

BOISE PUBLIC LIBRARY

Strategic Plan Fiscal Year 2012 - 2013

Boise Public Library Mission Statement

We assist community members in educating themselves and enhancing their personal, business, and social well-being through the use of our libraries.

Boise Public Library Customer Value Statement

Library customers value current and accurate information, new materials in relevant formats, engaging programming and a friendly, welcoming environment –all delivered quickly at a responsible cost.

Boise Public Library Vision

Boise Public Library strives to become a “world class” public library system by providing the citizens of Boise with convenient access to library services, by fostering education and learning, and by creating a sense of community.

Access to Services

- The Library is a high-profile and relevant one-stop shop for all the community’s information, education, and entertainment needs, staffed with creative and responsive people.
- A robust library system offers many convenient, appealing, comfortable, welcoming and high-tech facilities throughout the community.
- The library system is used by every citizen.
- Flexible library services are tailored to the individual customer, delivered how and where the customer is and evolving to meet changing customer needs and technologies.
- Customers are the highest priority. Policies and procedures are non-restrictive with the goal of improving access. Services, policies and procedures are developed with customer input and experiences in mind.
- Technology is at the cutting edge, rather than adaptive, and the library is recognized and trusted as an essential provider of global information resources.

Education and Learning

- The library is the major community resource in fostering a life-long attitude of exploration, discovery, and learning. The library provides a human touch in nurturing a love of reading in Boise’s children, ensuring that each young child is read to everyday.
- The library is an interactive learning and resource center. Everyday transactions build improved services, as staff and customers learn from each other, and learning technology uses customer input to build richer electronic offerings.
- Partnerships with other organizations expand the library’s ability to create learning environments, helping people “learn to learn.”
- Staff members have expertise beyond twentieth century librarians, including solid technology and information retrieval skills and excellent interpersonal and customer

service skills. A robust training program ensures staff continues to deliver excellence in customer service as customer needs and technology evolves.

A Sense of Community

- The library is a destination of choice, a social gathering place for Boise residents, where they feel welcome and comfortable and are encouraged to stay and return.
- Library meeting facilities at all locations are widely used.
- The library reaches out to all segments of the community with effective and professional advertising and communication strategies.
- The library seeks customer and community input on an ongoing basis and quickly adapts library services to meet changing community needs and expectations.
- The library engages with the community. Staff members volunteer for community events and projects, are active participants in community organizations, and strong advocates for library services. Neighborhood libraries develop programming and services that reflect their surrounding communities, and encourage those communities to help shape library services.
- The library develops and maintains strong partnerships with a variety of agencies and groups.
- The library is generously funded with a mix of public and private resources.
- The library has strong community-wide political support.

Boise Public Library

Strategic Plan Goals (Fiscal Year 2012-2013)

(Adopted by Library Board of Trustees October 5, 2011)

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

1. Create engaging, relevant, and welcoming library facilities to serve Boiseans in the 21st century.

- Develop, design, and construct a new Main Library in downtown Boise.
- Open a branch facility in Bown Crossing.
- Create a new Master Library Facility Plan for Boise.
- Pursue and develop an operating agreement/plan to assume operations of the Ada Community Library pending further annexation.
 - Meet with Ada County Free Library District (ACFLD) officials to gather facility operating, capital, and maintenance costs plus future facility plans for ACFLD. **By November 2012.**
 - Develop capital and operating pro-forma budgets for a phased approach to ACFLD facilities in southwest area of impact/city limits. **By November/December 2012.**

2. Establish library programming that is relevant to library customers.

- Create a budget to provide a monthly art and culture program to coincide with “First Thursday” events in downtown Boise. **By January 2012.**
 - Seek new funding or reallocate program funding for “First Thursday” events. **By January 2012.**
- Plan “First Thursday” events for the Main Library. **By February 2012.**
- Implement “First Thursday” events for the Main Library. **By March 2012.**
- Host two major author visits for library customers. **By October 2012.**

3. Develop a new program model and profile for adult customers.

- Survey current participants at all locations to learn more about their response to current adult programming, seek suggestions for topics for future programs, and identify demographics of audience for one year. Revise audience feedback form in order to gather needed information. **By October 2012.**

- Review neighborhood demographics for Main Library and branches. **By October 2012.**
- Develop overall spreadsheet/graphic that demonstrates program attendance and program topics by major categories for Fiscal Year 2010 and Fiscal Year 2011, based on current data collected by Main Library and branches. **By October 2012.**
- Conduct survey to review adult programming offered by peer city libraries including Salt Lake City Public Library, Hennepin County Library, Clark County Library, and Des Moines Public Library. Follow up written/emailed survey with telephone interviews to clarify questions, acquire more context, etc. **By October 2012.**
- Assess programming available in Boise for adults through other community organizations using same categories with emphasis on programs freely available without membership requirements and nominal or no fees charged. **By October 2012.**
- Analyze survey data, customer feedback, and demographic data gathered in previous fiscal year. **By October 2013.**
- Determine resources currently used for adult programming at all locations; include staff time, scheduling, facilities used, and staff resources necessary to support current model. **By October 2013.**
- After analysis of data, resource requirements, and responses to current model, develop a plan for future adult programming that identifies budget and staff resources needed. **By October 2013.**

4. Develop a new program model and profile for teen customers.

- Research current teen programming at Boise Public, programming needs in Boise and best practices/teen program offerings at other libraries. **By April 2012.**
 - Gather data to determine satisfaction, interest, and suggestions for current teen programming. **By April 2012.**
 - Conduct a cost analysis of existing teen programming. **By April 2012.**
 - Review school demographics and needs assessments. **By April 2012.**
 - Conduct a review of available teen programming and costs in the Boise area. **By April 2012.**
 - Conduct a library literature and benchmark review of peer cities including Salt Lake City Public Library, Hennepin County Library, Clark County Library, and Des Moines Public Library. **By April 2012.**
- Develop an umbrella plan and budget for teen programming for the system. **By July 2012.**
 - Establish goals and objectives. **By July 2012.**
 - Identify target audience. **By July 2012.**
 - Establish programming strategies and tactics. **By July 2012.**
 - With community relations coordinator, establish communication strategies and tactics. **By July 2012.**

- Include two or three new offerings to run as a test program project. **By July 2012.**
- Develop implementation timeline and budget. **By July 2012.**
- Determine specific dates, times, and locations for fall programs in order to meet lead-times for Fall Activity Guide and the Library's printed calendar. **By July 2012.**
- Develop evaluation plan. **By August 2012.**
 - Establish metrics for evaluating programs. **By August 2012.**
 - Develop a customer evaluation tool. **By August 2012.**
- Implement programming plan. **By September 2012.**
 - Assign programs and related activities to staff. **By September 2012.**
 - Assign responsibilities for oversight and evaluation. **By September 2012.**
 - Identify opportunities to expand current efforts to work with schools. **By September 2012.**

5. Develop new and diverse programming for children.

- Gather data to determine satisfaction, interest, and suggestions for children's programming. **By April 2012.**
- Review school demographics and needs assessments. **By April 2012.**
- Conduct a review of available children's programming and costs in the Boise area. **By April 2012.**
- Conduct a library literature and benchmark review of peer cities including Salt Lake City Public Library, Hennepin County Library, Clark County Library, and Des Moines Public Library. **By April 2012.**
- Conduct a cost analysis of existing children's programming. **By May 2012.**
- Select two or three new offerings to run as a test program project. **By June 2012.**
- Develop program plan and budget. **By August 2012.**
- Establish timeline and implementation schedule. **By September 2012.**
- Develop metrics for new programs. **By October 2012.**
- Develop a customer evaluation tool for new programs. **By November 2012.**
- Assign programs to staff. **By January 2013.**
- Implement programs for test period. **By September 2013.**
- Evaluation of new programs. **By December 2013.**

- Identify opportunities to expand current efforts to work with schools. **By September 2012.**

6. Establish a signature event for library customers.

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

- Develop a concept for a "living room" conversation space at the Main Library by drawing on the examples implemented in Boise Public's branch locations. **By October 2011.**
- Identify a space on the first floor of the Main Library for this new space. **By October 2011.**
- Identify any changes necessary to prepare the space for this new role, relocation collections, existing furniture, etc., as needed. **By October 2011.**
- Make recommendations to Management Team about the number, style, and size of new furnishings for the space. **By October 2011.**
- With Management Team approval, create a budget for the purchase of appropriate furniture. **By October 2011.**
- Use this budget to formulate a request to take to the Friends of the Library as part of the larger set of funding requests to be considered at their October meeting. **By November 2011.**
- Make necessary shelving changes, creating space for this new "living room" area. **By February 2012.**
- If approved by the Friends of the Library, order furniture and supplies. **By March 2012.**
- Continue to enhance and expand digital library resources.
 - Expand digital offerings of eBooks via subscription to Overdrive. **By December 2011.**
 - Review vendor offerings of other entertainment, recreational, and reference digital resources and purchase or subscribe new materials for inclusion in the Library's collection. **By September 2012.**
 - Create laptop labs for customer use and classes for the Hillcrest and Collister branch libraries. **By March 2012.**

8. Create a system-wide display standard.

- Review display areas at Boise Public locations. **By May 2012.**
- Discern who is responsible for displays and request guidelines, practices, and procedures. **By July 20, 2012.**

- Review guidelines, etc., and search for commonality. **By September 2012.**
- Ask responsible parties what methods, displays, etc., tend to circulate materials. **By September 15, 2012.**
- Plan formula for successful displays. Discuss with Leadership Circle members. **By October 2012.**

9. Increase funding for library materials in every format and genre.

- Program 4-5% materials budget line item increase in the two year budget build for Fiscal Year 2012-2013. **By September 2012.**
- Seek alternative funding opportunities for library materials.
 - Include a proposal for library materials into grant applications whenever possible. **By October 2013.**
 - Include library materials as a priority funding item with one-time city funds for library services. **By October 2013.**
- Implement tools to help management collection budget more effectively.
 - Research collection management tool(s) and pricing options. **By September 2012.**
 - Contact libraries currently using tool(s) for evaluation. **By September 2012.**
 - Develop a financial feasibility analysis for a tool. **By October 2013.**
 - Implement a tool pending funding and results of feasibility analysis. **By November 2013.**

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

- Improve access to library materials and electronic resources by implementing a federated search tool that allows the simultaneous search of multiple searchable resources.
 - Create implementation plan based on consortium director agreement to proceed. **By October 2011.**
 - Demo, test, and customize tool. **By November 2011.**
 - Launch to the public. **By December 2011.**
- Improve customer experience in linking to resources and services.
 - Work with vendors to extend site-limited access to all locations. **As negotiated.**
 - Work with ILS (Integrated Library System) vendor for options to remove hold/request buttons for items (i.e., Reference /e-Resources, etc.) not available for this service. **By October 2013.**
 - Implement customer-friendly labeling in bibliographic records where viable. **By October 2012.**
- Continue to enhance mobile catalog experience and options.

- Implement applications to improve BookMyne application. **By June 2012.**
- Continue to review available external products for customer use. **By October 2013.**
- Expand/improve web analytics returned from catalog.
 - Find new or improved methods to examine use of links from catalog web pages and bibliographic records in order to determine what areas need priority attention. **By October 2012.**
- Accommodate Resource Description and Access (RDA) implementation.
 - Execute SirsiDynix required library-side changes. **By October 2013.**
 - Install expected Horizon patch for RDA implementation. **By October 2013.**
 - Test and resolve any display issues in public catalog to ensure no adverse affect for users. **By October 2013.**
- Apply SirsiDynix improvements to Horizon Information Portal (HIP).
 - Continue to install available upgrades to public catalog until such time as a new migration plan makes upgrades irrelevant. **By October 2013.**
- Improve the appearance and use of children's electronic services by adding design elements. **By October 2012.**

11. Engage customers by communicating and delivering library services and information through Internet sources.

- Research customer needs and best practices.
 - Conduct a literature and benchmark review of libraries and other organizations that successfully engage customers and deliver services via their websites and social media. **By April 2012.**
 - Interview local website design firms and/or IT staff to broaden knowledge of options. **By April 2012.**
 - Review current website analytics and social media metrics. **By April 2012.**
 - Gather input from customers and staff to develop a "wish list" of components pertaining to a new website. **By April 2012.**
- Develop a business plan, including budget and timetable, for developing and implementing a new website and electronic presence, including social media and mobile considerations.
 - Define purpose, goals, objectives, and target audience. **By July 2012.**
 - Establish strategies and tactics. **By July 2012.**
 - Establish internal planning team, including a representative from IT. **By July 2012.**
 - Determine staffing approach and parameters for design and development, including IT, external vendors, library staff, and content management (CMS). **By July 2012.**
 - Assess library staffing capacity and skills for ongoing management of website and social media content, with corresponding plan for maintaining presence appropriately and acquiring new skills. **By 2012.**

- Develop implementation timeline and budget. **By 2012.**
- Design and develop a new library website, including an integrated social media presence and mobile applications.
 - Contract with external vendor to design new website. **By January 2013.**
 - Write Request for Proposal and distribute to potential vendors.
 - Review proposals, interview top candidates.
 - Select and contract with vendor.
 - Enter design phase.
 - Test and refine design.
 - Work with IT to develop new website on City server. **By January 2013.**
 - Implement navigation and design.
 - Post content.
 - Test and refine as needed.
 - Work with Community Relations Coordinator to incorporate promotion into Marketing Communications Plan. **By January 2013.**
 - Communicate staffing structure and accountability. **By January 2013.**
 - Assign responsibilities for ongoing management of content. **By January 2013.**
 - Assign responsibilities for ongoing tracking of metrics. **By January 2013.**
- Launch new website and associated social media and mobile applications.
 - Launch new online presence. **By January 2013.**
 - Implement promotional plan. **By January 2013.**
 - Invite customer feedback. **By January 2013.**
 - Refine as needed. **By January 2013.**

12. Establish research and development protocol/exploration for library technologies.

- Add a question about customers' perceptions of the Library and technology to the in-house customer satisfaction survey. **By October 2011.**
- Define the need for a research and development protocol for library technologies and identifying the benefits a successful protocol should bring. **By November 2011.**
- Survey the literature searching for information about protocols developed in libraries known for being technologically advanced. Present findings to the Management Team and propose one or more models for consideration by management. **By February 2012.**
- Develop a protocol based on the results of the literature survey and, if applicable, any follow-up contacts with the organizations studied. Present to Management Team for approval. **By March 2012.**
- Assign research and development responsibility in accordance with the new protocol to an individual employee or group of employees. **By April 2012.**

- Evaluate the effectiveness of the new protocol and tracking customer responses to (and ongoing) questions about the Library and technology on the in-house satisfaction survey. **By October 2012.**

13. Cultivate financial partnerships for library programs and services in alignment with core services and partnership agreements.

- Review Library Services and Technology Act grant opportunities, apply for additional grants beyond continuing education grants to assist program delivery, technology, or marketing efforts. **By September 2012.**
- Seek program funds from additional organizations to support one or more library business initiatives. **By September 2012.**

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

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

- Restructure page services at the Main Library. **By December 2011.**
- Upon completion of the Community Survey Project, analyze the results for what services are currently used most heavily and whether there are new services that would entice new users. **By January 2012.**
- Contract with external provider to conduct multiple focus groups – preferably one for each location – to explore why customers use the Library. Include nonusers from each community to see why they do not currently use the Library. **By January 2012.**
- Develop and implement a method for monitoring customer usage patterns at each location. **By May 2012.**
- Evaluate converting some library positions to temporary status.
 - Review HR guidelines concerning temporary positions. **By January 2012.**
 - Review and analyze current staffing. **By July 2012.**
 - Determine which positions might work best as a temporary position. **By July 2012.**
- Survey the literature and peer libraries to identify potential benefits/concerns associated with transitioning various positions to temporary status. **By June 2012.**
- Analyze and evaluate workflow peaks/lulls for one year to determine whether temporary positions are needed year-round or at peak times of the year. **Run from March 2012 through February 2013.**

- Develop and plan budget impact of converting certain positions to temporary. **By January 2013.**
- Analyze all information and make decision on whether to convert some positions to temporary.
 - Work with HR to follow guidelines. **By May 2013.**
 - Inform Library Board of analysis, conclusion, and direction of this restructure. **By May 2013.**
 - Develop and disseminate an organizational change plan to communicate with all staff. **By May 2013.**
- Implement transition. **By October 2013.**
- Evaluate effectiveness of changes. **By September 2014.**

2. Continue to improve and implement proactive customer service at the Library.

- Establish customer service standards and satisfaction metrics for library operations and desired outcomes. **By January 2012.**
- Management Team will pursue proactive customer service training/philosophy for all staff. **By January 2012.**
- Deliver customer service training to all staff. **By February 2012.**

3. Develop and implement a more coordinated approach to hiring.

- Devote a Leadership Circle Retreat to this issue. **By April 2012.**
- Develop a hiring standard that lists qualities successful candidates for library jobs must possess. **By June 2012.**
- Review and revise the minimum and superior qualifications contained in every library requisition. **By June 2012.**
- Formalize the application screening process, identifying keywords and phrases supervisors should look for and working with Human Resources to make changes to the online application form, if possible. **By July 2012.**
- Improve the interview process, reviewing and replacing questions and techniques used in interviews, establishing an ongoing review of questions and techniques, and training hiring staff on behavioral interviewing and other best practices. **By July 2012.**
- Formalize the six-month probationary review process, providing a template for supervisors to use in recommending that an employee pass or fail probation and

adding management-level review to decisions related to the end of probation. **By August 2012.**

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

- Benchmark current staff training programs among peer libraries.
 - Compile list of major topics and methods. **By March 2012.**
- Develop in-house training for strategic topics as determined by management.
 - Management Team drafts potential topics and solicits input from Leadership Circle. **By April 2012.**
 - Topics are classified as training need versus information-sharing need. **By May 2012.**
 - Prioritize training topics. **By May 2012.**
 - Select three-five top training topics for improved customer service and/or library operations as the focus for upcoming business period. **By June 2012.**
- Identify training methods and trainers.
 - Determine which focus areas where training is best served by in-house/ in-city expertise and which may be best served by external expertise. **By May 2012.**
 - Determine preferred methods of instruction. **By May 2012.**
 - Review travel and training budget to determine conference travel needs in light of in-house staff training needs and make allocation plan. **By June 2012.**
 - Determine involvement/scope for Staff Training Team. **By December 2011.**
- Provide variety of training opportunities that will be applicable to 100% of staff positions within each budget period.
 - Communicate training focus to staff. **By October 2012.**
 - Schedule training in multiple sessions and multiple locations. **By October 2012.**
 - Determine training participation incentives. **By October 2012.**
- Evaluate training.
 - Determine training evaluation within GACR with input from Leadership Circle. **By January 2012.**
 - Provide evaluation/feedback for each training session. **By October 2012.**
 - Develop method to evaluate the new focus on in-house training. **By October 2012.**
- Continue Innovation Table.
 - Form new team. **By November 2012.**
 - Team develops library innovation proposal and budget, presents to Management. **By May 2012.**
 - Implement one new innovation. **By October 2012.**
 - Evaluate team and innovation project. **By October 2012.**

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

- Implement *Community Relations Plan* Fiscal Year 2012 and Fiscal Year 2013.
By September 2012 and September 2013.