

## Timberland Regional Library

### 2013 Action Plan

#### Final Report

Presented to Board of Trustees - 2/26/14

### Annual Service & Budget Planning Calendar

2013	SERVICES PLANNING	BUDGET PLANNING	STATUS
January	Gather and analyze statistics and programs from previous year and community and staff input.		<ul style="list-style-type: none"> <li>• Final 2012 financial report presented to Board.</li> <li>• Board reviewed draft Strategic Planning services RFP and timeline.</li> <li>• Collected 2012 final statistics for library activity.</li> </ul>
February			<ul style="list-style-type: none"> <li>• Board approved RFP for Strategic Planning services.</li> </ul>
March	Evaluate data for non-cost changes to current budget.	Analyze results of previous year's budget.	<ul style="list-style-type: none"> <li>• No significant non-cost changes planned for 2013 budget.</li> <li>• Strategic Planning RFP issued.</li> <li>• Leased Materials pilot project reviewed with Council of Libraries for feedback.</li> </ul>
April-December	Plan/identify training topics and calendar for following year.		<ul style="list-style-type: none"> <li>• Reviewed training identified in employee performance appraisals, scheduled All Staff Training Day and other major venues, added recurring topics and identified conferences, webinars and workshops.</li> </ul>

May	Determine priorities for next year's budget based on input from first quarter.	Develop cost estimates for proposed program priorities for next year's budget.	<ul style="list-style-type: none"> <li>Reviewed progress on 2013 budget priorities and considered priorities for 2014 including how Strategic Planning effort may impact budget.</li> <li>Developed early revenue and expense projections based on continued focus on 2013 budget priorities through 2014.</li> </ul>
June		Discuss budget priorities and review external factors with Board Budget Committee.	<ul style="list-style-type: none"> <li>Board Budget Committee met on 6/26/13 to review early revenue and expense projections, external factors and budget priorities for 2014.</li> <li>Established Budget Committee objectives for structural balance and sustainability of 2014 budget.</li> </ul>
July		Board of Trustees reviews and adopts priorities, process and schedule.	<ul style="list-style-type: none"> <li>Reviewed the details, process, and priorities with the Board at July Board meeting.</li> <li>Recommendation from Budget Committee to maintain momentum achieved with 2013 Budget Priorities and continue into 2014.</li> </ul>
August		Library Director issues budget message to staff.	<ul style="list-style-type: none"> <li>Library Director issued budget message to staff including budget development schedule, 2014 budget priorities, revenue picture and relationship to strategic planning.</li> </ul>
		Develop budget requests.	<ul style="list-style-type: none"> <li>Library and Service Center Managers developed budget requests for review by Administrative Team.</li> </ul>
September		Prepare Preliminary Budget.	<ul style="list-style-type: none"> <li>Conducted Employee Survey September 4-8.</li> <li>Prepared Preliminary Budget and reviewed with Board at Workshop on 9/25/13.</li> <li>Presented for first read the draft version for a Structural Balanced Budget Policy.</li> </ul>

October	Determine District-wide campaigns to solicit the input from communities and staff for 2014.	Board of Trustees reviews and approves Preliminary Budget.	<ul style="list-style-type: none"> <li>Board reviewed and approved 2014 Preliminary Budget at 10/23/13 Board meeting in accordance with RCW 27.12.210(4).</li> </ul>
Oct/Nov		Labor negotiations.	<ul style="list-style-type: none"> <li>Budget Committee reviewed estimated financial impacts from employee benefit renewal rates and PERS.</li> </ul>
November	Employee Survey	Public hearing on Draft Final Budget.	<ul style="list-style-type: none"> <li>Conducted public hearing on Final 2014 Draft Budget before 11/20/13 Board meeting.</li> <li>Reviewed implications from the draft Structurally Balanced Budget Policy.</li> <li>Reviewed beginning fund balance calculation in conjunction with Fund Balance Management Policy.</li> </ul>
December		Board of Trustees adopts Final Budget.	<ul style="list-style-type: none"> <li>Board adopted 2014 Final Budget at 12/17/14 meeting.</li> </ul>
		Board of Trustees adopts property tax levy and levy rate.	<ul style="list-style-type: none"> <li>Board adopted 2014 property tax levy increase, 2014 property tax levy rate, and 2014 non-resident borrower fee at 12/17/14 meeting.</li> </ul>

## **Facilities**

Timberland Regional Library provides service to the residents of Grays Harbor, Lewis, Mason, Pacific and Thurston Counties through 27 community libraries, the Administrative Service Center, three kiosks, and one school partnership. TRL owns and maintains nine libraries. The remaining 18 libraries are in buildings owned and maintained by cities. As the publishing industry changes and shifts to more electronic content, the need for space to house physical collections has changed. In recent years the library has provided access to computers, computer software, electronic resources, the Internet and wifi connections. The library has always been and continues to be a gathering place in the community where people meet, study, relax, collaborate, and attend programs. These changing roles require ongoing evaluation of the purpose and physical layout of library buildings. In 2013 TRL intends to undertake a 10 -20 Year Facilities Plan to plan for the future of our libraries.

### Goal #1

- **Timberland will provide welcoming, comfortable, and convenient library environments that meet the needs and enhance the quality of life in each community.**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will communicate a vision of facilities, with consideration for changes in technology, shifts in population, and funding challenges, that provides library services through standard and alternative service points most appropriate for each community.	2/27/13 – Strategic Planning proposal authorized. Included with the proposal is a review of key demographic trends, a survey of library staff, and a review of community trends with key community stakeholders.
		11/13/2013 – Long-term capital facilities plans for Pierce County Library System and Fort Vancouver Regional Library reviewed in Facilities Committee. Discussion of Statement of Purpose made.
<i>Actions</i>		
	Offer convenient, equitable open hours, reflective of community needs, throughout the library service area recognizing that the library facilities operate as an integrated system.	3/4/13 – Determined that open hours will be addressed in Strategic Planning process in 2013-2014.

		12/31/13 – Ongoing administrative evaluation of a standardized audit checklist to evaluate current facility conditions.
		12/31/13 – Reviewed long-term funding estimates for long-term special purpose funds with Budget Committee.
	Develop a comprehensive safety/security plan to provide safe library environments.	3/16/12 – Workplace Emergencies and Evacuations Workgroup established to formulate a comprehensive plan for the library district.
		1/01/13 – Disruptive Patron Behavior Procedures Manual authorized to enable staff to address behaviors that interfere with the health and safety of library staff and patrons. New brochures and posters were created and distributed.
	Improve access to library facilities for people with disabilities.	6/30/13 – Montesano TRL received review for ADA upgrades. Grays Harbor to receive a review in 2013.
		12/18/13 – 2014 Budget authorized funds dedicated to ADA purposes.
	Create a framework for a range of service alternatives that are viable, responsive, and flexible to the needs of the communities such as service in partner spaces or other forms of library services outside of library buildings; develop model operating agreements for service alternatives.	5/21/13 – Met with Centralia College regarding a kiosk in the Centralia College East campus.
		9/2013 – Installed TRL kiosk at Centralia College East in Morton.
		12/31/13 – Facilities Policy and definitions for types of services points to be reviewed in conjunction with long-term facilities planning.

<i>Ongoing</i>		
	Make the best use of current facilities while identifying opportunities for creative space planning, anticipating less space necessary to house physical collection; ongoing examination of the role of the library as a “community space” and resource center.	2/27/13 – Strategic Planning consultant proposal to include results of TRL’s most recent “Vision Experience” to guide the selection of topics and questions to be included in the staff survey. “Best Ideas: Visioning Experience” from 2012 will be a foundational piece.
	Using existing Service Point Analysis (SPA) framework to evaluate new or expanded facilities, including joint use with community partners, such as, schools, colleges, and non-profit organizations.	At 2/27/13 Board meeting, Board approved up to \$3000 for feasibility study of improvements to the Morton School District Library in order to provide adequate space for public library services.
		At 3/27/13 Board meeting, Board approved up to \$3000 for feasibility study of improvements to the Oakville School District Library in order to provide adequate space for public library services.
		6/30/2013 – Continued meeting and working with Oakville and Morton Cities and School Districts to possibly locate a TRL library in the school district library. Hired architect to assess need for remodeling and associated costs to use school library for public library service.
		6/30/2013 - Provided information to the City of Toledo and met with community members about their intent to vote on annexation to TRL in November 2013. TRL passed a resolution accepting the Toledo ordinance regarding annexation.
		11/13/13 – Initial Service Point Analysis reviewed for the City of Toledo. Indication for further study determined.

**Services, Programs and Outreach**

Timberland Regional Library provides quality service to library patrons through programs and activities for children, teens, families, adults and seniors. In 2011 TRL served our communities with almost 4,000 programs attended by over 60,000 people. TRL has the familiar annual programs: Summer Reading, Family Read Aloud, Adult Winter Reading and Timberland Reads Together, plus author programs, book discussion groups, story times, and many more. In 2013 TRL will provide new programming to support the 2013 theme “Strong Communities: Building Our Future”. TRL will highlight library resources and programs that will help people find jobs, start businesses, get an education, and plan careers, especially in the current tough economic conditions.

Goal #2

- **Timberland will provide the public with library services and programs to explore diverse interests and pursue lifelong**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will provide programs and resources to educate people about personal finance and small business.	3/22/2013 - We did not receive a FINRA grant, however, we are proceeding with the workshop series. The series is scheduled in Lacey in April, in Aberdeen in May, in Centralia in the summer, and in Elma in the fall.
		6/2013 – Reference USA Business database sales rep offered to train and present programs in the October/November on how businesses may benefit from using online resources and how to use the database.
		2/27/2013 - Three staff members trained on presenting the “Money Smart” curriculum developed by FDIC.
		2013 - Provided online access to TRL patrons for financial and business databases for small business, and access to personal finances classes, investment online courses and databases.

	TRL will provide answers to customer's research questions with reference eBooks and print and online reference database resources.	3/30/13 - TRL has acquired over 100 reference eBooks covering subjects from education, business, law, medicine, literature, travel and more. Patrons may access e-Books online 24/7
		2013 - 1400 users accessed TRL online reference eBooks during 2013.
	TRL will increase adult program attendance by 10%.	2013 - Adult Programming attendance increased by approximately 20%.
	TRL will involve local residents in adult programs.	2013 - In partnership with the Washington State Parks 100 <sup>th</sup> Anniversary, held a summer-long program encouraging visits to local state parks and their nearby libraries.
	TRL will link preschool library programs to school readiness.	12/31/13 - Family Read-Aloud district initiative drew 1420 families. Steady increase and interest in class participation. Press Release, programming and parent survey responses linked reading initiative to children becoming school and reading ready.
		12/31/13 – Focus on music as an early learning tool broadened the planning for 2014 district initiative to become Family Read & <u>Sing</u> Aloud. Sing Along Stories and Books with a Beat booklists developed.
		12/31/13 – Record participation in 2013 Summer at the Library. Successful transition to <u>interactive</u> reading activity logs for preschool and school age. 2014 activity logs blend science and early learning concepts and activities. Press Release highlighted programmatic focus on early learning.
		12/31/13 – Staff Summer Training Workshop featured Sing With Our Kids initiative with musician Nancy Stewart. Staff presentations focused on Book Baby story times; 100 Best for Babies: Books and Music booklist finalized; Ideas for using Wordless Books with multiple audiences developed.
		12/31/13 –Positive response to online Pilot Project: YouTube Videos located in Kids: Birth to 5 area of TRL.org. YS staff perform story time rhymes and songs. Acquisition of library video cameras in 2014 will facilitate additional video development.

		12/31/13 - Twelve picture book titles were selected by staff for NEW project that will provide multiple copies of a picture book for staff and family use during Book Babies story times.
		12/31/13 – Participated in Love, Talk, Play Family Event in Rochester as member of Thurston Early Childhood Coalition. Created and distributed bilingual Nursery Rhyme kits to 85 families; display of TRL materials.
<i>Actions</i>		
	Offer series of financial workshops to introduce tools and resources (FINRA grant).	3/22/2013 - We are not receiving a FINRA grant, but are proceeding with the workshop series. The series is scheduled in Lacey in April, in Aberdeen in May, in Centralia in the summer, and in Elma in the fall.
		4/30/2014 - 5-week course in Financial Literacy for patrons completed in Lacey.
		5/6/2013 - 5-week course in Financial Literacy for patrons completed in Aberdeen.
	Invite local experts to present programs or workshops.	3/30/13 - Financial workshops during Money Smart Week presented by local experts at all Pacific County libraries by Bank of the Pacific, at Amanda Park by Twin Star Credit Union, in Oakville by WSECU, at McCleary by Our Community Credit Union, at Aberdeen and Hoquiam by Newrizons Federal Credit Union, and at Tumwater by First Citizens Bank.
		10/13: Attended the annual meeting of the Washington Asset Building Coalition, and heard much about supporting small businesses in our communities. Highlights included an emphasis on small business entrepreneurship, and on broadening the view of "assets" to include health, adequate housing and food, knowledge, and social connections.
		11/19/13 - Met with the Asset Building Coalition to discuss presenting workshops including job training, employment, and financial education leading to small business formation and entrepreneurship, and managing your money.

		11/27/13 - Sea Mar Community Health Centers provided Assisters for the Affordable Care Act at libraries in Thurston and Grays Harbor counties.
		12/31/13 - Information on free Income Tax Preparation Sites provided by outside organizations posted in the "Community Resources" section of the TRL web site.
		3/6/2013 - Three staff were trained in using the FDIC "Money Smart" curriculum to present at their libraries for Financial Literacy programs.
		3/18/2013 - Ordered multiple copies of "Money Smart" curriculum materials from FDIC along with brochures and promotional materials to enable financial literacy workshops throughout the district.
	Share business, educational and career resources with business leaders in our communities.	3/30/13 - Library Director presented to or met with more than 40 organizations during the quarter regarding TRL services in general, with emphasis on 2013 priorities: business, education and career resources.
	Create adult "Program in a Box" kits for library programs, community outreach programs and book discussion groups.	6/2013 - "Book Repair" and "Watercolor Painting" designated as first of "Maker Kits" for Adults. Also in development are kits on "Leather Craft", "Jewelry", "Oral History Recording", "3D Printing", and "Ropes and Twines: Decorative Knots and Splices".
		11/2013 - "Beginning Knitting" kit completed and added to lineup of "Maker Kits" for Adults.
		2013 - Two staff attended an all-day workshop on "Connected Learning" emphasizing Maker activities in libraries. This session concentrated on services to teens and young adults, and made very clear the connection between library activities and learning, both in-school and lifetime. This approach will be seen in the rollout of the new "Maker" kits coming out from Adult Services.
		2013 - Received a PrintrBot Jr to form the core of the new 3-D printer kit for adult programming. Demonstration at December board meeting.
		1/2013 - Timothy Egan featured in Timberland Reads Together with his book "Short Nights of the Shadow Catcher: The Epic Life and Immortal Photographs of Edward Curtis"

		3/2013 - Ordered 500 new trade paperback copies of "Short Nights of the Shadow Catcher: The Epic Life and Immortal Photographs of Edward Curtis" with 300 copies paid for by the TRL Foundation.
		7/2013 - Signed contracts with Book-It Repertory Theatre and Bushwick Book Club to perform as programming for Timberland Reads Together.
		8/2013 - Purchased multiple copies of Coming to Light: Edward S. Curtis and the North American Indians on DVD for Timberland Reads Together programming.
		10/2013 - Timberland Reads Together events: <ul style="list-style-type: none"> <li>• Timothy Egan October 1 at the Washington Center for the Performing Arts in Olympia.</li> <li>• 29 Book Discussions for Timberland Reads Together at all 27 libraries, and including one led by the Library Director at the Service Center.</li> <li>• The video Coming to Light: Edward S. Curtis and the North American Indians" shown 21 times at Timberland libraries and the Nisqually Tribal Library.</li> <li>• Book It Repertory Theatre completed five performances Bushwick Book Club completed nine performances.</li> <li>• Three ongoing photography displays and five photography programs at three different libraries.</li> <li>• Four programs on Native American Perspectives at three Timberland libraries.</li> </ul>
		3/16/2013 - At the conclusion of five workshops on recording personal and community stories as oral history, the materials from the workshop are becoming the initial supply for a "Program in a Box" to be used to record stories from patrons at all branches.
	Create database contests to promote business, educational and career resources, ("Name that Resource", database contest for adults, "Homework Help" database contest for youth and "thinking of College", database contest.	

	Streamline and improve delivery of information to customers.	10/2013 - The "Hard Times" section of the TRL web site has been re-named "Community Services". It contains information on the Affordable Care Act as well as other financial education and resources.
		10/2013 – Implemented Washington Library Now mobile app as part of a project with the Washington State Library and other Washington public libraries. The app provides a mobile version of the TRL library catalog as well as other information and resources available through the TRL website.
	Begin using reference eBooks for equal access for customers and staff, and full access anytime, anywhere.	TRL patrons and staff have access to legal and health ebooks
	Purchase databases with training course for jobs and careers.	1/2013 - TRL purchase subscriptions to the databases Ed2Go (now Learn4Life) and Jobs and Career Accelerator. These databases provide online courses to improve knowledge, skills, and resources to acquire jobs.
		6/2013 – Coming soon TRL patrons will have an additional database resource to use for Job Searching.
		11/2013 – Implemented Microsoft IT Academy which offers free online technology courses on three levels - basic digital literacy skills, Microsoft Office Skills and advanced skills for IT Professionals.
	Create online resources tutorials.	3/30/13 - Staff now has access to webinars and database tutorials on the Staff SharePoint Intranet.
		12/31/13 - Public learned specific features of online databases and how to use the database through tutorials posted on TRL Reference Database page.
		12/31/13 - Staff accessed webinars, database tutorials, bookmarks and posters resources on the Staff SharePoint Intranet to learn specific database features to share with the public.
	Develop a series of talking points on 2013 Service Priorities.	3/30/13 - Developed a poster highlighting 2013 Service Priorities and other key TRL services.

	Develop a series of talking points linking library programming to school readiness.	12/31/13 - Oh Baby! Build Your Brain brochure developed for district with focus on the connection between babies and libraries. The five early learning skills are identified and linked to learning.
		12/31/13 Developed TRL early learning accomplishments list and talking points for meeting with Olympian Editorial Board; Posted on Sharepoint.
	Integrate community helpers and careers into library story times, displays and outreach.	12/31/13 – Hoquiam featured a successful Community Helper (Police, Fireman, Postman, etc.) series as part of SRP. Aberdeen participated in Career Day at Central Park School.
	Seek opportunities to participate in community or school career fairs. Feature library career resources for youth.	12/31/13 - Table at the Grays Harbor College Raymond Campus and presented two financial literacy programs there based on the FDIC “Money Smart” curriculum.
<i>Ongoing</i>		
	Continue to develop programs-in-a-box for children.	12/31/13 - Completed Dinosaurs, Pinkalicious, Legos, Colors and Sorting, 5 Senses, Music family programs and 5 preschool Book Plus kits.
	Continue to develop programs, services and resources for middle and high school teens.	12/31/13 – Teens Online Team presented All Staff Day presentation to highlight online teen services.
		12/31/13 – Teen programs to go developed: Zines for Teens, Steampunk Party, Mad Scientist Experiments To Go; Photo booth. Online program manuals: Minecraft, Dr. Who, Sci Fi Trivia Contest.
		12/31/13 – Teens Online developed and updated online booklists and provided daily content updates to District Teen Facebook Page.
		12/31/13 – Pilot Project to develop Tumblr Blog for Teens approved.
		12/31/13 – Pilot Teen Author District Project attracted 198 teens to 6 events in 5 counties.
	Continue to develop book discussion kits for children and teens.	12/31/13 - 3 Youth Book Discussion Kits developed and used for Lacey Loves to Read. 3 Junior PageTurner Kits were completed.
	Continue to acquire reference materials that reflect varied community interests and needs.	1/2013 – TRL has acquired online access to local community newspapers, such as the Olympian, Chinook Observer, Chronicle, Vidette, and Daily World.

	Measure customer satisfaction regarding database usage.	2/2013 – Staff has received numerous comments from thanking TRL for providing online Ed2Go (now Learn4Life) courses.
	Continue to analyze the cost of selecting, acquiring, usage, of reference database resources and improve efficiency accessing reference resources.	2013 - Reduced database cost with subscription renewal for multiple years.

## **Library Collection**

Timberland Regional Library provides patrons with a collection of more than 1.3 million books, DVDs, magazines, CDs and other library materials in a timely manner and in various formats. During 2012, to expedite the delivery of materials to library patrons and to meet the demand for popular materials, more copies of feature films and other popular materials were purchased. To meet continued patron demands for print and electronic materials in 2013, the library materials budget will be increased to over 15% of the budget. With this increase, TRL will continue to expand the collection of electronic resources, including downloadable ebooks, audiobooks, music and videos. TRL will purchase pre-loaded eReaders from Barnes and Noble to increase access to ebooks and introduce patrons to eReaders. TRL will lease additional copies of popular books, instead of purchasing them, to meet the demand for popular new materials in a cost efficient and timely manner.

### Goal #3

- **Timberland will provide the public with timely access to materials in a variety of formats.**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will maintain a vibrant collection that serves customers' varied interests.	12/2013 - During the past year, Collection Services either participated in or initiated the following programs and/or services to enhance Timberland's collection: Big Library Read program; Hoopla Digital Services, Freegal Streaming; OverDrive Win.
	TRL's collection will remain responsive and relevant for the communities served by the library.	12/2013 - Collection Services collaborated in the creation of a "New Materials Report" to assist library customers in locating new materials at the libraries. The Collection Services Selectors visited all 27 community libraries to discuss their collections, the marketing of materials and to receive feedback regarding our Collection Development efforts.
	TRL will review statistics in the use of various print and electronic formats, evaluate and modify purchasing of materials accordingly.	12/2013 - Collection Services continues to review statistics to assist in making purchasing decisions. We also continue to work with Computer Services to create relevant statistical reports.

<i>Actions</i>		
	Streamline and improve delivery of materials to libraries.	12/2013 - Collection Services continues to review and modify its workflow by cross training staff to expedite delivery of materials to libraries. To improve the turnaround time for A/V materials, Collection Services began to have A/V materials processed by the vendors.
		2013 - Updated the Kids and Teen gateway portal on TRL webpage to streamline access to online reference resources, Homework Help, Library programs and events.
	Begin using leased books to reduce the wait time for popular materials.	12/2013 - Collection Services will continue to evaluate the cost and effectiveness of the leased book program in meeting demand for popular titles.
	Purchase eReaders with preloaded content for circulation.	12/2013 - Collection Services launched the eReader pilot program on June 3, 2013. As of December 31st eReaders have 151 circulations.
<i>Ongoing</i>		
	Continue to analyze procedures to deliver materials in a timelier manner.	12/2013 - Collection Services continuously reviews and modifies departmental workflow as necessary.
	Continue to acquire materials that reflect varied community interests.	12/2013 - Collection Services subscribed to Hoopla Digital Services in December 2013. Zinio (Digital Magazine Subscription) will be introduced by the 2 <sup>nd</sup> quarter of 2014.
	Measure customer satisfaction regarding popular formats.	12/2013 - As part of the Strategic Planning process, both staff and stakeholders were asked questions regarding the collection.
	Continue to analyze the cost of selecting, acquiring, processing and distributing materials in all formats to improve efficiency.	12/2013 - Collection Services continuously analyze the cost of obtaining materials and the cost of the physical processing of materials.

**Communications, Partnerships**

Timberland Regional Library publicizes library events, resources and services through multiple marketing channels to inform current patrons, to attract and encourage new patrons and to develop library advocates in our communities. TRL partners with many local businesses and non-profits to bring the transformational power of books and their ideas to children, teens and adults. In 2012 TRL focused on soliciting input from the public, our communities and our staff. A common message was that even the most frequent users did not understand the breadth of the services and resources offered by the Library. In 2013 TRL will introduce new marketing campaigns to inform our users and non-users about the tremendous value of Timberland Regional Library.

Goal #4

- **Timberland will increase awareness, interest, advocacy and usage of the wide range of library services offered by its libraries.**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will publicize library services through multiple marketing channels including print, broadcast, and online and sponsorships and partnership opportunities.	2013 – Promoted district wide initiatives throughout the year implementing publicity materials in print, online and broadcast channels for major youth and adult campaigns, library events and services.
	TRL will collaborate with other agencies, businesses, and organizations through communications and partnerships.	2013 - Connected with newspapers and radio stations to increase visibility and recognition of TRL’s events, services and resources.
		2013 - In partnership with the Washington Assistive Technology Access Program (WATAP) circulated a collection of over 40 assistive devices throughout the district.
		2013 - Displayed information and materials from the WATAP program at three community meetings and in four Timberland libraries.
		July-Sept. 2013 - In partnership with the Washington State Parks, held a summer-long program encouraging visits to local state parks and their nearby libraries.

		12/31/13 – Developed and distributed informal press kits for Family Read-Aloud and Summer at the Library to members of Thurston Early Childhood Coalition.
		12/31/13 – Developed TRL bookmarks to accompany all Olympia Family Theater shows.
		12/31/13 – TRL served as community partner for the annual Lacey Loves to Read Initiative; staff served on steering committee, at Children’s Day and at Author Reception; Lacey Library hosted VIP event; Lacey Library Manager facilitated graphic novel contest and book discussion at Panorama City.
		12/31/13 – Youth Services staff participated in 3 Free Friday Night Activity Programs at the Hands on Children’s Museum; Staff from Olympia, Lacey and Tumwater developed 12 booklists to accompany HOCM field trip workshops; Youth Services staff participated in the annual Sand in the City Community Event.
	TRL will increase publicity efforts to create greater recognition and use of accessible library services and resources. Research conducted in 2012 revealed that even active library users often were unaware of the variety of services and resources available.	2013 – In addition to district-wide publicity campaigns, Communications crafted publicity for direct mail packets to business and education leaders, developed a new library card campaign and promoted job and education databases and new technology-oriented resources.
<i>Actions</i>		
	Introduce several small-scale promotional campaigns utilizing a variety of marketing channels to increase public knowledge and use of lesser known TRL services and resources.	3/30/13 - Targeted mailing of over 150 packets sent to public officials, community and business leaders throughout TRL’s service area introducing the new Library Director and valuable library services.
		10/15/13 – Sent nearly 150 packets to school superintendents and school librarians listing academic resources TRL provides its patrons.
		10/31/13- The “Hard Times” section of the TRL web site, has been re-named "Community Services". It contains information

		on the Affordable Care Act as well as other financial education and resources.
	Develop a Promotional Plan based on the 2013 theme of “Strong Communities; Building Our Future” to increase TRL’s visibility, value perception, and usage.	3/30/13 – Developed and distributed 2013 Promotional Plan tying in promotions planned for year with annual theme of helping strengthen local communities.
	Evaluate the effectiveness and appeal of the navigation, design, and user experience of the website through interactive patron testing and research.	2014 - Usability testing of the website will be developed and administered in 2014. The results will be considered and applied to changes in site design and navigation in 2015.
<i>Ongoing</i>		
	Increase the perceived value of TRL’s library services among community leaders, decision makers, the general public, and staff through marketing and advocacy efforts.	2013 – Produced marketing campaigns to elevate the awareness and use of library services throughout the year and developed stronger relationships with media organizations, school districts, businesses and community agencies to increase public recognition of useful library services available to all patrons.

**Finances, Budget**

Timberland Regional Library utilizes priority based budgeting. Each year TRL identifies the most important service priorities, determines how much revenue is available and allocates available resources to those priorities. During recent difficult economic times, revenue sources are flat, expenditures are rising, and demand for services is increasing. Since 2005 tough decisions have been made that restructured administrative services, trimmed open hours and cut substitute employee budgets, all prior to the economic downturn of 2008. Since that time expenditures have been aggressively managed as the recession lasted longer than expected. However, aggressively managing expenditures is not a long-term strategy. The 2013 Budget Priorities were developed with the knowledge that 2013 revenue will be stable, with limited new revenues. Property values are stagnant or declining and new construction values are 13.8% less than 2011 values and 20.8% less than 2010 values. Our experiences over the last several years have demonstrated the need to undertake a strategic planning effort in 2013 to guide our future services, facilities, and budget planning.

Goal #5

- **Timberland will be a responsible steward of public resources.**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will responsibly manage financial matters, maintaining a cost-conscious culture, while continuing efforts to maximize property tax revenues.	1/2013 – Fund Balance Management Policy that determines beginning fund balance and available amounts to transfer into long-term planning funds adopted.
		6/2013 – Received DSHS CHIPRA II grant in April to purchase copiers for 16 libraries with scanning to USB or email capabilities for public and staff use. (11 libraries already have copiers/scanners.) All copiers purchased and installed and funds reimbursed (\$66,973.25) in June.
		12/18/13 – Draft Structurally Balanced Budget Policy for long-term fiscal sustainability reviewed and recommended to Policy Committee.
		12/2013 – State Audit completed and list of recommendations to be accomplished in 2014.

		12/2013 – Continued reference to the 2009 Board developed Over-arching Principles of Plan for the Future.
	TRL will develop growth and income projections, review budget priorities, develop budget documents, and work within a balanced budget to deliver essential services.	06/26/13 – Budget Committee met to review initial revenue projections and discuss the continuation of 2013 Budget Priorities into 2014.
		12/18/13 – TRL draft definition for sustainability developed within the draft Structurally Balanced Budget Policy.
		12/18/13 – Three year outlook provided within 2014 Budget.
<i>Actions</i>		
	Demonstrate financial impacts of strategic decisions through monthly reports.	3/30/13 - Monthly financial reports provided to the Board of Trustees.
		12/18/13 – Audit recommendation for direct review of financial transactions by Library Director to be instituted.
	Develop a model that determines adequate beginning funding levels for annual operations.	At 1/23/13 Board meeting, the Board approved the Fund Balance Management Policy as recommended by the Policy Committee.
		12/18/13 – Review of Fund Balance Management Policy calculation included in the 2014 Budget. Calculated minimum level met, no special action required.
<i>Ongoing</i>		
	Define, analyze, and project income resources for TRL at least three years into the future with estimates provided for ending fund balances.	6/26/2013 – Budget Committee met to review state economic statistics for housing, construction and general timber revenues.
	Analyze external factors that can influence TRL’s income and expenditures.	6/26/13 – Budget Committee met to review impacts of current economy and local, state and federal policy impacts.
		12/18/13 – Local levy limits reviewed in conjunction with levy setting process.
	Ensure that library staff has the necessary resources to provide essential library services.	6/30/13 - Online access to database promotion tools – books marks and posters. Updates to current and upcoming database training webinars. Reviewed with Building Managers and Reference Supervisors their reference print resources needs.

		12/18/13 – 2014 Budget Priority included for staff development with additional funding above the 2013 Budget.
	Provide a budget model based upon solid financial management, supported by external assumptions, supplemented by creative approaches for evaluating funding levels.	6/26/13 – Budget Committee discussed formulating a Policy requirement for a “functionally balanced” budget.
		12/18/13 – Draft Structurally Balanced Budget Policy reviewed with 2014 Budget. Definition included for sustainability.
	Provide transparent and efficient management of resources.	2013 – All Board Committee agendas to be available for review on the public website, in addition to Board agendas, minutes and video recordings.
		2013 – It was decided that any member of the public wishing to attend a Board Committee meeting is welcome. Public comment will be limited to a specific time at each meeting.

**Human Resources**

The outlook for 2013 is optimistic for all aspects of Human Resources. Following affiliation with AFSCME and two amicable economic openers, TRL looks forward to a language opener with common purpose and positive outcomes. Management and the Union worked well together in reaching Wellness participation goals to qualify for premium discounts and deductible incentives. The Wellness program will focus on smoking secession and improving individual biometrics.

Recent system implementations for applicant tracking and employee appraisals went smoothly and now require monitoring and trouble-shooting when necessary. The goals of efficiency, simpler administration and records management have been met.

Our robust training and development program continues to offer excellent opportunities for staff to enhance knowledge, skills and abilities through internal and external resources. The Leadership Program initiated by the Board of Trustees prepares the charter class for future key roles in the Library.

Goal #6

- **Timberland will develop highly qualified, trained, and skilled staff.**

<i>Objectives/Actions/Ongoing</i>		<i>Status</i>
<i>Objectives</i>		
	TRL will ensure that staff members have the knowledge, skills, and abilities to meet library district standards of performance.	
<i>Actions</i>		
	Implement library district standards of performance.	3/31/13 - Completed. The standards of performance were established, published and incorporated into employee performance appraisals.
		12/31/13 - Formulated a new service award to recognize employees demonstrating excellence in the areas of standards of performance.
	Evaluate NEOGOV online applicant tracking and employee appraisal systems.	6/30/13 Completed. The transition to NEOGOV improved applicant pools and the hiring process for hiring teams.

	Conduct leadership training in support of succession planning.	2/15/13 - Held Legislative Day activities. 3/13/13 - Held Public Services session. 4/11/13 - Held Labor Relations and HR session. 5/16/13 - Held Business Office session. 6/6/13 - Held Collections Department session. 7/17/13 - Held Computer Services session. 8/8/13 - Last session held with guest speakers and graduation. 12/31/13 - Initiated planning for 2014-2015 Leadership Development Program.
	Negotiate contract language opener with positive outcomes.	6/11/13 - Began negotiations.
		12/5/13 - After 11 sessions, and with the help of a mediator, TRL and the Union settled the Collective Bargaining Agreement with positive results.
	Conduct Spring Training and All Staff Training Day	3/30/13 - Dates in May were scheduled. Managers worked on curriculum with support from the Staff Training and Development Coordinator.
		5/30/13 - Conducted Spring Training during staggered closures throughout May. Training was done by staff from both the libraries and the Service Center, outside presenters, and police and fire department officials. Some Library Managers also used this opportunity for staff appreciation and recognition.
		9/18/13 - Conducted All Staff Training Day at St. Martin's University with 240 attending.
		11/30/13 - Announced dates for the next two All Staff Training Days: 9/17/14 and 3/18/15.
<i>Ongoing</i>		
	Identify and meet training and development needs in support of district standards of performance.	3/31/13 - Completed through the employee appraisal process. Conference attendance was up 30% (101 employees) from 2012 and double that of 2011, and 656 staff attended one or more of the 65 sessions of 27 different in-

		house trainings. This is 150 more staff than the previous high of 506 in 2011. 64 staff attended a wide range of webinars in 2013, an increase of 450% from 2012 and 120% from 2011.
	Recruit the best qualified candidates.	4/15/13 - Hired a new Public Services Manager.
		6/3/13 - Hired Senior Library Manager for Olympia Timberland Library.
		6/17/13 Hired Elma Timberland Library Manager.
		2013 - Recruiting efforts were enhanced through NEOGOV and the recent addition of social networking resources.
	Provide a quality hiring and orientation experience for new hires.	3/31/13 - Formulated a comprehensive transition plan for new Public Services Manager.
		6/30/13 A third NEOGOV module for onboarding new employees was evaluated for purchase. Onboarding forms have been put on a thumb drive for easy access, completion and coordination.
		12/31/13 - Formulated topics for a newly-hired Supervisor/Manager orientation in conjunction with New Employee Orientation.
	Conduct year-round, incentive based, outcome-focused Wellness program.	1/1/13 - Completed initial planning for roll out of American Cancer Society (ACS) <i>Active for Life</i> program.
		4/1/13 - Signed up staff members for the ACS Active for Life program to be conducted throughout the year. Vivacity's wellness program on improving biometrics and engaging life-style coaches for health was also promoted.
		2013 - Participation in the Vivacity Wellness initiative reached over 40% and reduced insurance premiums by 4%.
	Evaluate staffing as attrition occurs.	3/1/13 Initiated staffing analysis for each open position throughout the year.
	Continue positive labor relations with Union representatives.	6/30/13 New AFSCME Representatives arrived and are working with Management on negotiations and labor relations issues.