

FY 2015-19 City Council Strategic Plan - Library

4/28/14

Vision

The Magic City: A diverse, welcoming community where people prosper and business succeeds.

Values

We, the City Council and staff of the City of Billings, affirm that we perform all of our duties embracing the following values:

Integrity: Through accessibility and transparency, we earn the trust of the community to which we are responsible.

Collaboration: We commit to provide opportunities to achieve common goals through positive communications and interaction with individuals, and with public and private organizations.

Stewardship: We plan and manage resources effectively, responsibly and efficiently.

Service: We deliver services with courtesy and respect while meeting our customers' needs.

Strategy 1: Honest Responsive Government

Goal 1: A value-centered organization with policies and procedures that promote responsibility, accountability and trust.

Objective 1: Strengthen/ensure the public trust by governing effectively.

Action 3: Distribute City of Billings' Vision/Values/Goals Statement to all employees and the public.

- a) Dialog with employees and institutionalize the Values. Values and Strategic Plan will be distributed to employees, such as with paychecks. City Administrator and Dept. Directors will schedule meetings at employees' workplaces to present and discuss the material and respond to questions. *All departments. FY 15.*
- c) Post in prominent city government locations, including the website, council chambers, etc. (upon Council approval). *All departments. FY 15.*

Action 3: Revise Employee Recognition Program

- a) Recommend ways of standardizing rewards and levels of recognition across the organization. *All departments. FY 16.*

Strategy 1: Honest, Responsive Government (Cont.)

Objective 2: Support decision-making with timely and accurate short-term and long-range analysis.

Action 2: Complete a Priority Based Budgeting review based on the revised Strategic Plan, to determine the order in which programs will be funded if resources are limited or new programs are desired. *All departments. FY 15.*

Objective 3: Improve public engagement in City decision making.

Action 1: Investigate the feasibility and benefits of broadening the City's use of social media. *All departments. FY 16.*

Action 2: Continue transitioning to new Innoprise and Public Safety computer software (which will provide the information needed for improved public communication/information). *All departments. Ongoing.*

Strategy 2: Comprehensive, Orderly Growth

Goal 1: Comprehensive, cost-effective, and orderly growth.

Objective 1: Manage growth in a way that protects the existing community.

Action 1: Prepare a comprehensive Growth Policy focused on existing service gaps in City Growth areas (Growth Plan). *All departments. FY 15.*

Objective 2: Identify, assess, and establish a level of service for City Departments and determine funding needs to achieve those levels.

Action 1. Determine acceptable level of city services and analyze service costs to better evaluate where growth should occur in the most efficient way. *All departments. FY 16.*

Action 2: Investigate funding strategies, such as:

a) Fee adjustments that accurately reflect the cost of providing service. *All departments. FY 17.*

b) Voted, general obligation bonds for funded capital improvement projects. *All departments. FY 17.*

Strategy 4: Sustainable Economic Development

Goal 1: Further economic vitality of Billings and the greater region by fostering community partnerships, and maintaining a strong and efficient infrastructure.

Objective 3: Work with organizations to publicize historic aspects and cultural advantages of Billings.

Action 1: Continue work as liaisons to the Cultural Partners, the Yellowstone Historic Preservation Board and the Convention and Visitors' Bureau.
Council/Library/Planning/PRPL & Administration. Ongoing.

Action 2: Continue work on relationships with Moss Mansion, the Alberta Bair Theatre, the Depot Montana Avenue and Zoo Montana.
Council/Library/Planning/PRPL/Public Works & Administration. Ongoing.

Strategy 5: Involved, United Community

Goal 1: Support the community-wide visioning process.

Objective 1 Create common ground with other community organizations and their strategic planning/visioning processes.

Action 1: Develop communication strategies to inform community organizations of City initiatives (mill levy increases, growth planning, capital improvement planning). *All Departments. Ongoing.*

Action 2: Discuss the future of Neighborhood Task Forces. *Council & All Departments. FY 16.*

Objective 2: Review citizen participation in advisory boards, commissions and other volunteer capacities to improve public understanding of and involvement in government functions.

Action 3: Provide volunteer opportunities. *Planning/Police/ Library & PRPL. Ongoing.*

Objective 3 Conduct a citizen survey every 3 to 5 years to determine public understanding of and satisfaction with City services.

Action 2: Use survey results to plan for more efficient future government services. *All City departments. FY 17.*

Strategy 7: Quality of Life

Goal 1: Provide Library patrons with tools to become happy, informed, participating community members

- Objective 1: Connect to the Online World: Patrons have free access to online services that expand and enhance their knowledge and provide resources and learning and leisure opportunities.
- Action 1: Increase number of computer workstations and electronic offerings at the library. *Library. Ongoing.*
- Action 2: Free online access to online services that meet patron needs and preferences provided through the City's website. *Library. Ongoing.*
- Action 3: Maintain a robust network infrastructure featuring redundancy to ensure uninterrupted services. *Library and IT. Ongoing.*
- Action 4: Provide internet access, resources and technical support for library and patron mobile devices. *Library and IT. FY16.*
- Action 5: Institute technology training that is relevant for user needs. *Library. FY15.*
- Action 6: Establish a media studio allowing for interface with, and production of, on-line compatible video, social media, and music. *Library. FY15.*
- Action 7: Be a leader in introducing and instructing patrons in new technology. *Library. FY16.*
- Action 8: Engage the business community, in particular, technology companies to provide prototypes and other experimental - testing lab information sources – to provoke curiosity in early adapters. *Library. FY15.*
- Objective 2: Know Your Community: Patrons have easy access to information about community resources, programs, services and activities in order to actively participate in the community.
- Action 1: Increase opportunities that link patrons with community information. *Library. FY15.*
- Action 2: Collaborate with partner agencies to enhance services to the community. *Library. FY15.*
- Action 3: Develop community dialogues and programs that permit residents to meet and know one another. *Library. FY15.*

Strategy 7: Quality of Life (Cont.)

- Action 4: Design a social media plan to permit conversations with residents. *Library. FY15.*
- Objective 3: Learn to Read and Write: Patrons of all ages can learn to read or improve their literacy skills to meet their personal educational and occupational goals.
- Action 1: Provide learning options for children, teens, adults in a variety of formats. *Library. FY15.*
- Action 2: Partner with schools and other community agencies to enhance literacy efforts available to all community members. *Library. FY15.*
- Action 3: Focus on early learning experiences to develop lifelong learners. *Library. Ongoing.*
- Action 4: Increase awareness and participation in Summer Reading Program. *Library & Community Services. FY15.*
- Objective 4: Satisfy Curiosity: Patrons in all stages of their lives have access to programs and material needed for personal enrichment.
- Action 1: Identify new programs and services to respond to changing community interests. *Library. FY15.*
- Action 2: Engage the public to determine where curiosity lies and create feedback mechanisms to improve effectiveness of programming efforts. *Library. FY15.*
- Action 3: Improve the Library's collection based on trends and patron requests and needs. *Library. Ongoing.*
- Action 4: Acquire digital holdings that enhance learning and leisure opportunities. *Library. FY15.*
- Objective 5: Stimulate Imagination: Patrons enjoy stimulating and inspiring programs and materials that make their leisure time more engaging and enjoyable.
- Action 1: Provide programs and materials that provide a creative outlet. *Library. FY15.*
- Action 2: Create and manage a community 'Makerspace,' an innovative spot that introduces library patrons to tools, like 3D printers and makerbots, not normally found in the library and offer patrons the opportunity to explore their interests, use new tools, and develop creative projects. *Library. FY16.*
- Action 3: Enhance the library user experience by providing complementary information sources and entertainment. *Library. FY15.*

Strategy 7: Quality of Life (Cont.)

- Action 4: Spotlight collections through displays and programs. *Library. FY15.*
- Action 5: Establish a teen advisory board for better understanding of collection and programming needs for teens. *Library. FY15.*
- Action 6: Partner with K-16 and others to enhance grant opportunities. *Library. Ongoing.*

Goal 2: Continue to preserve and expand the City's recreational and library facilities for the benefit of residents.

- Objective 1: Make the Library a comfortable place where patrons can conveniently pursue individual, group, or community interests or Interact socially at the main Library or Library branches in a safe, comfortable, appealing and welcoming environment.
 - Action 1: Minimize the Library's environmental impact including attainment of LEED Gold Certification. *Library. FY16.*
 - Action 2: Supportive work environment that enables staff to provide high quality, cost effective services to customers in a timely manner. *Library. Ongoing.*
 - Action 3: Establish a docent program and provide thorough orientation and ongoing. *Library. FY15.*