

**Boise Public Library
Strategic Business Plan October 1, 2008 (adopted)
FY09-FY11**

City Strategy Map Focus Area: Foster environment where learning, the arts, culture, and recreation thrive

Initiative & Goal	Objective	Progress Update	Performance Measure	Responsibility
Charting the Future/Providing Access: Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations	Develop a vision for a new signature main library in downtown Boise. Develop funding options and recommendations.			
Charting the Future/Providing Access: Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations	Open a new neighborhood branch library at Cole and Ustick. Design a neighborhood branch library in East Boise.			
Charting the Future/Providing Access:	Pursue and develop an operating agreement/plan to assume operations of the			

<p>Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations</p>	<p>Ada Community Library.</p>			
	<p>a. Present a proposed agreement with a targeted timeline for assuming operations to the Board of Trustees of each library and the Boise City Council by June 2009 pending further city annexation.</p>			
<p>Diversify Funding</p>	<p>RUN THE BUSINESS</p>			
<p>Increase revenues in order to maintain structural balance.</p>	<p>Assist and support the Boise Public Library Foundation, Inc. to establish new funding goals and a corresponding plan for attainment.</p>			
<p>Use Technology: Utilize best management practices</p>	<p>RUN THE BUSINESS: Develop Organizational Capacity</p>			

<p>to ensure the highest performance, including improvements in efficiency, process, systems, and service delivery methods.</p>				
	<p>Continue to enhance and expand digital library materials collections.</p>			
	<p>Expand the use of self-checkout systems at the Main Library. Establish long term goal of 90% self checkout/self checkin rate.</p>			
	<p>Eliminate the 24/7 chat reference service, replace with instant messaging & text messaging reference service</p>			
	<p>Continue to improve and expand roving reference services throughout the system.</p>			
	<p>Develop and implement new library collection marketing principles. Review existing marketing tools for effectiveness.</p>			
	<p>Change or redesign the library's website and improve usability and visibility.</p>			
<p>Outreach and Access</p>	<p>RUN THE BUSINESS</p>			

	Inventory and evaluate existing partnerships, establish partner agreements for all partnership.			
Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations.	Cultivate financial partnerships for library programs and services in alignment with core services and partnership agreements.			
	Build a positive community image for library services using the following:			
	Developing a process and content for including promotion of appropriate library messages, services and events in library presentations to area businesses, neighborhood associations, organizations and residents.			
	a. Survey community demographics (users and non-users) to determine where marketing efforts need to be concentrated.			

	Encourage Friends of the Library to develop an additional focus of the organization—library advocacy.			
	Conduct a customer satisfaction survey during the 2 nd quarter of FY09 with annual follow up surveys.			
	Redefine Bookmobile service and Homebound service: replace the bookmobile.			
Educate: Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations.	RUN THE BUSINESS			
	Improve the diversity and quality of library program offerings to reflect community needs and desires. Identify existing learning programs and determine associated service levels at library facilities.			
	Develop new service profile for teen users system-wide.			
	Develop a service program plan for refugees and immigrants at branch locations			

<p>Operational Excellence: Ensure the most effective and efficient delivery of services through innovative, customer-focused management of operations.</p>	<p>RUN THE BUSINESS: Operations/Develop Organizational Capacity</p>			
	<p>Implement the second phase to update library furnishings and improve the internal appearance and environment of the Main Library.</p>			
	<p>Implement phase two of the centralized collection development and maintenance system to ensure a vital and dynamic collection that will best serve our community.</p>			
	<p>Restructure the library organization to meet the needs of a growing system and to develop capacity.</p>			
	<p>Review the support service staffing levels to develop capacity. Review West Boise staffing to develop capacity.</p>			
<p>Maintain the financial health and stability of the organization to ensure the highest priorities are funded</p>	<p>Review and revise the Open Access Agreement with LYNX libraries.</p>			

	Institute a “guest” pass fee for Internet usage			
	Review staffing levels for reference services and program services. Restructure to develop capacity.			
Provide Effective Leadership: Attract, develop, support and reward employees.	ATTRACT, DEVELOP, SUPPORT AND REWARD EMPLOYEES			
	Develop leadership skills throughout the library by sponsoring staff members in Leadership Boise, the Pacific Northwest Library Association’s “Lead” conference, and interpersonal leadership training for managers.			
	Support staff that have existing leadership roles representing the library in the community and in professional organizations.			
	Seek continuous feedback from staff on the effectiveness of communication within the entire library organization.			
	Implement the Goal Achievement and Competency Review system			

	at the library			
	<p>Action Steps</p> <p>1. Increase support for ongoing staff development, training and continuing education, including higher education.</p>			
	<p>b. Review the existing employee reward system and explore different employee reward systems.</p>			