

# BOISE PUBLIC LIBRARY BOARD OF TRUSTEES

## BY-LAWS

### ARTICLE I LEGAL BASIS AND PURPOSE

The Board of Trustees of the Boise Public Library exists by virtue of the provisions of Title 33, Chapter 26 of the Idaho Code. The Board exercises the authority and assumes the responsibility delegated to it by said statutes for the provision of public library service in Boise City.

### ARTICLE II SELECTION AND APPOINTMENT

#### Section 1. Number of Trustees

A Board of five Library Trustees, selected from the ~~citizens at larger residents of Boise City~~, shall be appointed by the ~~Mayor and confirmed by the~~ City Council. The Board favors the established custom of the inclusion of one non-voting member of the City Council who will attend board meetings and act as liaison for the ~~Library~~ Board and City Government.

#### Section 2. Term of Office

A term of office shall be for five years; the term of one ~~Board-member~~ Trustee shall expire each year on June 30th. ~~Library~~ Trustees shall hold their office from appointment until the term expires and until their successors are appointed. In accordance with City Policy, appointees shall serve no more than two terms or more than ten consecutive years.

By accepting appointment to the ~~Library-Board-of-Trustees~~, ~~members~~ Trustees agree to attend a minimum of three-fourths of the regularly-scheduled meetings annually. Unless excused by the president, missing three consecutive regular meetings for other than health-related reasons is considered a resignation from the Board.

### Section 3. Salary

All ~~members of the Board of Library Trustees, officers included, and the officers~~ shall serve without salary or any compensation, except that ~~member~~ they may receive actual and necessary expenses when engaged in the business of the library.

### Section 4. Vacancies

All vacancies on the Board shall be reported to the Mayor and City Council within five days by the Board ~~of Trustees~~, with a request that the vacancy be advertised. ~~The Board will then review all letters of interest received by the application deadline. The Board shall interview candidates before sending one or more recommendations for appointment to the Mayor and City Council. Appointments to complete an unexpired term of a Board member shall be for the remainder of the term only (see Appendix I). The process for filling a vacancy will be prescribed by the Mayor's office.~~

## ARTICLE III POWERS AND DUTIES

### Section 1. Policies

The Board shall have the power to establish all Library policies and rules of use and to determine any question of policy.

### Section 2. Budget

The Board shall have the power to prepare and adopt an annual budget with the advice and assistance of the Library Director, allocating the proper amounts for materials, salaries, maintenance, and other operating expenses.

### Section ~~13~~. Expenditures

The Board ~~of Trustees of the library~~ shall have exclusive control of the expenditure of all moneys collected for the Library Fund.

### Section ~~24~~. Property

The Board ~~of Trustees~~ shall have the supervision, care, and custody of ~~any~~ the room or building constructed, leased, or set apart for library purposes, and it may, with the approval of the Council, lease and occupy or purchase or erect on purchased ground any appropriate building. The Board shall take charge of the public library, reading rooms, and its branches, and of all real and personal property belonging to it, or what may

be acquired by loan, purchase, gift, devise, or otherwise, when not inconsistent with the terms and conditions of the gift, devise, or with the terms and conditions of the gift, devise, or bequest. The Board shall have the power to make and enforce all rules, regulations, and by-laws necessary to administer, govern, and protect the library, reading rooms, and branches, and all property belonging or loaned to it.

## Section 35. Appointments

The Board of Trustees shall appoint a Library Director, who will serve at the pleasure of the Board. The Director will act in accordance with the policies of Boise City to hire and such ~~assistants and~~ employees as may be necessary for the proper maintenance operation of the library, and may recommend their salaries, prescribe rules for their conduct, and remove any employee for good and sufficient cause.

## Section 46. Gifts and Trusts

The Board shall receive and administer any trust or any other fund declared or created by gift or otherwise for such library and branches.

## Section 5. Other Duties

~~a. The Board shall further have power:~~

- ~~1. to establish all library policies and determine any question of policy; and~~
- ~~2. to prepare and recommend a yearly budget with the advice and assistance of the Library Director, allocating the proper amounts for materials, salaries, maintenance, and other operating expenses.~~

~~b. Additional Duties~~ of the Board shall include, but not necessarily be limited to:

- ~~1~~a. promoting and interpreting the library and its services to the public;
- ~~2~~b. obtaining adequate funds for library operation; and
- ~~3~~c. developing a program of planned growth and improvement of the library and library services.

## ARTICLE IV OFFICERS

### Section 1. Election

The Board ~~of Trustees~~ shall elect at the Septemberits annual meeting from its members a President and Vice President who shall serve for a term of

one (1) year ~~and or~~ until his/her successor is elected. No officer shall serve more than two full consecutive terms.

## **Section 2. Duties**

### a. President

The President shall preside at all meetings of the Board, authorize calls for special meetings, regulate and control public participation, appoint all committees, execute documents authorized by the Board, serve as ex-officio member of all committees, insure that a true and accurate record is maintained of all meetings of the Board, plan the meeting agenda with the Director, and perform all other duties associated with that office.

### b. Vice President

In the absence of the President, The Vice President shall preside ~~in the absence of the President~~ and perform all other duties associated with ~~that the President's~~ office.

## **Section 3. Vacancies**

Vacancies occurring in any office shall be filled by majority vote of those Trustees present at the next regular meeting of the Board. Any officer selected to fill a vacancy shall serve from the time of the next election of officers.

## Section 4. Removal from Office

Any officer may be removed from office by the Board whenever, in the judgment of the Board, the best interests of the Library shall be served by such removal.

## **ARTICLE V MEETINGS**

### **Section 1. Frequency**

The Board shall meet for business purposes monthly, except as shall be determined in advance by the Board at a regular meeting. The Board shall hold its annual meeting each year in September.

### **Section 2. Special Meetings**

Special meetings may be called by the President, or upon written request of three members, for the transaction of business stated in the Notice of Special Meeting. Only that business so specified may be acted upon at the Special Meeting. Notification procedures will comply with Idaho Code and Boise City Policies.

**Section 3. Quorum**

A majority of the Board shall constitute a quorum for the transaction of business.

**Section 4. Voting**

An affirmative vote by the majority of Board members present shall be necessary to approve any action of the Board. The President may introduce, vote upon, move, or second a proposal before the Board.

**Section 5. Meeting Records**

Records of meetings shall be maintained by the Library Director or the Director's designate.

**ARTICLE VI  
PARLIAMENTARY AUTHORITY**

The parliamentary authority shall be Roberts Rules of Order, current edition, except as stated in these By-Laws.

**ARTICLE VII  
AMENDMENTS**

These By-Laws may be amended at any regular meeting of the Board with a quorum present, by majority vote of the Board members present. Proposed amendments shall be distributed at least two weeks prior to said meeting.

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# Boise Public Library

## Strategic Planning Feedback Worksheet

### Board of Trustees, May 4, 2011

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1. List 6-10 initiatives and library services that the Library has performed very well over the past 2-3 years. What have been the major accomplishments and achievements?
2. What do you think the public values or appreciates the most about Boise Public Library?
3. List 6-10 general areas that might be deficiencies or weaknesses in the library system.
4. What great achievement do you want the Library to accomplish within the next 5 years?

5. List 5-6 staff deficiencies that management needs to address. These can be training areas, staffing needs, staffing shortages, strategic staff placement, etc.

6. Which items on the business plan should continue or be carried forward?

# Library! Strategic Planning Staff Responses, April 2011

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## 1. What do you think the public values or appreciates the most about Boise Public Library?

\*They appreciate branches being in walking distance from where they live. Accessibility. Customer Service (holds).

\*Internet access, attending programs that inform/educate/have fun, having access to materials of all sorts, providing meeting places for community interest groups, providing companionship and a "place to go."

\*Expertise and superior customer service given by educated, experience, caring staff.

\*Near the top of the list would be the computers. Also the help with them, be a computer class or just help out on the floor. Professional in business or in the community at large tend to think that in the 21<sup>st</sup> century everyone can use a computer. At the library we see that this is not the case. There are a lot of folks who need help and that's becoming our most important service.

I most often hear about the customer service aspects but that pertains to Hillcrest and not the system. I really think the public appreciates the consortium agreement though really don't understand what it takes to make it happen. I also feel that the public values the system as entire family resources much more value to their children as to themselves.

\*Family programs, free services, computer availability (& tutoring help through classes) the human touch dealing with real people willing to assist them and listen.

\*The ability to check out new books and movies, holds, book club/classroom items.

\*Our customer service, public PCs, e-Audio, e-Books, new fiction, books on CDs, DVDs, and games.

\*Great information center (front desk and "ask a librarian").

\*Access to Internet.

## 2. List 3 or 4 general service or internal areas that you think are weaknesses or deficiencies in the library system.

\*Technology.

Internal marketing of books/materials. Knowledge of computer programs to design signs for that marketing. General Services, having an alternative way to work off fines that have been accrued.

There is a need to eliminate politics (internally). Pay rate needs to reflect branch staff abilities and job assignments.

\*Communication. I continue to struggle, and I expect others do to maintain a library-wide vision and to keep all stakeholders informed of activities, news, information. Inadequate facilities especially the Main Library. Better internal communication between divisions.

The things I get asked for nearly every day are fax, scanning, and color copies.

\*Another big weakness right now is the general inability of library staff to trouble-shoot the Kindle, the iPad or Nook or whatever e-reading device the patron is trying to use. Some of us are in the dark. I think that people get frustrated with the level of consistency. That they aren't given the same amount of time at all locations. Usually due to the fact that Main can't spare much time as a branch. I think the varied services aren't marketed very well. Hardly anyone knows a lot about the online databases or how to use them. I think the web site needs to be entirely rethought. Internally, people (staff) feel like there is a plateau that they reach and can't get past. In many cases that may be true but I would think it would be great to offer more ways that staff can get more training and experience. More standardized training and expectations across the board. Branch employees feel underappreciated because they do a lot more than their job description. Also having seems to be very Main centered. Branch people don't know as many people and feel like they don't get a fair shot at promotions outside their branch. Transparency in the internal hiring process. Technology is spreading and increasing but we don't get tech training.

\*Computer speed and management – our SAM system has problems daily.

Some of the weaknesses have to deal with human error, misplaced books, etc, I feel we'll never be without those at Hillcrest. I've wondered about having the 2 extra rooms for meetings – is this the best use of our space?

\*Young Adult services is lacking. Lack of services to post high school age. Some programs are to age base rather than interest base.

\*Inability to re-educate or educate customers on appropriate use to avoid fines.

Horizon not intuitive. Google is so easy, Amazon. Staff is not classified according to what they do – need more professional classifications – move exempt non librarians.

Somehow, we need better advertising or a way to let the public know we are here. Yet, I'm not sure how this could happen.

Chunky/inconsistent collection development procedures generally behind on technology curve.

\*I think we shouldn't be able to transfer hold location once it's at original destination. I also think we need to be more on the same page with our policies as the other libraries (Try to have same policies if possible). We shouldn't let patrons check out with photo ID, should require card. Lack of space for number of patrons and not enough room to expand services.

Shelter cards: a rewards program that allowed holds 2 plus items. Less "grocery store" atmosphere. More/better displays, multimedia displays, specific author displays (i.e., Dr. Seuss' birthday).

\*Public parking, even though I know it seems to be an unsolvable problem. Revamp front entrance, more welcoming (the security gates are intimidating). Gates too sensitive.

\*High staff turn-over for part time positions. Sending patrons back and forth between desks and/or floors. Poor communication between circulation and reference desks. Upper management really needs to work on frontline for real solidarity.

\*Lack of full time staff, different in policies between consortium libraries (internal), not enough PACs (service), not enough interdepartmental communications/problem solving across divisions (internal).

\*Too few computers to meet public demand. Sometimes communication is an issue, however, it is something we are consistently working on and improving.

Quality of service differences between the downtown library vs. branches (we are better trained, have more experience with problems, etc.).

Size of ATS and other behind-scene groups.

Not enough stuff (computers, books, AV, etc.).

Broadband, more general help on first floor (more rovers).

\*Main Library, all public computers in one location would be helpful.

Shelving is dark, crowded, difficult to access (too high and too low) at Main. Courier system needs modernization - it is very hard on staff and materials (staff, heavy lifting, bending, twisting, materials being mashed at the bottom of heavy stacks of bin).

We could be better about giving customers "the pickle." Circulation sometimes get caught up in procedure. Circulation consistency among branches.

\*Receiving area of gift items (very congested).

\*The high demand of popular materials, there is long wait periods, need more space at Main, need more public computes, more public parking.

\*No e-music, culture that resists innovation, all the varied consortium lending rules, our website.

**3. Which of the above items do you think the Management Team needs to address first?**

Equity for staff member (especially in the branches) in regards to pay rate for performance. Making sure staff gets more technological knowledge/training.

General services one. With these tough times it is nice to give people an alternative to paying fines. Maybe like we could have twice a year people could bring in canned food for the food bank and so much count for an amount for the fine.

The e-reader is only going to grow. Some may feel it isn't our place to assist the customer with his e-reader device, but we should be in the business of giving the people what they want. If we can't serve their 21<sup>st</sup> century needs they might stop coming in.

\*Training , which also helps with consistency.

\*The computer and Internet need to be updated continually. I think the IT people do a great job, but things change faster than they can work on them. They could probably use another person and definitely more money.

In the times in which we live right now, I would like to see increased use of all our libraries for community outreach. The library as a neighborhood gathering place and information center.

Expand services to young adults.

\*Many residents of Boise do not use the library simply because they either don't know we exist or because they do not know what we offer, they don't know that we are more than just books.

SAMS and Horizon.

Increase the working/understanding areas for patrons. Have a class on management once a month for patrons to come see how the library works. Maybe have a tour.

We shouldn't let patrons check out with photo ID, should require card. Lack of space for number of patrons and not enough room to expand services.

The grocery store atmosphere: Revamp how Circulation approaches and deals with patrons; minimize behind the desk time and replace it with more active floor time. We need to be more involved and in touch with our customers, rather than just acting like cashiers.

\*Communication, division to division. Revamp front entrance, more welcoming (the security gates are intimidating).

Non-Internet computers. Equipment to listen to CDs in the library.

Consolidation of Internet computers in one area.

High turnover, retaining employees means less training time, and results in staff that is more knowledgeable. Staff needs to be committed and invested in their jobs.

Lack of space. Too few computers to meet public demand.

\*Training all staff in new technology, new ideas, etc., so we can all be on the same page with staff and the public.

\*Staffing needs, size of all behind-scene areas, and parking.

\*More full time staff.

**4. What great achievement (s) do you want the Library to accomplish within the next 5 years for the public?**

We seem to be advancing quickly in the technology department and are staying in pace with other libraries nationwide. I think BPL has achieved a lot in the last few years with expansion in the form of branches. Better and constantly improving customer service is a good goal I believe. Add more training for staff to be adept in helping New Americans, the homeless, and mentally ill.

Create local collections (digital) – create our own online collection reflect Boise and bring communities into the process. Find ways to get out into the community more (get outside the doors) in order to bring people into the library.

\*A new Main Library!

Creating programs that can be moved from library to library, reducing the amount of human resources in terms of work needed to create, plan, execute therefore having the most efficient use of time and space and producing the highest quality for the most people.

\*Open Bown Crossing

Expand services to teens and twenty-something's.

Continue to develop positive, expertise in staff – which is passed on to public and makes them love us.

To serve more and more people of Boise, there can always be more.

To continue to adopt and change with the world around us, both through recourses and technology tools.

Start a seed lending library.

Besides fax, scan, color copies, e-Books expertise . I hate to say this, but customer service can still be improved. Our customer service is good overall, but still from time to time I see staffers who don't seem to understand the importance of keeping a smile on your face for our customers. We have to send them out the door with a good feeling or they won't come back.

Really helping to prepare more of our children to be ready to read and be ready to enter the classroom in school at kindergarten and beyond in elementary school.

\*A greater presence in the general community. More volunteer opportunities and involvement with schools and Parks and Recreation. More collaboration with places like BSU, the Boise Art Museum, Boise Historical Museum and Log Cabin Literary Center. (Writing workshops, adult literacy classes, more computer classes) Zoo Boise reptile/animal visits. Coordinate with displays. Art lent from Boise Art Museum.

I'd like to see more branches, and an eventual shift away from the consortium. The consortium politics have been messy and are a source of frustration for staff and patrons.

\*Increased access to e-information, including training opportunities. Expand our facilities and offerings (materials, training, programs, etc.)

I want the library to be the "go-to" place for help with tech and information problems and innovations.

\*Comfortable seating, more parking, coffee shop, more space for outreach/ATS/Courier.

**Draft--ITEMS IN RED DENOTE MANAGEMENT SUGGESTED  
DELETIONS OR CHANGES IN THE FY12-16 PLAN--draft**

**EXTERNAL (CITIZEN) STRATEGIES**

**Focus Area: Foster an environment where learning, the arts,  
culture, and recreation thrive.**

*Develop a vision for a new signature main library in downtown Boise.  
Develop funding options and recommendations. (review period FY11-12)*

***FY11 Objectives:***

- Revise the building program to develop a scaled-down option for a new main library (completion date February 2011).
- Develop a budget and service request for a public design charrette for a new main library to include in the FY12/13 capital request budget (completion date June 2011).

*Design a neighborhood branch library in Bown Crossing. (review period  
FY11-13)*

***FY11 Objectives:***

- Renew contract with Baker & Taylor and Fletcher Farr Ayotte (completion date November 2010).
- Use branch team and steering committee to develop construction design of Bown Crossing pending budget approval (completion date July 2011).
- Develop a collection profile for the branch (completion date July 2011).
- Develop service profile for the branch (completion date September 2011).
- Develop RFP for construction contract services (completion date October 2011).
- Create furniture plan and furnishings plan (completion date October 2011).
- Purchase furnishings and equipment (completion date October 2012).
- Begin construction with Public Works as project manager (completion date or beginning construction date October 2011).
- Grand Opening October 2012.

*Pursue and develop an operating agreement/plan to assume operations  
of the Ada Community Library pending further annexation. (review  
period FY11-13)*

***FY11 Objectives:***

- Meet with ACFLD officials to gather facility operating, capital, and maintenance costs plus future facility plans for ACFLD (completion date November 2011)

- Develop capital and operating pro-forma budgets for a phased approach to ACFLD facilities in southwest Boise area of impact/city limits (completion date November/December 2011)

***Continue to enhance and expand digital library resources. (review period FY11-13)***

***FY11 Objectives:***

- Expand digital offerings of ebooks via subscription to Overdrive (completion date December 2010).
- Review vendor offerings of other entertainment, recreational, and reference digital resources and purchase or subscribe to new materials for inclusion in the library's collection (completion date September 2011).
- Create a laptop lab for the Main Library and customer use for computer classes pending funding (completion date March 2011).

***Expand the use of self-checkout systems system-wide. (review period FY11)***

***FY11 Objectives:***

- Increase self checkout rate at Main Library to meet system-wide long term goal of 90% (completion date September 2011).
- Establish public education/training program to operate self checks (completion date November 2010).

***Continue to improve and implement proactive customer service at the Library. (review period FY11-13)***

***FY 11 Objectives:***

- Establish customer service standards and satisfaction metrics for library operations and desired outcomes (completion date March 2011).
- Identify ways to improve customer service interactions and define elements of customer service that will deliver a positive customer experience, consistent with the library's image as a relevant, engaged and professional entity (completion date March 2011).
- Management Team will conduct MBWA at least two hours per month (completion date September 2011).
- Management Team will pursue proactive customer service training/philosophy for all staff (completion date April 2011).
- Deliver customer service training to all staff (completion date October 2011).

***Develop and implement new library collection marketing principles. Review existing marketing tools for effectiveness and expand marketing efforts to attract new users and inform current users of library material options. (review period FY11)***

***FY11 Objectives:***

- Continue creating collection themes for the Web site (completion date September 2011).
- Create collection display areas at all library locations; provide rotating merchandising (completion date September 2011).
- Continue to create “impulse marketing” section at checkout desks (completion date September 2011).
- Engage Main Library staff to better market materials throughout the building (completion date September 2011).

***Build a positive community image for library services using the following: (review period FY11)***

***FY11 Objectives:***

- Implement the Community Relations Plan (completed September 2011).
- Pursue opportunities at various (and additional) community venues to promote the library services and collections (completed September 2011).
- Publish and disseminate the *Expanding Possibilities* brochure to inform new groups of key influencers (completion December 2010).
- Conduct a user satisfaction survey every 6 months library wide to determine satisfaction and customer preferences for library services (completed September 2011).
- Obtain funding for a broad customer service survey (completed March 2011).
- Administer broad survey instrument (completed September 2011).
- Sponsor three author/guest lecturer series throughout FY11 (completed September 2011).
  - Secure partner funding to assist with program series (completed November 2010).

***Redefine Bookmobile service and Homebound service: replace the bookmobile. (review period FY11-13)***

***FY11 Objectives:***

- Implement deposit collections at targeted senior facilities and correctional institutions (completed March 2011).
- Develop plan to redefine bookmobile service to coincide with Bown Crossing opening (completed October 2012).

***Improve the diversity and quality of library program offerings to reflect community needs and desires. (review period FY11)***

***FY11 Objectives:***

- Evaluate existing programs for effectiveness and public demand and discontinue as warranted (completed by March 2011).
- Design new programs based on customer feedback (completed by March 2011).
- Create a budget to provide a monthly arts and culture program to coincide with “First Thursday” events in downtown Boise. (completed by January 2011).

- Seek new funding or reallocate program funding for “First Thursday” events (completed January 2011).
- Plan “First Thursday” events for the Main Library (completed by February 2011).
- Implement “First Thursday” events for the Main Library (completed by March 2011).
- Design and deliver government information programs for adults as applicable (completed by September 2011).
- Design a “teen based content” web delivery system (completed by September 2011).
- Create a plan to provide children’s programs and summer reading promotion at Boise School locations by geographic regions in relationship to individual library locations (completed by January 2011).

***Maintain existing library facilities. Develop signage and furnishing standards for updates and replacements at all library locations. (review period FY11)***

***FY11 Objectives:***

- Create furniture replacement plan and standards (completed by June 2011).
- Implement the signage replacement plan at the Collister and Hillcrest branches (completed April 2011).
- Implement phase one of the signage standard and replacement plan at the Main Library (completed September 2011).
- Replace carpet tiles on the first floor of the Main Library due to wear and tear (completed December 2010).
- Create a more defined and appealing space plan at the Main Library for teens (completed by September 2011).
- Create an expanded public meeting room space and library administration office plan (September 2011).
- Update the 6-year capitol improvement plan (completed June 2011).

## **INTERNAL STRATEGIES**

**Focus Area: Invest to grow and focus on productivity.**

***Implement phase two of the centralized collection development and maintenance system to ensure a vital and dynamic collection that will best serve our community. (review period FY11-12)***

***FY11 Objectives:***

- Create a financial capacity plan to implement phase two; consolidating Collection Development into the Acquisitions and Technical Services Division and establishing a system-wide staff feedback loop (completed January 2011).
- Implement consolidation plan pending budget and capacity (completed September 2011).

- Develop and implement the system wide collection maintenance process (completed September 2011).
- Conduct a collection assessment to determine strong and weak areas of the library's collection (completed October 2012).

***Cultivate financial partnerships for library programs and services in alignment with core services and partnership agreements. (review period FY11 and beyond)***

***FY 11 Objectives:***

- Review LSTA grant opportunities, apply for additional grants beyond continuing education grants to assist program delivery, technology or marketing efforts (completed September 2011).
- Seek program funds from additional organizations to support one or more library business initiatives (completed September 2011).

***Develop performance measures for all library service units. (review period FY11)***

***FY11 Objectives:***

- Update and add world class libraries to peer cities (completed January 2011).
- Establish and update peer benchmarks (completed January 2011).
- Develop and monitor 3-5 performance measures following City guidelines (completed January 2011).

***Assist and support the Boise Public Library Foundation, Inc. to establish new funding goals and a corresponding plan for attainment. (review period FY11-12)***

***FY 11 Objectives:***

- Present a contract proposal for Foundation Director's duties (completed November 2011).
- Develop and present signature event for Foundation sponsorship (completed June 2011).
- Establish capital campaign/fund raising continuing education sessions for Foundation Directors (completed September 2011).

**Focus Area: Run the City's business to best realize its mission and strategic objectives.**

***Conduct a policy audit and revise BPL policy manual to meet the current service response needs and demands on the library system. (review period FY11 and beyond)***

***FY11 Objectives:***

- Review the entire policy manual with the Board of Trustees on an annual basis to make revisions as necessary (Completed September 2011).

- Present new library policy draft to Board of Trustees for adoption (completed January FY11).

***Continue Innovation Table (review period FY11-12)***

***FY11 Objectives:***

- Form new team in November 2010 (completed November 2010).
- Team develops library innovation proposal and budget, presents to Management (completed May 2011).
- Implement one new innovation (completed October 2011).
- Evaluate team and innovation project (completed October 2011).

***Review staffing levels for reference services and program services.***

***Restructure to develop capacity. (review period FY11-12)***

***FY11 Objectives:***

- Review staffing levels and duties at all locations and metrics to assist in staff allocation priorities (completed March 2011).
- Develop a staff allocation proposal to Management Team/Board (completed October 2011).

***Develop leadership skills throughout the library by providing leadership opportunities in outside groups and through training programs. (review period FY 11-13)***

***FY11 Objectives:***

- Employee touch base sessions will continue with supervisors (completed September 2011).
- Continue Director biweekly updates with all staff (completed September 2011).
- Sponsor one staff member to participate in Leadership Boise (completed September 2011).
- Sponsor up to five individual staff members in Boise Young Professionals (completed September 2011).
- Assign team leadership responsibilities to two members of the exempt employees (completed September 2011).
- Assign library staff members to present Friends Funding Requests to the Friends of the Library Board (completed December 2011).
- Sponsor one Management Team Member to enroll in the Certified Public Manager program (completed January 2013).

***Encourage support for ongoing staff development, training and continuing education, including higher education. (review period FY11-12)***

***FY11 Objectives:***

- Complete the new staff orientation program and transition the library's orientation on the supervisor/employee level (completed January 2011).
- Plan, design and deliver the FY12 Staff training day (October 2011).

***Evaluate the current conference planning method and propose new conference attendance process/protocol. (review period FY11)***

***FY11 Objectives:***

- Brainstorm potential productivity measures and accompanying bonus awards for all library divisions/service units (completed September 2011).
- Implement revised conference/travel guidelines for FY11. Apply training dollars to strategic initiative, Active Customer Service (completed January 2011).

# Boise Public Library

## Strategic Plan Management Team

### Suggested Additions (FY12-16)

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#### **Create engaging, relevant, and welcoming library facilities to serve Boiseans in the 21<sup>st</sup> century.**

Develop, design, and construct a new Main Library in downtown Boise.

Open a full-service branch facility in Bown Crossing.

Create a new Master Library Facility Plan for Boise.

#### **Establish library programming that is relevant to library customers.**

Develop a new program model and profile for adult customers.

Develop a new program model and profile for teen customers.

Develop new and diverse programming for children.

Establish a signature event for library customers.

#### **Improve and enhance the library customer experience with public space and library collections.**

Design and create interactive and comfortable library interiors.

Increase funding for library materials in every format and genre.

Improve the Library's web and print design expertise and presentation to the public.

#### **Research and develop library information technologies to meet customer needs and changing technology.**

Increase the availability of computer access with library physical space.

Improve the functionality, usability, and appearance of the public catalog for the benefit of users.

Add download stations for electronic/downloadable resources.

**Create an organizational structure that reflects customer demands and needs.**

Strengthen the workforce by combining positions and moving more employees to full-time employment.

Develop and implement a more coordinated approach to hiring.

Restructure page services at the Main Library.

**Provide staff development opportunities for all library staff members.**

Provide training opportunities that develop staff skills for meeting customer and library business needs.

**Expand the Library's marketing activities to reach a broader audience in the community and expand the number of users.**

**Improve service level agreements and relationships with support departments in the city.**