

**M**ontgomery  
**C**ity  
**C**ounty  
**P**ublic  
**L**ibrary



# ***Library.....***

## *The Heartbeat of the Community*



### ***Strategic Plan***

**2007 - 2010**

Montgomery City-County Public Library

<http://www.mccpl.lib.al.us>

334-240-4300

August 23, 2007



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# MESSAGE FROM THE PRESIDENT

August 23, 2007

Dear Reader:

At last! We have a plan! After many months of an intentional process, with the guidance of wonderful consultants, the Montgomery City-County Public Library has taken a major step in bringing about a new era of service. This collective effort was not accomplished by a few in an obscure place. Rather, it involved dramatic broad-based participation through public meetings, a Community Planning Committee, the hard work of a dedicated and highly professional staff, a supportive Library Board, and the ideas of many citizens. Visits were made to cutting-edge, technologically advanced libraries. The examination of hard data alongside futuristic trends was stimulating.

So why do we need a strategic plan? The answer is simple. We will not drift into a new future. Without a plan we will certainly drift into irrelevancy and ineffectiveness.

Montgomery, both city and county, is experiencing breathtaking changes. The Montgomery City-County Public Library is on the cusp of a great transition. Civic leaders and public servants, along with students and life-long learners, know the time is right and, like some books, is long overdue.

We have work to do. Study and master this plan. It speaks to new and improved services, both programmatic and with respect to facilities. It breathes hope and has the invigorating fragrance of a great future.

Sincerely,  
*Gary Burton*

Gary Burton, President  
Montgomery City-County Public Library Board of Trustees

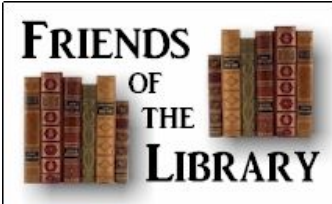
# ACKNOWLEDGEMENTS

The Strategic Plan is funded, in part, by a grant from the Institute of Museum and Library Services under the provisions of the Library Service and Construction Act as administered by the Alabama Public Library Service, the State Library Agency.

Additional funding was provided by the Montgomery County Commission and the Central Alabama Community Foundation.

Technical support for this project was provided by Bobby N. Bright, Mayor, City of Montgomery, the Montgomery City Council, the Montgomery County Commission, and the staff of the Montgomery City-County Public Library. Further guidance provided by Mrs. Rebecca Mitchell, Director of Alabama Public Library Service and Mrs. Alice Stephens, retired public library consultant, Alabama Public Library Service.

Data input and guidance was provided by the citizens of Montgomery County, AL and a Community Planning Committee appointed by the Library Board of Trustees in January 2007.





## 2002 Gold Star of Excellence Award

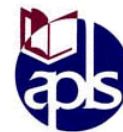


Library Board receives 2002 Gold Star Award from the Alabama Library Association

L-R Mrs. Elizabeth Via Brown, Board Member, Mrs. Jaunita Owes, Library Director, Mr. Jeff Downes, Executive Assistant to Mayor Bright, Mrs. Rebecca Mitchell, Director Alabama Public Library Service, Dr. Katie Bell, Board Member, Mr. Gary Burton, Board Member, Mr. Robert Lane, Board President

*Alabama Library Association*

Public Library Division-Standards & Awards Committee



Alabama Public Library Service

## EXECUTIVE SUMMARY

The Montgomery City-County Public Library Board of Trustees and the Library staff are committed to providing outstanding library service to the residents of the city and county. In order to identify services most important to Montgomery residents, the board hired the library consulting firm of Dubberly/Garcia Associates, Inc. to lead them through a planning process.

Community focus groups gave input. Then a community-based planning committee recommended library service priorities for 2007-2010. These were analyzed by Library staff and adopted by the Library Board.

*These priorities are:*

- ❖ **Programs and services to ensure that preschool children enter school ready to read, write, and listen.**
- ❖ **High-speed Internet access available to everyone.**
- ❖ **Resources students need to succeed in school.**
- ❖ **Library books and other library materials to help residents explore personal interests and continue learning throughout their lives.**
- ❖ **Library books, other library materials, and programs for pleasure and to stimulate imaginations.**

Library staff worked with the consultants to develop goals and to plan library collections, programs and services to meet these goals. Planned services will target specific groups: young children under age five; children; teens; and adults.

Library staff and the Library Board set high targets for anticipated numbers of library users and amount of use for library services. Progress toward meeting these numbers will be measured and evaluated. Staff will survey users to determine satisfaction with services. The Library Board will monitor progress and indicated satisfaction.

Library management and the Library Board will reallocate existing resources (staff, collection budget, space within existing facilities, and available technology) to support these service priorities.

The consultants have trained staff in planning, evaluation and effective use of resources. This training should equip staff with skills to plan and carry out vital, effective services to meet community needs for years to come.

The Library Board and the library staff look forward to working with City and County governments, community organizations and local residents to carry out an ambitious library service plan to enhance the quality of life and help increase the business and cultural appeal of Montgomery.

# OVERVIEW OF THE PLANNING PROCESS

## PLANNING TO PLAN

In the fall of 2006, the Board of Trustees of the Montgomery City – County Public Library voted to initiate a strategic planning process. With financial support from the Montgomery County Commission, the Central Alabama Community Foundation, and a federal grant from the Institute of Museums and Libraries as administered through the Library Service Technology Act (LSTA) by the Alabama Public Library Service, the Library was well positioned to issue a Request for Proposal to secure professional assistance with the planning process. After a careful review of the proposals received, the Board decided to contract with Dubberly Garcia Associates, Inc., a library consulting firm based in Atlanta and Denver. On the advice of the consultants, the Board agreed to use the Planning for Results process developed by the Public Library Association of the American Library Association.

The Planning for Results process is based on three key assumptions which the Board and Library management believe to be true. Those assumptions are:

**EXCELLENCE MUST BE DEFINED LOCALLY.** It results when library services match community needs, interests, and priorities.

**EXCELLENCE IS POSSIBLE FOR BOTH SMALL AND LARGE LIBRARIES.** It rests more on commitment than on unlimited resources.

**EXCELLENCE IS A MOVING TARGET.** Even when achieved, excellence must be continually maintained. If you are coasting, the only way you can go is downhill.

## COMMUNITY PLANNING COMMITTEE

Based on suggestions from library staff and other community stakeholders, the Board appointed twenty-one (21) local residents to serve on the Community Planning Committee. The committee members were carefully selected to reflect the diversity of the City and the County in all its dimensions: age, race, ethnicity, gender, occupation, area of City or County in which they live, etc. The names of the individuals who gave of their time and expertise to assist the Library in this important endeavor can be found in *Appendix D*. The Community Planning Committee served in an advisory capacity to the Board of Trustees.

During two all-day meetings, they identified a vision for the future of the City and County of Montgomery, described the current conditions, and defined what needed to happen to



move the City and County from where they are now to the future they described in the vision. The vision they created can be found in *Appendix E* and their assessment of the current conditions in the City and County can be found in *Appendix F*.

Committee members carefully considered a variety of services that the Library could provide to help meet the needs and move the community toward the identified vision. After thoughtful discussion, they recommended that the Library Board adopt the following service priorities for the planning period 2007 – 2010.

**Stimulate Imagination: Reading, Viewing and Listening for Pleasure**

Residents will have materials and programs that excite their imaginations and provide pleasurable reading, viewing, and listening experiences.

**Create Young Readers: Emergent Literacy**

Preschool children will have programs and services designed to ensure that they will enter school ready to learn to read, write, and listen.

**Satisfy Curiosity: Lifelong Learning**

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

**Connect to the Online World: Public Internet Access**

Residents will have high-speed access to the digital world with no unnecessary restrictions or fees to ensure that everyone can take advantage of the ever-growing resources and services available through the Internet.

**Succeed in School: Homework Help**

Students will have the resources they need to succeed in school.

## GOALS AND OBJECTIVES

After the service priorities were endorsed, in concept, by the Board of Trustees, the consultant and Library staff developed goals and objectives for the library system. Goals state the benefit that City and County residents, or a target population such as children or teens, will receive because the Library provides a specific service response. Eight goals were drafted by the consultant, and revised after discussion with Library staff and the Board.

With the adoption of the Strategic Plan, the Board of Trustees adopted the eight goals that are in ***Section II – Goals and Objectives***.

Recognizing the importance of monitoring the Library’s progress towards achieving its goals, the staff with the assistance of the consultant, proposed collecting data on key indicators. Specifically, the Library will be measuring:

- The number of users who participate in or use various services
- The percent of users who indicate on a survey that the Library met their needs. This opinion could be about the quality of the service, the value of the service, the user's satisfaction with the service, or the impact of the service.
- The number of units of service (items circulated, reference questions answered, etc.)

The proposed objectives were discussed by the Board, and minor revisions were made. With the adoption of the Strategic Plan, the Board of Trustees adopted the objectives that are in ***Section II – Goals and Objectives***.

## ORGANIZATIONAL COMPETENCIES

Once the goals and objectives had been developed, Library management analyzed what would need to be done to support the staff's ability to provide the desired services. These institutional capacities or efficiencies, known as Organizational Competencies, are necessary to enable the Library to achieve the goals and objectives in the strategic plan.

Organizational competencies were identified in ten key areas:

- External partnerships
- Finance
- Fund raising
- Governance
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and staff development

The organizational competencies and their associated initiatives were discussed with the Board and revised to reflect their observations and concerns. With the adoption of the Strategic Plan, the Board of Trustees adopted the organizational competencies and initiatives that are in ***Section III– Organizational Competencies and Initiatives***.

## ACTIVITIES

After the service goals and objectives were developed, staff reviewed all of the services they were currently offering to determine whether or not they were supportive of the new service priorities. If so, the activities were evaluated to determine whether or not they were effective in reaching the target audience and would contribute to produce a result identified in one or more objectives. If not, staff was assigned the responsibility of modifying or eliminating the activity.

Staff was also encouraged to identify new or enhanced activities that supported the new service goals. These proposed activities were also evaluated, and the most effective ones have been identified. Library management will allocate resources for these activities and implementation will begin in a timely manner.

The list of enhanced and new activities developed by Library staff can be found in ***Appendix G – Library Activities: A Selected List.***

## II. GOALS AND OBJECTIVES



### GOAL 1

**Everyone will have high-speed access to the digital world to ensure that they can take advantage of the ever-growing resources and services available through the Internet.**

#### Objectives

- 1.1 By FY09/10, the number of people who use library-provided computers to access the Internet will increase from 136,714 (FY05/06) to 150,000.
- 1.2 By FY09/10, a minimum of 90% of the people who access the Internet on a library-provided computer will indicate that the Library's Internet service was very good or excellent.

### GOAL 2

**Young children (under age five) will have programs and services designed to ensure that they will enter school ready to read, write, and listen.**



#### Objectives

- 2.1. By FY09/10, the circulation of picture books will increase from 82,154 (FY05/06) to 100,000
- 2.2. By FY09/10, 21,000 young children (under age five) will annually attend a program in the library
- 2.3. By FY09/10, 12,000 young children (under age five) will annually attend a program at a non-library location
- 2.4. By FY09/10, a minimum of 80% of parents and caregivers surveyed will indicate that the library's services for young children are very good or excellent

2.5. By FY09/10, 5% percent of young children (under age five) will have a library card.



### GOAL 3

**Children will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.**

#### Objectives

- 3.1. By FY09/10, the circulation of juvenile fiction will increase from 34,630 (FY05/06) to 75,000
- 3.2. By FY09/10, the circulation of juvenile media (CDs, videos, DVDs, etc) will increase from 187 (FY05/06) to 5,000.
- 3.3. Annually, a minimum of 5,000 children will attend a library sponsored or co-sponsored program designed to stimulate their imagination.
- 3.4. By FY09/10, at least 60% of children (ages 5 – 12) will have a valid library card.

### GOAL 4

**Teens will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.**



#### Objectives

- 4.1. By FY09/10, the circulation of young adult fiction will increase from zero (FY05/06) to 25,000
- 4.2. By FY09/10, a minimum of 70% of teens surveyed will indicate that they found something good to read, listen to, or view at the library
- 4.3. Annually, a minimum of 2,000 teens (ages 13 – 19) will attend a library sponsored or co-sponsored program

- 4.4. Annually, a minimum of 70% of teens attending a library sponsored or co-sponsored program will evaluate the program as very good or excellent.
- 4.5. By FY09/10, at least 25% of teens will have a valid library card.



## GOAL 5

**Children and teens will have the books, media, and electronic resources they need to satisfy their curiosity and explore topics of personal interest.**

### Objectives

5.1. By FY09/10, a minimum of 70% of children surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them.

5.2. Annually, a minimum of 65% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them

5.3. Annually, a minimum of 65% of teens surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent

## GOAL 6

**Children and teens will have the resources they need to succeed in school.**



### Objectives

6.1. By FY09/10, the circulation of juvenile non-fiction will increase from 54,093 (FY05/06) to 75,000

- 6.2 By FY09/10, the number of hits on the library's home work help web site will be 8,000 per year
- 6.3 Annually, a minimum of 5,000 students will attend presentations made by library staff to describe and promote the library's homework help services.
- 6.4 Annually, a minimum of 300 teachers will attend presentations made by library staff to describe and promote the library's homework help services.



## GOAL 7

**Adults will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.**

### Objectives

- 7.1. Annually, the circulation of adult non-fiction will be at least 80,000
- 7.2. By FY09/10, the number of hits on the library's web site will increase from 435,254 (FY05/06) to 500,000
- 7.3 By FY09/10, a minimum of 70% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate that they found something of interest to them
- 7.4 By FY09/10, a minimum of 70% of adults surveyed who were looking for information or materials to explore a topic of personal interest will indicate the library's collection was very good or excellent.
- 7.5 By FY09/10, a minimum of 80% of adults who attended a program at the library will evaluate the program as very good or excellent.

## GOAL 8

**Adults will enjoy a wide variety of new and popular materials available when and where they want them.**



### Objectives

- 8.1.** By FY09/10, the circulation of adult fiction will increase from 180,793 (FY05/06) to 200,000
- 8.2.** By FY09/10, the circulation of adult media (CDs, videos, DVDs etc) will increase from 53,660 (FY05/06) to 80,000
- 8.3.** By FY09/10, a minimum of 80% adults surveyed will indicate that they found something good to read, listen to, or view at the library
- 8.4.** By FY09/10, at least 40% of adults will have a valid library card.



## III. ORGANIZATIONAL COMPETENCIES AND INITIATIVES

Organizational Competencies will help the Library achieve its service goals. While service goals provide direct benefit to community residents, organizational competencies provide indirect benefit to community residents by improving the Library's effectiveness and efficiency.

Organizational competencies have been identified in ten key areas:

- External partnerships
- Finance
- Fund raising
- Governance
- Marketing and public relations
- Measurement and evaluation
- Operational efficiencies
- Organizational structure
- Policies
- Training and staff development

Two or more initiatives accompany each organizational competency. These initiatives are projects that must be completed if their respective organizational competency is to be achieved. Each initiative has a date during the strategic planning period by which the initiative should be completed.

### *EXTERNAL PARTNERSHIPS*

#### *Organizational Competency 1*

The Montgomery City-County Public Library will actively seek partnerships with organizations and institutions to enable the library to better serve its customers and achieve its service goals.

**Initiative 1.1:** By September 21, 2007, identify current partnerships and the obligations that the Library has as part of those partnerships.

**Initiative 1.2:** By November 29, 2007, develop criteria that will be used to assess partnership opportunities.

**Initiative 1.3:** By January 31, 2008, initiate a review and approval process for the establishment of new partnerships.

## FINANCE

### *Organizational Competency 2*

The Montgomery City-County Public Library will allocate its financial resources in support of its approved service goals and strategic initiatives.

**Initiative 2.1:** By October 1, 2007, develop an easy-to-understand monthly financial reporting form that summarizes expenditures, encumbrances, and other key data for the Library Board.

**Initiative 2.2:** By July 31, 2007, complete an analysis of the annual costs of the Baker & Taylor lease plan compared to the cost and benefits of purchasing a comparable number of the same or similar items.

**Initiative 2.3:** By October 31, 2007, complete an analysis of cost per use (by search, by user, or by article) for the licensed databases leased by the Library.

## FUND RAISING

### *Organizational Competency 3*

The Montgomery City-County Public Library will partner with the Board of Trustees and the Friends of the Library to support and enhance library services.

**Initiative 3.1:** By March 3, 2008, determine the parameters within which any library fund raising would need to be conducted.

**Initiative 3.2:** By May 30, 2008, develop a multi-year Fundraising Plan for operating and capital needs that address public funding needs as well as opportunities and strategies for private funding from sources such as grants and fund-raising.

**Initiative 3.3:** By August 29, 2008, develop a position paper on the pros and cons of establishing a Library Foundation.

## GOVERNANCE

### *Organizational Competency 4*

The Board of Trustees of the Montgomery City-County Public Library will operate in an efficient, effective, and transparent manner.

**Initiative 4.1:** By July 1, 2007, post the agendas, minutes, and support documents for all Library Board meetings on the Library's web site in a timely manner.

**Initiative 4.2:** By October 15, 2007, review the Library Board committee structure and appoint committees, as needed, to support the accomplishment of the Library's strategic plan.

## MARKETING AND PUBLIC RELATIONS

### *Organizational Competency 5*

The Montgomery City-County Public Library will promote library services through a variety of print, electronic and media opportunities.

**Initiative 5.1:** By August 1, 2007, develop and implement a plan to promote the Library's homework help services including Homework Alabama.

**Initiative 5.2:** By December 31, 2007, review and revise current Marketing Plan to ensure that it supports the library's strategic plan.

## MEASUREMENT AND EVALUATION

### *Organizational Competency 6*

The Montgomery City-County Public Library will incorporate measurement and evaluation into its operational practices.

**Initiative 6.1:** By October 1, 2007, review process by which library use data is collected, compiled and distributed, and revise process as necessary to provide relevant management data.

**Initiative 6.2:** By October 31, 2007, develop methodology to regularly update Library Board on progress on all objectives included in the strategic plan.

**Initiative 6.3:** By October 1, 2007, develop methodology to count the number of questions of various types asked by library users.

**Initiative 6.4:** By October 1, 2007, review statistical report options available from the SIRSI system and develop procedures to regularly produce reports that will assist with collection management.

**Initiative 6.5:** By August 31, 2007, develop and implement procedures to regularly purge the patron and bibliographic databases.

## OPERATIONAL EFFICIENCIES

### *Organizational Competency 7*

The Montgomery City-County Public Library will utilize technologies and processes that improve access to information, enhance customer service, and maximize efficient service delivery.

**Initiative 7.1:** By May 31, 2008, identify processes that have the potential for being accomplished in a more efficient manner and appoint taskforces to study those which have the greatest potential for improved public service or reducing the amount of staff time required to complete the task.

**Initiative 7.2:** By December 5, 2007, evaluate the Library's web site and determine content and navigation changes that need to be made to support the Library's service priorities.

**Initiative 7.3:** By October 1, 2007, review and revise the formula used to allocate the materials budget to ensure that it supports the Library's strategic plan.

**Initiative 7.4:** By November 14, 2007, analyze the operations and location of the Media Services Department and determine whether it should be relocated, decentralized, etc. to improve access and service.

**Initiative 7.5:** By December 31, 2007, submit a draft Disaster Plan to the Library Board for their consideration.

**Initiative 7.6:** By January 31, 2008, submit a draft IT Data Recovery Plan to the Library Board for their consideration.

**Initiative 7.7:** By June 30, 2008, implement a plan to catalog and classify library materials that support access to the collection by library users and provide management data on the use of all portions of the collection.

**Initiative 7.8:** By August 17, 2007, develop a plan to effectively use volunteers.

**Initiative 7.9:** By October 1, 2007, actively begin to recruit volunteers in accordance with the Volunteer policy adopted by the Library Board.

## ORGANIZATIONAL STRUCTURE

### *Organizational Competency 8*

The Montgomery City-County Public Library will establish and maintain an organizational structure which supports its service priorities.

**Initiative 8.1:** By March 28, 2008, review organizational structure and revise to support the Library's service priorities.

**Initiative 8.2:** By January 31, 2008, analyze reporting relationships of the units within Juliette Hampton Morgan Memorial Library and revise as needed.

**Initiative 8.3:** By December 31, 2008, develop a plan to improve security and maintenance service at all library facilities.

## POLICIES

### *Organizational Competency 9*

The Montgomery City-County Public Library will operate within a policy framework that reflects the organization's values and promotes effective and efficient service delivery.

**Initiative 9.1:** By January 1, 2008, complete a policy audit and evaluation of the Library's public service policies.

**Initiative 9.2:** By March 31 2008, develop timeline and process to revise the Library's public service policies to ensure that they support the Library's values and goals.

**Initiative 9.3:** By December 31, 2009, complete the revision or development of public service policies that supports the Library's values and goals.

## TRAINING AND STAFF DEVELOPMENT

### *Organizational Competency 10*

The Montgomery City-County Public Library will recruit, train, and deploy staff that provide and support quality customer service for all library users.

**Initiative 10.1:** By April 25, 2008, produce a Staff Development Plan which identifies the training that will be needed by staff to implement the approved service goals and effective activities.

**Initiative 10.2:** By January 30, 2008, train public service staff to provide pro-active customer service that is less information desk dependent and more integrated with collection development and merchandizing.

## IV. NEXT STEPS

The Board of Library Trustees and Library management are committed to achieving the ambitious goals and objectives in this Strategic Plan. They will take the following steps to ensure its success:

- Distribute the Strategic Plan to the Mayor and City Council of the City of Montgomery and to the Montgomery County Commissioners.
- Distribute the Strategic Plan to key stakeholders, including but not limited to, members of the Community Planning Committee, Friends of the Library, local media, the Alabama Public Library Service, and Library staff.
- Post the Strategic Plan on the Library's web site so it is readily accessible to all community residents.
- Request an opportunity to discuss the Strategic Plan with the Mayor and City Council of the City of Montgomery and with the Montgomery County Commissioners.
- Request an opportunity to discuss the Strategic Plan with representatives of the local media.
- Develop and distribute information to specific audiences, such as teachers, parents of young children, students, etc., that describes the services that are, or will be, available to them.
- Develop action plans that identify what will be done to accomplish each goal.
- Reallocate resources to ensure that the goals and objectives in the Strategic Plan are achieved.
- Identify potential partners and collaborate with them to achieve that the goals and objectives in the Strategic Plan.
- Report regularly on the progress that has been made in achieving the goals and objectives and the organizational competencies and initiatives.

# LIBRARY BOARD OF TRUSTEES

**Board Member Gary Burton, President**

**Board Member Jim Earnhardt, Vice President**

**Board Member Katie Bell, Treasurer**

**Board Member Charlene Rabren, Secretary**

**Board Member William Fain**

**Board Member Mattie Hardy**

**Board Member Luther Hill**

**Board Member Mildred Horton, President**  
Friends of the Montgomery Public Library

**Board Member Mike Jenkins**

**Board Member Margie Lee**

**Board Member Chester Mallory**

**Board Member Paulette Moncrief**

**Board Member Harrison Morris**

**Board Member Caroline Novak**

**Board Member Sam Whalum**

**Board Member Catherine Wright**

## LIBRARY STAFF COMMITTEE

**Jaunita Owes**  
Library Director

**Vivian B. White**  
Assistant Director

**Rebie Morris**  
Administrative Assistant  
Library Administration

**Tommy Anderson**, Collection Development Librarian  
Technical Services Department  
Library Administration

**Anita Berry**, Librarian  
Governor's Square Branch Library

**Sandra D. Berry**, Librarian  
Pintlala Branch Library

**Timothy Berry**, Head Librarian  
Juliette Hampton Morgan Memorial Library

**David Blackledge**, Head Librarian  
Outreach & Extension Services Department

**Patricia Blair**, Librarian  
Rufus Lewis Regional Library

**Petre Bridges**, Head Librarian  
Rosa Parks Branch Library

**Zella'Ques Brown**, Librarian  
Circulation Services Department  
Juliette Hampton Morgan Memorial Library

**James Greer**, Head Librarian  
Ramer Branch Library

**Darlene Hixon**, Librarian  
Reference & Information Services Department  
Juliette Hampton Morgan Memorial Library

**Linda Johnson**, Librarian  
Children's Department  
Juliette Hampton Morgan Memorial Library

**F. Wes Little**, Librarian  
Coliseum Boulevard Branch Library

**Joan Means**  
Coordinator of Children's Services  
Library Administration

**Richard Mobley**, Head Librarian  
Coliseum Branch Library

**Kim Wilson Owen**, Head Librarian  
Governor's Square Branch Library

**Barbara Perry**, Catalog Librarian  
Technical Services Department  
Library Administration

**Pamela Sage**, Head Librarian  
Reference & Information Services Department  
Juliette Hampton Morgan Memorial Library

**Barbara Sawyer**, Head Librarian  
EL Lowder Regional Library



**Gertie Scott**, Head Librarian  
Media Services Department  
Juliette Hampton Morgan Memorial Library

**Shirley Toston**, Librarian  
EL Lowder Regional Library

**Mary Wilhoite**, Librarian  
Juliette Hampton Morgan Memorial Library

**Minnie Stringer**, Librarian  
Rufus A. Lewis Regional Library

**Glenda Walker**, Head Librarian  
Rufus Lewis Regional Library

## OVERVIEW

### Library Locations

Juliette Hampton Morgan Memorial Library	245 High Street 240-4999 (36104)
EL Lowder Regional Library	2590 Bell Road 244-5717 (36117)
Rufus A. Lewis Regional Library	3095 Mobile Highway 240-4848 (36108)
Governor's Square Branch Library	2885-B East South Blvd 284-7929 (36116)
Coliseum Boulevard Branch Library	840 Coliseum Blvd 271-7005 (36109)
Rosa L. Parks Avenue Branch Library	1276 Rosa L. Parks Ave 240-4979 (36108)
Ramer Branch Library	5444 State Highway 94 334-562-3364 (36069)
Pike Road Branch Library	4913 Pike Road 284-8679(36064)
Pine Level Branch Library	20 Kohn Drive 584-7144 (36065)
Pintlala Branch Library	255 Federal Road 281-8069 (36043)

Library Administration  
245 High Street  
240-4300

## OVERVIEW

### BRIEF HISTORY OF THE Montgomery City-County Public Library

Initial library service was started in the city of Montgomery on June 19, 1899, above a drug store on Dexter Avenue, McBryde's Drugstore. Finances for this first venture were accumulated through a subscription drive promoted largely by the Montgomery Advertiser. The first librarian was Miss Laura M. Elmore, a devoted book lover who gave forty years of her life to the development of a better Montgomery.

The Montgomery Library Association was by subscription membership of \$1.00, but "the founders of said institution have ever had in mind not a subscription or private library, but an institution that might become a free means of culture and inspiration to all the classes and factions of our people." (Quoted from the first constitution of the Montgomery Library Association signed in 1898).

Andrew Carnegie, the philanthropist, agreed in 1901 to build a library building in Montgomery provided the city would agree to maintain the library at a cost of \$5,000 a year and to providing a site. The building was completed and doors open to all in 1904. (Building was erected on Perry Street)

From that date on the basic struggle was for more money and more public awareness of libraries. The budget was hard to raise, the public care of books neglected, but still the doors remained open.

Finally in 1945 under the directorship of Jean Daman the clouds began to clear. The budget doubled and the circulation began to grow. From that date on nothing was to be recorded but progress and more progress.

New Year's Day 1948 was the start of bookmobile service in Montgomery. Using a small truck donated by the County, the Junior League manned the bookmobile for a year. In 1951 a bookmobile was purchased. The bookmobile librarian (Allan Morton) was installed, and service was initiated to schools during the school months and community service during the summer.

Long overdue library service to Negroes began on December 17, 1949, with Mrs. Bertha Williams as branch librarian. This was the very first branch of the library system opened in the City Federation of Colored Women's Clubhouse on Union Street. With this collection housed in the community center, the problems and difficulties are to remain manifold for the branch right up to the opening day. Yet the greatest obstacle had now been hurdled--the lack of any service at all.

## Appendix C

On April 5, 1949 the Montgomery Library Association transferred its deeds and property to the City. On April 5, 1949 the Montgomery Library Association transferred its deeds and property to the City of Montgomery. As the library became an integral part of municipal government, the ideals of the founders of the Montgomery Library Association was unfolding--an institution providing the free means of culture and inspiration to all the residents of Montgomery.

By June 1960 the citizens of Montgomery had shown their appreciation for the great strides in services rendered under the driving skill of Dixie Lou Fisher. Books were made available by granting a new million-dollar home for the Main library and museum for arts. The picture to the right shows the Lawrence St. entrance. The entrance to the museum was on the other side or east front. In 1991 the museum got its own building and the entire building was renovated to allow more room for the library and a south entrance to face the parking lot and High Street.

A fashionably modern building was built for the west side of Montgomery on Cleveland Avenue (renamed Rosa Parks Ave.) A half-century of civic cooperation has changed a small subscription library into a vigorous free institution open to all and serving thousands.

City Hall became the next site for a small branch collection in 1966, serving City Hall and downtown employees from a basement room.

In 1974, the City and County merged two separate library systems into one with the City retaining full management control over the library and establishing the very first *Montgomery City-County Public Library System* in Montgomery County. Since that time the library has continued to grow.

The present library system has ten branches; Main Library providing in depth reference service and collection to all citizens of Montgomery. EL Lowder and Rufus A. Lewis Regional libraries providing service to the East and West portion of the community respectively and smaller branches dispersed among these three libraries assisting in providing service to the city and county.

In 1996, the Montgomery County Commission erected a 6,670 square foot building, which replaced the trailer, and now houses the Pintlala Branch Library. This building was made possible through the estate of a lifelong resident of the Pintlala community, Mrs. Buena Mae Sellers. Her bequest of over \$200,000 was the thrust, which the library needed to move ahead with its library development program of advancing library service in the rural community.

The library operates under a library board jointly appointed by city and county government.

## Appendix C

In retrospect, much has been accomplished since the first library opened above a drugstore on Dexter Avenue in 1899. From a small subscription collection, the library has grown to a collection of over 600,000 volumes, with a circulation of over half-a-million items annually. From the toddler story time to Dial-a-story (a twenty four hour story line to citizens in Montgomery County) books on tape, videos, films and compact disc, online automated circulation and related services through a wide area network, Internet access to several electronic databases, a computer training lab open to the public and to anyone having need of this technology, the public library is leading the way to becoming a public place where of Montgomery. As the library became an integral part of municipal government, the information can be collected and disseminated.

The staff has grown from a small number of three employees to over 61 employees in 2000 and 73 employees in 2003 running the gamut of a ALA accredited professional degree in Library Science (MLS), PhDs, Masters in Library Educational Media, bachelor degrees in computer information systems, computer science, art history, guidance and counseling and business.

The *Montgomery City-County Public Library* has a very bright future in the city and county of Montgomery and all because a few citizens saw a need back in 1899.

February 16, 2000

Rev. November 5, 2003



## OVERVIEW

### Technology Plan 2006-2010

#### **Introduction**

The purpose of this document is to outline the technology plans for the Montgomery City-County Public Library (MCCPL) to cover the years 2006 through 2010. It is also intended to serve as a qualifying document for various state and federal grant programs such as the federal LSTA program, and the Universal Service Fund Program.

#### **Vision**

As our society continues to rely heavily on providing and receiving information through electronic formats, our libraries and library users must keep pace with technological changes and be equipped with the tools and techniques to access the wealth of information available to them. We must provide an adequate information infrastructure that keeps pace with changing technology in order to prevent our citizens from becoming disenfranchised from the digital world.

The purpose of this report is to present a plan by which the MCCPL can implement goals and objectives to meet the library's mission through electronic resources and related services. This plan shall serve as the library's technology plan through 2010, and will be evaluated and updated at the end of that period.

#### **History and Background**

MCCPL has one Main Library and nine (9) branches that serve the informational and recreational reading needs of Montgomery County. The libraries serve approximately 223,510 citizens (based on the US Census Bureau 2000 report). Perhaps another 5-10,000 persons outside the legal service boundary of Montgomery County utilize the resources through the library's web page, in-house use of the computer lab, and through the use of a non-resident library card. The library's mission statement sets forth the purpose and role the library plays in our community. The library's primary role is to provide access to the world's information, through print and electronic formats, and to provide a forum for healthy debate of the issues of the day.

A self-evaluation of the library's automation network was done in 1995, which resulted in a new automation system being implemented in 1997. Since that time, the library's technology has become an evolving resource for the many citizens in Montgomery who may or may not have a computer in their home. In 1998, the library received financial support from the Gates Library Foundation to enhance its workstations and add additional workstations to the network. Since then, the library has continued to update its equipment and software in order to keep pace with technological advances.

## Appendix C

The library currently uses an out of the box automation system by Sirsi Corporation, configured to meet the needs of the library. The system is named Unicorn and was installed and went into use on May 14, 2003. The system is set up as part of a wide area network that includes 157 computers throughout the library system. The system is configured to support a 10BaseT TCP/IP network. The Unicorn system consists of a Compaq Proliant ML370 server with a P3 processor, 1Gb memory, 4 18Gb Disk drives, 4mm DAT Tape Drive, 1 10/100 Mbps Ethernet LAN Adapter and a 17 inch Compaq monitor. The operating system is a Windows 2000 Server with a 5- user Windows 2000 server license. The Unicorn system also came with a LexMark 2391 system printer. The library utilizes the following modules from the Unicorn system: circulation, acquisitions, cataloging, and serials control. In addition this system provides the library with the capability to gateway into other library card catalogs while retaining a familiar format that library patrons at MCCPL can understand. An additional module, named iBistro, can enable patrons to make use of the card catalog in an easier format. The iBistro module can enable the more than 90,000 library card holders easy access to Hot Sites, Best Seller lists, book reviews, and summaries, table of contents, author biographies, cover images, and fully cataloged web sites, all of which are updated on a monthly basis. The module also enables patrons to look at their individual records to renew materials and to view current charges, bills, and holds pending or requested.

### INTERNET SERVICE

Beginning in 2004, the library Internet service is provided by Xpedious Management Inc. They provide T1 lines for all branches. The network consists of a point-to-point T1 line to every branch through a switch and router, with a firewall. The use of point-to-point T1 has enabled the library to enjoy a higher bandwidth for the branches. The point-to-point also insured that if a branch is offline, it will have no effect on the other branches.

The proxy server acts as a masquerade for the branches to enable the branches to receive Internet with the authentication of assigned IP addresses. Each branch's web page is used as the default web site made possible by the use of Microsoft's Internet Explorer as the Internet web browser. The library is able to add up to 250 IP addresses to each branch. Each branch reserves a specific number of workstations for card catalog access only. This procedure allows the staff to help patrons better manage the use of the workstations.

While in the children's department, profiles are used to present educational games, limit access to the Internet, and provide links to age-appropriate sites.

### FILTERING

In compliance with the Children's Internet Protection Act (CIPA), the Library subscribes to a filtering service, which is found on all workstations throughout the Library system. The use of filtering technology is an important component of the Library's efforts to limit minors' access and exposure to inappropriate, harmful, and illegal matter on the Internet. This filtering service prevents access to pornographic or obscene materials available on the Internet, but you should be aware that no filtering service is completely effective.

On occasion, the filtering service over-blocks access to information and specific websites. Librarians are trained to provide successful searches for legitimate information that may be blocked, and can provide access to unavailable sites that meet the standards of the Library's Internet Use Policy.

### TELECOMMUNICATIONS

MCCPL is a part of the City of Montgomery's structure of government. As such, the City of Montgomery, through the Telecommunications Department, provides the library's telephone system. The telephone service is a land-based digital service through Bell South. The City of Montgomery also handles all cellular telephone and digital paging needs for library administration. Staff members who have the added responsibility of traveling between branches and providing service to multiple branches are given a cellular telephone or pager. The Library Director and Assistant Director are also given a cellular telephone to ensure that staff may reach them when need dictates.

### III. SERVICE IMPROVEMENTS EXPECTED WITH THE WAN

The library utilizes a point-point (P2P) network to connect its branches. A P2P is a direct connection to all branches via T1 lines with total speed of 1.544 mbps designed to provide data communications over a wide area network. The P2P is designed to emulate private line networks and can provide end-to-end connectivity through the establishment of T1 Circuits between all locations. The T1 connection provides a reliable facility that is scalable for meeting present and future bandwidth demands. The use of P2P enables all branches to access the Unicorn system and Internet at a speed of 1.544 Mbps. This increases our bandwidth about 20 times more than our old frame relay.

The library is provided with standard protocols, at full speed to 1.544 Mbps. Network monitoring, surveillance and troubleshooting duties are performed by two network operation centers and provide the library with fewer single points of failure and fewer frame delays. In addition, the library utilizes fiber optic wiring to provide additional support by the City of Montgomery's Telecommunications Department. The Telecommunications Department and Sirsi have the capability to telnet into the system and troubleshoot and make necessary repairs.

The WAN has been used to improve the efficiency of the staff, and to provide better service by reducing difficulties and delays in accessing needed information. The P2P WAN system gives MCCPL the opportunity to bring all branches of MCCPL together. Enabling each branch to query the system and respond to patron needs in real time. This system has reduced the amount of time spent on the telephone, by staff, trying to track an item's location. It has also enabled the staff to locate needed books and material available through interlibrary loan at libraries outside of MCCPL. The combination of cataloging and acquisitions on one system enables the staff to know, in a timely manner, when a book is ordered, cataloged and when to expect it in its branch.



The number of computers and the availability of a Computer Training Center in the libraries can provide access to 80 simultaneous users and affords MCCPL the opportunity of reducing wait time during peak use hours.

#### **IV. SERVICE IMPROVEMENTS EXPECTED WITH THE PIER TO PIER INFRASTRUCTURE**

The library chose to increase the bandwidth of all the branches to fully utilize the new SIRSI automation system, as well as to provide voice service over the T1 line, eliminating long distance charges to our rural branches and increasing the efficiency of the overall system. After monitoring the traffic over the existing T1 line, a significant increase in the traffic was observed, due to increased use of the Internet and e-mail. This has led to periods of very slow response during peak times of use. With the new Point-to-Point (P2P) infrastructure the library and its patrons will enjoy a much faster response to the Internet. The Internet is no longer just a luxury for the privileged few, but has become a valuable tool for all segments of our population.

#### **V. NEW INITIATIVES**

##### **Digitalization Project**

The library is moving forward with plans to digitize selected materials from its Rare Collection. Staff members have attended meetings and workshops sponsored by the Network of Alabama Academic Libraries (NAAL) Cornerstone Project, and evaluation and prioritization of materials for scanning is underway. The library has applied for, and has been awarded, a FY 2004-2005 LSTA grant to cover the initial equipment and software costs of the project. The MCCPL collection contains many materials unique to the history of Montgomery. The digitization project will enable the library to get these rare materials into the hands of students, teachers, and researchers in Montgomery, throughout the state, and nationally. This project will also help preserve increasingly fragile volumes while still making the valuable information in those volumes accessible to the public.

##### **Wireless Technology**

The MCCPL was part of the Beaumont Grant project in 2003, receiving the technology to install a wireless network in its Main Library. Installation and implementation of a wireless infrastructure over the next five years will allow library patrons greater access to the electronic resources available at the library and through the Internet. A centralized management system for the wireless network will enable administrators to monitor system performance and maintain the wireless network from one location. The wireless network can also be used to track high value assets within the library system using 802.3 Radio Frequency Identification (RFID) technologies.

##### **Wide Area Network Enhancement**

Although the current WAN has been improved by the use of point-to-point T-1 circuits, we expect that future demands and initiatives will require even more bandwidth than the T-1s

will be able to provide. We are investigating ways to transition to a fiber-based WAN which will provide nearly limitless capabilities. The WAN enhancement would enable implementation of a variety of technologies which would help us provide better service to our customers. The integration of voice, video and data into a converged network would enable us to provide advanced voice services such as conferencing, PC-based soft-phones, wireless Voice over IP phones and other technologies to enhance employee accessibility and productivity. A higher capacity WAN would also enable the use of network-based video conferencing and distance learning systems for employees and patrons. Uses of the video system would be system-wide continuing education classes to the community, staff development classes and access to public meetings for educational purposes.

### **INTERNET BANDWIDTH AND FILTERING UPGRADES**

As more and more Internet resources are made available that require high bandwidth for access, we feel a significant increase in Internet bandwidth would be a great service to our patrons as well as our employees. In conjunction with the WAN enhancement, we plan to upgrade Internet bandwidth to as much as 100 Mbps to insure that we provide adequate Internet access for all employees and patrons. In addition, we plan to implement centralized Internet filtering and monitoring of user activities to insure compliance with the Internet Acceptable Use Policy.

### **INTERNAL NETWORK INFRASTRUCTURE UPGRADE**

With the planned technology initiatives for all other parts of the network, it will be necessary to improve the parts of the network, it will be necessary to improve the internal network infrastructure in order to support them. We plan to upgrade the internal switch infrastructure from the current 10 Base T to 10/100/1000 Base T Quality of Service (QOS) capable systems to enable reliable distribution of voice, video and data within the libraries. In conjunction with all of these initiatives, we plan to initiate contracted basic network maintenance to insure that all deployed networks and systems remain operational.

## **VI. TECHNOLOGY ASSESSMENT**

The library is using a Linux proxy server, adding a Linux POP3 server which, in conjunction with Microsoft Outlook as its e-mail service, ensures that staff is able to receive attachments, send and mail graphics and pictures. The library's use of Linux has allowed for a Domain Name Server (DNS), which takes extra work off the proxy. The Proxy server can now work only as a proxy and not have to do DNS and E-mail. The library has replaced patron PC's using Windows 95 to Windows 2000 Professional. We have installed new Windows XP Professional for all circulation stations and staff computers.

An inventory of current library workstations follows.

## CURRENT INVENTORY OF WORKSTATIONS

Location of PC	Quantity	With Internet	Pentium	Server	Bandwidth
LIBRARY ADMINISTRATION COMPUTER ROOM	5 2	5 2	5 2	Server	1.544 Mbps
TECHNICAL SERVICES STAFF	5	5	5	Server	1.544 Mbps
MAIN LIBRARY STAFF PUBLIC TRAINING CENTER ADA COMPLIANT	12 39 18 1	12 39 18 1	12 39 18 1	Server	1.544 Mbps
COLISEUM BRANCH STAFF PUBLIC	3 9	3 9	3 9	Server	1.544 Mbps
EL LOWDER BRANCH STAFF PUBLIC	4 11	4 11	4 11		1.544 Mbps
RUFUS A. LEWIS BRANCH STAFF PUBLIC	4 11	4 11	4 11		1.544 Mbps
ROSA PARKS BRANCH STAFF PUBLIC	2 4	2 4	2 4	Server	1.544 Mbps
GOVERNOR SQUARE STAFF PUBLIC EXTENSION & OUTREACH	3 9 2	3 9 2	3 9 2		1.544 Mbps
RAMER BRANCH STAFF PUBLIC	2 4	2 4	2 4	Server	1.544 Mbps
PIKE ROAD BRANCH STAFF PUBLIC	1 4	1 4	1 4	Server	1.544 Mbps
PINE LEVEL BRANCH STAFF PUBLIC	1 4	1 4	1 4	Server	1.544 Mbps
PINTLALA BRANCH STAFF PUBLIC	2 7	2 7	2 7	Server	1.544 Mbps
<b>TOTAL</b>	169	169	169		

**VII. STAFF DEVELOPMENT**

The library provides opportunities for ongoing training for its staff both in house, at library conventions and through library workshops around the state. In addition, the library has provided opportunities for key technology personnel to receive advance training in computer classes that relate to some specific needs of our library system. The library will continue to encourage and allow staff to attend workshops, which are financially affordable and can help develop a better understanding of software and how to teach others how to make use of it. The current technology staff includes a Technology Coordinator, Web Master and Computer Operator. Together this team is responsible for carrying out the intent of the technology plan.

The employment of a Technology Coordinator has enabled the library to develop a cohesive network and to save money by not having to outsource so much of the Library's technical work.

**VIII. EVALUATION**

The libraries perform an annual assessment of its progress towards meeting the goals of both its Technology Plan and its Long-Range Plan. The library solicits and receives, throughout the year, comments and suggestions on the effect of the library's technology on the community. Additional data is retrieved from door counts and computer sign-in sheets that are accumulated at each location where computers are located.

**EQUIPMENT SCHEDULE**

<b>Central Site Components</b>	<b>Total cost</b>	<b>Maintenance Monthly</b>
Compaq ML350 server	9,385	3yr Warranty
System Printer LexMark 2391	550	3yr Warranty
Powerware UPS 1.0 KVA	560	3yr Warranty
IBistro Subscription Services	9,000	annually
Sirsi Software Annual Support	30,516	
Equipment on hand since 1997 (DRA)	10 Cisco Routers	\$360
Barcode Readers		\$100

Software support includes Unicare toll-free telephone consultation service, 24-hour, 7 day emergency support and all future enhancements released by Sirsi for Unicorn modules.

**GENERAL GOALS AND OBJECTIVES  
2006-2010**

**1. IMPROVE THE PRODUCTIVITY OF OFFICE WORK.**

- Upgrade and/or replace office computers with new and improved software.
- Upgrade and/or replace MAS-90 accounting software on an ongoing and continuous basis to ensure that the most current accounting software is in use.
- Upgrade and/or replace time reporting software as the City of Montgomery upgrades that software to ensure that the library continues to report hours worked and leave used through electronic delivery.
- Provide technology training for new employees and ongoing training for all employees.

**2. EVALUATE AND EXPAND ACCESS TO RELIABLE REFERENCE RESOURCES AVAILABLE TO PATRONS.**

- Under the direction of the Collection Development Librarian, with the assistance of Reference Department staff, continue to evaluate and review new electronic databases to be added to the library's collection.
- Ensure ongoing access to the Alabama Virtual Library through lobbying.
- Authenticate all electronic databases for access over <http://www.mccpl.lib.al.us>.
- Develop programs and fliers to inform and educate library users on how to access electronic databases from home.
- Review and update the library's INTERNET USE POLICY.

**3. PARTICIPATE IN FUNDING OPPORTUNITIES TO ENHANCE TECHNOLOGY AND TELECOMMUNICATIONS WITHIN THE LIBRARY.**

- Make application to the Universal Service Fund Program (E-rate) to provide funding to cover allowed telecommunication and Internet services of the library such as:
- Upgrade the internal switch infrastructure from 10BaseT to 100/1000BaseT to enable distribution of voice and video information within the libraries.
- Upgrade Internet bandwidth to 100Mbps to insure adequate access for all employees and patrons
- Implement centralized Internet filtering and monitoring of user activities to insure compliance with the Internet Acceptable Use Policy.
- Upgrade the Wide Area Network (WAN) from point-to-point T1 to 100Mbps fiber connectivity to enable system-wide deployment of advanced voice, video and data systems.
- Implement an IP-based PBX system to provide advanced telecommunications applications for employees and patrons.
- Implement video conferencing to enable distance learning for employees and patrons.
- Implement secured wireless network access throughout the library system, including wireless hotspots encompassing the library property.
- Initiate basic network maintenance to insure all deployed networks and systems remain operational.
- Make application to APLS to secure funding to cover improved and enhanced technology changes allowed under the federal Library Service and Technology Act (LSTA).
- Seek additional outside funding sources, to include foundations and corporate giving programs.

### 4. PROMOTE COMPUTER LITERACY BY OFFERING CONTINUOUS EDUCATIONAL OPPORTUNITIES FOR THE STAFF AND THE PUBLIC.

- Provide staff in-house training on the Internet, SIRSI automation software, Alabama Virtual Library databases and web based searching skills.
- Provide monthly classes to the general public on how to use the library's online public access card catalog, word processing software, graphics software, electronic databases, the Alabama Virtual Library database and the Internet.
- Send the Technology Coordinator to technology conferences to include but not be limited to the SIRSI Annual User's Conference, Solinet Computer Training classes, and the Alabama Library Association's conferences.
- Send key library staff to workshops outside of the library that provide additional training on library related issues. The Alabama Public Library Service may develop such workshops, the Alabama Library Association, local colleges or other computer related workshops.

### EVALUATION PROCESS

1. The success of the library's services to the public can be measured by increased usage of the computers and the library. That use will be tracked through sign-in sheets, comments from patrons (through a suggestion box) and statistical data. Statistical data will be used to determine in what geographic area of the state users live, software used by patrons and frequency of visits by patrons.
2. Increased usage of the workstations will be tracked to determine the quality of the service provided from the individual branches, workstations and software.
3. Web site visits will be tracked to determine the amount of use the web page receives and how well the site serves the community.
4. Grant awards and discounts from the Universal Service Fund Program will be a measure of the library's success in using funding opportunities to further the library's technology goals.
5. Patron surveys will be used to determine how effective the services of the library are.
6. Data from the Library's Community Analysis will be used to indicate the community's awareness of available computers in the library.

## COMMUNITY PLANNING COMMITTEE

**Dr. Richard Bailey**  
Historian and author

**Mrs. Lynda Borden**  
Community leader

**Mrs. Eleanor Dawkins**, Businesswoman  
Ross-Clayton Funeral Home  
Member  
Montgomery County Board of Education

**Mrs. Jane Garrett**, Past President  
Alabama Library Association

**Rev. Omar Hernandez**, Minister  
Vaughan Park Baptist Church

**Dr. Eddie R. Johnson**, Deputy Director  
Alabama State Department of Education

**Mr. William Milledge**, Assistant Principal  
Vaughn Road Elementary School

**Mrs. Wilma Nix**  
Retired educator, Montgomery Public Schools

**Mrs. Alice Stephens**  
Retired librarian, Alabama Public Library Service

**Mrs. Amanda Solvason**, Classroom teacher  
Blount Elementary School  
Montgomery Public School System

**Miss La Teal Sykes**  
High school student, Robert E. Lee High School  
Montgomery Public School System

**Mr. Harold I. Boone, Sr.**, Vice President  
Community Development  
Montgomery Chamber of Commerce

**Mr. Michael Briddell**  
Executive Assistant to Mayor Bright

**Mr. Jim Earnhardt**, Vice President  
Library Board of Trustees

**Mrs. Cathy Gassenheimer**  
Executive Director  
A+ Education Foundation

**Mr. Mose Howze**  
Business leader

**Mrs. Margie Lee**, Member  
Library Board of Trustees

**Mr. Joseph Nash**  
Retired government worker

**Dr. Laurie Weil**  
Community Leader

**Rev. Michael Thurman**, Pastor  
Dexter Avenue- King Memorial Baptist  
Church

## A Work in Progress The Community Planning Committee



Representing Education, Community Involvement, Government, Business and Technology Community Leaders met in the Juliette Hampton Morgan Memorial Library.

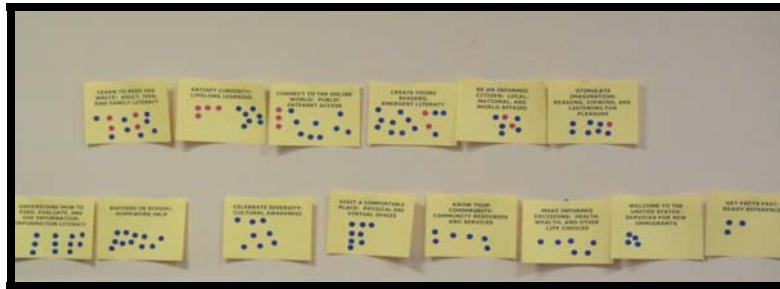


June Garcia establishes guidelines on what the committee is asked to do.



The committee reviews their ideas and reacts to what they had to say.





After completing an analysis of the Montgomery Community, each committee member was provided red and blue dots to vote on the most urgent needs of a literate community.



A large group of 21 was broken down to a small group of four to discuss the strengths and weaknesses of the community



The committee committed twenty hours sharing their ideas and interacting with the consultants in developing a plan that would represent their beliefs of what a public library ought to provide to the community.



A diverse group of twenty-one citizens were selected to ensure that all demographics of the community were at the table for all discussions.



Miss LaTeal Sikes, a senior at Robert E. Lee High School, represented Young Adults (TEENS) in Montgomery.

## VISION STATEMENTS

All people will live in a community of racial and cultural harmony.

All residents will have access to the Internet or the information technology of the day.

All residents will have access to the information they need in the format they prefer to use.

Everyone will live in a safe environment free of crime.

All people will have a vibrant downtown where people live, work, and play.

All people have access to good health care and insurance.

People will exhibit civic pride, social responsibility, and community ownership.

All people will be just citizens of Montgomery and not media targeted by the part of the city where they live.

All people will enjoy a progressive community with lots of employment opportunities and industry while protecting our environment.

All people are able to get where they need to go.

All people will benefit from an equitable tax structure that does not burden the poor and is not subject to volatile swings.

All people (especially teens) will have outlets for entertainment and recreation facilities.

Citizens will live in a green community that is a beautiful place to live.

All residents will live in a community with cohesion that transcends racial, religious, economic, and geographic differences.

All residents will be bi-lingual or multi-lingual. (Not only immigrants)

The community has an ample supply of educated workers.

All preschool children will have equal access to educational resources to foster a foundation of future learning success.

Preschool children will enter school healthy and ready to learn.

Children will receive an education globally second to none.

Children and teens will have high quality education, intellectual and cultural stimulation, and a safe environment to promote physical, mental, and spiritual growth.

Young adults will find Montgomery a great place to live.

Teens will have a safe environment and freedom to explore possibilities with resources to become successful adults.

Potential school dropouts will be reclaimed in the educational process and go on to become successfully employed adults.

Retired people will have adequate health care, safety, transportation, and cultural resources.

Minimum wage workers will be able to earn a better than minimum wage that leads to self and community pride and property ownership.

Disabled people will find the resources (housing, transportation, health care etc.) to be functional members of the community while living full lives.

Newcomers (visitors, newcomers, migrants etc.) will find a wholesome, stimulating, and inviting environment with support for assimilation.

# SWOT ANALYSIS OF MONTGOMERY CITY AND COUNTY

## MONTGOMERY CITY AND COUNTY STRENGTHS

- Strong economy
- Unique Civil War/Civil Rights heritage
- Sanitation Department
- Multiple (five) institutions of higher education
- Location and climate
- Top quality cultural institutions
- Interstate highways
- Aggressive public school system always looking for ways to improve
- City, County, State, and Federal government provides a more stable tax base and an educated population
- Diverse population
- Concentration of automotive jobs
- Riverfront development
- Responsive to the needs of citizens (Community itself)
- Family oriented community with active churches
- Recreation facilities
- Social service agencies that collaborate with one another
- Advocacy groups
- Low property taxes
- Strong religious values
- Private schools

## MONTGOMERY CITY AND COUNTY WEAKNESSES

- Low property taxes
- Dual City/County government
- Crime
- Public schools (K – 12)
- Overburdened health care system – shortage of doctors
- Poor perception of public schools
- Inadequate public transportation countywide
- Struggling downtown
- Poverty
- Infrastructure: roads
- Racial divide

- Political divide
- Social/economic divisions
- Provincialism
- Students rejecting help
- Lack of sidewalks
- Brain drain
- Lack of strong progressive leadership
- Inconsistency in public education (some good schools/some not so good schools)
- Lack of shared vision
- Inadequate health care
- Private schools

## OPPORTUNITIES FOR MONTGOMERY CITY AND COUNTY IN THE COMING YEARS

- Restructure tax base, not infringing on the poor
- Extend economic development beyond Riverfront and western part of the City
- Downtown revitalization
- Economic development
- Getting united around ideas
- The future is the opportunity
- Improve public schools
- Community development (housing) throughout the City
- Increased public safety
- Collaboration between the universities and the public schools
- Improved library system to support economic development, education, etc.
- Increase adult literacy through workforce development
- Better development of assisted living for seniors throughout the community
- Wellness programs – physical and mental
- Elected officials (local and state) working together
- Riverfront development/Tourism
- Better collaboration between institutions of higher education
- More learning readiness programs for preschoolers
- More programs for literacy

## THREATS FOR ONTOMERY CITY AND COUNTY IN THE COMING YEARS

- Suburban flight to other counties
- Corporate mergers (local and beyond)
- Seriousness/impact of other places (within the country and elsewhere in the world) improving their educational system
- Pike Road/suburban development – portions of the county become a separate city
- Recidivism within criminal justice system
- Perception that crime levels are increasing when they are actually decreasing
- Racial disharmony
- Looking to elected leaders to take care of everything
- Shortage of professional/skilled workers including librarians
- Lack of adequate health care
- Growth of shopping areas in other counties
- Income stratification
- Migration of young adults
- Base closures
- Greater reliance on electronic media (Internet and talk radio) for news
- Continued unplanned growth
- Proliferation of non-public school options

# LIBRARY ACTIVITIES: A SELECTED LIST

## GOAL 1

**Everyone will have high-speed access to the digital world to ensure that they can take advantage of the ever-growing resources and services available through the Internet.**

- Improve the daily testing and correction of live links on the Library's website and regular editing of website information.
- Expand the availability of wireless and fiber connectivity and enable the public to have access to Universal Serial Bus (USB) ports at all 10 Library locations.
- Implement new means of communicating with and among patrons about library services and programs such as e-mail, instant messaging, podcasting, blogs, chat lines, Rich Site Summary (RSS) feeds, Ask-a-Librarian, and links to age-appropriate websites.
- Increase the number and variety of computer instructional opportunities for the convenience of patrons throughout the Library system.
- Provide programs on the availability and use of new technology that will enable library users to make decisions about possible purchases for their home or business such as playaways, digital cameras, ipods, personal digital assistants (PDA's), and blue tooth technology.

## GOAL 2

**Young children (under age five) will have programs and services designed to ensure that they will enter school ready to read, write, and listen.**

- Increase opportunities for library card registration such as through institutional library cards, community and library programs, and September Library Card Sign-Up Campaign.
- Enhance participation in community events and collaboration with community groups to promote Library programs and services for young children.

- Offer innovative opportunities for parents to learn how to encourage their children to read, e.g. bookmarks, bibliographies, Dial-a-Story, programs, pathfinders.
- Information packets and posting new books on the website.
- Create kid-friendly spaces for young children to include furniture, shelving, and colorful décor.
- Expand and enhance collections of attractive picture books, board books, and media of interest to preschool children.
- Enhance and increase story programs for young children in off-site locations such as daycare centers, hospitals, businesses, community centers, churches, neighborhood associations, and parks.
- Create a preschoolers' page on the Library's website with age-appropriate features such as Tumblebooks, Reader Rabbit, and Magic School Bus.
- Develop a library card application for families

### GOAL 3

**Children will have materials and programs that stimulate their imaginations and provide pleasurable reading, viewing, and listening experiences.**

- Market the collection by creating high-interest book displays, bookmarks, reading lists, website postings, etc.
- Expand and enhance the collection to include popular materials such as graphic novels, books in a series, popular classics, and movie tie-ins.
- Register children for library cards through library and/or community programs, school campaigns, and annual sign-up months.
- Provide after-school and weekend programs of high-interest to include writing/music/art competitions, more author appearances and book signings, library tours and sleepovers, and scavenger hunts.
- Expand and enhance age-appropriate media with regard to quality, variety, accessibility, and technology.
- Offer an expanded array of computer instructional opportunities such as trainings on the library card catalog, age-appropriate library databases and websites, and Microsoft applications.



## GOAL 4

**Teens will have materials and programs that respond to their current interests and provide pleasurable reading, viewing, and listening experiences.**

- Create a Young Adult (YA) collection in all locations with the development of space for teens separate from the children's areas.
- Market the collection by creating high-interest book displays, bookmarks, reading lists, website postings, etc.
- Establish a system-wide teen advisory council to make recommendations regarding the young adult collection, programs, and services.
- Expand and enhance interactive teen programming such as a variety of clubs, volunteer programs, shadow programs, after school programs, summer reading programs, special occasion programs (e.g. National Library Week and Teen Read Week).
- Register teens for library cards through library and/or community programs, school campaigns, and annual sign-up months.

## GOAL 5

**Children and teens will have the books, media, and electronic resources they need to satisfy their curiosity and explore topics of personal interest.**

- Improve the Library's existing children's webpage with age-appropriate features such as links to [www.funbrain.com](http://www.funbrain.com), American Library Association's Great Websites for Kids, and Kidsites.com.
- Create a teen webpage on the Library's website with age-appropriate features such as My Space, Facebook, blogs, U-Tube, and other educational links.
- Increase and enhance both print and non-print materials and resources of personal interest to children.
- Increase and enhance both print and non-print materials and resources of personal interest to teens.

## GOAL 6

### **Children and teens will have the resources they need to succeed in school.**

- Contact County teachers to confirm annual curriculum and develop collection to supplement student assignments.
- Promote library programs and services to teachers and students through classroom visits, PTO meetings, career days, teacher in-service trainings, group assemblies, open houses, etc.
- Conduct periodic presentations promoting and demonstrating the use of Homework Alabama, the Alabama Virtual Library (AVL), and the Library's databases to students both in-house and in County schools.
- Provide printed materials (e.g. bookmarks, flyers, pathfinders, brochures) to advertise various aspects of the Library: books and media of various genre and subjects, classics, educational programs/websites/services, etc.
- Provide an in-house after-school homework center that addresses basic homework inquiries by students in elementary through high school.
- Partner with area schools to present programs and competitions such as Battle of the Books, a Quiz Bowl-like activity promoting reading, teamwork, school involvement, and the Library.

## GOAL 7

### **Adults will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.**

- Increase and enhance non-fiction print and non-print materials and resources to promote life-long learning.
- Offer an enhanced array of adult programs encouraging life-long learning such as clubs, workshops, debates, speaker programs, cultural events, exhibits, etc.
- Market the collection, programs, and services to adults by creating high-interest book displays, bookmarks, reading lists, website postings, bulletin boards, brochures, etc.

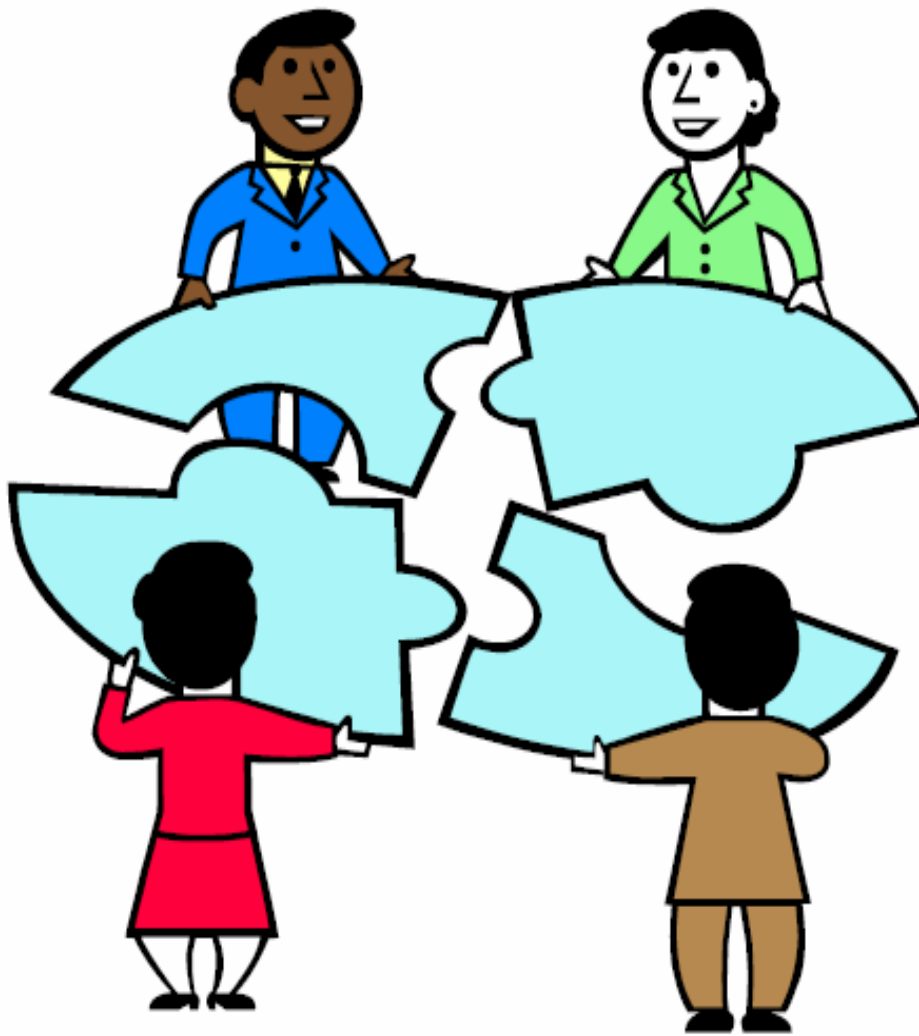
- Enhance *Reference Notes* to include more topical information and useful pathfinders to be distributed to patrons at all locations.
- Partner with community organizations to promote the learning goals of both organizations and to provide a wider range of opportunities for life-long learning.

## GOAL 8

**Adults will enjoy a wide variety of new and popular materials available when and where they want them.**

- Increase and enhance fiction print and non-print materials and resources promoting a love of reading.
- Develop opportunities for library card registration at non-library venues such as shopping malls, community organizations, assisted-living facilities, and community events as well as at in-library programs.
- Market to and train patrons to utilize the full potential of iBistro such as on-line card registration and a full array of customer satisfaction requests (e.g. solicitation of patron reviews, interlibrary loan requests, patron requests to buy, etc.)
- Expand and enhance media with regard to quality, variety, accessibility, and technology.
- Approach all library users and offer assistance in locating books or media that might be of interest to them.
- Promote the use of online reader's advisory utilities such as *Novelist*, *Books in Print's* "Fiction Connection", *What Do I Read Next?*, etc.

# PLANNING FOR THE FUTURE



Montgomery City – County Public Library