

AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
January 14, 2015
3:30 - 5:37 pm

3:30 pm	02 min.	Call to Order: <i>Rob Allen, Chair</i>	
3:32 pm	05 min.	Public Comment: <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please sign up at the time of the meeting to speak during the public Comment period, and limit your comments to three minutes.</i>	
3:37 pm	03 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of the December 10, 2014 Regular Meeting 2. Approval of December 2014 Payroll, Benefits and Vouchers 3. Media Tower Purchase 	
3:40 pm	05 min.	Board Members Report	
3:45 pm	25 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. December 2014 Financial Report, Dale Hough 2. 2015 Library Legislative Day, Georgia Lomax 3. 2014 Star Libraries, Georgia Lomax 4. Reading and Materials Director Selection, Georgia Lomax 5. IT Leadership Positions, Karim Adib 6. Employee Communication Survey, Linda Farmer 7. Executive Director Monthly Activities, Georgia Lomax 8. WorkForce Central Grant, Jaime Prothro 	
4:10 pm		Unfinished Business	
	15 min.	1. Board of Trustees Policy on Ethics, Conduct and Responsibilities, Georgia Lomax	Action
	10 min.	2. Fife Street Improvements, Clifford Jo	
4:35 pm		New Business	
	05 min.	1. Compensation Study, Chereé Green	Action
	15 min.	2. 2015 Board Calendar of Work, Georgia Lomax	
	10 min.	3. Leadership Academy, Chereé Green	
	15 min.	4. Chromebooks Pilot, David Durante and Andrew Schulz	
	15 min.	5. E-Rate Program/PAC Self-Service Lobby Pilot, Karim Adib & Sally Porter Smith	
5:35 pm	00 min.	Executive Session: <i>At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, if needed.</i>	
5:35 pm	02 min.	Announcements	
5:37 pm		Adjournment	

Consent Agenda

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, DECEMBER 10, 2014**

CALL TO ORDER

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:32 pm. Board members present were J.J. McCament, Allen Rose, Rob Allen and Donna Albers.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the November 12, 2014, Regular Meeting
2. November 2014 Payroll, Benefits and Vouchers
 - a. Payroll Warrants 3585-3586, dated 11/01/14 – 11/30/14 in the amount of \$889.73
 - b. Payroll Disbursement Voucher dated 11/05/14 in the amount of \$608,652.83
 - c. Payroll Disbursement Voucher dated 11/20/14 in the amount of \$567,723.79
 - d. Accounts Payable Warrants 623490-623639 dated 11/01/14 – 11/30/14 in the amount of \$1,205,661.96
3. Resolution 2014-06: Schedule of Recurring Meetings (Revised)
4. Resolution 2014-09: Cancellation of Unredeemed Warrants
5. 2015 Insurance Renewal

Mr. Allen moved for approval of the consent agenda as corrected. Ms. McCament seconded the motion and it was passed.

BOARD MEMBER REPORTS

There were no Board reports.

OFFICER REPORTS

November 2014 Financial Report - Dale Hough, Finance Manager, reported the Library received an additional \$1.87 million in revenue, which is 99% of the budgeted amount.

South Hill Improvements Update - Sally Porter Smith, Customer Experience Director, reported 3800 visitors have entered the Library since the re-opening. The response to the new Northwest Historical and Christian Fiction collections has been positive.

Library Card Drive: 2014 Results - Georgia Lomax, Executive Director, said the Library is evaluating the usage and retention of customers acquired during the card drive. Mr. Rose said he is pleased with the newly designed US Open card. Linda Farmer, Communications Director, said the design is a joint effort between the Library and Pierce County. A limited supply of cards will be available from April through August, 2015. Judy Nelson and Jaime Prothro, Customer Experience Managers, reported they are working with Librarians to develop golf themed campaigns in the branches. Ms. Albers noted this would be a good opportunity to connect the Library with the local golf community.

DIY Fest - Ms. Lomax reported she attended the event and was pleased with the level of engagement by the participants. Ms. Prothro said the Library served as the facilitator and connector for various DIY groups and will want to explore this type of service further. Ms. Farmer noted the event was heavily promoted through online and print advertisement.

First Month Meetings - Ms. Lomax recapped her recent visits to the departments and branches. She noted staff has expressed great pride in innovation, good stewardship, serving the public well during recession. Her weekly communications and updates to staff have been well received.

UNFINISHED BUSINESS

2015 Budget: Second Reading and Discussion - Ms. Lomax noted final minor adjustments have been made to the document and the narrative will be completed in January and ready for publication in February. She directed the Board to page 19 of the Budget document and explained how the 2015 budget is approached using the Library's priorities.

By addressing critical functions affected by the recession, the Library will focus on rebuilding the Capital Improvement fund and organizational fitness in the form of leadership development and talent management.

The Library will continue to make smart choices that support a sustainable future by focusing on good stewardship of taxpayer dollars and developing a revenue strategy in preparation for the 1% cap on property tax revenue. It will also look closely at developing strategies to build the capital improvement fund.

Providing up to date and future-oriented service has been a top priority for many years. Ms. Lomax said the Library will focus on technologies as a tool for service, and undertaking a strategic action planning process to map the Library's future and identify what has changed in libraries and communities during the recession and since the Library's last strategic plan.

Mr. Allen questioned the wording of the footnote under *Table 1-1: Library Priorities* and asked what changes the Library anticipates making related to the levy promises. Ms. Lomax stated that the Library has maintained its commitments well past 2012. She does not see them as ending, but instead sees them as the new norm.

Mr. Jo agreed the levy promises have become part of the Library's culture and are embedded in the decisions it makes, adding he will rewrite the statement prior to publication to reflect this. He said the 2015 strategic plan will build upon the levy promises. Mr. Allen said he would like to see a statement indicating that the support of the community allowed the Library to make this cultural change and that if it weren't for the community's support, the Library would not be operating as it is currently.

Ms. Albers said she would like the document to incorporate the idea of the Library being a community connector. Mr. Jo said he will make some changes to the principal documents and that narratives from department heads are forthcoming. Ms. McCament said the leadership competencies and benchmarks are comprehensive components of the budget document and summarize the work the Library is doing.

The Library has received King County's statement of revenue depicting \$44,000 of additional revenue. This will be acknowledged in the mid-year process. The general fund and expenditures remain unchanged from the first reading of the budget.

Mr. Jo indicated he would ask the Board to approve the transfer of \$1.5 million into the capital budget in 2014 raising the fund to \$2 million. Next year he would propose transferring \$840,000 into the capital budget.

Mr. Allen said there are two classes of capital projects - regular planned repairs and capital implications of the strategic planning process, which are unknown at this time. Mr. Jo agreed and said the proposed technology plan falls into the latter of the two. Ms. Lomax said she expects the entire process will inform and clarify what will be funded, and how.

There was brief discussion about cash flow projections, future revenue shortfalls and possible solutions. Mr. Rose noted discussions are being held concerning the possibility of changing the 1% limitation to align with the rate of inflation. Ms. Lomax said the Library is watching carefully.

PUBLIC HEARING - 2015 DRAFT BUDGET

Ms. McCament moved that in accordance with RCW 84.55.10, the public hearing be opened for consideration of increases in property tax revenues, regarding 2014 property tax levies for collection in 2015. Mr. Rose seconded the motion and it passed.

Chair Ishem then asked if there was anyone in the audience who wished to comment on the 2015 budget of estimated revenue and expenditures, and received no response.

There being no comments, Ms. McCament moved to close the public hearing on the 2015 budget of estimated revenue and expenditures. Ms. Rose seconded the motion and it passed.

UNFINISHED BUSINESS (CONTINUED)

2015 Budget: Resolution 2014-10: Year-End Capital Improvement Fund Transfer - Mr. Allen moved to approve Resolution 2014-10. Ms. McCament seconded the motion and it passed.

2015 Budget: Resolution 2014-11: To Adopt the 2015 General Fund Budget - Mr. Allen moved to approve Resolution 2014-11. Ms. McCament seconded the motion and it passed.

2015 Budget: Resolution 2014-12: To Adopt the 2015 Capital Improvement Fund Budget - Mr. Allen moved to approve Resolution 2014-12. Ms. McCament seconded the motion and it passed.

NEW BUSINESS

2015 Election of Board Officers - Ms. McCament moved to elect Mr. Allen as Chair and Ms. Albers as Vice-Chair for 2015. Mr. Rose seconded the motion and it passed.

2015 Budget: Resolution 2014-13: To Set Wages and Benefits for Non-Represented Employees for 2015 - Mr. Allen moved to approve Resolution 2014-13. Mr. Rose seconded the motion and it passed.

Approval of Named Areas: University Place and South Hill Libraries - Ms. McCament moved to approve the Florence Davis Reading Lounge at the South Hill Library and the Kenneth DeRoche reading area at the University Place Library. Mr. Allen seconded the motion and it passed.

Chair Ishem reminded the Trustees to consider making a contribution in support of the Pierce County Library Foundation.

EXECUTIVE SESSION

At 4:55, Mr. Allen moved to recess into Executive Session, per RCW 42.30.110, for 10 minutes to discuss personnel issues. Ms. McCament seconded the motion and it passed. The session was reopened to the public at 5:05 pm.

NEW BUSINESS (CONTINUED)

2014 Executive Director Agreement - Ms. McCament moved to authorize Chair Ishem to implement the 2015 Salary Agreement for the Executive Director. Mr. Allen seconded the motion and it passed.

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

The meeting was adjourned at 5:06 pm on motion by Mr. Allen, seconded by Ms. McCament.

Georgia Lomax, Secretary

Linda Ishem, Chair

December 2014 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3587-3590	12/01/14-12/31/14	\$2,033.19
Disbursement Voucher - Payroll & Acct Payable		12/04/14	\$553,835.19
Disbursement Voucher - Payroll & Acct Payable		12/19/14	\$578,430.45
Accounts Payable Warrants	623640-623797	12/01/14-12/31/14	\$1,387,959.46
Total:			<u><u>\$2,522,258.29</u></u>

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3587	pr	12/05/2014	VOGEL, LARISSA			11/16/14 - 11/30/14	0.00	275.99
3588	pr	12/05/2014	JUDD, VICKEY			11/16/14 - 11/30/14	0.00	465.09
3589	pr	12/22/2014	HUTCHINSON, JAMIE			12/01/14 - 12/15/14	0.00	389.14
3590	pr	12/22/2014	RICHMOND, ANNALIESE			12/01/14 - 12/15/14	0.00	902.97
Total:							0.00	2,033.19

Checks in report: 4

Grand Total: 0.00 2,033.19

COUNTY OF PIERCE
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74	Agency No.	D.J.V. Date	D.J.V. No.
	001-116	revised 12/4/2014	

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$57,590.88
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$41,681.15
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$41,681.15
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$400,221.25
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$0.00
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$7,915.00
13	697	001	0000	237	00				ING	\$2,347.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$2,398.76
15	697	001	0000	237	00				H.S.A. Employer Contribution	\$0.00
16	697	001	0000	237	00				H.S.A. fee	\$0.00
									please put the total amt below into PCLS payroll account	
									TOTAL	\$553,835.19

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			

Prepared By:	Date:	Approved By:	
Christy Telling	12/4/2014	Christy Telling	12/4/2014

COUNTY OF PIERCE
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74	Agency No.	D.J.V. Date	D.J.V. No.
	001-116	revised 12/19/2014	

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$61,718.85
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$42,974.87
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$42,974.87
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$414,737.64
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$3,263.70
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$7,990.00
13	697	001	0000	237	00				ING	\$2,372.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$2,398.52
15	697	001	0000	237	00				H.S.A. Employer Contribution	\$0.00
16	697	001	0000	237	00				H.S.A. fee	\$0.00
									please put the total amt below into PCLS payroll account	
									TOTAL	\$578,430.45

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			

Prepared By:	Date:	Approved By:	
Christy Telling	12/19/2014	Christy Telling	12/19/2014

Check History Listing
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
623640	12/03/2014	000242 BUCKLEY CITY OF		222.43
623641	12/03/2014	000847 CENTER POINT PUBLISHING		41.94
623642	12/03/2014	000184 CITY TREASURER		1,737.18
623643	12/03/2014	002096 DAVID DURANTE		917.28
623644	12/03/2014	006126 BARBARA HAYES		35.99
623645	12/03/2014	000377 PUGET SOUND ENERGY		3,142.71
623646	12/03/2014	005760 MELLISA SISLEY		41.83
623647	12/03/2014	000460 STEILACOOM TOWN OF		676.23
623648	12/03/2014	000506 UNIVERSITY PLACE REFUSE SERVIC		169.62
623649	12/04/2014	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		16.41
623650	12/04/2014	000153 ASSOCIATED PETROLEUM PRODUCTS		2,752.73
623651	12/04/2014	000273 CARRILLO & ASSOCIATES		1,468.75
623652	12/04/2014	003399 CONFLICT MANAGEMENT STRATEGIES		1,500.00
623653	12/04/2014	005882 LAUREN LINDSKOG		137.92
623654	12/04/2014	001941 JUDY T NELSON		412.82
623655	12/04/2014	001290 REGIONAL BUILDING SVCS CORP		507.25
623656	12/04/2014	005883 SYSTEMS SOURCE INC		26,647.66
623657	12/04/2014	001518 TUMBUSCH PHOTOGRAPHY		72.85
623658	12/04/2014	006091 BIBIANA D. VAN DYKE		150.00
623659	12/04/2014	000534 WCP SOLUTIONS		768.82
623660	12/05/2014	000828 AFSCME AFL-CIO		5,518.52
623661	12/05/2014	000175 ASSOCIATION OF WASHINGTON CITI		169,525.98
623662	12/05/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,723.07
623663	12/05/2014	001181 PIERCE CTY LIBRARY FOUNDATION		384.45
623664	12/05/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
623665	12/05/2014	000823 UNITED WAY		67.00
623666	12/05/2014	004782 US DEPARTMENT OF EDUCATION		163.12
623667	12/05/2014	000827 WA STATE- DEPT OF RETIREMENT S		77,363.13
623668	12/09/2014	000895 COLUMBIA BANK		2,979.59
623669	12/09/2014	000895 COLUMBIA BANK		50.00
623670	12/09/2014	001512 DAILY JOURNAL OF COMMERCE		69.30
623671	12/09/2014	005272 GREEN EFFECTS INC		6,005.62
623672	12/09/2014	006132 ALLISON SHROY		70.30
623673	12/09/2014	006016 SUNSET PACIFIC GEN.CONTRACTORS		56,673.84
623674	12/09/2014	000497 TILlicum COMMUNITY SERVICE CEN		1,708.71
623675	12/09/2014	003719 UNIQUE MANAGEMENT SERVICES		1,786.38
623676	12/04/2014	006128 SILVER ALLEN		5.50
623677	12/04/2014	006129 KRISTY BREWSTER		12.51

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623679	12/04/2014	000161 CENGAGE LEARNING		19,561.47
623680	12/04/2014	000184 CITY TREASURER		854.33
623681	12/04/2014	000184 CITY TREASURER		525.43
623682	12/04/2014	000184 CITY TREASURER		58.32
623683	12/04/2014	000093 PAYMENT PROCESSING CENTER EBSCO		54,260.55
623684	12/04/2014	001643 IMPACT		47.37
623685	12/04/2014	000243 INGRAM LIBRARY SERVICES		16,198.56
623686	12/04/2014	002038 ROSINA VERTZ		287.36
623687	12/04/2014	006130 MARIA ZALDIVAR-GUILLEN		13.95
623688	12/11/2014	004022 US BANK		148,819.11
623689	12/11/2014	004022 US BANK		116,262.70
623690	12/15/2014	001583 ALIBRIS		37.75
623691	12/15/2014	000830 BAKER & TAYLOR		22,535.38
623692	12/15/2014	005125 CHERRY LANE PUBLISHING		1,089.15
623693	12/15/2014	000184 CITY TREASURER		1,196.31
623694	12/15/2014	000243 INGRAM LIBRARY SERVICES		6,130.66
623695	12/15/2014	000352 MIDWEST TAPE		25,070.00
623696	12/15/2014	000406 RECORDED BOOKS LLC		243.91
623697	12/15/2014	005463 ROURKE EDUCATIONAL MEDIA		5,356.83
623698	12/15/2014	005488 TREEHOUSE ISLAND INC		13,162.50
623699	12/15/2014	000535 WESTON WOODS STUDIOS		8,474.22
623700	12/17/2014	006138 ALEXANDER MITCHELL LIBRARY		24.99
623701	12/17/2014	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		16.41
623702	12/17/2014	000895 COLUMBIA BANK		2,620.00
623703	12/17/2014	001512 DAILY JOURNAL OF COMMERCE		73.50
623704	12/17/2014	006140 DE ANZA COLLEGE LIBRARY		50.00
623705	12/17/2014	001058 EVERGREEN STATE COLLEGE		59.38
623706	12/17/2014	006139 GEORGE FOX UNIVERSITY LIBRARIE		50.00
623707	12/17/2014	001464 GREAT FLOORS COMMERCIAL SALES		3,713.98
623708	12/17/2014	005428 GRITTON BUILDING CO INC		89,089.42
623709	12/17/2014	005979 METCO ELECTRIC		2,498.29
623710	12/17/2014	006133 NATIONAL BUSINESS RESEARCH INS		12,359.00
623711	12/17/2014	000323 NEWS TRIBUNE		6,588.88
623712	12/17/2014	004933 NORTHWEST HEALTH & SAFETY INC		118.94
623713	12/17/2014	000414 SACRAMENTO PUBLIC LIBRARY		20.00
623714	12/17/2014	006135 SEDGWICK CLAIMS MANAGEMENT SVC		5,882.51
623715	12/17/2014	001821 TYLER TECHNOLOGIES INC		41,587.67
623716	12/17/2014	001369 WHATCOM COUNTY LIBRARY SYSTEM		22.95

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623717	12/17/2014	006134 MIMI BUI		14.99
623718	12/17/2014	000184 CITY TREASURER		6,175.29
623719	12/17/2014	000184 CITY TREASURER		1,383.88
623720	12/17/2014	006070 DIEDRA FRENDR		16.80
623721	12/17/2014	006126 BARBARA HAYES	V	35.99
623722	12/17/2014	006142 AIMEE HECIMOVICH		19.88
623723	12/17/2014	000377 PUGET SOUND ENERGY		982.37
623724	12/17/2014	006143 MARGARET STANHOPE		32.90
623725	12/17/2014	000463 SUMMIT WATER & SUPPLY CO		306.28
623726	12/17/2014	000541 STATE OF WASHINGTON		359.44
623727	12/18/2014	000821 PIERCE COUNTY SUPERIOR COURT		300.30
623728	12/22/2014	003778 AFLAC		5,459.58
623729	12/22/2014	000828 AFSCME AFL-CIO		5,610.89
623730	12/22/2014	000175 ASSOCIATION OF WASHINGTON CITI		1,642.88
623731	12/22/2014	001578 COLONIAL SUPPLEMENTAL INSURANC		562.24
623732	12/22/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,721.87
623733	12/22/2014	001181 PIERCE CTY LIBRARY FOUNDATION		369.45
623734	12/22/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
623735	12/22/2014	000823 UNITED WAY		67.00
623736	12/22/2014	004782 US DEPARTMENT OF EDUCATION		178.57
623737	12/22/2014	000827 WA STATE- DEPT OF RETIREMENT S		80,018.92
623738	12/19/2014	003938 BINW		2,695.18
623739	12/19/2014	004550 BURGEON GROUP LLC		1,455.08
623740	12/19/2014	001467 DATA SECURITY CORP		132.50
623741	12/19/2014	006146 ELISE DONEY		205.55
623742	12/19/2014	005814 JAYRAY ADS & PR INC		1,233.75
623743	12/19/2014	005979 METCO ELECTRIC		315.07
623744	12/19/2014	000352 MIDWEST TAPE		1,892.51
623745	12/19/2014	000323 NEWS TRIBUNE		594.00
623746	12/19/2014	001586 NORTHWEST DOOR INC		205.13
623747	12/19/2014	004022 US BANK		96,197.28
623748	12/23/2014	005283 E-RATE EXPERTISE INC		428.70
623749	12/23/2014	004674 MCHUGH MANAGEMENT CONSULTING		8,010.00
623750	12/23/2014	005979 METCO ELECTRIC		410.83
623751	12/23/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,912.87
623752	12/23/2014	001265 POLARIS USERS GROUP INC		100.00
623753	12/23/2014	004655 ROSE ENVIRONMENTAL LLC		1,309.50
623754	12/23/2014	005485 S P IN SRL		5,251.20
623755	12/23/2014	000635 WAYNES ROOFING INC		402.54

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623756	12/26/2014	001583 ALIBRIS		64.82
623757	12/26/2014	000830 BAKER & TAYLOR		9,151.90
623758	12/26/2014	006148 BROKEN PENCIL PRODUCTIONS		410.50
623759	12/26/2014	006145 SHENATHAN BURTON		22.99
623760	12/26/2014	000161 CENGAGE LEARNING		7,598.02
623761	12/26/2014	000080 CHILD'S WORLD		6,515.51
623762	12/26/2014	006040 CREATIVE LIBRARY SALES		397.95
623763	12/26/2014	005300 DANGER ROOM COMICS LLC		1,692.77
623764	12/26/2014	000093 PAYMENT PROCESSING CENTER EBSCO		44.80
623765	12/26/2014	000325 HF GROUP LLC		901.63
623766	12/26/2014	000243 INGRAM LIBRARY SERVICES		8,878.42
623767	12/26/2014	000230 KOREAN BOOK CENTER		2,664.25
623768	12/26/2014	001011 LIVE OAK MEDIA		5,149.45
623769	12/26/2014	000352 MIDWEST TAPE		21,954.45
623770	12/26/2014	003398 MULTICULTURAL BOOKS & VIDEOS		3,997.50
623771	12/26/2014	006144 JON PAUL OLEDAN		16.00
623772	12/26/2014	001651 PARACLETE PRESS		118.30
623773	12/26/2014	000344 PROGRESSIVE BUSINESS PUBLICATI		195.50
623774	12/26/2014	000377 PUGET SOUND ENERGY		4,168.88
623775	12/26/2014	000406 RECORDED BOOKS LLC		16.41
623776	12/26/2014	000451 SEATTLE TIMES SEATTLE PI		368.89
623777	12/26/2014	001932 LYNNE ZEIHNER		50.04
623778	12/31/2014	003938 BINW		9,614.99
623779	12/31/2014	004550 BURGEON GROUP LLC		2,647.48
623780	12/31/2014	003311 DEPARTMENT OF LABOR & INDUSTRI		43.00
623781	12/31/2014	001213 GIS INFORMATION SYSTEMS INC		2,850.00
623782	12/31/2014	005157 LOVSTED WORTHINGTON LLC		72,953.73
623783	12/31/2014	001258 PTM DOCUMENT SYSTEMS INC		153.92
623784	12/31/2014	001821 TYLER TECHNOLOGIES INC		750.00
623785	12/31/2014	000635 WAYNES ROOFING INC		1,206.53
623786	12/31/2014	005862 ELITE PROPERTY INVESTMENTS LLC		8,613.26
623787	12/31/2014	000242 BUCKLEY CITY OF		216.34
623788	12/31/2014	000161 CENGAGE LEARNING		440.85
623789	12/31/2014	000847 CENTER POINT PUBLISHING		405.63
623790	12/31/2014	000184 CITY TREASURER		1,830.79
623791	12/31/2014	006040 CREATIVE LIBRARY SALES		5,898.25
623792	12/31/2014	004179 JUTTA DRIVER		22.04
623793	12/31/2014	006126 BARBARA HAYES		35.99
623794	12/31/2014	000243 INGRAM LIBRARY SERVICES		89.48

Check History Listing
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
623795	12/31/2014	000352 MIDWEST TAPE		5,618.09
623796	12/31/2014	000377 PUGET SOUND ENERGY		651.71
623797	12/31/2014	000460 STEILACOOM TOWN OF		723.68
boa Total:				1,387,959.46
Total Checks:				1,387,959.46

158 checks in this report

MEMO

Date: January 5, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Karim Adib, Digital Experience Director

Subject: Media Tower Purchase

Currently, the library uses two different technologies for dispensing DVD discs at our branches. Going forward, our plan is to standardize on one technology. The following is some background on our decision and direction:

Current Investment: At twelve locations, 40 Bibliotheca SmartDispenser towers are used to store DVD discs and dispense them to customers during the self-service checkout process. Also, at four locations, five Spin Media Banks are used to do the same. The two types of devices serve the same purpose but achieve the goal in a slightly different way. Both types have advantages and disadvantages.

Ongoing maintenance now: Annual Maintenance costs for the SmartDispenser technology is \$26,400 or \$2,200 per location. Annual maintenance cost for the Media Banks is \$18,600 or \$4,650 per location.

Technology and Security: As part of the ongoing Security and Stability effort, we reviewed the technology behind both platforms. Media Bank uses the Windows XP operating system and a less than desirable method for the vendor to connect to the device in response to requests for support. Although Media Bank has promised migration to a modern Operating System, we do not know when it will be ready for distribution. The hope is the new software will be released in 2015. Meanwhile, Bibliotheca has been evolving their product and the company recently introduced new generation hardware and software. Bibliotheca has assured us that their new hardware will work with both the old and new generation software.

Plan going forward: Early in 2015, the library plans to retire all five Media Banks. At three of the four locations, we will install new SmartDispensers from Bibliotheca. At the fourth location, Lakewood, the library plans to provide DVDs using a sequestered collection method, where DVDs are stored on shelves like books. The project will require approximately \$70,000 in Capital expenditures, which includes one year of maintenance at no charge. Once the Media Bank are removed and the maintenance is cancelled, we expect to save approximately \$14,000 in 2015. We also plan to find buyers for the Media Bank hardware, which may generate additional savings. Although we can't predict the exact value of used Media Banks on the secondary market, our plan is to get close to breaking even.

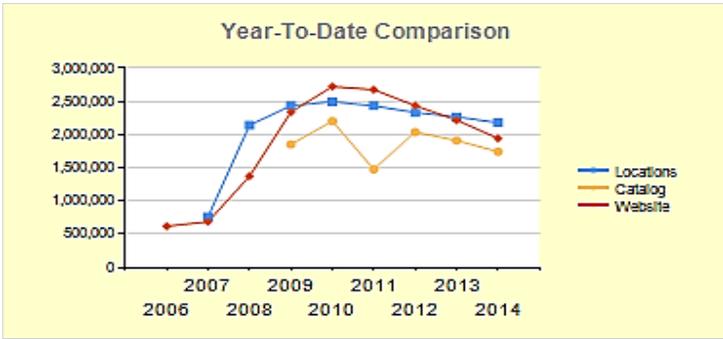
Ongoing maintenance, 2016+: Using current annual maintenance prices, in 2016 we expect our annual maintenance costs to drop from the current \$45,000 per year to approximately \$34,300 – a savings of \$10,700 per year. Of worthy note, the expensive Media Bank systems would have needed to be replaced soon, perhaps in 2016 or 2017, as the moving parts and usability no longer become maintainable. Purchasing this alternative and lower cost solution allows us to recapture savings faster.

Funding: Since this expenditure exceeds \$50,000, it requires Board approval. As Clifford Jo mentioned in December when the final capital budget was proposed and passed, there may be other projects that need to be brought to the Board for consideration and approval prior to the mid-year budget. Therefore, we will amend the Capital Improvement Plan to include this project during the mid-year budget process. There is sufficient funding in the capital improvement fund for this project, and still leaves us a sufficient fund balance between \$850,000 and \$1,000,000 for the next several years.

OFFICERS REPORT

CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - NOVEMBER

VISITS



	November		
	2013	2014	% Change
Door Count	186,743	159,045	-14.83%
Catalog	157,284	133,736	-14.97%
Website	178,335	154,439	-13.40%
Job & Business Portal	2,597	1,840	-29.15%
Military Portal	52	64	23.08%
Total	525,011	449,124	-14.45%

CHECKOUTS



	November		
	2013	2014	% Change
Checkouts	495,940	402,268	-18.89%
Downloadables	48,848	51,817	6.08%
Total	544,788	454,085	-16.65%

CUSTOMERS



	November		
	2013	2014	% Change
Active Cardholders	247,241	277,932	12.41%
New Cards	3,511	2,812	-19.91%
Checkout Transactions	90,676	76,261	-15.90%
Unique Users	40,524	35,479	-12.45%

PHILANTHROPY



	November		
	2013	2014	% Change
FoundationDonors	312	269	-13.78%
NewFoundationDonors	184	111	-39.67%
\$ Raised by Foundation	\$34,398.00	\$27,937.00	-18.78%
\$ Provided by Friends	\$9,288.00	\$0.00	-100.00%

BRANCH CLOSURES

2012		
Location	Dates	Duration (days)
Various (Snow Closures)	1/17-23	7
Bonney Lake	2/13-26	13
Graham	3/21-4/5	15
South Hill	4/9-5/6	27
Tillicum	7/3-8/5	33
Sumner	7/30-9/3	35
Summit	9/17-30	13
Steilacoom	10/17-11/14	28
Bookmobile Ends	11/11	
Key Center	11/14-12/31	47

2013		
Location	Dates	Duration (days)
Key Center	1/1-2/3	34
Fife	9/24-25	2

2014		
Location	Dates	Duration (days)
Gig Harbor	5/19-6/1	13
Lakewood	9/2-21	19
Pkld/Span	10/3-26	13
South Hill	11/1-30	30

Monthly Financial Reports December 31, 2014

Please consider these as interim December financial reports for 2014.

The Finance Department has not yet closed the year.

*Interim Reports Prepared by
Dale E. Hough PFO, CPFIM
Finance Manager*

**Pierce County Library System
Statement of Financial Position - Interim
December 31, 2014
All Funds**

	General Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets			
Current Assets - Cash			
Cash	\$ 8,535,073	\$ 83,648.57	\$ 2,067,225
Investments	\$ -	\$ -	\$ -
Total Cash	\$ 8,535,073	\$ 83,649	\$ 2,067,225
Total Current Assets	\$ 8,535,073	\$ 83,649	\$ 2,067,225
Liabilities and Fund Balance			
Current Liabilities			
Warrants Payable	\$ 155,223	\$ -	\$ -
Sales Tax Payable	\$ 4,751	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 37,311	\$ -	\$ -
Total Current Liabilities	\$ 197,285	\$ -	\$ -
Fund Balance			
Reserve for Encumbrances	\$ 161,785	\$ -	\$ 49,639
Net Excess (Deficit)	\$ 643,075	\$ 81	\$ 255,334
Unreserved Fund Balance	\$ 7,532,928	\$ 83,567	\$ 1,762,251
Total Fund Balance	\$ 8,337,788	\$ 83,649	\$ 2,067,225
Total Liabilities and Fund Balance	\$ 8,535,073	\$ 83,649	\$ 2,067,225
Anticipated Property Tax Revenue	\$ 934,295	\$ 12	\$ -

Pierce County Library System													
Comparative Statement of Financial Position - Interim													
General Fund - Rolling Comparison													
<i>(as of the listed date of the reported month)</i>													
	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>CURRENT</i>
	12/31/2013	1/31/2014	2/28/2014	3/31/2014	4/30/2014	5/31/2014	6/30/2014	7/31/2014	8/31/2014	9/30/2014	10/31/2014	11/30/2014	12/31/2014
Assets													
Current Assets - Cash													
Cash	\$ 10,033,175	\$ 1,444,605	\$ 1,645,126	\$ 2,874,141	\$ 10,202,373	\$ 12,760,371	\$ 1,400,630	\$ 1,475,909	\$ 1,566,485	\$ 1,783,229	\$ 10,585,428	\$ 3,821,250	\$ 8,535,073
Investments	\$ -	\$ 6,200,000	\$ 4,410,000	\$ 2,650,000	\$ 1,975,000	\$ -	\$ 9,492,593	\$ 7,500,000	\$ 5,580,000	\$ 3,768,000	\$ 1,800,000	\$ 8,255,000	\$ -
Total Cash	\$ 10,033,175	\$ 7,644,605	\$ 6,055,126	\$ 5,524,141	\$ 12,177,373	\$ 12,760,371	\$ 10,893,223	\$ 8,975,909	\$ 7,146,485	\$ 5,551,229	\$ 12,385,428	\$ 12,076,250	\$ 8,535,073
Total Current Assets	\$ 10,033,175	\$ 7,644,605	\$ 6,055,126	\$ 5,524,141	\$ 12,177,373	\$ 12,760,371	\$ 10,893,223	\$ 8,975,909	\$ 7,146,485	\$ 5,551,229	\$ 12,385,428	\$ 12,076,250	\$ 8,535,073
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	\$ 940,783	\$ 289,787	\$ 283,545	\$ 242,745	\$ 156,099	\$ 219,223	\$ 237,131	\$ 279,472	\$ 352,429	\$ 416,700	\$ 450,616	\$ 454,093	\$ 155,223
Sales Tax Payable	\$ 1,686	\$ 2,976	\$ 4,285	\$ 3,438	\$ 3,657	\$ 4,896	\$ 6,057	\$ 4,000	\$ 4,295	\$ 3,683	\$ 4,930	\$ 5,293	\$ 4,751
Payroll Taxes and Benefits Payable	\$ 57,777	\$ 10,661	\$ 12,052	\$ 12,414	\$ 12,450	\$ 12,183	\$ 11,400	\$ 10,937	\$ 11,507	\$ 12,671	\$ 14,507	\$ 24,239	\$ 37,311
Total Current Liabilities	\$ 1,000,247	\$ 303,424	\$ 299,882	\$ 258,596	\$ 172,206	\$ 236,303	\$ 254,588	\$ 294,408	\$ 368,230	\$ 433,053	\$ 470,053	\$ 483,624	\$ 197,285
Fund Balance													
Reserve for Encumbrances	\$ -	\$ 479,177	\$ 428,516	\$ 382,261	\$ 515,313	\$ 415,441	\$ 372,048	\$ 339,182	\$ 275,413	\$ 227,145	\$ 208,720	\$ 155,364	\$ 161,785
Net Excess (Deficit)	\$ -	\$ (2,170,924)	\$ (3,706,199)	\$ (4,149,643)	\$ 2,456,926	\$ 3,075,700	\$ 1,233,659	\$ (690,609)	\$ (2,530,086)	\$ (4,141,897)	\$ 2,673,728	\$ 2,404,334	\$ 643,075
Unreserved Fund Balance	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 7,532,928
Total Fund Balance	\$ 9,032,928	\$ 7,341,181	\$ 5,755,244	\$ 5,265,545	\$ 12,005,167	\$ 12,524,068	\$ 10,638,635	\$ 8,681,501	\$ 6,778,254	\$ 5,118,176	\$ 11,915,375	\$ 11,592,625	\$ 8,337,788
Total Liabilities and Fund Balance	\$ 10,033,175	\$ 7,644,605	\$ 6,055,126	\$ 5,524,141	\$ 12,177,373	\$ 12,760,371	\$ 10,893,223	\$ 8,975,909	\$ 7,146,485	\$ 5,551,229	\$ 12,385,428	\$ 12,076,250	\$ 8,535,073
Anticipated Property Tax Revenue	\$ -	\$ 25,516,351	\$ 25,112,244	\$ 23,682,603	\$ 14,993,995.22	\$ 12,484,118	\$ 12,375,381	\$ 12,288,973	\$ 12,166,212	\$ 11,762,780	\$ 11,762,780	\$ 1,098,207	\$ 934,295

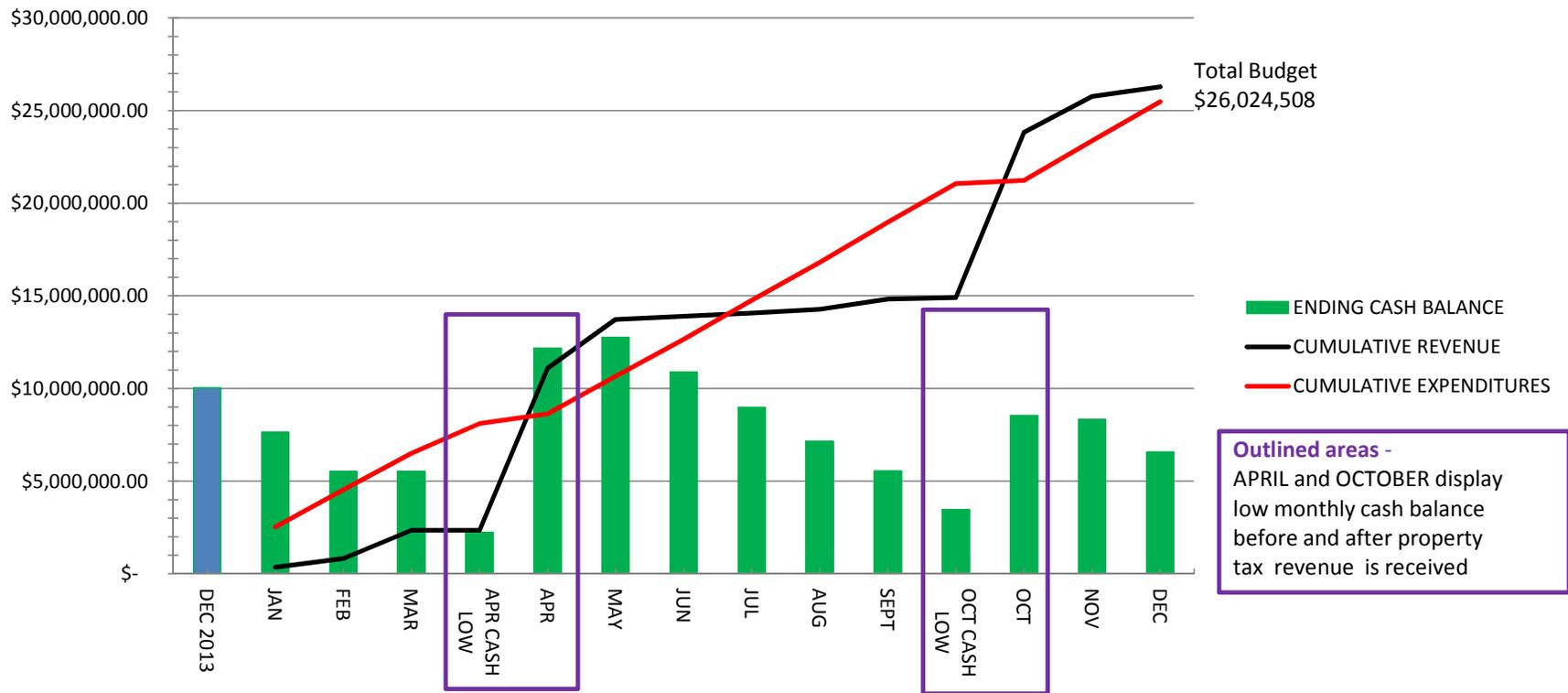
PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures - INTERIM
Year to Date through December 31, 2014
no pre-encumbrances

<u>General Fund</u>	<u>2014 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ 24,669,808	\$ 24,798,008	\$ -	\$ (128,200)	101%
Other Revenue	\$ 1,354,700	\$ 1,476,454	\$ -	\$ (121,754)	109%
Total Revenue	\$ 26,024,508	\$ 26,274,462	\$ -	\$ (249,954)	101%
Expenditures					
Personnel/Taxes and Benefits	\$ 18,560,574.00	\$ 18,555,052	\$ -	\$ 5,522	100%
Materials	\$ 3,333,375	\$ 3,143,384	\$ -	\$ 189,991	94%
Maintenance and Operations	\$ 3,870,314	\$ 3,771,166	\$ 162,661	\$ (63,513)	102%
Transfers Out	\$ 260,245	\$ 260,245	\$ -	\$ -	100%
Total Expenditures	\$ 26,024,508	\$ 25,729,847	\$ 162,661	\$ 132,000	99%
Excess/(Deficit)		\$ 544,615			
(less encumbrances)		(162,661)			
Net Excess (Deficit)		\$ 381,955			

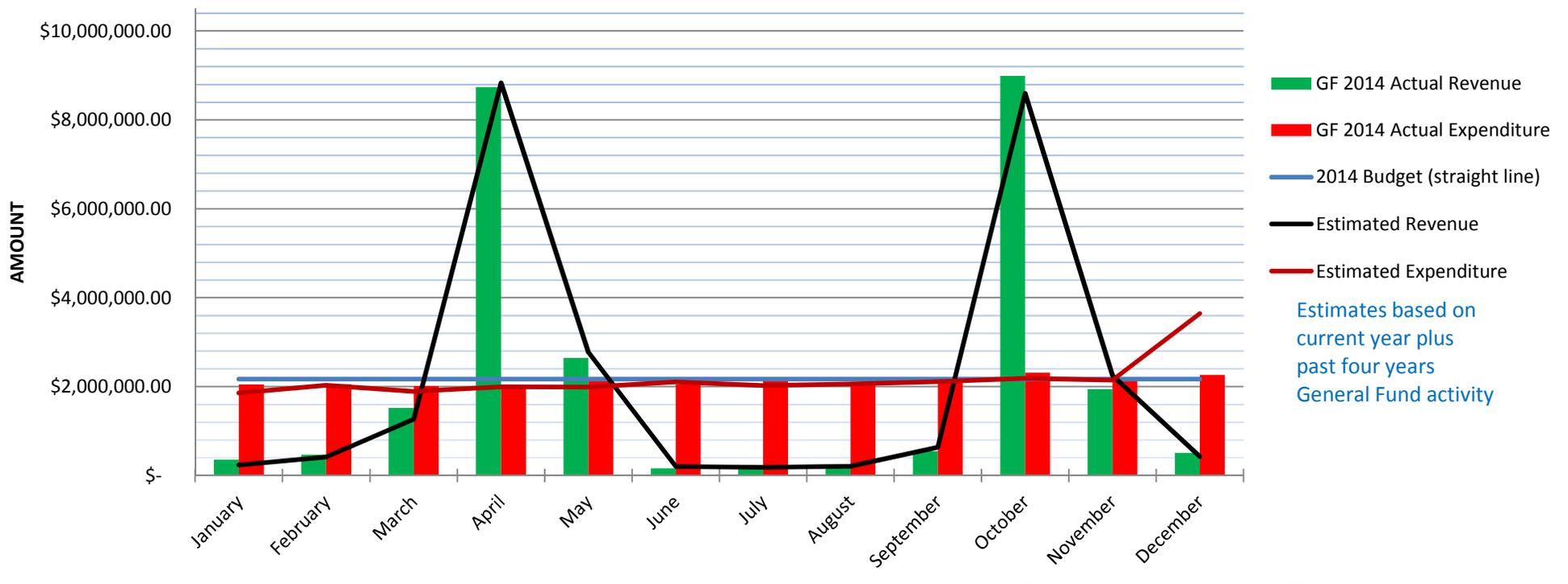
<u>Debt Service Fund</u>	<u>2014 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 81	\$ -	\$ (81)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
Total Revenue	\$ -	\$ 81	\$ -	\$ (81)	0%
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Net Excess (Deficit)		\$ 81			

<u>Capital Improvement Projects</u>	<u>2014 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 973,955	\$ 973,955	\$ -	\$ -	100%
Other Revenue	\$ 335,000	\$ 221,603	\$ -	\$ 113,397	66%
Transfers In	\$ 260,245	\$ 260,245	\$ -	\$ -	100%
Total Revenue	\$ 1,569,200	\$ 1,455,803	\$ -	\$ 113,397	93%
Expenditures					
Maintenance and Operations	\$ 1,569,200	\$ 1,150,829	\$ 49,639	\$ 368,731	77%
Total Expenditures	\$ 1,569,200	\$ 1,150,829	\$ 49,639	\$ 368,731	77%
Excess/(Deficit)		\$ 304,974			
(less encumbrances)		(49,639)			
Net Excess (Deficit)		\$ 255,334			

CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2014



RESOURCE FLOW - INTERIM General Fund - 2014



Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAXES CURRENT	23,744,495.00	140,831.35	24,048,981.73	0.00	(304,486.73)	101.28
31112 PROPERTY TAXES DELINQUENT	807,313.00	27,849.19	636,031.76	0.00	171,281.24	78.78
31130 SALE OF TAX TITLE PROPERTY	3,000.00	673.06	11,070.22	0.00	(8,070.22)	369.01
31210 PRIVATE HARVEST/ FOREST EXCISE TAX	70,000.00	0.00	76,053.17	0.00	(6,053.17)	108.65
31720 LEASEHOLD EXCISE TAX	20,000.00	2,128.66	6,762.71	0.00	13,237.29	33.81
TAXES:	24,644,808.00	171,482.26	24,778,899.59	0.00	(134,091.59)	100.54
33533 STATE FOREST FUNDS/DNR TIMBER TRU	0.00	7,879.81	12,898.50	0.00	(12,898.50)	0.00
33872 CONTRACTS FEES - CITIES	3,900.00	0.00	3,240.00	0.00	660.00	83.08
33890 GOVERNMENTAL SERVICE FEES	5,400.00	0.00	7,265.61	0.00	(1,865.61)	134.55
34160 COPIER FEES	30,000.00	2,027.91	29,841.59	0.00	158.41	99.47
34161 GRAPHICS SERVICES CHARGES	4,000.00	3,608.39	7,996.59	0.00	(3,996.59)	199.91
34162 PRINTER FEES	105,000.00	7,981.39	110,859.33	0.00	(5,859.33)	105.58
34163 FAX FEES	21,000.00	1,488.56	21,097.90	0.00	(97.90)	100.47
34730 INTERLIBRARY LOAN FEES	0.00	37.98	128.97	0.00	(128.97)	0.00
35970 LIBRARY FINES	600,000.00	34,622.08	548,387.90	0.00	51,612.10	91.40
36110 INVESTMENT INCOME	10,000.00	566.08	6,209.81	0.00	3,790.19	62.10
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.10	0.00	(0.10)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.11	2.36	0.00	(2.36)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	969.68	0.00	(969.68)	0.00
36700 FOUNDATION DONATIONS	400,000.00	236,852.76	422,151.24	0.00	(22,151.24)	105.54
36710 FRIENDS' DONATIONS	0.00	0.00	760.14	0.00	(760.14)	0.00
36720 FRIENDS' REIMBURSEMENTS	3,000.00	6,441.38	13,972.92	0.00	(10,972.92)	465.76
36725 DONATIONS - OTHER	0.00	3.33	2,663.74	0.00	(2,663.74)	0.00
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	347.50	0.00	(347.50)	0.00
36920 BOOK SALE REVENUE	10,000.00	695.24	16,034.05	0.00	(6,034.05)	160.34
36990 MISCELLANEOUS REVENUE	9,000.00	(13.01)	5,497.16	0.00	3,502.84	61.08
36991 PAYMENT FOR LOST MATERIALS	12,000.00	518.23	10,373.91	0.00	1,626.09	86.45
36994 UNCLAIMED PROPERTY	0.00	21.56	(2,318.48)	0.00	2,318.48	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	582.96	0.00	(582.96)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	1,505.17	6,666.27	0.00	(6,666.27)	0.00
36998 E RATE REIMBURSEMENT	114,000.00	23,478.36	228,454.17	0.00	(114,454.17)	200.40
36999 REBATES - PROCUREMENT CARD	30,000.00	9,087.01	34,082.54	0.00	(4,082.54)	113.61
CHARGES OTHER:	1,357,300.00	336,802.34	1,488,166.46	0.00	(130,866.46)	109.64
39510 SALE OF FIXED ASSETS/TIMBER (GOV)	15,000.00	0.00	0.00	0.00	15,000.00	0.00
39520 INSURANCE RECOVERIES - ASSETS	7,400.00	0.00	7,396.28	0.00	3.72	99.95
TOTAL FOR REVENUE ACCOUNTS	26,024,508.00	508,284.60	26,274,462.33	0.00	(249,954.33)	100.96
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,429,017.00	1,079,814.68	13,248,465.73	0.00	180,551.27	98.66
51105 ADDITIONAL HOURS	248,850.00	20,093.47	271,359.08	0.00	(22,509.08)	109.05
51106 SHIFT DIFFERENTIAL	148,518.00	13,875.13	139,752.01	0.00	8,765.99	94.10
51107 SUBSTITUTE HOURS	303,500.00	19,511.43	266,786.96	0.00	36,713.04	87.90
51109 TUITION ASSISTANCE PROGRAM	300.00	0.00	0.00	0.00	300.00	0.00
51200 OVERTIME WAGES	6,750.00	390.93	5,535.20	0.00	1,214.80	82.00
51999 ADJ WAGE/SALARY TO MATCH PLAN	(404,134.00)	0.00	0.00	0.00	(404,134.00)	0.00
52001 INDUSTRIAL INSURANCE	173,130.00	14,362.16	188,542.20	0.00	(15,412.20)	108.90
52002 MEDICAL INSURANCE	2,198,331.00	154,137.65	1,923,359.82	0.00	274,971.18	87.49

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52003 F.I.C.A.	1,098,014.00	84,746.45	1,050,564.43	0.00	47,449.57	95.68
52004 RETIREMENT	1,192,330.00	98,830.49	1,209,583.38	0.00	(17,253.38)	101.45
52005 DENTAL INSURANCE	218,189.00	16,064.04	185,303.86	0.00	32,885.14	84.93
52006 OTHER BENEFIT	11,020.00	1,000.00	10,920.00	0.00	100.00	99.09
52010 LIFE AND DISABILITY INSURANCE	25,674.00	1,414.69	25,434.36	0.00	239.64	99.07
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	28,309.78	0.00	2,190.22	92.82
52200 UNIFORMS	1,300.00	0.00	1,135.03	0.00	164.97	87.31
52999 ADJ BENEFITS TO MATCH PLAN	(120,715.00)	0.00	0.00	0.00	(120,715.00)	0.00
PERSONNEL	18,560,574.00	1,504,241.12	18,555,051.84	0.00	5,522.16	99.97
53100 OFFICE/OPERATING SUPPLIES	169,450.00	10,388.25	180,526.70	588.94	(11,665.64)	106.88
53101 CUSTODIAL SUPPLIES	52,100.00	3,686.34	52,016.59	0.00	83.41	99.84
53102 MAINTENANCE SUPPLIES	60,200.00	9,103.53	53,252.10	0.00	6,947.90	88.46
53103 AUDIOVISUAL PROCESSING SUP	20,000.00	7,143.71	23,169.93	0.00	(3,169.93)	115.85
53104 BOOK PROCESSING SUPPLIES	20,000.00	292.26	19,707.61	0.00	292.39	98.54
53200 FUEL	40,750.00	0.00	40,888.01	1,856.52	(1,994.53)	104.89
53401 ADULT MATERIALS	841,184.00	35,101.00	798,770.02	0.00	42,413.98	94.96
53403 PERIODICALS	80,000.00	442.72	68,567.05	0.00	11,432.95	85.71
53405 JUVENILE BOOKS	535,258.00	34,463.63	468,913.52	0.00	66,344.48	87.61
53406 PROFESSIONAL COLLECTION	20,000.00	285.67	17,364.04	0.00	2,635.96	86.82
53407 INTERNATIONAL COLLECTION	76,000.00	4,142.51	45,140.74	0.00	30,859.26	59.40
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	60,176.84	853,092.45	0.00	(37,092.45)	104.55
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	8,359.60	86,692.91	0.00	15,347.09	84.96
53411 ELECTRONIC INFO SOURCES	170,355.00	7,905.00	122,355.53	0.00	47,999.47	71.82
53412 REFERENCE SERIALS	36,414.00	751.59	9,415.46	0.00	26,998.54	25.86
53413 ELECTRONIC SERVICES	244,124.00	13,162.50	166,391.06	0.00	77,732.94	68.16
53414 ELECTRONIC COLLECTION	259,000.00	137.16	345,880.48	0.00	(86,880.48)	133.54
53464 VENDOR PROCESSING SERVICES	153,000.00	10,090.59	154,658.90	0.00	(1,658.90)	101.08
53499 GIFTS - MATERIALS	0.00	719.70	6,142.09	0.00	(6,142.09)	0.00
53500 MINOR EQUIPMENT	6,500.00	0.00	3,100.67	1,033.56	2,365.77	63.60
53501 FURNISHINGS	53,000.00	3,878.81	36,440.92	21,860.35	(5,301.27)	110.00
53502 IT HARDWARE	244,600.00	32,676.26	212,685.72	0.00	31,914.28	86.95
53503 PRINTERS	20,000.00	1,191.67	3,110.92	0.00	16,889.08	15.55
53505 SOFTWARE	53,400.00	2,936.84	39,230.85	0.00	14,169.15	73.47
54100 PROFESSIONAL SERVICES	434,454.00	42,750.73	449,394.15	31,760.76	(46,700.91)	110.75
54101 LEGAL SERVICES	30,000.00	0.00	30,331.61	0.00	(331.61)	101.11
54102 COLLECTION AGENCY	24,000.00	1,786.38	19,114.68	0.00	4,885.32	79.64
54161 RESOURCE SHARING SERVICES	19,000.00	20.00	12,175.58	0.00	6,824.42	64.08
54162 BIBLIOGRAPHICS SERVICES	33,000.00	0.00	30,692.56	0.00	2,307.44	93.01
54163 PRINTING AND BINDING	2,000.00	901.63	1,637.95	0.00	362.05	81.90
54165 ILL LOST ITEM CHARGE	3,000.00	207.32	1,881.97	0.00	1,118.03	62.73
54200 POSTAGE AND SHIPPING	33,000.00	66.23	30,505.94	0.00	2,494.06	92.44
54201 TELECOM SERVICES	305,000.00	7,469.52	340,142.59	0.00	(35,142.59)	111.52
54300 TRAVEL	129,200.00	1,692.60	49,405.13	0.00	79,794.87	38.24
54301 MILEAGE REIMBURSEMENTS	30,150.00	2,269.67	29,276.23	0.00	873.77	97.10
54400 ADVERTISING	68,000.00	3,703.03	34,306.99	4,875.48	28,817.53	57.62
54501 RENTALS/LEASES - BUILDINGS	377,700.00	890.93	337,225.14	3,154.50	37,320.36	90.12
54502 RENTALS/LEASES - EQUIPMENT	23,600.00	221.56	37,428.05	1,951.04	(15,779.09)	166.86

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54600 INSURANCE	189,500.00	72,953.73	95,583.98	0.00	93,916.02	50.44
54700 ELECTRICITY	240,000.00	23,620.45	233,817.09	0.00	6,182.91	97.42
54701 NATURAL GAS	15,000.00	952.63	7,952.78	0.00	7,047.22	53.02
54702 WATER	26,000.00	1,007.70	24,720.75	0.00	1,279.25	95.08
54703 SEWER	32,000.00	967.72	37,371.55	0.00	(5,371.55)	116.79
54704 REFUSE	22,500.00	2,004.99	29,098.31	387.87	(6,986.18)	131.05
54800 GENERAL REPAIRS/MAINTENANCE	198,300.00	16,158.80	181,747.16	26,000.32	(9,447.48)	104.76
54801 CONTRACTED MAINTENANCE	729,200.00	68,339.45	680,107.53	68,316.01	(19,223.54)	102.64
54803 MAINT. TELECOM EQUIPMENT	31,000.00	0.00	21,380.04	0.00	9,619.96	68.97
54900 REGISTRATIONS	26,450.00	344.00	23,338.16	0.00	3,111.84	88.24
54901 DUES AND MEMBERSHIPS	42,120.00	300.00	38,046.95	0.00	4,073.05	90.33
54902 TAXES AND ASSESSMENTS	30,500.00	42.67	29,568.22	0.00	931.78	96.94
54903 LICENSES AND FEES	34,850.00	2,516.95	37,360.91	0.00	(2,510.91)	107.20
54904 MISCELLANEOUS	790.00	0.00	216.23	0.00	573.77	27.37
54905 WELLNESS EVENTS	0.00	0.00	2,551.90	0.00	(2,551.90)	0.00
56202 ELECTRICAL	0.00	410.83	410.83	0.00	(410.83)	0.00
59700 TRANSFERS OUT	260,245.00	260,245.00	260,245.00	0.00	0.00	100.00
ALL OTHER EXPENSES	7,463,934.00	758,880.70	6,914,550.23	161,785.35	387,598.42	94.81
TOTAL FOR EXPENSE ACCOUNTS	26,024,508.00	2,263,121.82	25,469,602.07	161,785.35	393,120.58	98.49
NET SURPLUS / DEFICIT	0.00	(1,754,837.22)	804,860.26	(161,785.35)	(643,074.91)	0.00

FUND: DEBT SERVICE FUND (20)

Object	2014 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.02	0.18	0.00	(0.18)	0.00
TAXES:	0.00	0.02	0.18	0.00	(0.18)	0.00
36110 INVESTMENT INCOME	0.00	6.36	81.18	0.00	(81.18)	0.00
CHARGES OTHER:	0.00	6.36	81.18	0.00	(81.18)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	6.38	81.36	0.00	(81.36)	0.00
NET SURPLUS / DEFICIT	0.00	6.38	81.36	0.00	(81.36)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2014 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	973,955.00	165,069.00	973,955.00	0.00	0.00	100.00
36110 INVESTMENT INCOME	0.00	0.00	616.37	0.00	(616.37)	0.00
36700 FOUNDATION DONATIONS	175,000.00	114,941.57	114,941.57	0.00	60,058.43	65.68
36899 ENERGY REBATES	0.00	0.00	103,329.00	0.00	(103,329.00)	0.00
36990 MISCELLANEOUS REVENUE	160,000.00	0.00	0.00	0.00	160,000.00	0.00
CHARGES OTHER:	1,308,955.00	280,010.57	1,192,841.94	0.00	116,113.06	91.13
39520 INSURANCE RECOVERIES - CAPITAL ASSE	0.00	0.00	2,716.00	0.00	(2,716.00)	0.00
39700 TRANSFERS IN	260,245.00	260,245.00	260,245.00	0.00	0.00	100.00
TOTAL FOR REVENUE ACCOUNTS	1,569,200.00	540,255.57	1,455,802.94	0.00	113,397.06	92.77
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	239.97	0.00	(239.97)	0.00
53102 MAINTENANCE SUPPLIES	0.00	214.83	593.19	0.00	(593.19)	0.00
53501 FURNISHINGS	54,000.00	18,898.02	78,420.21	1,312.79	(25,733.00)	147.65
53502 IT HARDWARE	0.00	1,458.77	1,458.77	0.00	(1,458.77)	0.00
54100 PROFESSIONAL SERVICES	157,500.00	0.00	36,803.48	3,251.00	117,445.52	25.43
54400 ADVERTISING	0.00	0.00	493.50	0.00	(493.50)	0.00
54502 RENTALS/LEASES - EQUIPMENT	0.00	3,433.96	18,036.93	0.00	(18,036.93)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	0.00	194.50	1,814.10	0.00	(1,814.10)	0.00
54805 VEHICLE REPAIR - MAJOR	15,000.00	0.00	10,110.03	0.00	4,889.97	67.40
54912 CONTINGENCY/RESERVE	46,000.00	0.00	0.00	0.00	46,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	391,500.00	35,283.41	408,462.11	21,803.42	(38,765.53)	109.90
56201 CONSTRUCTION	0.00	116,713.10	233,485.98	10,870.14	(244,356.12)	0.00
56202 ELECTRICAL	78,000.00	0.00	43,182.14	0.00	34,817.86	55.36
56203 FLOORING	81,000.00	0.00	0.00	0.01	80,999.99	0.00
56204 PAINTING AND WALL TREATMENTS	47,000.00	69.30	36,081.44	0.00	10,918.56	76.77
56205 ROOFING	151,000.00	0.00	0.00	0.00	151,000.00	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	50,000.00	0.00	48,455.97	0.00	1,544.03	96.91
56400 MACHINERY & EQUIPMENT	198,000.00	0.00	56,190.39	1,646.47	140,163.14	29.21
56401 VEHICLES	175,000.00	0.00	60,373.32	0.00	114,626.68	34.50
56402 HVAC	125,200.00	0.00	116,627.87	10,755.41	(2,183.28)	101.74
TOTAL FOR EXPENSE ACCOUNTS	1,569,200.00	176,265.89	1,150,829.40	49,639.24	368,731.36	76.50
NET SURPLUS / DEFICIT	0.00	363,989.68	304,973.54	(49,639.24)	(255,334.30)	0.00

MEMO



Date: December 30, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: 2015 Library Legislative Day

Washington Library Association's annual Library Legislative Day will take place on Friday, January 30, 2015, in Olympia.

Linda Farmer will lead a delegation of library staff to visit Pierce County Library System legislators. We are in the process of scheduling visits with those who are available.

MEMO

Date: January 5, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: 2014 Library Journal Star Library Statistics

Attached is the annual Library Journal article announcing the 2014 “Star Libraries”. Since 2008 the publication has ranked public libraries on four output measures that are gathered annually by the Institute of Museum and Library Services. Libraries are divided into categories based on the size of their budget. The top libraries in each category earn three, four or five stars. The 2014 report is based on 2012 data.

There were a total of 8,956 public libraries in the United States in 2012. 7,586 of them provided data, and only those libraries that provide all four measurements are rated. This year PCLS joined 113 libraries in the \$10M-\$29.9M budget category, including three other Washington libraries – Timberland, Spokane County and Ft. Vancouver Regional. Forty-seven of Washington’s 61 public libraries were included in the rankings.

This year four Washington State libraries received stars – in the \$30M+ category, Seattle Public, King County and Sno-Isle; and Lopez Island in the \$200-\$399.9K category.

This year’s report includes discussion of current efforts in the library community to measure the impact of library services in the lives of customers and communities (*page 25, Projects to watch*), and the challenges of reporting and collecting outcome measures on a national basis.

In addition to the article, I’ve attached a chart showing score and measures for select Washington libraries, and a comparison of our data and scores since the rankings began in 2008. (The reports are always based on data that is two years prior to the year reported.) (Note: It appears our program attendance data was either underreported or has a typo. Our records show it to be 1.5 per capita.)

Library Journal Index of Public Library Service 2014 Star Libraries

(Based on 2012 Data)

Expenditure	Stars	Library		Circ*	Visits*	Program Attendance*	PC Use*	2014 Score	2013 Score	2012 Score
\$30M +	5	Seattle Public Library	Seattle	15.6	10.5	0.4	2.2	1096	1191	1157
\$30M +	4	King County Library System	Issaquah	14.9	7.5	0.3	2.9	1032	1083	1074
\$30M +	3	Sno-Isle Regional Library	Marysville	13.9	5.4	0.4	1.6	729	**	**
\$10M-\$29.9M	--	Fort Vancouver Regional Library District	Vancouver	9.4	5.0	0.3	1.0	466	361	321
\$10M-\$29.9M	--	Pierce County Library System	Tacoma	15.4	4.5	0.1	1.3	453	515	501
\$10M-\$29.9M	--	Timberland Regional Library	Tumwater	9.0	5.6	0.2	1.1	445	456	0
\$10M-\$29.9M	--	Spokane County Library District	Spokane	9.8	5.3	0.2	0.9	432	427	425
\$5M-\$9.99M	--	Whatcom County Library System	Bellingham	15.3	7.7	0.3	0.9	599	596	566
\$5M-\$9.99M	--	North Central Regional Library	Wenatchee	7.6	4.8	0.2	1.7	446	475	492
\$5M-\$9.99M	--	Kitsap Regional Library	Bremerton	7.0	4.7	0.4	0.8	439	**	**
\$5M-\$9.99M	--	Spokane Public Library	Spokane	9.8	4.5	0.2	0.1	424	419	424
\$5M-\$9.99M	--	Yakima Valley Regional Library	Yakima	3.5	3.0	0.1	0.7	268	284	290

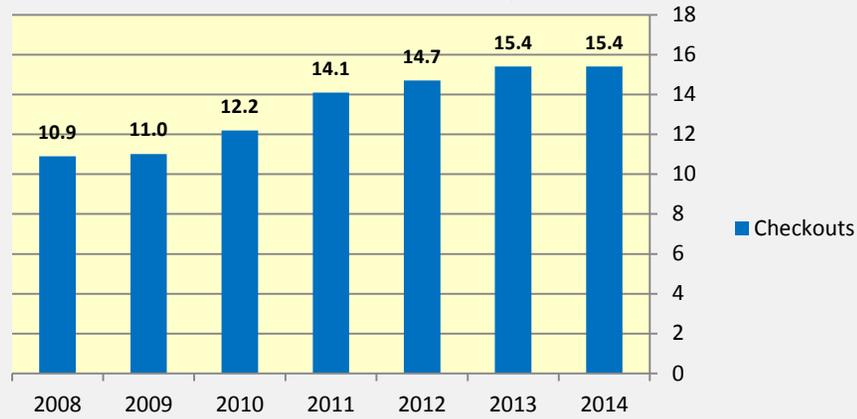
*Per Capita

**Not included in ranking

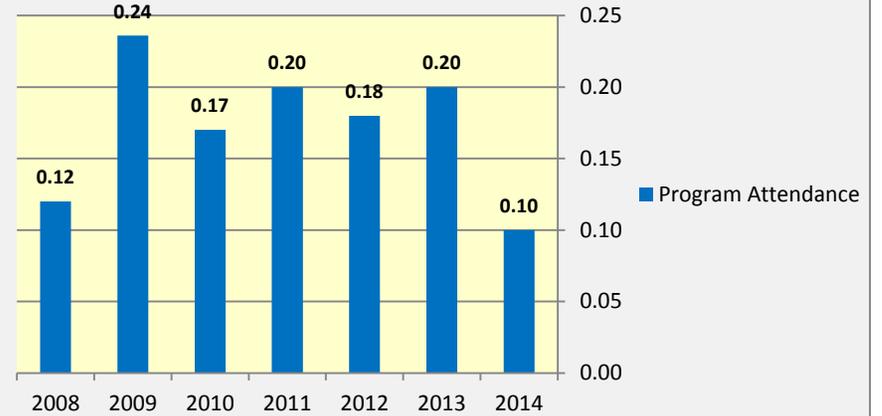
Washington Libraries not included in the 2014 LJ Stars ranking:

- Mid-Columbia
- Tacoma Public

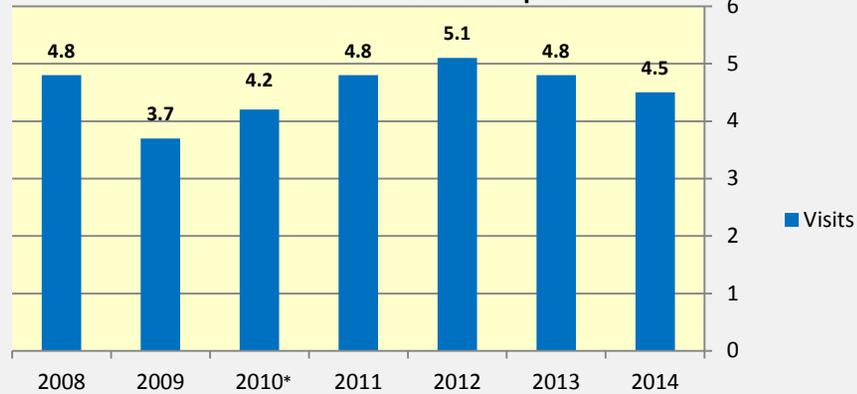
Checkouts Per Capita



Program Attendance Per Capita

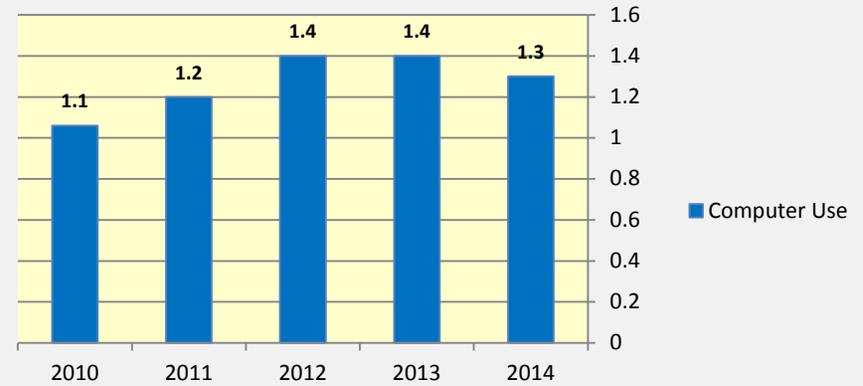


Branch Visits Per Capita



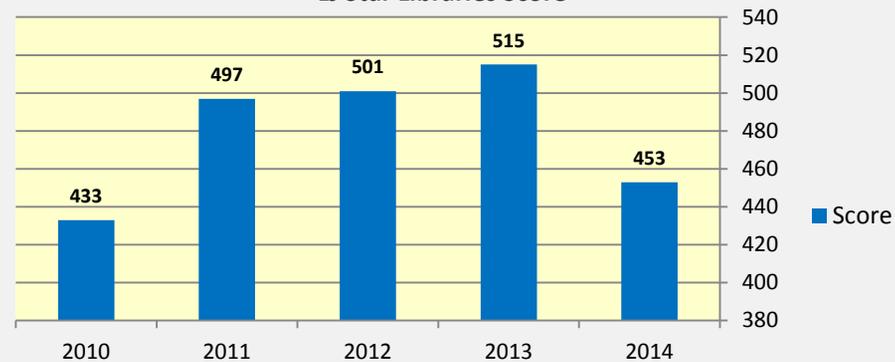
*Changed door count equipment & software

Computer Use Per Capita*



*Data not available in 2008 & 2009

LJ Star Libraries Score*



*PCLS not ranked in 2008 & 2009

AMERICA'S STAR LIBRARIES

The *LJ* Index of Public Library Service 2014

By Ray Lyons & Keith Curry Lance

We are very pleased to announce the results of the seventh edition of the *Library Journal* Index of Public Library Service, sponsored by Baker & Taylor's Bibliostat. The *LJ* Index is a measurement tool that compares U.S. public libraries with their spending peers based on four types of output measures of their per capita use. For this year's Star Libraries, please turn to page 28; for more on what's next for the index, see page 27.

When the *LJ* Index and its Star Library ratings were introduced in 2008, our hope was that whether libraries were awarded stars or not, they would examine these statistics more closely—both for their own library and for their peers—and make fuller use of these and other types of data for local planning and evaluation purposes.

In the meantime, however, another type of data has come to the fore—outcomes. The conventional wisdom in the public library community today is that output data alone is insuff-

icient to assess the performance of public libraries. The new big question is: What difference do libraries make in the lives of their users and communities? Yet, for many, the distinction between an output and an outcome has remained elusive and often confusing. Fortunately, over the past year or two, several major projects have begun or reached a level of maturity that provide public library administrators and stakeholders with some carefully crafted and broadly tested tools for making sense of output and outcome data.

Here we will explore what some of this year's Star Libraries are doing with outcome measures, chiefly through their involvement with up-and-running projects such as the Edge Initiative and the Impact Survey, as well as developing efforts—for example, the work of the Public Library Association (PLA) Performance Measures Task Force. Comments were solicited from directors and other representatives of Star Libraries about how their experiences with outcome measurement affect their views about where public libraries need to go with output measurement.

Outputs, outcomes, & other data

Despite the promotion of outcome-based evaluation by the Institute of Museum and Library Services (IMLS) almost from its inception in 1996, the difference among an input, an output, and an outcome is still unclear to many in the public

Ray Lyons is an independent consultant and statistical programmer in Cleveland. His articles on library statistics and assessment have also appeared in Public Library Quarterly, Public Libraries, and Evidence Based Library and Information Practice. He blogs on library statistics and assessment at libperformance.com. Keith Curry Lance is an independent consultant based in suburban Denver. He also consults with Nebraska Library Commission, South Carolina Association of School Librarians, and Edgecombe Community College (leading a group of North Carolina community college libraries)

library community. Indeed, the term *input* can be added to this confusion.

Following the model presented in IMLS's 2006 online course *Shaping Outcomes: Making a Difference in Libraries and Museums*, inputs are the resources libraries use. These include tangible assets such as staff, physical collections, and facilities as well as less tangible assets like library websites, digital collections, and wireless networks. Outputs are the quantities of services produced by the library. The *Lj* Index focuses on four interrelated outputs: library visits, circulation, public access computer use, and program attendance.

Outcomes are an entirely different matter. They are changes experienced by library users—changes in knowledge, skills, attitude, behavior, status, or condition. So, some might find it helpful to substitute for the sound-alike terms *input*, *output*, and *outcome* “library resources,” “library services,” and “user changes.”

Understanding these data types is further complicated by at least two other types of data: customer satisfaction, and return on investment (ROI).

For several years, the IMLS has provided a template for reports about state subgrants funded by the Library Services and Technology Act (LSTA). It called on project managers to report both outputs and outcomes of their projects. As a reviewer

TABLE 1 U.S. PUBLIC LIBRARIES WITH *Lj* INDEX SCORES BY *Lj* INDEX & IMLS DATA YEAR

TOTAL OPERATING EXPENDITURES	NUMBER OF LIBRARIES						
	NOVEMBER 2014 (2012 DATA)	NOVEMBER 2013 (2011 DATA)	NOVEMBER 2012 (2010 DATA)	NOVEMBER 2011 (2009 DATA)	OCTOBER 2010 (2008 DATA)	NOVEMBER 2009 (2007 DATA)	FEBRUARY 2009 (2006 DATA)
\$30M +	47	46	44	48	45	36	31
\$10M–\$29.9M	113	112	114	107	106	98	88
\$5M–\$9.9M	209	198	191	211	186	176	159
\$1M–\$4.9M	1,381	1,367	1,349	1,307	1,282	1,209	1,125
\$400K–\$999K	1,394	1,395	1,373	1,377	1,333	1,278	1,247
\$200K–\$399K	1,208	1,174	1,170	1,129	1,087	1,113	1,089
\$100K–\$199K	1,237	1,251	1,258	1,236	1,204	1,191	1,173
\$50K–\$99K	1,122	1,111	1,126	1,145	1,128	1,152	1,115
\$10K–\$49K	875	919	945	953	1,036	1,015	1,088
TOTAL LIBRARIES RATED	7,586	7,573	7,570	7,513	7,407	7,268	7,115
LIBRARIES: REPEAT STARS (FROM PRIOR YEAR)	198	196	203	195	195	208	0
LIBRARIES: NEW STARS (NO STARS PRIOR YEAR)	60	67	59	67	63	50	256
TOTAL STARS	258	263	262	262	258	258	256

KEY: M—Millions K—Thousands

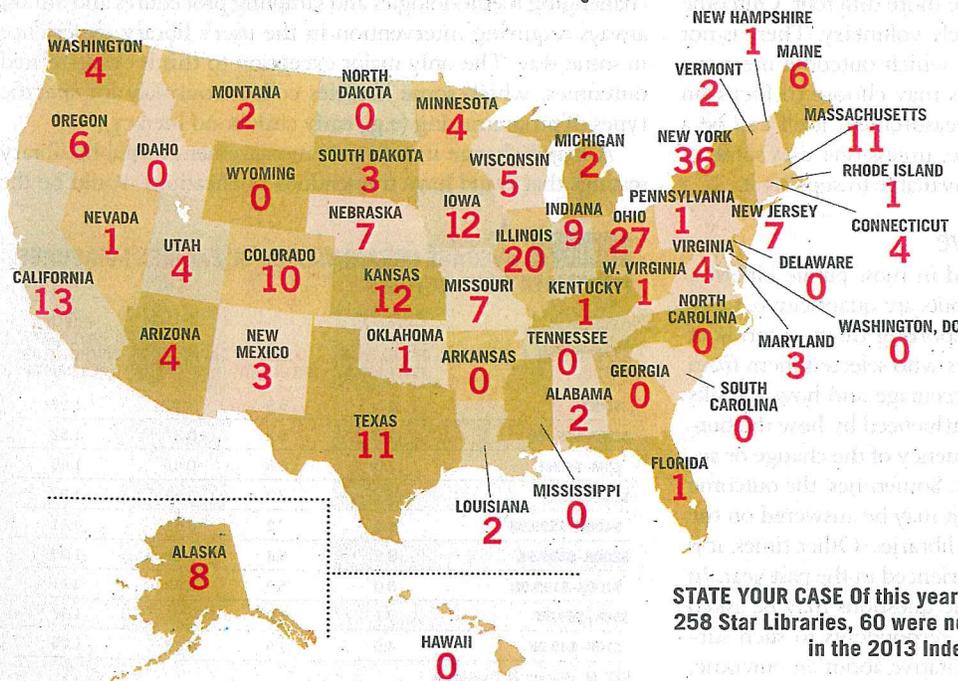
of such reports, Keith Curry Lance (one of the authors of this article) has seen alarming numbers of cases in which inputs were reported as outputs (e.g., the numbers of specific types of materials added to collections) and outputs were reported as outcomes (e.g., attendance at programs on a particular topic).

Almost from the beginning of the discussion of outcome measurement, most of the library community seems to have considered customer satisfaction as an outcome. However, since an outcome is defined as a change experienced by the user as a result of library services, strictly speaking, this is questionable. Customer satisfaction is usually measured in terms of a degree of satisfaction with various aspects of service

delivery, not how much one's satisfaction may have changed. In any event, the idea behind outcomes is to assess not an individual, community, or segment of a community's satisfaction with the library but the impact of libraries on the rest of that individual's, community's, or segment's quality of life.

Another type of data that might muddle the concept of outcome is ROI. Most public library ROI studies—of which there have been many—have sought to fill in the blank in the following statement: For every dollar invested in the public library, the average member of the community receives _____ dollars of value in return. Economic benefits associated with library operations sometimes are measured by applying a dollar value to outputs, such as books borrowed, electronic articles ac-

The Stars, State by State



STATE YOUR CASE Of this year's 258 Star Libraries, 60 were not in the 2013 Index

cessed, or reference questions answered. Because these are still measures of library outputs relative to inputs, ROI approaches do not in the strictest sense measure outcomes—user change.

Relating outputs and outcomes

It is valuable for library administrators to have data on both outputs and outcomes, because they are different types of data. Output measures indicate how much service of different types libraries are providing. They can also indicate to whom libraries are providing services. Outcome measures indicate how the services libraries provide are changing the lives of library patrons. To manage a library well one needs both types of data, as well as an understanding of how outputs are associated with outcomes. This is fundamental to public accountability. Stakeholders—public officials and taxpayers—are entitled to know what and how much they got for their money from the public library as well as what difference it made in patrons' lives.

The many differences between output and outcome data, however, confuse trying to use them together.

Another critical difference between outputs and outcomes is their data sources: libraries and users, respectively. Data on outputs (services provided) come from libraries, while data on outcomes (personal changes experienced) come from users. Barring extraordinary circumstances, libraries cannot know the changes users experience as a result of their services without consulting them either directly or indirectly. Also problematic is that library service outputs—at least as they are usually reported by libraries to their state library agencies and IMLS—tend to be generic: the total number of visits, circulation, program attendance, etc. Without knowing the purpose of each visit, the subject of the materials borrowed, or the specific questions asked, it is hard to match output to the possible outcome.

Another key distinction: reporting one is required, while articulating the other is voluntary. All state library agencies survey public libraries annually, and all of those surveys include questions about a variety of outputs. As a result, output data is available for virtually all U.S. public libraries every year. The situation with outcomes could not be more different. Outcome measurement is, by its nature, entirely voluntary. There is not the same working consensus about which outcome measures are important, so different libraries may choose to focus on them differently. Also, outcome measurement itself can be a labor-intensive and costly enterprise, unless one uses some of the turnkey solutions that are now available to support it.

Qualitative vs. quantitative

As outcome assessment is conducted in most public libraries, outcomes are qualitative, while outputs are quantitative. Outcomes can only be quantified by reporting them in terms of the percentage of survey respondents who selected them from a list of possible outcomes. This percentage and how it ranks among other outcomes is strongly influenced by how the outcome is defined and the relative frequency of the change or activity experienced by the respondent. Sometimes, the outcome question is posed in such a way that it may be answered on the basis of one's entire experience with libraries. Other times, it is posed in terms of what one has experienced in the past year. In the case of a specific event, outcome questions may be asked immediately afterward. Rarely are respondents to such surveys asked to report anything quantitative about an outcome, which makes some outcome survey results misleading, since

one has no idea about the frequency of the outcome claimed.

For instance, in its sample education outcome results for the mythical Emerald City Public Library, the Impact Survey project reports that 46% of users learned about a degree or certificate program, 33% took an online class or workshop, and 27% applied for financial aid. These percentages make sense in the context of the "past 12 months" question: over the course of a year, respondents are more likely to investigate an academic program than to take a class and more likely to take a class than apply for aid. By contrast, however, these percentages are almost certainly misleading about the relative frequency of such outcomes: if one applies for financial aid, one usually must do it at regular intervals, and, if one decides to pursue an academic program, one is more likely to take multiple classes. Thus, the usual reporting of outcomes in terms of percentages of users can tell us less about the frequency of an outcome than the breadth of the outcome statement offered.

It's all in the timing

Another distinction between outputs and outcomes concerns the time frame. Service outputs are counted either continuously (e.g., circulation) or as reoccurring (e.g., reference). Services are dispensed on an ongoing, usually day-by-day, hour-by-hour, minute-by-minute basis. The time frame of outcomes is less knowable. Whether a survey captures that someone obtained a job after finding an open position in a database or attending a job-seeking program depends entirely on how long after the library service the outcome is experienced. At the time they are surveyed, many patrons may not have had sufficient time to experience an outcome to report. Hence, it is safe to assume that practically all outcome surveys must underestimate the benefits people receive from using their libraries.

The most dramatic differences between output and outcome data have to do with the methodologies by which they are created. Output data are usually collected on an ongoing basis that is routinized and almost always entirely unobtrusive for patrons. Outcome data, by contrast, are usually collected episodically—rarely more often than annually, if that—requiring far more challenging methodologies and sampling procedures and almost always requiring intervention in the user's library experience in some way. The only major exception to this is event-related outcomes, which some libraries collect routinely for specific types of programming (e.g., early childhood literacy).

A major change in outcome measurement in public library settings that could have tremendous implications would be the

TABLE 2 AVERAGE (MEAN) VALUES OF **LJ INDEX** MEASURES
NOVEMBER 2014 RATINGS

EXPENDITURE GROUP	CIRCULATION PER CAPITA	VISITS PER CAPITA	PROGRAM ATTENDANCE PER CAPITA	PUBLIC INTERNET COMPUTER USE PER CAPITA
\$30M+	11.1	5.5	0.30	1.26
\$10M-\$29.9M	11.9	6.2	0.37	1.52
\$5M-\$9.9M	12.0	6.6	0.41	1.60
\$1M-\$4.9M	10.4	7.0	0.50	1.37
\$400K-\$999.9K	9.4	7.2	0.55	1.41
\$200K-\$399.9K	8.2	6.4	0.51	1.39
\$100K-\$199.9K	8.0	5.9	0.52	1.41
\$50K-\$99.9K	7.1	5.2	0.50	1.37
\$10K-\$49.9K	4.5	3.5	0.35	1.06

KEY: M—Millions K—Thousands

Another Kind of Outcome Data

Generally, public library outcome assessment has relied on self-reported data from library patrons. This is the approach taken by the Impact Survey project of the University of Washington Information School. In turn, the Impact Survey is recommended specifically as the way to meet the Edge Initiative's outcome-based evaluation mandates. This is the approach recommended by the Institute of Museum and Library Services (IMLS) for most project evaluations. In many cases, voluntary self-reports from library patrons is the only reasonable approach to learning how they benefited from using a collection, service, or program. But, it is not the only kind of outcome data.

Sometimes, for a particular library service, there may be more objective and comprehensive data on the outcome of interest. There are plenty of examples of public library projects whose outcomes are being measured by reading tests—either state-mandated reading tests or other more specialized tests.

Kim Fender (Public Library of Cincinnati & Hamilton County, Cincinnati, OH) reports that “our new Summer Camp Reading (not our summer reading program) gives each participant a DIBELS [Dynamic Indicators of Basic Early Literacy Skills] test at the start of the six-week camp, periodically during the camp, and at the end. The test scores of the 72 participants showed varying degrees of improvement and a strong correlation between attendance and improvement.

Carolyn Anthony, at Skokie Public Library, IL, says “the outcome effort that has been most successful is working with the schools to get a report on data from reading tests. We learned that the students who participated in summer reading either maintained or improved their reading scores on the Fall test while the typical student in the control group experienced the summer slide in reading scores.”

Krissy Wick, of Madison Public Library, WI, describes two projects underway.

Read Up with Madison Public Library is a joint project with the school district, the school and community recreation program (MSCR), and United Way. Using a DIBELS test, they will be doing a pre/post reading fluency assessment to assess “students’ reading levels before and after summer school.” She explains: “We will create three comparison

groups: (a) students in summer school at Orchard Ridge Elementary School and Lapham Elementary School, but are not

participating in MSCR in the afternoon; (b) students in summer school and Read Up with the Madison Public Library; and (c) a demographically matched group of students who are neither in summer school nor Read Up with the Madison Public Library.”

Sustain the Gain will be a project at O’Keefe Middle School involving students whose parents have given consent for the library to access the students’ MAP [Measures of Academic Progress] scores from Spring 2014 and Fall 2014. The purpose of the project is to determine “what impact student participation in the summer reading program has on sustaining their reading gains [over the summer].”

What all of these projects illustrate is that, sometimes, public library administrators, in-house researchers, or research consultants can gain access to “hard data” about an outcome that has some greater claim to objectivity than a patron’s self-reported outcome.

The other benefit of using such available data on library service outcomes is that it can make it possible to eliminate, at least partially, the self-selection factor associated with patron surveys. It is reasonable to suspect that patrons who feel they have outcomes to report are more likely to respond to such surveys. When available data of this sort is used, all participants in a program (in most of these examples, summer reading programs) can be included, avoiding the bias of a patron’s personal decision about whether or not to respond to a survey.

Admittedly, any library service whose ultimate outcome is to affect a student’s success in school has an easy option to pursue. More and more frequently, we are hearing about studies such as these, with which school officials—particularly those who control access to testing data—are willing to cooperate. By having school officials do the data-matching between library and test score datasets, student privacy can be protected easily, while providing access to this powerful kind of outcome data.

Before embarking on a self-report survey as a means of measuring patron outcomes, consider if there might be available data about the outcome in which you are interested. If not, a survey is a good alternative; but, if more objective, and possibly more complete, data does exist, consider using it, or having it used, in your evaluation research.

development of more unobtrusive methodologies for collecting such data. Ostensibly, this has not happened because the most obvious alternative to surveying users would be observing them as unobtrusively as possible—something that would place excessive demands on staff time or require installing and maintaining monitoring systems—in either case, violating user privacy in a heavy-handed Big Brother way and being cost-prohibitive. Surveys can be an annoyance, but they do offer efficiency and cost-effectiveness that few other approaches can match.

Ultimately, the most important difference between output and outcome data is that they answer different questions: outputs tell us how much service of different types libraries are providing, while outcomes tell us what differences that service made in a patron’s life. Sometimes library advocates work with only one type of data, sometimes they use both. Yet, usually, in an advocacy context, there is no imperative to connect the two. Public library administrators and decision-making stakeholders do not have that luxury. They must be able to make connections among inputs, outputs, and outcomes.

Projects to watch

A variety of projects and at least one upcoming event offer substantial support to public library administrators grappling with output and outcome measurement issues.

Two very prominent and related projects being supported by the Bill & Melinda Gates Foundation are the Edge Initiative and the Impact Survey. Sixteen of the 37 Star Libraries whose directors or other representatives commented to us reported using an existing assessment framework, such as the Edge Initiative. Six of the 37 Star Libraries whose directors or representatives commented to us indicated using a turnkey approach to outcome measurement like the Impact Survey.

The Edge Initiative—led by the Urban Libraries Council (ULC)—provides a self-assessment and benchmarking tool and other resources to assist public libraries in evaluating and improving their digital services. As of 2014, it is open to all public libraries nationwide at no charge. The Edge Initiative is designed as an assessment tool, so what it offers to those interested in output and outcome measurement is less the tools

needed for such measurement than a mandate that it occur. For the former, the Edge Initiative partners with an allied, Gates-funded project, the Impact Survey.

The Impact Survey is a project of the University of Washington Information School, cosponsored by the Gates Foundation and IMLS. It is a successor project to the U.S. IMPACT Study, which culminated with the June 2011 publication *Opportunity for All: How Library Policies and Practices Impact Public Internet Access*. The Impact Survey was developed as part of that large-scale national study and now continues to be available for

use by local public libraries. Its aim is to inform public library administrators and stakeholders who want to understand how and for what purposes library patrons use digital resources and services. A substantial part of it addresses outcomes by asking responding patrons to identify outcome-related tasks in which they had engaged during the prior 12 months. Participation was free to all public libraries through October 2014 and continues to be available for a nominal fee scaled to a library's funding.

In July 2013, PLA established a Performance Measures Task Force to develop standardized measures of "effectiveness" for

New Output Measures

New output measures wanted

Three dozen Star Library interviewees were asked to identify new output measures they felt should be available, based on their experiences with outcome measurement. Their responses included both more detailed versions of existing outputs and entirely new ones, reflecting the expanding technology-based roles of public libraries. The proposed measures suggest the connections these library administrators see between outputs and outcomes.

The more detailed outputs requested elaborate on two existing *LJ* Index output measures—circulation of electronic materials (e-circulation) and program attendance.

More detail about e-circulation

From the perspective of their involvement with outcome measurement, those interested in e-circulation thought this statistic would be more revelatory and useful if it was available in more detail. Some were interested in remote versus in-library use of e-resources, believing that those who use their public libraries remotely are a different type of user than those who rely on in-library access to such resources. Nancy Curtin (Port Washington PL, NY) says she has data about "remote and in-house use of digital resources" but wonders about what her library's resources are being used for—"distance learning, business pursuits, collaborative learning, or content creation." Perhaps outcomes tend to differ for remote versus in-library users.

Others felt it would be more useful to know about e-circulation by age group, because most use by children is related to school readiness or schoolwork generally, while most use by adults is related to some kind of self-directed lifelong learning. "Our library cards are coded by children's, teens, and adults so if providers could differentiate usage statistics it would greatly enhance our ability to market for target audiences," notes Stephen A. Kershner (Cook Memorial PL Dist., Libertyville, IL).

Some are also interested in knowing e-circulation by device type, believing that the variety of devices on which e-materials are being accessed (computer tablets, ereaders, smartphones, etc.) may be associated with the types of use being made and the outcomes being pursued. Ann Dixon (Homer PL, AK) has several related questions: "How many patrons use the library's digital services only? What types of devices and how many of each type are being used when accessing library Internet? How many patrons lack Internet access at home?" For her, the an-

swers to these questions have implications for outcomes as well as outputs.

More program attendance

Similarly, several interviewees want more detailed data about program attendance,

particularly programs promoting early childhood and family literacy—which target families with young children—and those promoting digital literacy—which often target the older population. Candy Emlen (Southwest Harbor PL, ME) says that such data—along with better needs assessments of these populations—"would help us improve our services and better serve our patrons."

New digital desires

Other interviewees proposed entirely new output measures, including file downloads and use of streaming media, library website visits, and use of Maker spaces and digital labs. Happily, there is progress to report on at least two of these three measures.

The new e-circulation measure that was recently added to the IMLS Public Library Survey should include much of what interviewees wanted in the way of data about file downloads and use of streaming media. But, alas, databases are excluded. Theoretically, e-circulation will not bring into the mix any entirely new data; it is already included in the definition of total circulation, though the extent to which e-circulation has actually been included in total circulation figures before now remains to be seen. The first look at this data should be very interesting, insofar as it sheds any light on actual reporting practices in recent years. Data on this new statistic is expected to be included in the FY13 data file that IMLS will release in summer 2015.

Wi-Fi access usage is a measure the authors have been suggesting for several years. Star Library interviewees agreed that this is a measure whose time has come. IMLS and the state library agencies have voted to add this new data element. If all goes well, the FY14 IMLS data file should include data on this measure.

Library website visits is another measure the authors have been calling for. Star Library interviewees also agreed that this is a desirable measure. At this writing, however, IMLS and the state library agencies have not yet decided to include it. Perhaps if enough administrators ask their state agencies to support the addition of this measure, such data can be included in the FY15 IMLS data file.

Then, we have the burgeoning Maker movement. Kim Fender (PL of Cincinnati & Hamilton Cty.) poses the question, "What do we do with Maker space use?"

"widely offered public library programs" as well as to promote training for implementation and use of such measures. What distinguishes this effort most notably from the Edge Initiative and the Impact Survey is its scope—reaching beyond digital services.

As part of the 2014 Public Library Data Service (PLDS) survey, the task force surveyed public libraries about outcomes and other types of data (e.g., inputs, outputs) in 12 service areas. In the task force's report to the PLDS Advisory Committee at the American Library Association (ALA) annual conference in Las Vegas in June, five and possibly six service

areas were prioritized. Based on early responses to the PLDS survey, early childhood literacy, digital access and learning, and civic engagement were identified as most important to respondents. The task force chose to add encouraging reading and economic and workforce development.

When we interviewed available representatives of 37 of this year's Star Libraries from the better-funded peer groups and asked on which areas they are currently collecting outcome data, 21 mentioned encouraging reading; 20, early childhood literacy; 16, digital access and learning; nine, economic and

What's Next for the *LJ* Index & Star Library Ratings

When we conceived the *LJ* Index in 2008, neither we nor anyone else in the public library community would have imagined we all would have to wait five years for a new output measure to be mandated for U.S. public libraries. Many factors explain this output measures "drought": the shift of federal responsibility for public library statistics from the National Center for Education Statistics (NCES) to IMLS; the daunting pace of technological change affecting public libraries; and the new, often all-consuming interest in outcome measurement among public library administrators and stakeholders. In any event, the drought appears to be over, as at least two new output measures are likely to be added to the federal Public Library Survey over the next two years.

In 2015, IMLS will be reporting the first data (for 2013) on e-circulation. When data on this long-awaited data element becomes available next year, the *LJ* Index design will be reevaluated with an eye to possibly adding e-circulation per capita to the existing four per capita statistics. Given that it will be the first reporting year for this new data element, there is no guarantee that e-circulation per capita will correlate sufficiently with per capita visits, circulation, public Internet computer use, and program attendance to justify a redesign of the index. That is, however, our hope.

In 2016, if the current trajectory of deliberations and decision-making by IMLS and the state library agencies are fulfilled, another new output measure is expected: Wi-Fi access usage. We expect that a reanalysis of the *LJ* Index design including these new output measures will justify their inclusion.

Jose Aponte, director of the San Diego Public Library (the 2012 Gale/*LJ* Library of the Year), offers the following observations about these impending opportunities to expand the *LJ* Index data set. "The current *LJ* Index and Star Library ratings are significant, and it has taken the library profession years to constructively adapt to them. Therefore, going forward, I would be hesitant to layer in new data elements without

a clear analysis of how they relate to the current four outputs. The Star Library ratings have fostered a sea change in how we collect and interpret data in public libraries and have served as a huge step forward for our business model. Handle with care." Be assured, that is precisely what we plan to do.

These imminent developments are very exciting, not only because of their implications for the *LJ* Index but also in light of the public library community's evolving understanding of and engagement with outcome measurement and what that means for the continuing relevance of output measurement. Alan Kirk Gray (Darien Library, CT) offers an insightful and very realistic perspective on the relationship between output and outcome measurement: "I'm not confident we will ever be able to identify the one truly critical outcome we all should be seeking: to measure the successes that our users experience with the resources we provide and they select. Thus output measures that record the increase—especially longitudinally—of actions that suggest our users are achieving the success they seek would be a set of indicators that we are on the right track. These activities to be measured would be such things as satisfying an increase in requests for more complex and narrowly focused resources (interlibrary loan and databases, for example), growth in the number and intensity of individuals and groups meeting in spaces provided by the library; increased use of the more complex software provided on our PCs; more complex projects completed in our digital labs; increased attendance at programs suggested by our users. If we count and evaluate the drills and bits our users select, we'll know as much as we reasonably can about what kind of holes they're ending up with. So it's not just more, it's what kind of more. Life is complex, and we don't have much of a future staying on the quiet side, being a refuge from the real world, and counting it a success if we provide more beach reads. Let's go all in and become a partner in our users' success."

In public libraries and museums, the concept of digital and/or hands-on learning labs or Maker spaces received a first big boost from a series of IMLS/MacArthur Foundation grants during FY12 and FY13 that supported the planning and design of "up to 30" such spaces in libraries and museums nationwide. We cannot find any data to document the number of such spaces in public libraries at this date. Still, we are willing to speculate that it is probably not yet a substantial percentage of U.S. public libraries.

The PLDS outcome measurement task force "floated" this idea as a potential area of activity, but it doesn't appear at this writing to be one on which the group is likely to focus.

Perhaps this phenomenon is not yet mature enough to warrant it being a major focus of output and outcome measurement efforts for public libraries nationwide. Responses to the "Explore, Discover, and Create" item in the PLDS outcome questions indicate that three out of ten libraries that serve populations of a million or more reported having outcome data for this service, yet for all the population ranges below 100,000, the proportion with such outcome data never reached one in ten. Nonetheless, it is an interesting phenomenon to monitor as an indicator of the growing interest in public libraries becoming promoters and enablers of content creation as well as consumption.

workforce development, and eight, civic engagement. Unfortunately, however, most felt unwilling or unable to share reports of these efforts, as they are either currently under way, were recently completed, or the results are—for various reasons—unavailable. The few reports that were shared with us focused instead on goals such as needs assessment and/or customer satisfaction. This self-selected Star Library group's ranking of the service areas was somewhat similar to the PLDS survey's results for libraries serving populations of 100,000 or more—in rank order: encouraging reading, digital access and learning, early childhood literacy, civic engagement, and economic and workforce development.

Like the Edge Initiative and the Impact Survey, PLA's forthcoming performance measures will be implemented by a self-selected subset of the nation's public libraries. The resulting outcome data should be very useful to the individual libraries that participate, even if the collective results cannot claim to represent all libraries nationwide. By definition, any realistic approach to outcome measurement needs to be service-specific to be useful. This precludes the universal collection of outcome data by all public libraries.

Though contributing to the evolution of outcome measures on which data are collected by IMLS is not an avowed purpose of this project, we are hopeful that more generic versions of some of its new output measures may be viable nationwide. We hope that it will make more clear and direct connections among inputs, outputs, and outcomes. That

seems to be the direction in which the project is headed, and it would be a major contribution to public library assessment.

Research Institute for Public Libraries

Of the 37 Star Libraries whose directors or other representatives we heard from, 22 reported conducting some kind of locally designed survey. While ready-made tools like the Edge Initiative and the Impact Survey seem to be gaining momentum, this sampling indicates that regardless of the merits of such national efforts, administrators of a substantial proportion of public libraries are opting to go it alone. Perhaps these leaders regard those tools as too complex, generic, or expensive (in fees charged or staff hours required), or, despite their high profiles, may simply be unaware of them. To the extent that this is true something needs to happen to equip them better for “going it alone” or to help

them to understand better how to get the most out of participating in one of the national projects.

This is where the upcoming July 2015 Research Institute for Public Libraries (RIPL) comes in. Next summer public library leaders will gather in Colorado Springs for a three-day, hands-on workshop to build practical skills in assessment, evaluation, and benchmarking. The institute is designed to help librarians learn how to develop and implement a comprehensive evaluation plan that includes outcomes, as well as input and output measures, to inform decision-making and strategic planning and to demonstrate the impact of their libraries. ■

FIND YOUR LIBRARY

Explore the Star Libraries and look deeper into the *LJ* Index to find your library's peers via the online version of this article at libraryjournal.com/LJindex2014

THE STAR LIBRARIES 2014

The *LJ* Index is based on four types of per capita use they generate: visits, circulation, public access computer use, and program attendance. Star Library ratings of five, four, and three stars are awarded to libraries that generate the highest combined per capita outputs among their spending peers. For details about how the *LJ* Index is calculated and for whom, see the project's FAQ on the *LJ* website (libraryjournal.com/LJIndex2014). This year, there are 258 Star Libraries, owing to three instances of tied scores on the *LJ* Index.

As we do each year, we congratulate libraries joining the list for the first time. This year these include Sedona Public Library, AZ; Jackson Parish Public Library, Jonesboro, LA; Saratoga Springs Public Library, NY; Cook Memorial Public Library, Libertyville, IL; Mountain View Public Library, MO; Bertha Voyer Memorial Library, Honey Grove, TX; Woodstock Public Library District, NY; Washington County Cooperative Library Services, Hillsboro, OR; and Sno-Isle Libraries, Marysville, WA.

EXPENDITURE RANGE \$30,000,000+

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
★ Cuyahoga County Public Library, Parma	OH	616,527	33.4	12.7	0.6	2.8	1739
★ Public Library of Cincinnati & Hamilton County	OH	802,374	21.2	9.2	0.6	2.4	1322
★ Columbus Metropolitan Library	OH	850,548	17.7	8.7	0.4	2.5	1149
★ Multnomah County Library, Portland	OR	741,925	33.4	7.1	0.4	1.5	1117
★ Seattle Public Library	WA	616,500	15.6	10.5	0.4	2.2	1096
★ Cleveland Public Library	OH	398,453	17.4	8.8	0.4	2.4	1087
★ King County Library System, Issaquah	WA	1,362,870	14.9	7.5	0.3	2.9	1032
★ Santa Clara County Library, Los Gatos	CA	412,732	23.6	7.6	0.4	1.4	959
★ San Francisco Public Library	CA	812,538	13.4	8.9	0.5	1.1	898
★ Saint Louis County Library	MO	859,148	14.7	6.7	0.5	1.2	860
★ Denver Public Library	CO	620,917	15.4	6.2	0.5	1.4	851
★ Sno-Isle Libraries, Marysville	WA	681,238	13.9	5.4	0.4	1.6	729
★ Salt Lake County Library System	UT	811,454	20.0	5.6	0.3	1.1	726
★ Hennepin County Library, Minnetonka	MN	1,163,060	14.3	4.6	0.2	2.3	701
★ Consolidated Library District No. 3, Independence	MO	762,446	12.2	6.1	0.4	1.1	698

EXPENDITURE RANGE \$10,000,000–\$29,999,999

PER CAPITA

	LIBRARY	STATE	POPULATION	CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	SCORE
★	Naperville Public Library	IL	141,853	28.2	11.7	0.6	6.0	1441
★	Howard County Library, Columbia	MD	281,884	24.9	9.9	0.9	5.7	1438
★	Salt Lake City Public Library	UT	189,899	18.9	18.9	0.7	2.7	1348
★	Skokie Public Library	IL	64,784	33.3	13.1	0.8	2.0	1335
★	Ann Arbor District Library	MI	163,590	53.9	10.3	0.5	1.5	1319
★	Arlington Heights Memorial Library	IL	75,101	35.6	12.1	0.8	1.8	1309
★	Santa Monica Public Library	CA	90,223	19.9	15.5	0.7	3.0	1288
★	Henrico County Public Library	VA	296,490	16.3	6.9	0.2	10.0	1287
★	Middle Country Public Library, Centereach	NY	62,562	19.8	8.6	1.3	2.2	1205
★	Schaumburg Township District Library	IL	126,849	18.5	12.6	0.7	1.7	1067
★	Mercer County Library, Lawrenceville	NJ	160,057	12.5	7.9	0.6	4.7	1022
★	Carroll County Public Library, New Windsor	MD	170,089	25.9	6.4	0.9	1.8	1012
★	Kansas City Public Library	MO	218,765	9.1	10.3	0.7	3.4	995
★	Central Rappahannock Regional Lib., Fredericksburg	VA	288,118	34.1	10.3	0.3	0.9	960
★	San Mateo County Library	CA	270,925	13.9	8.4	0.8	2.6	959
★	Evansville-Vanderburgh Public Library	IN	179,703	15.9	10.7	0.4	2.6	922
★	Harford County Public Library, Belcamp	MD	242,514	18.6	8.1	0.8	1.4	918
★	Akron-Summit County Public Library	OH	377,588	15.2	8.0	0.7	2.3	896
★	Douglas County Libraries, Castle Rock	CO	292,305	27.2	7.0	0.7	0.6	877
★	Kenton County Public Library, Ft. Mitchell	KY	160,406	13.7	5.7	0.9	2.0	872
★	Allen County Public Library, Fort Wayne	IN	355,329	26.7	7.8	0.5	1.3	865
★	Arapahoe Library District, Englewood	CO	249,278	18.9	9.0	0.5	1.4	841
★	Topeka & Shawnee County Public Library	KS	175,010	12.8	4.6	0.6	3.7	835
★	Somerset County Library, Bridgewater	NJ	188,378	17.3	7.4	0.6	1.6	814
★	Rochester Public Library	NY	210,565	6.9	8.5	0.8	1.9	813
★	Madison Public Library	WI	255,867	15.6	7.9	0.4	2.7	803
★	Ramsey County Library, Shoreview	MN	224,195	21.3	8.1	0.4	1.6	782
★	East Baton Rouge Parish Library	LA	444,526	5.2	5.4	0.6	3.9	772
★	Eugene Public Library	OR	157,010	18.0	8.9	0.3	1.6	755
★	Springfield-Greene County Library District	MO	275,174	13.7	7.3	0.5	2.1	753

EXPENDITURE RANGE \$5,000,000–\$9,999,999

PER CAPITA

	LIBRARY	STATE	POPULATION	CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	SCORE
★	Redwood City Public Library	CA	78,244	21.7	15.1	2.4	10.7	2023
★	Westerville Public Library	OH	90,764	25.0	11.9	0.6	21.1	1974
★	Upper Arlington Public Library	OH	34,196	58.7	29.7	0.9	3.0	1939
★	Worthington Public Library	OH	59,689	42.1	27.7	1.0	3.2	1723
★	Cleveland Heights-University Heights Public Library	OH	57,867	31.5	19.5	1.1	5.0	1548
★	Plainview-Old Bethpage Public Library	NY	28,676	16.6	15.3	1.8	4.7	1470
★	Ela Area Public Library District, Lake Zurich	IL	34,462	29.2	11.7	1.0	7.0	1398
★	Porter Public Library, Westlake	OH	32,680	41.6	14.6	1.0	2.5	1377
★	Greenwich Library	CT	61,171	24.0	12.2	0.9	7.6	1352
★	Port Washington Public Library	NY	31,071	14.5	14.1	1.7	4.1	1333
★	Hewlett-Woodmere Public Library	NY	20,356	17.8	12.2	1.1	6.6	1278
★	Northbrook Public Library	IL	33,170	25.8	14.2	1.5	1.5	1270
★	Cerritos Public Library	CA	49,223	13.9	21.0	0.5	6.2	1259
★	Oak Park Public Library	IL	51,878	28.3	13.7	0.7	3.5	1161
★	Washington-Centerville Public Library, Centerville	OH	56,628	40.6	13.5	0.6	1.3	1145
★	Northport Public Library	NY	36,113	16.7	15.5	0.8	4.4	1130
★	Elmhurst Public Library	IL	44,121	31.3	12.1	0.7	3.1	1110
★	Champaign Public Library	IL	81,055	27.9	12.5	0.6	1.7	991
★	Washington Cty. Cooperative Lib. Svcs., Hillsboro	OR	13,936	38.6	10.5	0.5	0.8	979
★	Niles Public Library District	IL	57,284	20.4	8.1	1.0	2.5	976
★	Williamsburg Regional Library	VA	77,268	16.0	7.9	1.4	1.3	970
★	Sachem Public Library, Holbrook	NY	83,196	11.2	8.1	1.4	2.3	950
★	Patchogue-Medford Library	NY	52,929	10.2	12.2	0.8	3.5	944
★	Carmel Clay Public Library	IN	83,293	23.4	6.7	0.8	3.2	931
★	Palo Alto City Library	CA	65,544	23.8	12.9	0.5	1.7	917
★	Cook Memorial Public Library District, Libertyville	IL	59,842	30.4	10.3	0.4	1.3	885
★	Saratoga Springs Public Library	NY	49,070	19.6	12.7	0.5	1.6	880
★	Newport Beach Public Library	CA	85,990	18.4	13.3	0.6	1.4	872
★	Algonquin Area Public Library District	IL	40,809	29.3	9.2	0.4	1.7	870
★	Vernon Area Public Library District, Lincolnshire	IL	41,055	21.2	7.9	0.9	1.1	865

EXPENDITURE RANGE \$1,000,000–\$4,999,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Avalon Free Public Library	NJ	1,334	121.6	74.6	7.7	13.8	5349
Grandview Heights Public Library	OH	7,392	95.5	92.5	2.8	6.2	3903
San Miguel Library District #1/Telluride	CO	5,972	50.5	47.9	8.6	9.7	3818
Ocean City Free Public Library	NJ	11,701	39.2	38.6	4.6	5.7	2530
Lakewood Public Library	OH	51,983	30.6	15.6	1.8	16.8	2468
Hudson Library & Historical Society	OH	22,262	48.0	41.5	1.6	6.6	2260
Westhampton Free Library, Westhampton Beach	NY	5,571	39.8	31.2	5.9	1.2	2252
Bernardsville Public Library	NJ	7,707	27.5	24.8	3.1	9.8	2237
Center Moriches Free Public Library	NY	7,546	28.7	34.7	4.4	2.8	2066
Fayetteville Free Library	NY	10,314	29.7	46.8	2.1	4.2	2020
Darien Library	CT	20,732	35.9	20.5	2.1	8.3	1983
Wickliffe Public Library	OH	12,753	38.0	16.4	3.0	6.5	1932
Cutchogue New Suffolk Free Library	NY	3,684	21.8	28.3	3.3	4.5	1825
Lake Forest Library	IL	19,375	25.1	26.5	0.6	9.7	1812
St. Helena Public Library	CA	5,875	44.2	24.5	1.8	4.3	1779
West Bloomfield Township Public Library	MI	71,755	39.3	15.4	0.8	8.7	1752
Mary Riley Styles Public Library, Falls Church	VA	11,711	37.8	26.3	1.4	5.5	1751
Port Jefferson Free Library	NY	7,570	36.1	30.0	2.4	2.3	1706
Princeton Public Library	NJ	28,572	19.5	30.4	2.5	4.5	1690
Harrison Memorial Library, Carmel	CA	3,763	39.9	29.8	1.1	4.1	1670
Spencer County Public Library, Rockport	IN	9,605	8.8	11.3	6.2	1.9	1647
Coal City Public Library District	IL	11,257	20.6	9.4	5.3	1.9	1602
Manlius Library	NY	11,226	30.5	23.6	2.1	3.8	1600
City of Commerce Public Library	CA	12,871	18.3	23.7	2.3	5.0	1574
Shaker Heights Public Library	OH	32,311	38.5	16.7	1.0	5.5	1540
Jackson Parish Library, Jonesboro	LA	16,216	14.5	7.3	2.1	8.8	1528
Sedona Public Library	AZ	9,981	25.2	21.9	1.6	5.0	1513
Twinsburg Public Library	OH	24,453	52.0	16.2	1.3	2.5	1487
Rocky River Public Library	OH	20,582	42.7	18.8	1.0	3.2	1431
Belvedere-Tiburon Library, Tiburon	CA	11,149	28.4	18.7	2.1	3.1	1422
Mattituck-Laurel Library	NY	5,613	12.3	48.7	0.6	2.2	1422

EXPENDITURE RANGE \$400,000–\$999,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Provincetown Public Library	MA	2,942	34.3	114.4	1.1	13.0	3443
Island Free Library, New Shoreham	RI	1,051	33.5	65.4	3.9	12.8	3127
Camden Public Library	ME	4,847	55.1	40.5	4.4	12.6	3101
Wellfleet Public Library	MA	2,750	44.4	32.4	5.9	12.3	3052
Quogue Library	NY	1,080	42.2	51.6	4.5	9.3	2893
Unalaska Public Library	AK	4,768	50.3	25.5	1.0	21.1	2845
New Carlisle & Olive Township Public Library	IN	4,704	29.7	22.3	10.2	4.2	2828
The Hampton Library In Bridgehampton	NY	1,827	37.8	42.5	6.4	3.8	2625
West Tisbury Free Public Library	MA	2,740	56.7	44.2	3.1	4.2	2409
Amagansett Free Library	NY	1,365	33.7	28.9	5.7	4.5	2294
Haines Borough Public Library	AK	2,620	39.3	34.5	2.7	9.1	2293
Smoky Valley Library District, Round Mountain	NV	1,466	50.1	37.9	4.0	3.1	2292
North Kansas City Public Library	MO	4,208	48.4	44.8	1.1	8.6	2286
Harbor-Topky Memorial Library, Ashtabula Harbor	OH	3,841	41.2	21.3	3.7	3.2	1877
Eldredge Public Library, Chatham	MA	5,819	26.1	31.5	2.7	5.7	1832
Grand County Public Library, Moab	UT	9,325	18.2	16.9	0.9	12.1	1639
Hodgkins Public Library District	IL	1,897	28.9	21.6	1.2	7.9	1634
Homer Public Library	AK	5,153	20.7	22.4	1.0	9.3	1585
Brumback Library, Van Wert	OH	23,964	30.9	21.1	3.3	1.9	1583
Roseland Free Public Library	NJ	5,819	15.7	46.4	1.6	3.1	1567
Sturgis Library, Barnstable	MA	2,960	33.7	22.2	0.8	6.6	1556
Kilbourn Public Library, Wisconsin Dells	WI	6,094	18.7	21.2	0.9	9.7	1552
Osterville Village Library	MA	3,037	19.5	11.3	2.6	7.4	1531
Snow Library, Orleans	MA	5,890	28.3	28.1	2.0	3.1	1528
Shelter Island Public Library Society	NY	2,392	24.4	23.7	2.8	2.9	1517
Dover Town Library	MA	5,589	28.7	17.1	3.1	2.6	1515
Seward Community Library Museum	AK	2,754	21.6	26.6	1.1	6.6	1504
New Carlisle Public Library	OH	5,785	36.2	14.3	2.2	3.6	1486
Bee Cave Public Library	TX	4,076	38.8	25.4	1.8	1.2	1479
Woodstock Public Library District	NY	5,884	13.1	36.5	2.1	3.4	1477

EXPENDITURE RANGE \$200,000-\$399,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Wagnalls Memorial Library, Lithopolis	OH	1,074	91.8	36.4	4.0	4.4	3261
Red Hook Public Library	NY	1,961	43.1	62.3	4.7	3.8	3092
Page Public Library	AZ	7,346	37.8	25.9	1.6	21.8	3025
Julia L. Butterfield Memorial Library, Cold Spring	NY	2,641	20.8	29.4	4.4	17.0	3024
Grand Marais Public Library	MN	1,246	60.2	49.8	1.1	10.2	2899
Southwest Harbor Public Library	ME	1,765	31.0	37.7	3.4	10.9	2706
Alpine County Library/Archives, Markleeville	CA	1,097	28.5	30.4	1.9	12.5	2368
Norfolk Library	CT	1,709	18.2	21.4	5.5	3.4	2094
Yoakum County/Cecil Bickley Library, Denver City	TX	4,204	12.8	9.5	5.5	7.0	2043
Skidompha Public Library, Damariscotta	ME	5,566	15.9	30.3	2.8	6.4	1931
Lopez Island Library District	WA	2,422	34.6	31.2	1.5	5.1	1892
Dennis Public Library, Dennisport	MA	2,841	29.8	38.7	1.2	4.8	1876
Library District #2, Linn County, Lacygne	KS	1,719	21.2	19.1	1.6	9.1	1767
Allerton Public Library District, Monticello	IL	5,906	14.1	67.1	0.6	0.4	1742
James Kennedy Public Library, Dyersville	IA	4,058	37.0	21.1	2.3	1.8	1660
Petersburg Public Library	AK	2,972	23.0	23.9	2.1	4.4	1637
Centralia Public Library	MO	3,784	18.2	23.8	2.3	4.4	1618
Hiawatha/Morrill Public Library	KS	3,181	18.8	14.9	2.6	5.3	1575
Green Tree Public Library, Pittsburgh	PA	4,432	20.2	26.6	1.7	4.4	1575
Peninsula Library & Historical Society	OH	2,572	31.6	10.0	2.1	4.2	1512
Ridgway Library District	CO	2,348	21.4	29.1	1.1	4.1	1508
Sargent Memorial Library, Boxborough	MA	4,996	33.5	18.7	1.3	3.2	1472
Centerburg Public Library	OH	1,773	40.7	5.1	1.8	3.7	1471
Waterloo-Grant Township Public Library	IN	3,276	10.9	15.9	3.4	3.2	1471
Roxana Public Library District	IL	1,542	13.2	24.0	0.5	8.1	1453
La Junta/Woodruff Memorial Library	CO	7,089	16.7	15.2	1.1	7.9	1443
Brook-Iroquois-Washington Township Public Library	IN	1,680	26.7	14.7	1.3	5.0	1427
Garden Home Community Library, Portland	OR	5,608	37.0	17.7	0.8	3.1	1420
Fairport Harbor Public Library	OH	3,115	28.9	25.0	0.7	3.1	1412
Cordova District Library	IL	1,020	25.5	15.6	2.0	2.7	1401
St. Paris Public Library	OH	6,150	14.0	30.4	1.6	2.4	1398
Lake Park Public Library	FL	8,272	3.3	25.7	0.9	7.8	1396

EXPENDITURE RANGE \$100,000-\$199,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Delta Community Library, Delta Junction	AK	1,098	39.6	43.0	4.2	28.7	3759
Neligh Public Library	NE	1,599	41.5	20.6	7.9	15.0	3182
Madison Valley Public Library, Ennis	MT	1,177	37.3	42.3	4.3	13.3	2935
Falconer Public Library	NY	2,420	82.3	29.3	4.1	4.3	2854
Whitefish Community Library	MT	6,357	10.7	27.0	0.3	35.4	2806
Smith Memorial Library, Chautauqua	NY	1,125	26.2	61.2	1.3	14.9	2789
Flomaton Public Library	AL	1,440	88.7	24.7	0.8	12.1	2782
Claud H. Gilmer Memorial Library, Rocksprings	TX	1,966	15.3	29.5	7.2	12.2	2713
La Veta Regional Library District	CO	1,271	33.5	47.4	2.9	7.3	2453
Central City Public Library	NE	2,934	26.5	24.5	5.5	6.3	2220
Hartington Public Library	NE	1,554	27.3	28.9	2.2	12.9	2192
Rock Creek Public Library	OH	2,746	19.2	25.6	4.7	6.2	2011
Haslet Public Library	TX	1,553	30.7	20.6	5.2	2.5	1972
Tivoli Free Library	NY	1,118	24.2	18.7	4.0	6.8	1889
Atkinson Public Library	NE	1,245	23.0	25.4	2.2	7.2	1758
W.A. Rankin Memorial Library, Neodesha	KS	2,457	17.5	38.9	1.9	4.0	1740
Southworth Library Association, Dryden	NY	1,889	37.1	16.6	3.1	3.6	1735
Witherle Memorial Library, Castine	ME	1,362	22.9	17.1	3.9	3.0	1617
Pueblo of Isleta Public Library, Albuquerque	NM	3,537	4.3	11.5	5.7	4.5	1577
Williamsport-Washington Township Public Library	IN	2,298	12.7	17.2	1.1	12.7	1569
Beresford Public Library	SD	2,071	30.2	21.5	1.2	5.3	1543
The Library at Cedar Creek Lake, Seven Points	TX	5,750	12.8	21.6	3.3	3.7	1514
Lindale Library	TX	4,901	26.8	20.7	1.5	4.6	1488
Oxford Public Library	IN	1,581	24.3	11.2	3.6	2.7	1466
New Woodstock Free Library	NY	1,045	34.3	13.5	1.6	4.0	1439
Bertha Voyer Memorial Library, Honey Grove	TX	1,670	18.6	18.2	2.3	4.1	1402
Mountain View Public Library	MO	2,719	24.2	24.2	0.2	5.5	1373
Port Orford Public Library	OR	2,426	16.3	14.5	1.0	9.2	1369
Craig Public Library	AK	1,243	22.5	15.4	1.9	4.0	1341
David M. Hunt Library, Falls Village	CT	1,234	12.3	14.2	3.4	2.8	1325

EXPENDITURE RANGE \$50,000–\$99,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Cambridge Public Library	NY	1,870	17.5	42.5	0.6	22.9	3188
Craftsbury Public, Craftsbury Common	VT	1,206	20.7	16.3	1.9	13.6	2194
Elbridge Free Library	NY	1,058	28.8	23.5	3.8	2.7	2096
Centerville Community Library	SD	1,517	19.1	40.9	2.1	2.4	2032
Powers Library Association, Moravia	NY	1,282	14.8	32.0	1.0	8.9	2001
Lincoln Public Library	NH	1,662	11.7	33.1	3.3	3.0	1942
Rogersville Public Library	AL	1,257	32.6	18.6	1.8	4.4	1846
Pelham Library	MA	1,321	25.2	13.2	4.3	1.8	1810
Tonto Basin Public Library	AZ	1,424	22.2	17.6	2.9	4.5	1809
Dr. Grace O. Doane Alden Public Library	IA	1,088	12.2	28.2	2.6	4.2	1791
Philmont Public Library	NY	1,379	23.9	18.4	3.0	3.1	1783
Lakeside Public Library	OR	2,124	17.1	19.3	0.1	11.8	1770
Overbrook Public Library	KS	1,058	34.0	12.3	0.7	7.4	1732
Churdan Public Library	IA	1,256	21.1	5.7	5.1	2.3	1716
Marion City Library	KS	1,908	18.2	21.7	2.1	3.8	1641
Macsherry Library, Alexandria Bay	NY	1,078	21.9	18.0	0.5	7.4	1604
Bancroft Public Library	IA	1,338	16.1	23.1	1.8	3.4	1563
Windham Public Library	NY	1,703	16.1	17.4	1.7	5.4	1540
Bridgeport Public Library	NE	1,545	16.7	8.0	3.9	3.0	1535
Erie City Public Library	KS	1,145	10.1	9.8	1.1	10.9	1523
Zearing Public Library	IA	1,158	19.6	22.7	0.4	5.4	1519
Freeman Public Library	SD	1,319	21.7	14.7	0.5	7.1	1506
Readlyn Community Library	IA	1,260	14.0	20.9	1.7	3.9	1486
Agnes Robinson Waterloo Public Library	NE	1,058	19.1	16.1	1.8	3.6	1473
Limon Memorial Library	CO	1,874	20.8	18.5	0.3	6.1	1467
Schuylerville Public Library	NY	1,386	23.1	14.2	1.7	3.1	1455
Edgerton Public Library	MN	1,879	41.0	14.3	0.6	0.6	1432
Plains Community Library	KS	1,577	8.9	8.6	3.3	4.7	1408
Hubbard Public Library	IA	1,669	12.8	13.5	2.1	4.7	1401
Huachuca City Public Library	AZ	1,816	9.3	14.0	2.6	4.1	1398

EXPENDITURE RANGE \$10,000–\$49,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Ida Long Goodman Memorial Library, St. John	KS	1,275	9.5	18.8	7.1	1.2	2565
Tri-Community Library, Prairie Lea	TX	1,326	12.9	7.0	5.7	1.4	1993
North Freedom Public Library	WI	1,235	15.2	8.1	0.7	9.7	1853
Swink School/Public Library	CO	1,244	7.9	14.7	0.0	10.4	1824
Nora E. Larabee Memorial Library, Stafford	KS	1,027	27.1	7.8	0.0	6.8	1803
Buhler Public Library	KS	1,328	16.4	9.6	1.8	4.3	1703
Pawlet Public Library	VT	1,477	10.2	22.9	0.7	3.2	1690
Swea City Public Library	IA	1,362	11.3	14.5	0.5	6.6	1683
Bloomfield Public Library	NE	1,028	8.2	13.0	1.8	5.3	1682
Dry Point Township Library, Cowden	IL	1,093	7.5	29.4	0.1	1.9	1624
Boyden Public Library	IA	1,260	18.9	13.6	0.7	3.3	1615
Tularosa Public Library	NM	2,842	7.5	8.7	1.5	7.2	1610
Lettie W. Jensen Public Library, Amherst	WI	1,041	19.3	11.9	1.4	2.1	1609
Elgin Public Library	IA	1,130	17.8	6.9	2.4	2.5	1591
Piedmont Public Library	WV	1,417	5.0	11.0	0.3	9.3	1578
Winthrop Public Library	IA	1,109	5.6	6.4	4.3	1.6	1538
Muscoda Public Library	WI	2,061	9.5	6.7	0.1	9.0	1491
Valley Mills Public Library	TX	1,210	13.6	9.8	0.8	4.6	1466
Inman Public Library	KS	1,380	23.8	7.9	0.4	2.8	1454
Mounds Public Library	OK	1,176	5.1	10.0	1.1	6.4	1449
Tri-Valley Community Library, Healy	AK	1,084	13.7	6.9	2.7	1.0	1417
Lewiston Public Library	UT	1,798	21.3	8.2	0.9	1.9	1407
Combined Community Library, Ordway	CO	5,559	14.1	11.8	1.3	1.5	1387
Fred Macaron Library, Springer	NM	1,047	12.0	12.2	0.1	4.7	1378
Lubec Memorial Library	ME	1,336	13.4	10.7	1.2	2.3	1370
De Soto Public Library	IA	1,433	13.8	7.9	1.6	1.9	1319
Real County Public Library, Leakey	TX	1,713	4.8	10.7	1.5	3.7	1308
Hughes Springs Area Public Library	TX	1,748	9.0	6.8	2.5	1.6	1296
Richfield Springs Public Library	NY	1,264	11.0	9.9	1.0	2.8	1283
Peabody Memorial Library, Jonesport	ME	1,864	6.1	4.9	2.4	3.4	1277

MEMO



Date: January 5, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Reading & Materials Director Selection

I am pleased to report that Melinda Chesbro has been selected as Pierce County Library's new Reading & Materials Director.

Melinda comes to us from the Fort Vancouver Regional Library District where she most recently served as the Collection & Technology Services Director. She will begin her new assignment on February 2, 2015.

MEMO

Date: December 22, 2014

To: Chair Allen and members of the Board of Trustees

From: Karim Adib, Digital Experience Director

Subject: IT Leadership Positions

Two new positions were recently posted for the IT department. The titles are:

- Managing Technical Architect
- User Experience Manager

The Managing Technical Architect (MTA) will play an important role for the IT department. This position is responsible for the overall technology architecture and fundamental systems of PCLS. Likewise, the User Experience Manager (UXM) is vital to the future goals of the IT department. The UXM position will help form and maintain the user experience standards and operational service models for PCLS. Together, the MTA and UXM will allow IT to go forward with a uniform vision of technology and a uniform suite of services.

These positions were posted internally for one week, with the hopes that we will be able to provide opportunities for promotion. Both positions will serve as part of the PCLS Leadership Team.

MEMO

Date: January 6, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Linda Farmer, APR, Communications Director

Subject: Results of the 2014 Employee Communications Survey

325 of 403 Pierce County Library staff completed an employee communications survey in November 2014. The survey was conducted by JayRay, a local public affairs firm, to ensure confidentiality. The high response rate—81%—indicates the subject is of importance to staff. A good cross-section of employees were represented across all work locations, roles and years of service.

Overall findings show that a majority of Pierce County Library staff rate employee communications as between 3 and 4, or “fair” and “good,” on a 5-point scale:

1	2	3	4	5
Very poor	Poor	Fair	Good	Excellent

Employees indicate that while they support the library administration’s intent to communicate, new communication philosophies and methods are called for. The most overriding theme was: listen to employees, provide a feedback channel, use the information gathered, and follow up.

Other top themes from include requests for:

- Leader visibility in branches
- Two-way communication opportunities so feedback can be given
- Advance notification of changes, especially policy and procedure issues
- Consistency in communication across the organization’s different leaders
- Transparency about what’s going on and what’s coming up
- Frequent updates from director and leadership team
- A revitalized, reorganized StaffWeb; including staff training
- Make all accountable for communicating and being informed

Next steps include drafting the library’s first formal employee communications plan to include measurable objectives and strategies for implementing and sustaining two-way communication, engagement and transparency.

MEMO



Date: December 31, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Executive Director Monthly Activities

In December, I attended the Washington STEM Summit, a Tacoma/Pierce County Growth Partnership meeting, Tacoma Community House and University of Washington iSchool Board meetings and the Tacoma Pierce County Chamber Public Officials Holiday Reception. In addition, I met with Linda Nguyen and Deborah Howell, our partners at WorkForce Central, and Tacoma Public Library Director Susan Odencranz.

Also this month, I met individually with Board members Rob Allen and Al Rose, and with three of our attorneys.

Meetings with my internal community members have continued through the month of December. I attended fourteen branch and department staff meetings (Customer Experience, Foundation, Finance, Gig Harbor, Tillicum, Summit [pt.1], Graham, Youth Services, Facilities, Eatonville, IT/Virtual Services, Key Center, Lakewood, Reading & Materials) and had individual meetings with twelve site supervisors (Gig Harbor, Summit, University Place, Key Center, Graham, Tillicum, DuPont, Steilacoom, Lakewood, Eatonville, Fife, South Hill.)

I also met with the Adult Services Team and the Site Supervisor team, and with the Union President.

Meetings with the "Community First 30" are being scheduled and will take place over the next several months.

MEMO

Date: 1/5/15

To: Chair Allen and members of the Board of Trustees

From: Jaime Prothro, Customer Experience Manager

Subject: Workforce Central Grant

Pierce County Library System has received a \$208,250 grant from Workforce Central to enhance the job search process for unemployed and laid off residents. The grant will provide a range of new and enhanced services for job seekers and a primary outcome of the grant is to reimagine and align technology classes so that participants are able to showcase their skills in the job market.

Learning technology is often a barrier for laid off and unemployed individuals and PCLS is helping to fill a need within the county by providing access to computers, technology instruction, and resources that help learners build their skills. Through this grant, PCLS will be able to:

- Hire a technology trainer who will teach classes at community branches with a focus on resume writing, the job search, and job-related technology skills. This will help leverage Adult Services time in delivering services.
- Replace laptop labs that are used for technology instruction.
- Increase access to public computers by circulating Chromebooks in-house, and without time limitations, in specified branch locations.
- Provide technology classes in each of its 18 branches
- Develop and test a new model for computer training that will use a suite of online training content through Microsoft IT Academy, Universal Class, lynda.com, and Treehouse. Participants will be able to check out a Chromebook for the duration of the training and will learn online with support by Adult Services staff. Each class series will result in a skills-centered portfolio that will demonstrate the learners' technology skills.
- Offer a series of workshops throughout the county that focus on resume writing and interview preparation.
- Schedule individual appointments for individuals who want extra help with their resume.
- Provide refresher training to PCLS staff on employment services available to job seekers throughout the county.
- Provide space in targeted branches for Workforce Central and WorkSource partnered staff to meet with customers.

This project will help expand Workforce Central's reach throughout the county, and relies on coordination between partner agencies to ensure that job seekers are able to connect to resources and training that will help them on their employment path.

UNFINISHED BUSINESS

MEMO



Date: December 31, 2014

To: Members of the Board of Trustees

From: Rob Allen, Chair

Subject: Policy on Trustee Ethics, Conduct and Responsibilities

At the Board's October 2014 meeting, we discussed creating a policy that communicates acceptable and responsible behavior for those appointed to the Board of Trustees.

Such a policy would also provide guidance regarding removal of a member of the Board.

Attached is a draft policy for discussion during our January meeting.

-DRAFT-

Board Policy on Trustee Ethics, Conduct and Responsibility

Policy Statement

Libraries are foundational to democratic self-governance and a free society. Oversight of the Pierce County Library System (PCLS) is a privilege and a public trust which carries with it certain responsibilities. Board members must demonstrate individually and collectively the highest standards of honor and integrity to maintain citizens' trust in the Library as an institution of self-governance. Conduct which contravenes that public trust is grounds for recommending to the Pierce County Council removal from the Board of Trustees.

Purpose

The purpose of this policy is to set forth minimum standards of ethical conduct and responsibilities not enumerated in the PCLS By-laws or in other Board policies.

Policy

1. Trustees shall uphold the mission of the Library to provide access to everyone to information, ideas, programs, facilities and resources without bias or discrimination.
2. Trustees shall uphold patrons' rights guaranteed in the United States Constitution, including rights to privacy and free speech.
3. Trustees shall give fair hearing to comments and concerns expressed by members of the public, and shall allow Library staff ample opportunity to address such comments and concerns before acting on them at a meeting of the Board.
4. Trustees shall attend Board meetings regularly, prepared to participate constructively, and shall engage in the Board's decision-making process.
5. Trustees have a responsibility to express their unique viewpoint and draw from their personal expertise when deliberating business before the Board.
6. Trustees shall respect the opinions of their fellow trustees and conduct themselves with respect and decorum when they disagree or oppose a viewpoint different from their own.
7. Trustees must distinguish clearly between their personal philosophies, opinions and positions and those of the Library, acknowledging and supporting the formal position of the Board, even if they disagree.
8. Trustees shall recognize the authority delegated to the Executive Director and shall not interfere in the management and day-to-day operations of the Library.
9. Trustees must abide by the Board policy on Conflict of Interest.
10. Trustees shall not disclose confidential information gained while serving as a Trustee, nor use such information for personal gain.
11. Trustees shall pursue opportunities to improve their knowledge and understanding of PCLS, libraries in general, and changing conditions which may impact the way the Library provides service to citizens.

MEMO

Date: January 5, 2015

To: Chair Rob Allen and Members of the Board of Trustees

From: Clifford Jo, Finance & Business

Director Subject: Fife Street Improvements

Last August we briefed the Board about activities on properties surrounding our Fife Library. The developer for the properties has made substantial progress on making the land suitable for construction of buildings.

The Library has an agreement with the City of Fife to move the entryway to 66th street when it is completed and to close the current entryway on 20th. The developer is eager to move on this phase of the project. We are working on a draft reimbursement agreement with the developer and hope to have that completed soon. The agreement has provisions for the design, payment, and other terms for the project. Attorney Jemima McCullum, who helped us with the Fife project, is helping us with the agreement.

The developer presented to us a proposed design last year. We had AHBL architects working on the design to see if we could improve upon it. The outcome is a design that keeps estimated cost lower than the original anticipated cost established 5 years ago, and may increase parking. The City will need to approve the final design before moving ahead with construction.

As of now, we don't have a time schedule for this work. When the agreement is completed, we will know what the impacts are to Fife Library. We will also share design highlights with the Board once we have made further progress with the City and developer.

We will keep the Board apprised of progress.

NEW BUSINESS

MEMO

Date: January 5, 2014
To: Chair Allen and members of the Board of Trustees
From: Georgia Lomax, Executive Director
Subject: 2015 Board Calendar of Work

Each year the Board has developed a Calendar of Work to aid in planning discussions for the next year. This is your opportunity to take a look at some of the upcoming issues for the year. These issues can be scheduled for discussion on a regular Board agenda. Issues that require longer discussions have generally been introduced during a Study Session and then actions formulated for discussion at a regular Board meeting.

Attached is a draft 2015 Calendar of Work, based on our regular and routine Board activities and decisions. Also attached is the 2014 Agenda Log, showing you the range of issues that we dealt with in the past year.

Additional Topics That Will Come Up During the Year: There are some topics that we know will be on the agenda over the next year. These are:

- Technology Plan: We will be presenting a series of updates as the plan is finalized and implemented.
- Annual Branch Service Plans: We will present an evaluation of branch specific plans and an overview of the 2015 plan.
- Labor Negotiations: Negotiations will begin this summer on the 2016-xxxx Collective Bargaining Agreement.
- Strategic Action Plan: A 2015 planning process will provide focus and direction for the next few years.

Possible Topics: Please come to the Board meeting prepared with topics or issues that you would like to learn more about or discuss over the next year.

DRAFT**2015 BOARD OF TRUSTEES CALENDAR OF WORK**

Date	Strategic/Policy	Routine
January 14	<ul style="list-style-type: none"> • 2015 Board of Trustees Calendar of Work • Board Code of Conduct/Ethics • Leadership Academy • Employee Communication Survey • Compensation Study • E-Rate Program 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2015 Legislative Day • STAR Libraries • Executive Director Activities
Jan 30-Feb 3 <i>American Library Association (ALA) Mid-Winter Conference, Chicago IL</i>		
February 8	<ul style="list-style-type: none"> • Technology Plan Update Series • US Open at the Library Preview • Open Hours 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2015 Legislation Related to Libraries • 2015 Pierce County Library Foundation Agreement • PC Reads Preview • Executive Director Activities • Introduce New R&M Director
March 11	<ul style="list-style-type: none"> • Fife Update - Surrounding Development • Trustee Application Process (Al Rose's term exp. 7/20/15) • Technology Plan Update Series • Annual Branch Service Plans 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • PC Reads • Executive Director Activities
April 8	<ul style="list-style-type: none"> • Trustee Self-Evaluation • 2014 Reciprocal Borrowing Report • Technology Plan Update Series 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • Executive Director Activities
April 15 - 17 <i>Oregon Library Association/Washington Library Association (OLA/WLA) Conference, Tulalip, WA</i>		
May 13	<ul style="list-style-type: none"> • 2015 Year-End Financial Review • Technology Plan Update Series • Trustee Self-Evaluation 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • ULC Innovations Initiative • IRS Tax Form 990 • Summer Reading Program • WLA Attendance • Executive Director Activities
June 10	<ul style="list-style-type: none"> • 2014 Capital Projects – Year End Report • 2015 Mid-Year Budget Process 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • PC Reads Final Report • Our Own Expressions • Executive Director Activities
June 25 -30 <i>American Library Association (ALA) Annual Conference, San Francisco CA</i>		
July 8	<ul style="list-style-type: none"> • 2015 Mid-Year Budget Adjustment: <ul style="list-style-type: none"> ♦ Operating Budget ♦ Capital Improvement Plan 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • IRS Tax Form 990 Final Review • Evaluate Electronic FYI Packet

Date	Strategic/Policy	Routine
August 12	<ul style="list-style-type: none"> • 2016 Budget: Budget Process and Calendar • 2016 CPIU • 2016 Labor Negotiations 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • Executive Director Activities
September 9	<ul style="list-style-type: none"> • 2016 Budget: Estimated Revenue and Expenditures • Long Term Capital Project Projections 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • Library Card Campaign • Executive Director Activities
October 21	<ul style="list-style-type: none"> • 2016 Revenue and Expenditures Draft • 2016 Materials Budget Summary • 2016 Preliminary Levy Certification • 2015 IPD for 2015 Property Tax Levy • 2016 – 2019 Cash Flow • 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • Set 2016 Board Meeting Schedule • Pierce County Library Foundation Annual Report • Executive Director Activities
November 11	<ul style="list-style-type: none"> • First Public Hearing Regarding 2016 Budget • Review of Draft 2016 Budget and Capital Improvement Plan • Review And Approval To Certify Property Taxes To Be Levied For Collection in 2016 • Review Of Regular 2015 Capital Improvement Budget And 2016 Capital Improvement Plan 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • <i>Resolution</i>: Schedule of Recurring Meetings • Summer Reading Program Report • United Way Day of Caring • Executive Director Activities
December 9	<ul style="list-style-type: none"> • Second Public Hearing Regarding 2016 Budget • Resolution to transfer a portion of the fund balance of the general fund to the capital improvement fund • Resolution to Adopt 2016 Budget • Resolution to Adopt 2016 Capital Improvement Fund Budget • Motion to certify property taxes to be levied for collection in 2016 (if needed) • Resolution to set 2016 wages for non-represented staff • 2016 Election of Officers • Negotiate 2016 Executive Director Agreement • 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • <i>Resolution</i>: Cancellation of unredeemed warrants • 2016 Insurance Renewal • Executive Director Activities

2014 BOARD AGENDA LOG

Date	Strategic/Policy	Routine
January 8	<ul style="list-style-type: none"> • 2014 Board Calendar of Work • 2014 Operational Changes for Efficiencies and Savings • Succession Planning - Essential Competencies Needed for Executive Position 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2014 Legislative Day • STAR Libraries • Tehaleh (Newland Communities)
January 24 - 28	<i>American Library Association (ALA) Mid-Winter Conference, Philadelphia PA</i>	
February 12	<ul style="list-style-type: none"> • Technology Plan Update • Internet Policy • Collection Budget • Self-Service Lobby • Customer Surveys 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2014 Legislation Related to Libraries • 2014 Pierce County Library Foundation Agreement
March 11 - 15	<i>Public Library Association (PLA) Conference, Indianapolis IN</i>	
March 19 <i>Meeting canceled due to lack of quorum</i>	<ul style="list-style-type: none"> • Metropolitan King County Library Joint Boards Meeting 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • PC Reads
April 9	<ul style="list-style-type: none"> • Access Policy • Board Self-Evaluation • 2013 Reciprocal Borrowing Report • Emergency Capital Project: Diesel Generator • Technology Plan Update • Executive Director Search Firm • Facilities Master Plan Overview 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report
April 30 - May 2	<i>Oregon Library Association/Washington Library Association (OLA/WLA) Conference, Wenatchee WA</i>	
May 14	<ul style="list-style-type: none"> • 2013 Year-End Financial Review • Re-appointment of Donna Albers • South Hill Library Project • Facilities Master Plan Next Steps 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • ULC Innovations Initiative • IRS Tax Form 990 • Summer Reading Program • WLA Attendance
June 11	<ul style="list-style-type: none"> • 2013 Capital Projects – Year End Report • 2014 Mid-Year Budget Process • Metrics in 2014 Budget • Scout Introduction • Wellness Program <ul style="list-style-type: none"> a) Resolution b) Policy 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • PC Reads Final Report • Our Own Expressions
June 26 - July 1	<i>American Library Association (ALA) Annual Conference, Las Vegas NV</i>	
July 9	<ul style="list-style-type: none"> • 2014 Mid-Year Budget Adjustment: <ul style="list-style-type: none"> ♦ Operating Budget ♦ Capital Improvement Plan • Circulation Decline • Self-Service Lobby Plan • Maker Movement <ul style="list-style-type: none"> ♦ Maker Fest ♦ 3D Printing at Gig Harbor Library 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • IRS Tax Form 990 Final Review

2014 BOARD AGENDA LOG

Date	Strategic/Policy	Routine
August 13	<ul style="list-style-type: none"> • 2015 Budget: Budget Process and Calendar • 2015 CPIU • Meeting Room Policy/Procedure Review • Meeting Room Use Analysis • Fife Update - Surrounding Development • Board Bylaws Revision • OPMA Training 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report
September 10	<ul style="list-style-type: none"> • 2015 Budget: Estimated Revenue and Expenditures • Long Term Capital Project Projections • Leadership Competencies • Science to Go • Facilities Master Plan: Funding Options • Pierce County Capital Facilities Plan • Pierce County Library 2030 Standards • State of the Library Presentations • Board Bylaws Revision (cont.) • Microsoft IT Academy Open Lab 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • Library Card Campaign
October 15	<ul style="list-style-type: none"> • 2015 Revenue and Expenditures Draft • 2015 Materials Budget Summary • 2015 Preliminary Levy Certification • 2014 IPD for 2015 Property Tax Levy • 2015 – 2019 Cash Flow • OPMA Training for Trustees • Facilities Master Plan: How Other Libraries Have Funded Capital Projects • Knowledge Transfer • Board Bylaws Revision (cont.) • Code of Ethics 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • Set 2015 Board Meeting Schedule • Pierce County Library Foundation Annual Report
November 12	<ul style="list-style-type: none"> • First Public Hearing Regarding 2015 Budget • Review of Draft 2015 Budget and Capital Improvement Plan • Review And Approval To Certify Property Taxes To Be Levied For Collection in 2015 • Review Of Regular 2015 Capital Improvement Budget And 2015 Capital Improvement Plan 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • <i>Resolution</i>: Schedule of Recurring Meetings • Summer Reading Program Report • United Way Day of Caring
December 10	<ul style="list-style-type: none"> • Second Public Hearing Regarding 2015 Budget • Resolution to transfer a portion of the fund balance of the general fund to the capital improvement fund • Resolution to Adopt 2015 Budget • Resolution to Adopt 2015 Capital Improvement Fund Budget • Resolution to set 2015 wages for non-represented staff • 2015 Election of Officers • 2015 Executive Director Salary Agreement • Naming Area Approval at University Place Library • Naming Area Approval at South Hill Library 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • <i>Resolution</i>: Cancellation of unredeemed warrants • 2015 Insurance Renewal • Library Card Drive Results



Date: January 7, 2015

To: Chair Rob Allen and Members of the Board of Trustees

From: Chereé Green, SPHR, Staff Experience Director

Subject: Leadership Academy

As a continuation of our work within leadership development and implementing our leadership competencies, we will be launching a Leadership Academy this year. We believe that one critical factor in sustaining our future involves getting there through leadership. We need to develop leadership at all levels since our succession plan includes all of them. In order to accomplish our mission, vision and goals, it takes exceptional leadership. The Academy is rooted in our leadership competencies. These competencies will position us with strong, competent leaders who embody these qualities. With these qualities, we are able to succeed at a high level and respond rapidly to changes in our environment and industry. This Academy reflects the next level of evolution and the way our leadership and organization has grown.

The PCLS Leadership Academy is designed to:

- Develop PCLS Leadership Competencies in current supervisory and management level staff
- Provide a process to develop emerging leaders
- Provide a ready pool of leadership talent in order to fill the PCLS leadership pipeline and facilitate succession planning

This program provides a series of training courses that are conducted with a defined cohort (12 – 14 participants) over the course of nine months (April – December 2015). Participants will engage in two, four-hour cohort learning sessions per month, the first focused on the delivery of course content, the second focused on application of content (using a “round-table” discussion format). The same external facilitator (Catherine McHugh) will conduct all sessions in order to provide continuity and integration of learning over time. The nine month “Leadership Foundations” learning series (Courses 101 – 109) is focused on developing fundamental leadership competencies for supervisors and managers within PCLS. All PCLS supervisors or managers will be considered to be selected as a participant in the Academy. The Administrative Team will work with the Leadership Team to select the first cohort of 12-14 participants. We will be looking for leaders with promotional potential, aptitude towards the leadership competencies and willingness to develop.

In order to determine its success, we will be looking at multiple metrics to help determine the progress we have made through the Leadership Academy. These include:

- Staff engagement survey results and improvement over time
- Retention, promotion and turnover rates
- Program evaluation by participants and their supervisors: Was the learning applicable? Has the participant improved within the leadership competencies?
- Graduation rates

We will begin the selection process this month. We will begin the Academy in April and graduate the first class in December 2015.

PCLS Leadership Development - Training Course Matrix

	COURSE NAME	COURSE DESCRIPTION	LEARNING OBJECTIVES	LEADERSHIP COMPETENCY
		Course Content includes:	Participants will:	Competency Focus:
101	Living PCLS's Leadership Competencies	<ul style="list-style-type: none"> • PCLS Leadership Competencies • Successful navigation of the Leadership Pipeline • Expectations specific to leadership roles: Supervisor Double Duty • Transition from peer to supervisory leader • Avoiding the Accidental Manager Trap 	<ul style="list-style-type: none"> • Understand the importance of and link between the LC, 9 S&Q, and PCLS Mission • Describe each LC "in action" in their role • Articulate 3 Key Actions relevant to their role for 3 essential LC's • Identify one personal development goal aimed at improving one LC • Understand personal Pipeline Challenges 	<ul style="list-style-type: none"> • Demonstrates Leadership • Builds Trustworthy Relationships
102	Foundations of Self-Management	<ul style="list-style-type: none"> • 1st 2 elements of EI: self-awareness & self-management • Affective / emotional vocabulary • Reptilian reactivity vs. thinking responsiveness • Emotional Contagion • Self-Management 101 process 	<ul style="list-style-type: none"> • Understand EI as a concept & its relationship to supervisory roles • Become adept at identifying and naming their emotional responses • Identify personal cooling strategies • Describe their desired "personal wake" 	<ul style="list-style-type: none"> • Demonstrates Leadership • Builds Trustworthy Relationships • Communicates Effectively
103	Communicating with Impact	<ul style="list-style-type: none"> • Barriers to effective communication • Personality types & related communication styles / strategies • Non-verbal communication • Active Listening process • Planning effective communication 	<ul style="list-style-type: none"> • Identify dominant communication style(s) • Notice and interpret non-verbal communication signals – self and other • Describe the active listening process • Practice active listening • Identify strengths & personal barriers to active listening & communication 	<ul style="list-style-type: none"> • Communicates Effectively • Builds Trustworthy Relationships
104	Managing Performance	<ul style="list-style-type: none"> • Performance Management Cycle • Expectation setting basics: must have's, cannot happens, pet peeves, communication • Closing the loop: monitoring performance • Situational Coaching Model • Coaching Spectrum • Performance Assessment Tendencies • Performance Evaluation Strategies 	<ul style="list-style-type: none"> • Understand and describe the Performance Management Cycle • Establish clear performance expectations • Identify default coaching style • Develop "Empowering Coaching" strategy • Apply Situational Coaching matrix to assess one employee's performance • Identify own performance assessment tendencies 	<ul style="list-style-type: none"> • Manages & Develops People • Achieves Results • Communicates Effectively

PCLS Leadership Development - Training Course Matrix

	COURSE NAME	COURSE DESCRIPTION	LEARNING OBJECTIVES	LEADERSHIP COMPETENCY
105	Effectively Delivering Feedback	<ul style="list-style-type: none"> • Johari Window • Feedback and Shame • Content, Pattern, Relationship Model • Constructive Feedback Model / OFI's • Contrasting Technique • Positive Reinforcement Model / WD's • Ideal WD / OFI ratio 	<ul style="list-style-type: none"> • Identify resistance to giving feedback • Complete 1 OFI and WD, each for current employees • Practice and deliver OFI's and WD's Use CSP and Contrasting techniques in delivery of OFI and WD • Develop strategy to enact Ideal WD / OFI Ratio 	<ul style="list-style-type: none"> • Manages & Develops People • Builds Trustworthy Relationships • Achieves Results
106	Getting Things Done	<ul style="list-style-type: none"> • Getting Things Done (GTD) process • Neuroscience of Distraction 	<ul style="list-style-type: none"> • Identify personal barriers to getting things done • Design personal GTD strategy • Practice GTD strategy; modify for success 	<ul style="list-style-type: none"> • Achieves Results • Demonstrates Leadership
107	Foundations of Relationship Management	<ul style="list-style-type: none"> • Social Intelligence elements : other awareness, relationship management • Speed of Trust factors • Interpersonal effectiveness • Ladder of Inference • The Dreaded Drama Triangle 	<ul style="list-style-type: none"> • Identify personal trust-and respect-building behaviors • Understand and interrupt Ladder of Inference habits • 	<ul style="list-style-type: none"> • Builds Trustworthy Relationships • Demonstrates Leadership • Manages & Develops People
108	Leading Effective Teams	<ul style="list-style-type: none"> • Collaboration / Team effectiveness principles: Task, Process, Relationship • Facilitating team building: Ground Rules / Norms; Team roles; relationship building • Facilitating Effective Team Meetings • Team effectiveness assessments 	<ul style="list-style-type: none"> • Assess team strengths and opportunities • Structure a team building process, including developing Ground Rules and team roles • Design and facilitate an effective team meeting 	<ul style="list-style-type: none"> • Builds Successful Teams • Achieves Results • Facilitates Innovation & Change
109	Facilitating Internal Customer-Supplier Partnerships & Process Improvement Teams	<ul style="list-style-type: none"> • Internal Customer-Supplier Model • Lean Principles • Waste Reduction • Process Improvement Cycle / Value Stream Mapping (VSM) 	<ul style="list-style-type: none"> • Identify roles within existing Customer-Supplier relationship • Choose a C-S process to improve • Conduct VSM process with C-S stakeholders • Identify waste reduction opportunities • Create ideal VSM and implement pilot improvement process 	<ul style="list-style-type: none"> • Facilitates Innovation & Change • Builds Successful Teams • Achieves Results

PCLS Leadership Development - Training Course Matrix

	COURSE NAME	COURSE DESCRIPTION	LEARNING OBJECTIVES	LEADERSHIP COMPETENCY
		Course Content includes:	Participants will:	Competency Focus:
201	Coaching for Success	<ul style="list-style-type: none"> • Developmental Coaching Model • Identifying coaching opportunities • Conducting effective 1:1 coaching conversations 	<ul style="list-style-type: none"> • Design strategy for coaching one employee • Plan and practice a coaching conversation • Learn how to conduct effective developmental 1:1's 	<ul style="list-style-type: none"> • Manages & Develops People • Builds Trustworthy Relationships
202	Facilitating Change	<ul style="list-style-type: none"> • Psychology of change and transition • Identifying types of resistance • Managing individual and team transitions • Managing Emotional Contagion 	<ul style="list-style-type: none"> • Understand the change and transition process • Describe personal challenges in accepting and facilitating change • Develop strategy for facilitating a team change process 	<ul style="list-style-type: none"> • Facilitates Innovation & Change • Builds Successful Teams • Builds Trustworthy Relationships
203	Resolving Conflict	<ul style="list-style-type: none"> • Conflict Thermometer • Conflict escalation / de-escalation • Conflict Management Styles • Difficult Conversations • Stating Positions vs. Concerns 	<ul style="list-style-type: none"> • Identify early signs of brewing conflict • Articulate personal default conflict style • Describe upsides and downsides of each conflict style • Design a difficult conversation and practice it 	<ul style="list-style-type: none"> • Demonstrates Leadership • Builds Successful Teams • Facilitates Innovation & Change
204	Self-Management 2.0 (two months)	<ul style="list-style-type: none"> • Neuroscience and self-management • Intrapersonal barriers to self-management • Neuro-plasticity of the brain • Taming Your Gremlin • Immunity to Change process 	<ul style="list-style-type: none"> • Identify personal Gremlin activity patterns • Ability to notice and name affects and related Gremlin activity • Develop positive self-talk strategies to counter Gremlin activity • Complete personal Immunity to Change Map • Identify 3 experiments to challenge Immunity System 	<ul style="list-style-type: none"> • Builds Trustworthy Relationships • Demonstrates Leadership • Achieves Results
205	Inspirational Leadership	<ul style="list-style-type: none"> • The neuroscience of inspiring individuals and groups (Emotional Contagion, Self-Management, Visioning) • Power, authority, persuasion, & influence • Managing up, down, & across • Zooming In, Zooming Out 	<ul style="list-style-type: none"> • Articulate personal values • Develop Leadership Vision that aligns with PCLS's Core Values • Design a strategy to influence a PCLS initiative • Assess and adjust personal leadership strategy 	<ul style="list-style-type: none"> • Demonstrates Leadership • Achieves Results • Communicates Effectively

M E M O

Date: January 7, 2015

To: Chair Rob Allen and Members of the Board of Trustees

From: Chereé Green, SPHR, Staff Experience Director

Subject: Compensation Study

Staff Experience has spent the last several months working with the Administrative Team to assess priorities and initiatives. In determining this year's top priorities, we focused on initiatives that will align with and support the library's vision and mission. One of those initiatives is a Compensation Study.

The last comprehensive classification and compensation study for PCLS was conducted in 2007. Given the time that has passed, it is appropriate to review all positions to ensure external equity to competitor libraries and other organizations. The previous study included a classification review, which was conducted. For this study, we are able to use existing classifications and we have a process in place for managing changes to classifications, therefore our focus will be on just the compensation study. We are committed to a competitive and market-based compensation plan, philosophy and strategy. This process will allow us to analyze relevant market data using salary surveys in our geographical job market and to understand what other organizations are paying for comparable positions at PCLS.

Our objectives from the survey are to determine and understand how PCLS's:

- Pay compares to other organizations in the Northwest region;
- Pay structure compares to other organizations, given our structure; and
- Benefits compare to other organizations in the Northwest region.

In November 2014, we issued an RFP for vendors to assist us with this study. The selection process has been completed. We have selected The Singer Group to assist us with this study. The Singer Group came highly recommended from other libraries in our area and they specialize in our industry. We will begin the project this month and the study will be completed by the summer of 2015.

The cost of the contract is estimated to be \$55,000 and we may have some unanticipated needs that require more help from The Singer Group. We recommend the Board approve the Library to sign the contract and approve a purchase order to The Singer Group, not to exceed \$60,000.

M E M O

Date: January 5, 2015

To: Chair Rob Allen and members of the Board of Trustees

From: David Durante, Customer Experience Manager and Andrew Schulz, Network Architect

Subject: Chromebooks Pilot

IT is very excited to announce the recent launch of a pilot project to test a potential new service model for our customers. The pilot project began at the South Hill Library on December 15, 2014, and at the Sumner Library on January 5, 2014.

These two pilot projects will help us assess the viability of providing unlimited internet access to our customers. Also, we will test what happens if we let our patrons roam freely within the branch rather than be fixed to a computer table as they are today.

We are able to accomplish this through the use of an inexpensive, secure, and durable laptop called a Chromebook. To learn more about Chromebooks, please check out the [Library's page](#) about the pilot program by pointing your browser to <http://www.piercecountylibrary.org/chromebook>.

If the project proves successful, not only will customers be able to have unlimited access to the internet and move freely throughout the library; but the Library will benefit as well. Chromebooks are infinitely less expensive than the PC's currently in use at the branches. The Library can purchase nearly three of them for the price of one PC. Due to its small size, staff in the branches will be able to ship a broken Chromebook to the IT department using the Library's internal delivery system and, in most cases, receive a working device the following day.

We have some truly great stars in IT who have helped immensely in getting this pilot program launched. Patrick McVicker, Virtual Experience Librarian, built the landing page; John Baker, IT Desktop Systems Administrator, purchased and set up the devices; Clare Murphy, Virtual Experience Librarian, cataloged the devices and the Help Desk Team placed them into inventory. IT also received a great deal of support from the teams at South Hill and Sumner as well as the Communications and Facilities Departments.

We are proud to report that we have already started seeing good daily usage of the Chromebooks.

MEMO

Date: January 5, 2014

To: Chair Rob Allen and members of the Board of Trustees

From: Karim Adib, Digital Experience Director

Subject: E-Rate Program

With recent changes to the E-Rate program, the library is intending to maximize its potential refund. The following is background information and a summary of our plans going forward:

On December 11th, 2014, the FCC announced its intention to continue its reboot of the E-Rate program. Dubbed E-Rate 2.0, the program funding was increased from \$2.4 billion to \$3.9 billion. The addition of \$1.5 billion is the first increase to the base funding of the program since 1997.

The library has been participating in the E-Rate program for several years. Our 2013/14 application was for approximately \$360,000, which at a refund rate of 66% equates to an actual refund of approximately \$237,000. The amount varies year over year but has steadily grown to match the continuous rise in telecommunication costs.

After salaries and benefits, telecommunication costs are the single largest component of the IT budget. In 2015 we are expecting to almost double our telecommunication budget to approximately \$600,000 per year. Also, in 2015, we are planning a substantial overhaul of our network hardware, software, servers and ancillary systems, estimated at over \$800,000. While not all expenditures are eligible for E-Rate refunds, we intend to pursue the maximum possible. The first step of our 2015/2016 E-Rate application has been completed - a highly itemized listing of all intended expenditures that has to be posted for 28 days for public bid. Our application, as posted, is estimated to be around \$1.4 million. We do not expect all elements of our application to be eligible for E-Rate refund. We currently expect our final application to be around \$1.1 million. The actual values will be available once the second step in the application process has been completed, sometime in the second quarter of 2015.

As part of E-Rate 2.0, the method for calculating the discount rate and available funds has been changed. In previous years, the method for calculating the discount rate (refund rate) was calculated by first calculating the percent of children in the free and reduced lunch program in the service area of each library branch and then taking a simple average of all branches to determine the discount for the entire library system. E-Rate 2.0 simplifies the process by allowing the library to pick a central facility and to use the discount rate for it to determine the discount rate for the entire system. In discussions with FCC lawyers, we were advised that we will be allowed to use the PAC as the central facility, which means the library, if the PAC is ultimately approved as the central facility, can expect our discount rate to increase from 66% to 80%.

Funding calculations for network equipment and services has also changed. The new method allows a maximum, over five years, of \$2.30 per square foot, per branch. There is no funding for a Non-Instructional Facility (NIF) - in the past the PAC has been designated a NIF. The library is in the process

of making changes to our IMLS profile and meeting the legal requirements to make the PAC a non-NIF. We are also adding our service location on Anderson Island as a regular branch. Without the PAC, the library is expected to be eligible for approximately \$400,000 in category-2 funding - this is funding for hardware and services. If PAC qualifies as a normal branch, the library would be allowed an additional \$115,000 in funding. It is worth noting that the expenditure and refund process for category-2 funds is complicated. Some information needed to determine the actual refunds remains foggy. The program is new and much remains undetermined. In an effort to obtain clarity, we calculated multiple scenarios and discussed our finding with the FCC. Our focus was on how the FCC and its E-Rate agent USAC intend to distribute the costs of shared equipment, mostly in our datacenter, across the funding allocated to each branch. After multiple discussions we were told the FCC will offer a new form on its website that will allow us to designate each item as either unique to a location or shared. While this information is helpful, the actual refund cannot be determined until the actual form has been filled.



NEWS

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This is an unofficial announcement of Commission action. Release of the full text of a Commission order constitutes official action.
See MCI v. FCC, 515 F 2d 385 (D.C. Circ 1974).

FOR IMMEDIATE RELEASE:
December 11, 2014

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FCC CONTINUES E-RATE REBOOT TO MEET THE NEEDS OF 21st CENTURY DIGITAL LEARNING

Funding Boost Will Enable Schools, Libraries Nationwide to Reach Connectivity Goals over the Next Five Years

Washington, D.C. – Taking significant additional steps to ensure that the nation’s schools and libraries have access to robust high-speed broadband connections, the Federal Communications Commission today approved further modernization of its E-rate program, the nation’s largest program supporting education technology.

Broadband is transforming 21st Century education and life-long learning. The Commission is implementing a fundamental reset of E-rate, the first such effort since the program’s creation 18 years ago, so that it can keep pace with the exploding demands for ever-faster Internet service placed on school and library networks by digital learning applications, which often rely on individually connected tablets and laptops.

Today the Commission adopted an Order aimed at closing this connectivity gap by making more funding available for libraries and schools to purchase broadband connectivity capable of delivering gigabit service over the next five years. The Order also provides schools and libraries additional flexibility and options for purchasing broadband services to enable schools and libraries to meet their Internet capacity needs in the most cost-effective way possible.

The Order builds on action taken by the Commission in July to meet another critical need: robust Wi-Fi networks inside libraries and schools capable of supporting individualized learning. The July Order freed up funds for Wi-Fi through improved fiscal management and by ending or phasing out legacy services like paging and phone service. The July Order also increased program fairness by ensuring that all schools and libraries have equitable access to funding for Wi-Fi. And it strengthened the hand of educators in negotiations with service providers by requiring that prices and terms for E-rate subsidized services nationwide be posted transparently on the Internet.

While schools and libraries are now on a path to providing robust Wi-Fi for students, teachers and patrons over the next five years, data the FCC has been gathering over the past six months has revealed the depth of the connectivity gap. For example, 63% of public schools – with over 40 million students – don’t have

broadband connections to the building capable of taking advantage of modern digital learning. That gap that will only grow as digital learning applications increase their requirements for bandwidth.

According to data submitted to the FCC:

- 68% of all districts (73% of rural districts) say that not a single school in their district can meet the long-term high-speed Internet connectivity targets today.
- Approximately 41% of rural public schools lack access to fiber networks sufficient to meet modern connectivity goals for digital learning, compared to 31% of suburban and urban public schools.
- 39% of schools in affluent areas currently meet speed targets, but only 14% of schools in low-income rural and urban areas meet those targets.
- 45% of school districts lack sufficient Wi-Fi capacity to move to one-to-one student-to-device deployments which is increasingly necessary to achieve modern digital learning objectives.
- Half of all public libraries report connections of less than 10 Mbps (70% of rural libraries) – or less than 10% of the target for libraries with smaller service areas and less than 1% of the speed target for libraries serving larger numbers of people.
- More than half (58%) of districts say the monthly recurring expense of connections is the most significant barrier to faster service.
- Nearly 40% of districts indicate they can't afford the high up-front capital costs of infrastructure upgrades

The FCC's actions close the connectivity gap through continued efforts to lower the prices schools and libraries pay for connectivity, and by increasing the amount of support available for connections to the Internet, known as category one of the program. Based on a comprehensive record, the Order raises the spending cap on the E-rate program from the current \$2.4 billion to \$3.9 billion -- the first reset of the cap since it was initially set at \$2.25 billion in 1997, an amount that wasn't adjusted for inflation until 2010.

E-rate is one of four universal service programs funded by an assessment on interstate and international telephone revenues, a cost companies may recover from their residential and business customers. If demand for E-rate funds from schools and libraries ramps up to reach the full \$3.9 billion cap, the estimated additional cost to an individual rate payer would be approximately 16 cents a month, about a half a penny per day or about \$1.90 a year – less than a large soda at fast food restaurant or a cup of coffee.

By providing certainty about the future of E-rate funding, raising the cap enables schools and libraries to plan how best to upgrade their networks and at what pace. Today's Order also takes further steps to improve the overall administration of the program and maximizes the options schools and libraries have for purchasing affordable high-speed broadband connectivity by:

- Suspending the requirement that applicants seek funding for large up front construction costs over several years, and allowing applicants to pay their share of one-time, up-front construction costs over multiple years
- Equalizing the treatment of schools and libraries seeking support for dark fiber with those seeking support for lit fiber. Dark fiber leases allow the purchase of capacity without the service of transmitting data – lighting the fiber. Dark fiber can be an especially cost-effective option for smaller, rural districts
- Allowing schools and libraries to build high-speed broadband facilities themselves when that is the most cost-effective option, subject to a number of safeguards

- Providing an incentive for state support of last-mile broadband facilities through a match from E-rate of up to 10% of the cost of construction, with special consideration for Tribal schools
- Requiring carriers that receive subsidies from the universal service program for rural areas – called the High Cost program – to offer high-speed broadband to schools and libraries located in geographic areas receiving those subsidies at rates reasonably comparable to similar services in urban areas
- Increasing the certainty and predictability of funding for Wi-Fi by expanding the five-year budget approach to providing more equitable support for internal connections – known as category two – through funding year 2019

While the cost to consumers of these changes to the E-rate program is small, the benefits to students, life-long learners, and the nation's competitiveness are great.

Action by the Commission December 11, 2014, by Second Report and Order and Order on Reconsideration (FCC 14-189). Chairman Wheeler, Commissioners Clyburn and Rosenworcel with Commissioners Pai and O'Rielly dissenting. Chairman Wheeler, Commissioners Clyburn, Rosenworcel, Pai and O'Rielly issuing statements.

FCC-

More information about E-rate is available at www.fcc.gov/e-rate-update

MEMO

Date: January 5, 2015

To: Chair Rob Allen and Members of the Board of Trustees

From: Sally Porter Smith, Customer Experience Director

Subject: PAC Self-Service Lobby Pilot: Evaluation and Proposed Changes

The lobby at PAC switched to self-service mode on September 2, 2014. After four months of operation, an evaluation of the change was conducted. Results are mixed. On the positive side, eliminating the reception function freed up those employees who were staffing the reception desk during long periods of low or no activity. On the negative side, some visitors to the lobby found it difficult to reach PAC staff for assistance. Meeting room management also presented intermittent challenges.

The Administrative Team reviewed the benefits of providing public access to meeting rooms and considered the potential benefits to the public and visitors of PAC of providing limited public services with a reception function. The Administrative Team has authorized a phased pilot beginning this winter to introduce new, but limited public service options in the lobby. The pilot will be budget neutral and evaluated mid-summer.

Proposed Timeline for Phased Pilot:

Dates tentative dependent upon recommendations and work plan

<i>End of Year, 2014:</i>	Establish two self-service public Internet stations in lobby for use by meeting room users and visitors to PAC
<i>January 5, 2015</i>	Establish small committee of Customer Experience and PAC staff to review service options and prepare recommendations to Administrative Team by Jan. 20, 2015.
<i>January 27</i>	Present implementation plan to Administrative Team
<i>January 28 - February</i>	Implement plan in preparation of service
<i>March -June</i>	Conduct phased pilot
<i>July</i>	Evaluation and Recommendation

Samplings of the services to be considered are the addition of reception service for visitors (including phone coverage), account services, catalog and public internet access, access to databases, downloadable titles, online classes and office productivity software, printing, a small circulating collection, holds pickup, Wi-Fi access, and book drop.