding for the Library by preparing to place a Library operating levy on the ballot when economic conditions improve and are conducive to such a levy.

- a. Research other successful Montana libraries (Lewis and Clark Library in Helena and Missoula Public Library) to learn about their campaigns and ballot language/requests.
- b. Research the state and city laws and discuss with appropriate government officials to determine requirements for such a levy and how feasible it is to meet them.
- c. Discuss with appropriate City officials and Commissioners to determine appropriateness of timing and amount and their support for such a levy.

- d. Work with Foundation and Friends Board members on their support and willingness to help with the levy and funding needs for the levy and assorted preparation needs.
- e. Do a survey through a library consultant--funded by either the Foundation or Friends--to determine staffing, library hours, technology, and maintenance needs for the future. Make sure that the survey is adopted by the City Commission.
- f. Form a Campaign Committee to formulate a plan and timetable for the levy.
- g. Educate the populace to ensure that the levy is passed.

GOAL 4 - Succession Planning: In order to keep the organization functioning smoothly and efficiently, develop Replacement and Succession Plans for the eventual retirement or loss of key Library personnel

- a. Research succession planning and recognize the difference between it and replacement planning.
- b. Do replacement planning or identification of staff who would be best-equipped to serve as backups for current employees as a good place to start the succession plan.
- c. Identify a talent pool of people who are willing to be considered for promotion and work to be developed for succession planning.
- d. Focus on internally developing employees by devoting more time and attention to planned training, on-the-job development, and other experiences designed to build competencies. Utilize City's leadership training for potential management staff.
- e. Develop a succession plan program utilizing the following steps: (1) get commitment; (2) analyze the work and people now; (3) evaluate performance; (4) analyze the work and people needed in the future; (5) evaluate potential; (6) develop people; and (7) evaluate program results (Rothwell, et al. *Career planning and succession management: Developing your organization's talent—for today and tomorrow*. Greenwood Press, 2005).
- f. Develop recruitment plan with Library Board of Trustees for replacement of Library Director through advertising, interviewing, and selection.

GOAL 5 - Technology Issues: Enhance Library service through the utilization of appropriate technology.

- a. Explore options for replacing 26 public computers such as leasing or moving to a thin client solution.
- b. Research whether the Gates Foundation or another comparable granting organization would be able to help with replacement costs of computers and/or software.
- c. Ask for financial help from both the Foundation and Friends organizations and the County.
- d. Explore the feasibility of a Library Information Technology Department.
- e. Develop technology programs to meet the needs of all Library patrons beginning with the teen area.
- f. Continue technology staff training for staff so that they can communicate with and

- teach patrons and also utilize technology to improve their work performance.
- g. Use current social networking sites to promote the Library and to communicate with our patrons.
 - h. Develop a Technology Plan.

GOAL 6 - RFID (Radio Frequency Identification Technology or Materials Flow Management System): Increase staff efficiency and provide patron privacy through the purchase and implementation of a materials flow management system in Fall 2009.

- a. Continue to meet to investigate RFID vendors and customer satisfaction with vendors.
- b. Decide whether to use SirsiDynix RFID representative.
- c. Prepare a RFP (Request for Proposal) for the RFID vendors.
- d. Weed the collection in preparation for transition.
- e. Ensure that staffing is sufficient to help with the processing of materials.
- f. Keep public informed of RFID and celebrate the transition.