

AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
January 8, 2014
3:30 – 6:00 pm

3:30 pm	02 min.	Call to Order: <i>Linda Ishem, 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 11, 2013 Regular Meeting 2. Approval of December 2013 Payroll, Benefits and Vouchers 3. Approval of Revised Learning Times Purchase Order 4. <i>Resolution2014-01: To Declare Equipment Surplus To Public Service Needs</i> 	
3:40 pm	10 min.	Board Members Report	
3:50 pm	10 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. November Dashboard, <i>Georgia Lomax</i> 2. December 2013 Financial Report, <i>Dale Hough</i> 3. 2013 Library Journal STAR Libraries Statistics, <i>Georgia Lomax</i> 4. Library Card Drive, <i>Linda Farmer</i> 5. 2014 Legislative Day, <i>Neel Parikh</i> 6. Re-Appointment of Chair Ishem, <i>Neel Parikh</i> 	
4:00 pm		Unfinished Business	
	10 min.	1. Philosophy Policy, <i>Georgia Lomax and Neel Parikh</i>	Action
	10 min.	2. Selection of Library Materials Policy, <i>Lisa Bitney</i>	Action
	30 min.	3. Succession Planning - Executive Director Priorities and Competencies, <i>Catherine McHugh</i>	
4:50 pm		New Business	
	15 min.	1. 2014 Board Calendar of Work, <i>Neel Parikh</i>	
	10 min.	2. 2013 Operational Changes for Efficiencies and Savings, <i>Georgia Lomax</i>	
	15 min.	3. Community Outreach Services, <i>Sally Porter Smith and Judy Nelson</i>	
	10 min.	4. StoryCorps, <i>Linda Farmer</i>	
	10 min.	5. Digital Kids Webpage with Apps Information, <i>Judy Nelson</i>	
5:50 pm	10 min.	Executive Session: <i>At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, to discuss personnel issues.</i>	
6:00 pm	02 min.	Announcements	
6:02 pm		Adjournment	

CONSENT

AGENDA

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, DECEMBER 11, 2013**

CALL TO ORDER

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 2:35 p.m. Board members present were J.J. McCament, Allen Rose, Robert Allen and Donna Albers.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Minutes of the November 13, 2013 Regular Meeting of the Board of Trustees
2. November 2013 Payroll, Benefits and Vouchers in the total amount of \$2,545,076.82
 - a. Payroll Warrants 3493-3501, dated 11/01/13 – 11/30/13 in the amount of \$7,763.30
 - b. Payroll Disbursement Voucher dated 11/06/13 in the amount of \$767,032.21
 - c. Payroll Disbursement Voucher dated 11/21/13 in the amount of \$727,437.23
 - d. Accounts Payable Warrants 621557 -621761 dated 11/01/13 – 11/30/13 in the amount of \$1,042,844.08
3. Resolution 2013-10: Cancellation of Unredeemed Warrants
4. Insurance Renewal
5. 2014 Schedule of Meetings (Revised)

Moved by Ms. McCament, seconded by Mr. Allen to approve the consent agenda. Motion carried unanimously.

BOARD MEMBERS REPORT

Donna Albers attended the State Auditor's exit interview on December 5, 2013. There were no findings of any consequence. The auditors conducted an in depth study of the monies the Library received from e-Rates and commended the Library for the good work. Ms. Parikh noted that Ms. Albers asked good questions of the auditors and represented the Library well. The final report will be posted on the website and the Board will be provided a copy.

Ms. McCament attended the recent Foundation Board meeting on December 3, 2013. She noted there were several new members on the Board and was pleased with the energy and vibrancy in the room.

Chair Ishem attended the Foundation Retreat, held on November 22, 2013. She noted it was wonderful to meet the members of the Foundation Board and found the training insightful. She remarked that the fundraising process not only entails asking for donations but also involves

developing relationships. In light of the fact that the month of December is a giving time of year, Chair Ishem encouraged the Trustees to donate to the Foundation.

Chair Ishem also attended the December 3, 2013 meeting with Judy Nelson, Cedric Howard, Vice-Chancellor for Student Involvement, and Brian Anderson, who is in charge of public relations and marketing on the University of Washington's Tacoma campus. The Library is working with the University to be a partner in summer reading.

Ms. Parikh remarked that Mr. Howard is a smart and visionary man who offered to collaborate with the Library in other ways related to the college-going culture. Discussion ensued on the concept of college-going culture. Chair Ishem noted the Vice-Chancellor was working with Carla Santorno, Superintendent of Tacoma Public Schools, on an initiative to introduce students, high school and younger, to college campuses.

Ms. Parikh added that the meeting was filled with information and ideas. Judy Nelson, Customer Experience Manager, reported she would be meeting with Amanda Bruner, Director of Student Transition Programs, to review what they are doing with preschool curriculum. For the last six months, the Library has been working on "life after high school" programs and will be trying to align the effort with those of Ms. Bruner. Lynne Hoffman, Foundation Director, indicated they are also interested in the Library's Our Own Expressions program.

Rob Allen remarked that the differing levels of educational attainment and college participation are glaring when comparing Seattle's "knowledge workers" to those in Pierce County. He is convinced the key to long-term economic development in the county is to increase educational attainment.

OFFICERS REPORT

October Dashboard

Ms. Parikh provided data comparing the trends in annual circulation and visits of local and national like-size libraries to Pierce County Library between 2010 and 2012.

November 2013 Financial Report

Dale Hough, Finance Manager, reported the Library received tax revenue in amount of \$2,448,065 as of the month of November. 88% of the budget has been expended.

First 5 FUNdamentals Progress Report

Ms. Parikh praised Ms. Nelson for her leadership role in the efforts of the coalition.

Mobile App & Responsive Technology

David Durante, Customer Experience Manager, demonstrated the new Pierce County Library System mobile app. Mr. Allen commended the work of the Virtual Services team. The board was pleased to see the work and to learn of the minimal costs involved.

Ms. Parikh reported the Library is featured in a recently published book, "Teen Games Rule!"

Ms. Parikh remarked that the Foundation retreat was excellent and praised facilitator Joe Lawless for his efforts.

Ms. Parikh reported she and Ms. McCament recently met with the Senior Vice-President and Vice-President of Newland Communities, who have expressed interested in having a library in their master planned community, Tehaleh. She will provide more information to the Board at the next meeting.

Ms. Parikh shared an email submitted by the daughter of a lifelong Library customer who recently passed. She nominated Pierce County Library for a Community Giving award through Columbia Bank for its efforts surrounding the development of The Jeff Silver Library Fund in memory of her father who spent his life loving libraries.

Ms. Parikh reported the Library was awarded the Creative Leadership Award in the amount of \$50,000 by the Paul G. Allen Family Foundation for the work of the Collection Budget Crew. She noted these efforts model what the Library aims to do as an organization by working together as a team that acts responsibly toward maintaining a strong collection while addressing budget constraints. She added that the grant would be given to the Collection Budget Crew to develop an innovative collection project in the spirit of the award.

Ms. Parikh reported the new Staff Experience Director will begin January 6, 2014. Interviews for the Digital Experience Director will be conducted the week of December 16, 2013.

PUBLIC HEARING - 2014 DRAFT BUDGET

Mr. Allen moved that in accordance with RCW 84.55.10, the public hearing be opened for consideration of increases in property tax revenues, regarding 2013 property tax levies for collection in 2014. Ms. McCament seconded the motion and it passed.

Chair Ishem asked if there was anyone in the audience who wished to comment on the 2014 budget of estimated revenue and expenditures and received no response.

There being no comments, Mr. Rose moved to close the public hearing on the 2014 budget of estimated revenue and expenditures. Mr. Allen seconded the motion and it passed.

UNFINISHED BUSINESS

2014 Budget

a. Resolution 2013-11: Year-End Capital Improvement Fund Transfer

Mr. Jo presented the second draft of the 2014 budget and recommended a 2% transfer into the Capital Improvement Fund. He noted the System Measures section of the document will be completed in January, as will the list of efficiencies for 2013. Ms. Parikh noted that as the Library gets deeper into performance metrics it will not do such granular work on efficiencies. Ms. Lomax will incorporate the Strategic Framework, levy promises and balanced scorecard to show the evolution of the Library.

Mr. Allen moved to approve Resolution 2013-11. Mr. Rose seconded the motion and it passed.

b. Resolution 2013-12: To Adopt the 2014 General Fund Budget

Mr. Allen moved to approve Resolution 2013-12. Ms. McCament seconded the motion and it passed.

c. Resolution 2013-13: To Adopt the 2014 Capital Improvement Fund Budget

Mr. Allen moved to approve Resolution 2013-13. Mr. Rose seconded the motion and it passed.

d. Motion to Certify Property Taxes to be Levied for Collection in 2014

There was no new certification for the property taxes levy.

Philosophy Statement

Ms. Lomax asked the Board for feedback on the proposed revisions to the policy. Discussion ensued about including the first amendment statement in the policy to give it more substance. Ms. Lomax will continue work on the policy based on the input by the Board and present an edited version at the next meeting.

NEW BUSINESS

Branch Service Plans

Ms. Parikh introduced the work being done at the branches to develop branch service plans using Community Connect, a software program that identifies market segmentation information based on geographical data for branches and the system. Branch staff is engaged in a five-step process beginning with asset mapping each branch and their community. This process includes driving through the community to see their different market segments. She stressed the importance of branches and staff to be involved in the community and understand who their customers are. In the past the Library approached market segmentation in a global manner. It is now looking at it branch specific data to identify what is unique about each branch's community. She outlined the processes involved, which will identify how to develop relationships based on each branch's assets.

Sally Porter Smith, Customer Experience Director, gave a presentation of the software and briefly summarized the various tapestry segments. She added that in 2013 branch staff has learned to use the software, become more community minded and tested the concepts to see what the impact would be if they focus their service plans on the segment data. In 2014, staff will work on creating service plans to focus on their specific community. All of the work is based within the Library's strategic framework.

The Library has been invited by the vendor to design marketing tools, which will be used by other libraries.

Selection of Library Materials Policy

Ms. Parikh reminded the Board the Materials Policy is one of the foundational policies of the Library and central to the Library's Intellectual Freedom policies. She stressed the importance for the Board to understand and support this policy.

Lisa Bitney, Reading and Materials Director, noted the Materials Policy resonates with the Philosophy and Intellectual Freedom statements. She reviewed the areas of the policy that were updated and asked the Board for feedback.

Discussion ensued regarding unprotected materials, as well as streamlining the language and writing style and directing the focus on the customer. Ms. Bitney will rework the policy, focusing

on addressing the customer and restating the obscenity clause. Ms. Parikh thanked the Board for looking thoughtfully at the document.

Resolution 2013-14: To Set 2014 Wages and Benefits for Non-Represented Employees

Mr. Jo presented the resolution to the Board for approval noting that in order to remove ambiguity, the Executive Director position is no longer included in this document.

Mr. Allen moved to approve Resolution 2013-14. Ms. McCament seconded the motion and it passed.

2014 Election of Officers

Ms. McCament noted her preference to have Chair Ishem serve another year considering how much she has invested in her work on succession planning and Board self-evaluations. Mr. Rose noted he will only serve a partial year in 2015 and thus recommended another member be elected as Vice-Chair for 2014. Mr. Allen stated he would be happy to serve in that capacity.

Ms. McCament moved that Chair Ishem and Mr. Allen be nominated for Chair and Vice Chair consecutively for the next term. Mr. Rose seconded the motion and it passed.

EXECUTIVE SESSION

At 4:34 pm, Mr. Allen moved to enter into executive session as per RCW 42.30.110 for 20 minutes for discussion of personnel matters. Mr. Rose seconded the motion and it passed. The session was reopened to the public at 4:55 pm.

NEW BUSINESS CONTINUED

2014 Executive Director Agreement

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

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

Ms. McCament moved to adjourn the meeting at 4:58 pm. Mr. Rose seconded the motion and it passed.

Neel Parikh, Secretary

Linda Ishem, Chair

December 2013 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3503-3511	12/01/13-12/30/13	\$7,617.43
Disbursement Voucher - Payroll & Acct Payable		12/06/13	\$531,023.02
Disbursement Voucher - Payroll & Acct Payable		12/21/13	\$495,172.91
Accounts Payable Warrants	621762-621931	12/01/13-12/30/13	\$771,636.93
Total:			<u><u>\$1,805,450.29</u></u>

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 12/5/2013	

	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	\$56,960.03
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$40,429.93
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$40,429.93
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$390,243.39
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				IRS refund	(\$1,550.25)
9	697	001	0000	237	00				FIT	
10	697	001	0000	237	00				EE fica/medi	
11	697	001	0000	237	00				ER fica/medi	
12	697	001	0000	237	00					
13	697	001	0000	237	00				ING	\$2,000.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$2,297.59
15	697	001	0000	237	00				H.S.A. Employees Contributions	
16	697	001	0000	237	00					
									H.S.A. fee	\$212.40
									BCC	\$0.00
									please put the total amt below into PCLS payroll account	
									TOTAL	\$531,023.02

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			
Prepared By:			Date:	Approved By:	
Christy Telling			12/5/2013	Christy Telling	
				12/5/2013	

Pierce County Rural Library District: Org 04

Sch:

Pay Date:

12/21/2013
12/6/2013

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 12/19/2013	

	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	\$55,648.96
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$39,239.64
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$39,239.64
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$355,207.62
5	697	001	0000	237	00				Payroll Adjustment	(\$58.27)
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$1,731.69
8	697	001	0000	237	00					
9	697	001	0000	237	00				L. Farmer Supplemental payroll FIT	\$88.32
10	697	001	0000	237	00				EE fica/medi	\$100.51
11	697	001	0000	237	00				ER fica/medi	\$100.51
12	697	001	0000	237	00				Daniel Cronin overpayment	(\$347.64)
13	697	001	0000	237	00				ING	\$2,000.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$2,296.93
15	697	001	0000	237	00				H.S.A. Employees Contributions	
16	697	001	0000	237	00				H.S.A. Adjustment	(\$75.00)
									H.S.A. fee	\$0.00
									BCC	\$0.00
									please put the total amt below into PCLS payroll account	
									TOTAL	\$495,172.91

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

Prepared By:	Date:	Approved By:	
Christy Telling	12/19/2013	Christy Telling	12/19/2013

Check History Listing
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
621762	12/02/2013	004904 ADVENTURES IN ADV/LOGOMOTIONS		1,010.24
621763	12/02/2013	004397 SHKS ARCHITECTS PS INC		2,219.00
621764	12/02/2013	005416 WILMINGTON DRIVE HOLDINGS LLC		17,563.66
621765	12/02/2013	004391 WRP SURPRISE LAKE LLC		7,643.07
621766	12/03/2013	000830 BAKER & TAYLOR		529.14
621767	12/04/2013	005047 PATTY AMADOR		168.94
621768	12/04/2013	000846 AUDIOGO		506.64
621769	12/04/2013	000830 BAKER & TAYLOR		19,148.69
621770	12/04/2013	000242 BUCKLEY CITY OF		216.50
621771	12/04/2013	000161 CENGAGE LEARNING		5,649.00
621772	12/04/2013	000847 CENTER POINT PUBLISHING		624.33
621773	12/04/2013	000184 CITY TREASURER		1,712.90
621774	12/04/2013	005300 DANGER ROOM COMICS LLC		816.90
621775	12/04/2013	001285 DIVERSE MEDIA INC		54.44
621776	12/04/2013	000093 EBSCO		104.04
621777	12/04/2013	000243 INGRAM LIBRARY SERVICES		19,388.58
621778	12/04/2013	001011 LIVE OAK MEDIA		1,963.45
621779	12/04/2013	001643 MATRIX/TRINSIC		47.32
621780	12/04/2013	000352 MIDWEST TAPE	V	0.00
621781	12/04/2013	000352 MIDWEST TAPE		18,262.19
621782	12/04/2013	003398 MULTICULTURAL BOOKS & VIDEOS		5,317.48
621783	12/04/2013	000963 OFFICE OF THE CODE REVISER		266.51
621784	12/04/2013	000377 PUGET SOUND ENERGY		2,738.04
621785	12/04/2013	000406 RECORDED BOOKS LLC		962.66
621786	12/04/2013	000451 SEATTLE TIMES SEATTLE PI		670.35
621787	12/04/2013	000460 STEILACOOM TOWN OF		741.18
621788	12/04/2013	003893 C BRYAN TIDWELL		11.75
621789	12/05/2013	000363 ARAMARK UNIFORM SERVICES		16.41
621790	12/05/2013	004038 ASSOCIATED BUSINESS SYSTEMS		2.18
621791	12/05/2013	003938 BINW		2,012.17
621792	12/05/2013	005369 BIRCH ELECTRIC LLC		1,673.82
621793	12/05/2013	000895 COLUMBIA BANK		309.00
621794	12/05/2013	000895 COLUMBIA BANK		50.00
621795	12/05/2013	005272 GREEN EFFECTS INC		6,416.61
621796	12/05/2013	004674 MCHUGH MANAGEMENT CONSULTING		9,495.00
621797	12/05/2013	003985 PACIFCSOURCE ADMINISTRATORS		377.50
621798	12/05/2013	000857 PIERCE COUNTY RECYCLING		186.05
621799	12/05/2013	001290 REGIONAL BUILDING SVCS CORP		507.25

Check History Listing

Pierce County Library System

Bank code: boa

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621800	12/05/2013	001379 SENTINEL PEST CONTROL INC		708.00
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621802	12/05/2013	000534 WCP SOLUTIONS		550.40
621803	12/05/2013	000830 BAKER & TAYLOR		12,009.26
621804	12/05/2013	000184 CITY TREASURER		837.66
621805	12/05/2013	000184 CITY TREASURER		457.36
621806	12/05/2013	000184 CITY TREASURER		50.16
621807	12/05/2013	000094 ELMHURST MUTUAL POWER & LIGHT		1,179.37
621808	12/05/2013	000413 PARKLAND LIGHT & WATER		263.76
621809	12/09/2013	005369 BIRCH ELECTRIC LLC		2,530.89
621810	12/09/2013	000273 CARRILLO & ASSOCIATES		3,312.50
621811	12/09/2013	004779 CONVERGENT TECHNOLOGY SYS		1,907.68
621812	12/09/2013	000731 CUMMINS NORTHWEST LLC		1,516.55
621813	12/09/2013	001467 DATA SECURITY CORP		132.50
621814	12/09/2013	005283 E-RATE EXPERTISE INC		452.80
621815	12/09/2013	005428 GRITTON BUILDING CO INC		2,899.10
621816	12/09/2013	001586 NORTHWEST DOOR INC		197.10
621817	12/09/2013	000575 PACIFIC NORTHWEST BUSINESS PRO		695.13
621818	12/09/2013	005080 QUIPU GROUP LLC		4,500.00
621819	12/09/2013	000534 WCP SOLUTIONS		373.01
621820	12/10/2013	000828 AFSCME AFL-CIO		5,262.16
621821	12/10/2013	000898 DEPARTMENT OF RETIREMENT SYSTE		7,236.00
621822	12/10/2013	003985 PACIFCSOURCE ADMINISTRATORS		2,066.00
621823	12/10/2013	000821 PIERCE COUNTY SUPERIOR COURT		164.13
621824	12/10/2013	001181 PIERCE CTY LIBRARY FOUNDATION		339.10
621825	12/10/2013	004276 STATE CENTRAL COLLECTION UNIT		151.67
621826	12/10/2013	000823 UNITED WAY		77.51
621827	12/10/2013	004782 US DEPARTMENT OF EDUCATION		171.38
621828	12/10/2013	000827 WA STATE- DEPT OF RETIREMENT S		75,051.93
621829	12/10/2013	000881 WASHINGTON STATE SUPPORT REGIS		450.00
621830	12/10/2013	004674 MCHUGH MANAGEMENT CONSULTING		5,400.00
621831	12/10/2013	005259 RIM PUBLICATIONS LLC		179.25
621832	12/10/2013	003719 UNIQUE MANAGEMENT SERVICES		2,380.70
621833	12/10/2013	004022 US BANK		75,881.00
621834	12/11/2013	000821 PIERCE COUNTY SUPERIOR COURT		114.25
621835	12/11/2013	002061 SUSAN ANDERSON-NEWHAM		111.87
621836	12/11/2013	005704 ERIN ANTES		15.82
621837	12/11/2013	004129 MARIANNA BISSONNETTE		198.60
621838	12/11/2013	003423 ALEXANDER BYRNE		59.89

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>
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621841	12/11/2013	005796 ANDREW CONGER		26.16
621842	12/11/2013	005794 LYNDA COX		27.99
621843	12/11/2013	005795 GEROGIANN DERIEG		9.99
621844	12/11/2013	004157 MINDY EWING		29.66
621845	12/11/2013	005226 DENNIS GOULD		63.85
621846	12/11/2013	005789 LEE ANN GUNNELL		6.45
621847	12/11/2013	005055 CHRISTOPHER HAMILTON		33.56
621848	12/11/2013	002074 PAMELA J HANSON		22.60
621849	12/11/2013	005790 WILLIE HARPER		18.99
621850	12/11/2013	004128 LISA HEYERDAHL		10.17
621851	12/11/2013	005403 SARAH JENSEN		141.23
621852	12/11/2013	001983 LOURIE KELLY		23.73
621853	12/11/2013	005793 FRANCISCA LOPEZ		29.99
621854	12/11/2013	003761 TERRI MAY		128.19
621855	12/11/2013	002059 MICHAEL MCKENNEY		159.16
621856	12/11/2013	005680 GRETCHEN NELSON		88.82
621857	12/11/2013	001941 JUDY T NELSON		128.46
621858	12/11/2013	005508 CHRISTINA PEDERSON		106.22
621859	12/11/2013	000377 PUGET SOUND ENERGY		984.94
621860	12/11/2013	005792 VANCE REEVES		18.95
621861	12/11/2013	005791 MARLENE REMINGTON		15.00
621862	12/11/2013	003497 TAMARA SAARINEN		79.42
621863	12/11/2013	005044 KATHERINE SAVAGE		20.62
621864	12/11/2013	004972 LAURA SCHMINKEY		111.87
621865	12/11/2013	003655 ANITA SHENEBERGER		150.29
621866	12/11/2013	002064 HOLLY L SMITH		118.11
621867	12/11/2013	005788 MONICA SMITH		68.37
621868	12/11/2013	005751 RAE ANN STANTON		25.03
621869	12/11/2013	002094 CHARLOTTE STRAIN		124.86
621870	12/11/2013	001930 MARGARET VENEMON		74.02
621871	12/11/2013	004867 JOSHUA WRIGHT		236.79
621872	12/13/2013	002062 GEORGIA LOMAX		509.27
621873	12/13/2013	000541 STATE OF WASHINGTON		403.30
621874	12/16/2013	004022 US BANK		65,732.55
621875	12/17/2013	000176 ATS AUTOMATION INC		4,025.92
621876	12/17/2013	003938 BINW		672.83
621877	12/17/2013	005369 BIRCH ELECTRIC LLC		12,738.74

Check History Listing
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
621878	12/17/2013	005428 GRITTON BUILDING CO INC		1,531.60
621879	12/17/2013	005157 LOVSTED WORTHINGTON LLC		123.54
621880	12/17/2013	000541 STATE OF WASHINGTON		5,673.52
621881	12/17/2013	000176 ATS AUTOMATION INC		14,238.41
621882	12/17/2013	003938 BINW		4,657.19
621883	12/19/2013	000830 BAKER & TAYLOR		6,782.50
621884	12/19/2013	000184 CITY TREASURER		6,382.74
621885	12/19/2013	000184 CITY TREASURER		1,335.15
621886	12/19/2013	003883 SUSAN FORDHAM		44.52
621887	12/19/2013	000243 INGRAM LIBRARY SERVICES		2,263.93
621888	12/19/2013	003499 JUDY IP		17.97
621889	12/19/2013	003737 TONIE MONTGOMERY		80.51
621890	12/19/2013	002023 KATHERINE NORBECK		29.83
621891	12/19/2013	001886 NEEL PARIKH		43.47
621892	12/19/2013	000463 SUMMIT WATER & SUPPLY CO		308.96
621893	12/19/2013	001930 MARGARET VENEMON		11.30
621894	12/19/2013	000363 ARAMARK UNIFORM SERVICES		16.41
621895	12/19/2013	003938 BINW		1,096.05
621896	12/19/2013	005369 BIRCH ELECTRIC LLC		276.68
621897	12/19/2013	005272 GREEN EFFECTS INC		73.30
621898	12/19/2013	001130 SNO-ISLE REGIONAL LIBRARY		92.00
621899	12/19/2013	001821 TYLER TECHNOLOGIES INC		36,817.73
621900	12/19/2013	000534 WCP SOLUTIONS		222.68
621901	12/19/2013	004022 US BANK		56,050.51
621902	12/23/2013	003778 AFLAC		3,320.60
621903	12/23/2013	000828 AFSCME AFL-CIO		5,151.62
621904	12/23/2013	000175 ASSOCIATION OF WASHINGTON CITI		1,078.59
621905	12/23/2013	001578 COLONIAL SUPPLEMENTAL INSURANC		1,040.66
621906	12/23/2013	000898 DEPARTMENT OF RETIREMENT SYSTE		7,747.24
621907	12/23/2013	003985 PACIFICSOURCE ADMINISTRATORS		2,064.60
621908	12/23/2013	000821 PIERCE COUNTY SUPERIOR COURT		104.35
621909	12/23/2013	001181 PIERCE CTY LIBRARY FOUNDATION		338.95
621910	12/23/2013	004276 STATE CENTRAL COLLECTION UNIT		151.67
621911	12/23/2013	000823 UNITED WAY		67.36
621912	12/23/2013	004782 US DEPARTMENT OF EDUCATION		156.53
621913	12/23/2013	000827 WA STATE- DEPT OF RETIREMENT S		74,604.01
621914	12/23/2013	000881 WASHINGTON STATE SUPPORT REGIS		450.00
621915	12/23/2013	001583 ALIBRIS		43.76
621916	12/23/2013	000830 BAKER & TAYLOR		10,347.12

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>
621917	12/23/2013	005652 CAVENDISH SQUARE		5,053.75
621918	12/23/2013	000161 CENGAGE LEARNING		1,836.57
621919	12/23/2013	003939 CREATIVE COMPANY		1,974.50
621920	12/23/2013	005300 DANGER ROOM COMICS LLC		758.35
621921	12/23/2013	000093 EBSCO		55.82
621922	12/23/2013	000243 INGRAM LIBRARY SERVICES		14,089.34
621923	12/23/2013	001011 LIVE OAK MEDIA		1,364.40
621924	12/23/2013	000352 MIDWEST TAPE	V	0.00
621925	12/23/2013	000352 MIDWEST TAPE		33,535.42
621926	12/23/2013	003398 MULTICULTURAL BOOKS & VIDEOS		200.00
621927	12/23/2013	005813 MY HERITAGE LTD		8,000.00
621928	12/23/2013	000344 PROGRESSIVE BUSINESS PUBLICATI		230.00
621929	12/23/2013	001761 READ THE BOOKS		2,910.00
621930	12/23/2013	000406 RECORDED BOOKS LLC		923.92
621931	12/23/2013	000451 SEATTLE TIMES SEATTLE PI		335.66
boa Total:				771,636.93
Total Checks:				771,636.93

170 checks in this report

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3503	pr	12/06/2013	HANSEN, MYRALEE			11/16/13 - 11/30/13	0.00	312.59
3504	pr	12/06/2013	HEMMINGS, NIGEL			11/16/13 - 11/30/13	0.00	334.11
3505	pr	12/06/2013	LINDSKOG, LAUREN			11/16/13 - 11/30/13	0.00	1,692.43
3506	pr	12/11/2013	FARMER, LINDA			11/16/13 - 11/30/13	0.00	993.70
3507	pr	12/20/2013	CROSBY, NICOLAS			12/01/13 - 12/15/13	0.00	190.21
3508	pr	12/20/2013	KELLER-SCHOLZ, CLAIRE			12/01/13 - 12/15/13	0.00	95.11
3509	pr	12/20/2013	HALL, SARA			12/01/13 - 12/15/13	0.00	910.55
3510	pr	12/20/2013	LINDSKOG, LAUREN			12/01/13 - 12/15/13	0.00	1,714.68
3511	pr	12/23/2013	AMENS, JUDY			11/16/13 - 11/30/13	0.00	1,374.05
Total:							0.00	7,617.43

Checks in report: 9

Grand Total: 0.00 7,617.43

M E M O

Date: December 30, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Jennifer Patterson, Customer Experience Manager

Subject: Approve revised LearningTimes Purchase Order

The Library selected LearningTimes through an RFP process to provide BadgeOS platform development for the interactive discovery platform project. The Library issued a purchase order not to exceed \$70,000, approved by the Board of Trustees at the July 10, 2013 meeting.

The first phase of work with LearningTimes was a planning process that defined the specific functional components that will be included in the platform. LearningTimes has submitted a revised budget for this work based on the specifications determined in the planning phase and it exceeds the original estimate of \$70,000 by approximately \$15,000. This project is funded through a \$150,000 grant awarded to the Library Foundation from the Paul G. Allen Family Foundation. The funds are available within the grant to cover the additional costs to LearningTimes.

We are asking the Board of Trustees to:

Authorize, by motion, the Library to sign a contract and/or purchase order with LearningTimes, not to exceed \$90,000.

RESOLUTION Number 2014-01

**A RESOLUTION OF THE BOARD OF TRUSTEES
OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT
TO DECLARE FURNISHINGS AND EQUIPMENT SURPLUS
TO PUBLIC SERVICE NEEDS**

WHEREAS, the Pierce County Library District has identified items of furnishings and equipment surplus to public service needs of the Library District, and

WHEREAS, each item has an estimated value of less than \$500, now, therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT that:

The items on the attached list be declared surplus and sold at public auction.

PASSED AND APPROVED THIS 8th DAY OF January, 2014.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT

Linda Ishem, Chair

Robert Allen, Member

J.J. McCament, Member

Allen Rose, Member

Donna Albers, Member

SORTED BY: Location
Group equal to: IT
Inactive? equal to: N
Location containing: SUR

<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E198FP 19	07-0028	CN0CN078728727BF27WL
MONITOR DELL E198FP 19	07-0154	CN0CN084742617BD4U3A
MONITOR DELL E198FP 19	07-0166	CN0CN084742617BD567A
PC DELL OPTIPLEX 755	07-0295	6RFN8F1
MONITOR DELL E198FP 19	07-0310	CN0CN084742617BD55RA
MONITOR DELL E198FP 19	07-0394	CN0CN078728727BF267L
MONITOR DELL E198FP 19	07-0502	CN0CN078728727BF254L
MONITOR DELL E198FP 19	07-0508	CN0CN078728727BF277L
MONITOR DELL E198FP 19	07-0550	CN0CN078728727BF0HNA
MONITOR DELL E198FP 19	07-0556	CN0CN078728727BF25TL
MONITOR DELL E198FP 19	07-0574	CN0CN078728727BF0G9A
MONITOR DELL E198FP 19	07-0748	CN0CN084742617AV05KA
MONITOR DELL E198FP 19	07-0760	CN0CN084742617AV051A
MONITOR DELL E198FP 19	07-0790	CN0CN084742617AV04RA
MONITOR DELL E198FP 19	07-0820	CN0CN084742617AV057A
MONITOR DELL E198FP 19	07-0880	CN0CN084742617AV05JA
MONITOR DELL E198FP 19	07-0904	CN0CN084742617AV04DA
MONITOR DELL E198FP 19	07-1018	CN0CN084742617AU32AU
MONITOR DELL E198FP 19	07-1030	CN0CN084742617AU325U
MONITOR DELL E198FP 19	07-1042	CN0CN0847426132CU
MONITOR DELL E198FP 19	07-1048	CN0CN084742617BE9K6L
MONITOR DELL E198FP 19	07-1076	

IT SURPLUS LIST

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<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E198FP 19	07-1118	CN0CN084742617BE9JHL
MONITOR DELL E198FP 19	07-1124	CN0CN084742617AU32EU
MONITOR DELL E198FP 19	07-1174	CN0CN084742617BE9HFL
MONITOR DELL E198FP 19	07-1186	CN0CN084742617BE9JEL
MONITOR HP L1910 TFT 19" LCD	08-0036	CN0CN084742617AU23AU
PC DELL OPTIPLEX 755	08-0104	CNC829NXVZ
PC DELL OPTIPLEX 755	08-0105	3S7WMH1
PC DELL OPTIPLEX 755	08-0106	5S7WMH1
PC DELL OPTIPLEX 755	08-0107	7S7WMH1
PC DELL OPTIPLEX 755	08-0108	JR7WMH1
PC DELL OPTIPLEX 755	08-0123	CR7WMH1
PC DELL OPTIPLEX 755	08-0138	6WFXMH1
MONITOR DELL 1908FP BLK	08-0152	2LHZMH1
MONITOR DELL 1908FP BLK	08-0168	CN0G313H7426187F3LVL
PC DELL OPTIPLEX 755	08-0184	CN0G313H7426187I8DYL
PC DELL OPTIPLEX 755	08-0213	FR7WMH1
PC DELL OPTIPLEX 755	08-0216	HFYWMH1
PC DELL OPTIPLEX 755	08-0220	49YWMH1
PC DELL OPTIPLEX 755	08-0229	JWFXMH1
PC DELL OPTIPLEX 755	08-0239	3GYWMH1
PC DELL OPTIPLEX 755	09-0021	JZ1WMH1
PC DELL OPTIPLEX 755	09-0035	402WMH1
PC DELL OPTIPLEX 755	09-0060	GFYWMH1
		FWFXMH1

<u>Name</u>	<u>Asset Number</u>	
PC DELL OPTIPLEX 755	09-0088	11SXMH1
PC DELL OPTIPLEX 755	09-0091	71SXMH1
MONITOR DELL E198FP 19	09-0164	CN0CN078728727BT2VNL
PC DELL OPTIPLEX 760 SFF	09-0285	6R7NZK1
PC DELL OPTIPLEX 760 SFF	09-0287	HJZNZK1
PC DELL OPTIPLEX 760 SFF	09-0297	7FZNZK1
PC DELL OPTIPLEX 760 SFF	09-0300	8S7NZK1
PC DELL OPTIPLEX 760 SFF	09-0308	9R7NZK1
PC DELL OPTIPLEX 760 SFF	09-0310	DJZNZK1
PC DELL OPTIPLEX 760 SFF	09-0311	4CNLYK1
PC DELL OPTIPLEX 760 SFF	09-0320	1VMLYK1
PC DELL OPTIPLEX 760 SFF	09-0324	BBNLYK1
MONITOR DELL P190S BLK	09-0382	MX0D325J742629923MWL
MONITOR DELL P190S BLK	09-0404	CN09M62C742619871GGL
PC DELL OPTIPLEX 760 SFF	09-0522	CNNLYK1
PC DELL OPTIPLEX 760 SFF	09-0524	601J0L1
PC DELL OPTIPLEX 760 SFF	09-0532	801J0L1
PC DELL OPTIPLEX 760 SFF	09-0536	201J0L1
PC DELL OPTIPLEX 760 SFF	09-0539	C01J0L1
PC DELL OPTIPLEX 760 SFF	09-0540	401J0L1
PC DELL OPTIPLEX 760 SFF	09-0541	301J0L1
PC DELL OPTIPLEX 760 SFF	09-0543	701J0L1
PC DELL OPTIPLEX 760 SFF	09-0577	41NLYK1
PC DELL OPTIPLEX 760 SFF	09-0579	

<u>Name</u>	<u>Asset Number</u>	
PC DELL OPTIPLEX 760 SFF	09-0582	DPMLYK1
PC DELL OPTIPLEX 760 SFF	09-0612	HTMLYK1
PC DELL OPTIPLEX 760 SFF	09-0613	GW0J0L1
PC DELL OPTIPLEX 760 SFF	09-0615	3X0J0L1
PC DELL OPTIPLEX 760 SFF	09-0616	DW0J0L1
PC DELL OPTIPLEX 760 SFF	09-0617	CW0J0L1
PC DELL OPTIPLEX 760 SFF	09-0618	G01J0L1
PC DELL OPTIPLEX 760 SFF	09-0624	901J0L1
PC DELL OPTIPLEX 760 SFF	09-0630	1X0J0L1
PC DELL OPTIPLEX 760 SFF	09-0632	HRDG0L1
PC DELL OPTIPLEX 760 SFF	09-0654	BRDG0L1
PC DELL OPTIPLEX 760 SFF	09-0661	8QHB3L1
PC DELL OPTIPLEX 760 SFF	09-0679	3VYH0L1
PC DELL OPTIPLEX 760 SFF	09-0684	8L0J0L1
PC DELL OPTIPLEX 760 SFF	09-0695	49HB3L1
PC DELL OPTIPLEX 760 SFF	09-0697	BTYH0L1
PC DELL OPTIPLEX 760 SFF	09-0741	FT0J0L1
PC DELL OPTIPLEX 760 SFF	09-0770	J9HB3L1
PC DELL OPTIPLEX 760 SFF	09-0773	2CHB3L1
PC DELL OPTIPLEX 760 SFF	09-0774	JTYH0L1
PC DELL OPTIPLEX 760 SFF	09-0787	DBHB3L1
PC DELL OPTIPLEX 780	10-0012	4FZNZK1
PC DELL OPTIPLEX 780	10-0298	DHKT3M1
		JD8VMN1

IT SURPLUS LIST

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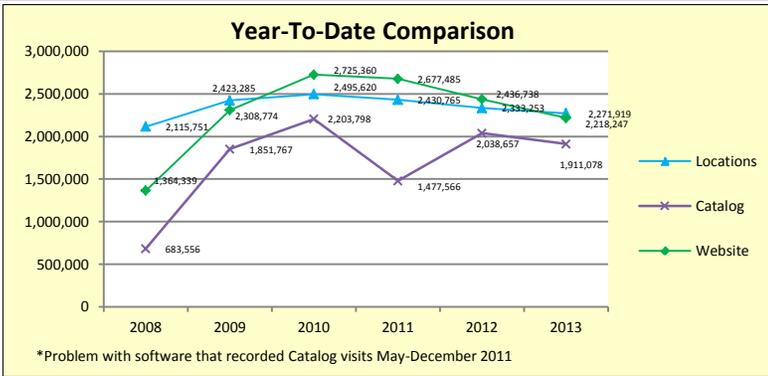
<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E190S 19"	10-0366	CN0F779N7426107S1AAH
MONITOR DELL E190S 19"	10-0431	CN0F779N7426107R2M4H
MONITOR DELL E190S 19" FLAT	11-0131	CN07TKK57287218QDCRI
PC DELL OPTIPLEX 760 SFF	11-0221	79KLYK1
PC DELL OPTIPLEX 760 SFF	11-0234	H01J0L1
FIREWALL WATCHGUARD XTM33	12-0131	70AA02CB72EE1
PC DELL OPTIPLEX 760 SFF	09-0596	9KNLYK1
PC DELL OPTIPLEX 760 SFF	09-0303	C18NZK1
PC DELL OPTIPLEX 760 SFF	09-0273	8R7NZK1
PC DELL OPTIPLEX 760 SFF	09-0257	CJZNZK1
PC DELL OPTIPLEX 760 SFF	09-0256	918NZK1
PC DELL OPTIPLEX 760 SFF	09-0291	908NZK1
PC DELL OPTIPLEX 760 SFF	09-0293	BR7NZK1
PC DELL OPTIPLEX 760 SFF	09-0284	B08NZK1
MONITOR LG 17" LCD	9461	604NTEP34836

107 records processed of 3734

OFFICERS REPORT

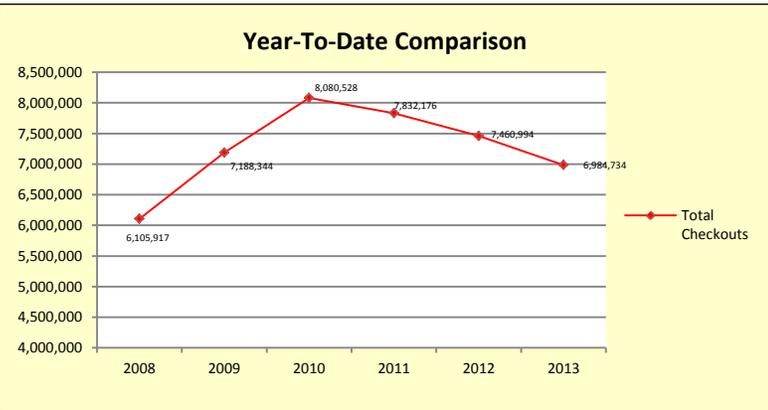
CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - NOVEMBER

VISITS



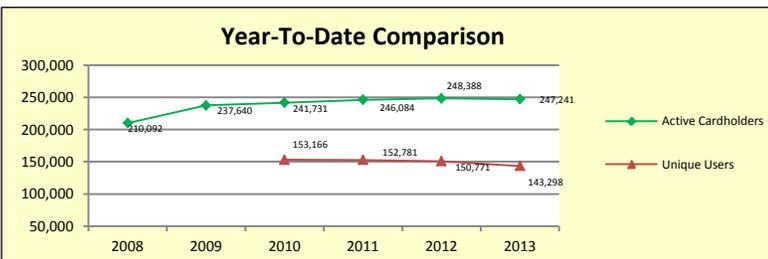
	November		
	2012	2013	% Change
Door Count	192,784	184,588	-4.25%
Catalog	176,995	157,284	-11.14%
Website	206,800	178,335	-13.76%
Job & Business Portal	1,075	2,597	141.58%
Military Portal (launched 3/12)	150	52	-65.33%
Total	577,804	522,856	-9.51%

CHECKOUTS



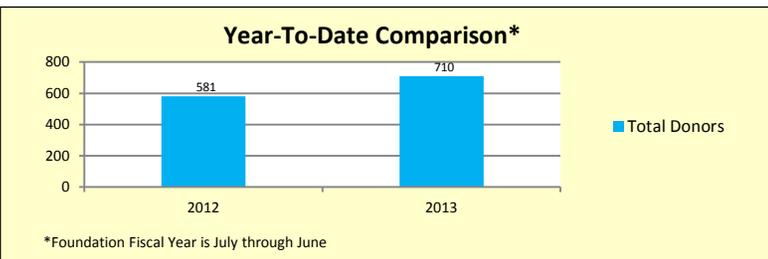
	November		
	2012	2013	% Change
Checkouts	589,833	544,788	-7.64%
eBook Downloads	45,806	48,848	6.64%
Total	635,639	593,636	-6.61%

CUSTOMERS



	November		
	2012	2013	% Change
Active Cardholders	248,388	247,241	-0.46%
New Cards	3,570	3,511	-1.65%
Checkout Transactions	96,405	90,661	-5.96%
Unique Users	45,300	43,535	-3.90%

PHILANTHROPY



	November		
	2012	2013	% Change
Foundation Donors	221	312	41.18%
New Foundation Donors	170	219	28.82%
\$ Raised by Foundation	\$ 21,544	\$ 34,398	59.66%
\$ Provided by Friends	\$ 2,255	\$ 9,288	311.91%

BRANCH CLOSURES

2012	
Snow Closures	1/17-1/23 (7 Days)
Bonney Lk	2/13-2/26 (13 Days)
Graham	3/21-4/5 (15 Days)
South Hill	4/9-5/6 (27 Days)
Tillicum	7/3-8/5 (33 Days)
Sumner	7/30-9/3 (35 Days)
Summit	9/17-9/30 (13 Days)
Steilacoom	10/17-11/14 (28 Days)
BkmbI Ended	11/11
Key Center	11/14-12/31 (47 Days)

2013	
Key Center	1/1-2/3 (34 Days)
Fife	9/24-25 (2 Days)

Monthly Financial Reports Interim December 2013

Pierce County revenue data was not available at the time this report as prepared.

Pierce County Library System
Statement of Financial Position
December 31, 2013
All Funds



	General Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets			
Current Assets - Cash			
Cash	\$ 9,920,458	\$ 83,559	\$ 1,349,732
Investments	\$ -	\$ -	\$ -
Total Cash	\$ 9,920,458	\$ 83,559	\$ 1,349,732
Total Current Assets	\$ 9,920,458	\$ 83,559	\$ 1,349,732
Liabilities and Fund Balance			
Current Liabilities			
Warrants Payable	\$ 49,456	\$ -	\$ 10,842
Sales Tax Payable	\$ 12,701	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 110,537	\$ -	\$ -
Total Current Liabilities	\$ 172,694	\$ -	\$ 10,842
Fund Balance			
Reserve for Encumbrances	\$ 266,414	\$ -	\$ 284,663
Net Excess (Deficit)	\$ 80,096	\$ 115	\$ 283,173
Unreserved Fund Balance	\$ 9,401,254	\$ 83,444	\$ 771,054
Total Fund Balance	\$ 9,747,764	\$ 83,559	\$ 1,338,890
Total Liabilities and Fund Balance	\$ 9,920,458	\$ 83,559	\$ 1,349,732
Anticipated Property Tax Revenue	\$ 1,229,998	\$ 39	\$ -

Pierce County Library System Comparative Statement of Financial Position General Fund - Rolling Comparison (as of the listed date of the reported month)													
	HISTORICAL 12/31/2012	HISTORICAL 1/31/2013	HISTORICAL 2/28/2013	HISTORICAL 3/31/2013	HISTORICAL 4/30/2013	HISTORICAL 5/31/2013	HISTORICAL 6/30/2013	HISTORICAL 7/31/2013	HISTORICAL 8/31/2013	HISTORICAL 9/30/2013	HISTORICAL 10/31/2013	HISTORICAL 11/30/2013	CURRENT 12/31/2013
Assets													
Current Assets - Cash													
Cash	\$ 10,858,588	\$ 959,998	\$ 1,261,690	\$ 2,797,368	\$ 8,648,366	\$ 4,759,718	\$ 1,697,396	\$ 1,759,564	\$ 1,741,018	\$ 2,327,531	\$ 8,989,939	\$ 4,778,073	\$ 9,920,458
Investments	\$ -	\$ 7,110,000	\$ 5,300,000	\$ 3,860,000	\$ 3,323,000	\$ 8,681,493	\$ 9,800,000	\$ 7,850,000	\$ 5,900,000	\$ 4,400,000	\$ 2,800,000	\$ 7,460,000	\$ -
Total Cash	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531	\$ 11,789,939	\$ 12,238,073	\$ 9,920,458
Total Current Assets	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531	\$ 11,789,939	\$ 12,238,073	\$ 9,920,458
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	\$ 1,190,010	\$ 290,600	\$ 309,158	\$ 384,525	\$ 182,186	\$ 307,368	\$ 201,001	\$ 61,424	\$ 255,774	\$ 214,897	\$ 246,940	\$ 335,358	\$ 49,456
Sales Tax Payable	\$ 2,986	\$ 3,869	\$ 1,519	\$ 2,496	\$ 2,527	\$ 2,361	\$ 1,500	\$ 1,861	\$ 2,076	\$ 2,024	\$ 2,299	\$ 1,791	\$ 12,701
Payroll Taxes and Benefits Payable	\$ 79,154	\$ 59,580	\$ 98,196	\$ 114,830	\$ 91,874	\$ 99,447	\$ 117,325	\$ 118,009	\$ 95,641	\$ 115,866	\$ 85,954	\$ 97,624	\$ 110,537
Total Current Liabilities	\$ 1,272,150	\$ 354,048	\$ 408,872	\$ 501,851	\$ 276,587	\$ 409,176	\$ 319,826	\$ 181,293	\$ 353,490	\$ 332,788	\$ 335,193	\$ 434,773	\$ 172,694
Fund Balance													
Reserve for Encumbrances	\$ -	\$ 463,130	\$ 465,957	\$ 452,172	\$ 474,946	\$ 399,459	\$ 483,361	\$ 470,718	\$ 461,818	\$ 441,712	\$ 378,475	\$ 315,594	\$ 266,414
Net Excess (Deficit)	\$ 786,965	\$ (1,991,920)	\$ (3,492,470)	\$ (3,461,979)	\$ 2,054,493	\$ 3,231,322	\$ 1,292,956	\$ (443,701)	\$ (2,575,544)	\$ (3,448,222)	\$ 1,675,017	\$ 2,086,453	\$ 80,096
Unreserved Fund Balance	\$ 8,799,473	\$ 9,244,740	\$ 9,179,330	\$ 9,165,324	\$ 9,165,341	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254
Total Fund Balance	\$ 9,586,438	\$ 7,715,950	\$ 6,152,818	\$ 6,155,517	\$ 11,694,779	\$ 13,032,035	\$ 11,177,570	\$ 9,428,271	\$ 7,287,528	\$ 6,394,744	\$ 11,454,746	\$ 11,803,300	\$ 9,747,764
Total Liabilities and Fund Balance	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531	\$ 11,789,939	\$ 12,238,073	\$ 9,920,458
Anticipated Property Tax Revenue	\$ 1,349,456	\$ 24,973,702	\$ 24,554,434	\$ 22,817,140	\$ 15,377,335	\$ 15,377,335	\$ 12,250,392	\$ 1,229,998	\$ 11,930,745	\$ 10,921,417	\$ 3,627,815	\$ 1,229,998	\$ 1,229,998

PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures
Year to Date through December 31, 2013
no pre-encumbrances

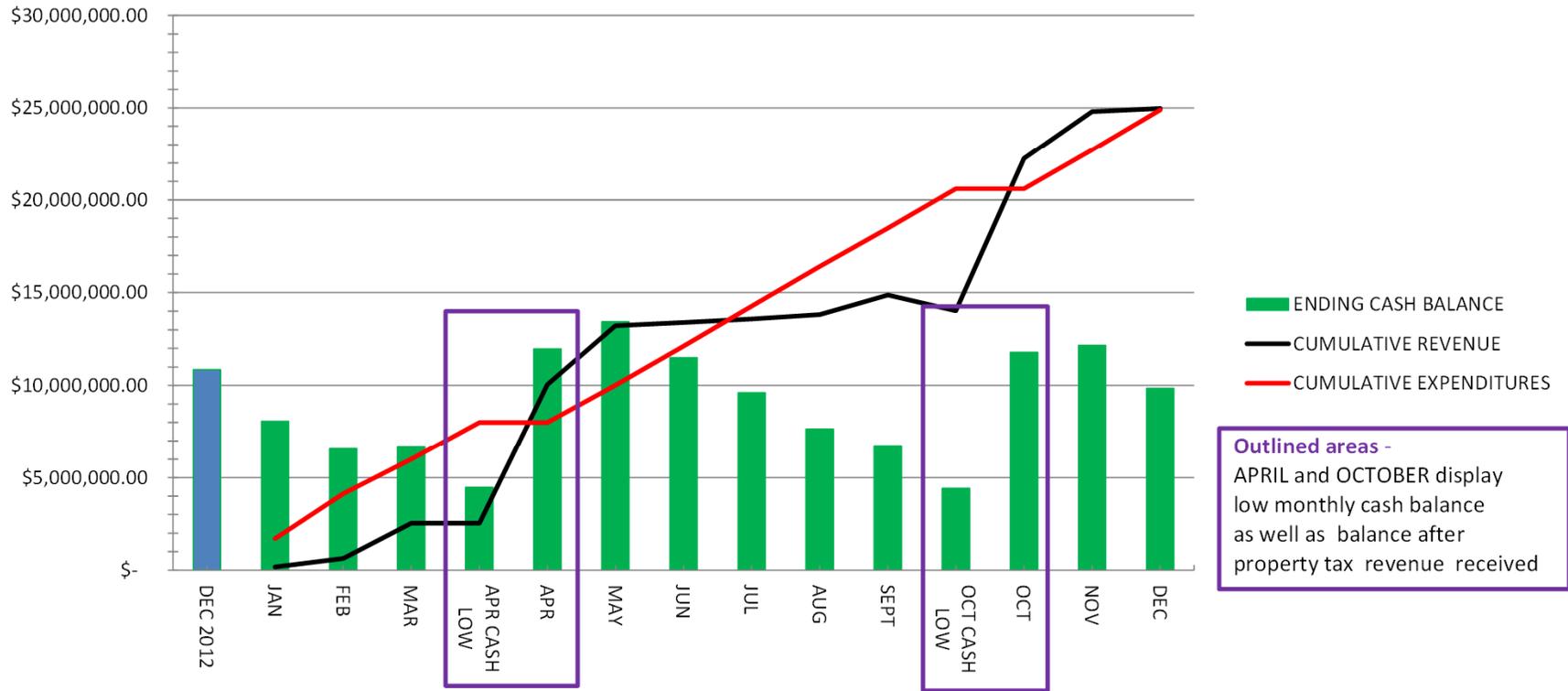
<u>General Fund</u>	<u>2013 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 762,126	\$ -	\$ -	\$ 762,126	0%
Property Tax/Investment Income & Other PC Revenue	\$ 23,852,044	\$ 23,930,249	\$ -	\$ (78,205)	100%
Other Revenue	\$ 932,400	\$ 1,050,066	\$ -	\$ (117,666)	113%
Total Revenue	\$ 25,546,570	\$ 24,980,314	\$ -	\$ 566,256	98%
Expenditures					
Personnel/Taxes and Benefits	\$ 18,285,836.00	\$ 18,113,303	\$ -	\$ 172,533	99%
Materials	\$ 3,304,075	\$ 2,896,128	\$ -	\$ 407,947	88%
Maintenance and Operations	\$ 3,460,970	\$ 3,128,684	\$ 266,414	\$ 65,872	98%
Transfers Out	\$ 495,689	\$ 495,689	\$ -	\$ -	100%
Total Expenditures	\$ 25,546,570	\$ 24,633,804	\$ 266,414	\$ 646,352	97%
Excess/(Deficit)		\$ 346,510			
(less encumbrances)		(266,414)			
Net Excess (Deficit)		\$ 80,096.04			

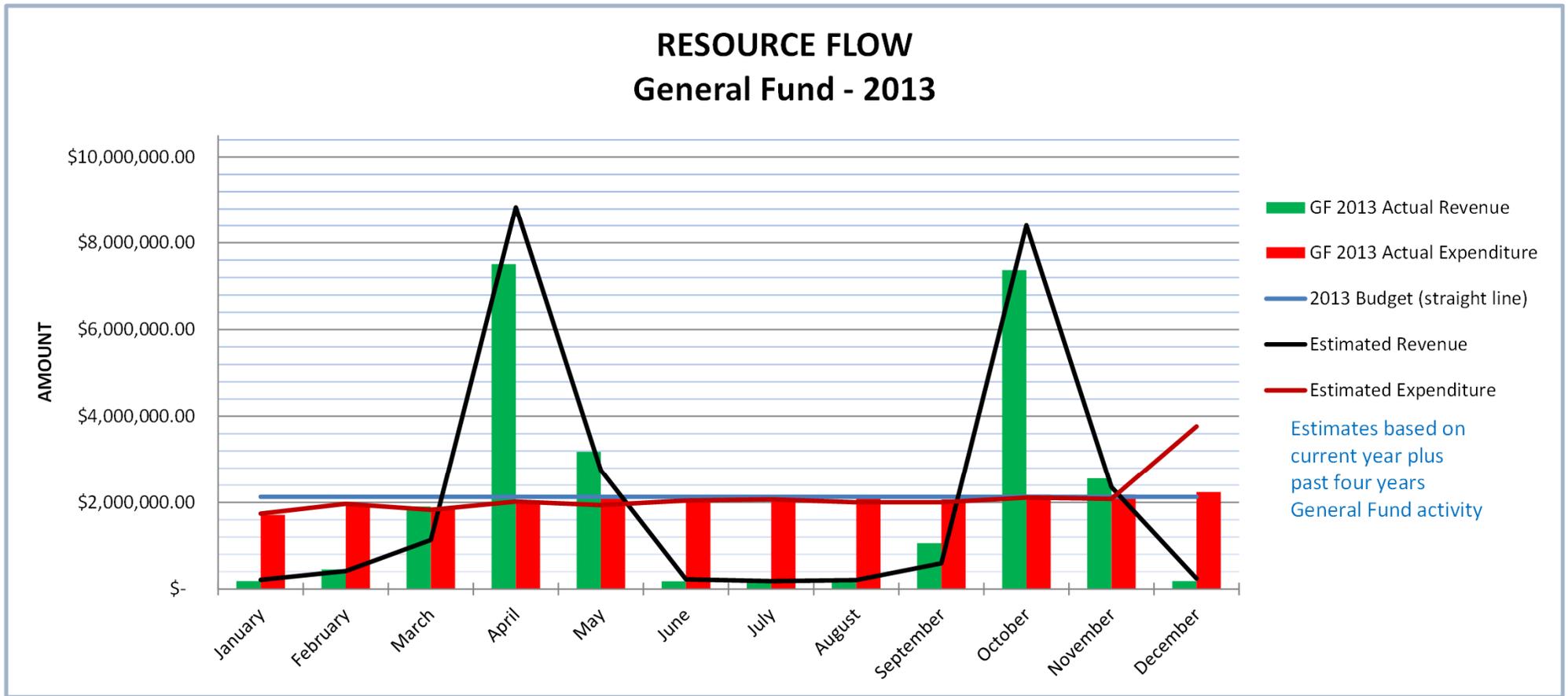
<u>Debt Service Fund</u>	<u>2013 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 115	\$ -	\$ (115)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
Total Revenue	\$ -	\$ 115	\$ -	\$ (115)	0%
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Net Excess (Deficit)		\$ 115			

Capital Improvement Projects

<u>Fund</u>	<u>2013 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 1,793,411	\$ 1,793,411	\$ -	\$ -	100%
Other Revenue	\$ -	\$ 107,318	\$ -	\$ (107,318)	0%
Transfers In	\$ 495,689	\$ 495,689	\$ -	\$ -	100%
Total Revenue	\$ 2,289,100	\$ 2,396,418	\$ -	\$ (107,318)	105%
Expenditures					
Maintenance and Operations	\$ 2,289,100	\$ 1,828,582	\$ 284,663	\$ 175,855	92%
Total Expenditures	\$ 2,289,100	\$ 1,828,582	\$ 284,663	\$ 175,855	92%
Excess/(Deficit)		\$ 567,837			
(less encumbrances)		(284,663)			
Net Excess (Deficit)		\$ 283,173			

CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2013





Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	762,126.00	0.00	0.00	0.00	762,126.00	0.00
31111 PROPERTY TAXES CURRENT	22,831,773.00	0.00	23,046,724.59	0.00	(214,951.59)	100.94
31112 PROPERTY TAXES DELINQUENT	913,271.00	0.00	771,480.74	0.00	141,790.26	84.47
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	3,914.34	0.00	(914.34)	130.48
31210 PRIVATE HARVEST TAX	70,000.00	0.00	70,213.92	0.00	(213.92)	100.31
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	23,357.86	0.00	(3,357.86)	116.79
TAXES:	24,600,170.00	0.00	23,915,691.45	0.00	684,478.55	97.22
33533 STATE FOREST FUNDS	4,000.00	0.00	1,894.43	0.00	2,105.57	47.36
33872 CONTRACTS FEES - CITIES	3,400.00	0.00	3,240.00	0.00	160.00	95.29
33890 GOVERNMENTAL GRANTS	0.00	0.00	5,200.20	0.00	(5,200.20)	0.00
34160 COPIER FEES	28,000.00	2,082.93	29,161.37	0.00	(1,161.37)	104.15
34161 GRAPHICS SERVICES CHARGES	4,400.00	3,427.79	9,145.45	0.00	(4,745.45)	207.85
34162 PRINTER FEES	70,000.00	6,043.82	76,910.98	0.00	(6,910.98)	109.87
34730 INTERLIBRARY LOAN FEES	0.00	0.00	157.36	0.00	(157.36)	0.00
35970 LIBRARY FINES	580,000.00	43,125.60	583,771.73	0.00	(3,771.73)	100.65
36110 INVESTMENT INCOME	10,000.00	0.00	9,572.76	0.00	427.24	95.73
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.58	0.00	(0.58)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.59	7.14	0.00	(7.14)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	419.12	0.00	(419.12)	0.00
36700 FOUNDATION DONATIONS	150,000.00	106,114.00	157,246.00	0.00	(7,246.00)	104.83
36710 FRIENDS' DONATIONS	0.00	0.00	2,762.11	0.00	(2,762.11)	0.00
36720 FRIENDS' REIMBURSEMENTS	12,000.00	9,958.93	30,457.09	0.00	(18,457.09)	253.81
36725 DONATIONS - OTHER	1,000.00	6.73	4,005.26	0.00	(3,005.26)	400.53
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	151.00	0.00	(151.00)	0.00
36920 BOOK SALE REVENUE	6,000.00	2,015.20	5,220.81	0.00	779.19	87.01
36990 MISCELLANEOUS REVENUE	30,000.00	4,286.62	55,714.09	0.00	(25,714.09)	185.71
36991 PAYMENT FOR LOST MATERIALS	17,000.00	1,099.35	15,351.99	0.00	1,648.01	90.31
36994 UNCLAIMED PROPERTY	0.00	7.44	191.82	0.00	(191.82)	0.00
36995 COLLECTION AGENCY REVENUE	0.00	60.00	793.33	0.00	(793.33)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	360.00	0.00	(360.00)	0.00
36997 PRIOR YEAR'S REFUNDS	1,600.00	0.00	3,838.99	0.00	(2,238.99)	239.94
36998 E RATE REIMBURSEMENT	6,000.00	3,404.08	16,340.37	0.00	(10,340.37)	272.34
36999 REBATES - PROCUREMENT CARD	19,500.00	0.00	28,665.31	0.00	(9,165.31)	147.00
CHARGES OTHER:	942,900.00	181,633.08	1,040,579.29	0.00	(97,679.29)	110.36
39510 SALE OF FIXED ASSETS	0.00	0.00	3,089.41	0.00	(3,089.41)	0.00
39511 SALE OF FIXED ASSETS - NON GOV	0.00	0.00	15,000.00	0.00	(15,000.00)	0.00
39520 INSURANCE RECOVERIES - CAPITAL ASSE	3,500.00	2,527.72	5,954.04	0.00	(2,454.04)	170.12
TOTAL FOR REVENUE ACCOUNTS	25,546,570.00	184,160.80	24,980,314.19	0.00	566,255.81	97.78
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,310,332.00	1,018,293.42	12,937,301.67	0.00	373,030.33	97.20
51105 ADDITIONAL HOURS	240,200.00	25,934.79	287,116.10	0.00	(46,916.10)	119.53
51106 SHIFT DIFFERENTIAL	147,872.00	14,034.79	136,974.18	0.00	10,897.82	92.63
51107 SUBSTITUTE HOURS	316,350.00	21,429.94	296,122.59	0.00	20,227.41	93.61
51109 TUITION ASSISTANCE PROGRAM	3,000.00	0.00	1,410.35	0.00	1,589.65	47.01
51200 OVERTIME WAGES	7,100.00	2,697.70	6,988.90	0.00	111.10	98.44
51999 ADJ WAGE/SALARY TO MATCH PLAN	(259,227.00)	0.00	0.00	0.00	(259,227.00)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52001 INDUSTRIAL INSURANCE	165,787.00	12,353.74	163,801.02	0.00	1,985.98	98.80
52002 MEDICAL INSURANCE	2,077,991.00	202,596.18	1,983,248.12	0.00	94,742.88	95.44
52003 F.I.C.A.	1,085,861.00	79,897.17	1,024,893.44	0.00	60,967.56	94.39
52004 RETIREMENT	994,557.00	94,218.59	1,029,790.40	0.00	(35,233.40)	103.54
52005 DENTAL INSURANCE	217,822.00	15,815.43	201,668.10	0.00	16,153.90	92.58
52006 OTHER BENEFIT	10,620.00	760.00	8,800.00	0.00	1,820.00	82.86
52010 LIFE AND DISABILITY INSURANCE	24,185.00	1,717.71	23,010.67	0.00	1,174.33	95.14
52020 UNEMPLOYMENT COMPENSATION	20,000.00	0.00	11,819.30	0.00	8,180.70	59.10
52200 UNIFORMS	1,300.00	0.00	357.83	0.00	942.17	27.53
52999 ADJ BENEFITS TO MATCH PLAN	(77,914.00)	0.00	0.00	0.00	(77,914.00)	0.00
PERSONNEL	18,285,836.00	1,489,749.46	18,113,302.67	0.00	172,533.33	99.06
53100 OFFICE/OPERATING SUPPLIES	168,300.00	14,999.56	193,879.21	4,792.75	(30,371.96)	118.05
53101 CUSTODIAL SUPPLIES	56,100.00	4,617.72	57,680.05	0.00	(1,580.05)	102.82
53102 MAINTENANCE SUPPLIES	60,200.00	(1,256.10)	53,575.92	0.00	6,624.08	89.00
53103 AUDIOVISUAL PROCESSING SUP	30,000.00	0.00	37,913.29	48.73	(7,962.02)	126.54
53104 BOOK PROCESSING SUPPLIES	25,000.00	0.00	13,159.61	0.00	11,840.39	52.64
53200 FUEL	58,000.00	0.00	44,768.44	0.00	13,231.56	77.19
53401 ADULT MATERIALS	847,684.00	23,726.49	800,164.82	0.00	47,519.18	94.39
53402 SERIALS	0.00	0.00	1,369.18	0.00	(1,369.18)	0.00
53403 PERIODICALS	80,000.00	2,563.97	66,045.22	0.00	13,954.78	82.56
53405 JUVENILE BOOKS	496,458.00	17,058.98	442,067.40	0.00	54,390.60	89.04
53406 PROFESSIONAL COLLECTION	20,000.00	380.00	18,077.91	0.00	1,922.09	90.39
53407 INTERNATIONAL COLLECTION	76,000.00	2,951.74	71,494.38	0.00	4,505.62	94.07
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	22,569.01	814,133.91	0.00	1,866.09	99.77
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	9,693.94	93,783.22	0.00	8,256.78	91.91
53411 ELECTRONIC INFO SOURCES	170,355.00	8,000.00	35,107.26	0.00	135,247.74	20.61
53412 REFERENCE SERIALS	36,414.00	0.00	18,697.79	0.00	17,716.21	51.35
53413 ELECTRONIC SERVICES	244,124.00	2,910.00	89,006.86	0.00	155,117.14	36.46
53414 ELECTRONIC COLLECTION	255,000.00	846.83	276,794.95	0.00	(21,794.95)	108.55
53464 VENDOR PROCESSING SERVICES	153,000.00	4,888.79	157,848.37	0.00	(4,848.37)	103.17
53490 COLLECTION PROJECTS	6,000.00	0.00	5,155.64	0.00	844.36	85.93
53499 GIFTS - MATERIALS	1,000.00	98.43	6,381.48	0.00	(5,381.48)	638.15
53500 MINOR EQUIPMENT	8,300.00	0.00	5,484.11	0.00	2,815.89	66.07
53501 FURNISHINGS	50,000.00	4,479.02	49,600.53	10,487.34	(10,087.87)	120.18
53502 IT HARDWARE	296,200.00	15,034.48	294,288.12	0.00	1,911.88	99.35
53503 PRINTERS	20,000.00	0.00	6,380.55	0.00	13,619.45	31.90
53505 SOFTWARE	33,500.00	2,375.73	29,399.07	0.00	4,100.93	87.76
54100 PROFESSIONAL SERVICES	362,450.00	19,327.39	320,362.04	60,104.37	(18,016.41)	104.97
54101 LEGAL SERVICES	105,000.00	0.00	76,649.90	0.00	28,350.10	73.00
54102 COLLECTION AGENCY	30,000.00	2,380.70	21,825.07	0.00	8,174.93	72.75
54161 RESOURCE SHARING SERVICES	25,000.00	0.00	16,253.10	0.00	8,746.90	65.01
54162 BIBLIOGRAPHICS SERVICES	40,000.00	0.00	23,858.98	0.00	16,141.02	59.65
54163 PRINTING AND BINDING	2,000.00	0.00	2,639.67	0.00	(639.67)	131.98
54165 ILL LOST ITEM CHARGE	3,000.00	0.00	1,658.15	0.00	1,341.85	55.27
54200 POSTAGE	42,000.00	14.95	35,707.38	0.00	6,292.62	85.02
54201 TELEPHONE/DATA LINES	161,300.00	4,368.89	172,457.22	0.00	(11,157.22)	106.92
54300 TRAVEL	29,140.00	3,282.48	20,369.15	0.00	8,770.85	69.90

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54301 MILEAGE REIMBURSEMENTS	31,050.00	2,988.58	34,556.81	0.00	(3,506.81)	111.29
54400 ADVERTISING	28,920.00	179.25	20,516.72	0.00	8,403.28	70.94
54501 RENTALS/LEASES - BUILDINGS	197,000.00	0.00	183,641.44	56,092.30	(42,733.74)	121.69
54502 RENTAL/LEASE - EQUIPMENT	32,000.00	6,700.33	35,068.88	2,031.74	(5,100.62)	115.94
54600 INSURANCE	189,500.00	123.54	5,024.54	0.00	184,475.46	2.65
54700 ELECTRICITY	220,000.00	14,421.15	229,230.49	0.00	(9,230.49)	104.20
54701 NATURAL GAS	17,000.00	1,048.96	8,693.96	0.00	8,306.04	51.14
54702 WATER	20,200.00	752.94	26,924.58	0.00	(6,724.58)	133.29
54703 SEWER	21,700.00	585.94	28,241.35	0.00	(6,541.35)	130.14
54704 REFUSE	22,500.00	234.80	25,101.46	0.00	(2,601.46)	111.56
54800 GENERAL REPAIRS/MAINTENANCE	204,300.00	13,575.63	214,986.26	16,793.93	(27,480.19)	113.45
54801 CONTRACTED MAINTENANCE	703,800.00	53,553.40	678,591.80	111,663.92	(86,455.72)	112.28
54803 MAINT. TELECOM EQUIPMENT	30,200.00	0.00	21,214.45	3,981.19	5,004.36	83.43
54805 VEHICLE REPAIR - MAJOR	0.00	0.00	8,406.65	0.00	(8,406.65)	0.00
54900 REGISTRATIONS	21,700.00	612.94	25,965.83	0.00	(4,265.83)	119.66
54901 DUES AND MEMBERSHIPS	31,320.00	150.00	20,237.06	418.00	10,664.94	65.95
54902 TAXES AND ASSESSMENTS	30,500.00	0.00	28,485.16	0.00	2,014.84	93.39
54903 LICENSES AND FEES	37,750.00	2,100.29	32,422.36	0.00	5,327.64	85.89
54904 MISCELLANEOUS	1,040.00	960.00	1,278.44	0.00	(238.44)	122.93
54905 EVENT REGISTRATION	0.00	0.00	1,192.15	0.00	(1,192.15)	0.00
54906 INTERNAL TRAINING	0.00	0.00	4,380.00	0.00	(4,380.00)	0.00
55100 INTERGOVERNMENTAL	15,000.00	5,673.52	16,613.87	0.00	(1,613.87)	110.76
56400 MACHINERY & EQUIPMENT	0.00	(14,715.65)	0.00	0.00	0.00	0.00
59700 TRANSFERS OUT	495,689.00	495,689.00	495,689.00	0.00	0.00	100.00
ALL OTHER EXPENSES	7,260,734.00	749,947.62	6,520,501.21	266,414.27	473,818.52	93.47
TOTAL FOR EXPENSE ACCOUNTS	25,546,570.00	2,239,697.08	24,633,803.88	266,414.27	646,351.85	97.47
NET SURPLUS / DEFICIT	0.00	(2,055,536.28)	346,510.31	(266,414.27)	(80,096.04)	0.00

FUND: DEBT SERVICE FUND (20)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.17	0.00	(0.17)	0.00
TAXES:	0.00	0.00	0.17	0.00	(0.17)	0.00
36110 INVESTMENT INCOME	0.00	0.00	115.09	0.00	(115.09)	0.00
CHARGES OTHER:	0.00	0.00	115.09	0.00	(115.09)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	0.00	115.26	0.00	(115.26)	0.00
NET SURPLUS / DEFICIT	0.00	0.00	115.26	0.00	(115.26)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	1,793,411.00	0.00	1,793,411.00	0.00	0.00	100.00
36110 INVESTMENT INCOME	0.00	0.00	2,082.39	0.00	(2,082.39)	0.00
36700 FOUNDATION DONATIONS	0.00	8,335.51	105,235.77	0.00	(105,235.77)	0.00
CHARGES OTHER:	1,793,411.00	8,335.51	1,900,729.16	0.00	(107,318.16)	105.98
39700 TRANSFERS IN	495,689.00	495,689.00	495,689.00	0.00	0.00	100.00
TOTAL FOR REVENUE ACCOUNTS	2,289,100.00	504,024.51	2,396,418.16	0.00	(107,318.16)	104.69
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	679.75	0.00	(679.75)	0.00
53102 MAINTENANCE SUPPLIES	0.00	0.00	397.28	0.00	(397.28)	0.00
53500 MINOR EQUIPMENT	2,500.00	0.00	3,952.57	0.00	(1,452.57)	158.10
53501 FURNISHINGS	0.00	0.00	34,672.79	3,883.70	(38,556.49)	0.00
53502 PC HARDWARE	0.00	0.00	20,303.68	0.00	(20,303.68)	0.00
53505 SOFTWARE	14,000.00	0.00	0.00	13,995.00	5.00	99.96
54100 PROFESSIONAL SERVICES	161,900.00	0.00	116,431.70	29,463.16	16,005.14	90.11
54101 LEGAL SERVICES	0.00	0.00	1,110.00	0.00	(1,110.00)	0.00
54400 ADVERTISING	0.00	0.00	45.00	0.00	(45.00)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	745.01	0.00	9,254.99	7.45
54912 CONTINGENCY/RESERVE	67,000.00	0.00	0.00	0.00	67,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	510,000.00	0.00	357,775.08	12,452.96	139,771.96	72.59
56201 CONSTRUCTION	227,600.00	0.00	215,408.94	18,707.40	(6,516.34)	102.86
56202 ELECTRICAL	17,100.00	5,469.74	68,375.80	3,992.73	(55,268.53)	423.21
56203 FLOORING	0.00	0.00	24,350.15	0.00	(24,350.15)	0.00
56204 PAINTING AND WALL TREATMENTS	3,000.00	0.00	0.00	0.00	3,000.00	0.00
56400 MACHINERY & EQUIPMENT	66,000.00	14,715.65	63,708.80	0.00	2,291.20	96.53
56401 VEHICLES	160,000.00	0.00	72,119.76	62,134.22	25,746.02	83.91
56402 HVAC	1,050,000.00	18,264.33	848,505.27	140,034.32	61,460.41	94.15
TOTAL FOR EXPENSE ACCOUNTS	2,289,100.00	38,449.72	1,828,581.58	284,663.49	175,854.93	92.32
NET SURPLUS / DEFICIT	0.00	465,574.79	567,836.58	(284,663.49)	(283,173.09)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances + Pre Encum	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	762,126.00	0.00	0.00	0.00	762,126.00	0.00
31111 PROPERTY TAXES CURRENT	22,831,773.00	118,261.63	23,164,986.22	0.00	(333,213.22)	101.46
31112 PROPERTY TAXES DELINQUENT	913,271.00	29,402.35	800,883.09	0.00	112,387.91	87.69
31130 SALE OF TAX TITLE PROPERTY	3,000.00	146.17	4,060.51	0.00	(1,060.51)	135.35
31210 PRIVATE HARVEST TAX	70,000.00	0.00	70,213.92	0.00	(213.92)	100.31
31720 LEASEHOLD EXCISE TAX	20,000.00	2,343.05	25,700.91	0.00	(5,700.91)	128.50
TAXES:	24,600,170.00	150,153.20	24,065,844.65	0.00	534,325.35	97.83
33533 STATE FOREST FUNDS	4,000.00	1,452.66	3,347.09	0.00	652.91	83.68
33872 CONTRACTS FEES - CITIES	3,400.00	0.00	3,240.00	0.00	160.00	95.29
33890 GOVERNMENTAL GRANTS	0.00	0.00	5,200.20	0.00	(5,200.20)	0.00
34160 COPIER FEES	28,000.00	2,082.93	29,161.37	0.00	(1,161.37)	104.15
34161 GRAPHICS SERVICES CHARGES	4,400.00	3,427.79	9,145.45	0.00	(4,745.45)	207.85
34162 PRINTER FEES	70,000.00	6,043.82	76,910.98	0.00	(6,910.98)	109.87
34730 INTERLIBRARY LOAN FEES	0.00	0.00	157.36	0.00	(157.36)	0.00
35970 LIBRARY FINES	580,000.00	43,125.60	583,771.73	0.00	(3,771.73)	100.65
36110 INVESTMENT INCOME	10,000.00	660.08	10,232.84	0.00	(232.84)	102.33
36111 INTEREST - STATE FOREST FUND	0.00	0.12	0.70	0.00	(0.70)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.59	7.14	0.00	(7.14)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	419.12	0.00	(419.12)	0.00
36700 FOUNDATION DONATIONS	150,000.00	106,114.00	157,246.00	0.00	(7,246.00)	104.83
36710 FRIENDS' DONATIONS	0.00	0.00	2,762.11	0.00	(2,762.11)	0.00
36720 FRIENDS' REIMBURSEMENTS	12,000.00	9,958.93	30,457.09	0.00	(18,457.09)	253.81
36725 DONATIONS - OTHER	1,000.00	6.73	4,005.26	0.00	(3,005.26)	400.53
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	151.00	0.00	(151.00)	0.00
36920 BOOK SALE REVENUE	6,000.00	2,015.20	5,220.81	0.00	779.19	87.01
36990 MISCELLANEOUS REVENUE	30,000.00	4,286.62	55,714.09	0.00	(25,714.09)	185.71
36991 PAYMENT FOR LOST MATERIALS	17,000.00	1,099.35	15,351.99	0.00	1,648.01	90.31
36994 UNCLAIMED PROPERTY	0.00	7.44	191.82	0.00	(191.82)	0.00
36995 COLLECTION AGENCY REVENUE	0.00	60.00	793.33	0.00	(793.33)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	360.00	0.00	(360.00)	0.00
36997 PRIOR YEAR'S REFUNDS	1,600.00	0.00	3,838.99	0.00	(2,238.99)	239.94
36998 E RATE REIMBURSEMENT	6,000.00	3,404.08	16,340.37	0.00	(10,340.37)	272.34
36999 REBATES - PROCUREMENT CARD	19,500.00	0.00	28,665.31	0.00	(9,165.31)	147.00
CHARGES OTHER:	942,900.00	183,745.94	1,042,692.15	0.00	(99,792.15)	110.58
39510 SALE OF FIXED ASSETS	0.00	0.00	3,089.41	0.00	(3,089.41)	0.00
39511 SALE OF FIXED ASSETS - NON GOV	0.00	0.00	15,000.00	0.00	(15,000.00)	0.00
39520 INSURANCE RECOVERIES - CAPITAL	3,500.00	2,527.72	5,954.04	0.00	(2,454.04)	170.12
TOTAL FOR REVENUE ACCOUNTS	25,546,570.00	336,426.86	25,132,580.25	0.00	413,989.75	98.38
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,310,332.00	1,018,293.42	12,937,301.67	0.00	373,030.33	97.20
51105 ADDITIONAL HOURS	240,200.00	25,934.79	287,116.10	0.00	(46,916.10)	119.53
51106 SHIFT DIFFERENTIAL	147,872.00	14,034.79	136,974.18	0.00	10,897.82	92.63
51107 SUBSTITUTE HOURS	316,350.00	21,429.94	296,122.59	0.00	20,227.41	93.61
51109 TUITION ASSISTANCE PROGRAM	3,000.00	0.00	1,410.35	0.00	1,589.65	47.01
51200 OVERTIME WAGES	7,100.00	2,697.70	6,988.90	0.00	111.10	98.44
51999 ADJ WAGE/SALARY TO MATCH PLAN	(259,227.00)	0.00	0.00	0.00	(259,227.00)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances + Pre Encum	Balance	Expend %
EXPENSE ACCOUNTS						
52001 INDUSTRIAL INSURANCE	165,787.00	12,353.74	163,801.02	0.00	1,985.98	98.80
52002 MEDICAL INSURANCE	2,077,991.00	202,596.18	1,983,248.12	0.00	94,742.88	95.44
52003 F.I.C.A.	1,085,861.00	79,897.17	1,024,893.44	0.00	60,967.56	94.39
52004 RETIREMENT	994,557.00	94,218.59	1,029,790.40	0.00	(35,233.40)	103.54
52005 DENTAL INSURANCE	217,822.00	15,815.43	201,668.10	0.00	16,153.90	92.58
52006 OTHER BENEFIT	10,620.00	760.00	8,800.00	0.00	1,820.00	82.86
52010 LIFE AND DISABILITY INSURANCE	24,185.00	1,717.71	23,010.67	0.00	1,174.33	95.14
52020 UNEMPLOYMENT COMPENSATION	20,000.00	0.00	11,819.30	0.00	8,180.70	59.10
52200 UNIFORMS	1,300.00	0.00	357.83	0.00	942.17	27.53
52999 ADJ BENEFITS TO MATCH PLAN	(77,914.00)	0.00	0.00	0.00	(77,914.00)	0.00
PERSONNEL	18,285,836.00	1,489,749.46	18,113,302.67	0.00	172,533.33	99.06
53100 OFFICE/OPERATING SUPPLIES	168,300.00	14,999.56	193,879.21	(13,568.65)	(12,010.56)	107.14
53101 CUSTODIAL SUPPLIES	56,100.00	4,617.72	57,680.05	0.00	(1,580.05)	102.82
53102 MAINTENANCE SUPPLIES	60,200.00	(1,256.10)	53,575.92	0.00	6,624.08	89.00
53103 AUDIOVISUAL PROCESSING SUP	30,000.00	0.00	37,913.29	48.73	(7,962.02)	126.54
53104 BOOK PROCESSING SUPPLIES	25,000.00	0.00	13,159.61	0.00	11,840.39	52.64
53200 FUEL	58,000.00	0.00	44,768.44	0.00	13,231.56	77.19
53401 ADULT MATERIALS	847,684.00	45,447.62	821,885.95	0.00	25,798.05	96.96
53402 SERIALS	0.00	0.00	1,369.18	0.00	(1,369.18)	0.00
53403 PERIODICALS	80,000.00	2,812.63	66,293.88	0.00	13,706.12	82.87
53405 JUVENILE BOOKS	496,458.00	25,071.04	450,079.46	0.00	46,378.54	90.66
53406 PROFESSIONAL COLLECTION	20,000.00	465.50	18,163.41	0.00	1,836.59	90.82
53407 INTERNATIONAL COLLECTION	76,000.00	5,325.03	73,867.67	0.00	2,132.33	97.19
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	34,119.18	825,684.08	0.00	(9,684.08)	101.19
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	13,114.58	97,203.86	0.00	4,836.14	95.26
53411 ELECTRONIC INFO SOURCES	170,355.00	85,187.00	112,294.26	0.00	58,060.74	65.92
53412 REFERENCE SERIALS	36,414.00	579.21	19,277.00	0.00	17,137.00	52.94
53413 ELECTRONIC SERVICES	244,124.00	22,590.00	108,686.86	0.00	135,437.14	44.52
53414 ELECTRONIC COLLECTION	255,000.00	846.83	276,794.95	0.00	(21,794.95)	108.55
53464 VENDOR PROCESSING SERVICES	153,000.00	7,252.20	160,211.78	0.00	(7,211.78)	104.71
53490 COLLECTION PROJECTS	6,000.00	0.00	5,155.64	0.00	844.36	85.93
53499 GIFTS - MATERIALS	1,000.00	490.77	6,773.82	0.00	(5,773.82)	677.38
53500 MINOR EQUIPMENT	8,300.00	0.00	5,484.11	0.00	2,815.89	66.07
53501 FURNISHINGS	50,000.00	6,705.59	51,827.10	5,506.45	(7,333.55)	114.67
53502 IT HARDWARE	296,200.00	15,034.48	294,288.12	0.00	1,911.88	99.35
53503 PRINTERS	20,000.00	0.00	6,380.55	0.00	13,619.45	31.90
53505 SOFTWARE	33,500.00	2,375.73	29,399.07	0.00	4,100.93	87.76
54100 PROFESSIONAL SERVICES	362,450.00	25,778.29	326,812.94	55,125.10	(19,488.04)	105.38
54101 LEGAL SERVICES	105,000.00	0.00	76,649.90	0.00	28,350.10	73.00
54102 COLLECTION AGENCY	30,000.00	2,380.70	21,825.07	0.00	8,174.93	72.75
54161 RESOURCE SHARING SERVICES	25,000.00	0.00	16,253.10	0.00	8,746.90	65.01
54162 BIBLIOGRAPHICS SERVICES	40,000.00	0.00	23,858.98	0.00	16,141.02	59.65
54163 PRINTING AND BINDING	2,000.00	0.00	2,639.67	0.00	(639.67)	131.98
54165 ILL LOST ITEM CHARGE	3,000.00	0.00	1,658.15	0.00	1,341.85	55.27
54200 POSTAGE	42,000.00	6,014.95	41,707.38	0.00	292.62	99.30
54201 TELEPHONE/DATA LINES	161,300.00	4,368.89	172,457.22	0.00	(11,157.22)	106.92
54300 TRAVEL	29,140.00	3,495.86	20,582.53	0.00	8,557.47	70.63

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 12/31/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances + Pre Encum	Balance	Expend %
EXPENSE ACCOUNTS						
54301 MILEAGE REIMBURSEMENTS	31,050.00	4,250.05	35,818.28	0.00	(4,768.28)	115.36
54400 ADVERTISING	28,920.00	179.25	20,516.72	0.00	8,403.28	70.94
54501 RENTALS/LEASES - BUILDINGS	197,000.00	(2,513.00)	181,128.44	0.00	15,871.56	91.94
54502 RENTAL/LEASE - EQUIPMENT	32,000.00	6,700.33	35,068.88	2,031.74	(5,100.62)	115.94
54600 INSURANCE	189,500.00	123.54	5,024.54	0.00	184,475.46	2.65
54700 ELECTRICITY	220,000.00	23,524.03	238,333.37	0.00	(18,333.37)	108.33
54701 NATURAL GAS	17,000.00	3,039.88	10,684.88	0.00	6,315.12	62.85
54702 WATER	20,200.00	752.94	26,924.58	0.00	(6,724.58)	133.29
54703 SEWER	21,700.00	585.94	28,241.35	0.00	(6,541.35)	130.14
54704 REFUSE	22,500.00	401.67	25,268.33	0.00	(2,768.33)	112.30
54800 GENERAL REPAIRS/MAINTENANCE	204,300.00	17,299.31	218,709.94	16,105.97	(30,515.91)	114.94
54801 CONTRACTED MAINTENANCE	703,800.00	56,066.40	681,104.80	95,627.06	(72,931.86)	110.36
54803 MAINT. TELECOM EQUIPMENT	30,200.00	0.00	21,214.45	3,981.19	5,004.36	83.43
54805 VEHICLE REPAIR - MAJOR	0.00	0.00	8,406.65	0.00	(8,406.65)	0.00
54900 REGISTRATIONS	21,700.00	612.94	25,965.83	0.00	(4,265.83)	119.66
54901 DUES AND MEMBERSHIPS	31,320.00	205.00	20,292.06	418.00	10,609.94	66.12
54902 TAXES AND ASSESSMENTS	30,500.00	0.00	28,485.16	0.00	2,014.84	93.39
54903 LICENSES AND FEES	37,750.00	2,247.49	32,569.56	0.00	5,180.44	86.28
54904 MISCELLANEOUS	1,040.00	960.00	1,278.44	0.00	(238.44)	122.93
54905 EVENT REGISTRATION	0.00	0.00	1,192.15	0.00	(1,192.15)	0.00
54906 INTERNAL TRAINING	0.00	0.00	4,380.00	0.00	(4,380.00)	0.00
55100 INTERGOVERNMENTAL	15,000.00	5,673.52	16,613.87	0.00	(1,613.87)	110.76
56400 MACHINERY & EQUIPMENT	0.00	(14,715.65)	0.00	0.00	0.00	0.00
59700 TRANSFERS OUT	495,689.00	495,689.00	495,689.00	0.00	0.00	100.00
ALL OTHER EXPENSES	7,260,734.00	928,899.90	6,699,453.49	165,275.59	396,004.92	94.55
TOTAL FOR EXPENSE ACCOUNTS	25,546,570.00	2,418,649.36	24,812,756.16	165,275.59	568,538.25	97.77
NET SURPLUS / DEFICIT	0.00	(2,082,222.50)	319,824.09	(165,275.59)	(154,548.50)	0.00

FUND: DEBT SERVICE FUND (20)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances + Pre Encum	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.17	0.00	(0.17)	0.00
TAXES:	0.00	0.00	0.17	0.00	(0.17)	0.00
36110 INVESTMENT INCOME	0.00	8.15	123.24	0.00	(123.24)	0.00
CHARGES OTHER:	0.00	8.15	123.24	0.00	(123.24)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	8.15	123.41	0.00	(123.41)	0.00
NET SURPLUS / DEFICIT	0.00	8.15	123.41	0.00	(123.41)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances + Pre Encum	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	1,793,411.00	0.00	1,793,411.00	0.00	0.00	100.00
36110 INVESTMENT INCOME	0.00	155.00	2,237.39	0.00	(2,237.39)	0.00
36700 FOUNDATION DONATIONS	0.00	8,335.51	105,235.77	0.00	(105,235.77)	0.00
CHARGES OTHER:	1,793,411.00	8,490.51	1,900,884.16	0.00	(107,473.16)	105.99
39700 TRANSFERS IN	495,689.00	495,689.00	495,689.00	0.00	0.00	100.00
TOTAL FOR REVENUE ACCOUNTS	2,289,100.00	504,179.51	2,396,573.16	0.00	(107,473.16)	104.69
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	679.75	0.00	(679.75)	0.00
53102 MAINTENANCE SUPPLIES	0.00	0.00	397.28	0.00	(397.28)	0.00
53500 MINOR EQUIPMENT	2,500.00	0.00	3,952.57	0.00	(1,452.57)	158.10
53501 FURNISHINGS	0.00	0.00	34,672.79	3,883.70	(38,556.49)	0.00
53502 PC HARDWARE	0.00	0.00	20,303.68	0.00	(20,303.68)	0.00
53505 SOFTWARE	14,000.00	0.00	0.00	13,995.00	5.00	99.96
54100 PROFESSIONAL SERVICES	161,900.00	0.00	116,431.70	29,463.16	16,005.14	90.11
54101 LEGAL SERVICES	0.00	0.00	1,110.00	0.00	(1,110.00)	0.00
54400 ADVERTISING	0.00	0.00	45.00	0.00	(45.00)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	745.01	0.00	9,254.99	7.45
54912 CONTINGENCY/RESERVE	67,000.00	0.00	0.00	0.00	67,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	510,000.00	0.00	357,775.08	12,451.96	139,772.96	72.59
56201 CONSTRUCTION	227,600.00	0.00	215,408.94	19,281.00	(7,089.94)	103.12
56202 ELECTRICAL	17,100.00	5,993.07	68,899.13	3,466.52	(55,265.65)	423.19
56203 FLOORING	0.00	0.00	24,350.15	0.00	(24,350.15)	0.00
56204 PAINTING AND WALL TREATMENTS	3,000.00	0.00	0.00	0.00	3,000.00	0.00
56400 MACHINERY & EQUIPMENT	66,000.00	14,715.65	63,708.80	0.00	2,291.20	96.53
56401 VEHICLES	160,000.00	0.00	72,119.76	16,450.17	71,430.07	55.36
56402 HVAC	1,050,000.00	109,306.08	939,547.02	48,992.57	61,460.41	94.15
TOTAL FOR EXPENSE ACCOUNTS	2,289,100.00	130,014.80	1,920,146.66	147,984.08	220,969.26	90.35
NET SURPLUS / DEFICIT	0.00	374,164.71	476,426.50	(147,984.08)	(328,442.42)	0.00

MEMO

Date: December 23, 2013
To: Chair Linda Ishem and members of the Board of Trustees
From: Georgia Lomax, Deputy Director
Subject: 2013 Library Journal Star Libraries Statistics

Attached is the annual Library Journal article announcing the 2013 “Star Libraries”. For the past six years the publication has scored 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 2013 report is based on 2011 data.

This year four Washington State libraries again received stars – in the \$30 million+ category, Seattle Public (5 star), King County (4 stars, down from 5), Lopez Island (moved from 4 to 5 stars in the \$200K - \$399.9K category), and Port Townsend (3 stars in the \$1M - \$4.9M category). This year PCLS joined 112 libraries in the \$10M-\$29.9M category, including three other Washington libraries – Timberland, Spokane County and Ft. Vancouver Regional.

There were a total of 9,218 public libraries in 2011. 7,573 of them provided data, and only those libraries that provide all four measurements are rated. Forty-four of Washington’s 62 public libraries were included in the rankings.

This year’s report includes discussion of the need to add outputs related to electronic use and digital customers, checkout of downloadable materials, website visits and WiFi use. Because of the coordination required to gather statistics nation-wide, these measures are not expected to be used until at least the 2015 report.

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.)

Library Journal Index of Public Library Service 2013 (Star Libraries)

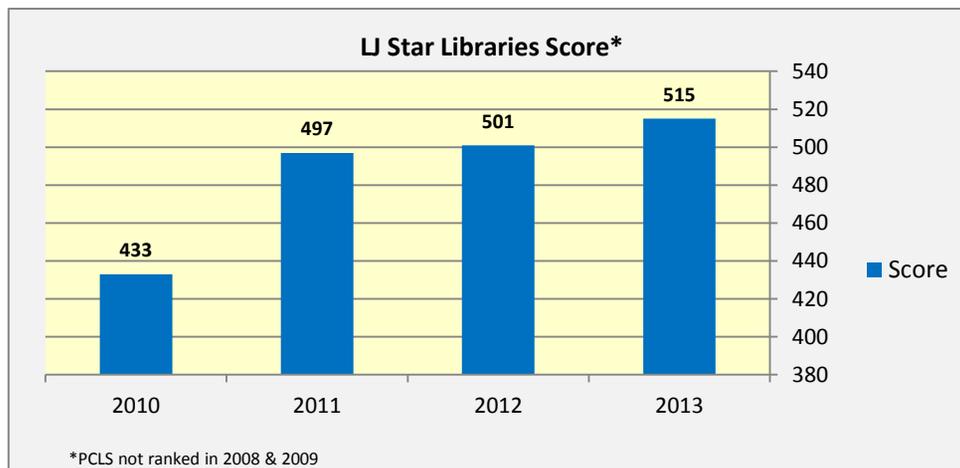
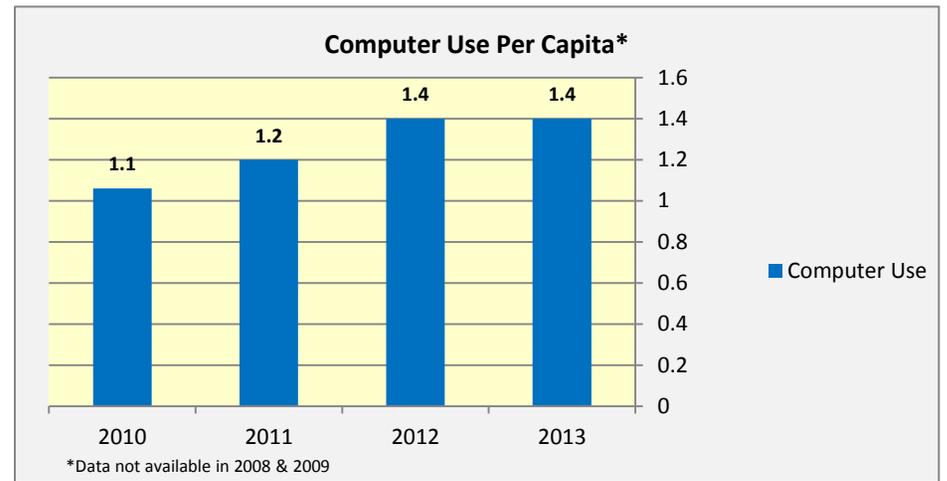
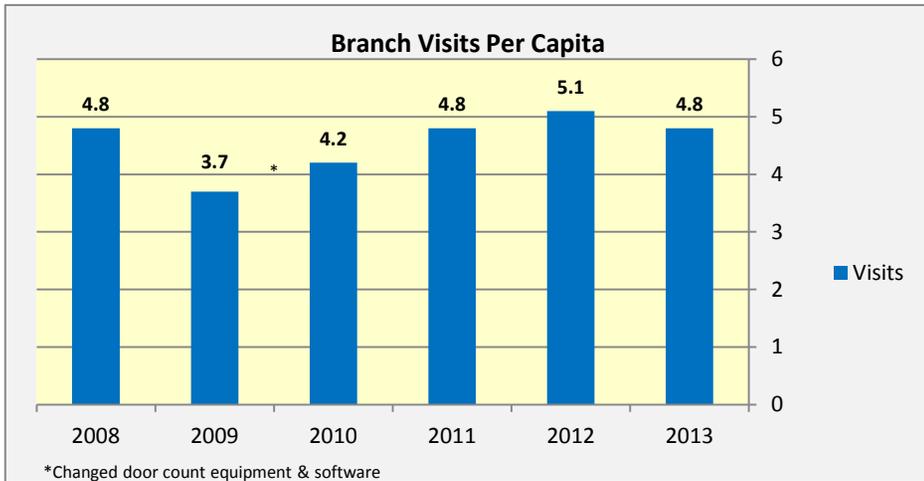
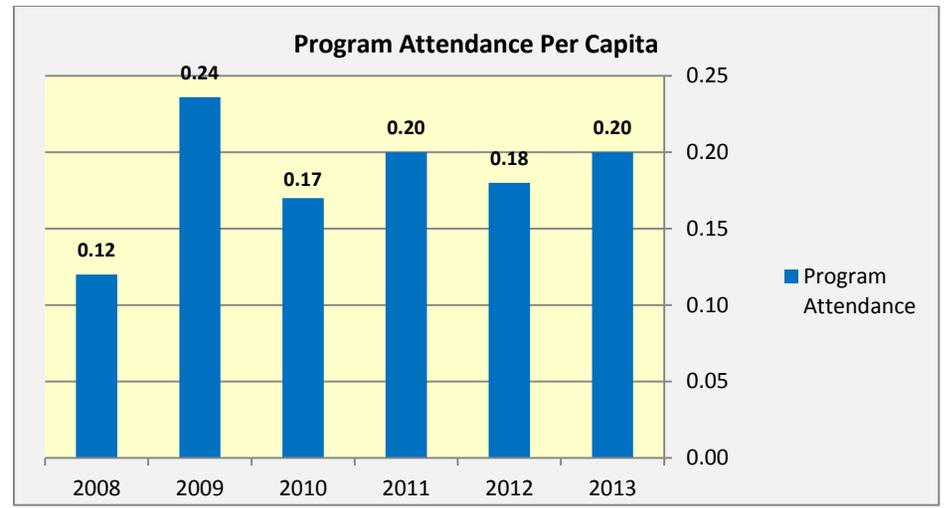
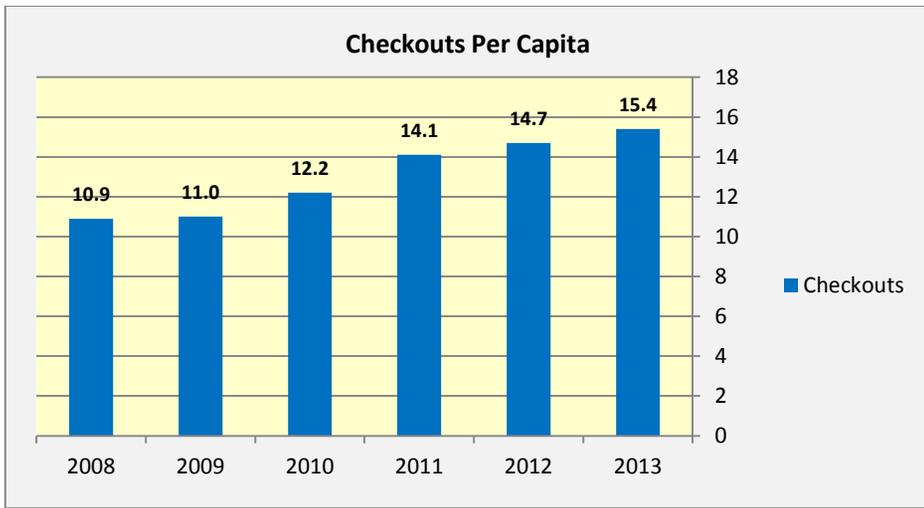
(Based on 2011 Data)

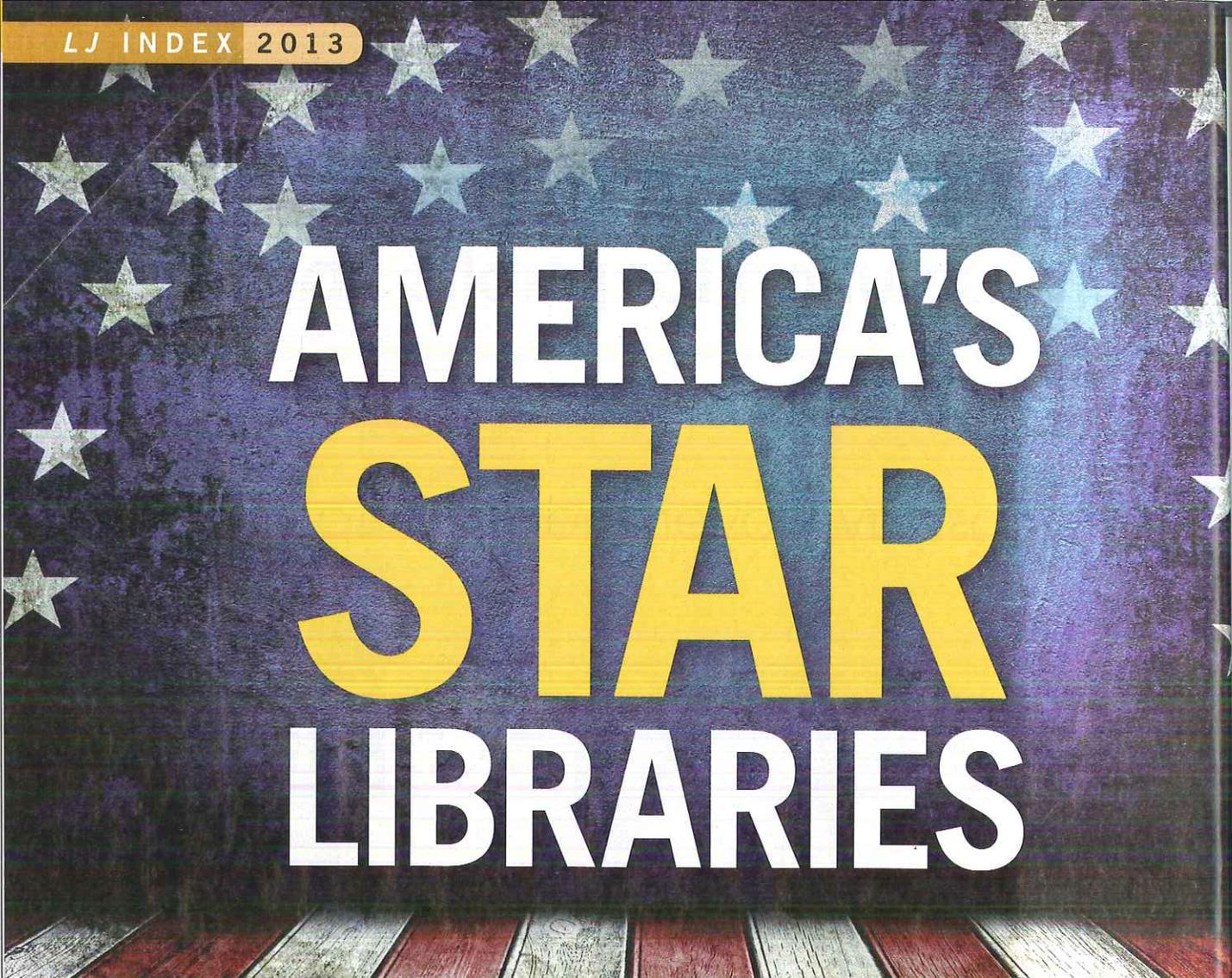
Expenditure	Stars	Library		Circ*	Visits*	Program Attendance*	PC Use*	2013 Score	2012 Score
\$30M +	5	Seattle Public Library	Seattle	18.9	11.0	0.3	2.5	1191	1157
\$30M +	4	King County Library System	Issaquah	16.2	7.7	0.3	3.0	1083	1074
\$10M-\$29.9M	--	Pierce County Library System	Tacoma	15.4	4.8	0.2	1.4	515	501
\$10M-\$29.9M	--	Timberland Regional Library	Tumwater	9.4	6.9	0.1	1.1	456	0
\$10M-\$29.9M	--	Spokane County Library District	Spokane	9.9	5.4	0.2	0.9	427	425
\$10M-\$29.9M	--	Fort Vancouver Regional Library District	Vancouver	8.8	4.7	0.3	0.1	361	321
\$5M-\$9.99M	--	Whatcom County Library System	Bellingham	15.0	7.6	0.3	1.0	596	566
\$5M-\$9.99M	--	North Central Regional Library	Wenatchee	7.8	4.6	0.2	1.9	475	492
\$5M-\$9.99M	--	Spokane Public Library	Spokane	10.0	4.5	0.2	1.0	419	424
\$5M-\$9.99M	--	Yakima Valley Regional Library	Yakima	3.7	3.6	0.2	0.8	284	290

*Per Capita

Washington Libraries not included in the 2013 LJ Stars ranking:

- Kitsap Regional
- Mid-Columbia
- Tacoma Public
- Sno-Isle Regional





AMERICA'S STAR LIBRARIES

The *LJ* Index of Public Library Service 2013

By Keith Curry Lance & Ray Lyons

The constellation of Star Libraries changes dramatically from year to year. As it does every year, the 2013 Star Libraries illustrates that each annual round introduces a substantial set of new Star Libraries, sees the fortunes of continuing Star Libraries change—as libraries change peer groups

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and gain and lose stars—and, indeed, sees many of the previous year's honorees lose their Star Library status altogether. The explanations for these changes are varied and complex. Whether a public library gains or loses Star Library status or sees that status change more subtly is determined as much by the fortunes of other libraries in a library's spending peer group as by the per capita service output of its own institution.

In this year's article, we will highlight the new Star Libraries that were not on the 2012 list, Star Libraries that maintained their star status despite changing spending peer groups, Star Libraries that gained or lost stars from 2012 to 2013, and libraries that lost Star Library status in 2013. The 2012 Star Library ratings were based on 2010 data, while the 2013 ratings are based on 2011 data. This data is collected from local libraries annually by state library agencies and compiled nationally by the federal Institute of Museum and Library Services (IMLS).

As it is every year, the *LJ* Index of Public Library Service and its Star Library ratings are sponsored by Baker & Taylor's (B&T) Bibliostat products. Bibliostat Collect is used by many state library agencies to collect public library statistics, while Bibliostat Connect enables library administrators and others to analyze those statistics comparatively from a local perspective.

New stars

A major strength of the annual Star Library ratings is that while some public libraries have various kinds of built-in advantages that tend to keep them on the list [see the *LJ* Index FAQ, <http://ow.ly/pF9mD>], in fact, a substantial proportion of the Star Libraries are new to this recognition each year. Of 2013's 263 Star Libraries, 67 (25.5 percent) were not Star Libraries in 2012. Notably, this year's percentage of new Star Libraries is higher than it has been in four of the last five years (those four years, ranging from 19.4 percent in fall 2009 to 24.4 percent in 2010). So, generally, the

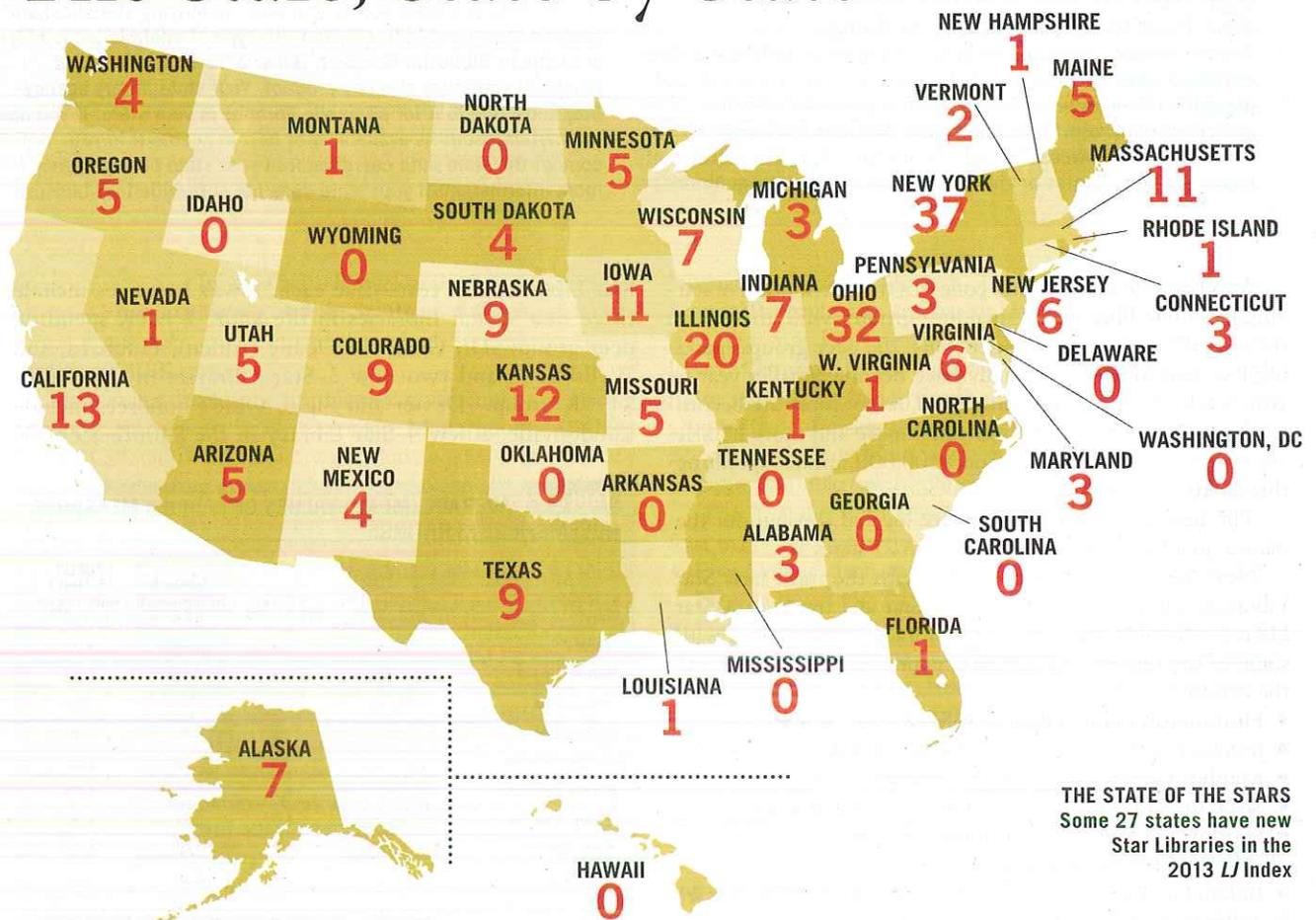
trend over time is increasing annually the percentage of new Star Libraries. Attaining the status of a new Star Library is also becoming more competitive, as, by design, Star Libraries as a percentage of all eligible public libraries has remained static at 3.5 percent—the same ratio as in fall 2009.

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

TOTAL OPERATING EXPENDITURES	NUMBER OF LIBRARIES					
	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 +	46	44	48	45	36	31
\$10M-\$29.9M	112	114	107	106	98	88
\$5M-\$9.9M	198	191	211	186	176	159
\$1M-\$4.9M	1,367	1,349	1,307	1,282	1,209	1,125
\$400K-\$999K	1,395	1,373	1,377	1,333	1,278	1,247
\$200K-\$399K	1,174	1,170	1,129	1,087	1,113	1,089
\$100K-\$199K	1,251	1,258	1,236	1,204	1,191	1,173
\$50K-\$99K	1,111	1,126	1,145	1,128	1,152	1,115
\$10K-\$49K	919	945	953	1,036	1,015	1,088
TOTAL LIBRARIES RATED	7,573	7,570	7,513	7,407	7,268	7,115

KEY: M-Millions K-Thousands

The Stars, State by State



THE STATE OF THE STARS
Some 27 states have new Star Libraries in the 2013 *LJ* Index

Beyond the Stars

If you think the *LJ* Index of Public Library Service is not useful to your non-Star Library, guess again. There is a multitude of ways in which you can use your library's *LJ* Index score and its underlying per capita statistics (circulation, visits, Internet computer use, and program attendance). First, locate your library in this spreadsheet available on the *LJ* website (ow.ly/pSncH). Review your library's *LJ* Index score and the four per capita statistics on which it is based. Consider which statistic(s) is contributing most to, or dragging down, your library's score. Then, ask the following questions:

1 How far below the Star Libraries is your library's *LJ* Index score?

Are there obvious explanations for your library's score or those of Star and other libraries with higher scores? Perhaps your library has a larger service area population than other libraries, and this depresses your library's per capita statistics. Or perhaps some of the libraries with higher scores reported suspiciously high per capita statistics relative to other libraries in your spending peer group. (Reminder: We use the national public library data file released annually by the federal Institute of Museum and Library Services. We never delete, "correct," or otherwise edit the data. No data set is perfect, including this one.)

2 What are Star Libraries doing differently from what your library is doing?

Another library's higher *LJ* Index score may be a statistical artifact explained away by its suppressed population (i.e., a lower official population than its actual users would suggest—most often associated with resort communities or suburban enclaves). If that is not the case, however, it might be worth visiting the websites of higher-scoring libraries or giving your colleagues at those libraries

Another noteworthy trend concerns the distribution of star-eligible public libraries by spending group: while there is an occasional exceptional year, generally, the peer groups spending less than \$100,000 annually have become smaller year by year, while the groups spending \$100,000 or more are becoming larger. In other words, over time, more and more libraries are surpassing the \$50,000 and \$100,000 annual spending thresholds (see Table 1).

The new 2013 Star Libraries are located throughout the nation, in all four major regions and in 27 states.

New York tops the list of states with the most new Star Libraries. These include one new 4-Star and five new 3-Star libraries. Notably, these new Star Libraries include ones with some of the highest and lowest expenditures in the state and the nation:

- Huntington Public Library (\$5M–\$9.9M, ★★★★★)
- Jericho Public Library (\$1M–\$4.9M, ★★★★★)
- Manlius Library (\$1M–\$4.9M, ★★★★★)
- Sea Cliff Village Library (\$200K–\$399.9K, ★★★★★)
- Southworth Library Association, Dryden (\$100K–\$199.9K, ★★★★★)
- Bolton Free Library, Bolton Landing (\$50K–\$99.9K, ★★★)
Iowa and Ohio tie for the second largest number of new

a call to ask how they are achieving such high per capita service output. You might learn something that could be emulated easily at your library. Or you might learn something about their library's circumstances that biases the *LJ* Index toward them.

3 How does your library rank on the *LJ* Index within a specific subset of libraries in your spending peer group?

The most obvious subset of libraries, at least in the larger spending peer groups, is the ones in your own state. You might find that your library ranks highly within your state, even though it is not a Star Library nationally. For example, in many of the larger spending groups, there are states with one or two, if any, Star Libraries. If, however, you limit your focus to libraries in that group from your own state, you might find that your library is among the top five or ten libraries.

Similarly, you might limit your review of *LJ* Index score rankings and underlying data to spending-peer libraries that are similar to yours in some additional meaningful way: the same legal basis (city, county, library district), the same setting (urban, suburban, rural), the same outlet configuration (single outlet, multioutlet), or the same staffing configuration (with or without an American Library Association–accredited MLS librarian).

If you conduct this type of analysis and determine that your library's *LJ* Index score is "number one" (or five or ten) within some subgroup of your spending peers, feel free to brag about it, if you wish, knowing that we will back you up, as long as you do it clearly and accurately. Just remember that, in the context of this project, the label "Star Library" is one we reserve for those so identified in this article and on the *LJ* website.

The data (*LJ* Index scores and their underlying statistics) and analysis tools needed to conduct this type of analysis are readily available in Bibliostat Connect, Baker & Taylor's web-based, graphical statistical analysis product. Your state library agency may subscribe to it for all public libraries in your state. If you are not certain about its availability or how to access it in your state, contact the state data coordinator at your state library agency for more information. If your state does not subscribe to Bibliostat

Star Libraries this year—five each. Iowa's honorees include three new 4-Star Libraries in the \$50K–\$99.9K spending peer group—Dr. Grace O. Doane (Alden), Hubbard, and Wellsburg—and two new 3-Star Libraries in the \$10K–\$49.9K group—Dexter and Elgin. Ohio's honorees include Loudonville, a new 4-Star Library in the \$400K–\$999.9K

TABLE 2 AVERAGE (MEAN) VALUES OF *LJ* INDEX MEASURES
NOVEMBER 2013 RATINGS

EXPENDITURE GROUP	CIRCULATION PER CAPITA	VISITS PER CAPITA	PROGRAM ATTENDANCE PER CAPITA	PUBLIC INTERNET COMPUTER USE PER CAPITA
\$30M+	11.5	5.7	0.28	1.27
\$10M–\$29.9M	11.8	6.4	0.34	1.52
\$5M–\$9.9M	11.8	6.7	0.40	1.49
\$1M–\$4.9M	10.7	7.1	0.49	1.49
\$400K–\$999.9K	9.5	7.3	0.53	1.44
\$200K–\$399.9K	8.4	6.4	0.49	1.50
\$100K–\$199.9K	8.2	6.0	0.51	1.39
\$50K–\$99.9K	7.4	5.3	0.47	1.45
\$10K–\$49.9K	4.7	3.7	0.36	1.11

KEY: M—Millions K—Thousands

Connect for you, your library can subscribe to it on its own. To pursue that alternative, contact Jan Robert Anderson at 801-228-7032, or jan.anderson@baker-taylor.com.

The *LJ* Index and its Star Library ratings provide a national perspective on the relative status of all rated public libraries. As we acknowledge in the *LJ* Index FAQ [lj.libraryjournal.com/stars-faq/#FAQ10], there are many factors that affect a library's score and its potential for achieving a Star rating. Getting something useful from the *LJ* Index project for your library may require closer examination, focusing on libraries that are most like your own.

The findings of such a locally oriented analysis are more likely to benefit your library as you seek to use output measures (along with input and outcome measures) in planning, budgeting, marketing, and evaluation efforts.

LIKELY AND HOPED-FOR CHANGES

In 2014, there is a strong possibility that the *LJ* Index will be redesigned for the first time since its inception. With luck, in 2015, another redesign will be needed.

In 2013, IMLS and the Chief Officers of State Library Agencies (COSLA) agreed to add the first new output measure in several years: circulation of electronic materials, or e-circulation. The definition for this new output measure reads as follows:

Electronic Materials are materials that are distributed digitally and can be accessed via a computer, the Internet, or a portable device such as an ebook reader. Types of electronic materials include ebooks and downloadable electronic video and audio files. Electronic Materials packaged together as a unit and checked out as a unit are counted as one unit.

As a result, for the first time since the inception of the *LJ* Index, there is an impending opportunity to modify its design better to reflect what public libraries do today. As soon as the annual IMLS file includes data on this new output measure, that data will be analyzed along with the current *LJ* Index measures (circulation, visits, program attendance, and Internet computer use). Alas, that is not likely to be next year, as—in the ordinary

group; a new Star Library at each level in the \$200K–\$399.9K group—Fairport Harbor, ★★☆☆; St. Paris, ★★★★★; and Leeton, ★★★★★—and Bettsville, a new 4-Star Library in the \$100K–\$199.9K group.

Three states tied for the third largest number of new Star Libraries in 2013—four each—Colorado, Massachusetts, and Nebraska. Colorado's new honorees include a new 4-Star Library in the top-spending group (\$30M+)—the capital city's Denver Public Library—two new 3-Star Libraries in lower-spending groups (Ridgway Library District, \$200K–\$499.9K, and Limon Public Library, \$50K–\$99.9K); and a new 5-Star Library in the lowest-spending group (\$10K–\$49.9K)—the joint Swink School/Public Library. New Massachusetts Star Libraries include a new 5-Star honoree—Provincetown Public Library—a new 4-Star winner—Stockbridge Library Association—and two new 3-Star Libraries—Snow Library (\$400K–\$999.9K) and Dennis Memorial Library Association (\$100K–\$199.9K). Nebraska's stars include a new 3-Star honoree in the \$50K–\$99.9K spending group—Oakland Public Library—two new 5-Star honorees in the \$10K–\$49.9K group—Bloomfield Public Library and Genoa Public Library; and an additional new 3-Star honoree in that same group—Creighton Public Library.

Five states tied for the fourth largest number of new Star

course of such things—only some states will have had time to add the new measure by then. Please take this issue to heart if you are a chief officer or a state data coordinator at a state library agency or the person who will be deciding when your local library starts reporting e-circulation in your state survey. The sooner a new measure like e-circulation is reported, the better, particularly when it is a measure that is not really new at all for most public libraries. Perhaps, with some special effort, all states could report it next year. That would enable the *LJ* Index to evolve that much more quickly.

E-circulation is only one of several new output measures needed for the *LJ* Index to become truly up-to-date in reflecting more fully the range of public library services. Two other new output measures have been discussed in the recent past, and as a result, a handful of early adopter states added them to their surveys. Colorado is one of those states, and the two other measures are library website visits and Wi-Fi access usage. In another article in this issue of *LJ* (page TK), an analysis of Colorado data on these two proposed measures with current *LJ* Index measures is reported. We believe it makes a strong case for adding those two measures to all of the states' public library surveys and thus to the IMLS annual data file.

Please read that article, and—if you agree with us—contact IMLS and the chief officer and state data coordinator at your state library agency, and let them know you think it is time to adopt these output measures. These and other potential new measures are under discussion, and they need your input.

In a few years, the *LJ* Index could be based not just on per capita statistics for circulation, visits, program attendance, and Internet computer use but also on e-circulation, library website visits, and Wi-Fi access usage. When this happens, the *LJ* Index will make tremendous strides in better reflecting the ever-broadening range of public library services. At present, there is a huge statistical blind spot in what we know about what public libraries do for their users. The motivation to shed long-overdue light on the digital services of public libraries should provide plenty of incentive for finding ways to overcome any obstacles to collecting such new measures.

Libraries in 2013—three each. Those states are Alaska, Illinois, Kansas, Pennsylvania, and South Dakota. Eight states each had two new Star Libraries: Arizona, Indiana, Michigan, New Jersey, Oregon, Texas, Virginia, and Wisconsin. And eight more states each had a single new Star Library: California, Connecticut, Florida, Kentucky, Minnesota, Missouri, New Mexico, and Utah. New Star honorees in these states are identified in this table (ow.ly/pSncH).

The 27 states with new Star Libraries in 2013 represent all four major regions of the United States:

- Five Northeastern states (Connecticut, Massachusetts, New Jersey, New York, and Pennsylvania)
- Four Southern states (Florida, Kentucky, Texas, Virginia)
- Eleven Midwestern states (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, South Dakota, and Wisconsin)
- Seven Western states (Alaska, Arizona, California, Colorado, New Mexico, Oregon, and Utah)

Brightest stars

Of the 67 new Star Libraries in 2013, 16 (almost 25 percent) spend \$5 million or more annually.

→ CONTINUED ON P. 36

→ CONTINUED FROM P. 33

Three of these new Star Libraries spend \$30 million or more annually:

- Denver Public Library, ★★★★★
- Saint Louis County Library, ★★★
- Salt Lake County Library System, ★★★

Eight new Star Libraries spend \$10 million–\$29.9 million annually. New 4-Star libraries in this group include Kenton County Public Library (Ft. Mitchell, KY—that state's first Star Library ever); Capital Area District Library (Lansing, MI); Somerset County Library (Bridge-water, NJ); and Henrico County Public Library (VA). New 3-Star libraries in this group include Topeka and Shawnee

County Public Library (KS); Ramsey County Library (Shoreview, MN); Eugene Public Library (OR); and Loudoun County Public Library (Leesburg, VA).

Among libraries spending \$5 million–\$9.9 million annually, there are five new Star Libraries. New 5-Star libraries are Westport Public Library (CT) and

Ela Area Public Library District (Lake Zurich, IL). The new 4-Star library in this group is La Crosse Public Library (WI). The group's new 3-Star libraries are two additional Illinois honorees: Mount Prospect Public Library and Vernon Area Public Library District (Lincolnshire).

Joining the Constellation: New 4- and 5-Star Libraries

★ DENVER PUBLIC LIBRARY, A NEW 4-STAR LIBRARY

Responding to this news, City Librarian Shirley Amore said, "We are honored to be recognized as a 4-Star Library by *Library Journal*,



especially since the rankings were based on 2011 data, a time when we were burdened with significantly reduced budgets, allowing us to be open only 32 hours a week at most of our 25 locations.

"In 2013, we have been able to increase our service hours by 40 percent due to community support of a local ballot measure. Library attendance, computer use, event participation, and circulation are all on the rise, and we hope to join the illustrious group of 5-Star libraries in the near future."

★ HENRICO COUNTY PUBLIC LIBRARY, A NEW 4-STAR LIBRARY

According to Director Jerry McKenna, "Henrico County Public Library, VA, thrives due to support from and partnerships with local



government and the community. In 2011, the Glen Allen Branch Library reopened after a complete renovation, which expanded it from 12,000 square feet to 25,000 square feet.

"Henrico County's 400th anniversary [was in 2011], and the library was active in the celebration, including an All Henrico Reads event featuring David Baldacci and creating the Notable Henricoans Database of over 200 noteworthy Henrico citizens, which continues as an online resource on the library's website. While citizens enjoy this new resource, students use it heavily as well, fulfilling new assignments about local history from their teachers.

"Computer access continued to increase in popularity, especially as many began cutting back on personal expenses at home."

★ ELA AREA PUBLIC LIBRARY DISTRICT, A NEW 5-STAR LIBRARY

Matt Womack, executive director of Ela Area Public Library District, IL, reported that "2011 was a terrific year for our library. We made significant investments in our RFID, materials handling, and self-checkout systems. Not only did the new system resolve a pesky customer service issue, it also increased self-checkouts by ten percent almost immediately.



We provided several unique programs and exhibits as well, including a terrific Harry Potter's Word exhibit that we borrowed from the National Institutes of Health. This exhibit helped increase program attendance by more than 33 percent over the previous year. We implemented a music download service and also increased contributions to our ebook collections, boosting activity for downloads. Together, these projects created a lot of excitement in the community, and our metrics soared as a result."

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/LJindex2013

New constellations

Changes in a library's fiscal fortunes may affect the group of libraries to which it is compared in the *LJ* Index, but they do not necessarily increase or decrease the odds of it receiving a given number of stars. Ten libraries earned Star Library status in both 2012 and 2013, despite changing spending groups. There is no predicting how the direction of such a change will impact a library's star status. Of these ten libraries, two gained and four lost stars as a result of changing peer groups.

Of the five libraries that moved to higher spending groups between 2012 and 2013, one gained a star, while two lost stars.

- Red Hook Public Library (NY): from \$100K–\$199.9K to \$200K–\$399.9K, ★★★★★ to ★★★★★
- Monticello Township Library (IL): from \$200K–\$399.9K to \$400K–\$999.9K, ★★★★★ to ★★★★★
- Macsherry Library (Alexandria Bay, NY): from \$50K–\$99.9K to \$100K–\$199.9K, ★★★★★ to ★★★★★

Surprisingly, of the five libraries that moved to lower spending groups between 2012 and 2013, the same pattern occurred: one gained a star, while two lost stars.

- Rogersville Public Library (AL): from \$100K–\$299.9K to \$50K–\$99.9K, ★★★★★ to ★★★★★
- Parker Public Library (AZ): from \$200K–\$99.9K to \$100K–\$299.9K, ★★★★★ to ★★★★★
- Mt. Pleasant Public Library (UT): from \$100K–\$199.9K to \$50K–\$99.9K, ★★★★★ to ★★★★★

The four remaining libraries maintained the same number of stars despite spending enough, more or less, to change peer groups.

- Mattituck-Laurel Library (Mattituck, NY): from \$400K–\$999.9K to \$1M–\$4.9M, ★★★★★
- Seward Community Library (AK): from \$400K–\$999.9K to \$200K–\$399.9K, ★★★★★
- Cordova District Library (IL): from \$200K–\$399.9K to \$100K–\$199.9K, ★★★★★
- Centerville Community Library (SD): from \$10K–\$49.9K to \$50K–\$99.9K, ★★★★★

So, whether a library is a Star Library or not is not merely a matter of resources; it depends on what one does with them as well as the fortunes of other libraries in one's spending group. What is most remarkable about these libraries that changed peer groups, however, is not whether they gained or lost stars, but that they remained Star Libraries despite changing peer groups. For a closer look at the Star Libraries that moved from one expenditure group to another from 2012 to 2013, see Table B (ow.ly/pSncH).

Stars brighten, stars dim

Another strength of the three-level rating system (5-, 4-, and 3-Star Libraries) is that where a library rates among the Star Libraries is also quite dynamic from year to year. Just because a library earns five stars one year is no guarantee that it will do so the following year. Of the 196 public libraries that earned Star Library status in both the 2012 and the 2013 editions, 30 increased and 34 decreased their number of stars. So, among the repeat Star Libraries, fully one-third (33 percent) experienced a significant change in status. For a closer look at how an individual library's number of stars has increased or decreased from 2012 to 2013, see Table C (ow.ly/pSncH).

Conspicuous among the Star Libraries that gained stars are two that moved from ★★★★★ to ★★★★★★ status: Cincinnati and Hamilton County Public Library (\$30M+) and Kansas City Public Library (MO) (\$10M–\$29.9M).

Fallen stars

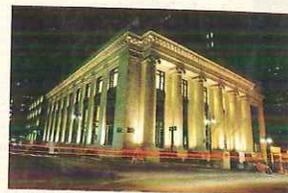
That a library earns stars one year is no guarantee that it will earn any the following year. Of last year's 262 Star Libraries, 66 (25 percent) earned no stars this year. Of those 66 libraries, ten lost star status simply because they did not report all four of the required statistics—visits, circulation, Internet computer use, and program attendance—to receive a score on the *LJ* Index of Public Library Service, on which the star ratings are based. Of the remaining 56 former Star Libraries, only nine (16 percent) moved to a different spending peer group between 2012 and 2013—six actually moved to a higher spending group and only three to a lower one. This means that 47 (84 percent) of the former Star Libraries that remained “contenders” for the honor experienced real changes in circumstance that explain their disappearance from the Star Libraries list this year—or,

From ★★★★★ to ★★★★★★



★ CINCINNATI AND HAMILTON COUNTY PUBLIC LIBRARY

According to Director Kim Fender, “2011 was the first year of our new strategic plan. When developing this plan, we took a different approach, involving hundreds of staff in idea workshops to suggest actions that would help us achieve our objectives and soliciting input from our cardholders as well. As a result of staff and customer input, we increased the number of copies of high-demand titles we purchased, added cards for children and teens that have no fines and don't require parental permission, and fully embraced digital content. Circulation, visits, program attendance and computer use all increased to record levels.”



★ KANSAS CITY PUBLIC LIBRARY

“The Kansas City Public Library, MO, is proud and gratified to be named a 5-Star Library by *Library Journal*,” according to Director Crosby Kemper III. “In recent years, our programming, funded by the Ewing Marion Kauffman Foundation and others, has created a sense of intellectual and civic excitement in our community and brought tens of thousands of people into the library. Our outreach programs, Books To Go and Stories To Go programs, expanded dramatically as we developed our Building a Community of Readers initiative, and we are reaching more children, teens, and adults than ever before. Great spaces, great librarians, great programs help build a great city.”

alternatively, at least one of their peer libraries excelled substantially compared to last year. For a list of libraries that lost Star Library status in 2013, see Table D (ow.ly/pSncH). ■

THE STAR LIBRARIES 2013

Below are the libraries that received stars from the *LJ* Index of Public Library Service 2013. To see the scores of all 7,573 libraries included, go to libraryjournal.com/LJIndex2013

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	34.4	12.1	0.6	2.0	1,549
★ Public Library of Cincinnati & Hamilton County	OH	802,374	21.7	10.0	0.5	2.1	1,270
★ Seattle Public Library	WA	612,100	18.9	11.0	0.3	2.5	1,191
★ Santa Clara County Library, Los Gatos	CA	410,001	29.9	9.0	0.4	1.9	1,177
★ Columbus Metropolitan Library	OH	850,548	17.4	8.6	0.4	2.4	1,142
★ Multnomah County Library, Portland	OR	736,785	32.5	7.5	0.4	1.4	1,118
★ King County Library System, Issaquah	WA	1,341,660	16.2	7.7	0.3	3.0	1,083
★ Cleveland Public Library	OH	398,453	17.1	9.1	0.3	2.3	1,020
★ San Francisco Public Library	CA	812,820	13.0	8.7	0.4	1.1	855
★ Denver Public Library	CO	605,722	14.7	5.8	0.5	1.5	843
★ San Jose Public Library	CA	958,789	14.1	7.1	0.3	1.7	817
★ Toledo-Lucas County Public Library	OH	441,815	16.4	6.3	0.3	1.9	780
★ Saint Louis County Library	MO	859,148	13.8	6.9	0.4	1.3	780
★ Hennepin County Library, Minnetonka	MN	1,152,425	15.9	5.1	0.2	2.5	760
★ Salt Lake County Library System	UT	800,724	20.1	5.8	0.3	1.1	726
★ Consolidated Library District No. 3, Independence	MO	762,446	11.9	6.1	0.4	1.1	686

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

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Naperville Public Library	IL	141,853	32.7	11.8	0.6	6.4	1,625
Salt Lake City Public Library	UT	186,440	20.4	20.7	0.4	3.3	1,406
Santa Monica Public Library	CA	90,174	20.0	16.5	0.8	3.2	1,398
Arlington Heights Memorial Library	IL	75,101	35.2	12.1	0.8	2.0	1,337
Ann Arbor District Library	MI	163,590	53.7	10.6	0.4	1.7	1,312
Mercer County Library, Lawrenceville	NJ	143,288	14.3	8.9	0.7	5.2	1,220
Middle Country Public Library, Centereach	NY	60,679	20.6	9.1	1.3	1.7	1,220
Howard County Library, Columbia	MD	274,995	24.7	10.4	0.7	3.0	1,195
Schaumburg Township District Library	IL	126,849	19.1	12.6	0.8	1.8	1,115
Evansville-Vanderburgh Public Library	IN	171,922	17.3	11.0	0.5	3.1	1,048
Kansas City Public Library	MO	218,765	10.1	10.7	0.6	3.3	1,008
Allen County Public Library, Fort Wayne	IN	331,849	27.0	8.6	0.5	1.9	990
Carroll County Public Library, New Windsor	MD	169,353	25.4	6.6	0.7	1.9	989
San Mateo County Library	CA	268,940	14.8	8.9	0.7	2.8	989
Akron-Summit County Public Library	OH	377,588	15.2	8.4	0.7	2.5	958
Douglas County Libraries, Castle Rock	CO	287,152	28.4	7.2	0.8	0.7	933
Harford County Public Library, Belcamp	MD	240,351	20.0	8.3	0.7	1.5	923
Berkeley Public Library	CA	114,046	17.2	12.0	0.3	2.3	923
Capital Area District Library, Lansing	MI	238,859	11.9	6.6	0.2	5.2	903
Henrico County Public Library	VA	291,767	16.7	7.0	0.2	4.3	896
Arapahoe Library District, Englewood	CO	247,482	19.4	9.3	0.5	1.6	871
Kenton County Public Library, Ft. Mitchell	KY	159,720	13.5	6.0	0.8	2.3	869
Madison Public Library	WI	256,860	17.0	8.7	0.3	2.8	868
Central Rappahannock Regional Lib., Fredericksburg	VA	284,054	32.5	9.6	0.2	0.8	858
Stark County District Library, Canton	OH	240,131	14.5	5.4	0.9	1.4	822
Arlington Dept. of Libraries	VA	206,822	15.3	8.6	0.6	1.4	822
Rochester Public Library	NY	219,773	6.4	7.9	0.7	1.9	786
Somerset County Library, Bridgewater	NJ	176,402	18.2	6.7	0.6	1.2	779
Ramsey County Library, Shoreview	MN	224,195	21.0	8.1	0.3	1.7	776
Dayton Metro Library	OH	458,677	15.5	7.8	0.5	1.5	769
Eugene Public Library	OR	156,295	18.3	8.8	0.3	1.6	753
Topeka & Shawnee County Public Library	KS	174,003	13.2	4.7	0.5	2.7	742
Loudoun County Public Library, Leesburg	VA	287,688	22.2	5.8	0.5	0.9	723
East Baton Rouge Parish, Baton Rouge	LA	441,438	5.3	5.0	0.4	3.9	722

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

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Redwood City Public Library	CA	77,712	22.9	13.8	2.2	9.7	2,149
Westport Public Library	CT	26,391	33.0	19.1	2.2	2.1	1,773
Plainview-Old Bethpage Public Library, Plainview	NY	28,138	16.6	15.3	1.8	5.7	1,644
Ela Area Public Library District, Lake Zurich	IL	34,462	29.9	11.6	1.0	6.7	1,580
Oak Park Public Library	IL	51,878	28.1	24.2	0.7	4.0	1,554
Greenwich Library	CT	61,171	24.5	12.0	0.8	7.6	1,542
Cleveland Heights-Univ. Heights PL, Cleveland Heights	OH	57,867	31.5	18.8	0.6	5.2	1,533
Worthington Public Library	OH	75,129	34.3	22.5	0.7	2.7	1,508
Port Washington Public Library	NY	29,687	14.6	14.8	1.5	4.0	1,400
Northbrook Public Library	IL	33,170	26.7	14.2	1.5	1.4	1,297
Northport Public Library	NY	36,602	16.4	14.9	0.8	4.4	1,237
Washington-Centerville Public Library, Centerville	OH	56,628	41.6	14.1	0.6	1.4	1,231
Skokie Public Library	IL	64,784	34.5	12.7	0.8	2.4	1,227
Eimhurst Public Library	IL	44,121	31.6	12.1	0.6	3.3	1,202
Hoover Public Library	AL	59,472	27.4	10.2	1.1	2.4	1,166
La Crosse Public Library	WI	51,195	24.7	14.5	0.5	2.9	1,126
Champaign Public Library	IL	81,055	30.8	12.0	0.7	1.8	1,091
Patchogue-Medford Library, Patchogue	NY	50,724	17.8	12.5	0.5	3.5	1,042
Williamsburg Regional Library	VA	75,591	17.6	8.5	1.5	1.5	1,040
Beverly Hills Public Library	CA	34,210	20.0	16.3	0.3	2.7	1,030
Algonquin Area Public Library District	IL	40,809	32.2	10.8	0.4	2.1	1,021
Niles Public Library District	IL	57,284	20.7	8.0	0.9	2.5	976
Newport Beach Public Library	CA	85,376	18.6	14.7	0.6	1.6	969
Barrington Public Library District	IL	44,157	27.4	9.3	0.7	1.5	943
Huntington Public Library	NY	33,853	11.4	9.0	0.9	3.0	928
Mount Prospect Public Library	IL	54,167	19.6	10.5	0.4	2.9	923
Des Plaines Public Library	IL	58,364	20.1	10.0	0.7	2.1	920
Vernon Area Public Library District, Lincolnshire	IL	41,055	22.5	8.6	0.9	1.3	903
Mastics-Moriches-Shirley Community Library, Shirley	NY	45,704	16.9	7.2	1.1	1.7	899
Great Neck Library	NY	43,426	12.9	10.4	0.8	2.1	888

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	128.5	76.8	8.0	15.9	5,521
Grandview Heights Public Library	OH	7,093	108.8	105.4	3.6	6.2	4,285
San Miguel Library District # 1, Telluride	CO	5,865	51.4	47.8	4.8	9.5	3,097
Center Moriches Free Public Library	NY	6,518	37.7	39.8	4.9	3.2	2,349
Bernardsville Public Library	NJ	7,770	28.1	25.7	3.1	11.0	2,261
Cutchogue New Suffolk Free Library	NY	3,186	36.9	31.1	4.3	5.2	2,247
Westerville Public Library	OH	69,932	28.1	14.4	0.6	17.8	2,134
Westhampton Free Library	NY	5,759	37.4	31.4	4.1	2.4	2,024
Hudson Library & Historical Society	OH	22,262	43.9	38.7	1.5	6.0	2,018
Wickliffe Public Library	OH	12,753	39.7	19.4	2.7	7.8	1,991
Spencer County Public Library, Rockport	IN	9,393	14.2	11.7	7.2	2.6	1,978
Darien Library	CT	20,732	36.2	20.1	2.0	8.8	1,909
Ocean City Free Public Library	NJ	15,378	29.0	28.4	3.5	4.3	1,907
Fayetteville Free Library	NY	10,192	28.2	44.5	2.1	3.9	1,891
Mary Riley Styles Public Library, Falls Church	VA	11,399	37.4	24.9	1.8	5.5	1,733
Upper Arlington Public Library	OH	34,150	59.8	29.8	0.9	3.0	1,733
Lakewood Public Library	OH	51,983	29.2	16.2	1.8	8.5	1,714
St. Helena Public Library	CA	5,849	43.3	25.0	1.6	4.4	1,694
Lake Forest Library	IL	19,375	24.0	26.6	0.6	8.8	1,639
City of Commerce Public Library	CA	12,859	20.0	25.0	2.3	5.8	1,632
Port Jefferson Free Library	NY	7,502	30.5	29.5	2.6	2.3	1,631
West Bloomfield Township Public Library	MI	71,755	38.8	14.0	0.9	8.0	1,592
Mattituck-Laurel Library, Mattituck	NY	5,386	15.9	50.6	0.6	3.6	1,566
Princeton Public Library	NJ	30,230	18.2	26.7	1.9	5.2	1,531
Coal City Public Library District	IL	11,257	21.5	9.5	4.3	2.0	1,472
Manlius Library	NY	10,940	30.2	19.8	2.1	3.3	1,452
Jericho Public Library	NY	14,036	22.3	20.3	1.8	5.0	1,451
National City Public Library	CA	58,785	4.1	5.9	5.4	2.7	1,450
Port Townsend Public Library	WA	9,180	30.3	20.3	1.3	4.9	1,448
Twinsburg Public Library	OH	24,453	51.6	13.5	1.4	2.8	1,440
Rocky River Public Library	OH	20,582	42.1	19.1	1.3	3.0	1,426

EXPENDITURE RANGE \$400,000-\$999,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Island Free Library, New Shoreham	RI	1,051	37.5	72.5	6.7	15.7	3,802
New Carlisle & Olive Township Public Library	IN	3,914	33.7	21.2	14.2	4.9	3,435
Wellfleet Public Library	MA	2,750	46.1	32.3	7.1	13.0	3,235
Camden Public Library	ME	4,850	53.2	39.3	4.7	11.6	2,976
Provincetown Public Library	MA	2,942	29.5	106.3	0.5	9.0	2,808
Unalaska Public Library	AK	4,364	52.4	27.5	0.9	20.6	2,800
North Kansas City Public Library	MO	4,208	54.4	65.0	1.1	9.4	2,681
Page Public Library	AZ	7,369	37.0	25.4	1.4	20.9	2,657
West Tisbury Free Public Library	MA	2,740	57.6	43.3	3.2	5.2	2,454
Quogue Library	NY	1,206	35.2	45.5	4.0	5.8	2,332
Amagansett Free Library	NY	1,328	41.0	26.8	5.4	4.9	2,286
Hampton Library in Bridgehampton	NY	1,866	34.6	41.5	4.4	4.0	2,209
Haines Borough Public Library	AK	2,620	38.3	33.7	2.7	7.2	2,090
Smoky Valley Library District, Round Mountain	NV	1,455	45.7	35.8	2.0	3.4	1,879
Allerton Public Library District, Monticello	IL	5,906	21.0	83.9	0.9	0.4	1,861
Shelter Island Public Library Society	NY	2,228	26.1	37.4	2.5	4.6	1,775
Eldredge Public Library, Chatham	MA	5,819	25.4	30.3	1.9	6.3	1,688
Brumback Library, Van Wert	OH	23,964	29.0	20.4	3.0	5.1	1,679
Loudonville Public Library	OH	7,677	25.7	17.6	1.3	10.0	1,650
New Port Richey Public Library	FL	14,959	26.4	29.6	2.5	4.1	1,636
Harbor-Topky Memorial Library, Ashtabula Harbor	OH	3,841	41.3	18.4	2.5	3.4	1,632
Grand County Public Library, Moab	UT	9,296	16.8	17.6	1.2	11.8	1,619
New Carlisle Public Library	OH	5,785	49.3	13.7	2.1	3.3	1,611
Homer Public Library	AK	5,051	21.2	25.0	0.8	9.4	1,583
Orrville Public Library	OH	10,862	47.7	12.6	1.4	4.6	1,551
Sewickley Public Library	PA	13,934	24.8	18.3	3.2	3.7	1,520
Sturgis Library, Barnstable	MA	2,960	35.4	22.8	0.8	5.8	1,516
Vineyard Haven Public Library	MA	3,949	34.4	22.8	1.7	4.0	1,515
Snow Library, Orleans	MA	5,890	29.3	27.1	2.0	3.1	1,490
Kilbourn Public Library, Wisconsin Dells	WI	6,066	17.1	19.2	0.8	10.2	1,489

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

LIBRARY	STATE	POPULATION	CIRCULATION	PER CAPITA			SCORE
				VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Leetonia Community Public Library	OH	4,744	13.9	25.2	0.4	65.2	3,715
Wagnalls Memorial Library, Lithopolis	OH	1,074	94.1	36.0	3.7	3.6	3,158
Ak-Chin Indian Community, Maricopa	AZ	1,001	10.6	51.2	2.7	22.4	2,788
★ Julia L. Butterfield Memorial Library, Cold Spring	NY	2,548	22.1	29.4	5.0	13.7	2,613
★ Southwest Harbor Public Library	ME	1,764	31.6	40.4	2.8	10.2	2,404
★ Red Hook Public Library	NY	1,805	39.5	31.1	2.6	3.6	2,034
★ Pueblo of Isleta Library	NM	3,491	5.3	11.9	7.0	4.9	2,031
Lopez Island Library District	WA	2,375	39.0	34.4	1.4	6.3	1,975
Bee Cave Public Library	TX	3,925	40.4	22.9	2.8	1.9	1,856
Grand Marais Public Library	MN	1,426	42.6	28.4	0.6	8.0	1,830
Dennis Public Library, Dennisport	MA	2,841	29.8	38.7	1.1	5.0	1,814
Alpine County Library/Archives, Markleeville	CA	1,176	28.3	24.4	1.9	7.8	1,777
Skidompha Public Library, Damariscotta	ME	5,613	15.8	29.6	2.5	5.9	1,714
Butler Public Library	IN	2,725	22.1	15.0	3.7	4.4	1,695
★ Seward Community Library Museum	AK	2,733	22.6	28.0	1.2	8.1	1,637
★ St. Paris Public Library	OH	6,150	18.3	38.4	1.5	3.7	1,632
★ James Kennedy Public Library, Dyersville	IA	4,058	35.4	19.6	2.0	3.0	1,602
★ Library District #2, Linn County, Lacygne	KS	1,726	19.9	19.0	1.7	9.0	1,568
East Grand Forks Campbell Library	MN	8,100	11.1	17.0	4.2	1.6	1,544
Stockbridge Library Association	MA	1,947	18.2	15.6	1.5	11.5	1,544
Garden Home Community Library, Portland	OR	5,523	40.2	17.9	0.9	3.5	1,460
Mancos Public Library District	CO	3,227	10.5	32.7	1.1	6.3	1,457
Fairport Harbor Public Library	OH	3,115	28.7	27.9	1.0	2.5	1,452
Falls City Library & Arts Center	NE	4,325	37.2	10.5	1.0	6.9	1,441
Peninsula Library & Historical Society	OH	2,572	29.5	9.5	2.3	4.1	1,432
★ Green Tree Public Library, Pittsburgh	PA	4,432	20.0	26.7	1.1	4.9	1,427
★ Andover Public Library	OH	3,691	28.2	12.3	1.7	5.8	1,427
★ Waterloo-Grant Township Public Library	IN	3,114	11.6	14.1	3.3	3.5	1,413
Ely Public Library	MN	3,460	18.8	28.5	0.8	5.4	1,393
Ridgway Library District	CO	2,401	20.8	27.3	1.1	3.4	1,382
New Cumberland Public Library	PA	7,277	32.3	18.7	1.4	1.6	1,368
Sea Cliff Village Library	NY	5,066	9.8	18.1	3.2	1.4	1,365

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

LIBRARY	STATE	POPULATION	CIRCULATION	PER CAPITA			SCORE
				VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Neligh Public Library	NE	1,599	42.0	21.7	6.2	8.4	2,843
Falconer Public Library	NY	2,540	78.3	27.8	3.9	3.4	2,790
★ La Veta Regional Library District	CO	1,299	40.8	45.4	2.4	8.3	2,710
★ Central City Public Library	NE	2,934	26.4	24.6	5.4	6.4	2,396
★ W.A. Rankin Memorial, Neodesha	KS	2,486	30.3	48.7	1.8	4.7	2,250
★ Flomaton Public Library	AL	1,540	76.0	18.6	0.3	5.7	2,185
★ Claud H. Gilmer Memorial Library, Rocksprings	TX	2,002	15.9	26.0	5.0	5.7	2,141
★ Tivoli Free Library	NY	1,163	24.5	18.1	4.7	6.3	2,123
★ Haslet Public Library	TX	1,517	34.1	23.2	4.2	2.5	2,000
★ Pulaski Public Library	NY	2,398	12.4	56.6	1.3	3.6	1,980
Atkinson Public Library	NE	1,245	23.9	25.1	2.5	6.5	1,926
Yoakum County/Cecil Bickley Library, Denver City	TX	4,157	5.1	9.3	5.6	7.9	1,898
Bettsville Public Library	OH	1,218	32.8	19.2	0.9	8.5	1,853
★ Meekins Public Library, Williamsburg	MA	2,522	42.8	21.4	2.2	3.0	1,816
★ Seneca Free Library	KS	1,991	25.1	13.3	0.5	11.6	1,792
★ Centralia Public Library	MO	3,784	19.3	36.5	1.3	4.8	1,782
★ Cordova District Library	IL	1,020	30.2	17.0	3.2	3.4	1,730
★ The Southworth Library Association, Dryden	NY	1,832	36.2	14.8	3.1	3.0	1,725
★ Rock Creek Public Library	OH	2,746	16.1	22.7	2.6	5.7	1,706
★ Library at Cedar Creek Lake, Seven Points	TX	5,693	13.0	22.3	3.5	3.7	1,645
Witherle Memorial Library, Castine	ME	1,366	19.8	15.0	4.3	2.5	1,637
Boswell-Grant Township Public Library	IN	1,142	15.3	8.3	5.8	2.1	1,628
Lindale Library	TX	4,818	26.8	21.9	1.6	4.3	1,587
★ Beresford Public Library	SD	2,071	29.9	21.3	1.4	4.0	1,581
★ Port Orford Public Library	OR	2,367	15.7	15.1	0.9	9.4	1,568
★ Parker Public Library	AZ	3,111	13.3	25.8	1.0	6.8	1,566
★ Cimarron City Library	KS	1,980	26.1	17.7	2.6	3.1	1,556
★ Dennis Memorial Library Association	MA	2,841	25.2	21.1	0.9	5.3	1,533
★ Macsherry Library, Alexandria Bay	NY	1,088	21.0	19.1	0.7	7.0	1,531
★ Town of Indian Lake Public Library	NY	1,471	12.9	26.0	0.7	6.9	1,528

EXPENDITURE RANGE \$50,000-\$99,999

LIBRARY	STATE	POPULATION	PER CAPITA				SCORE
			CIRCULATION	VISITS	PROGRAM ATTENDANCE	PUBLIC INTERNET COMPUTER USERS	
Madison Valley Public Library, Ennis	MT	1,177	34.7	50.1	4.0	11.1	3,440
Sand Point Community/School Library	AK	1,016	23.7	25.6	3.7	12.3	2,695
Cambridge Public Library	NY	1,925	17.3	40.0	1.1	15.8	2,676
Hartington Public Library	NE	1,554	28.5	29.7	2.2	12.9	2,651
Craftsbury Public Library, Craftsbury Common	VT	1,206	21.0	16.8	2.1	12.1	2,143
Upton County Public Library, McCamey	TX	1,436	51.8	26.6	0.1	5.1	2,063
Elbridge Free Library	NY	1,103	28.4	23.5	3.5	2.6	2,046
Lincoln Public Library	NH	1,662	12.9	33.7	3.5	3.1	2,038
Rogersville Public Library	AL	1,208	35.0	21.6	1.5	5.9	1,970
Centerville Community Library	SD	1,512	17.0	40.3	2.1	2.0	1,924
Overbrook Public Library	KS	1,058	38.5	11.5	0.8	7.7	1,793
Philmont Public Library	NY	1,480	21.5	18.6	2.7	3.0	1,688
Windham Public Library	NY	1,660	15.6	20.7	1.8	6.4	1,682
Churdan Public Library	IA	1,089	23.8	6.3	3.8	2.7	1,630
Lakeside Public Library	OR	2,104	18.0	17.6	0.1	10.5	1,612
Tonto Basin Public Library	AZ	1,424	23.5	17.7	1.6	4.5	1,594
Dr. Grace O. Doane Alden Public Library, Alden	IA	1,126	12.2	22.0	2.3	3.6	1,566
Hubbard Public Library	IA	1,638	13.7	15.9	2.0	6.0	1,554
Lamont Memorial Free Library, McGraw	NY	1,000	17.0	11.4	2.5	4.7	1,514
Wellsburg Public Library	IA	1,181	22.3	23.8	0.7	3.7	1,498
Marion City Library	KS	1,927	20.4	21.0	1.2	3.6	1,479
Eleanor Daggett Memorial Library, Chama	NM	1,345	21.2	19.5	1.0	4.1	1,459
Schuylerville Public Library	NY	1,197	21.5	12.9	1.8	3.7	1,434
Bolton Free Library, Bolton Landing	NY	2,117	10.3	14.6	1.3	7.2	1,415
Craig Public Library	AK	1,240	22.0	14.1	1.3	4.4	1,407
Freeman Public Library	SD	1,319	19.7	13.2	0.3	7.6	1,395
Mt. Pleasant Public Library	UT	3,260	24.9	14.5	1.8	1.4	1,377
Oakland Public Library	NE	1,244	21.1	8.6	1.4	5.6	1,372
Limon Memorial Library	CO	1,883	19.9	17.2	0.3	5.9	1,368
Guilford Memorial Library	ME	1,521	13.5	8.2	2.0	5.9	1,359

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	1,295	15.8	16.9	9.7	0.8	2,843
Tri-Community Library, Prairie Lea	TX	1,313	8.0	6.7	7.9	1.2	2,031
Bloomfield Public Library	NE	1,028	8.6	15.9	2.7	6.4	1,913
J.J. Hands Library, Lohrville	IA	1,148	11.5	15.8	0.7	8.5	1,836
Swea City Public Library	IA	1,027	11.5	17.9	0.7	7.1	1,794
Genoa Public Library	NE	1,003	19.9	14.4	2.4	2.3	1,789
Boyden Public Library	IA	1,177	20.5	17.1	0.6	4.6	1,787
Swink School/Public Library	CO	1,244	7.9	14.8	0.0	10.4	1,755
Buhler Public Library	KS	1,327	18.7	10.7	1.9	4.7	1,743
Winchester Public Library	KS	1,160	5.2	12.2	1.5	8.8	1,698
Columbus Village Library	NM	1,821	6.4	12.3	1.1	8.8	1,679
Nora E. Larabee Memorial Library, Stafford	KS	1,042	22.8	7.7	0.0	6.7	1,607
Winthrop Public Library	IA	1,327	7.6	7.3	4.6	1.9	1,552
Fredonia Public Library	AZ	1,302	6.7	12.3	2.6	4.1	1,547
Dry Point Township Library, Cowden	IL	1,093	8.4	30.3	0.1	1.4	1,543
Pawlet Public	VT	1,477	12.9	19.4	0.8	2.6	1,525
Lettie W. Jensen Public Library, Amherst	WI	1,038	19.7	12.8	0.9	2.3	1,491
Lennox Community Library	SD	2,111	13.2	25.2	0.4	0.4	1,481
Piedmont Public Library	WV	1,417	6.6	10.2	0.3	8.8	1,480
Valley Mills Public Library	TX	1,203	8.3	9.8	1.9	4.4	1,424
Dexter Public Library	IA	1,008	19.4	7.6	1.0	3.4	1,403
North Freedom Public Library	WI	1,424	13.4	7.0	0.4	6.7	1,397
Chetopa City Library	KS	1,125	14.9	8.6	0.1	6.0	1,391
Lewiston Public Library	UT	1,766	22.1	8.7	0.6	2.5	1,387
Creighton Public Library	NE	1,154	21.9	5.3	0.6	3.8	1,373
Muscoda Public Library	WI	2,146	8.2	6.4	0.1	8.7	1,361
Elgin Public Library	IA	1,114	16.1	6.8	2.1	1.9	1,353
Tularosa Public Library	NM	3,032	5.8	7.4	1.4	6.2	1,343
Tri-Valley Community Library, Healy	AK	1,044	15.2	6.1	2.8	0.7	1,316
Readstown Public Library	WI	1,392	16.7	8.9	0.7	3.2	1,312



Date: December 30, 2013
To: Chair Ishem and members of the Board of Trustees
From: Linda Farmer, Marketing & Community Relations Director
Subject: Library's 2013 Card Drive Reached Out to Schools and Community

Pierce County Library System congratulates Wendy Olivar, 12, of Lakewood, who got a new Pierce County Library card and won the drawing for a Kindle Fire HD—a gift from Pierce County Library Foundation. Wendy's entire family joined her in getting library cards and in attending the presentation of her prize at Lakewood Pierce County Library. Wendy visits the library every week for tutoring, to use the computers and to hang out.

More than 6,000 cards were issued during the Library's seventh annual card drive, which ran Oct. 1 – 31. The numbers are not final as one of our partnering school districts experienced a computer glitch and was not able to issue its cards. We expect to have final numbers early or mid-2014.

During the card drive, people could choose from a variety of card styles, including two designs from this year's library card design contest: the owl from grades 7–12, and the flower from grades K–6. The card drive increased public awareness and knowledge of library services and promoted the use of the Library's offerings. Lynne Hoffman, Judy Nelson, Jami Schwarzwald, Cheri Star, Cassie Creley and Kit Thompson coordinated and managed strategies to reach and engage new card holders.

Students: In addition to visiting schools in our service area and issuing cards to students, the most significant success during the card drive was our community partnership program with Bethel School District* and Franklin Pierce Schools. Judy, Youth Services Librarians and Outreach staff worked to get a card into the hand of every student who did not already have a Pierce County Library card. We hope to continue this partnership in 2014, which is particularly important, given the high turnover of enrollment in the schools. We are also talking about this opportunity with other school districts.

Communicated with People Where They Live. Developed and sent direct mail to a selected target demographic in the Library's service area, based on high-density population and low card-holder numbers. The mailing included a library card to activate by bringing the card to a Pierce County Library. A demographic software—Community Connects—provided information to customize the mailing to interests of residents.

Earned and paid media: Conducted mass media, with seven news stories verified. We reached 2,912 people with our Facebook posts, gaining 20 likes and 6 shares. We also ran print and online ads in local newspapers, garnering 360,000 impressions.

Library Card Liaisons: The liaisons were advocates for the drive. Site location supervisors were able to access information from Community Connects to customize their card drive activities. Individually the liaisons conducted 186 communication points by displaying posters and bookmarks throughout communities, getting organizations to broadcast GET THE CARD! messages on readerboards, and making presentations to various groups.

M E M O



Date: December 31, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: Library Legislative Day

Washington Library Association's annual Library Legislative Day in Olympia will take place on Friday, January 24, 2014.

Linda Farmer will lead a delegation of library staff to visit Pierce County Library System legislators. We prepare an information packet for every legislator and schedule visits with those who are available. Information packets and a letter are given to all of our legislators.

During the next Board meeting we will bring you up-to-date regarding this activity.

M E M O



Date: December 30, 2013
To: Chair Ishem and Members of the Board
From: Neel Parikh
Subject: Reappointment of Linda Ishem to the Board of Trustees

Linda Ishem's term on the Board expires February 14, 2014. She is eligible for a full first term. Linda has expressed interest in reappointment.

Normally, I would ask that during the Board meeting, you would direct me to submit Linda's name to the Pierce County Executive for reappointment to the Board of Trustees for a five-year term. However, since you had just elected Linda Chair of the Board and the process can take up to six weeks, I have submitted a letter (attached) to Pierce County Executive Pat McCarthy requesting her reappointment.

December 30, 2013

Pat McCarthy
Pierce County Executive
Room 737, County/City Building
930 Tacoma Avenue South
Tacoma, WA 98402

Dear Ms. McCarthy:

The term for Pierce County Board of Trustees member Linda Hurley Ishem will expire on February 14, 2014. Ms. Ishem was appointed to the Board on October 16, 2012, filling an unexpired term. Ms. Ishem would like to continue her service on the Board and be reappointed to a full five-year term. In accordance with RCW 271.12.190, library trustees may be appointed for two (2) five-year terms. An informal Attorney General Opinion, dated March 7, 1991, states, "...the trustee who fills an unexpired term can serve two terms in addition to completing another's unexpired term." This reappointment would be for her first five-year term.

The Board of Trustees is responsible for the governance of the library system, an independent taxing district, in accordance with state law. Board members set budget, policy and overall guidelines for system operation. Operating under RCW 27.12, Board of Trustee members have significant fiduciary authority and responsibility, signing vouchers and overseeing preparation of the system budget. In order to function effectively on the Board, members are required to assimilate a large amount of complex information and become knowledgeable about district operations, in addition to fiscal and legal oversight.

Linda Hurley Ishem is a Professor of Urban Studies at University of Washington – Tacoma. Prior to receiving her Ph.D. at the University of Washington, she served as the Director of Pierce County Department of Community Services. She also has over ten years' experience in banking (at the Vice-President level) and small business development. She has served on community boards, formerly a member of the Non-Profit Center Board, United Way of Pierce County, Tacoma/Pierce County Convention and Visitors' Bureau and a Northwest African-American Museum Community Conversations facilitator.

Linda brings to the Library outstanding experience in public policy and public administration, combined with a true understanding of the civic role of libraries. In addition, with her experience as Director of Community Services, she brings knowledge of the broad diversity of the communities in Pierce County. As she stated in her application, she appreciates "...the significance of libraries to the quality of life in local communities and the well-being life chances of their residents."

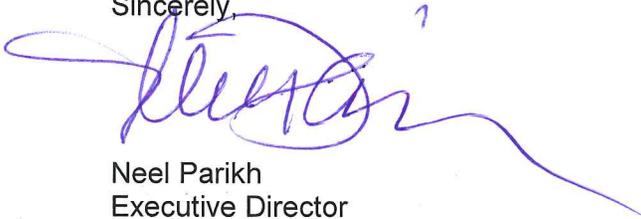
Linda is currently serving as Chair of the Board. She is now leading the succession planning process. In addition, the Library (like other public entities) has been experiencing major reductions in revenue. The Library budget was reduced by \$1.1 million for 2014. We have reduced the operating budget by \$7.5 million since 2009. Ms. Ishem's familiarity with the

Library's budget and operations are essential to help us ensure that we preserve services of value in the community and at the same time keep the library up to date.

Linda's leadership and experience on the Board are important to provide continuity, perspective, and good stewardship of the taxpayer's dollar. Linda has been an outstanding Board member!

If you have any questions regarding the Board's request for reappointment, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Neel Parikh", with a long, sweeping underline that extends to the right.

Neel Parikh
Executive Director

Enclosures

cc: Keri Rooney, Executive Director, External Affairs

M E M O

Date: December 30, 2013
To: Chair Ishem and Members of the Board of Trustees
From: Linda Farmer, APR, Marketing and Community Relations Director
Subject: Budget 2014 Highlights

After the Dec. 11 Board approval of the 2014 Operating Budget, Marketing and Community Relations posted the attached “Highlights” document on Staff Web. The document is an overview of the 2014 budget from the staff’s perspective. A similar version was shared with The Puyallup Herald by request that week resulting in a story on Dec. 18. It can be found at <http://www.puyallupherald.com/2013/12/18/2953904/county-library-approves-2014-budget.html>.

2014 Pierce County Library Budget Highlights

12.16.13

You may have heard the Board of Trustees approved the Library's 2014 operating budget on Dec. 11. As with the majority of our budgets during the recession, we had a shortfall to deal with. This year it was \$1.1 million. We met the shortfall with combination of spending reductions, staff efficiencies and cash reserves. Open hours, staffing and services at the branches were not affected.

\$26.7M Operating Budget

The 2014 Operating Budget is \$26,654,035. Comparatively, last year's budget was \$25.4M. Even though 2014 property tax revenues increased by 3.7 percent, it was not enough to offset increases in maintenance and operations, benefits, retirement and wages. As a result, there was a \$1.1 million shortfall, or a 4.1 percent reduction, in the operating budget over last year.

Staff managed the 2014 shortfall by:

- Continuing salary planning to better match filled vacancies \$583,000
- Transferring less money from the operating budget to the capital budget \$255,000
- Moving money from cash reserves \$127,663
- Reducing books and materials allocation \$ 20,000
- Net of all other changes \$115,000

As you know, it has been our goal for the Library to come out of the economic downturn stronger and ready to sustain operations in light of increasing customer demands yet flat or little projected revenue growth. We couldn't have made it this far without your help. You've worked so hard to maintain core services and push forward with the initiatives our residents told us were important such as career assistance, student success and support for military families. I am proud of you and the work you've done. These past four years have not been easy.

Staff reductions

As announced on Nov. 8, this budget includes the elimination of two .75 FTE administrative positions as of Dec. 31, 2013. One person from the Finance Department will be placed internally, one person from the HR Training staff will be laid off. I do not anticipate further layoffs in 2014.

What to expect in 2014

The 2014 budget funds much-needed facilities upgrades:

- **Restrooms.** Restrooms at Parkland/Spanaway, South Hill, Gig Harbor, Summit, Key Center and Lakewood will be overhauled.

- **Lighting.** Energy efficient lighting will be installed at Gig Harbor, Key Center and Lakewood. The new lighting should perform better and allow us to qualify for rebates to offset the cost.
- **South Hill.** The Pierce County Library Foundation and Friends of the South Hill Library will launch a \$150,000 fundraising effort in early 2014 to improve the South Hill experience. If fully funded, expect a newly reimagined reading and Internet area, practical improvements for teens and tweens, and an attractive book sale area in the lobby.

Service and program improvements and innovations in 2014 include:

- **Block play program expanded.** We've expanded our popular block play program to include all the branches.
- **Science-to-Go.** With support of a grant from the Paul G. Allen Family Foundation we're launching a STEM project called Science-to-Go for students in kindergarten through 3rd grade. Parents, caregivers and teachers will be able to check out a Science-to-Go backpack with books and activities related to STEM.
- **New van for senior visits.** Thanks to a grant from the Gary E. Milgard Family Foundation, we have a new van for transporting books and materials to 29 senior care facilities in Pierce County.
- **Technology.** Thanks to another grant from the Paul G. Allen Family Foundation, customers will be able to participate in a new online program that will reward reading and exploring library resources.
- **Jobs.** We've partnered with Microsoft and the Washington State Library to provide the full suite of courses in the Microsoft IT Academy for free.
- **Ebooks/audiobooks.** The budget also allocates additional funds for ebooks and audiobooks.
- **Citizenship.** The Library will partner with Tacoma Community House to offer two citizenship classes to refugees and immigrants each quarter for two years at the Lakewood and University Place libraries.

I am available to answer questions you may have on the budget as are Cliff Jo and Georgia Lomax. Again, thank you for the critical work you do on behalf of our 18 branches and all the different communities we serve.

-Neel Parikh

M E M O

Date: December 30, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: Tehaleh

Last month Georgia Lomax and I had a meeting, which J.J. McCament coordinated and also attended, with Jim Nyberg and Scott Jones from Newland Communities to discuss Tehaleh and progress with that community.

We learned that 180 homes have been sold in the Tehaleh communities. 125 of those homes are now occupied. The homes sell for \$260,000 - \$380,000. There is also a planned community for active older adults. An elementary school for 460 students has been open for some time.

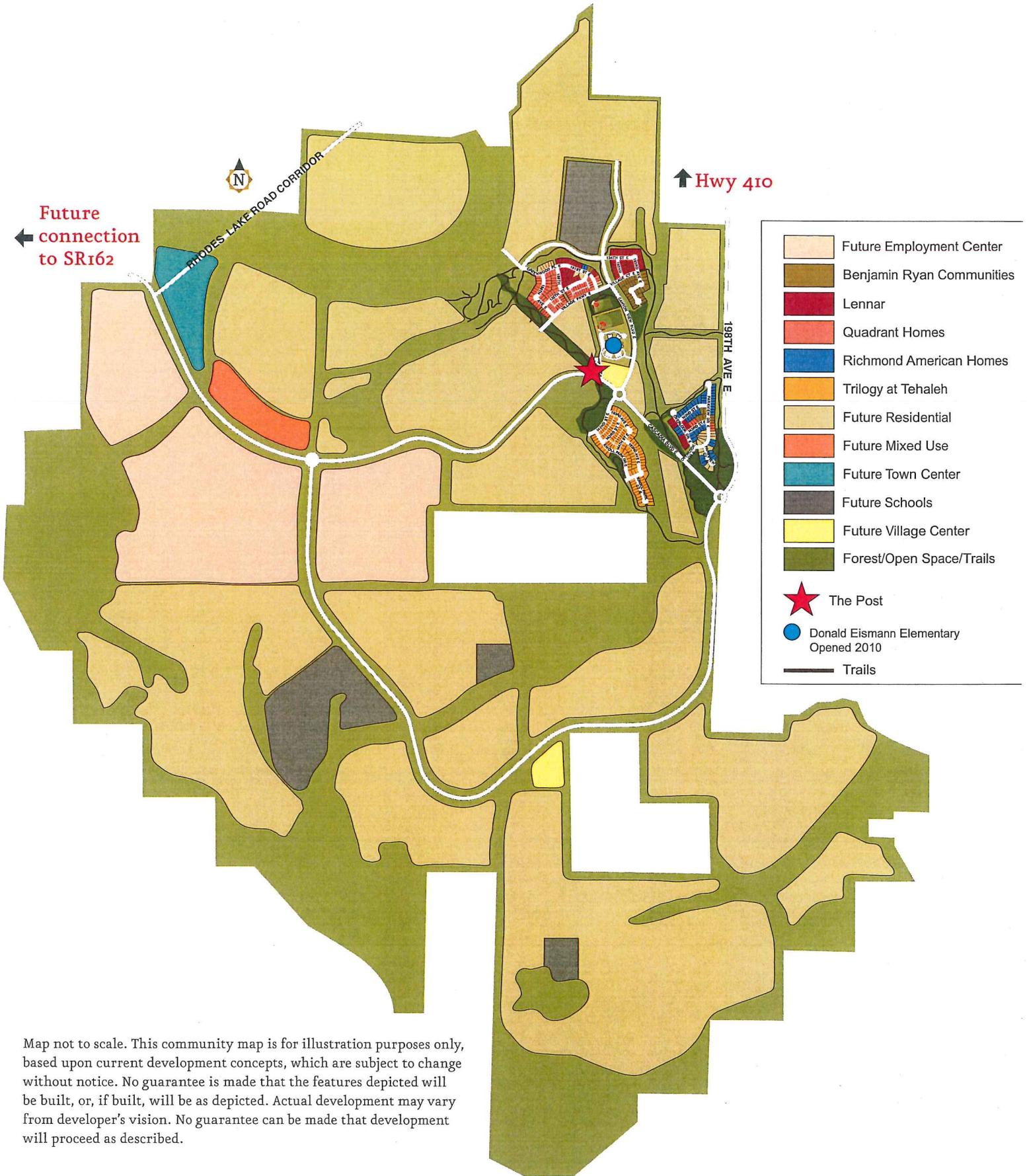
Mr. Nyberg shared with us plans for future development. They are interested in whether the Library can create a presence in Tehaleh and hopefully plan for an eventual library facility. We brought them up-to-date regarding our Facilities Master Plan and reminded them a library in Tehaleh was not included in the plan. We indicated that the Board will be looking at this in the next year or two. They said they could donate land for a library. They need to know if we will plan a library by mid-2015 in order to set aside the land.

Attached for your information is some of the information we received regarding the development.



EMPLOYMENT CENTER OVERVIEW

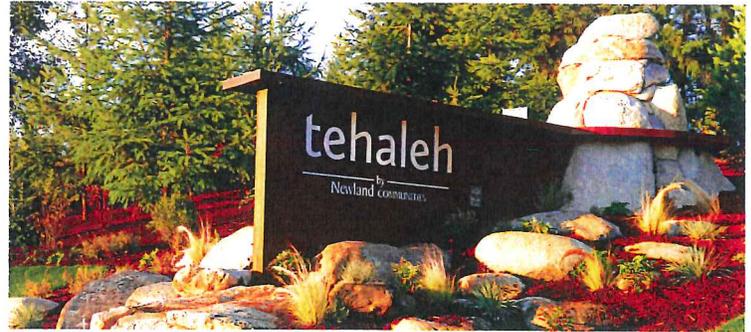
Tehaleh Employment Center — Development Ready



Map not to scale. This community map is for illustration purposes only, based upon current development concepts, which are subject to change without notice. No guarantee is made that the features depicted will be built, or, if built, will be as depicted. Actual development may vary from developer's vision. No guarantee can be made that development will proceed as described.



The Post at Tehaleh



198th Ave Entrance

Community Overview

DEVELOPMENT READY: Phase 1 zoning, SEPA and entitlements complete. Foreign Trade Zone. Primary street and utility improvements in place. Open for business.

PROJECT SIZE: 4,218 acres - 419 dedicated to Employment Center

DEVELOPMENT PLAN: 3.9 million square feet of commercial, retail and light industrial; 5,900 residential units.

LOCATION: Tehaleh is located immediately south of the City of Bonney Lake in Pierce County, in the Seattle-Tacoma MSA. The approved extension of 198th Ave to South Prairie Road, creating direct access to Hwy 410, is scheduled to be complete in mid-2014.

UTILITIES: Water - Tacoma Public Utilities
Sewer - Pierce County
Gas and Electric - Puget Sound Energy
Telephone, Internet, Cable - Century Link, Comcast



Newland Communities, Puget Sound

33400 9th Ave South, Suite 206

Federal Way, WA 98003

253.275.3361

tehaleh@newlandcommunities.com

tehaleh.com

newlandcommunities.com

Jim Nyberg

Senior Vice President, Division Manager

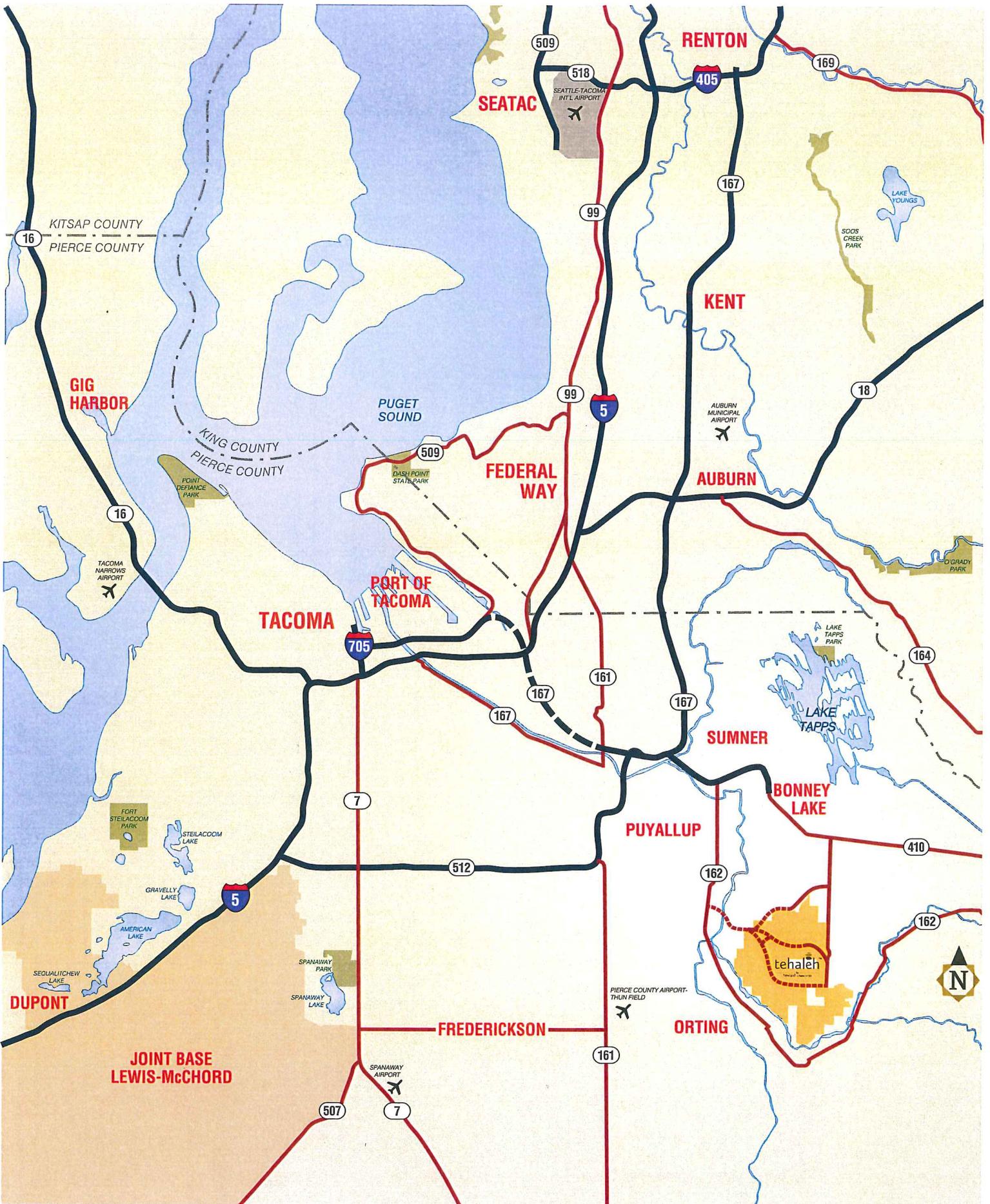
jnyberg@newlandco.com

Scott Jones

Vice President and General Manager

sjones@newlandco.com

Community Location



Future extension of Hwy 167

Future connection to SR162

M E M O



Date: December 30, 2013
To: Chair Linda Ishem and Members of the Board
From: Neel Parikh, Executive Director
Subject: College-Going Culture

During the last Board meeting, Linda Ishem and I talked about college-going culture work at University of Washington Tacoma.

Attached for your information are articles regarding this initiative. Also attached is a practical guide for activities high school students should engage in over the last six years of their school career.

We will keep you up to date regarding our activities on this topic.

W

UNIVERSITY OF WASHINGTON
TACOMA

COLLEGE PLANNING CHECKLIST 6TH-12TH GRADE



PLAN YOUR FUTURE

A Practical Guide for the Pre-College Student



6TH - 8TH GRADE (MIDDLE SCHOOL)

- Talk to friends and family about careers and possible school choices.
- Consult with your middle school counselors to find out which courses you should take that will qualify you to attend certain colleges and/or enter certain career fields.
- Discuss your financial situation with your parents to see how they can assist you in paying for your education. Work together to establish a savings plan in which you can participate.
- Explore out-of-school or summer learning experiences that can help you explore potential interests or careers.
- Learn about financial aid from your school counselor.

FRESHMAN YEAR (9TH GRADE)

- Build a flexible schedule allowing for study time, extracurricular activities, and your other interests. Use a day planner, calendar or electronic organizer to help you get organized.
- Get involved only in extracurricular activities in which you have a genuine interest and those to which you are willing to make the necessary time commitment.
- Make a four-year schedule of classes that increases your eligibility to attend the college of your choice.**
- Start developing a resume by keeping a scrapbook of your accomplishments including articles about yourself, awards that you have won, and activities in which you have participated.
- Take your parents with you to talk to your counselor about your interests, postsecondary possibilities and career information.
- Find out about summer jobs and how to gain the skills necessary to obtain one.
- Look into volunteer opportunities that will expand your experience and skills.

SOPHOMORE YEAR (10TH GRADE)

- Visit the high school guidance counselor or college counseling office and explore college catalogs, websites, and other college materials including financial aid information.
- Reevaluate your high school course selection to make sure it meets college requirements.
- Try to complete most of your academic requirements by your junior year.
- Take the PSAT (Preliminary Scholastic Aptitude Test) and/or the PLAN (Preliminary ACT) in October to prepare you for college entrance exams. The PSAT may qualify you for certain scholarships.**
- See your counselor to take interest inventories to discover which career(s) might be a match for you.
- If pursuing athletics, check out NCAA requirements.

JUNIOR YEAR (11TH GRADE)

FALL - AUGUST THROUGH DECEMBER

- Take the PSAT in October to practice taking entrance exams and to establish eligibility for some scholarships.
- Attend sessions with college representatives who visit your high school. You may find it helpful to visit local college fairs.
- Develop a list of possible postsecondary schools. Your counseling office and/or school library may have books and materials to help you. Send off for admissions literature and applications from the schools that are on the top of your list. **The internet will be your friend in this process.**
- Talk with an admissions counselor to determine if there are any institutional scholarships for which you could apply.
- Begin researching private sources of financial aid such as scholarships and write for applications.
- Request financial aid bulletins from all potential schools. Estimate the costs for each school and begin identifying ways to meet them. **Many civic, fraternal and religious organizations offer postsecondary scholarships.**

JUNIOR YEAR (CONTINUED)

SPRING - JANUARY THROUGH MAY

- Take the SAT/ACT for the first time. Check with your intended college(s) about which test they prefer. Begin narrowing your choices for postsecondary schools.**
- Schedule campus visits. Consider an overnight trip that would allow for you to get a feel for what life is like on that particular campus.
- Contact institutional financial aid office for the names and addresses of possible scholarship sources. Send for applications as soon as possible. Keep records of anyone you speak with concerning grants or scholarships.
- Start developing portfolios, audition tapes, writing samples, or other evidence of talents required for college admission and/or for scholarships.
- If you plan to play sports in college, write to college coaches at your target schools. Include a schedule of your athletic events for the upcoming year. Register with the NCAA Initial-Eligibility Clearinghouse.
- Develop a resume of your sports accomplishments including a highlight tape and relevant articles about your successes.

SUMMER BEFORE SENIOR YEAR

MOST IMPORTANT TIME OF COLLEGE ENTRANCE PREPARATION

- Practice writing online applications, filling out rough drafts, without submitting them.
- Review applications, especially the essays. Ask others to proof the essay for any grammar, content or punctuation errors.
- Read all college mail and send reply cards back to schools of interest.
- Apply for those scholarships whose deadlines are in the fall. You may be too busy once school starts.

SENIOR YEAR (12TH GRADE)

FALL - AUGUST THROUGH DECEMBER

- Make sure you continue to meet high school graduation and college admission requirements.
- Organize and record relevant dates on a calendar so you can plan your year more efficiently.
- Register for the Advanced Placement (AP) tests, if needed.
- Make copies of your admissions and financial aid forms. Practice filling them out before doing the final one.
- Meet with visiting admissions representatives from the schools that interest you.
- Arrange visits to schools you are considering and schedule admissions interviews if required.
- Make the final preparation of your portfolios, audition tapes, writing samples, or other evidence of talent required for admission and/or for scholarships. Finalize your resume to send with your applications.
- Submit your college admissions applications. Watch out for deadlines.**
- Talk with your parents about what type of budget you'll be on your freshman year.
- Take or retake the ACT or SAT.
- Keep records of everything you submit.
- Identify at least two of the following to write solid recommendation forms for you: a teacher, an extracurricular advisor, a counselor, a principal, or an employer. Give the recommendation forms to teachers, counselors, etc. at least one month before they are due. Follow up on the progress of these recommendations.
- If seeking athletic scholarships, contact the coaches from the schools you are considering and include a resume of your accomplishments.

CONTINUED->

FOR UW TACOMA INFORMATION:

tacoma.uw.edu/admissions

SENIOR YEAR (CONTINUED)

SPRING - JANUARY THROUGH MAY

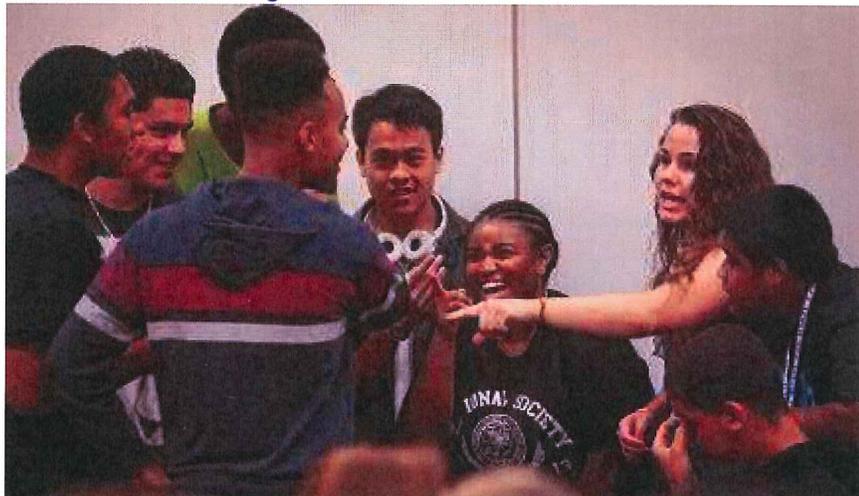
- Apply for financial aid by completing and submitting your Free Application for Federal Student Aid (FAFSA) as soon after January 1 as possible. The FAFSA is available from your guidance counselor, from your college's financial aid office, or online at www.fafsa.ed.gov.
- Call the school of your choice and confirm that they have received your admissions applications materials, including letters of recommendation and housing applications.
- Request that your high school send a copy of your transcript to the school where you have applied.
- Make sure your first semester senior year grades are included on the transcript.
- The information you receive back after the FAFSA is processed is the Student Aid Report (SAR). If any portion of the information on the SAR is incorrect, please correct it and resubmit it to the processing center.
- Submit any additional financial aid forms and documentation that is required by the school of your choice. Some of these forms may be available online, including the FAFSA and some admission applications.
- Notify the school(s) in writing by the proper deadline as to whether you are accepting or declining admission.
- Review your financial aid award letter with your parents and be sure that you understand the terms and conditions that accompany each kind of aid. Sign your financial aid award letter and return it to the school.
- Notify the financial aid office of any outside scholarships or grants that you have accepted since your initial application.
- Be aware of due dates for tuition, fees, room and board, and other expenses. Find out how your financial aid will be disbursed and whether you can defer payments until the funds are available.
- Respond immediately to all correspondence regarding school, scholarships, and financial aid.
- Participate in summer orientation programs for incoming freshman after graduation.
- Meet all class registration deadlines.
- Submit final high school and/or college transcripts.

The News Tribune

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A college-going culture for Tacoma's public schools

The News Tribune December 1, 2013

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TEACH 253 students huddle as they prepare an answer during a panel discussion at Pacific Lutheran University. The summer program was funded by a grant from Recruiting Washington Teachers and was designed to introduce underrepresented students to the teaching profession.

COURTESY OF TACOMA PUBLIC SCHOOLS

If Tacoma Public Schools doesn't send a surge of its graduates to college in the next few years, it won't be for lack of trying.

Under the leadership of Superintendent Carla Santorno – and in close partnership with University of Washington Tacoma Chancellor Debra Friedman – the district has launched what must be one of the country's most aggressive efforts to steer disadvantaged kids toward higher education.

Santorno describes it as a push to create a "college-going culture" in the urban district – no small challenge when two-thirds of its students come from low-income families. Tacoma has historically struggled with complex social problems, a high dropout rate and a low percentage of students moving on to higher education.

"Higher education" here means anything that will put a student on a path toward adult success: A four- or two-year college, technical or vocational job training, apprenticeships or military enlistment. Students who do none of the above face a high likelihood of poverty. Some wind up in jail.

Poverty is often self-perpetuating. Many degree-less parents are unable to give their children a clear idea of how to reach or succeed in college. They may have no idea how much financial aid is available. Unlike parents who made it all the way, they don't have the road map.

Early on, their children may start thinking of themselves as not cut out for higher education.

To nudge kids off the path to failure, Santorno and Friedman have created a partnership called "Pathways to Promise." (Puyallup is also in on the deal.) In Tacoma, Pathways takes the form of a closely coordinated effort to raise students' awareness of college opportunities and prepare them to get in.

Friedman is guaranteeing admission to any student who's taken rigorous classes, earned at least a 2.7 GPA and cleared a modest bar on the SAT. She and other UWT administrators visit Tacoma classrooms to talk college. Students are presented with acceptance letters in front of their classmates. The university actively recruits eligible students; it doesn't wait for them to randomly stumble upon the idea of attending.

For its part, the district has already offered all-day kindergarten to incoming students and intends to expand preschool at elementary schools. Elementary teachers lead their classes on tours of the UWT campus.

Next year, all qualified high school students will be automatically enrolled in Advanced Placement and International Baccalaureate courses. They'll have to opt out, not opt in – a policy that greatly expands participation in rigorous academics. The district pays student fees for the PSAT, SAT and other college-gearred exams. These are just highlights of the multifaceted initiative.

Many school systems have adopted various combinations of these ideas. In wealthier districts, parents make a lot of it happen by themselves.

What is new, in Tacoma, is the breadth of the campaign to help disadvantaged kids overcome the low self-expectations and hidden barriers that can disqualify them long before they graduate from high school. If they graduate.

Even if the initiative is only partially successful, Tacoma students are likely to come out far ahead.

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Today's Circulars



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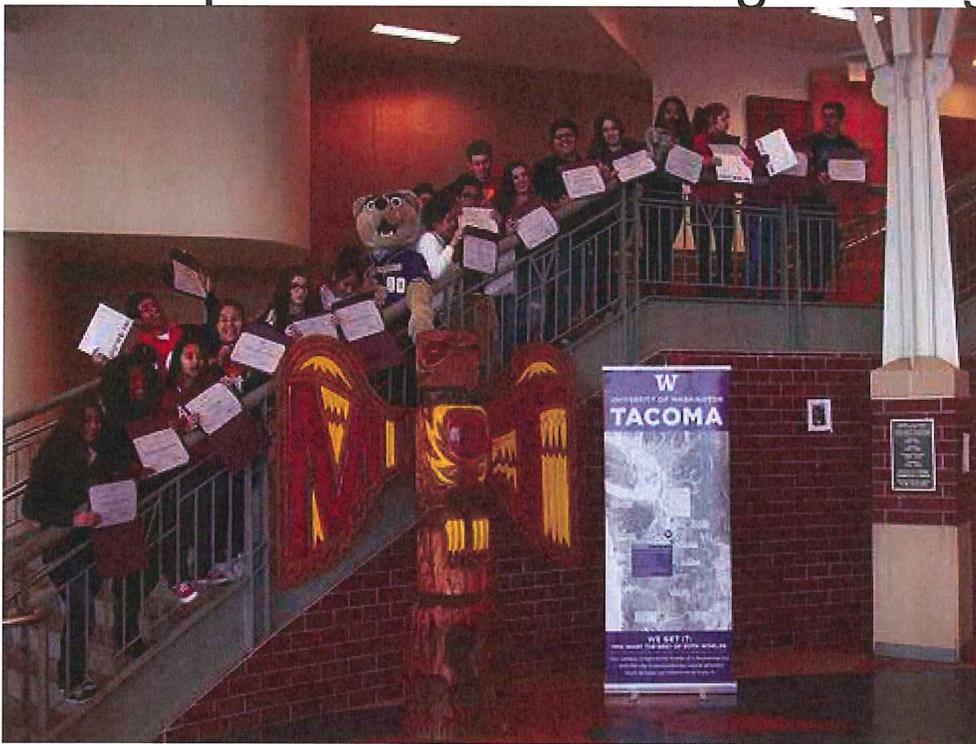
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NEWS & INFORMATION

The Importance of a College-Going Culture



UW Tacoma Pathways to Promise

In a recent editorial (<http://www.thenewstribune.com/2013/12/01/2923702/a-college-going-culture-for-tacomamas.html>) (may require subscription), the *News Tribune* speculated that UW Tacoma's Pathways to Promise program "must be one of the country's most aggressive efforts to steer disadvantaged kids toward higher education."

An important focus of the program is to create a college-going culture in local K-12 school districts. Currently, UW Tacoma works with Tacoma Public Schools and the Puyallup School District.

The idea is to get K-12 students, their parents and their advisors thinking and talking about college (any college, not just UW Tacoma) as a reachable goal rather than an unfamiliar concept or abstract ideal, and then to create a pathway to college that is as seamless as possible.

School district personnel and UW Tacoma counselors work closely together to create a culture of celebration around the milestones of a student's path toward college. "We recognize the steps of application, admission and acceptance with public ceremonies that honor students who may be trodding a path where no one in their family has gone before," said Vice Chancellor for Student and Enrollment Services Cedric Howard.

To clear up any confusion about what it takes to get into college, UW Tacoma has developed four criteria that, if met by aspiring college students in participating Pathway to Promise high schools, will provide automatic admission to the Tacoma campus:

- 2.7 or higher grade point average
- 480 SAT score (each section) or 21 or higher on ACT
- Basic high school graduation requirements (known as College Academic Distribution Requirements or CADR's)
- A well-written admission letter

The program has already had an amazing impact. For 2013, UW Tacoma and Tacoma Public Schools intended to double the number of high schoolers that applied to the campus. That goal was easily exceeded. For 2014, the goal is to double the number of TPS students who enroll at UW Tacoma.

The focus on K-12 is only one part of Pathways to Promise. Other elements of the program include a partnership with Boys and Girls Clubs of South Puget Sound called Great Futures; a program to encourage nonprofit organizations to offer scholarships called Community Engagement Matching Scholarships; and an outreach effort with Joint Base Lewis McChord to engage active military and veteran prospective students.

For more information about Pathways to Promise, see <http://tacoma.uw.edu/promise> (<http://tacoma.uw.edu/promise>).

Media contact:

John Burkhardt, Communications, 253-692-4536 or johnbjr@uw.edu (<mailto:johnbjr@uw.edu>)

Posted: December 3, 2013



COALITION AGENCY AGREEMENT

First 5 FUNdamentals: Pierce County's Early Learning Coalition is comprised of diverse agencies working together to support young children and their families. Organizations throughout Pierce County self-select to become participants in the Coalition. Participants devote their time and resources in helping to improve the system that supports young children and their families.

Participants bring unique expertise and energy that strengthens the collective model. The Coalition's diversity helps to ensure that First 5 FUNdamentals has a current, realistic picture of needs for children and families in Pierce County.

The vision of First 5 FUNdamentals is:

"All Pierce County children start school ready to succeed!"

The mission of First 5 FUNdamentals is:

"Build and sustain an integrated early learning system of community partners and organizations to support our young children and their families."

Inspired by the potential and early results of the Collective Impact model, First 5 FUNdamentals structures its activities and relationships using five key elements as guides.

Key Elements of Collective Impact

1. Using a **Common Agenda** to focus action.
2. Identifying and using **Mutually-reinforcing Activities** to accelerate action.
3. Using of **Shared Measures** to test our success and refine our approaches.
4. Maintaining **Continuous Communication** to help us work in concert.
5. Ensuring **Backbone support** through organizational structure and agreements to enable effective action.

As part of a Collective Impact initiative, participants will occasionally be asked to examine specific practices (such as communication and/or data collection and sharing) as related to the First 5 FUNdamentals coalition for the sake of greater alignment whenever possible.

First 5 FUNdamentals specific goals and activities, that are reviewed annually, are outlined in the Collective Impact framework.

First 5 FUNdamentals is a Washington State nonprofit corporation whose fiscal agent is United Way of Pierce County. First 5 FUNdamentals is governed by an Executive Committee, which is elected by the participants of the Coalition.

The Coalition Executive Committee oversees the direction of the Coalition, directing Coalition employees, oversight of First 5 Fundamentals' budget and funds, and approving the Coalition's policies and procedures.

In addition to appointing the Executive Committee, the participants of the Coalition vote on officers of the Executive Committee and approving the annual Coalition operating budget.

First 5 FUNdamentals values the independence of each participant. Absent permission from a participant, First 5 FUNdamentals does not portray or imply that participants of First 5 FUNdamentals hold the same positions on public policy matters.

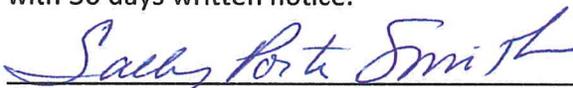
First 5 FUNdamentals is a dues-free organization. In exchange for voting rights, participants of the Coalition are asked for the following:

- Sign the membership agreement
- Review First 5 FUNdamentals bylaws
- Allow First 5 FUNdamentals to use name and logo (in accordance with member organization guidelines)

Participant voting privileges are outlined in the First 5 FUNdamentals bylaws.

The term of this Coalition Agency Agreement will be 3 years until December 31, 2017.

Either party may terminate its participation in this Coalition Agency Agreement without cause with 30 days written notice.



I agree that my organization will become a participant of First 5 FUNdamentals (Signature).

Customer Experience Director Pierce County Library System 11/2/13
Title Organization Date

*A **coalition** is a pact or treaty among individuals or groups, during which they cooperate in joint action, each in their own self-interest, joining forces together for a common cause. This alliance may be temporary or a matter of convenience. A coalition thus differs from a more formal covenant. Possibly described as a joining of 'factions', usually those with overlapping interests rather than opposing.*

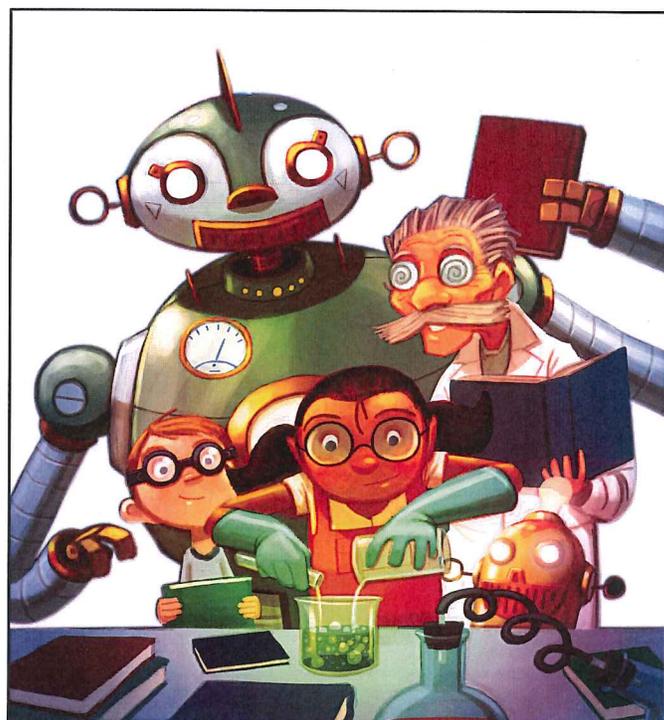
*An **alliance** is a pact, coalition or friendship between two or more parties, made in order to advance common goals and to secure common interests. It is a Political agreement between countries to support each other in disputes with other countries.*

Discover the Joy of Reading at Pierce County Library System

Keep kids reading this summer and all year-round.

More than 90,000 children, tweens, teens and families will attend 3,000 Pierce County Library events in 2014. Our sponsors make it possible.

The 2014 Summer Reading program is "Fizz, Boom, Read!" a science related theme that will elevate the STEM focused work being implemented by Pierce County Library's youth services librarians. STEM (Science, Technology, Engineering and Math) learning has been identified as an important educational focus for children of all ages.



Children join the Summer Reading program just by picking up their 2014 Fizz, Boom, Read! posters. Young readers will earn cool T-shirts, canvas bags, pizza coupons, zoo passes, read down fines and other incentives by reading at least 20 minutes a day. Additionally, their names will be entered in a drawing to win prizes like iPads.

Summer Reading is promoted in 100 elementary schools, 5 - 10 middle schools in 13 school districts and one tribal school. Pierce County librarians are welcomed by teachers in more than 1,100 classrooms, reaching 25,000 students.

When children don't read during summer vacation, they can fall back months in reading proficiency. With each book read, without even realizing it, children are mastering their reading skills. Pierce County Library keeps kids reading all summer long – last summer students read a total of 99,000 hours!

Pierce County Library counts on sponsorships from caring businesses and organizations to offer free story times, educational programs, summer activities and fun events throughout the year that keep kids coming back for more.

Thank you for joining us!

Business Name: _____ Date: _____

Signature: _____ Title: _____

Sponsorship Level: _____ Amount: \$ _____

BUSINESSES THAT CARE SUPPORT LITERACY PROGRAMS. OUR FUTURE DEPENDS ON IT.
See sponsorship benefits enclosed.

Thank you for helping children discover the joy of reading!



2014 Summer Reading Sponsorship Opportunities

Sponsor Benefits *	3-Year		\$10,000	\$2,500	\$1,000	\$500
	Platinum Plus Major Logo	Platinum Major Logo	Gold Logo	Silver Notable Listing	Bronze Business Listing	
Recognition in 22,500 Children's & Wee Ones Reading Logs Distributed in 18 libraries	▪	▪	▪	▪	▪	
Recognition on Summer Reading webpage Generates more than 16,000 hits during the summer	▪	▪	▪	▪	▪	
Recognition on Tween & Teen Reading Logs and Passports 20,000 distributed in 18 libraries	▪	▪	▪	▪	▪	
Recognition on Summer Reading event schedules 19,000 distributed in 18 libraries, schools and childcare centers	▪	▪	▪	▪	▪	
Invitation to two private author receptions Hosted by the Pierce County Library Foundation	4 guest passes	4 guest passes	2 guest passes	2 guest passes	2 guest passes	
Recognition in BookEnds print newsletter Mailed to 1,500 donors	Featured!	Featured!	▪	▪	77,500 impressions	
Recognition in Your Library e-newsletter Sent to 19,000 cardholders	Featured!	Featured!	▪	▪	▪	
Recognition in 60,000 bookmarks Recognition in 1,100 classrooms	▪	▪	▪	▪	▪	
Recognition on mousepads in 18 libraries Logo viewed by 200,000 computer users	▪	▪	▪	▪	160,000 Impressions	
Recognition on indoor displays in 18 libraries Logo seen by 400,000 visitors	▪	▪	▪	▪	▪	
Recognition on 52 Express Check computer screenshots 700,000 Express checkouts in 18 libraries	▪	▪	760,000 impressions	▪	▪	
Recognition on 26 outdoor banners at 18 libraries High visibility. Displayed June – August	▪	1,460,000 impressions	▪	▪	▪	
	20,000,000+ impressions					

*Actual items and quantities may change.

M E M O



Date: December 30, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: PCLS Featured in *Teaching Young Children*

The current issue of *Teaching Young Children* contains an article called “Get to Know the NEW Children’s Librarian.” The article provides explanations and examples of how children’s librarians serve young children and their teachers through collections, outreach, and programming. It also highlights the role of children’s librarians as curators and experts in using new media for early literacy education.

Pierce County Library is one of three libraries recognized in the article (see page 28) for its outreach efforts in this area. I have attached the article for your information.

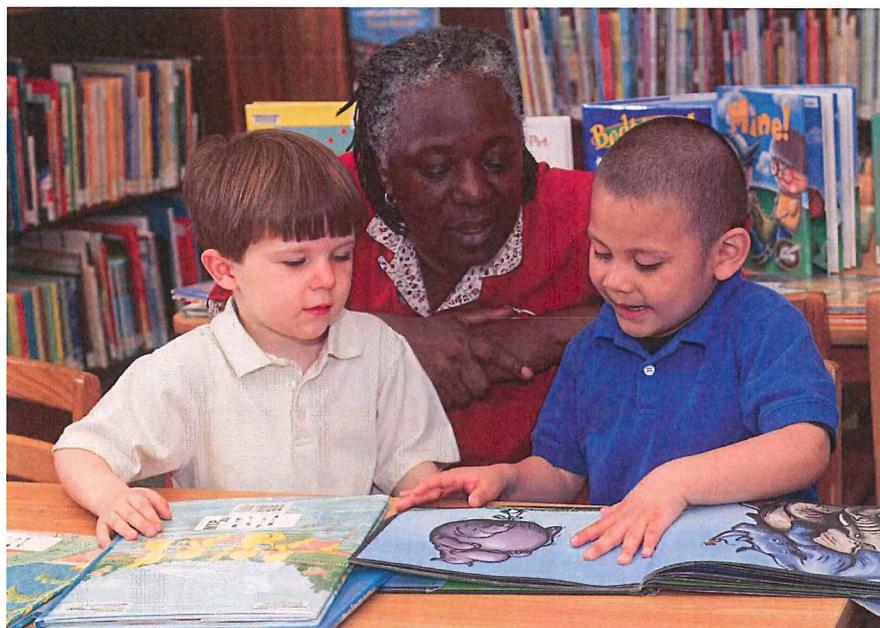
Get to Know the **NEW** Children's Librarian



When is the last time you talked to a children's librarian? If it's been a while, this is a great time to strike up a conversation. You'll be surprised at the innovative activities, programs, and services children's librarians offer preschool teachers, young children, and families. With new and diverse materials and resources, librarians make wonderful partners for educators who want to meet each child's individual needs. Librarians provide three main services: collections, outreach, and programs.

Collections

A big collection of books is still a library's most important feature, but libraries also function as new media leaders. Libraries offer music collections, audio books, and computer games. Many even lend tablets or



© ELLEN B. SENISI

e-readers preloaded with librarian-curated content. Libraries also take recommendations from the community. Teachers who need books or other materials for their program can ask their local library to purchase them.

- Preschool teachers in New Brunswick,

New Jersey, visit their local library often to borrow children's books, travel books, music, cookbooks, and other resources in Hungarian, Spanish, Portuguese, Chinese, and many other languages needed in their diverse classrooms. When families who speak

KAREN N. NEMETH is the author of the NAEYC book, *Basics of Supporting Dual Language Learners: An Introduction for Educators of Children From Birth Through Age 8*, and the cofounder of LanguageCastle.com.

CEN CAMPBELL is the children's librarian at Bookboard.com and the founder of LittleLit.com.

a new language enroll in their program, the teachers ask the librarians for more resources in that language.

Outreach

Bringing library services to community organizations that serve children is a core principle of children's librarianship. Librarians are eager to reach out and meet the changing needs of their community. They want to know the families in their area and find new ways to bring them to the library.

Many library systems have bookmobiles or delivery vans that provide books, bilingual resources, multimedia resources, and even Internet access. Some bookmobiles or other mobile library services stop at preschools and offer story time or other literacy programs.

- Nicki Carteaux, director of a Head Start program in Ligonier, Indiana, learned that her local library was offering literacy services at local preschools. She arranged for the children's librarian to visit the Head Start center weekly to present an early literacy program, engage teachers and children in a related activity, and deliver a borrowed-book bag for children to take home.
- The Pierce County Library System in Tacoma, Washington, lists resources for teachers on their website, including professional development classes, an oral health project, and a block project. The library also runs Ready for Books, a program that delivers books and resource materials to local preschool programs.
- In remote Bridgetown, Nova Scotia (population 1,000), in Canada, the Annapolis Valley regional library provides mobile library services to

schools and preschools. Each of the 11 branches in Annapolis Valley has an individualized relationship with preschools in their service areas. Angela Reynolds, head of children's services for the regional library, also helps connect libraries and schools by teaching early childhood education classes at the local community college.

Programs

Children's librarians are experts at choosing high-quality books and media for young children. They have been using developmentally appropriate practice in story times and literacy programming for a long time.

- NAEYC's Week of the Young Child, which takes place every April, coincides with *El día de los niños/El día de los libros* (Children's Day/Book Day), often called *Día*. Founded by author Pat Mora, *Día* celebrates diversity through children, families, and reading every day. It culminates yearly on April 30 and is often celebrated all month long.
- Every Child Ready to Read is a literacy-based parent education initiative sponsored by the American Library Association. It helps families and teachers support early literacy development at home and at school with books and e-books.

New media for young children

Children's librarians are leaders in using new media with young children. They are up-to-date with recent e-books and apps and how to incorporate those tools into traditional early literacy programming. Since librarians are trained experts in evaluating and curating reading materials, they can help others find and use the best apps, websites, and software for individuals and for

groups of preschoolers. In turn, websites and communities such as LittleLit.com support children's librarians as they advance into the digital realm.

Library websites may also offer additional electronic resources. Many libraries subscribe to programs that feature digital books and extension activities, such as TumbleBookLibrary and BookFlix. These programs also feature books in different languages so each child can learn in a way that fits his needs.

- The library in Darien, Connecticut, offers early literacy iPad kits that can be checked out and taken home, as well as digital storytelling programs and an array of resources for teachers about using new media with young children.

Funding solutions

When applying for a grant or special funding, teachers may gain from partnering with another organization—including the local library. Not only does this show funders a willingness to work within the community, but it can also maximize or extend a limited budget.

- Alpine County Library in Markleeville, California, addressed a tight budget by partnering with a local nonprofit organization that provides innovative child care solutions in low-income areas. The organization sends staff to the library to implement early literacy programming, while the Friends of the Library group supplies materials.

Conclusion

Librarians strengthen and connect their communities by providing up-to-date information, resources, and programming to teachers working with young children. Children's librarians always want to hear about what children and teachers are working on and how they can help. When you partner with a children's librarian, you will find new ways to individualize early literacy and learning for each child in your program. **TYC**

Help families connect with their local children's librarian. Complete, sign, and make copies of the Message in a Backpack on page 29 to send home. It's also available online (in English and Spanish) at naeyc.org/tyc.

M E M O

Date: December 27, 2013

To: Chair Linda Ishem and Members of the Board

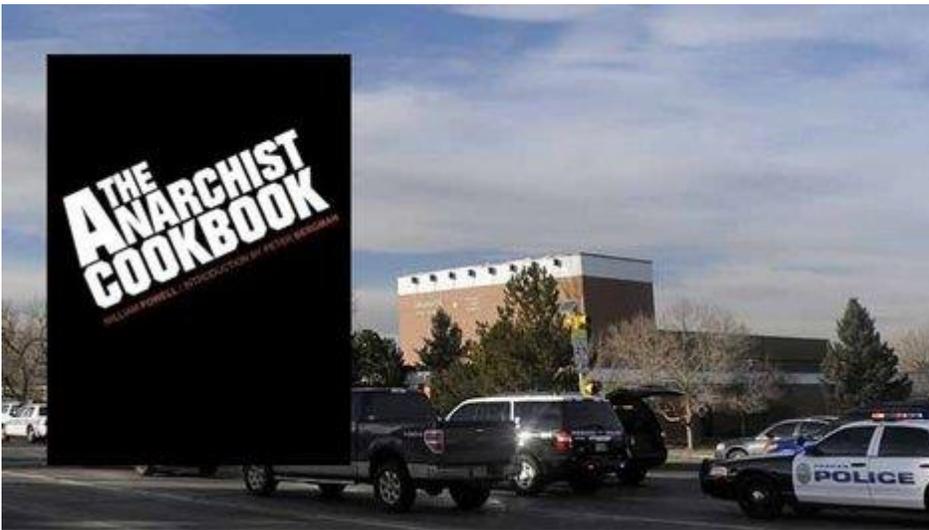
From: Georgia Lomax, Deputy Director

Subject: First Amendment and the Anarchist Cookbook

During last month's Board meeting, while discussing the Materials Selection Policy draft, the controversial Anarchist Cookbook was brought up. The day after the meeting, the attached story was on the news. I thought you might be interested in reading the brief First Amendment summary, as well as the publisher vs. author situation.

The Library does not currently have a copy of the Anarchist Cookbook in its collection, likely due to theft. Generally this would have been replaced as we received requests for it, but we think that the Library may no longer be the place that people come for access, as it is readily available for purchase online and also can be found to download for free.

Author: Pull 'Anarchist Cookbook' bomb guide out of print



Credit: Getty Images

CENTENNIAL, CO - DECEMBER 13: Emergency vehicles sit outside Arapahoe High School after a school shooting on December 13, 2013 in Centennial, Colorado. According to authorities, two students were injured by a lone gunman who later died of a self-inflicted gun shot wound. (Photo by Chris Schneider/Getty Images)

by NBC News

kgw.com

Posted on December 17, 2013 at 10:46 AM

It was an accessory in the arsenal of Karl Pierson, the student who opened fire last week inside a Colorado high school, leaving one girl in a coma before taking his own life. “The Anarchist Cookbook,” which Pierson read in the days before his rampage, isn’t a guide to culinary revolution.

It’s the original how-to of homicide and mass murder — and sales are still raging, with distribution from the likes of Amazon and Barnes & Noble, even as the work is linked to terrorist acts around the world. Now, in rare interviews with NBC News, the publisher and the author of the “Cookbook” are trading blows about the book’s future.

“The Anarchist Cookbook’ should go quietly and immediately out of print,” says William Powell, who wrote the book as a stern 19-year-old, an opponent of the Vietnam War who felt violence was justified if it could prevent even greater violence in the process. He has since renounced that position, but never so forcefully, telling NBC in an email that “it is no longer responsible or defensible to keep it in print.”

Published in 1971, the book has sold more than two million copies and influenced hundreds of malcontents, mischief makers, and killers. Police have linked it to the Croatian radicals who bombed Grand Central Terminal and hijacked a TWA flight in 1976; the Puerto Rican separatists who bombed FBI headquarters in 1981; Thomas Spinks, who led a group that bombed 10 abortion clinics in the 1980s; Timothy McVeigh, who bombed

the Alfred P. Murrah Federal Building in Oklahoma City in 1995; the Columbine High School shooters of 1999; and the 2005 London public transport bombers.

Just in the last two years, law enforcement has tied the volume to Arizona shooter Jared Loughner, the Boston Marathon bombers, and at least a half dozen alleged terrorists and school shooters.

Powell, meanwhile, has apologized for the destructive cultural force that bears his name, and posted an eight-paragraph warning to would-be buyers on the book's Amazon page. But Powell has no say: the rights belong to the publisher and always have — and the publisher has never wavered in his commitment to selling.

“You know, we don't ban books in America,” says Billy Blann, who bought the rights to the "Cookbook" in 2002, just as digital sales took off. Blann is the founder of Delta Press, “the world's most outrageous catalog,” as he calls it, and the purveyor of guides on “Justifiable Homicide,” “The Poor Man's Nuclear Bomb,” and “The Butane Lighter Hand Grenade.”

Of hundreds of titles offering frank tips on bombs, bullets and blades, however, "The Anarchist Cookbook" remains his most-asked-for volume, he says, contributing largely to his \$3 million in annual revenue and supporting a semi-retired life in a 6,000 square foot home in southern Arkansas.

“I'm sure I got my money back,” he says of the deal.

Web searches for the "Cookbook" have grown “more than 5,000 percent” in the last decade, according to an estimate by Google Trends. At the same time sales of the book have surged past the Penguin and Signet editions of Moby Dick, according to Amazon rankings, and Blann has no plans to pull back now.

When told of this latest school shooting, he goes silent a moment on the phone. “I feel bad about that,” he says at last. “But there's victims of almost anything and everything, and I just don't think we need to start banning books in America.”

This isn't Blann's first public fight over violent literature. A little more than a decade ago, a former police chief and several preachers in his hometown of El Dorado, where he serves on the city council, tried to shutter Delta Press, calling it a “satanic stronghold” and a cesspool for violence and subversion. “God showed me the city of El Dorado,” said Dwain Miller, a pastor at Second Baptist Church, waving a copy of the Delta Press catalog, “and he said, ‘there is a dark cloud over the city.’” Blann said his books were for “entertainment” and “academic” use only, a line he echoes today.

But what about Amazon and Barnes & Noble? Neither bookseller responded to NBC's requests for comment. Both companies show the "Cookbook" in stock and ready to ship in time for Christmas. Both will even gift-wrap it, and ship some of Blann's other titles — including primers on how to garrote, stab, and burn — in the same bundle for free.

Legally, this is all protected, says Christina Wells, a First Amendment scholar at the University of Missouri Law School. As public expression, a book can only be prohibited or punished if it “is likely to incite imminent lawless action,” according to a 1969 Supreme Court ruling.

It's hard to prove that an act was aided or abetted by a given book, or that the influence was imminent, so there's never been a successful lawsuit against "The Anarchist Cookbook"—or any how-to guide to violence for that matter. Corporate booksellers have escaped legal action as well. “Their First Amendment defense is pretty strong,” says Wells.

In 2010, after a father-son team of British white supremacists drew on "The Anarchist Cookbook" to make a jar of ricin, a London judge joined police in calling for a ban on the title. But Amazon said the law could not compel them to stop selling the book. "Our goal is to support freedom of expression and to provide customers with the broadest selection possible so they can find, discover and buy any title," a spokesperson for the bookseller said at the time, adding that they would only remove a book if the law specifically found it to be illegal.

On Monday the parents of Colorado school gunman Karl Pierson said they were "shattered" by their son's actions. They don't understand why he made three Molotov cocktails, grabbed a shotgun and a machete, and slipped into a side door of his high school, gun drawn. Perhaps the "Cookbook" wasn't pivotal, although machetes and Molotov cocktails are included. It's a mystery and a tragedy for everyone.

But for William Powell, it's also an opportunity, a chance to make the two chapters of his life into one. In the 40-plus years since he wrote "The Anarchist Cookbook," he has reinvented himself as an educator on the international stage, running a series of elite schools abroad, before settling in Malaysia. There he owns a teacher training center and writes books on pedagogy for the State Department.

One of his fundamental ideas is that schools need to be made safer, and, ironically, a way to move toward that goal is to pull "The Anarchist Cookbook" out of print.

"I hope this helps," he says.

Memorandum

To: Cliff Jo, Director of Information Technology and Finance
 Dale Hough, Finance Manager

CC: Neel Parikh, Library Director; Georgia Lomax, Deputy Director
 Also: Sally Porter-Smith, Judy Nelson, Lisa Bitney, Susan Anderson-Newham, Elise DeGuiseppe, Lorie Erickson, Linda Farmer, Carol Sheehan, Sue Walston

From: Lynne Hoffman, Foundation Director

Date: October 23, 2013

Re: Foundation distributions from fiscal year 2012-13

Attached is check # totaling \$ partial fund transfers from the Foundation's 2012-13 fiscal year (July 1, 2012 - June 30, 2013).

Program/Department Head (s)	Department	Total Amount Transferred	Project Coordinator
Outreach Services/Sally Porter-Smith <i>Purpose: Ereaders and ebooks for adult care facilities</i>	Customer Experience	\$4,500	Judy Nelson
Summit Restricted/Sally Porter-Smith <i>Purpose: Media Chair and side table for Summit Library</i>	Customer Experience	\$2,500	Lorie Erickson
South Hill Restricted/Lisa Bitney <i>Purpose: Donor restricted gift to South Hill Library for books and materials.</i>	Reading & Materials	\$100	Elise DeGuiseppe
University Place Restricted/Lisa Bitney <i>Purpose: Donor restricted gifts to UP Library for books and materials</i>	Reading & Materials	\$2,624.24	Elise DeGuiseppe
Gig Harbor Library Restricted/Lisa Bitney <i>Purpose: Donor restricted gifts to Gig Harbor Library for books and materials</i>	Reading & Materials	\$1,026.24	Elise DeGuiseppe
Summer Reading/Judy Nelson <i>Purpose: Printing, supplies, prizes and programs for 2013 Summer Reading Program</i>	Youth Services	\$17,000	Judy Nelson
Pierce County READS/Linda Farmer <i>Purpose: Author fees, advertising, printing, prizes and other supplies associated with Pierce County READS</i>	Marketing	\$14,450	Carol Sheehan
Tuition Assistance/Sue Walston <i>Purpose: Funding to be applied to tuition assistance program TAP fund</i>	Staff Experience	\$300	Sue Walston
UP Library Campaign/Cliff Jo <i>Purpose: Pledge payments toward the UP Library project \$3,334</i>	Finance	\$4,045	Cliff Jo
Lakewood Library Project/Cliff Jo <i>Purpose: Gifts and pledge payments designated for enhancements to children's and teen areas at Lakewood Library</i>	Finance	\$3,334	Sally Porter-Smith
Key Center Library Project/Cliff Jo <i>Purpose: Gifts designated for meeting room and library enhancements to Key Center Library</i>	Finance	\$956.51	Sally Porter-Smith

Distributions represent awards made to the library for library programs as well as outright payments, gifts in kind and distributions payable.

Memorandum

To: Cliff Jo, Director of Information Technology and Finance
Dale Hough, Finance Manager

CC: Neel Parikh, Library Director; Georgia Lomax, Deputy Director
Also: Sally Porter-Smith, Judy Nelson

From: Lynne Hoffman, Foundation Director

Date: December 23, 2013

Re: Foundation distribution from fiscal year 2013-14

Attached is check # 2365 in the amount of \$14,440 which represents a partial transfer of funds from the Foundation's 2013-14 fiscal year (July 1, 2013 - June 30, 2014). Distributions are made to the library for library programs as well as outright payments, gifts in kind and distributions payable.

Program/Department Head (s)	Department	Total Amount Transferred	Project Coordinator
Early Learning/Sally P-S <i>Purpose: For expenses associated with the Block Play program</i>	Customer Experience	\$14,400	Judy Nelson

Please assign object codes and notify Department Heads that the additional revenue has been transferred to appropriate accounts. Thank you.

December 10, 2103

Susan M. Coliton
Vice President
The Paul G. Allen Family Foundation
505 5th Avenue S, Suite 900
Seattle WA 98104

Dear Ms. Coliton:

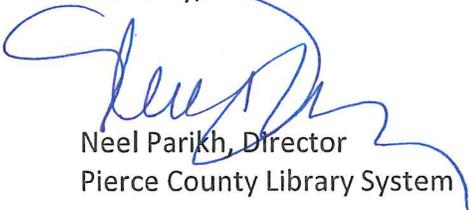
I am both ecstatic and extremely grateful to the Paul G. Allen Family Foundation for choosing Pierce County Library as a Creative Leadership Award honoree. This award validates and encourages us to continue to make changes and take risks in order to operate the library in the best interests of the public and deliver the value they deserve. It is a great honor to be recognized among many worthy organizations in the Pacific NW.

The process resulting from rethinking the collection was due to the work of a talented and dedicated team of staff who call themselves CBC, the Collection Budget Crew. The staff members broke down every aspect of the collection and rebuilt it again. They confidently and professionally presented their findings to the library's management team and the Trustees. The recommendations were accepted and now successfully implemented. I am very proud of the team's efforts and their smart risk-taking.

The \$50,000 grant from the Creative Leadership Award is icing on the cake. We have not yet decided how we will spend it but you can be sure it will go back into the collection. We are asking the same team to propose an innovative use in the spirit of the award.

On behalf of the staff, Trustees and customers of the Pierce County Library System, I sincerely thank you for this remarkable recognition of our great library.

Sincerely,



Neel Parikh, Director
Pierce County Library System

Paul G. Allen Creative Leadership Award Questions

Question #1: Describe the recent (previous 3-5 years) successful program or strategy that qualifies the nominee for a Creative Leadership Award. (200 words max)

Rethinking the Collection for the Future is an ambitious strategy to develop a process that could generate significant savings in the Pierce County Library collection budget, not as a stop gap measure, but as a way to serve the library's customers and sustain the library's resources in the years ahead.

In 2012, Pierce County Library System faced a projected \$3 million budget shortfall and diminishing tax revenues for several more years. In order to develop a balanced budget, Collection Management librarians and Customer Experience managers collaborated to re-engineer a sustainable collection budget with the ultimate goal of building and maintaining a vibrant, relevant, and customer-focused collection of books, movies and resources for the future.

Using "Don't diminish the product" as the touchstone, the team discarded past budgets and started from a zero budget baseline. By collecting usage reports and circulation statistics, staff surveys and ideas, census data, school enrollments, and the Pierce County Library's Facilities Master Plan representing long-term population projections for the next 5 – 10 years.

During a seven-month period, the Customer-Focused Collection Team examined every part of the current collection and rebuilt it from the ground up. The result was a \$1 million savings.

Question #2: How did this program or strategy advance the mission? (150 words max)

Pierce County Library System's mission is to be the community's choice for information and imagination. That places the customer first in any library initiative. In this case, even as the budget was being scrutinized, the library made a point of minimizing adverse effects and supporting hardworking services that helped our customers find what they want when they want it.

For example, customers have the opportunity to checkout a bestseller while it is still a bestseller with the Lucky Day collection. Because it has twice the turnover rate than our on-the shelf fiction, holds on best sellers are reduced and the library can buy fewer copies of best sellers overall. Installing movie dispensers in branch libraries has also dramatically decreased the amount of time people wait for holds and allows capping the number of blockbuster DVDs, which saves money. Additionally, reduced theft has resulted in further budget savings.

Question #3: What is bold and creative about this work? (150 words max)

A combination of hard data and creative thinking led team members to target reductions, redeploy funds to areas of greater need and change how some collections will function for greater use, while minimizing the impact of budget reductions on customers and operating in a new budget reality.

Pierce County Library staff worked across departments to adopt a business model of zero-based budgeting and avoided across the board cuts. A quality offering of books and materials of interest to the community we serve is the cornerstone of the library and as such it is revered by staff and alike. In

fiercely protecting the strength of the collection, at times the budget becomes sacred. Taking this leap of essentially building the collection from the ground up had not been done before at Pierce County Library.

The end result is a fast turn-around of the most popular books and movies while creatively managing the budget to maintain a balance between popular and specialized materials.

Question #4: How is this work collaborative? (100 words max)

The process started by creating the Customer-Focused Collection Team that identified a shared commitment and set clear goals. The team then identified its touch stone: Don't diminish the product.

During the entire process, staff sent in ideas and the team communicated back. By the time the final recommendation was made, the team, upper management and the Board of Trustees was confident in the process and comfortable in cutting one million dollars out of the library's \$4.3 million dollar materials budget.

Question #5: What is the positive impact of the nominee's work? (150 words max)

Without diminishing the library's product, the team created a collaborative, customer-focused and data-driven decision-making process that will position the library in good stead as it weathers additional years of projected budget shortfalls.

The result of this process is already apparent. First, Pierce County Library managed its \$3 million budget shortfall in 2013 without furloughs, branch closures, or reductions in open hours. The million dollar savings in the materials budget was the largest single contributor to balancing the budget in 2013.

The greatest long-term gain is in continuing to provide an excellent collection that supports the community's reading, listening and viewing interests and needs. A leaner and more targeted collection has resulted in faster turnover and more efficient use of materials. For example, in libraries at South Hill and Gig Harbor, the number of people waiting for a movie decreased from 800 in 2010 to 50 currently.

Question #6: What makes this work sustainable and how can it serve as a model for other organizations? (150 words max)

Rethinking the Collection for the Future is a forward-thinking example of reducing a typically undisputed collection budget while maintaining a quality collection that can be helpful to library systems that are also facing budget challenges.

In balancing the budget for sustainability, Pierce County Library can report on using zero -based budgeting, not normally used in library settings. The library can describe the practical lessons learned in rebuilding the collections budget.

Staff is currently implementing new tools designed to more efficiently and effectively align its collections with target populations for the future. Products such as Collections HQ, a stock management

methodology and Community Connect, a demographic tool, are being evaluated to share with libraries who are considering using these systems.

Additionally, the Customer-Focused Collection Team created a successful process that managed budget expectations and built trust among team members. They worked together across disciplines, developed common expectations and solidified goals.

Supplemental Question: What does the targeted collection look like? What did the Library system end up buying?

Let me preface this by saying that my answer will be more about what the Library System did not buy – yet provided increased availability for our customers. In fact, it was a priority for our team that the customer did not notice the reductions but did notice that the books and resources they wanted were available to them.

The team's charge was to reduce the library's collection budget by \$1 million. How could we do more with less – without diminishing the library's product, which in this case, was our collection.

Best Sellers

- The library bought fewer actual copies of (Adult, Young Adult and Juvenile) Best Sellers.
- The library strengthened its Lucky Day display of browse-able Best Sellers
 - Best Sellers were divided up into those for customers to place holds and those on which you could not place holds for our browsers.
- The library purchased fewer mass-market paperbacks.
 - Staff hand-selected rather than relying on automatic standing orders for best sellers that were thought to reduce staff time in selection and cataloging but were often low-producing items in terms of check outs
- The results:
 - Doubled the circulation
 - Increased availability - 300-900 fewer holds per month
 - Filled demand more quickly – not so much time in transit from one branch to the next hold in another branch

Blockbuster Movies

- The library bought fewer blockbuster movies
- The library added movie dispensers (like Red Box) at branch libraries
 - Blockbusters were made more movies browse-able with the movie dispenser collection that were available to customers and those which you could not place holds
- The results:
 - More care for the customer who was looking for a new-release movie after work on Friday (for example) – instead of placing a hold and waiting

- Increased availability – twice the turnover
- Additional savings from automatically purchasing too many movies when the number of holds reached a pre-determined amount

International Collection

- The library bought more magazines in languages other than English
 - Content in magazines is constantly updated to accommodate the frequent reader
- The library bought fewer books in World Languages
 - Staff hand-selected based upon community needs rather than relying on vendor chosen sets that were thought to provide expertise in selecting top performers in many different languages and in cataloging
 - Staff also added additional ways of identifying World Languages materials in the collection including a bi-lingual search and local subject headings
- The result is a more dynamic and well-used collection

Community Reading Preferences

- Books and resources selected by community demographics
 - Collection decisions are based upon Community Connects which analyzes communities in terms of lifestyle demographics
 - Collection decisions based upon Collection HQ which provides more in-depth analysis of usage patterns
- Results:
 - Branch staff involvement in the selection process
 - Staff awareness to the reading preferences and information preferences of lifestyle segments in their community

Recently, Dr. Glen Holt and Dr. Leslie Holt, Editors of Public Library Quarterly, suggested that our Deputy Director and team leader for the project, Georgia Lomax, write a book on the process we used to look at our book budget differently and holistically. They were impressed and realized other libraries would benefit from learning how this was done.

Generally, libraries have a formula in purchasing across the board and look for efficiencies first in reducing staff hours in terms of selecting and cataloging. This approach flies in the face of those assumptions and looking for a more nimble approach to serving the customer.

As innovative as libraries are in introducing new programs, Pierce County Library's Executive Director Neel Parikh said, "Libraries need to learn to change our internal processes or we won't survive."


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CHILDREN'S ORAL HEALTH

Pierce County Library System, WA
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Innovation Summary

Partnering with Washington Dental Service Foundation, this project created a toolkit of best practice methods and tools to help young children and families benefit through stronger oral health. Tools are tested through integration into various activities and services of member organizations of First 5 FUNDamentals, Pierce County's Early Learning Coalition.

Innovation Leader: Judy Nelson, Customer Experience Manager -- Youth Services,
jnelson@piercescountylibrary.org

Problem Statement

Today families with young children understand the importance of having a home where each child receives regular medical attention, including check-ups, inoculations, and developmentally appropriate screening. Many programs exist to help families get the medical support they require. For low-income children, however, this often does not include oversight of their oral health. According to the American Journal of Public Health "the rate of untreated dental disease among low-income children aged two to five years is almost five times higher than that of



high-income families" yet dental disease is preventable and not merely an issue of cosmetics. More than 51 million school hours are lost each year to dental related illness (Surgeon General's report) and the pain and suffering due to untreated dental disease can lead to problems with eating, speaking, and attending to learning. Early learning environments provide a unique opportunity to promote prevention, support children's oral health and overall health in fun, engaging manners. Getting information about good oral health to at-risk children between 0 and 5 years is a priority. Libraries, as members of early learning coalitions, are uniquely positioned in every community to spread the message of how to support positive oral health in all children through integration of oral health messages in storytimes, special activities and events, and by making sure appropriate materials are available for families and child cares to access.

Innovation

Eleven partners are working together to reach three outcomes. Evaluators have documented and are evaluating the work. Outcomes include: 1. Increase oral health and outreach education in Pierce County. 2. Increase the parent/caregiver and early learning system partner's knowledge of oral health, dental home, service access to and payment assistance 3. Increase the number of young children (0 – 5 years) within the targeted population that are referred to the Access to Baby and Child Dentistry program (ABCD). The Library's role has been to increase access to quality information about

good oral health for young children using existing tools and creating new tools where appropriate. An initial community health assessment of Pierce County was conducted by the Health Department to help partners identify appropriate materials and develop the final tool kit. By meeting all outcomes, this project directly impacts children connecting them with the ABCD program, educates service providers as well as parents and caregivers about what constitutes good oral health and how to achieve it, and creates a system that will support the continuing dissemination of information for families in the future. It provides a road map for other communities to easily replicate. The Library used the information to inform its decisions regarding types of books and other materials to purchase, booklists to create and in what format, and what materials and activities should be included in the storytime kits and kits supplied to Child Care Aware's for distribution to licensed child cares. Other partners used the assessment to set up trainings for child care providers, to integrate materials into existing preschool curriculum and to begin to train dental hygienists in adolescent dentistry best practices.

Progress

One year of results has been reported. Overall there has been an increase in ABCD referrals of 14.4%. The Library has completed its assigned activities. Developmentally and topic appropriate booklists, one for each age level (0 – 3, 3 – 5 years), were created. Titles were integrated into storytimes during two identified dental health months, February and October. Bookmarks were developed, that included titles and oral health tips. These targeted parents and caregivers and were made available through the Library and partner locations. An outdated, inaccurate song and rhyme booklet about oral health, for use by parents and caregivers, was rewritten. Two oral health kits were created, one for storytime use by librarians, and one for check out either through the Library's "Ready for Books" book delivery program or through Child Care Aware's provider resource library All created items are posted on the Library website and available for download. Parents and caregivers were receptive to the information and materials. Librarians are integrating oral health messages into future storytimes regularly. The greatest challenge was working out the materials approval process. Everything developed or chosen to be included needed to be reviewed by the Dental Foundation for accuracy. Once established the process ran smoothly. During the first year of the project—2012—PCLS and its partners distributed more than 1,400 oral health bags. In the first dental month storytimes reached 128 children and 81 adults. During the second year, eighteen branches each offered two oral health storytimes. Second year data will be complete in September 2013 and will be posted on PCLS's website.

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FOR RELEASE DECEMBER 11, 2013

How Americans Value Public Libraries in Their Communities

54% of Americans have used a public library in the past year, and 72% live in a “library household.” Most say libraries are very important to their communities.

FOR FURTHER INFORMATION
ON THIS REPORT:

Kathryn Zickuhr, Research Associate, Internet

Lee Rainie, Director, Internet

Kristen Purcell, Associate Director, Internet

Maeve Duggan, Research Assistant, Internet

202.419.4500

URL: <http://libraries.pewinternet.org/2013/12/11/libraries-in-communities/>

Summary of Findings

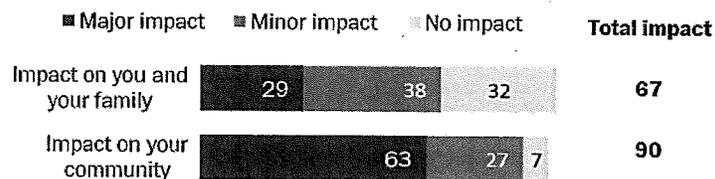
Americans strongly value the role of public libraries in their communities, both for providing access to materials and resources and for promoting literacy and improving the overall quality of life. Most Americans say they have only had positive experiences at public libraries, and value a range of library resources and services.

The importance of public libraries to their communities

Some 90% of Americans ages 16 and older said that the closing of their local public library would have an impact on their community, with 63% saying it would have a “major” impact. Asked about the personal impact of a public library closing, two-thirds (67%) of Americans said it would affect them and their families, including 29% who said it would have a major impact.

If your local public library closed, what impact would that have on you and your family? On your community as a whole?

Among all Americans ages 16+



Source: Pew Research Center's Library Services Survey of 6,224 Americans ages 16 and older conducted July 18-September 30, 2013. The margin of error for the overall sample is plus or minus 1.4 percentage points. The survey was conducted in English and Spanish and on landline and cell phones.

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Moreover, the vast majority of Americans ages 16 and older say that public libraries play an important role in their communities:

- 95% of Americans ages 16 and older agree that the materials and resources available at public libraries play an important role in giving everyone a chance to succeed;
- 95% say that public libraries are important because they promote literacy and a love of reading;
- 94% say that having a public library improves the quality of life in a community;
- 81% say that public libraries provide many services people would have a hard time finding elsewhere.

Meanwhile, while most Americans feel that libraries have done a good job embracing new technology, they are split on whether public libraries are as essential as they were in the past for finding information:

- Just 34% of Americans ages 16 and older say that public libraries have not done a good job keeping up with new technologies, while 55% disagree.
- 52% of Americans say that people do not need public libraries as much as they used to because they can find most information on their own, while 46% disagreed.

Though many library services are seen as important, there are varying levels of enthusiasm for different services

Some 91% of Americans say they have had some exposure to libraries in the past, and we asked these respondents a series of questions about the importance of various library services to them and their families.¹

Americans strongly value library services such as access to books and media; having a quiet, safe place to spend time, read, or study; and having librarians to help people find information. Other services, such as assistance finding and applying for jobs, are more important to particular groups, including those with lower levels of education or household income.

Women, African-Americans and Hispanics, adults who live in lower-income households, and adults with lower levels of educational attainment are more likely than other groups to declare all the library services we asked about “very important.” Adults ages 30-64 are also more likely than younger or older respondents to say many of the services are “very important,” as are parents with minor children.

How important are these library services to you and your family?

Among Americans ages 16+ who have ever used a public library or had a household member use a public library, the percentage who say these services are...

	Very Important	Somewhat Important	Net
Books and media	54	27	80
Librarian assistance	44	32	76
Having a quiet, safe place	51	24	75
Research resources	47	25	72
Programs for youth	45	24	69
Internet, computers, printers	33	25	58
Programs for adults	28	30	58
Help applying for gov't services	29	24	53
Help finding, applying for job	30	21	51

Source: Pew Research Center's Library Services Survey of 6,224 Americans ages 16 and older conducted July 18-September 30, 2013. The margin of error for the overall sample is plus or minus 1.4 percentage points. The survey was conducted in English and Spanish and on landline and cell phones.

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¹ This includes the 86% of Americans ages 16 and older who have ever visited a library or used a library website, and the 54% of Americans who say other members of their household are library users.

Libraries are also particularly valued by those who are unemployed, retired, or searching for a job, as well as those living with a disability and internet users who lack home internet access:

- 56% of internet users without home access say public libraries' basic technological resources (such as computers, internet, and printers) are "very important" to them and their family, compared with 33% of all respondents.
- 49% of unemployed and retired respondents say they librarian assistance in finding information to be "very important," compared with 41% of employed respondents.
- 47% of job seekers say help finding or applying for a job is "very important" to them and their families.
- 40% of those living with a disability say help applying for government services is "very important," compared with 27% of those without a disability.

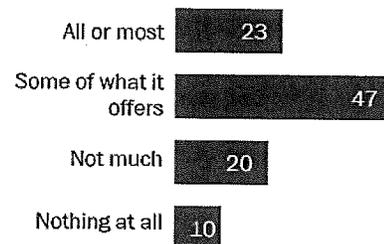
Most Americans know where their local library is, but many are unfamiliar with all the services they offer.

Libraries are well known in their communities and they are usually easy to get to and relatively easy to navigate. Asked about their ability to access public libraries and public library websites:

- 91% of Americans say they know where the closest public library is to where they currently live; among these respondents, most said the closest public library is five miles or less away from their home.
- 93% of Americans say that it would be easy to visit a public library in person if they wanted to, with 62% saying it would be "very easy."
- Similarly, 82% of Americans overall say it would be easy to use their local public library's website, with 47% saying it would be "very easy."
- 91% of Americans who have ever used a public library say it is not difficult to find what they're looking for, including 35% who say it is "very easy."

How well-informed do you feel about the different services your public library offers?

Do you feel like you know...



Based on Americans ages 16+ who have ever used a public library (n=5,393)

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Despite the fact that libraries are easily available to most, there are large numbers of Americans who say they are not sure about all the services libraries offer. Echoing the findings of our 2012 survey, 23% of those who have ever used a public library said they feel like they know all or most of the service and programs their library offers, while a plurality (47%) said that they know some of what it offers. About one in five (20%) say they don't know very much about what is offered, and 10% say they know "nothing at all."

54% of Americans have used a public library in the past 12 months, and 72% live in a “library household”

Over half (54%) of Americans ages 16 and older have used a public library in some way in the past 12 months, whether by visiting in person or using a public library website:

- 81% of Americans ages 16 and older have visited a public library or bookmobile at one point or another in their lives; 48% of Americans have done so in the past 12 months, down from 53% in 2012.
- 44% of those ages 16 and older have visited a public library website; 30% of Americans have done so in the past 12 months, up from 25% in 2012.

Additionally, among parents with minor children living at home, 70% say that a child in the house has visited a public library or bookmobile in the past 12 months.

Taken together, this means that 72% of all Americans ages 16 and older have either used a public library in the past 12 months or live in a household where another family member or a child is an active recent user of the library.

Most Americans who have ever used a public library have had positive experiences

Among all Americans who have ever used a public library:

- 94% said that based on their own experiences, they would say that “public libraries are welcoming, friendly place.”
- 91% said that they personally have never had a negative experience using a public library, either in person or online.
- 67% said that the public library nearest to where they live could be described as a “nice, pleasant space to be”; another 22% say it’s an “okay space, but could use some improvements.”

UNFINISHED BUSINESS

M E M O

Date: December 23, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Georgia Lomax, Deputy Director

Subject: Philosophy Policy, January Draft

Attached is the latest draft of the Board's Philosophy Policy with changes to reflect December's discussion about elements of the Policy Statement. Changes focus on the role of serving the community and wording related to Democratic principles and the Constitution.

Board Policy



Philosophy Board Policy (January draft)

Policy Statement

The Pierce County Library is a proactive civic leader engaged in the unique role of supporting individuals and the community as they pursue their interests, further their education, obtain information, engage their imagination and explore a wide variety of ideas.

The Library is a place for individuals and the community to gather, to build connections, and to contribute to creating a vibrant and healthy community.

Pierce County Library operates under the fundamental belief that libraries play a vital role in a democracy by supporting an individual's access to the information they seek and the privacy to explore ideas, form opinions and make decisions on issues affecting their lives. The highest potential of American democracy can only be realized when a full range of ideas is accessible to the people as embodied in the U.S. Constitution's First Amendment and Article 1 of the Washington State Constitution. The Board of Trustees believe operating in pursuit of these democratic principles will lead to successful individuals and families and thriving communities.

Purpose

To serve as a core document describing principles that support and guide Pierce County Library's operations, services and decisions.

Policy

Through community leadership, services, resources, programs, partnerships, facilities and customer assistance, the Library connects people to the world of information and imagination and provides opportunities for individuals to connect with others in the community.

The Library creates an environment that allows each individual or family to explore and make choices within their personal values and interests, and accomplish their individual goals.

The following principles guide the work and decisions of the Board of Trustees and the staff of the Pierce County Library:

The Library:

- Offers current, up-to-date, customer-focused services, experiences, facilities, technology and resources.
- Provides welcoming places for the community to gather and interact.

- Demonstrates leadership in the Library field, embracing the spirit of innovation and thoughtful risk taking in service of the community and its residents.
- Actively engages communities and residents about what they value and want from the Library and uses this input to inform Library actions and choices.
- Is an innovative community leader and cooperates, collaborates and partners with agencies, community groups, organizations and others to achieve common goals and to effectively and efficiently support, provide and deliver resources and services the community needs and values.
- Operates as a System in order to provide equitable service for all communities in its service area, and in recognition that the best use of money and resources is achieved by sharing materials and resources, professional skills and knowledge, and administrative support.
- Acts as a good steward of the taxpayer's dollar and makes decisions that best serve the community.
- Seeks to serve residents where they want, when they want and how they want, including in Library facilities, in the community and online.

Adopted by the Pierce County Rural Library District Board of Trustees, July 17, 1974, revised XXXX, 2014

Board Policy



Philosophy Board Policy (January draft)

Policy Statement

The Pierce County Library is a proactive civic leader engaged in the unique ~~community~~ role of supporting individuals ~~and the community as they as they~~ pursue ~~ce~~ their ~~own~~ interests, further their education, obtain information, engage their imagination and explore a wide variety of ideas, ~~and engage their imagination.~~

The Library is a place ~~and space~~ for ~~people individuals and the community~~ to gather, to build connections, and to contribute to creating a vibrant and healthy community.

Pierce County Library operates under the fundamental belief that libraries play a vital role in a democracy by supporting an individual's access to the information they seek and the privacy to explore ideas, form opinions and make decisions on issues affecting their lives. The highest potential of American democracy can only be realized when a full range of ideas is accessible to the people as embodied in the U.S. Constitution's First Amendment and Article 1 of the Washington State Constitution. As a result, †The Library Board of Trustees believes operating in pursuit of these democratic principles will lead to successful individuals ~~will succeed~~ and families and thriving communities ~~will thrive~~.

Purpose

To serve as a core document describing principles that support and guide Pierce County Library's operations, services and decisions.

Policy

Through community leadership, services, resources, programs, partnerships, facilities and customer assistance, the Library connects people to the world of information and imagination and provides opportunities for individuals to connect with others in the community.

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*Adopted by the Pierce County Rural Library District Board of Trustees, July 17, 1974, revised
XXXX, [20132014](#)*

M E M O

Date: December 20, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Lisa Bitney, Reading & Materials Director

Subject: Selection of Library Materials Policy

Attached is the latest draft of the Selection Policy which includes the changes discussed at the last meeting. We have added language to call out our focus on the customer and adjusted the language so it is more in keeping with our other Board Policies. We have also broadened our unprotected forms of expression statement.

During the meeting, I would like to hear your thoughts on these revisions. If these changes meet your expectations, I ask you to consider its approval.

Selection of Library Materials (Draft December 2013)

Policy Statement

The Pierce County Library System selects materials and resources that support the Library's mission: *"To bring the world of information and imagination to all people of our community"*.

Purpose

The highest potential of American democracy can only be realized when a full range of ideas is accessible to people as embodied in the United States Constitution's First Amendment and Article 1 of the Washington State Constitution. The Pierce County Library operates under the fundamental belief that libraries play a vital role in democracy by providing individuals access to information that allows them to explore and question ideas, form opinions and make decisions on issues that affect their lives.

Selection Policy

The Library's collection and resources are selected and maintained to provide a marketplace of ideas containing varied and divergent views, materials and formats. These materials enable individuals to acquire or adapt the skills and knowledge necessary to participate in self-government, be productive, explore and challenge ideas

Selection is vested in the Executive Director of the Pierce County Library System and, at the Director's designation, in such members of the staff who are qualified by reason of education and training.

The Library's collection will:

- Provide a wide selection, with materials for all ages and reading levels,
- Include materials members of the community want,
- Be impartial.
- Cover topics in sufficient depth to meet anticipated and expressed needs,
- Include, as available, diverse and opposing points of view on issues of public interest.

Factors considered in adding specific materials to the Library's collection include:

- Present collection composition
- Collection development objectives
- Customer interest
- Customer demand
- Support of Library initiatives and services
- Timeliness
- Audience
- Significance of subject
- Diversity of viewpoint
- Effective expression.

Public suggestions of items and subjects not included in the Library's collection are welcomed.

No materials shall be excluded because of the race, nationality, gender, religion, political or social view of the author.

Items which may be controversial or offensive to some are appropriately selected if their inclusion contributes to the balance and effectiveness of the Library's collection as a whole.

Forms of expression that are unprotected by the First Amendment will not knowingly be included in the collection.

The Library's collection is organized and maintained to facilitate access. Labeling, sequestering or altering materials because of controversy related to them is not sanctioned.

Freedom to Choose

Use of library materials is an individual, private matter. While individuals may select or reject materials for themselves, they cannot restrict the freedom of others to choose what that individual will read, view or explore.

Parents or guardians are responsible for guiding and directing the library use of their own minor child. The Library does not serve *in loco parentis* (in the place of parents).

Individuals may question the suitability of materials in the Library's collection. The Library will give serious consideration to each customer's opinion.

Withdrawal of Materials

Withdrawing materials from the collection is as important a part of the maintenance of the Library's collection as the initial selection.

Therefore, the withdrawal policy of the Library shall include the same factors as the selection policy.

This paragraph is not intended to sanction removal of library materials based upon any controversy surrounding the material.

Board Policy 2.6

Adopted by the Pierce County Rural Library District Board of Trustees on November 11, 1992. Mission Statement revised April 11, 1996 with the adoption of the Long Range Plan. Revised: February 13, 2008. Revised: XXX, 2014.

Selection of Library Materials (Draft December 2013)

Policy Statement

The Pierce County Library System selects materials and resources that support the Library's Mission Statement:mission:

"To bring the world of information and imagination to all people of ~~the our community~~county."

Purpose

~~The Board of Trustees of Pierce County Library System recognizes that t~~The highest potential of American democracy can only be realized when a full range of ideas is accessible to ~~the~~ people as embodied in the United States Constitution's First Amendment, ~~which protects the free expression of ideas and Article 1 of the Washington State Constitution.~~ The Pierce County Library operates under the fundamental belief that libraries play a vital role in democracy by providing individuals access to information that allows them to explore and question ideas, form opinions and make decisions on issues that affect their lives.

~~The Library's collection, protected by the First Amendment and Article I of the Washington State Constitution, is a marketplace of ideas, contained in varied and divergent materials and formats.~~

~~The Board of Trustees believes operating in pursuit of these democratic principles will lead to successful individuals and families and thriving communities.~~

Selection Policy

~~The Library's collection and resources are selected and maintained to provide a marketplace of ideas containing varied and divergent views, materials and formats. These materials enable individuals to acquire or adapt the skills and knowledge necessary to participate in self-government, be productive, explore and challenge ideas, and contribute to the enjoyment of life according to the full exercise of free choice.~~

~~Selection is and shall be vested in the Executive Director of the Pierce County Library System and, at the Director's designation, in such members of the staff who are qualified by reason of education and training.~~

~~The Library's collection will be selected and maintained to provide material to enable each individual to acquire or adapt the skills and knowledge necessary to participate in self-government, be productive, elevate the individual's humanity and contribute to the enjoyment of life according to the full exercise of free choice.~~

~~In pursuit of this goal, the Library's collection will:~~

- ~~Include Provide as wide a selection, as possible with materials for all ages and reading levels.,~~
- ~~Provide- Include materials members of the community wants,~~
- ~~Subjects will be impartial, and~~
- ~~Covered topics in sufficient depth to meet anticipated and expressed needs,~~
- ~~Include, as available, diverse and opposing points of view on issues of public interest.~~

Comment [MSOffice1]:

The collection will be impartial and will seek the greatest possible balance by including, as available, diverse and opposing points of view on issues of public interest.

Factors ~~to be~~ considered in adding specific materials to the Library's collection ~~shall~~ include:

- Present collection composition
- Collection development objectives
- ~~Customer i~~Interest
- ~~Customer d~~Demand
- Support of Library initiatives and services
- Timeliness
- Audience
- Significance of subject
- Diversity of viewpoint
- Effective expression.

Comment [MSOffice2]: I like this addition!

~~The Library welcomes p~~Public suggestions ~~s~~ of items and subjects not included in the Library's collection ~~are~~ welcomed.

No materials shall be excluded because of the race, nationality, gender, religion, political or social view of the author.

~~Individual i~~tems which ~~in and of themselves~~ may be controversial or offensive to some ~~may are~~ appropriately ~~be~~ selected if their inclusion ~~in the collection will~~ contributes ~~s~~ to the balance and effectiveness of the Library's collection as a whole.

Forms of expression that are unprotected by the First Amendment will not knowingly be included in the collection.

~~Unprotected materials are those that have been declared obscene by a U.S. Court of Law.~~

The Library's collection is will be organized and maintained to facilitate access. Any additional Labeling, sequestering or alteration of materials because of controversy related to them will is not be sanctioned.

Freedom to Choose

~~Use of |~~The Board of Trustees recognizes that full information about issues of public concern requires access to information sources which embody, represent, illustrate and challenge these concerns.

~~The Board of Trustees believes that~~ library ~~materials~~use is an individual, private matter. ~~While i~~While individuals are free to ~~may~~ select or reject materials for themselves, they cannot restrict the freedom of others to choose what that individual will read, view or ~~inquire~~explore.

~~The Board recognizes that full information about issues of public concern requires access to information sources which embody, represent, illustrate and challenge these concerns.~~

Parents ~~or guardians are have the primary~~ responsible ~~for ity to~~ guiding ~~e~~ and directing the library use of their own minor child. The Library does not serve *in loco parentis* (in the place of parents).

~~Selection is and shall be vested in the Executive Director of the Pierce County Library System and, at the Director's designation, in such members of the staff who are qualified by reason of education and training.~~

~~The Board of Trustees recognizes the right of individuals to may question the suitability of materials in the Library's collection. The Library will give serious consideration to each customer's opinion.~~

~~The Library's collection will be organized and maintained to facilitate access. Any additional labeling, sequestering or alteration of materials because of controversy related to them will not be sanctioned.~~

~~Selection is and shall be vested in the Executive Director of the Pierce County Library System and, at the Director's designation, in such members of the staff who are qualified by reason of education and training~~

Withdrawal of Materials

~~The Board of Trustees recognizes that w~~Withdrawing materials from the collection is as important a part of the maintenance of the Library's collection as the initial selection.

Therefore, the withdrawal policy of the Library shall include the same factors as the selection policy.

This paragraph is not intended to sanction removal of library materials based upon any controversy surrounding the material.

Board Policy 2.6

Adopted by the Pierce County Rural Library District Board of Trustees on November 11, 1992. Mission Statement revised April 11, 1996 with the adoption of the Long Range Plan. Revised: February 13, 2008. Revised: ~~y~~ **December XXX, 2014**.

~~Add back hyperlinks to U.S. Constitution's First Amendment and Article 1 of the WA State Constitution.~~

~~{Add see reference to Administrative Policy 92-04, "Criteria for Library Materials Selection"}~~

~~Consider adding this link to Department of Justice website for discussion of obscenity as articulated in case law:~~

~~<http://www.justice.gov/criminal/ceos/subjectareas/obscenity.html>~~

PIERCE COUNTY LIBRARY SYSTEM

Executive Director Priorities & Competencies

Board of Trustees Succession Planning
Project

**Presented by Catherine McHugh, Ph.D.
12/31/2013**

NOTE TO BOARD OF TRUSTEES IN PREPARATION FOR JAN. 8, 2014 MEETING

The attached document summarizes proposed Future Priorities and Executive Director Competencies for the Succession Planning Project initiated by the Board of Trustees in July, 2013.

Future Priorities were developed after completing 1) individual interviews with Board of Trustees members and Community leaders, and 2) a group process with Administrative Team (AT) and Customer Experience (CET) managers. In addition, participants were asked to provide additions, deletions, and / or edits to a proposed list of Priorities in the most recent phone interviews. The Future Priorities document (see page 2) incorporates all of this feedback.

Executive Director Competencies were collated after gathering and integrating individual input from Board members and AT / CET managers. Participants were asked to identify 5 – 7 key competencies from a list of 18 possibilities. The attached list of 11 Competencies incorporates all of the feedback I received; at least half of the respondents identified these 11 competencies as key. In all cases, I have re-written the competencies and key actions to reflect executive as opposed to managerial responsibilities. In addition, the feedback suggested that some of the competencies could be combined or integrated; I have done this where appropriate.

Please review the attached information. When we meet on January 8th I would like to:

1. Gather any final edits you have about the Future Priorities document (page 2). Feedback from respondents suggested that the Priorities should *not* be listed in any priority order. I would like to get your agreement on this and adopt the list of proposed Priorities.
2. Gather your input on the proposed Executive Competencies (pages 3 – 14). Specifically,
 - a. Does the proposed list of competencies appropriately capture how a successful Director would execute this role and the Priorities?
 - b. Might it be useful to identify “core” competencies from the list of 11 competencies? These “core” competencies would be bare minimum criteria we would utilize to screen the initial list of candidates. The remaining “distinguishing” competencies would be utilized to differentiate final candidates from one another.

EXECUTIVE DIRECTOR: PROPOSED FUTURE PRIORITIES

(Not listed in priority order)

- Create collaborative relationships and partnerships with local, county, & state governments as well as community groups & organizations in order to integrate and leverage public resources for the delivery of Library service to the community.
- Build organic support amongst individual library customers, communities, partners, and potential customers / partners so that, when it is time to raise funds / support, PCLS's value and relevance is self-evident.
- Develop and undertake capital improvement / expansion strategies that 1) utilize available resources and 2) position the Library to best serve the tax payers, well into the future.
- Execute the necessary budgetary discipline to promote operational and capital improvement / expansion strategies.
- Continually solicit, assess, and appropriately respond to customer and community feedback regarding needs for Library service.
- Undertake the necessary and relevant technological and operational innovations to meet the diverse and growing customer and community needs for Library service.
- Develop and undertake organizational innovations that develop the staff's technological competence and foster a flexible, innovative, team-oriented, and internal / external customer focused culture.
- Maintain the continuity and deepen the effectiveness of the senior leadership team as well as cross-functional internal customer / supplier teams.
- Develop leadership talent and bench strength throughout the organization to meet technological and fiscal challenges as well as evolve the organization's customer focused coaching culture.

PROPOSED EXECUTIVE COMPETENCIES

INTERPERSONAL	LEADERSHIP	BUSINESS / MANAGEMENT	PERSONAL ATTRIBUTES
Building Partnerships	Building Successful Teams	Business Acumen	Leadership Disposition
Building Trust	Developing Others	Customer Focus	
Communication	Facilitating Change	Strategic Decision Making	
	Leading Through Vision & Values		

The following Executive Competencies are listed in alphabetical order.

The order does not imply any degree of priority or importance.

Building Partnerships

Proactively identifying opportunities and taking action to build strategic relationships between the organization and other organizational entities and stakeholders; creates an environment in which teams, departments, or external organizations collaborate to achieve short and long-term business goals.

Key Actions

- **Identifies partnership needs**—Analyzes the organization to identify key relationships that should be initiated or improved to further the attainment of strategic goals.
- **Builds trust**—interacts with others in a way that gives them confidence in one's intentions and those of the organization; ensures that others in the organization engage with partners and potential partners in the same way.
- **Explores partnership opportunities**—Exchanges information with potential partners to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so needs in both areas can be met; facilitates the development of this skill in key leaders.
- **Formulates action plans**—Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner's responsibilities and needed support; facilitates, through others, the development of partnership opportunities and action plans.
- **Subordinates organization's goals**—Anticipates effects of organization's actions and decisions on partners; influences others to support partnership objectives.
- **Monitors partnerships**—Implements effective means for monitoring and evaluating the partnership process, the health of the relationships, and the attainment of mutual goals.

Building Successful Teams

Using appropriate methods and a flexible interpersonal style to help build cohesive teams and internal customer-supplier partnerships; facilitating the collaborative completion of organizational goals; intentionally creating a positive, team-oriented culture.

Key Actions

- **Develops executive leadership**—Facilitates the development of structures and processes to build an effective executive leadership team; facilitates relationship-building among executive team membership to ensure well-functioning internal customer-supplier partnerships; monitors and maintains the health and effectiveness of the executive leadership team.
- **Develops direction**—Ensures that the purpose and importance of all teams are clarified (e.g., teams have a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.
- **Develops structure**—Helps to clarify roles and responsibilities of executive team members; helps ensure that necessary steering, review, accountability, and support functions are in place for all teams.
- **Facilitates goal accomplishment**—Makes procedural or process suggestions for achieving executive team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments; provides and / or ensures that necessary feedback and reinforcement are provided to team members.
- **Involves others**—Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents.
- **Informs others on team**—Shares important or relevant information with the executive team; ensures relevant communication is shared throughout the organization.
- **Models commitment**—Adheres to the executive team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.
- **Models and reinforces teamwork**—Ensures that leaders throughout the organization facilitate and model teamwork and collaboration via successful customer-supplier partnerships, effective project / cross-functional teams, and cohesive departmental teams.

Building Trust

Interacting with others in a way that gives them confidence in one's intentions and those of the organization.

Key Actions

- **Operates with integrity**—Demonstrates honesty; keeps personal commitments; behaves in a consistent manner; demonstrates alignment between one's intent and behaviors.
- **Upholds organizational integrity**—Ensures that the organization keeps its commitments to internal as well as external stakeholders
- **Discloses own positions**—Shares thoughts, feelings, and rationale so that others understand personal positions.
- **Remains open to ideas**—Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own.
- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
- **Supports others**—Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

Business Acumen

Using economic, financial, market, and industry data to understand and improve business results; using one's understanding of major business functions, industry trends, politics / legislative systems, and own organization's position to contribute to effective business strategies and tactics.

Key Actions

- **Analyzes**—Uses economic, financial, market, and industry data to assess current business strategies and tactics or to evaluate specific business opportunities; identifies trends and anticipates their impact.
- **Integrates**—Integrates economic, financial, market, and industry data from multiple sources to identify critical business issues; articulates the implications of business trends for the broader organization.
- **Understands business functions**—Understands the nature and interdependencies of business functions and supporting processes (marketing, finance, operations, information technology, etc.).
- **Understands the industry**—Understands the industry in which the organization operates (trends, customers, competition, market share, etc.).
- **Leverages one's understanding**—Uses understanding of business, industry, political / legislative systems, social / demographic, and own organization's performance and position to maximize results, limit risk, and effectively direct the organization.
- **Demonstrates political savvy**—Identifies and maintains a constant awareness of the external environment, gathering information on public, political, legislative, and social trends and underlying issues that shape the strategy of the organization.; understands the impact of external politics on the work of the organization and recognizes the impact of alternative courses of action; is politically adroit in addressing, informing, and negotiating buy-in from all key stakeholders; builds consensus and gains the cooperation of partners and potential partners.

Communication

Clearly conveying the organizational vision, information, and ideas to internal and external individuals and groups, through a variety of media, in a manner that engages the audience and helps them understand and retain the message.

Key Actions

- **Organizes the communication**—Clarifies purpose, intent, context, and importance; highlights major points; follows a logical sequence.
- **Maintains audience attention**—Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.
- **Adjusts to the audience**—Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **Ensures understanding**—Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.
- **Adheres to accepted conventions**—Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.
- **Listens to and comprehends communication from others**— Listens carefully, providing others full attention; attends to verbal and non-verbal messages from others; correctly interprets messages and responds appropriately.

Customer Focus

Ensuring that the customer perspective is a driving force behind business decisions and activities; promoting customer service as a value; taking responsibility for the organization achieving customer satisfaction and loyalty; ensuring implementation of service practices that meet customers' and own organization's needs.

Key Actions

- **Seeks to understand customer**—Ensures that the organization actively and continually seeks data and information to understand customer circumstances, problems, expectations, and needs.
- **Facilitates resolution of customer service issues**—Ensures organization identifies breakdowns in internal processes and systems that directly impact customer service and retention; constructively expresses customer-related values to others.
- **Ensures creation of customer-focused practices**—Models commitment to customer service; inspires others to institute systems, processes, and procedures that ensure customer satisfaction and prevent service issues from occurring.
- **Promotes internal customer-supplier partnerships**—Ensures internal customer-supplier partnerships are developed to resolve external customer issues and improve ongoing customer service.
- **Assures customer satisfaction**—Promotes a culture in which customer-focused solutions, practices, and procedures are carried out and achieve their objectives.

Developing Others

Planning and supporting the development of individuals' skills and abilities so that they can fulfill current or future job / role responsibilities more effectively; actively build leadership bench strength throughout the organization; developing a coaching culture.

Key Actions

- **Ensures collaborative establishment of development goals**—Works with leaders direct reports to identify areas for development, understand needs for improvement, and set specific development goals with their employees.
- **Ensures collaborative establishment of development plans**—Works with direct reports to identify options for meeting development goals; explores environmental supports and barriers to development; jointly determines appropriate developmental activities for their employees.
- **Collaboratively establishes development goals and plans**—Works with direct reports to identify areas for development and improvement; set specific development goals; and implement development plans.
- **Builds confidence in success**—Communicates high expectations for others' performance and confidence in their ability to excel.
- **Creates a learning environment**—Secures resources required to support employee development efforts; ensures that opportunities for development are available; offers assistance to help individuals overcome obstacles to learning; promotes a culture that fosters risk-taking and learning.
- **Creates a coaching culture**—Models effective expectation-setting, coaching, and feedback delivery to help others strengthen specific knowledge / ability / skill areas and successfully fulfill job expectations; ensure managers implement coaching strategies that manage individual performance as well as develop potential; ensure real-time feedback and guidance are provided to all employees; demonstrate the willingness to ask for, internalize, acknowledge, and act on others' feedback.
- **Monitors progress**—Ensures that all managers 1) provide individuals timely and specific feedback on their performance related to established goals, 2) highlight key positive and negative performance issues, 3) reinforce efforts and progress, and 4) adjust coaching and plans to ensure development of all employees.

Facilitating Change

Creating a climate of customer-focused innovation; encouraging others to seek opportunities for novel and innovative approaches to addressing problems / opportunities and achieving the organization's vision; facilitating the implementation and acceptance of relevant change within the workplace.

Key Actions

- **Encourages boundary breaking**—Encourages employees and external stakeholders to question established assumptions and work processes; challenges employees to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.
- **Catalyzes paradigm-challenging**—Encourages others to identify implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems.
- **Creates a culture that rewards meaningful change**—Recognizes and rewards employees who make useful changes; encourages direct reports to do the same.
- **Manages complexity and contradictions**—Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.
- **Facilitates addressing of change resistance**—Helps individuals and supports other leaders in helping others overcome resistance to change; shows empathy with people who feel loss as a result of change.
- **Leverages diverse resources**—Inspires others to draw upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.
- **Thinks expansively**—Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; encourages others to brainstorm multiple approaches / solutions.

Leadership Disposition

Demonstrating the traits, inclinations, and dispositions that characterize successful leadership; exhibiting behavior styles that meet the demands of the executive role.

Key Actions

- **Uses Key Principles**—Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
- **Demonstrates effective self-management**—Remains consistently aware of one's emotional state and reactivity; takes responsibility for one's own behavior and well-being.
- **Engages people**—Attends to the needs and feelings of others to develop effective working relationships with direct reports and others; relates easily to people; inspires and works well with others.
- **Drives toward success**—Possesses an energetic and tenacious achievement orientation; proactively seeks business opportunities and drives to achieve exceptional results; takes action for a recognized benefit despite uncertain outcomes; ensures the development of challenging goals and measurement of progress toward goals; promotes celebration of organizational successes.
- **Sustains positive outlook**—Approaches challenges with visible assuredness; remains realistically optimistic when pursuing work objectives; acknowledges ambiguities while confidently addressing barriers and limitations.
- **Shows discipline**—Takes a structured approach to managing self and others; maintains high work and ethical standards; keeps commitments; effectively delegates and monitors progress.
- **Inspires confidence**—Exhibits leadership qualities that elicit the trust of subordinates; demonstrates emotional maturity by transcending personal needs / desires and doing what's best for the organization and customer; exudes an authentic presence.
- **Learning agility**—Rapidly learns and applies new job-related information; demonstrates a continuous learning orientation; demonstrates the willingness to ask for, internalize, acknowledge, and act on others' feedback.
- **Stays focused**—Remains self-disciplined; measures own and others' progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.
- **Models leadership**—Consistently models behaviors that one desires others to display; “walks the talk.”

Leading Through Vision and Values

Keeping the organization's vision and values at the forefront of decision-making and action; intentionally building the organization's culture as a vehicle to achieve its vision and values.

Key Actions

- **Communicates the importance of the vision and values**—Helps others understand and internalize the importance of the organization's vision and values; facilitates the process of translating the vision and values and making them relevant to employees at all levels of the organization.
- **Inspires trust and confidence in vision**—Uses interpersonal styles and methods that inspire and guide individuals toward higher level of performance; uses appropriate words and actions to help others envision and move toward higher levels of performance; stimulates enthusiasm for potential accomplishments.
- **Catalyzes others to take action**—Ensures that the vision and values are translated into day-to-day activities and behaviors for employees at all levels of the organization; guides and motivates others to take actions that support the vision and values.
- **Models the vision and values**— Exudes enthusiasm and passion for the organization's vision and values; takes actions, makes decisions, and shapes organizations' priorities to reflect the vision and values.
- **Rewards living the vision and values**—Recognizes and rewards employees whose actions support the organization's vision and values; promotes others in the organization to do the same.
- **Shows willingness to act**—Sets an example of determination and effort by promptly addressing problems or issues; does not allow problems or issues to become worse through neglect; holds self and others accountable for achieving results that support the vision and values.
- **Supports the organization**—Demonstrates and communicates passion for the organization's decisions and direction; builds support for and identification with the organization's mission.

Strategic Decision Making

Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.

Key Actions

- **Gathers information**—Identifies and fills gaps in information required to understand strategic issues; facilitates use of this approach with executive team.
- **Organizes information**—Organizes information and data to identify / explain major trends, problems, and causes; compares and combines information to identify underlying issues; promotes similar use of root cause analysis throughout organization.
- **Evaluates / Selects strategies**—Generates and considers options for actions to achieve a long-range goal or vision; develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in; with the executive team, selects well-informed strategies most likely to succeed.
- **Establishes implementation plans**—Ensures executive team identifies the key tasks and resources needed to achieve organizational objectives.
- **Executes plans**—Makes sure strategies are effectively communicated and carried out; ensures that results are monitored and that adjustments are made as needed.
- **Targets opportunities**—Promotes the systematic evaluation of business opportunities, targeting those with the greatest potential for best meeting customer needs and producing positive business results.

NEW BUSINESS



Date: December 30, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: 2014 Board Calendar of Work

Each year the Board has developed a Calendar of Work, 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 2014 Calendar of Work, based on our regular and routine Board activities and decisions. Also attached is the agenda log for 2013, 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:** The plan is nearing completion and will be implemented by the new Digital Experience Director.
- **Succession Planning:** Continue discussion regarding succession planning and follow-up to work of 2013
- **Policy Review:** Continued review of important policies (including intellectual freedom policies) regarding free access and the Internet
- **Facilities Master Plan Review:** Overview of the Facilities Master Plan and development of strategy to update and reconsider
- **Community Connect/Library Aware Project:** The Library has been asked to participate in a pilot project working with Community Connect and Library Aware to learn how to use Tapestry/ESRI data in order to effectively market the Library to our communities. This is an interesting project and we will share it with the Board as it progresses.
- **Automated Materials Handling:** During 2014, we will be studying automated materials handling and determining feasibility for implementation at Pierce County Library System.
- **Key Center iPad Project:** Orientation to a donor sponsored program
- **Metrics in 2014 Budget:** Overview of metrics which will be introduced in the 2014 budget

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.

2014 BOARD CALENDAR OF WORK

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)
<i>January 24 - 28</i>	<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 • Metrics in 2014 Budget 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2014 Legislation Related to Libraries • 2014 Pierce County Library Foundation Agreement
<i>March 11 - 15</i>	<i>Public Library Association (PLA) Conference, Indianapolis IN</i>	
March 19	<ul style="list-style-type: none"> • Board Self-Evaluation • 2014 Reciprocal Borrowing Report • Free Access Policy • Key Center iPad Project 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • 2014 Legislation Related to Libraries
April 9	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report
<i>April 30 - May 2</i>	<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 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • ULC Innovations Initiative
June 11	<ul style="list-style-type: none"> • 2013 Capital Projects – Year End Report • 2014 Mid-Year Budget Process 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • IRS Tax Form 990 • PC Reads Final Report • Our Own Expressions
<i>June 26 - July 1</i>	<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 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report
August 13	<ul style="list-style-type: none"> • 2015 Budget: Budget Calendar and Process • 2015 CPIU 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • IRS Tax Form 990 Final Review
September 10	<ul style="list-style-type: none"> • 2015 Budget: Estimated Revenue and Expenditures • Capital Facilities Plan 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • Library Card Campaign

Date	Strategic/Policy	Routine
October 15	<ul style="list-style-type: none"> • Review of Regular 2015 Draft Revenue and Expenditures • 2015 pre certification of Property Tax Levy • IPD for 2014 Property Tax Levy • 2015 – 2019 Cash Flow 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Statement • Set 2015 Board Meeting Schedule • Director Evaluation: Review Procedures
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 • Pierce County Library Foundation Annual Report
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 • Motion to certify property taxes to be levied for collection in 2015 (if needed) • Resolution to set 2015 wages for non-represented staff • 2015 Election of Officers • Negotiate 2015 Executive Director Agreement 	<ul style="list-style-type: none"> • Monthly Dashboard • Monthly Financial Report • <i>Resolution</i>: Cancellation of unredeemed warrants • 2015 Insurance Renewal

MEMO

Date: December 30, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Georgia Lomax, Deputy Director

Subject: 2013 Operational Changes for Efficiency, Savings and Improvement

In 2011, as the Library began to seriously feel the impact of the recession, we began tracking changes being made to save money, be more efficient and eliminate things that were no longer necessary to do. This helped us think about how to increase our capacity, tell the story of how we were changing internally as a result of falling revenues, and remind ourselves of how a lot of little actions can make a difference.

While regularly finding ways to do things better is part of normal operations, capturing the specifics, both large and small, recognizes the staff's creative thinking, commitment to ensuring we serve the customer well, even when times are difficult. Seeing these written down is a reminder that everything matters, and helps build the habit that this is just one of the things we always do.

Attached is the introduction to the 2014 Budget document's chapter on operational changes, as well as a selection of some of the changes implemented in 2013. During the Board meeting I will highlight a number of changes and their results.

2014 Budget Document
Operating Lean
Operational Changes for Efficiency, Savings and Improvement

Serving the Pierce County Library community during the recession has been a learning experience in many ways. Not least of which is coming to terms with the meaning of “sustainable operations”, and what is required to truly be sustainable in a business sense. The Library is committed to emerging from the recession strong and ready to deliver services and experiences the community wants in the “new normal” of a tax-funded organization.

We’ve learned that sustainability requires strategic thinking and a long-range view of and plan for finances, services and operations. It means building an organizational culture and staff that learns, adapts, looks forward, and continually improves processes, services and themselves. An organization and staff with these skills are better prepared and able to adapt and evolve, and have the resiliency and judgment to work well in a fast-paced and changing environment. The Library recruits, hires, trains and coaches to ensure it has staff with qualities that help the organization grow, reach its goals, and offer services its community and customers value.

These skills, combined with constant attention to finding and implementing efficiencies, changes and improvements, allow the Library to save and reallocate resources (especially staff time and money), and build capacity. Finding ways to do work faster, or to do less work to achieve the desired result, frees time and resources to be used on the activities, tasks and services that best support the Library’s service to the community.

To provide the best service with the existing level of staffing, it is critical that each individual spends as much of their time working at the highest value level in their job. Reducing routine tasks and focusing efforts on activities that require skill, knowledge and especially interaction with customers or community, is a priority as the Library works to spend its finite allotment of time, money and resources on the right work and the right services.

With significant revenue loss during the recession, and continually evolving technology and customer expectations, the Library has been evaluating each department’s services, structure, staffing and operational processes to provide up-to-date services and operate effectively.

Evaluations were completed for Marketing and Community Relations (2010), Customer Experience (2010), Staff Experience (2011), the management structure (2011), Fund Development (2012), Finance (2013) and Facilities (2013). The IT Department began a review in 2012, which lead to a Technology Planning process that was completed in 2013 and will begin implementation in 2014. The Reading and Materials Department review will be conducted in 2014.

A number of approaches are used to make operational changes for efficiency, savings and improvement:

- Stop what is no longer important, necessary or valued by the customer
- Automate or use technology and time saving tools
- Work differently to improve how things are done

- Empower customers and staff to help themselves
- Renegotiate to find the best deals
- Generate revenue to supplement tax-provided funding

Attached is a selection of operational changes implemented in 2013.

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2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

STOP

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	SAVINGS	
				2013	Projected 2014
8/2013	Finance Director signs only cover sheet of batched documents, not every transaction.	<ul style="list-style-type: none"> Reduced manual certification. Staff time cost savings. 	Finance	Minimum 11 hours/year	Minimum 26 hours/year
1/2013	Stopped sending children's accounts to collection agency.	<ul style="list-style-type: none"> Eliminated collection service fees (average of 784 accounts x \$10 collection fee/account). 	Finance	\$7,840	\$7,840
11/2013	Stop removing RDA tags from catalog records (Polaris now accepts them).	<ul style="list-style-type: none"> Improved ergonomics due to 5-7 less clicks per record. Saves staff time (1,300 records at 5 seconds per record saves 2 hours per month). 	Reading and Materials	4 hours/year	24 hours/year
1/2013	Cross trained staff.	<ul style="list-style-type: none"> More knowledgeable staff. AV is cross trained to do circulation, delivery, mail and pull IP. Acquisition Specialist is cross trained with Cataloging Specialist. Can deploy existing staff without hiring temps in some situations. Fewer errors. Greater understanding of Reading and Materials process as a whole. 	Reading and Materials		
6-9/2013	Stopped irrigating lawns.	<ul style="list-style-type: none"> Reduced water consumption. Reduced lawn maintenance (28 less mowings). 	Facilities	\$8,000	\$8,000
7/30/2013	Stopped sending Annual Report postcard in the mail.	<ul style="list-style-type: none"> Saved printing and postage. 	Fund Development/ Marketing and Community Relations	\$750	
7/30/2013	Stopped processing gifts through KeyBank by using Blackbaud.	<ul style="list-style-type: none"> Saved bank fees and charges (34% of costs). 	Fund Development	\$298	\$597

2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

AUTOMATE

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	SAVINGS	
				2013	Projected 2014
1/2013	Implemented eCard online patron registration.	<ul style="list-style-type: none"> Saved 52 hours/year of IT staff time cleaning up inaccurate customer data. 	IT	52 IT staff hours/ year	52 IT staff hours/ year

2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

WORK DIFFERENTLY

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	SAVINGS	
				2013	Projected 2014
8/2013	Consolidated all payroll and accounts payable payroll duties into Payroll Administrator job functions.	<ul style="list-style-type: none"> More efficient and timely completion of payroll process. 	Finance		
5/2013	Moved purchasing card administration from Senior Finance Specialist to Finance Manager.	<ul style="list-style-type: none"> Placed program authority at proper level of responsibility. 	Finance		
3/2013	Implemented use of handheld AMMS devices.	<ul style="list-style-type: none"> Improved work order turnaround. Reduced number of branch-generated work orders by 200/year. 	Facilities	\$1,500	
12/2013	Replaced HVAC system at Processing and Administrative Center.	<ul style="list-style-type: none"> Improved energy efficiency. Will receive Tacoma Power Incentive program savings in 2014. 	Facilities	NA	\$79,000
1/2013	Minor custodial equipment repair/maintenance is done in house by maintenance staff.	<ul style="list-style-type: none"> Quicker repairs. 	Facilities	\$1,500	
9/2013	Purchased two hybrid vehicles.	<ul style="list-style-type: none"> Fuel savings. 	Facilities	TBD	TBD
11/2013	Designed a car wash waste recovery system tank insert to meet EPA standards.	<ul style="list-style-type: none"> Wash vehicles on site versus using a car wash. Saves transit time. Saves carwash cost. 	Facilities	\$2,500	\$1,900
2013	Reused office chairs, tables and workstations.	<ul style="list-style-type: none"> Saved costs of buying new furniture for Staff Experience, IT and storage rooms. 	Facilities	\$10,000	\$7,500
1/2013	Powder coated existing shelving for Key Center.	<ul style="list-style-type: none"> Saved cost of purchasing new shelving. 	Facilities	\$10,000	
7/2013	Introduced co-mingled recycling program in the branches.	<ul style="list-style-type: none"> Increased recycling. Reduced trash. 	Facilities		
7/2013	Moved some duties performed during opening to closing shifts.	<ul style="list-style-type: none"> Faster turnaround on holds. More efficient scheduling of 	Customer Experience		

		duties.			
12/2013	Implemented free Team Box project management software.	<ul style="list-style-type: none"> Streamlined, organized and efficient project management. Saved software cost. 	Customer Experience		
2013	Label Readalongs with author's last name and shelved in order.	<ul style="list-style-type: none"> Saves time when filling holds. Easier for customers to find a book. 	Customer Experience		
2013	Put author name on spine label of children's paperbacks.	<ul style="list-style-type: none"> Saves time when filing holds. Easier for customers to find a book. 	Customer Experience		
9/2013	Aligned procedures for processing new books with those for Lucky Day books.	<ul style="list-style-type: none"> Consistent and more efficient procedures reduce confusion. Saves 30 minutes of librarian-level staff time per week (30 minutes/week x52 weeks x 18 locations). 	Customer Experience	144 hours	468 hours
5/2013	Shelved children's paperback fiction and hardback fiction together.	<ul style="list-style-type: none"> Save time by reducing sorting. Save time when filling holds or shelf-checks. Easier for customers to find books. 	Customer Experience		
12/5/2013	In house development of mobile website app for Google and Android devices.	<ul style="list-style-type: none"> App deployed for \$50/month. Saved vendor cost (\$25,000/year). 	Virtual Services/ Marketing and Community Relations/ Customer Experience		\$24,400
12/2013	Color-coded holds slips used to identify unclaimed holds Gig Harbor, South Hill and Lakewood.	<ul style="list-style-type: none"> Reduce staff time at Gig Harbor (12 hours x 1 month), Lakewood (12 hours x 1 month) and South Hill (10 hours x 12 months) in 2013. 	Customer Experience	144 hours/ year	408 hours/ year
6/2013	Implemented Scrub (customer data clean up and standardization).	<ul style="list-style-type: none"> Saves 8 hours/year in IT staff time when reporting patron data. 	IT	8 hours/ year	8 hours/ year
5/2013	Senior Finance Specialist handles routine Purchasing Card purchases and transaction management, not Finance Manager.	<ul style="list-style-type: none"> Increased time Finance Manager can spend on higher-level tasks by 60 hours in 2013. Assigned work to right job level for more efficient use of staff resources. 	Finance	60 hours/ year	94 hours/ year

8/2013	Reduced number of banks used from four to two	<ul style="list-style-type: none"> • Branches use one of two banks rather than one of four. • Fewer choices = less confusion. • Saves money by reducing bank fees (2 x \$20/month). • Saves staff time spent on reconciliation and reporting (1 hour/month). • Better online access to the remaining banks. 	Finance	\$200	\$480
3/2013	Email link to Library Hotline rather than scanning magazine.	<ul style="list-style-type: none"> • Saves 20 minutes /week staff time. 	Reading and Materials	14 hours/year	16 hours/year
8/1/13	Reduced number of screens from two to one to complete and submit online timesheets.	<ul style="list-style-type: none"> • Less confusion and fewer errors in timesheet entry and payroll. • Total of each hour type (regular hours, holiday, vacation, etc.) is automatically displayed at the top of the form. • Enhancements to the timesheets were added at the same time. • Savings in time spent by all subs and staff who worked at multiple locations. 	Finance		
8/2013	New invoices and purchase documents reviewed and tracked by Finance staff, not Finance Manager.	<ul style="list-style-type: none"> • Freed at least five hours per week for Finance Manager offset by Finance staff time (five months). • Work performed at right level 	Finance		
1/2013	Passed Lending Library fees and service charges to Inter-library Loan customers.	<ul style="list-style-type: none"> • Save approximately 3% of additional Inter-Library Loan fees. 	Reading and Materials	\$1,180	\$7,000
1/1/ 2013	Receive authority records through zMark instead of Backstage.	<ul style="list-style-type: none"> • Receive reports weekly instead of quarterly. • Uploading smaller files saves time and reduces complications large files can cause. 	Reading and Materials		
4/2013	Cross trained existing staff.	<ul style="list-style-type: none"> • Eliminated need for occasional substitute position. 	Finance	\$2,200	\$6,400
6/2013	Recall notes entered in electronic item record.	<ul style="list-style-type: none"> • Stop using paper slips to recall. • Saves paper (6 reams of paper/ 	Reading and Materials	\$45	\$90

		year).			
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2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

EMPOWER

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	SAVINGS	
				2013	Projected 2014
12/2012	Volunteers complete online application form.	<ul style="list-style-type: none"> • Saves staff time checking forms and sending to Volunteer Services Coordinator. • Saved money by using print-on-demand. • New form has required fields, reducing the Volunteer Services Coordinator's time tracking down information. • Quicker processing of applicant. 	Marketing and Community Relations/ Information Technology/ Customer Experience	\$30/year \$75/year 117 hours/year	

2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

RENEGOTIATE

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	SAVINGS	
				2013	Projected 2014
4/2013	Re-bid HVAC maintenance contract.	<ul style="list-style-type: none"> • Improved service • Reduced overall costs. 	Facilities	\$15,000	

2013 OPERATIONAL CHANGES FOR EFFICIENCY, SAVINGS AND IMPROVEMENT

GENERATE REVENUE

EFFECTIVE DATE	ACTION/CHANGE	RESULTS/BENEFITS	DEPARTMENT(S)	Revenue	
				2013	Projected 2014
1/1/13	Increased number of invoices paid with Purchasing Cards.	<ul style="list-style-type: none"> Increased revenue by generating approximately 1% rebate of dollars spent on card. Estimated 11% increase in earnings over 2012 due to higher volume of transactions. Better cash management. Increased investment income. 	Finance/All	\$29,100	\$32,301
1/1/2013	Development Associate focused on grant writing.	<ul style="list-style-type: none"> Increased grant revenue by 42% in 2013-2014 fiscal year. 	Fund Development	\$125,000	\$215,000
7/1/2013	Active emphasis on Leadership Giving.	<ul style="list-style-type: none"> More gifts at \$500 + level. 52 more donors at \$500 + level. 	Fund Development	\$57,000	\$123,000
10/2012	Undertook capital fundraising project campaign for Key Center.	<ul style="list-style-type: none"> Added furnishings, fixtures, paint, carpeting, computers, AWE Tween station. 	Fund Development	\$45,000 Pledged	
10/2013	Began South Hill branch capital fundraising project.	<ul style="list-style-type: none"> Create adult reading lounge. Add furnishings, fixtures, lighting and electrical work and hanging signs. 	Fund Development		\$150,000 Pledged
9/23/2013	Rented Blue Bird Bookmobile to Sno-Isle Libraries.	<ul style="list-style-type: none"> Generated income. 	Facilities	\$500	
9/4/2013	Sold "Gertie" bookmobile to Mid-Continent (Missouri) Public Library.	<ul style="list-style-type: none"> Generated income Eliminated cost of maintaining inactive vehicle. 	Facilities	\$15,000	



Date: December 30, 2013

To: Linda Ishem, Chair and Members of the Board of Trustees

From: Judy T Nelson and Sally Porter Smith

Subject: Community Outreach Services to Children and Communities

In January 2013, as bookmobile service ended work began to turn our commitment to find alternative ways to serve children and families living in low-income, often geographically isolated neighborhoods into reality. We are pleased to report to the Board of Trustees that in the year of transition Outreach delivered solid service to youth and their families, in schools and communities previously served through Explorer and the Family Bookmobile.

Early in the planning, the decision was made to emphasize books and reading as the fundamental driver of the service and the types of materials that would be provided through the service. Using carts and bags, Outreach Services provides service to children in eleven sites across the Clover Park, Franklin Pierce, Bethel, Sumner and Chief Leschi school districts. Staff members actively engage youth about their reading needs and interests and work with children to engage their interests assisting them in developing a love of reading as they become more accomplished readers.

Last year, Outreach identified the school districts to be targeted in 2013 and the specific schools within the school districts that are home to 8.1% to 58% of families living below poverty. Many of the children living in these communities are reading below State average. Outreach’s goal was to continue to serve these children. The chart below summarizes the fall schedule of school visits and e.

In 2012, three staff members on the Explorer bookmobile visited six elementary schools per month and served an average of 217 unique customers per month circulating an average of 1,299 items per month. In 2013, a 28 hour per week Youth Services Librarian supported by a Senior Branch Assistant served an average of 162 unique customers per month circulating an average of 1,022 items per month. Coordinating vehicles to deliver service has been a challenge; however, the Foundation’s funding of a new van purchased for service to care facilities will provide greater flexibility in scheduling visits. Soon, further expansion will be limited by the number of hours worked by the Youth Services librarian.

School Outreach Service	Sept 1, 2013 - Dec 27, 2013	
	# Items Circulated	# Unique Customers
102 - OAKWOOD ELEMENTARY SCHOOL	381	76
109 - THOMPSON ELEM/SPANAWAY LRN CTR	280	45
111 - SOUTH GATE	176	59
113 - CHRISTENSEN ELEMENTARY SCHOOL	219	28
120 - DAFFODIL VALLEY ELEMENTARY	94	25
156 - JAMES SALES ELEMENTARY	251	28

239 - CAMAS PRAIRIE ELEMENTARY SCHOOL (Bethel)	414	33
240 - ENDEAVOR INTERMEDIATE ELEMENTARY (Fife)	203	60
241 - LAKE LOUISE ELEMENTARY (Clover Park)	848	89
242 - LAKEWOOD YMCA	57	12
243 - TYEE PARK ELEMENTARY (Clover Park)	21	9
51 - CHIEF LESCHI SCHOOLS	124	23
	3068	487
Average per Month	1023	162
*Note, Tyee began in December 2013 and has received one visit to date.		

During the summer, Outreach initiated the Summer Reading on the Go (SRG) program to a number of communities previously served through Explorer and Family bookmobile service. Leveraging their relationship with schools, Outreach created a way for children to use the library during the summer and have a place to return forgotten summer materials in the fall – at their local school. The goal was to keep kids reading over the summer and make it easy for families to check out and return books. Utilizing the Explorer bookmobile, service was provided with two days of runs to the locations identified below.

Summer Reading On the Go			
Weeks of Service		8	
Hours of Service per Week		17	
# of Children participating in Summer Reading Program		159	
# of New Cards Issued		112	
Locations:			
		# Unique Customers	# Items Circulated
120-Daffodil (July only)	Sumner	10	74
109-Thompson Elementary	Spanaway	158	287
112-Springbrook Park	Lakewood	86	261
113-Christensen	Unincorporated Pierce	61	275
114-Amber Ct	Lakewood	43	83
116-Spanaway Lutheran	Spanaway	56	284
144-Drake	Unincorporated Pierce	90	511
23-Coventry Ct	Unincorporated Pierce	39	186
Total Unique Customers and Circulation		543	1961

In 2012, Explorer visited 12 summer locations, serving an average of 143 unique customers per month and circulating an average of 780 items per month. In 2013, SRG visited 8 locations, served an average of 246 unique customers per month and circulated an average of 891 items per month. This is not an exact comparison as the number of sessions per location varied slightly.

In addition to the SRG program, Outreach provided service to children on Anderson Island through their weekly service at the Community Center. Participation in Summer Reading was high and is reflected below (23 children are enrolled at Anderson Island Elementary School).

Anderson Island Summer Activity, June - August 2013		
	#Juvenile patrons transacting	# of items checked out
June	29	520
July	35	494
August	29	641

Gig Harbor, Lakewood and Parkland Youth Services librarians provided 8 weeks of summer reading programs in communities identified in 2012 Outreach report at the following sites: YMCA Purdy Elementary (average 49 youth participants), Lakewood Boys and Girls Club (average 26 youth participants) and South Pierce Boys and Girls Club at Thompson Elementary (average 17 youth participants).

Middle and High Schools have the opportunity to book Teen and Outreach librarians for presentations on a variety of topics (PDF included). Presentations for schools previously served by Explorer are now being scheduled. This is an area that will be developed in 2014.

Transportation continues to be one of the greatest challenges facing children and families formerly served by bookmobile service. Customers' concerns regarding the timely return of materials have been an obstacle for customers who have shifted to using a library instead of an Outreach vehicle. One strategy was discussed early in the memo, another strategy, placing a book drop in the Ashford community was also implemented. Over the past twelve weeks, an average of 30 items are returned in the book drop and Eatonville staff report increased use of materials by Ashford and Elbe residents. We will continue to monitor.

This year has been both successful and challenging as Outreach has worked to provide access to displaced customers. Circulation statistics show that Outreach service numbers are once again on an upward trajectory. The new service models are working to deliver on the commitment to reach those affected by this change. New relationships, including one with Chief Leschi and one with Communities in Schools of Lakewood at two after school programs, are being developed. With the new senior van coming online in 2014 we anticipate greater flexibility in scheduling BEES sites.

I am happy to answer any questions about the changed service model for Community Outreach Services.

PRESENTATIONS FOR
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AND HIGH
SCHOOLS**

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To request this document in an alternate format,
call 253-548-3426, or Washington Relay TTY 711.



10/13 (1.5M)

*These programs are offered in partnership with the school district.
The district does not sponsor this activity.*



PRESENTATIONS

ONLINE HOMEWORK HELP

Time: 25 minutes

Equipment: Laptop with PowerPoint and Internet access, projected onto a screen.

Learn about the free online tutoring service offered to all Pierce County Library card holders.

JUMP INTO RESEARCH

Time: 45 minutes

Equipment: Laptop with PowerPoint and Internet access, projected onto a screen.

Discover the many free online resources available with a Pierce County Library card. Presentations may be customized to fit a specific assignment or subject area such as history, biography or science.

BOOK TALK

Time: 30 minutes

Equipment: Surface to display up to 30 books.

Staff share a variety of books chosen specifically for your students. Hear about new titles or customize to fit a subject or theme. Presentations work best when set up in one location with students rotating through the site.

LIFE AFTER HIGH SCHOOL HOW CAN THE LIBRARY HELP?

Time: 45 – 60 minutes

Equipment: Table, laptop with PowerPoint and Internet access, projected onto a screen.

After graduation, where will students find resources about learning to function as a successful adult? Explore the many free library resources that support young adults in finding a job, getting healthy, learning to cook, fixing a car and more.

INTERNET SAFETY

Time: 30 minutes

Equipment: Laptop with PowerPoint and Internet access, projected onto a screen.

Get the basics of being safe online—how to spot and avoid risks—and still have fun.

SERVICES

CUSTOM BOOK LISTS OR WEBLIOGRAPHY

Working with you, teen librarians create a list of books or online resources to support your lesson plan: biographies, nonfiction topics for projects, award winners or a subject of your choice.

HOW TO ARRANGE FOR A PRESENTATION OR SERVICE

Schedule standard presentations at least two weeks in advance. Please allow four weeks for custom presentations or services.

Schedule visits to one site for one day or multiple days.

You may schedule up to five presentations—the same one or a variety—per day. Please allow for a 30-minute lunch break.

PowerPoint versions of presentations are available for you to share with other teachers or use as refreshers for your classes.

Any presentation or service may be adapted for a parent audience, staff training or home-school cooperative.

CONTACT

TEEN LIBRARIANS

teens@piercecountylibrary.org

Jami S., 253-548-3556

Elise D., 253-548-3525

M E M O

Date: December 30, 2013

To: Chair Ishem and Members of the Board of Trustees

From: Linda Farmer, APR, Marketing and Community Relations Director

Subject: StoryCorps

As part of the IMLS award, we will be partnering with StoryCorps to record interviews with people and communities whose lives have been changed as a result of their experience with a Pierce County Library. The attached document explains the particulars. Be thinking of your good people for interviews!

StoryCorps at Pierce County Library (and how you can help!)

12.18.13

As part of the IMLS award, we will be partnering with StoryCorps to record interviews with people and communities whose lives have been changed as a result of their experience with a Pierce County Library.

When will StoryCorps be here?

StoryCorps will set up shop in the PAC Recording Room March 6-8, 2014.

How many interviews? How long are they?

- 18 interviews
- Each is 40 minutes long

We need your library stories!

We need your stories of individuals, groups, communities or businesses that have been somehow affected by a Pierce County Library. This could be through services, staff, programs, meeting rooms, books or other resources that we provide. Stories should cover the range of geography, ethnicity, age, education level and socioeconomic status of those who live in our communities.

Other story parameters

- **Interviews will happen between** two people who know each other. Most commonly this will be between two customers or between a Library staff member and a customer.
- **Age range is 10 and up.** Since the interviews are a full 40 minutes in length and require sustained conversation, StoryCorps suggests we do not engage anyone under the age of 10.
- StoryCorps provides a trained facilitator for the duration of the recording, but the **interview pairs are encouraged to “run their own show.”** Typically, one of the pair will take the lead and will “interview” the other.
- StoryCorps is known for its **absolutely compelling stories.** Your suggestion should demonstrate that the Library was part of a life-changing or community-altering event in some way. The change could be small and confined to one person or it could be larger and affect a group of people or whole community. Having a range of these experiences would be wonderful.

Timeline

- | | |
|--|-----------------------|
| • Press release and call for stories | January 2 or 3 |
| • Story submission deadline | January 21 |
| • Linda compiles and sends to Selection Team | January 21 |
| • Selection Team meets | January 22 |
| • Selection Team presents to A-Team | January 28 |
| • Linda notifies the 18 interview pairs | January 30-February 5 |
| • Linda meets with interview pairs and helps them craft their questions; outline their stories | February 6-26 |
| • Confirmation calls/emails to interview pairs | February 26-28 |
| • Recording of the 18 interviews onsite at PAC | March 6-8 |

How do I nominate a pair to be interviewed?

In 150 words or less, describe your interview pair and make a brief case for why they should be chosen. Please include a rough idea of their ages, which branch they're associated with, and the specific thing that makes their Library story compelling.

- **A nomination form will be set up on the library's website by Jan 2 or 3 to take your submission. Submit by January 21, 2014.**

What happens to the interviews once they're done?

We will work with StoryCorps to choose one of the full-length audio recordings to be edited to 2 minutes. Once edited, that interview will be posted on StoryCorps' IMLS page with the other 9 winners from the 2013 IMLS class. Here are the [2012 interviews](#). We will also post that interview on our website and use it in our own Library promotions.

That edited 2 minute audio recording will go into the pool for possible airing on NPR. Since StoryCorps began its association with IMLS in 2009, they've only had three interviews chosen to be aired. But we are optimistic one of ours could be chosen!

Also, we will receive copies of all 18 full-length interviews to do with what we wish. It is the Library's desire to find resources to have the other 17 interviews edited to 2 minutes to be used for promotional and archival purposes.

Selection Team

Neel Parikh, Linda Farmer, Julie Kramer, Joy Kim, Susan Anderson-Newham

Who do I talk to if I have questions?

Linda Farmer, APR

Marketing and Community Relations Director

lfarmer@piercecountyLibrary.org

548.3428



Date: December 26, 2013

To: Linda Ishem, Chair Board of Trustees, Board of Trustees, Neel Parikh, Executive Director PCLS

From: Judy T Nelson

Subject: Digital Kids webpage w/ apps information

In June 2013 youth services librarians came to the monthly meeting and indicated that they were being asked for recommendations about age/developmentally appropriate apps from parents who came in to the branches. The librarians wanted to be proactive and find a meaningful way to provide parents and caregivers with appropriate, quality information. After developing a project charter, a team of three librarians created a process to evaluate apps for use by librarians, parents, and caregivers. The team also identified ways to integrate apps in storytimes and developed a list of recommended apps for i-pads and android devices. The recommended apps are suitable for children ages 2 and up and meet at least one of the five practices identified by Every Child Ready to Read (reading, writing, singing, talking playing).

These librarians: Naomi Smith, Genevieve Dettmer and Michelle Angell have completed their assigned work and, with Sr YS Tech, Melanie Kenney, created a web page called Digital Kids that provides the information that is compatible with mobile devices.

The web page went live around Christmas time to support parents and caregivers. That way parents who purchase (or receive) devices at Christmas have a useful tool (that clearly indicates that devices should not be used with children young than 2 years and in very specific and limited relationship building ways with children between 2 and 6 years). An announcing bookmark will be available around the beginning of 2014. This information will remain solely an online resource, and updates will be managed by Youth Services.

The digital apps message is attached and the link to view the web page is below

http://www.piercecountylibrary.org/admin/preview.aspx?id=4044&page_id=1557

Children develop in a healthy way through positive, nurturing relationships between adults and children.

Quality digital media that is a mix of education and entertainment should support these interactions.

It is always better for adults and children to share media together.

The American Pediatric Association recommends no screen time for children under the age of two.

Three tips on using digital media with your child, from the [Ready at Five](http://www.readyatfive.org) organization:

Source: *Technology ParentTips*, <http://www.readyatfive.org/raf/for-parents/parent-tips.html>

PAUSE (AND USE WISELY)

- *Technology can be a very powerful learning tool, but it is not a teacher or a parent. Use technology to enrich your child's life.*

STOP (AND BE SELECTIVE)

- *Technology and how we use it are constantly changing, but "more" or "newer" aren't necessarily better. In fact, too much screen time can be harmful for young children. Be in control.*
- *Be choosy. When selecting media, ask yourself: Does it engage my child? Does it invite my child to participate or ask him to do something? Is it educational and informational? Is there violent or adult content? Is it really educational or simply labeled educational?*

PLAY (TOGETHER)

- *Use the "app" or game before introducing it to your child. Then, use the technology with them.*
- *Young children learn best from interactions with real people and hands-on activities with real things. They learn by doing – not by watching. Turn off the electronics and read, play and just spend time together.*
- *Review and reinforce the content from the TV show/video/game at a later date. Repetition is important for young children's learning.*