BOISE PUBLIC LIBRARY BOARD OF TRUSTEES
March 11, 2020, Meeting Packet Cover Page

AGENDA

DIRECTOR'S REPORT

SUPPORTING DOCUMENTS

- World Languages Report

- Boise Public Library Policy Review: Section 4.00, Use of the Library, Subsections 4.04-4.07
    - Policy Review Coversheet
    - Policy 4.04, Security
        - Regulation 4.04a, Rules of Conduct
        - Regulation 4.04b, Security Appeal Process
    - Policy 4.05, Use of Technology
        - Regulation 4.05a, Hardware and Software
        - Regulation 4.05b, Prohibited Uses
    - Policy 4.06, Internet Use and Safety
        - Regulation 4.06a, Wireless Access
        - Regulation 4.06b Internet Access via Library Device
    - Policy 4.07, Confidentiality of Records

- Library Director Search Process
    - Search Firm Responses

BOISE PUBLIC LIBRARY STATISTICS

- System Statistics Reports, January 2020

Agenda

Boise Public Library Board of Trustees Regular Meeting Agenda
Wednesday, March 11, 2020, 11:30 a.m.
Greenbelt Room, City Hall, 150 N. Capitol Blvd., Boise, ID 83702

BOARD OF TRUSTEES	MISSION
Margo Healy, President Tonya Westenskow, Vice President Dwaine Carver Sonia Galaviz Phil Magnuson Daisy O'Sullivan, Youth member Alekya Tanikella, Youth member	The Boise Public Library improves community members' quality of life by supporting their efforts to enhance knowledge, realize creative potential, and share ideas and stories.

AGENDA

1. **Call to Order and Introductions**

2. **Communications**
   None

3. **Minutes-Action Item**
   February 13, 2020, Regular Meeting
   February 27, 2020, Special Meeting

4. **Consent Agenda-Action Item**
   All matters on the consent agenda are considered routine and may be approved in a single motion. A trustee may ask that an item be removed from the consent agenda and considered separately.

   a. **Payment of Bills and Payroll**
   b. **Financial Reports**
      Year-to-Date through January 31, 2020
      Gift Fund activity for January 31, 2020

5. **Reports**
   a. Friends of the Boise Public Library
   b. Boise Public Library Foundation
   c. Library Director including administration and management

6. **Old Business**
   a. **Boise Public Library Policy Review:**
      Section 4.00, Use of the Library, Subsections 4.04-4.07- Action Item
      Sarah Kelley-Chase, Library Public Services Manager, will review section 4.00, Use of the Library, specifically subsections 4.04-4.07 of the Boise Public Library Policy Manual with the Trustees.

      Recommended changes to policy 4.06, Internet Use and Safety are included in the supporting documentation section of the meeting packet. A motion to approve, revise, or reject recommended changes to policy 4.06 of the Boise Public Library policy manual will be requested.

      Recommended changes to regulation 4.06a, Wireless Access and the addition of regulation 4.06b, Internet Access via Library Device are also included in the supporting documentation section of the meeting packet. Regulation changes do not require the Board's approval and are included for information purposes only.

      This continues the Library Board of Trustees annual policy review for Fiscal Year 2020 as stipulated by the Board's bylaws.
   b. **Library Director Search Process-** Action Item
      Trustees will be briefed on progress of proposals from executive search firms for the selection in the search for a new Library Director. Megan McJunkin, City of Boise Employment Services Manager, will review next steps for a search committee.

7. **New Business**
   a. **Library Day with Mayor McLean**
      Trustees will recap Library Day with Mayor McLean held on February 27, 2020.

8. **Selection of Trustee to Review Payment Vouchers**
   Trustee review for February vouchers by Carver.

9. **Selection of Meeting Date**
   Next regular meeting Thursday, April 9, 2020.

10. **Adjourn**

Any person needing special accommodations to participate in the above notice meeting should contact the library administration office at 208-972-8258 no later than three working days before the scheduled meeting.

Director's Report

BOISE PUBLIC LIBRARY
Library Director's Report
March 2020

PROJECT UPDATES
In follow-up to our discussion about our non-English holdings, the acquisitions and collection development team has prepared a report (see Supporting Documents). We have initiated outreach to Boise State's World Languages department as well as non-profit partners and regional Libraries to help us identify additional sources of quality materials. We will keep you posted on our progress and learnings.

ADMINISTRATION SEARCH UPDATES
The Customer Experience Manager search is moving along nicely. We have a strong pool of candidates and are on-track with our search timeline. Unfortunately, our finalist for the Library Administrative Specialist, Senior role withdrew her acceptance of our verbal offer, so we will be re-opening the search in March.

Administration and Management Reports:

ROCKY MOUNTAIN HI-RAILERS
The Library! at Cole and Ustick hosted the Rocky Mountain Hi-Railers February 1-2. Over 900 people enjoyed the train show.

125TH CELEBRATION KICK-OFF
The Library! at Cole and Ustick jump started the library's 125 Celebration with a history talk with Librarian Tully Gerlach and the Columbian Club. Councilwoman Sanchez was there to talk about how the library has impacted her life and to read Mayor McLean's proclamation. The Friends of the Library were also there to kick off celebrating their 50th anniversary by hosting a table selling memberships, books, and shirts.

DEATH, LOSS, & GRIEVING FOR LITTLE ONES
On Saturday, February 8th, death-positive activist and historian Amy Pence-Brown shared several books for kids on loss, love, memory and death from the library's collection in this unique and lovely storytime. Caregivers and children at the Library! at Collister joined in a thoughtful conversation followed by an easy memorial art project inspired by one of the books.

CANDYLAND FAMILY PROGRAM
The Library! at Collister created and hosted a life-size Candyland game on Saturday, February 15th. Over 150 kids and caregivers enjoyed a walk through the Peppermint Forest, Licorice Castle, Gumdrop Mountains, Lollipop Woods, Snowflake Lake, past the Chocolate Swamp, finally ending up at Candy Castle to be knighted by King Castle. Each location had an associated craft and activity. It was lots of sugary fun!

COLLISTER WRITES
On February 20th, editing guru and author Cristen Iris guided participants on how to develop craft and create a brand that opens doors. The workshop provided a practical from-the-ground-up approach to crafting a sustainable career as a writer.

NEW PROGRAMS FROM INFORMATION SERVICES
Two new programs were introduced: Meditation for Compassionate Caregivers and a Paint and Sip (with mocktails) program for adults.

"We ❤ Dogs" CELEBRATION IN YOUTH SERVICES
On February 8th, Youth Services and Page staff members were joined by the Humane Society, Canine Companions, Capitol City Kennel Club, Scout & Lance from the Boise Police Department, Kohl from Boise State University, and staff from Boise Parks & Recreation to present dog-related crafts and snacks, information about adoption and care, as well as opportunities to interact with dogs.

IDAHO STATE MUSEUM PARTNERSHIP ACTIVITIES
Information Services staff teamed up with Idaho State Museum to provide two opportunities for customers to participate in a brand-new book club, one onsite at the library and one offsite at a coffee shop. Attendees explored actor and activist George Takei's graphic novel memoir, *They Called Us Enemy*. In his memoir, Takei chronicles his childhood experiences of being imprisoned in Japanese American incarceration camps with his family.

In conjunction with the Idaho State Museum's special exhibit "Righting a Wrong: Japanese Americans and WWII," Youth Services has been providing in-house storytimes and outreach to their location around the topic of Japanese culture. Families have enjoyed stories and songs and created masks & origami jumping frogs.

Supporting Documentation

World Languages Report
Acquisitions and Collection Development
March 4, 2020

In 2016, the Collection Development Team determined that a unified philosophy needed to be developed and implemented for the foreign language collections. Prior to this time, foreign language materials were acquired based on the perceived needs and goals of individual selectors. As work on a philosophy began, Collection Development also started a quest to find vendors who could provide quality materials in foreign languages. While Spanish, French, German and Italian were readily available, other languages relevant to Boise residents were more difficult to obtain.

In 2017, the initial plan of the foreign language selection guidelines was developed. It was presented and approved by Library Director, Kevin Booe, inserted below.

Boise Public Library Foreign Language Plan

The Boise Public Library is committed to developing and maintaining a high-quality foreign language collection. Languages of focus are those that have been identified as high use by individuals in the community. Currently, languages of focus include: Arabic, Farsi, Russian, Serbian, and Spanish. the languages identified as being of primary focus will be re-evaluated by the Collection Development Team on an annual basis.

Some language materials may be solely located at specific branches, but the effort will be made to provide materials in languages of focus at all branches, and to obtaining materials written by native speakers in those languages. In addition to languages of focus, other primary dual language materials include: Mandarin Chinese, French, German, and Japanese. A wider – although not exhaustive – range of languages are collected for the purpose of allowing English speakers to learn additional languages.

The Library also acquires resources for self-instruction to support those seeking to learn English as a second language, as well as materials aiding English speakers to learn another language.

For children's materials, preference is given to providing bilingual – or dual-language – books and materials which include CDs so that the spoken language may be heard.

Within audiovisual foreign language materials, no language is emphasized over another because the aim is to provide access to a wide diversity of high-quality materials from a variety of cultures and because audiovisual materials often come with a range of subtitle options.

A document for supervisors was created so that library leadership was aware of how the foreign language collections were going to be developed. Included was a link to free online world language books for children, http://en.childrenslibrary.org/.

One of our collection development librarians had an opportunity to collaborate on a presentation with a collection development librarian from New York Public Library in 2016. She was able to obtain vendor recommendations for foreign language materials from NYPL. The Team then reached out to Vancouver Public Library (British Columbia) and Los Angeles Public Library in 2018 as these systems serve large non-English speaking populations, to try and expand the list of recommended vendors. The Team continues

to look for new vendors and sources of quality materials in languages that are of interest to Boise residents.

The initial (beta) collection assessment in 2017 gave a base line for all collections. World languages was one subsection of the assessment, both adult and juvenile. From the information garnered in 2017, in conjunction with the Library Foreign Language Plan, materials have been added and weeded and the collections continually evaluated. Comparison reports from 2017 and 2019 have been included to show the progress being made with the foreign language collections. As part of the annual collection assessment, specific collections are identified for further development over the coming year, and the adult world language collection is being targeted for FY20 and FY21. The youth world language collection sees more regular usage, so general maintenance and refreshment of the collection will continue. Following are numbers pulled from the accompanying reports to highlight usage statistics as an easy reference point. The 2019 assessment report for the Main Library's adult world language collection has also been included to provide insight into the type of extra attention it will receive as it has been identified for further development.

The creation and continued refinement of the assessment tool provides solid data to help inform decisions across all the Library's collections. In conjunction with continued communications with public services staff and purchase suggestions from customers, the Collection Development Team will continue to evaluate and target the acquisition of materials that will be of the most interest to the Library's users. This is especially important for the world language collections. While there are focus language materials at all locations, each branch also serves distinct user groups with their own needs. Collection Development will continue to search out vendors who can provide quality materials that serve our users' needs.

Collection Assessment Highlights:

Adult collection:
2017:
- 46% of the collection checked out
- Items sat on the shelf for an average of 13 months between checkouts
- Turnover rate (checkouts divided by items in collection) was 1.12
2019:
- 65% of the collection checked out
- Items sat on the shelf for an average of 8 months between checkouts
- Turnover rate was 2.30

Youth collection:
2017:
- 78% of the collection checked out
- Items sat on the shelf for an average of 7 months between checkouts
- Turnover rate was 2.70
2019:
- 81% of the collection checked out
- Items sat on the shelf for an average of 6 months between checkouts
- Turnover rate was 3.37

World Languages-Adult

Assessment year:

2017

Number of items:	Main	BCU	Bown	Collister	Hillcrest
1,301	1,013	112	44	69	63

Turnover:	Main	BCU	Bown	Collister	Hillcrest
1.12	1.20	1.41	0.90	1.07	1.00

Average Last Checkout Date	Main	BCU	Bown	Collister	Hillcrest
(months prior to report date)	16	14	2	17	14
13					

Percentage out in assessme	Main	BCU	Bown	Collister	Hillcrest
46%	48%	52%	34%	37%	49%
601	474	57	14	25	31

Average number of checkou	Main	BCU	Bown	Collister	Hillcrest
(per item)	10	8	1	4	5
6					

Average age by acquisition:	Main	BCU	Bown	Collister	Hillcrest
(years)	8	6	1	5	4
5					

Average age by copyright:	Main	BCU	Bown	Collister	Hillcrest
(years)	13	8	4	6	6
8					

Number of checkouts:	Main	BCU	Bown	Collister	Hillcrest
1,519	1,192	155	37	72	63

World Languages-Youth

Assessment year:

2017

Number of items:	Main	BCU	Bown	Collister	Hillcrest
2,113	1,213	339	189	166	206

Turnover:	Main	BCU	Bown	Collister	Hillcrest
2.70	4.09	2.06	2.36	2.56	2.43

Average Last Checkout Date:	Main	BCU	Bown	Collister	Hillcrest
(months prior to report date)	6	12	3	7	8
7					

Percentage out in assessment y	Main	BCU	Bown	Collister	Hillcrest
78%	85%	63%	71%	82%	70%
1,650	1,026	214	132	135	143

Average number of checkouts:	Main	BCU	Bown	Collister	Hillcrest
(per item)	27	13	2	15	15
15					

Average age by acquisition:	Main	BCU	Bown	Collister	Hillcrest
(years)	9	6	1	7	7
6					

Average age by copyright:	Main	BCU	Bown	Collister	Hillcrest
(years)	13	10	4	11	10
10					

Number of checkouts:	Main	BCU	Bown	Collister	Hillcrest
6,983	4,927	700	439	422	495

World Languages-Adult

Assessment year:

2019

Number of items:	Main	BCU	Bown	Collister	Hillcrest
1,061	783	84	71	70	53

Number of checkouts:	Main	BCU	Bown	Collister	Hillcrest
2,346	1,701	227	193	101	124

Turnover:	Main	BCU	Bown	Collister	Hillcrest
2.30	2.26	2.73	2.72	1.44	2.34

Percentage out in assessment year:	Main	BCU	Bown	Collister	Hillcrest
65%	64%	71%	61%	50%	77%
661	483	59	43	35	41

Average Last Checkout Date:	Main	BCU	Bown	Collister	Hillcrest
(months prior to report date)	8	6	12	9	7
8					

Average number of checkouts:	Main	BCU	Bown	Collister	Hillcrest
(per item)	11	10	7	4	8
8					

Average age by acquisition:	Main	BCU	Bown	Collister	Hillcrest
(years)	7	5	3	4	5
5					

Average age by copyright:	Main	BCU	Bown	Collister	Hillcrest
(years)	11	8	10	6	9
9					

World Languages-Youth

Assessment year:

2019

Number of items:		Main	BCU	Bown	Collister	Hillcrest
2,149		1,329	304	179	159	178

Number of checkouts:		Main	BCU	Bown	Collister	Hillcrest
7,761		5,196	1,027	611	433	494

Turnover:		Main	BCU	Bown	Collister	Hillcrest
3.37		4.00	3.47	3.57	2.91	2.92

Percentage out in assessment year:		Main	BCU	Bown	Collister	Hillcrest
81%		81%	91%	78%	75%	80%
1,700		1,051	269	133	112	135

Average Last Checkout Date:		Main	BCU	Bown	Collister	Hillcrest
(months prior to report date)		7	6	6	6	7
6						

Average number of checkouts:		Main	BCU	Bown	Collister	Hillcrest
(per item)		30	16	9	15	16
17						

Average age by acquisition:		Main	BCU	Bown	Collister	Hillcrest
(years)		10	6	2	6	6
6						

Average age by copyright:		Main	BCU	Bown	Collister	Hillcrest
(years)		13	10	5	9	10
9						

Main		NumberOfItems	YTD Circs	2018 ckos	Lifetime ckos
World Languages-Adult		961	1,655	1,332	11,410
Date of Report:	Total Active:				
12/17/2019	**951**				

Turnover:		2018	2019	Lifetime
		1.39	**1.72**	11.87

Notes:

Items on weed list:		% of collection:		
	212		22%	weeded 12/19

Items out in 2019:	481	**50%**

Percent checked out (less excluded):

Total checked out at report:	93	**10%**
Total checked in at report:	855	**90%**
Items that checked out in 2018:	453	**47%**
Items not circulated in 2018:	508	**53%**

Circulation Statistics: Months prior:

Average last checkout:	11/26/2018	12	
Items 0 ckos:	138		**14%**
Items 1-19 ckos:	648		**67%**
Items 20-39 ckos:	139		**14%**
Items 40+ ckos:	36		**4%**
Average checkouts:	**12**		

Average age of collection: Years old:

By acquisition date:	**6/21/2011**	9
By copyright:	**2005**	13
Items copyright 2017-2019:	77	**8%**

Inactive items:

Claims Returned:	-
Lost:	8
Missing:	2
Unavailable:	-
Withdrawn:	-
Total:	10
% of collection:	1%

Excluded items:

Bindery	-
On Order	-
In-process	1
In-Repair	-
Total:	1
% of collection:	0%

Focus Areas:

Spanish	45% of collection/1.91 turnover/51% out in 2019. Adding new and popular titles to try and improve statistics.
Russian	11% of collection /1.60 turnover/61% out in 2019. Could likely do better with refresh of newer, better titles.
Chinese	9% of collection/2.47 turnover/62% out in 2019. Full of older titles. Focus collection to grow and refresh.
French	6% of collection/2.20 turnover/57% out in 2019. Collection is older and needs updating.
Arabic	4% of collection/2.56 turnover/74% out in 2019. Indicates interest and potential growth if developed.
Serbian/Croatian	Two separate requests in 2020 by native speakers looking for materials. Only one item, a few more have been added since. Area of high focus.

Locating Spanish-language materials is not an issue. Readily available from standard vendors.

Youth materials are available in several focus languages from Rainbow books.

Challenge is locating quality materials in Russian, Serbian/Croatian, Chinese, Arabic.

Questions:

Are these materials being read primarily by native speakers or students of the language?

Which is preferred: works in original language or popular works in translation?

Following languages had little or no checkouts in 2019:

Nepalese

Persian

Tamil

Tigrinya

Ukranian

Urdu

Vietnamese

Boise Public Library
Policy Review March 11, 2020

Policy items reviewed and presented are as follows:

SECTION 4.00, USE OF THE LIBRARY

- Policy 4.04, Security
    - Regulation 4.04a, Rules of Conduct
    - Regulation 4.04b, Security Appeal Process
- Policy 4.05, Use of Technology
    - Regulation 4.05a, Hardware and Software
    - Regulation 4.05b, Prohibited Uses
- Policy 4.06, Internet Use and Safety
    - Regulation 4.06a, Wireless Access
    - Regulation 4.06b, Internet Access via Library Device
- Policy 4.07, Confidentiality of Records

Staff Recommendations:

Staff has no recommended changes to policies 4.04 – 4.05 of the Boise Public Library policy manual and are included in the meeting packet for information purposes only, unless the Trustees direct changes.

Policy 4.06 is presented to the Trustees for review. Staff recommends changes to this policy that requires the Board's approval. Proposed policy changes are highlighted in red.

Staff has no recommended changes to policy 4.07 of the Boise Public Library policy manual and are included in the meeting packet for information purposes only, unless the Trustees direct changes.

SECURITY

The Board expects Library patrons to respect the Library, its staff, its furnishings, collections, and equipment, and other Library patrons. Patrons who do not act in a manner consistent with the Board's expectations may be asked to leave the Library.

The Director or designee will establish rules of conduct and will create regulations covering the appeal of any suspension of Library privileges resulting from failure to abide by those rules.

RULES OF CONDUCT

Illegal, disruptive or other inappropriate conduct that interferes with the operation or enjoyment of the Library by staff or patrons is prohibited. Such conduct includes, but is not limited to, the following:

1. Possessing a deadly or dangerous weapon within the library building. For purposes of this rule, a "deadly or dangerous weapon" may include a bladed instrument, explosive device, or other item held for the purpose of endangering or inflicting bodily harm on a person with the exception of a lawfully possessed firearm or pocket knife with a blade of six inches or less.
2. Theft, destruction or injury to library equipment or property; or, using library equipment in a manner other than intended by the manufacturer.
3. Bringing a pet or other animal into the Library, other than an assistance dog, assistance dog in training, service dog or service miniature horse as defined by state and federal law. Patrons will be asked to remove their service or assistance animal from the Library if the animal:
    a. poses a direct threat to the safety of others
    b. is out of control and effective action is not taken to control it
    c. is not housebroken, or
    d. interferes with the Library's fundamental purpose, e.g., continuous barking.
4. Using cellular telephones, radios or other sound-producing devices in a disruptive manner.
5. Selling items on Library premises except for sales that have been pre-authorized by Library Administration and are being conducted for the benefit of the Library or of performers retained by the Library.
6. Distributing written materials ("leafletting"), petitioning for signatures, conducting surveys, or soliciting inside the Library building. Leafletting, petitioning, or soliciting immediate monetary donations on Library outdoor premises in a manner that blocks driveways, parking areas or building access points.
7. Sleeping.
8. Following staff members or other patrons around the premises with the intent to annoy or harass.
9. Threatening staff members or other patrons on the premises.
10. Consuming meals or beverages in public areas of the Library, except for beverages in closed containers and snacks.
11. Use of tobacco products or vaping devices such as e-cigarettes or e-cigars inside the Library building or outside on Library premises except within designated smoking areas located at least twenty-five (25) feet from building entrances and exits.
12. Bringing into the Library large bundles, packages or personal property which cannot be stored under a study chair or carrel surface. If the exit security gate alarm is triggered, security or other library staff will require that bags, bundles, etc., be opened by the owner for examination of contents.

13. Impeding the free movement of persons into, out of, or within the Library. Entering or remaining within the Library barefoot or without being fully clothed.
14. Using roller blades, skateboards, or bringing bicycles inside the library building or on the deck entry area immediately surrounding the building.
15. Leaving a bicycle unattended anywhere on the library premises other than at an approved bike rack.
16. Parents are responsible for the behavior of their children in the Library at all times. Children under the age of 10 must be attended by a parent or other responsible care-giver at all times while in the Library.
17. Bathing, shaving, brushing teeth, trimming or cutting hair or nails, or changing, washing or drying clothes anywhere on the library premises.
18. Possessing or consuming alcohol.
19. Engaging in any criminal activity.
20. Engaging in any other behavior disturbing or disruptive to staff or patrons.

Library staff may take action to correct violations of this regulation which, depending upon the circumstances, may include asking a patron to conform his or her conduct to the requirements of this regulation, suspending a patron's privilege to use the Library, and/or involving law enforcement. Further, a patron may be held financially responsible for theft of, destruction, or injury to Library property caused by the patron or by a service or assistance animal accompanying the patron.

SECURITY APPEAL PROCESS

Patrons who have their Library use privileges suspended may appeal in writing to the Director to have their Library privileges restored. The appeal must be submitted to the Director within 15 days from the date of suspension or, for suspension periods consisting of less than 15 days, anytime prior to the expiration of the suspension period. Any appeal submitted after the 15-day time period will not be considered. The Director or designee shall review a timely written appeal and provide the patron with a written decision within 10 business days of receipt of the appeal. The patron may appeal the Director's decision to the Board in writing within 20 days of the date of said decision. The Board shall review the appeal and the Director's written decision along with any other relevant documentation and will deliberate on the matter. The written decision of the Board shall be provided to the patron and the Director within 45 days of the appeal to the Board.

The suspension of the privilege to use the Library will remain in effect throughout this appeal process.

USE OF TECHNOLOGY

The Library provides access to technological resources that create increased information access opportunities for all citizens. The Library attempts to maintain patron confidentiality at all times, but cannot guarantee the confidentiality of information sent, received, or printed by a patron.

The Library assumes no responsibility and no liability for any loss or damage incurred by anyone using the Library's computing resources. This includes any loss or harm incurred by a patron from giving personal or financial information across the Library's network and the Internet.

HARDWARE AND SOFTWARE

Users may not install software on Library equipment. Users are not permitted to store data on the hard drives of Library computers. The Library is not responsible for equipment malfunction, loss or damage to user disks or devices.

PROHIBITED USES

Use of the Library's technological resources is for lawful purposes only. Examples of prohibited and potentially illegal uses include but are not limited to the following:

1) Attempting to bypass the security of the computers or local area network at the Library.
2) Attempting to bypass the security of any other computer or network including the Internet.
3) Attempting to harm or destroy the data of another user, the network, any technology resource or any of the agencies or other computer network services that are connected to the Internet. This includes, but is not limited to, the uploading or creation of computer viruses.
4) Attempting to alter or damage any hardware, software, operating systems, or configuration files on Library equipment.
5) Attempting to use unauthorized computer accounts, access codes, or network numbers.
6) The transmission of speech that is not protected by the First Amendment.
7) Violations of another user's privacy.
8) Violations of copyright or other laws.
9) Display of offensive sexual material as defined in Section 18-4105 of the Idaho Code.

Loss of Library privileges and criminal and/or civil prosecution are possible for illegal uses of computing resources. Any staff member observing a violation of this regulation shall report such to Library Security or the senior staff member on duty. Security or supervisory personnel shall confirm the violation when feasible and may, in their discretion, either ask the patron to conform his or her conduct to the requirements of this regulation or may suspend the privilege to use the Library. Staff will involve law enforcement as appropriate.

PUBLIC INTERNET ACCESS AND SAFETY

The Library offers public internet access upon its premises through both computers/tablets that are made available for public use at the Library and wirelessly upon privately owned personal computing devices.

Internet access provided by the Library to any member of the public is subject to a technology protection measure in the form of a web filtering solution that protects against access to visual depictions that are obscene, child pornography, or harmful to minors. As used in this Policy, the terms "minor," "obscene," "child pornography," and "harmful to minors" share the definitions provided at Idaho Code § 33-2741(7). Any attempt to disable or otherwise interfere with the proper operation of the filter is prohibited.

Library staff must enforce operation of the filter in connection with the public's use of Library-provided internet access. If a staff member observes a violation of this Policy, the staff member shall promptly report it to security or a senior staff member who shall, in turn, advise the violator to conform his/her/their conduct to the requirements of this Policy, suspend the violator's privilege to use the Library, and/or report the matter to law enforcement. Security or senior staff will determine the appropriateness of the enforcement measure(s) to take on a case-by-case basis taking into consideration the severity of the violation, the disruption caused to other patrons, the violator's willingness to conform to the requirements of this Policy, and the violator's history of similar violations.

While the Library has measures in place to protect against access to the above-described material, the Library cannot and does not accept responsibility for any failure of the filtering software to block specific sites. Further, regardless of the operation of the technology protection measure, display of offensive sexual material as defined in Section 18-4105 of the Idaho Code is prohibited at all times.

The Library neither endorses the viewpoints presented nor vouches for the accuracy of information available on the internet.

~~WIRELESS~~ INTERNET ACCESS VIA PERSONAL DEVICE

The Library ~~provides free~~ offers wireless ~~unfiltered~~ access points to enable the public to connect to the ~~I~~internet ~~via~~ through their ~~their own~~ personal computing devices such as laptops, tablets, and smart phones. Per Policy 4.06, this access is subject to operation of a filter to protect against access to visual depictions that are obscene, child pornography, or harmful to minors. Further,

~~Wireless~~ users of the Library's wireless network must abide by the Library's policies and regulations covering ~~t~~technology
use and public internet access ~~while using the Library's wireless network~~.

Users are responsible for configuring their own equipment. The Library does not provide technical support for establishing or maintaining a connection nor for equipment configurations. The Library is not responsible for any changes made to an individual computer's settings and does not guarantee that a user's hardware will work with the Library's wireless connection.

The Library is not responsible for any personal information (e.g., credit card data) that is compromised, or for any damage caused to hardware or software due to electric surges, security issues or consequences caused by viruses or hacking. All wireless access users are ~~individually~~ personally responsible for maintaining up-to-date virus protection on personal laptop computers and other~~or wireless~~ devices with wireless connectivity capabilities.

<u>INTERNET ACCESS VIA LIBRARY DEVICE</u>

Access to the internet on Library devices such as computers and tablets is offered to the public subject to the following:

1. Access may be limited to a certain amount of time each day;
2. Access is available only during the hours of public operation at the main or branch library location where the device is offered;
3. Available resources;
4. Usage for lawful purposes only; and
5. User compliance with other Library policies and regulations pertaining to technology use and public internet access.

Further, as stated in Policy 4.06, internet access provided by the Library is subject to operation of a filter to protect against access to visual depictions that are obscene, child pornography, or harmful to minors.

The Library is not responsible for any personal information (e.g., credit card data) that is compromised or for any personal data lost due to electric surges, security issues, or consequences caused by viruses or hacking in connection with use of a Library device or public internet access provided by the Library.

CONFIDENTIALITY OF RECORDS

Pursuant to Idaho Code, Section 74-108, circulation records and other records identifying the names of library users with specific materials are confidential in nature. All Library employees are hereby advised that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or by legislative investigatory power. No library employee may release information about an individual's circulation record to a private individual unless it is the personal record of the individual patron making the request, or, the personal circulation record of the requesting patron's legal dependent.

The Library may generate various forms of ephemeral records with patron phone numbers, addresses, and/or email addresses for administrative and/or various business purposes such as telephone or email reference requests and questions, patron hold requests, program requests, PC reservations, etc. These records may exist in hard copy or electronic form and are destroyed on a regular and routine basis.

This policy is not to be interpreted as restricting in any way the Library's own right to use circulation records or other borrower's records in its course of conducting normal library business.

Library Director Search Firms

COMPANY	NOTES	COST
Bradbury Miller Associates **Canton, Ohio**	Restrained, quiet professional style; Options for providing candidates even if not performing full search; Client list primarily Midwestern states; Immediate proposal in response to inquiry.	$26,000 full service $12,000 candidate pool enhancement
The Hawkins Company **Los Angeles, California**	Diversity-focused executive search across sectors; Library Director clients: • San Francisco Public Library (2019) • Salt Lake City Library (2016) with June Garcia • Berkeley Public Library (2016)	*Voice message and email sent Feb 28 without a response.*
John Keister Associates **Vernon Hills, Illinois**	Library-specific search and consulting firm; Past tech/engineering headhunters with passion for libraries; Primarily Midwest states; Enthusiastic about Boise, immediate response to inquiry.	$24,500 flat fee for service
June Garcia, LLC **Denver, Colorado**	Former library director, very thoughtful and specific about her approach; Most extensive client list in Western states including: • Meridian (2013) • Spokane (2013) • Salt Lake City (2016) Professional expertise in libraries, municipal and district; Staying current in Boise Public Library news and would be interested in supporting our search.	$19,000 plus travel for two trips and any advertising expenses
Strategic Government Resource **Keller, Texas**	Local government consulting services; Clients include: • Washoe County Library (2016) • Eugene (regular partner)	Variety of options customized to client's needs

Other Western US firms researched:

Bente Hansen, San Diego CA – pharma and biotech, 0 library director executive searches

Brigham Hill Consultancy, Dallas TX – foundations and independent schools, 0 library exec searches

Domar Companies, Los Angeles CA – Minority search firm specializing in information technology staffing, 0 library exec searches

Library Strategies International, Los Angeles CA – formerly June Garcia and Susan Kent in partnership, Susan no longer performs exec. searches

Library Associates now LAC Group, Burbank CA – research and corporate information librarian services

Marshall Consultants LLC, Ashland OR- listed as library executive search firm (closed)

McCormack + Kristel, Palm Springs CA – LGBTQ+ and diversity recruiters, 0 library exec searches

MacNaughton Associates, Riverside CA- listed as library executive search firm (closed)

West Coast Recruiting, Burbank CA – loss prevention and security

February 9, 2020

Kari Davis, Administrative Assistant
Boise Public Library
715 S Capitol Blvd.
Boise, ID. 83702

Proposal: Library Director Search-Boise Public Library (ID)

Thank you for contacting us about the possibility of Bradbury Miller Associates assisting the Boise Public Library in its search for your new Library Director. We look forward to the possibility of working with you and we are pleased to submit the attached proposal for the Board's consideration.

We think you will find us a great match for your Library Director search. To help you quickly evaluate our services and the services you are seeking, we have addressed key search components below. Our full proposal outlines our services much more completely.

Market your position, the Library, & the Boise Community

- Each search is tailored to the specific library and its community-first site visit to meet with staff, the Board/Search Committee, Board members, and external stakeholders
- Recruit and build the candidate pool from scratch
- Design announcement and post position in 55+ professional sites
- Create a website on our page devoted to the Library and the Boise area
- Develop a pool of 15-20 qualified candidates meeting criteria

Evaluate & Recommend the List of Qualified Candidates

- Candidates must submit a cover letter, resume and completed questionnaire
- Phone conversations with each qualified candidate
- Share all candidate documents on Dropbox with the Board/Search Committee
- Meet with Board/Search Committee to discuss candidates/select 6-8 semifinalists for first round of interviews

Reference Checks & Background Check

- Three reference checks/finalist
- Phone conversations with each reference; full report to the Board/Search Committee
- Electronic/Internet searching
- "Street reconnaissance"
- Offer is contingent on successful background check

Coordinate & Assist with Interview Process

- Bradbury Miller Associates is your staff team
- Facilitate logistics of semifinal interviews & final interviews
- Schedule interviews, prepare draft questions, evaluation tools
- Notify candidates of where they are in the process
- Media contact if needed

Coordinate & Assist with Offer & Negotiation

- Consultant fee is a flat fee; no conflict of interest
- Assist with establishing a hiring range at the beginning of the search
- Offer letter, background waivers, final acceptance

Coordinate & Assist with Post-Hire Support

Our proposal is intended as a starting point only. It summarizes our experience and qualifications, describes our typical services and methodology for a standard search, explains our fee structure, and includes recent references. We have outlined our full-service search, but we can usually tailor our services and fees to meet the needs and budget of most libraries. The search schedule outlined is an example to give you a sense of the time frame required to complete a successful search.

This proposal includes the quoted fee for the outlined scope of service including advertising costs and a single background check and is valid for a period of one hundred twenty (120) days from the date of this letter.

Thank you again for the opportunity to submit the attached proposal for your consideration. Please feel free to contact us at your convenience to discuss how our firm can best serve your needs.

Sincerely,

Karen Miller Electronic Signature ■

Jobeth Bradbury Electronic Signature ■

LIBRARY DIRECTOR SEARCH – BOISE PUBLIC LIBRARY (ID)

FIRM BACKGROUND AND QUALIFICATIONS:

Bradbury Miller Associates (operated by KMD Associates dba Bradbury Miller Associates) is owned and operated by Karen Miller. Jobeth Bradbury serves as Managing Consultant. The firm was originally established as Gossage Regan Associates in 1983 and became Gossage Sager Associates under Don Sager. During the last quarter of 2006, Dan and Jobeth Bradbury assumed ownership of the firm and reorganized it as a Missouri LLC operating it as Bradbury Associates-Gossage Sager Associates. In 2016, the name changed to Bradbury Miller Associates to reflect Karen Miller joining the firm. The firm legally qualifies as a WBE (Woman-owned Business Enterprise).

Since 1983, the firm has successfully completed more than 200+ national executive searches for public, academic, and special libraries. Current clients include City of Carlsbad (CA), the State Library of Ohio, St. Louis Public Library (MO), Quogue Library (NY), and LibraryLinkNJ (NJ).

In each of these engagements, we have performed a scope of work like that which is proposed for the Boise Public Library.

PARTIAL LIST OF PAST CLIENTS

Natrona County Library (WY)

High Plains Library District (CO)

Jefferson County Libraries (CO)

Arapahoe Libraries (CO)

Poudre River Public Library District (CO)

Enoch Pratt Free Library (MD)

Charleston County Public Library (SC)

Prince George's County Memorial Library (MD)

Howard County Public Library System (MD)

Rye Public Library (NY)

Westerville Public Library (OH)

Public Library of Youngstown & Mahoning County (OH)

Barberton Public Library (OH)

Charles County Public Library (KY)

St. Mary's County Library (MD)

Ridgefield Library (CT)

New Jersey State Library

Providence Public Library (RI)

Kalamazoo Public Library (MI)

Hartford Public Library (CT)

Greenwich Library (CT)

New Canaan Public Library (CT)

Wilton Public Library (CT)

Mid-Hudson Library System (NY)

Old Bridge Public Library (NJ)

Montclair Public Library (NJ)

Grand Rapids Public Library (MI)

Barrington Library (IL)

SCOPE OF SERVICES & METHODOLOGY:

If Bradbury Miller Associates is selected to assist you in your search for a new Library Director, our first step is to understand your needs as thoroughly as possible.

- Search Committee/Board Attributes Survey and Staff Survey prior to first visit
- Initial meeting on site with the Board/Search Committee, key staff & key stakeholders to understand the Library's distinctive organizational culture, mission and concerns
- Review and recommend updates/revisions to existing position description

SEARCH SCHEDULE:

Our second step is to review our process with you to determine whether any changes to our initial proposal may be needed to satisfy your specific requirements.

- Review & finalize a search schedule listing key tasks & completion dates
- Standard full search takes 3-4 months to complete

If selection of the search firm is finalized, a contract awarded and a preliminary meeting with the Library occurs March 2020, a realistic date for the successful completion of the process under the standard search process would be June 2020 with the new Library Director's reporting date to be determined. However, we can generally customize the search schedule to have your new Library Director "on board" at the appropriate time. A **sample schedule illustrating** the major steps conducted over the proposed time frame is attached.

MARKETING:

Once the search schedule is determined, we will finalize an advertising/marketing plan to stimulate greater awareness of the opening. We begin each search as a blank canvas and generate a fresh list of prospective candidates.

The **advertising/marketing plan** includes:
- Preparation of a detailed position announcement
- Strategies for using electronic media, social media and networking
- Advertising on 55+ professional library and nonprofit sites
- A dedicated page for the position on Bradbury Miller Associates with a supplemental page of links to library documents & information about the Boise community
- Distribution to 1700+ library colleagues through our professional newsletter

RECRUITMENT STRATEGY:

More important than attracting candidates through electronic advertising, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library and non-profit professions ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of outstanding members of the library profession whom we know; and based on their suggestions and nominations, we broaden our search.

DIVERSIFYING THE APPLICANT POOL

Bradbury Miller Associates knows the library profession and we realize that both females and minorities are under-represented in senior management positions. Consequently, we make strenuous efforts to assure that both females and minorities are represented in our candidate pools. We place announcements in a number of culturally diverse library-related websites and/or Listservs—BCALA (Black Caucus of the American Library Association) website, REFORMA, APALA (Asian Pacific American Librarians Association), CALA (Chinese American Librarians Association), etc. and actively seek leads and recruit both minorities and females. We are typically successful in producing a pool that includes both females and minorities.

For each engagement, we work very closely with the Affirmative Action Officer (or equivalent), participate in discussion of the importance of the EEO compliance requirements with the Board and cooperate with the Library or City's Equal Employment Opportunity/Affirmative Action Office as needed and distribute candidate intake forms for statistical reporting if this is part of the Library's process.

If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless of the size or type of library organization—and it is particularly important for identifying and attracting culturally diverse candidates.

Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 350+ potential applicants for positions resulting in 15-20 qualified candidates for each position.

COMMUNICATION:

Throughout the search—and especially during the candidate identification phase--we will send regular, complete updates on our progress to the Board/Search Committee. We'll share candidate feedback, adjust our search strategies as needed, convey challenges and share any additional information gleaned during the process.

PRELIMINARY INTERVIEW SCREENING:

- Bradbury Miller Associates interviews all qualified candidates virtually as part of the initial screening process.
- The results of these interviews shared with the Board/Search Committee-we consider it essential to being able to stand behind every individual we refer to you for a semi-finalist or finalist interview.
- All candidate documents (cover letter, resume, and questionnaire) are uploaded to Dropbox for the Board/Search Committee.
- Other documents include a complete candidate list and a qualifications comparison matrix for the Board/Search Committee's review.
- Bradbury Miller Associates meets with the Board/Search Committee and presents a list of recommended candidates and a discussion of each individual.
- Working with the Board/Search Committee, six to eight semi-finalists are selected and invited to interview virtually for the preliminary round of interviews.
- We advise our clients to see as many as feasible so that they have a sense of the scope and diversity of candidates actively interested in their position.

CANDIDATE ASSESSMENT—SEMI-FINALIST AND FINALIST INTERVIEWS:

We recommend a two-step interviewing process; the first round consists of the Board/Search Committee interviewing semi-finalist candidates (we recommend six to eight) via videoconferencing and then selecting three to four finalist candidates for final Board interviews. The final interviews occur two or three weeks following the semifinal interviews. We believe that it is important to move quickly through the process once the applications close, so no strong candidates withdraw for other opportunities and we do not lose our momentum.

Bradbury Miller Associates provides customized support during the final interview (**consultants on site)** process:

- Draft of interview questions for all interviews.
- Types of questions to avoid for legal or quasi-legal reasons, and hints regarding approaches, techniques and possible pitfalls.
- We are present as technical search experts during interviews, contributing to discussion of candidate strengths and weaknesses relative to the client's perceived needs and making suggestions from experience in respect to negotiating salary, benefits, and relocation expenses with the chosen finalist.

In short, we interact with you in whatever way you find helpful during the critical time when key decisions need to be made. Selecting your new Library Director is a crucial decision that could well affect the Boise Public Library and the Boise community for many years to come.

CHECKING REFERENCES:

Once the finalists are selected to be interviewed by the final decision-making body, we conduct reference checks for the finalist candidates.

- We interview up to three references by phone for up to four finalist candidates. We believe that oral interviews with a candidate's references are far superior to letters of reference.

- We prepare brief reports paraphrasing reference-derived information. Nuances and "reading between the lines" gives our clients more realistic impressions of the strengths and possible weaknesses of finalist candidates.

- Because we maintain active contacts within the profession and many of our associates are working

> ### BACKGROUND CHECKS
>
> If you wish to have a pre-employment background check conducted on a finalist, we will engage an experienced investigative firm to verify academic credentials, and review driving records, and research county and federal district court records for prior or current criminal or civil cases. This will require a release by the candidate(s). Typically, background checks cost $350-$450 per person, depending upon the period and the number of jurisdictions to be researched. We will work with the agency and provide a written report of the research findings for the Library. Our flat fee includes a single background investigation.

professionals, we are often able to provide less formal assessments (street reconnaissance) of a candidate's strengths and weaknesses and any areas still in need of development. Such informal reports are often vital to the decision-making process.

HANDLING THE DETAIL WORK:

Throughout the recruitment and selection process, Bradbury Miller Associates handles all the detail work—and there is a substantial amount, considering that there are commonly 20 to 30 or more potential candidates for an attractive position.

- We are your staff team throughout the process.
- We recommend that all application materials be addressed to Bradbury Miller Associates so that consistency and comparability can be established and any omissions can be identified—we assume the responsibility to see that everything is done completely and correctly.

- We will acknowledge receipt of all applications and provide copies of all the documents to you at a scheduled time.
- As noted above, we will schedule and conduct calls with all candidates who meet the basic requirements determined by the Board/Search Committee.
- We coordinate with Library staff to make arrangements for semifinal and final interviews and are a part of that process.
- We are also frequently asked to conduct final negotiations on behalf of the Library—and we are pleased to do so.

We notify candidates not selected at the appropriate time(s) during the process and we keep in touch periodically with your designated contact person so that you know where we are in the process. We also submit written progress reports throughout the process and at the end of major stages in the search—after the intake closing date; after the interviewing/screening work has been accomplished and after a list of the most viable candidates is determined.

OUR GUARANTEE

Once the new Library Director is selected and appointed, if he or she leaves the position—either voluntarily or non-voluntarily—within the first year after appointment, Bradbury Miller Associates will, on a one-time basis, reactivate the search if you request it, and will screen at least three well-qualified finalist candidates. You will assume all expenses for a reactivated search, but we will expect no additional fee. Such a reactivation of the search must assume that the search firm will be allowed to pursue its own methodology to achieve the reasonable results that you want.

ABOUT THE CONSULTANTS AND OFFICE LOCATIONS:

One of the major advantages in engaging Bradbury Miller Associates is that we bring a team of library professionals with search firm expertise to the process. If selected to assist the Boise Public Library in its search for a new Library Director, the following consultants would be engaged in the project. Their roles and a summary of their qualifications follow:

Karen E. Miller, President/Owner**,** serves as project co-director and primary contact for the engagement, developing the search proposal, identifying qualified candidates and conducting pre-screening interviews and participating in site visits. Karen most recently worked as Associate Director at Stark County (Ohio) District Library and served as Interim Executive Director for SCDL in 2012. Karen has over 20 years of wide- ranging public library experience, from rural library directorships to branch management to administrative responsibilities in a county district library and in an urban metro library. Karen has demonstrated excellence in strategic planning, staff management and development, successful levy campaigns, event planning, fundraising, and public speaking. She is an active member of the Ohio Library Council, serving on the Library Education

Committee and as an annual presenter for the OLC's New Library Directors Workshop, serves on the American Library Association Committee on Membership Meetings, as well as being a member of the Public Library Association. Karen also serves as Mentor and Steering Committee member for the ILEAD USA-Ohio leadership program for Ohio librarians and is a former Chairman of the Pro Football Hall of Fame Enshrinement Festival Drum Corps Competition held each year in Canton, Ohio.

Jobeth Bradbury, Managing Consultant, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. She has worked as a search consultant for the past ten years, and was, most recently, the Library Director at the North Kansas City Public Library/High School Media Center. During her ten years at North Kansas City, she was the project co-lead in the Library's Building Project and one of the Project Managers in facilitating the Combined Public Library/High School Media Center Project. She also worked closely with elected officials and with the business community. Prior to coming to North Kansas City, she served as Library Consultant, Northeast Kansas Library System; Adult Services Department Chair, Kansas City, KS Public Library and Associate Director, Rolling Hills Consolidated Library, where she participated in a successful tax levy campaign. In addition to her public library experience, Jobeth taught for the University of Missouri's master's in library science program—courses included Collections Management, Public Libraries, and Reference. Volunteer activities include Past President-North Kansas City Kiwanis Club; Kansas City Academy Annual Auction Chair, Community Treasures Annual Architectural Awards Co-Chair; and the Parkway Towers Condominium Homeowners Association Board.

ASSOCIATE CONSULTANTS:

Dan Bradbury, Associate Consultant, serves as project co-director and primary contact for the engagement assisting with identifying qualified candidates and conducting pre- screening interviews and, depending on scheduling, may assist during site visits. Dan has worked as a search consultant for the past eleven years and previously has over 30 years of successful experience as a library director, including nineteen years as Director of the Kansas City (MO) Public Library District. During his tenure in Kansas City he reorganized/ rebuilt the branch system, established two public/private partnerships for the creation of new facilities and initiated a successful capital campaign and construction projects for a new Central Library. Prior to coming to Kansas City, he served as Director of the Janesville (WI) Public Library and the Rolling Hills Consolidated Library (a two-county system) in St. Joseph, Missouri; he also served as Associate Director for Branch and Extension Services at the Waco-McLennan County Library in Waco, Texas. He received a Distinguished Graduate Award from Emporia's School of Library and Information Management in 1985; Library *Journal* named him as Librarian of the Year for 1991; the University of Missouri-Kansas City granted an Alumni Achievement Award to him in 2001; and the Greater Kansas City Council on Philanthropy named him Non-Profit Executive of the Year in 2003.

Thomas Dillie, Associate Consultant, serves assisting with identifying qualified candidates and conducting pre-screening interviews and, depending on scheduling, may assist during site visits. Tom is currently Director of the Minerva Public Library (Ohio). Tom's earlier experience as a bookstore employee in Urbana, IL led to the completion of a Master's in Library Science at the University of Illinois at Urbana-Champaign. His first professional library position was as Adult Services Librarian, Wadsworth Public Library in Ohio. He was subsequently hired as a branch manager for the Greene County Public Library, Xenia, Ohio and became Assistant Director in 2006. Tom joined the Minerva Public Library in 2008 as Director. Tom is a member of the SEO (Serving Every Ohioan) Library Consortium Advisory Committee. He brings a variety of experience in both single-building and multi-branch libraries in both rural and urban settings.

OFFICE LOCATIONS AND CONTACT DETAILS:

Bradbury Miller Associates has consultants and offices in the following cities:

Bradbury Miller Associates 3513 E. Harvard Blvd.
Canton, OH 44709

Bradbury Miller Associates
4545 Wornall Road, Suite 805; Kansas City, MO 64111

FEE PROPOSAL AND OPTIONAL BILLABLE EXPENSES:

Bradbury Miller Associates' total fee for executive search services (including all consultant expenses) in traveling to Boise is a flat fee of $26,000. A retainer of $6,000, which helps defray our up-front expenses, will be paid to us upon approval of the agreement and subtracted from the invoice at the end of the search. This amount will be invoiced upon completion of the search, payable within 30 days of the selected candidate's acceptance of the client's offer.

- **Expenses included within our fee:** (1) Three site visits with the Library; (2) all consultant pre-screening interview expenses including any required travel; (3) phone/videoconferencing charges; (4) all standard office expenses (clerical support, local telephone, supplies, etc.); (5) advertising costs based upon our marketing plan which provides excellent exposure to the library community; and (6) a single background check ($350-$450) on the chosen candidate.

- **Optional billable expenses—Additional Consultant Services:** In some prior executive searches, Bradbury Miller Associates have been called upon to facilitate staff or community forums for candidates, conduct surveys or focus groups, coordinate informal meetings between candidates and Search Committee members, participate in conducting tours, etc. Any and all such services are available, but to the extent that they are outside the normal scope of services as outlined in the proposal and/or cannot be accomplished within a scheduled overnight stay, such additional time is billable at a rate of $1000 per day per consultant inclusive of travel expenses.

- **Adjustments/Discounts:** The proposed fee covers the outlined scope of services and deliverables contained in this proposal. Other modifications to the scope of services are possible and negotiable with fee adjustments being made accordingly.

- **Candidate expenses:** It shall be the client's responsibility to reimburse candidates they have selected for onsite final interviews for their travel expenses. Candidate expenses will vary considerably depending on point of origin, length of stay and the amount of lead time allowed for booking airfare—a reasonable estimate might be $1,200 - 1,500 per candidate inclusive of airfare, meals, hotel expenses, and rental car.

FORM OF FINAL AGREEMENT:

When we receive word that an engagement has been awarded, we allow our proposal to stand as the basis of our agreement, and then amend any of the details that need to be changed with the simple agreement addendum (see Attachment III).

In addition to specifying any changes in scope or approach a client may desire, our professional liability insurance carrier requires us to include paragraphs 4, 5, and 6 in any agreements or contracts we execute—and paragraph 7 should give ample assurance to the client that the Library is in the driver's seat. (As a point of information, paragraphs 4-7 have never been invoked on any prior engagement.) Our client's satisfaction is our bottom line — and we are willing to stake our reputation and our fee on ensuring that level of satisfaction.

CONCLUSION:

We look forward to the possibility of working with the Boise Public Library to help you find your next Library Director. If you have questions or need clarification on any aspect of the proposal, please let us know.

BRADBURY MILLER ASSOCIATES

Karen Miller (Electronic Signature■)
Owner/President

*Jobeth Bradbury (*Electronic Signature■)
Managing Consultant

We hereby accept the foregoing proposal (pages 1 – 11).

By_____

Title_____

Date_____

**The final schedule and specific details of this engagement may be modified
by an addendum to this agreement.**

ATTACHMENT I:
TENTATIVE SEARCH SCHEDULE TIMELINE
BOISE PUBLIC LIBRARY (ID)

Please see below our estimated timeline for your Library Director search process. If we are selected to help you find your next Library Director, we will establish a firm search schedule during our first meeting with the Library. It is our intent to conduct the search within an appropriate timeframe to allow us to find high-quality candidates for you. Our standard search takes approximately 120 days once we begin the process.

The following timeline represents an illustrative search schedule based on approving the contract February 2020. The actual target dates will be determined and approved by the Library.

Activity	Target Date:
Consultant has first conversations with Boise—the Board/Search Committee; establish definitive work schedule and marketing plan	March 2020 Date TBD
Advertisement is approved by Library	March 20, 2020
Post ads, actively recruit candidate pool	Mar 22 – May 10, 2020
Applications Close	May 10, 2020
All candidate documents sent to Library Board/Search Committee	May 12, 2020
All pre-screening interviews (by consultants) completed	May 20, 2020
Meet with Board/Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultant present via videoconference)	May 21, 2020
Semi-final Interviews on Site or via Zoom w/Library- (consultant present in Boise)	June 2 & 3, 2020
Reference Reports to Board	June 14, 2020
Final Interviews on Site (consultant present in Carlsbad)	June 16 & 17, 2020
Negotiations Completed	June 24, 2020
New Library Director Start Date	TBD

ATTACHMENT II-REPRESENTATIVE REFERENCES

Barberton (OH) Public Library (2018) 602 West Park Avenue Barberton, OH 44203 Chris White, Board President/Search Chair cwhite8@neo.rr.com Ann Hutchison, incoming Director hutchison.ann@gmail.com	**The Enoch Pratt Free Library (MD) (2017)** 400 Cathedral Street Baltimore, MD 21201 Patricia Lasher, Board Chair pjlasher@comcast.net Sayra Meyerhoff, Search Chair swmbal@gmail.com
Howard County (MD) Library System (2018) 9411 Frederick Rd Ellicott City, MD 21042 Andy Dalal, Board President andy@dalalhome.com Tonya Kennon, CEO Tonya.kennon@gmail.com	**Westerville Public Library (OH) (2017)** 126 South State Street Westerville, OH 43081 Jack Shinnock, Chair, Search Committee divscu@aol.com Erin Francoeur, Director erin_ortman@yahoo.com
Des Moines (IA) Public Library (2018) 1000 Grand Avenue Des Moines, IA 50309 Wesley Graham, President, Board of Trustees wtg@grahamlawiowa.com Sue Woody, Library Director Suewoody123@gmail.com	**High Plains (CO) Library District (2018)** 2650 W. 29th Street Greeley, CO 80631 Mary Heberlee, Search Committee Chair mlheberlee@yahoo.com Matthew Hortt, Executive Director horttma@gmail.com
Arapahoe Library District (2016) 12855 East Adam Aircraft Circle Englewood, CO 80112 Katie Schroeder, Board Chair schroederkatie@comcast.net Oli Sanidas, Executive Director oliversanidas@mac.com	**Natrona County Library (2017)** 307 E. 2nd Street Casper, WY 82601 Kyle True, President board@natronacountylibrary.org Lisa Scroggins, Director (307) 237-4935 x115
Charleston County Public Library (SC) (2019) 68 Calhoun Street Charleston, SC 29401 Andy Brack, Board/Search Chair acbrack@gmail.com Angela Craig, Incoming Executive Director angelakaycraig@gmail.com	**Mid-Hudson (NY) Library System (2018)** 103 Market Street Poughkeepsie, NY 12601 Mark Wilson, Board President rmoore49@nycap.rr.com
Prince George's County Memorial Library System (MD) (2018) 9601 Capital Lane Largo, MD 20774 Samuel Epps, Board President samuelepps_iv@hotmail.com Roberta Phillips, Chief Executive Officer robertaruthphillips@gmail.com	**Public Library of Youngstown & Mahoning County (2018)** 305 Wick Avenue Youngstown, OH 44503 Dr. David Ritchie, President, Board of Trustees dritchie@zoominternet.net Aimee Fifarek, Executive Director afifarek@gmail.com

ATTACHMENT III:

SAMPLE ADDENDUM AGREEMENT BETWEEN BRADBURY MILLER ASSOCIATES
AND THE BOISE PUBLIC LIBRARY (ID)

By signed proposal dated, _____, 2020 and acceptance by the Boise Public Library (hereinafter called Library), the Library has entered into an agreement with Bradbury Miller Associates (hereinafter called Consultant) to perform an executive search for a new Library Director. That agreement is hereby amended to contain the following provisions, which shall, to the extent they are inconsistent with the terms of the _____, 2020 proposal, supersede the prior revisions:

1.   All work performed under this contract shall be performed by or under the direct supervision and control of Karen Miller and Jobeth Bradbury as project co-directors.

2.   The search schedule as outlined in the original proposal dated_____, 2020 will be superseded by a final schedule to be developed after the_____2020 meeting with the Library and mutually agreed to by both the Library and the Consultant.

3.   (Add other relevant elements you wish to specify or change and adjust numbers accordingly.)

4.   Regardless of which party hereto retains responsibility for conducting criminal and financial background checks on prospective candidates under the agreement, the Library and Consultant will defend and indemnify each other from all claims, lawsuits, administrative actions, and other causes of action arising from the negligence or misconduct of a party hereto in conducting such background checks and/or from the misuse of information obtained from such background checks by either party, its officers, directors, agents, servants, or employees.

5.   The Library and Consultant each agree and warrant to each other that (1) any such background checks will be conducted solely for the purposes of evaluating prospective candidates' suitability for employment; (2) before a background check is conducted, the prospective candidate will be provided with and sign a clear and conspicuous written disclosure informing him/her that a criminal and/or financial report may be obtained for employment purposes; and (3) information obtained as a result of such background checks will not be used in a manner that violates any state or federal employment laws or regulations.

6.   If a dispute arises between the parties relating to this Agreement, the parties agree to participate in good faith negotiations to resolve the dispute for a period of up to thirty (30) days. If the dispute is not settled during such period, the parties agree that the matter shall be settled by non-binding arbitration held in accordance with the commercial rules of the American Arbitration Association, by a panel of three (3) arbitrators. The parties shall each choose an arbitrator who will then agree on a neutral arbitrator.

7.   The Library may terminate this contract at any time with 30 days of notice. If the Library terminates the contract because of being dissatisfied with the quality or amount of services provided by the Consultant, the Consultant will rely on the collective good judgment of the Library to determine what represents a fair and appropriate level of refund/rebate/discount for the work performed under the agreement.

WHEREFORE, the parties have set their hand this day of_____, 2020.

BRADBURY MILLER ASSOCIATES   BOISE PUBLIC LIBRARY (ID)

By_____   By _____

BOISE PUBLIC LIBRARY – Library Director Search- Responses to questions

1. **Describe your overall project management approach/framework of a library director recruitment and search process.**
    a. In our **Full Search** option, we manage the search for the City from beginning to end. We include three site visits: 1) a visit to meet staff, the Search Committee and any community constituents, etc. We do focus groups and surveys with the staff and also survey the hiring authority/Search Committee to gather information about the position, the library, and the community. We meet with the Committee to outline the process and set the schedule for the entire search; 2) we are present at the semifinal interviews, which take place via videoconference, and help the Committee select three or four finalists; and 3) we are present at the finals and work through the end of the search up to the successful candidate accepting the offer—contingent on a successful background check (included in our fee). In addition to the three site visits, we would also would come in via videoconference to present the pool of candidates to the Search Committee and share our notes with them after the pool has been assembled. The process also includes all of the recruiting and advertising, generating the pool of applicants, and managing all logistics for the semifinal and final interviews. We typically have 15-20+ qualified applicants and we interview each qualified candidate by phone prior to meeting with the Search Committee. This is the meeting where the 6-8 semifinalists are selected for the first round of interviews. We can also serve as your negotiating team to extend the offer on behalf of the City. Our fee is a flat fee and includes all consultant travel, the advertising expenses, and a single background check on the final candidate of choice. We do official references on each finalist as well as "reconnaissance" and electronic searching. The full search includes a one-year guarantee.

    The second type of search we offer is a "**Pool Enhancement**" process. We do the first half of the search as outlined above and the Library completes the last half. There are no visits included and no guarantee except we guarantee a minimum of ten qualified candidates. We would have a phone conversation with the Search Committee/hiring authority, set a time table for our work, develop the announcement, recruit and advertise, do all of the intake of candidate documents and meet with the Search Committee to discuss our notes on the candidates, helping select 6-8 semifinalists. At this point, our work is complete, and the Library takes it from there.

2. **What approach do you take specifically regarding the outreach and search for highly qualified, best-match candidates for our organization?**
    a. We submit the announcement to over 55 library-specific job sites, listservs and other electronic advertising. More importantly, we will carry out a regional and national networking effort to identify outstanding candidates who do not normally respond to ads or announcements. Many excellent people in the library and non-profit professions ARE interested in challenging jobs when approached by a respected recruitment firm. We start with a network of outstanding members of the library profession whom we know; and based on their suggestions and nominations, we broaden our search. If a prospective candidate declines our invitation to apply, we will ask him/her to identify other individuals who have the required qualifications. We have found this process is important regardless

of the size or type of library organization—and it is particularly important for identifying and attracting culturally diverse candidates. Announcements in the library media start the process, but the best candidates usually must be asked. In our previous searches, we have personally contacted 350+ potential applicants for positions resulting in at least 15-20 qualified candidates for each position.

3. **What preliminary research or background information will you provide to the board on the top candidates?**
    a. Throughout the search—and especially during the candidate identification phase--we will send regular, complete updates on our progress to the Board/Search Committee. We'll share candidate feedback, adjust our search strategies as needed, convey challenges and share any additional information gleaned during the process. We perform screening interviews with all qualified candidates and search the internet for potential red flags. The Search Committee will receive a cover letter, resume and a completed questionnaire from each candidate – the questionnaire is tailored to your specific library. We also develop a candidate list and a candidate matrix and share all candidate information through Dropbox for easy access and review. The matrix is a valuable tool as it provides an apples-to-apples comparison of candidate qualifications in a spreadsheet format.

4. **Describe the selection process steps you recommend for a successful placement.**
    a. we recommend a two-step interviewing process; the first round usually consists of the Search Committee interviewing six to nine semi-finalist candidates and then selecting three or four finalist candidates to be interviewed again by those involved in the final decision-making process. The finalist interviews usually occur two or three weeks following the semi-finalist interviews. The inclusion of two rounds of interviews represents our standard search process; however, if the hiring authority wishes to move more quickly based on the strength of the pool, the semi-finalist round of interviews may be eliminated and only a single round of finalists' interviews can be held on-site. We provide formal references for the final candidates: we ask for someone they have worked for, someone they have supervised, and someone they have worked with in a collegial capacity. When a candidate has been selected, we strongly suggest that a background investigation be contingent as part of the offer made. We include a single background investigation as part of our fee.

5. **What elements of negotiation do you provide and what do you give back to the organization?**
    a. We will perform an exit interview with each finalist to ask: 1) do they remain interested in the position; 2) what their current salary is; 3) their anticipated salary (we strongly recommend including a hiring salary range within the position announcement); 4) is there anything preventing them from accepting the position, if offered; and 5) a potential start date, if offered the position. When a candidate has been selected, we suggest that a successful background investigation be a contingency of the offer. We include a single

background investigation as part of our fee. We have a third-party investigation firm we work with to provide a very detailed investigation report which we can provide to the hiring authority, if desired.

6. **Who would be responsible for the Boise Public Library recruitment and selection process?**
   a. Our primary consultants- Karen Miller, owner, and Jobeth Bradbury, partner, would work together on this search process throughout its entirety, providing seventeen years of combined experience to the search process. You may find our individual bios on our website at http://www.bradburymiller.com/consultants.html

7. **Provide your pricing structure, and please specify whether travel to Boise, Idaho is included in any of the steps or must be added, and associated rates.**
   a. The flat fee for a **full search** would be **$26,000**. As noted above, we provide three in-person consultant visits to Boise, which is included in this fee. The only travel not included in our fee is for your final candidates, which the Library would be responsible for reimbursing. The full search comes with our one-year guarantee and the process takes about 3-4 months once we get started. We provide our **pool enhancement** option for **$12,000** as a flat fee, which includes no travel for consultants—all work is done remotely.

January 31, 2020

Board of Trustees
Boise Public Library
715 S Capitol Blvd
Boise, ID 83702

Dear Board of Trustees:

When companies hire new CEOs, they work with professional executive recruiters. Libraries deserve no less! We are executive search consultants who work extensively with libraries, and we thank you for the opportunity to present this proposal for the hiring of your next Library Director.

As professional recruiters, we have deep knowledge of "best practices," new technologies, and the people aspects of hiring leaders — but just as importantly, we love libraries. We love how they act as equal opportunity providers, offering services, materials, and inspiration to their customers without regard to an individual's personal, economic, or educational status. In their role as the community centers of the 21st century, libraries are more relevant and popular than ever.

Hiring a new director is one of the most important decisions a library board will make and we would be pleased to provide advice and assistance. Library leadership is always important, and especially so when libraries must keep evolving — not just to keep up with technological change and user tastes, but to *anticipate* those events and plan proactively. In addition to identifying, evaluating, and screening candidates, we can facilitate the interview process and help the Board of Trustees reach consensus on the final candidates.

One of our strengths as a search firm is that we customize our approach to fit the wishes of our clients. The attached document is a blueprint of how we approach a search and can be easily revised to fit your particular needs. We are confident that we can help you find the right leader who will continue to expand your library's focus, vitality, and success. We would enjoy the opportunity to further discuss our process with you via a phone or video interview.

Thank you for your consideration. We look forward to hearing from you!

Sincerely,

John Keister

John Keister

Our Experience

John Keister & Associates is a full-service, nationwide executive search firm founded by John and Beth Keister in 1987. We have been identifying and recruiting top leadership talent for more than 33 years. During this time, we have completed over 300 executive searches.

Our library searches have run the gamut from small community libraries to regional libraries with dozens of branches to large consortiums. Given today's competitive environment for hiring library directors, it helps to have the assistance and guidance of knowledgeable executive search consultants.

Just as libraries have greatly evolved over the last 30 years, so has the recruiting world. We have more tools and resources than ever before, including new ways to connect with people and find information. Since communications and adaptability are key to successful searches, we continually strive to be both tech– and people–savvy. We are proud to say that the libraries we've worked with have expressed appreciation for our responsiveness and high level of customer service.

Why use Executive Recruiters?

Boards use outside consultants to bring a fresh perspective and new ideas to their organization. For example, architects and space planners are experts in physical aspects of library management; strategic planning consultants specialize in helping organizations set and meet their short- and long-term goals. Executive recruiters are crucial to personnel decisions and are skilled in providing comprehensive and highly effective search strategies.

A good executive search team will:
- excel at building relationships both with clients as well as with leaders in the library field

- develop a profile for the ideal candidate

- focus on identifying and vetting applicants to ensure that any final candidate is well-qualified, enthusiastic about the opportunity, and has the ability and leadership qualities to thrive in the role

- deliver exceptional results on time and within the client's budget

Our extensive and diverse recruiting experience enables us to identify and evaluate management and leadership traits in candidates, assets that are critical to the successful administration and guidance of today's libraries. We proactively search for and recruit top candidates, rather than relying solely on passive approaches such as job postings. Our success in locating and placing talented people is the result of networking and actively building long-term relationships with the best and brightest library leaders.

Project Team

John Keister has more than 33 years of executive search experience, working with respected global corporations and libraries of all sizes. When working with libraries, John draws upon his considerable experience as an elected public library Trustee and library Board President. He also served multiple terms on the Board of Directors of the North Suburban Library System, a library consortium of academic, public, school, and special libraries in suburban Chicago. John has advocated on behalf of libraries at the local, state, and federal levels, been an invited speaker at numerous library conferences, and has raised community awareness of library issues through town meetings, focus groups, and print and broadcast media. He is active with the Illinois Library Association (ILA) and has served on ILA's Advocacy Committee. He also provides customized coaching and training to help library boards become more efficient and effective.

Beth Keister handles many of the "behind the scenes" functions of our firm, designing and maintaining our databases and websites, conducting research for the search process, and using social media to create awareness. Previously, Beth trained the staffs of several libraries and library organizations on a variety of software products and consulted with libraries on creating programs and reports that support daily operations.

Sarah Keister Armstrong specializes in providing community needs assessments and strategic planning services to libraries and other organizations through her own firm, Sarah Keister Armstrong & Associates. Her awareness of library trends and issues, coupled with a keen understanding of each library's unique circumstances and demographics, helps us focus our efforts on the type of leader who will be most effective for every library search we undertake. Sarah has Public Library Trustee experience and served on the Board of RAILS (Reaching Across Illinois Library System) and as a Director-at-Large of the Illinois Library Association.

For more information on our backgrounds and experience, please visit *www.johnkeister.com.*

References

The Society of the Four Arts
Palm Beach, Florida
Kathy Mardamek
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kmardambek@fourarts.com
Director of Libraries: Rachel Schipper

Wheaton Public Library
Wheaton, Illinois (Chicago area)
Christine Fenne
President, Board of Trustees
630-653-2442
cfenne@alphagraphics.com
Library Director: Betsy Adamowski

Cape Girardeau Public Library
Cape Girardeau, Missouri
Amy Trueblood
President, Board of Trustees
312-404-3461
amytrueblood@gmail.com
Library Director: Katie Hill

Hussey-Mayfield Memorial Public Library
Zionsville, Indiana (Indianapolis area)
Sandy Cha Sifferlen
President, Board of Trustees
317-847-3598
s.siff@lilly.com
Library Director: Sarah Moore

Northville District Library
Northville, Michigan
Alan Somershoe
Chair, Board of Trustees
248-349-0919
alan@somershoe.net
Library Director: Laura Mancini

Stillwater Public Library
Stillwater, Minnesota (Twin Cities area)
Michael Kelliher
Board of Trustees
651-324-0213
mjkeliher@gmail.com
Library Director: Mark Troendle

Testimonials

Peoria Public Library
Peoria, Illinois
Jeanne Williamson
President, Board of Trustees
Phone: 309-360-1398
jwilliamson54@gmail.com
Library Director: Randall Yelverton

The Peoria Public Library serves about 115,000 residents with a 102,000 square foot main library, four branches, and an operating budget of $7.4 million. The search was conducted due to the retirement of the previous Director.

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Your firm was very flexible fitting into our needs. You shared different perspectives on how we could proceed and willingly let us pick our own way. We were delighted with how much front work your firm did in the recruitment of the candidates, it took the heavy lifting off of us. Your engaging personality was very helpful with the various backgrounds and personalities of our board membership. You responded to our questions with expertise and in a very timely manner. We appreciated your candid remarks about the "state of affairs" of our own library system. Your interaction with the staff through meetings and the survey provided an opportunity for the staff to have a voice, which was necessary. We consistently felt confident in your process and abilities.

I would definitely recommend your firm. You are so well connected with the library world. You have tons of experiences. You are a gentle, but firm leader. You are receptive to input from the board, yet you know what exactly has to be done and what is an appropriate time frame and salary/benefit package. We relied upon your sage, but we still felt that we were making the crucial decision. Your ability to say what needs to be said to get the job done was very remarkable, your honesty definitely won the respect from the board. We found your cost was very reasonable and worth its weight in gold. We could not have been happier with your guidance and the ultimate choice of a new library director. Thank you so very much.

Jeanne Williamson, President, Board of Trustees
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Putnam County Public Library
Greencastle, Indiana
Alan Zerkel
President, Board of Trustees
765-721-1253
azerkel67@gmail.com
Director: Matthew McClelland

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Please know that I am most definitely not just speaking for myself, but also for each and every board member in expressing my appreciation for the service and guidance you provided to the Putnam County Public Library Board of Trustees during the recent director search. We were impressed with your

professionalism, attention to detail, passion for locating the best possible leader to blend with the PCPL climate and culture, as well as your knowledge of library operations and your availability to answer questions and offer direction. A huge plus for the board was the personal touch you offered during the search process. The personal interest you took in the Putnam County Public Library, including the board and the staff, gave us a great deal of confidence and assurance. We are very pleased with the outcome of the search process and the candidates you provided for our consideration. Each candidate possessed excellent leadership qualities. I also want you to know that we will highly recommend John Keister and Associates to any library that is seeking professional assistance in hiring a director.

John, it was a pleasure to work with you and learn from you. I am truly impressed with the work you did for our library. Matt's first days on the job appear to be very successful and the atmosphere among staff is highly positive. All of us are looking forward to the future prospects for PCPL under Matt's leadership.

Alan Zerkel, President, Board of Trustees

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Beloit Public Library
Beloit, Wisconsin
John Watrous
President, Board of Trustees
Phone: 608-363-9179
watrousj@gmail.com
Library Director: Nick Dimassis

Beloit Public Library serves 48,000 residents with a 55,000 square foot building and an operating budget of $2.2 million. We were asked to conduct the search for a Director after failed attempts by another library executive search firm.

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Our first contacts with you were extremely positive and confirmed for the board that you were a good fit for us. You showed enthusiasm for our library and our community, and you made it clear to us that you were eager to work with us on this search.

We were looking for a bold and creative leader more than a competent manager. You understood this and designed a search process that identified leadership and networking skills. There were doubtless a lot of things that you did on the back end that we never saw, but what we did see pleased us. For example, the website that you created to advertise the Director position was very professional. There were important instances when you gave us excellent advice.

Everyone I've spoken to (including board members, library staff, members of the Friends and Foundation, and people in city government) agrees that the three finalists we did bring to the library were by far the most impressive group we could remember from a Director search. The candidate we hired has been wonderful, and we are extremely pleased to have him at our library. Nick is providing us with the kind of creative leadership and community outreach that we wanted all along in our new Director.

John Watrous, President, Board of Trustees

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Current and Completed Searches
(2018 to Present)

Arlington Heights Memorial Library, Arlington Heights, Illinois
Ascension Parish Library, Gonzales, Louisiana
Bellwood Public Library District, Bellwood, Illinois
Cape Girardeau Public Library, Cape Girardeau, Missouri
Charles County Public Library, La Plata, Maryland

Defiance Public Library System, Defiance, Ohio
Des Plaines Public Library, Des Plaines, Illinois
Ella Johnson Memorial Public Library Hampshire, Illinois
Equinox Open Library Initiative, Atlanta, Georgia
Farmington Community Library, Farmington Hills, Michigan

Freeport Public Library, Freeport, Illinois
Galesburg Public Library, Galesburg, Illinois
Goshen Public Library, Goshen, Indiana
Grayslake Area Public Library District, Grayslake, Illinois
Hussey-Mayfield Memorial Public Library, Zionsville, Indiana

Kanawha County Public Library System, Charleston, West Virginia
Morris Area Public Library, Morris, Illinois
Lincolnwood Public Library District, Illinois
Northville District Library, Northville, Michigan
Olathe Public Library, Olathe, Kansas

Park Ridge Public Library, Park Ridge, Illinois
Peoria Public Library, Peoria, Illinois
Porter County Public Library System, Valparaiso, Indiana
Putnam County Public Library, Greencastle, Indiana
Russell Library, Middletown, Connecticut

Stark County District Library, Canton, Ohio
Teton County Library, Jackson, Wyoming
Town and Country Public Library District, Elburn, Illinois
Waukegan Public Library, Waukegan, Illinois

For information on some of our other past searches, please visit johnkeister.com/clientlist.

<h1 style="text-align:center">Executive Search Proposal</h1>

<h2 style="text-align:center">Library Director
Boise Public Library</h2>

Thank you for considering this proposal to help you find and hire the next Library Director of the Boise Public Library. Each search we undertake is customized to fit the unique circumstances of our client. The following is a general plan that may be easily altered.

Recruitment Process

We have the resources in place and are prepared to initiate the search upon selection by the library board. John Keister will be the primary contact representing our firm, while Beth Keister and Sarah Keister Armstrong will provide project support.

Though each search is different and presents its own characteristics, we find that the search process from our initial client meeting to candidate offer and acceptance generally takes 3½ to 4 months. This schedule is variable and may be revised to fit your particular situation and requirements.

Initial Meeting

Every library is unique. Our first step is to thoroughly understand *your* needs, organizational culture, and current concerns. We will visit the library to gain an understanding of your environment and to find out what is expected of the new director. Such knowledge will be useful when forming interview questions and evaluating candidates within the framework of your organization and setting.

Website for the Director Search

For each of our library searches, we design and host a website that includes information on the position, the library, and the local community. The website is a helpful tool for sharing information with potential candidates and it allows for easy updates as the search progresses. Using a separate website to market the library and community and to recruit for the position has proven to be far more effective for our searches than a conventional job posting.

Examples of our custom websites include *johnkeister.com/pcpls/*, *johnkeister.com/apl*, and *johnkeister.com/charlescounty/*.

Strategy

Our strength as a search firm lies in our personal contacts with individuals in the library field. In addition to attracting candidates through traditional advertising and use of the custom website, we will carry out a thorough networking and social media effort to identify outstanding candidates who do not normally respond to ads or announcements.

We also enjoy and excel at recruiting. This is one of the strengths of a good search firm: we like learning about people and are very successful at identifying, vetting, and recruiting library leaders who may not necessarily be looking at job ads or actively seeking a new position. Many excellent people become intrigued and excited by new opportunities when approached by a respected search firm.

We make a special effort to recruit candidates of diverse backgrounds. This includes announcing the

opportunity on culturally diverse library websites and listservs such as REFORMA and BCALA. As a result, we have successfully recruited and placed several diversity candidates.

With this multi-pronged approach, we will ensure that we locate the best candidate(s) for your position.

Candidate Process

Resumes are just one piece of what we consider when evaluating candidates. People can look great on paper — but they may be a terrible fit for your library. Conversely, sometimes a resume does not do justice to someone who might be terrific. We love going deeper, learning more about applicants, and assessing if and how they would work for your situation.

Candidate Qualifying and Presentation

Once we have identified candidates, we will conduct in-depth interviews. When possible, these conversations will be in person. If that is not practical, we will conduct detailed virtual interviews. Our conversations with candidates allow us to thoroughly evaluate their personality, work ethic, and how they may fit into your particular organization.

After the initial interviewing/qualifying work has been completed, we will present you with resumes and additional information for the top candidates. Usually, this means we will have a slate of approximately 3 to 5 candidates. We'll be ready to discuss each candidate in some detail, and to answer any questions from the search committee.

We think and work creatively, and this is an area where we challenge some of the status quo in library executive search. We'll be upfront with you: not all applicants will be qualified. Our role is to implement a vetting process so that we can identify those individuals who we believe could immediately step into the position and be successful. Our clients have repeatedly expressed appreciation for our ability to focus on candidates who are truly qualified, specifically interested in your library, and who will thrive in the director role.

Finalist Interviews

It is very beneficial for us to be on-site at the library during the finalist interviews to answer questions, make suggestions, and facilitate the process. We strongly recommend that candidates meet with staff, the board, and other key stakeholders as part of the process. The board will be making important decisions at this time, and unfamiliar issues may arise. We can provide whatever support is needed, including providing ideas for interview questions and approaches, advising what questions to avoid for legal reasons, and warning of potential pitfalls.

Final Steps

Many boards have never gone through the final steps of hiring a director and find that this is where our expertise can be particularly helpful.

We can make suggestions on how to handle salary negotiations and benefits questions, deal with relocation issues, and "close" the most desired candidate. Staff input is particularly important and we can help the board use that information wisely. Bridging the step between final interviews and making an offer can be stressful and occasionally contentious. We have the experience and strategies to make this part of the process go smoothly and even enjoyably.

Verifying Employment Duties and Performance Levels

We will interview references for the final candidates and will present summaries of the reference investigation. Our reference questions help us understand the character of each candidate. We look for first-hand accounts of how an individual works with staff and patrons, what they do to stay on top of library trends, and information illuminating how they've dealt with challenges. We are seeking leaders, and a candidate's references assist us in evaluating how he/she will perform in that role.

Pre-Employment Background Investigation

If the library does not have a pre-employment background investigation process in place, we can assist with those arrangements for the final candidate. This investigation should include verification of credentials and an examination of professional, personal, financial, and criminal records. We can set up such an investigation with a professional firm should you need assistance with this piece.

Project Schedule

The following schedule is flexible and may be adjusted according to the needs of the library.

Month	Tasks
Month 1	- Initial meeting with Board/Selection Committee to discuss needs - Meet with key staff members and other constituencies for their insights - Create and post custom search website - Advertise position through various national and local channels - Begin recruiting candidates using contacts within our library network
Months 2 – 3	- Conduct interviews with possible candidates - Compile documentation on most viable candidates - Present resumes and additional information on 3 to 5 of the best candidates to Board/Selection Committee - Schedule interviews with Board/Selection Committee - Advise on interview process and questions
Months 3 – 4	- Final candidate interviews at library - Conduct reference checks - Presentation of offer (Board to Candidate)

Fee

Our fee for search services is $24,500. Part of this fee ($8,100) will be payable upfront, to help us defray our search expenses and to initiate the search. The balance of the fee will be payable in two equal installments: one payment will be due upon your acceptance of a slate of candidates and the last payment will be billable upon selection of the new Director, payable within 30 days after acceptance of the offer by the new Director.

Our professional fee covers:

- Design, development, and hosting of a custom website for the director search (see examples: *johnkeister.com/pcpls/*, *johnkeister.com/apl/*, and *johnkeister.com/charlescounty/)*.
- Advertising expenses
- All consultant expenses, including travel, for on-site attendance at up to three library meetings
- Unlimited "virtual" access via video or audio calls at other meetings, as needed.

Not included in our fee are costs incurred by candidates who are asked to interview in-person with the library (i.e., mileage reimbursement, lodging, meals, etc.).

Guarantee

If the new Library Director leaves the position within the first year after acceptance, we will, on a one-time basis, reactivate the search upon your request. Such a reactivation must assume that we will be allowed to pursue our own approach to achieve the reasonable results you anticipate. The library will assume all expenses directly related to a reactivated search, but we will expect no additional search fee.

Thank you for your interest in John Keister & Associates. Please contact us if you have any questions. We look forward to working with you.

John Keister & Associates

John Keister

**John W. Keister
President**

If these terms are acceptable, please sign this letter and return one copy to us. Thank you.

Boise Public Library Board

By: _____ Title:_____ Date:_____

Our firm is committed to Equal Employment Opportunities, and will not discriminate against any candidate because of race, color, religion, national origin, age, gender, disability, veteran status, or sexual orientation.

Describe your overall project management approach/framework of library director recruitment and search process.

We are executive recruiters who have extensive experience conducting searches for library directors. For over 33 years, we have been identifying and recruiting top leadership talent, completing more than 300 executive searches for leading technology companies, libraries, regional library systems of all sizes, and non-profits. Our backgrounds combine technical expertise, library knowledge, and executive search skills.

We have a deep understanding of libraries through our service on library boards, including roles as trustee and president of multiple boards. We also consult on a wide range of issues including library board effectiveness and succession planning, and are actively engaged as advocates for the library community.

Our experience differentiates us from some other library search firms, whose partners are often retired librarians. We approach each project within an executive search framework, which entails first looking at the big picture: What is the organization like? What is your community like and what role does your organization play in the community? Within this broader framework, we begin to glean an understanding of what the search will be like and how to proceed.

What approach do you take specifically regarding the outreach and search for highly qualified, best-match candidates for our organization?

Each search we undertake is customized to reflect the special character of the place and people a particular organization serves.

Our first step to gaining more detailed knowledge of what will make your library search unique will be to meet with you and visit the library. Here, we will learn answers to some specific questions: What are you looking for in the next director (both soft skills and specific responsibilities)? How do you see the new director's role with regard to staff and the board? Why would someone be interested in this position?

Our in-person visit gives us first-hand knowledge of your organizational culture, the physical aspects of the library, and the vision you have for your library and your next director. Every organization has its strengths and challenges, and understanding those at the beginning of a search is key to finding the right person to lead your organization.

After that, we will develop a profile of an "ideal" candidate and a strategy for how to find that person. We will create and post a custom website that we'll use to share information on the library and the community with potential candidates (please see attached proposal for examples). We will employ a mix of traditional advertising on state and national library

employment sites, announcements on social media, and good old-fashioned recruiting. We are first and foremost recruiters — so we enjoy letting people know what we're working on and asking who they know who might be a good fit for a particular situation. Having successfully completed countless library director searches, we have a large network of friendly library leaders to ask for information and help.

What preliminary research or background information will you provide to the board on top candidates?

Before we present the board with any candidate, we'll already have had several conversations with them —in person or by video, plus written communications. When we present our top candidates, we will supply their resume and a packet of essay answers they've provided from questions we've asked (much like we are doing here!). We'll also be available to discuss with the board what we've learned about the candidates from our conversations with them, including details and impressions that may not be discernable from just written communications.

Describe the selection process steps you recommend for a successful placement.

The specifics of the next steps in the selection process depend in part on where the candidates are located and your budget for their travel. If candidates are all local (which sometimes happens in more densely populated markets), we help the board set up an in-person interview process. In other cases, we may recommend that a board conducts video interviews with the candidates before deciding who to bring in for in-person interviews. We will work with you on the process that best fits your organization, and will assist with scheduling, advice on interview questions and procedures, and how to effectively seek staff input. We can also help with background and reference checks and closing the final candidate.

What elements of negotiation do you provide and what do you give back to the organization?

Our objective is to have an offer accepted when the board, in public session, votes on who to hire as the next Director. To date we have never had an offer rejected by a chosen candidate.

After the final interviews, we debrief the candidates. Once the board has discussed and reached consensus on who to hire, but prior to a public vote, we let the candidate know that you are considering them while gauging their interest and understanding their priorities. This will enable the board to quickly identify and address any obstacles that might prevent the candidate from accepting an offer. Effectively pre-closing a candidate allows the library to meet expectations in the hiring process, deliver a wonderful candidate experience, and land top talent.

Who would be responsible for the Boise Public Library recruitment and selection process?

John Keister will be the primary contact for the Board/selection committee and candidate recruitment process. Beth Keister will be the contact for website development and the other "behind-the-scenes" aspects of the search.

Provide your pricing structure, and please specify whether travel to Boise is included in any of the steps or must be added, and associated rates.

Please see attached proposal, where we detail a schedule and what is included in our fee.

June Garcia LLC

Director Recruitment: Search Process Overview

Every search process needs to be responsive to local governance, the organizational culture of your library, and the degree of involvement expected by community residents. Although the listed phases are common to most recruitment processes, the actual tasks and participants in each task vary from community to community. I will work with you to design a recruitment process that is responsive to your needs.

Determine Characteristics of Ideal Director

The key to a successful recruitment process is a shared understanding of the knowledge, skills, and abilities the next director should possess. In this phase, I will:

• Review information about the library including the services it offers and its plans for the future.

• Review information about your community as a place to live and work.

• Gain an understanding of the role of the Board of Trustees, library staff, search committee (if one is appointed) and other community stakeholders in the recruitment process.

• Facilitate (in person) a meeting with the Board of Trustees to identify characteristics wanted in a new director and an application process likely to identify and attract such a person.

• Solicit the opinions of library staff, and others as appropriate, as to the characteristics needed and wanted in a new library director.

• Review, and revise as appropriate, the job description for the library director.

Recruit Candidates

In this very active phase, I convey to potential candidates that your community is a great place to live and that the director position is an ideal job for a talented and energetic public library administrator. In this phase, I will:

• Encourage qualified candidates to seriously consider submitting an application.

• Create engaging advertisements for web sites to alert potential candidates to the current recruitment.

• Develop a letter and a brochure for electronic distribution to an extensive list of key professionals, librarian caucuses, and individuals who should be encouraged to apply for the position.

• Coordinate the placement of advertisements and the distribution of other recruitment materials.

• Develop and implement a process to acknowledge receipt of the applications and to help ensure confidentiality.

Screen Candidates

Once applications are received, the most qualified should be identified. In this phase, I will:

- Compile application information and share with the Search Committee for their review.
- Facilitate a conference call of the Search Committee during which the applications are reviewed and ranked, and a determination is made as to which candidates will be invited to participate in the interview process.
- Conduct an Internet search and a search of library literature to gather information about the candidates under consideration as semi-finalists.
- Notify candidates who were not selected as semi-finalists.

Manage the Interview Process

This phase will be designed to provide the Board with several different opportunities to observe and interact with the candidates and, when appropriate, to obtain input from other stakeholders. In this phase, I will:

- Propose an interview process and a time line, and revise it based on your comments and suggestions.
- Coordinate a semi-final interview process to identify the finalists.
- Notify candidates who were not selected as finalists.
- Check references of each finalist and convey results to the Search Committee.
- Notify candidates being invited to final interviews.
- Coordinate, with library staff, the preparation of an orientation packet of library and local information that will be distributed to the finalists prior to the interviews.
- Contact finalists and review the interview process with them.
- Coordinate travel and hotel arrangements with each finalist.
- Develop documents to be used during final interviews.
- Develop a schedule for final interviews.
- Coordinate the interview process, attend events, and observe the interviews.

Facilitate the Selection and Appointment Process

The successful conclusion of the search process requires attention to a variety of internal and external tasks. In this phase, I will:

- Facilitate the Board's selection of the best candidate from among the finalists.
- Provide assistance to the Board, as requested, in negotiation of employment terms with the finalist selected to be the new director.
- Notify other finalists of the appointment of a new director.
- Assist the Board with the development of a transition plan that provides an orientation for the new director.

SGR

COMPONENT BASED EXECUTIVE SEARCH OPTIONS

WWW.GOVERNMENTRESOURCE.COM

COMPONENT BASED EXECUTIVE SEARCH OPTIONS

SGR offers individually priced executive search components allowing us to collaborate with your organization to deliver only those specific services needed. This innovative approach provides many of the benefits of a professional recruitment process, but at a much lower cost than a full service search. Unless otherwise noted, all services are delivered remotely. Onsite visits, if desired, are considered a separate component service. Each of the individual components, and the pricing for each, are included below.

— 2020 PRICING —

DIGITAL TALENT MARKETING (DTM)
$299

The use of social media in recruiting is at an all-time high. Most job seekers use social media in their job search and consider themselves to be passive candidates. SGR's Digital Marketing Package is an affordable way to reach these candidates and includes:

> A custom-made graphic

> A post on the SGR Job Board, website, & one post on all SGR social media pages (Facebook, Twitter, LinkedIn & Instagram)

For complete details, see:
www.governmentresource.com/DTM

MARKETING & APPLICATION MANAGEMENT
$9,950

The Marketing portion of the package includes:

> Position profile brochure

> A post in an upcoming edition of SGR's 10 in 10 e-newsletter on Servant Leadership

> Featured position on SGR website, which receives over 26,000 visits each month

> Featured ad on the SGR Job Board (www.sgrjobs.com)

> Email blast to SGR's profession specific opt-in subscriber list

> Promotions on SGR's Social Media Pages (Facebook, Twitter, LinkedIn & Instagram)

> Evaluation and recommendation for ad placements based on type of position and location

> Placements of ads (pass-through cost of ad placements not included)

This package also includes receipt of resumes through SGR's applicant tracking system, timely communication with all applicants throughout this stage of the process, review and triage of resumes, virtual briefing with the organization after position closes, emails to release or retain applicants, and provision of application materials of retained candidates to the organization.

CLASSIFIEDS
$250 EACH

Classified Job Ad in SGR's Friday Job Blast:

> One-time classified ad in SGR's Friday job blast to targeted audience

> Order must be received by Tuesday at 5 p.m. CST to be included in the Friday job blast the same week

JOB BOARD SUBSCRIPTION

Through the power of collaboration, SGR has developed an online job board that is convenient, affordable, and easy to use. On any given day, there are over 1,600 local government job opportunities from across the nation available to job seekers for free. Each month the SGR job board has over 15,000 unique visitors, who are primarily local government officials! There are 3 options:

$369 Annual Subscription
Unlimited Job Postings for a Calendar Year

$99 One-time Job Posting
Post One Job for 30 Days, for One Time Only

STAKEHOLDER SURVEY
$1,000

SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. Written summary of results is provided to the organization.

QUESTIONNAIRE
$250 PER CANDIDATE

Includes development of written exercise customized to the position and designed to provide greater insights of candidates through processes and communication styles. SGR distributes the questionnaire to candidates, evaluates questionnaires, and holds a virtual briefing with the organization after all questionnaires are received.

ONLINE INTERVIEWS
$200 PER CANDIDATE

Online interviews allow a search committee to see candidates in an interview situation without having to pay for travel expenses. SGR provides recommended position-specific questions, prompts candidates to complete the online interview, and emails a link to the organization to view the interviews.

COMPREHENSIVE MEDIA REPORTS
$500 PER CANDIDATE

SGR uses a proprietary media search process to go far beyond automated Google/LexisNexis searches. SGR's process is customized to provide a comprehensive media search on each candidate. View a sample media report at: http://bit.ly/SGRsamplemedia.

PARTNERING WITH LOCAL GOVERNMENTS TO RECRUIT, ASSESS, AND DEVELOP INNOVATIVE, COLLABORATIVE, AUTHENTIC LEADERS.

MANAGEMENT STYLE ANALYSIS
$150 PER CANDIDATE

SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an organization. This report provides valuable information regarding a candidate's preferred management style. View a sample report at: http://bit.ly/SGRDiSCprofilesample. SGR also provides a DiSC Management Comparison Report. At a glance, this report provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: http://bit.ly/SGRteamDiSC.

BACKGROUND CHECKS
$400 EACH

Through a partnership with a licensed private investigation firm, SGR provides our organizations with the most detailed and comprehensive background reports, which include the information listed below. View a sample background screening report at: http://bit.ly/SGRsamplebackground.

- > SSN trace and address verification
- > Credit and financial summaries and credit bureau report
- > Personal information, address, and employment comparisons
- > County criminal and civil records search (for last three counties of residence)
- > State criminal records search (for last three states of residence)
- > Nationwide wants and warrants, Federal criminal records search, InstaCriminal national search, and Global homeland security search
- > Sex offender records search
- > Driving/motor vehicle records
- > Education verification for highest degree obtained

REFERENCE CHECKS
$100 EACH

SGR provides the organization a specific list of contacts to request from the candidate, based on the type of position. The cost for reference checks is $100 per completed phone call. SGR provides a written (anonymous) summary of reference checks.

SITE VISITS
$1,000 per day plus travel expenses

SGR can make onsite visits to a candidate's current community and workplace to gain additional insight into how a candidate is percieved in the community and by coworkers.

TEAM BUILDING WORKSHOP
$4,000 plus travel expenses and $150 per person for I-OPT reports

SGR provides a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people "see" different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues' I-OPT Profiles will enable you to work much more effectively as a team. Price is $4,000 for a half-day onsite workshop, plus travel expenses and $150 per person for I-OPT reports, which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of $50 per report. View sample reports (under I-OPT) at: www.governmentresource.com/assessments.
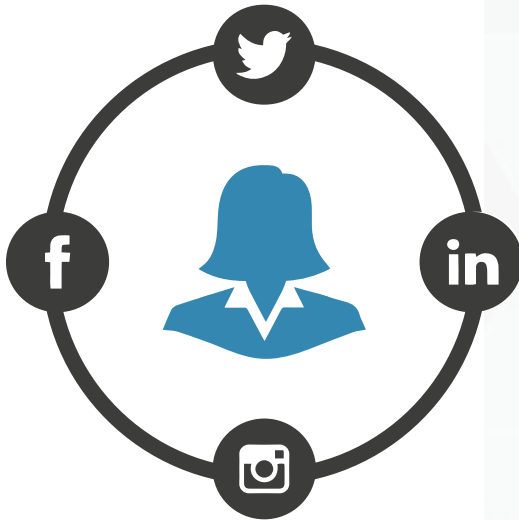
CONTACT US

Kristin Navarro
KristinNavarro@GovernmentResource.com

Main Office: 817-337-8581
www.GovernmentResource.com

SGR

Digital Talent Marketing

SGR

The use of social media for recruitment has grown **54%** in the past 5 years.

79% of job seekers use social media in their job search.

73% of organizations feel they have hired successfully using social media.

84% of organizations are currently recruiting on social media.

43% of organizations believe candidate quality has improved with the use of social media in recruiting.

75% of the fully employed workforce consider themselves as passive candidates.

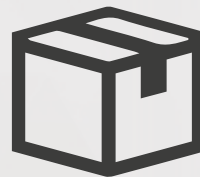**82%** of organizations use social media to reach passive candidates.

Digital Talent Marketing Package - $299

Includes:

A custom-made graphic

A post on the SGR Job Board & website

One post each on SGR's Facebook, Twitter, LinkedIn and Instagram social media pages

CONTACT US

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loriphilyaw@governmentresource.com

Phone: 903-456-1763
Fax: 817-409-4841

f facebook.com/strategicgovt

in Strategic Government Resources

Twitter @StrategicGovt

Instagram @StrategicGovt

www.governmentresource.com/DTM

Digital Talent Marketing

SGR FACEBOOK

SGR LINKEDIN

SGR TWITTER

SGR JOB BOARD

SGR INSTAGRAM

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in Strategic Government Resources

Instagram @StrategicGovt

Twitter @StrategicGovt

Project Methodology

SGR provides a comprehensive scope of executive recruitment services, and each executive recruitment service contract is tailored to meet the client's specific needs. However, a full-service recruitment typically entails the following:

1. **Organizational Inquiry and Analysis**
   - Outline Project Plan and Timeline
   - Individual Interviews with Search Committee/ Key Personnel (if desired)
   - Development of Position Profile and Professional Production of Brochure

2. **Advertising and Recruitment**
   - Ad Placement
   - Social Media and Marketing of Position
   - Ongoing Communication with Applicants and Prospects

3. **Initial Screening and Review**
   - Management of Applications
   - Evaluation and Triage of Resumes
   - Search Committee Briefing to Facilitate Selection of Semifinalists

4. **Evaluation of Semifinalist Candidates**
   - Personal Interaction with Semifinalist Candidates
   - Written Questionnaire
   - Recorded Online Interviews
   - Media Search Stage 1
   - Semifinalist Briefing Books
   - Search Committee Briefing to Select Finalists

5. **Evaluation of Finalist Candidates**
   - Comprehensive Media Search Stage 2
   - Comprehensive Background Investigation Report
   - DiSC Management Assessment
   - Finalist Briefing Books
   - Press Release (if desired)

6. **Interview Process**
   - First Year Game Plan (if desired)
   - Conduct Interviews
   - Deliberations
   - Reference Checks

7. **Negotiations and Hiring Process**
   - Determine the Terms of an Offer
   - Negotiate Terms and Conditions of Employment
   - Transition Strategy

8. **Post-Hire Team Building Workshop (supplemental service, if desired)**
   - I-OPT Team Building Workshop

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placement, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement/ Social Media and Marketing of Position

The Executive Recruiter and client work together, to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 70,000 local government professionals, in addition to a targeted email announcement to specific professional categories and/or areas of

the country. By utilizing an email distribution strategy, these brochures tend to "get legs" of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, LinkedIn, Instagram, and Pinterest to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provide updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive recruitment involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high probability, medium probability, and low probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 8-12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues

that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up by phone when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included with the semifinalist briefing book with the cover letters and resumes.

Recorded Online Interviews

SGR offers recorded online videos of candidates answering pre-recorded questions. This provides a very insightful, efficient and cost effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

Comprehensive Media Search Stage 2

These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates' names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other recruitment firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

Comprehensive Background Investigation Reports

Through SGR's partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

A sample Background Investigation Report is included with this proposal document.

Assessments (DiSC Management Profile)

It is critical for you to know as much as you can about your new executive before hiring him/her. Historically, employers have depended upon resumes, references, and interviews as sources of information for making hiring decisions. In practice, these sources have often proved inadequate for consistently selecting successful employees. The use of assessments has become essential for employers who want to place the right people in the right positions.

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

Press Release (if desired)
Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Step 6: Interview Process
Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

First Year Game Plan (if desired)
"First Year Game Plan" process where finalist candidates are provided with elected official, key staff, and community leader contact information, and the candidates are given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Conduct Interviews
SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations
At this meeting, SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a decision on whether to bring back one or more candidates for a second interview.

Reference Checks

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation "log-jams."

Transition Strategy

There are a variety of transition issues when hiring a new executive. SGR will brief the client on transition issues that need to be addressed and will provide a recommendation on what actions to take. Together, we will create a transition strategy that builds the foundation for a successful long-term relationship.

Step 8: Post-Hire Team Building Analysis (supplemental service)

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people "see" different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues' I-OPT Profiles will enable you to work much more effectively as a team. Price is $4,000 for a half-day onsite workshop, plus travel expenses, and $150 per person for I-OPT reports (if not previously completed as part of the recruitment process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of $50 per report.

Timeline (Standard Recruitment)

Task	Weeks

- Contract Executed
- Outline Project Plan, Timeline
- Individual Interviews with Search Committee/ Key Personnel (if desired)

Week 1

- Development of Position Profile Brochure
- Search Committee Reviews and Approves Brochure

Weeks 2-3

- Ad Placements
- Accept Applications
- Email Distribution and Marketing of Position Profile

Weeks 4-7

- Triage and Scoring of Resumes

Week 8

- Search Committee Briefing (Slide Presentation)/Select Semifinalists
- Candidates Complete Questionnaire and Online Interviews
- Stage 1 Media Searches

Week 9

- Deliverable: Semifinalist Briefing Books

Week 10

- Search Committee Briefing/Select Finalist Candidates

Week 11

- Comprehensive Media Search Stage 2
- Comprehensive Background Screening Report
- Candidates Complete DiSC Management Assessment

Weeks 12-13

- Deliverable: Finalist Briefing Books

Week 14

- Conduct Interviews
- Deliberations
- Reference Checks
- Negotiations
- Announcement/Press Release

Week 15

*Each recruitment timeline is different based on the particular needs of the organization. SGR has completed searches in as little as 45 days, although this is not the recommended approach. We have also extended recruitment well beyond 15 weeks, based on the preference of the client.

Project Cost

All-Inclusive Maximum Price

Professional Services Fee:	$ 18,500
Expenses Not-to-Exceed:	$ 8,000
All-Inclusive, Not-to-Exceed Maximum Price:	**$ 26,500***

Expenses Not-to Exceed

SGR does not bill the client for any expenses except for those explicitly detailed herein. Items included in the Expenses Not-to-Exceed include:

- Professional production of a high quality brochure. This brochure (typically 4 pages) is produced by SGR's graphic designer for a flat fee of $1,500.

- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead. (However, the costs of ad placements in newspapers are not part of the not-to-exceed ad placement costs.)

- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 26 cents per copy, plus the cost of binders/binding. Flash drives are billed at $10 each.

- Online interviews. There is a cost of $200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).

- Psychometric Assessments. There is a cost of $150 per candidate for the DiSC Management Profile (up to 6 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of $500 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 6 finalists).

- Comprehensive Background Investigation Reports. There is a cost of $300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 6 finalists).

- Travel for the Executive Recruiter (incurred for the benefit of the client). Meals are billed back at a per diem rate of $10 for breakfast, $15 for lunch, and $25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Up to four (4) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

*Supplemental Services

The supplemental services listed below are not included in the maximum price above. These supplemental services include:

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.

- Post-Hire Team Building Analysis. A half-day onsite workshop is $4,000, plus travel expenses, and $150 per person for I-OPT reports (if reports were not previously completed as part of the recruitment process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of $50 per report.

- Site Visits to Communities of Finalist Candidates. If desired, the Executive Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of $1,000 per day, plus travel expenses.

- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.

- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at $250 per hour.

Billing

Professional fees for the recruitment are billed in three equal installments during the course of the recruitment. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Statistics

BOISE PUBLIC LIBRARY
SYSTEM STATISTICS REPORT
January 2020

	This Month	Last Year This Month	Percent Change	This Year To Date	Last Year To Date	Percent Change
CIRCULATION/Books						
Adult	63,064	58,227	8.31	233,130	215,873	7.99
Young Adult	8,018	6,816	17.63	30,861	26,145	18.04
Juvenile	70,256	60,265	16.58	270,188	236,543	14.22
Sub Total	141,338	125,308	12.79	534,179	478,561	11.62
CIRCULATION /Audio Visual						
Adult	45,565	44,761	1.80	174,628	171,985	1.54
Young Adult	1,816	1,550	17.16	6,991	5,944	17.61
Juvenile	12,446	11,588	7.40	51,336	46,509	10.38
Sub Total	59,827	57,899	3.33	232,955	224,438	3.79
CIRCULATION/Digital						
eAudio	19,803	17,063	16.06	76,490	63,506	20.45
eBooks	19,144	18,139	5.54	71,582	66,290	7.98
eVideo	52	72	-27.78	215	286	-24.83
eMusic	10,343	8,312	24.43	37,202	36,202	2.76
eMagazine	1,898	2,137	-11.18	8,479	8,047	5.37
Sub Total	51,240	45,723	12.07	193,968	174,331	11.26
TOTAL CIRCULATION	252,405	228,930	10.25	961,102	877,330	9.55
CIRCULATION SUMMARY						
Main Library	99,819	92,357	8.08	380,866	354,226	7.52
Collister	17,582	15,400	14.17	65,744	59,569	10.37
Hillcrest	14,877	12,973	14.68	57,052	50,602	12.75
Cole & Ustick (C&U)	33,677	30,872	9.09	126,743	116,810	8.50
Bown	33,331	30,817	8.16	128,873	118,025	9.19
Home Service	1,879	788	138.45	7,856	3,767	108.55
Digital Collection	51,240	45,723	12.07	193,968	174,331	11.26
TOTAL CIRCULATION	252,405	228,930	10.25	961,102	877,330	9.55
PATRON COUNT						
Main Library	40,674	91,872	-55.73	269,223	329,166	-18.21
Collister	8,587	8,787	-2.28	31,920	33,405	-4.45
Hillcrest	8,968	8,955	0.15	32,909	26,521	24.09
Cole & Ustick	14,569	16,044	-9.19	53,872	56,326	-4.36
Bown	12,179	15,136	-19.54	51,950	53,252	-2.44
TOTAL PATRON COUNT	84,977	140,794	-39.64	439,874	498,670	-11.79
POLARIS CATALOG						
System External Use Counts	352,178	358,303	-1.71	1,243,166	1,269,467	-2.07
Main Internal Use Counts	89,779	96,771	-7.23	324,722	356,445	-8.90
Collister Internal Use Counts	3,410	3,164	7.77	12,735	11,982	6.28
Hillcrest Internal Use Counts	3,457	3,335	3.66	11,925	12,291	-2.98
C&U Internal Use Counts	9,337	9,337	0.00	31,231	33,234	-6.03
Bown Internal Use Counts	12,561	8,100	55.07	33,140	27,618	19.99

	This Month	Last Year This Month	Percent Change	This Year To Date	Last Year To Date	Percent Change
NEW CARDS ISSUED						
Resident	982	1,238	-20.68	3,300	3,908	-15.56
Non-Resident	5	9	-44.44	28	31	-9.68
Internet Only	0	3	-100.00	4	18	-77.78
TOTAL CARDS ISSUED	987	1,250	-21.04	3,332	3,957	-15.79
INTERLIBRARY LOANS						
Out-of-State	115	97	18.56	318	518	-38.61
In-State	47	74	-36.49	187	338	-44.67
INTERLIBRARY BORROWING						
Out-of-State	217	201	7.96	824	757	8.85
In-State	93	56	66.07	285	247	15.38
REFERENCE SUMMARY						
Main Adult Desk	2,546	3,296	-22.75	10,265	11,205	-8.39
Main Adult Telephone	644	665	-3.16	2,384	2,457	-2.97
Main Adult Electronic	177	262	-32.44	594	791	-24.91
Sub Total Adult Reference	3,367	4,223	-20.27	13,243	14,453	-8.37
Main Youth Desk	989	1,575	-37.21	4,348	5,661	-23.19
Main Youth Telephone	73	69	5.80	228	313	-27.16
Main Youth Electronic	2	5	0.00	3	8	-62.50
Sub Total Youth Reference	1,064	1,649	-35.48	4,579	5,982	-23.45
Information Desk						
Readers Advisory	11	19	-42.11	48	61	-21.31
Directional/Informational	1,969	2,544	-22.60	7,035	8,960	-21.48
Sub Total Information Desk	1,980	2,563	-22.75	7,083	9,021	-21.48
Collister Desk	1,907	2,050	-6.98	6,949	7,476	-7.05
Collister Phone	160	185	-13.51	558	646	-13.62
Sub Total Collister Reference	2,067	2,235	-7.52	7,507	8,122	-7.57
Hillcrest Desk	1,847	1,544	19.62	6,525	4,955	31.69
Hillcrest Phone	148	146	1.37	496	435	14.02
Sub Total Hillcrest Reference	1,995	1,690	18.05	7,021	5,390	30.26
Cole & Ustick Desk	2,868	3,089	-7.15	9,523	10,843	-12.17
Cole & Ustick Phone	178	223	-20.18	578	670	-13.73
Sub Total C&U Reference	3,046	3,312	-8.03	10,101	11,513	-12.26
Bown Desk	1,147	1,275	-10.04	4,784	4,836	-1.08
Bown Phone	92	81	13.58	336	329	2.13
Sub Total Bown Reference	1,239	1,356	-8.63	5,120	5,165	-0.87
TOTAL REFERENCE	14,758	17,028	-13.33	54,654	59,646	-8.37

	This Month	Last Year This Month	Percent Change	This Year To Date	Last Year To Date	Percent Change
MEETING ROOM USE SUMMARY						
Programs						
Main Adult Programs	81	64	26.56	317	235	34.89
Main Youth Programs	74	111	-33.33	230	414	-44.44
Main Community Programs	355	377	-5.84	1,943	1,158	67.79
Sub Total Main	510	552	-7.61	2,490	1,807	37.80
Collister Adult Programs	34	48	-29.17	120	157	-23.57
Collister Youth Programs	41	41	0.00	158	191	-17.28
Collister Community Programs	84	86	-2.33	368	309	19.09
Sub Total Collister	159	175	-9.14	646	657	-1.67
Hillcrest Adult Programs	32	15	113.33	97	60	61.67
Hillcrest Youth Programs	45	22	104.55	146	88	65.91
Hillcrest Community Programs	88	71	23.94	444	170	161.18
Sub Total Hillcrest	165	108	52.78	687	318	116.04
C&U Adult Programs	11	12	-8.33	58	33	75.76
C&U Youth Programs	51	49	4.08	126	237	-46.84
C&U Community Programs	93	132	-29.55	285	416	-31.49
Sub Total Cole & Ustick	155	193	-19.69	469	686	-31.63
Bown Adult Programs	25	21	19.05	107	68	57.35
Bown Youth Programs	57	45	26.67	273	148	84.46
Bown Community Programs	81	85	-4.71	423	326	29.75
Sub Total Bown	163	151	7.95	803	542	48.15
TOTAL PROGRAMS	1,152	1,179	-2.29	5,095	4,010	27.06
Program Attendance						
Main Adult Attendance	694	308	125.32	1,918	1,249	53.56
Main Youth Attendance	2,524	4,824	-47.68	8,617	13,476	-36.06
Main Comm Attendance	1,642	1,625	1.05	7,972	5,154	54.68
Sub Total Main	4,860	6,757	-28.07	18,507	19,879	-6.90
Collister Adult Attendance	245	302	-18.87	1,012	1,181	-14.31
Collister Youth Attendance	922	848	8.73	4,131	3,517	17.46
Collister Comm Attendance	527	489	7.77	2,209	1,509	46.39
Sub Total Collister	1,694	1,639	3.36	7,352	6,207	18.45
Hillcrest Adult Attendance	198	520	-61.92	647	846	-23.52
Hillcrest Youth Attendance	566	594	-4.71	2,269	2,349	-3.41
Hillcrest Comm Attendance	1,089	1,155	-5.71	4,316	2,167	99.17
Sub Total Hillcrest	1,853	2,269	-18.33	7,232	5,362	34.88
C&U Adult Attendance	108	176	-38.64	680	476	42.86
C&U Youth Attendance	808	799	1.13	2,641	3,040	-13.13
C&U Comm Attendance	1,381	1,373	0.58	4,182	3,617	15.62
Sub Total Cole & Ustick	2,297	2,348	-2.17	7,503	7,133	5.19
Bown Adult Attendance	353	198	78.28	1,111	702	58.26
Bown Youth Attendance	1,497	1,323	13.15	6,131	4,915	24.74
Bown Comm Attendance	1,035	1,040	-0.48	5,172	3,489	48.24
Sub Total Bown	2,885	2,561	12.65	12,414	9,106	36.33
TOTAL PROGRAM ATTENDANCE	13,589	15,574	-12.75	53,008	47,687	11.16

BOISE PUBLIC LIBRARY
RECIPROCAL BORROWING STATISTICS
January 2020

Items checked out at BPL by consortium members' patrons.

CHECKOUTS	This Month	Percent of This Month Circulation	Last Year This Month	Percent Change	This Year To Date	Percent of To Date Circulation	Last Year To Date	Percent Change
Ada Community	4,495	1.78	4,357	3.17	17,915	1.86	17,432	2.77
Caldwell	578	0.23	397	45.59	2,220	0.23	1,712	29.67
Eagle	928	0.37	825	12.48	3,591	0.37	3,335	7.68
Emmett	210	0.08	103	103.88	627	0.07	626	0.16
Garden City	2,051	0.81	1,608	27.55	8,110	0.84	6,940	16.86
Hailey	0	0.00	7	-100.00	2	0.00	10	-80.00
Kuna	182	0.07	0	0.00	592	0.06	0	0.00
Meridian	4,040	1.60	3,710	8.89	15,366	1.60	12,658	21.39
Mountain Home	540	0.21	339	59.29	1,661	0.17	1,253	32.56
Nampa	1,456	0.58	1,193	22.05	5,040	0.52	4,357	15.68
Twin Falls	18	0.01	29	-37.93	157	0.02	232	-32.33
Total	14,498	5.74	12,568	15.36	55,281	5.75	48,555	13.85

| Total BPL Circulation | 252,405 | | 228,930 | | 961,102 | | 877,330 | |

Items checked out at consortium member locations by BPL patrons.

CHECKOUTS	This Month	Last Year This Month	This Year To Date	Last Year To Date
Ada Community	13,381	12,752	51,633	48,940
Caldwell	92	206	660	743
Eagle	7,843	7,836	30,265	30,530
Emmett	213	52	845	90
Garden City	9,262	9,480	34,810	35,964
Hailey	0	18	19	50
Kuna	174	0	485	0
Meridian	10,562	10,137	41,199	42,776
Mountain Home	67	13	159	144
Nampa	784	657	3,272	2,521
Twin Falls	15	11	55	29
Total	42,393	41,162	163,402	161,787