



**Washington County**  
Cooperative Library Services



2012-2013 Annual Report

**Connecting People, Books and Resources**  
**Washington County Cooperative Library Services**  
**Annual Report**  
December 2013

**WCCLS Mission Statement:**

The libraries in Washington County work together in a spirit of cooperation that extends beyond local boundaries in order to provide excellent countywide library service to all residents.

**FY12-13 Statistics at a Glance**

<b>536,370</b>	Washington County Population 2012
<b>273,363</b>	Registered patrons (6/30/13)
<b>\$34,671,573</b>	Total spent on public library service (all sources)
<b>\$64.64</b>	Spent per capita (total population)
<b>13,070,159</b>	Total circulation (checkouts and renewals)
<b>24.37</b>	Circulations (checkouts) per capita
<b>2,547,691</b>	Holds placed
<b>193,353</b>	Total e-book & audio-book titles downloaded through Library2Go
<b>4,106,562</b>	Total visits to member libraries
<b>534,729</b>	Total number of public Internet users (wired stations; not including WiFi)
<b>1,490</b>	Average number of public Internet users per day
<b>240,584</b>	Total library program attendance
<b>31,994</b>	Summer Reading Program sign-ups (all ages)
<b>153,034</b>	Total hours of volunteer time donated
<b>2,948</b>	Total individual volunteers
<b>\$2,958,147</b>	Dollar value equivalent of volunteer time
<b>3,978,705</b>	Total items delivered to libraries by WCCLS Courier
<b>1,969,595</b>	Total wccls.org website visits
<b>564,789</b>	Total unique visitors to the wccls.org website
<b>2,428</b>	WCCLS help-desk support tickets logged
<b>7,426</b>	Webmaster email support questions logged
<b>20,060</b>	Circulation to Outreach-Homebound patrons

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## Message from the Director

This report reviews and analyzes the activities and services of the Washington County Cooperative Library Services (WCCLS) and its member libraries for FY12-13. Working together, Washington County, nine cities and two non-profit organizations strive to provide excellent public library service to every county resident. This unique cooperative structure allows the partners to divide responsibilities to achieve this mission; the County provides some services and the public library partners provide others. We continue to respond to the challenge of transforming library service to meet changing patrons needs, especially the growing demand for e-books and e-content. Washington County residents continue to be more avid library users than other Oregonians or residents of most other states, checking out more materials per capita and visiting the library more frequently. Serving the educational, informational and entertainment needs of our residents is a responsibility we take seriously, and I extend my appreciation to my staff, the staff of member libraries and the legions of volunteers whose dedication to service keep our libraries open 359 days per year to meet the needs of our residents.

Sincerely,



Eva Calcagno, Director

*Cover image: Good reading in your inbox! Love books, but don't know what to read next? WCCLS offers readers the opportunity to subscribe to reading recommendations with links to the WCCLS catalog sent to you via email. From romance and mystery, to science and current events, we have reading suggestions and ideas for every reader. [www.wccls.org/goodreading](http://www.wccls.org/goodreading). The cover image was part of our 2012-13 campaign to promote Good Reading.*

## Introduction and Background

The Washington County Cooperative Library Services (WCCLS) is a partnership between Washington County, nine cities and two non-profit organizations that share responsibility for providing public library service to the residents of the County. While this structure works well for Washington County and its cities, it is unusual in Oregon and the nation. This makes it difficult to compare our structure to other libraries that are unified county systems. WCCLS and its member libraries report statistics annually to the Oregon State Library following the mandate of Oregon Revised Statutes 357.520. The State Library in turn submits Oregon library statistics to the Institute for Museum and Library Services through the Public Library Statistical Cooperative.<sup>1</sup> When analyzing the statistics at the state or national level it is important to group all WCCLS and member library statistics together to get a complete picture

of activities, services and costs for the provision of countywide library service. Separately they do not accurately reflect the services provided or the costs to do so.

The current WCCLS member public libraries are:

- Banks Public Library
- Beaverton City Library and Beaverton Library at Murray-Scholls
- Cedar Mill Community Library and Cedar Mill @ Bethany (non-profit organization)
- Cornelius Public Library
- Forest Grove City Library
- Garden Home Community Library (non-profit organization)
- Hillsboro Main Library and Shute Park Branch Library
- North Plains Public Library
- Sherwood Public Library
- Tigard Public library
- Tualatin Public Library
- West Slope Community Library (County)

Washington County, through WCCLS Central Support and Outreach Services, provides support services, technology, staff and mentoring to member libraries. In the Public Library Statistical Reports, the figures reported for WCCLS include services and staff for WCCLS Administration, Automation, Reference and Interlibrary Loan, Outreach and Youth Services, and Courier programs and the West Slope Community Library (the only County-run library).

It should be noted that the WCCLS membership includes two non-public “specialized” libraries that offer public access to services and collections: Tuality Health Information Resource Center and Oregon College of Art and Craft (OCAC). These two libraries use the shared library catalog and circulation system and maintain public open hours. While their statistics are not reported in detail to the state or the national database like the regular public libraries, their use may be included in some of our counts of countywide activities.

A Washington County annual performance report can only describe the whole picture when data from member libraries is included. To provide context and perspective, statistical data from FY01-02 through FY12-13 is included in this report where appropriate and available. Also note that member libraries may generate their own annual performance reports or audits per city or non-profit directive and may also have local strategic plans to address library-specific goals and community needs.

## **Brief History**

WCCLS was established in 1976 with the passage of the first countywide serial levy to support public library service. Prior to 1976, over half the residents of the county had no public library service; if they wanted to use one of the existing city libraries, they had to buy a library card to check out materials. The cities operating public libraries at that time were: Beaverton, Cornelius, Forest Grove, Hillsboro, Sherwood and Tigard. With the passage of the first serial

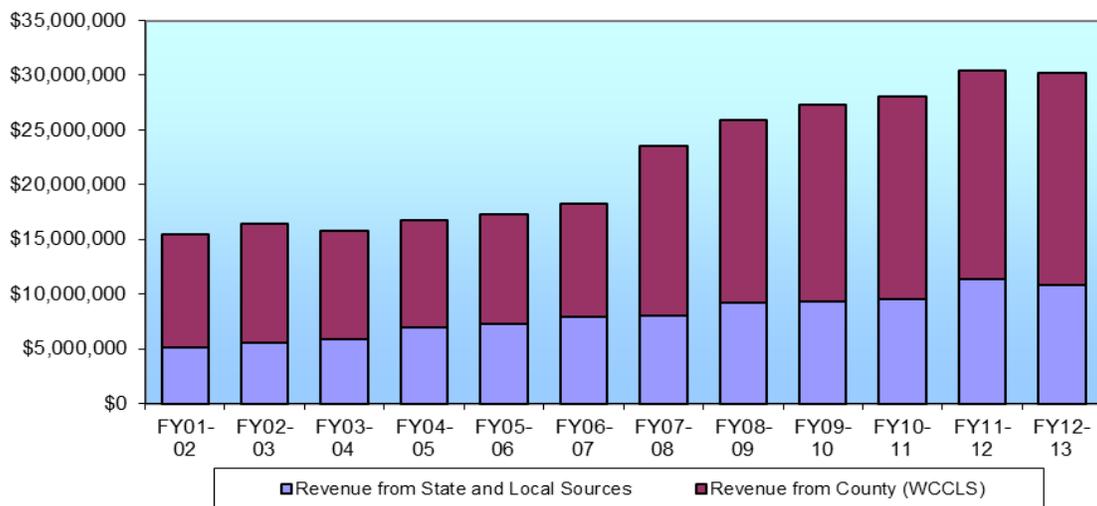
levy, County tax funds augmented city library funds to allow the six cities to freely serve any county resident for the first time. Other cities and community libraries joined the Cooperative and were included in funding as the population grew, libraries were established, and the county evolved in the last quarter of the twentieth century. That same premise – countywide taxes distributed to member libraries to allow free public library services for all residents – still forms the backbone of this cooperative partnership.

In addition to funding public library operations, County tax funds also supported centrally provided services for member libraries and outreach services for special populations. Today, the centrally-supported services include: Administration (fund management, contract administration, coordination of countywide services, board support, publicity and public education); Automation (shared catalog and website, hardware, software, telecommunications, Internet access, auxiliary technologies, and 7-day-per-week staff support); Reference and Interlibrary Loan (e-book and database subscriptions, training, adult programming support and borrowing and lending from libraries outside of the County); Courier (materials deliveries among libraries 7 days per week and Interlibrary Loan shipping); and Youth Services (countywide Summer Reading Program support, early literacy training and programming materials for local librarians). The County also provides direct Outreach Services to special populations, including homebound residents, residents who speak Spanish and other non-English languages, childcare providers, children in care, and jail inmates. These three directives -- public library operational funding, support services for member libraries, and outreach to special populations -- are determined by the Washington County Strategic Plan.

## Public Library Funding

Funding for public library operations today is still provided by a combination of County tax dollars, local city tax support, and other funds (fines & fees, state grants, local fund-raising, etc.) as depicted in the following chart.

**Public Library Funding Sources**



County funding for library services comes from two sources: the County General Fund and a dedicated local option levy. General Fund revenues make up approximately 66% of all County funding, and are the vestige of a 1996 serial levy that was rolled into the County General Fund by Ballot Measures 47/50 in 1998. WCCLS did not pass another levy until 2006. That levy provided additional funding for FY07-08 through FY10-11. The local option levy was renewed in 2010 for a five-year period (FY11-12 through FY15-16) at the same rate of 17 cents per \$1000 of assessed value. The current local option levy provides 33% of County funding for library services.

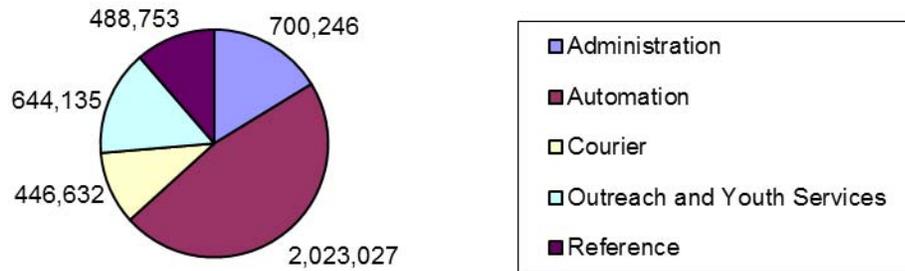
In FY12-13, Washington County’s contribution for public library operations equaled 64% of the total library operating expenditures. Each library determines its own ratio of County to other funding based on local priorities, city and other funding resources available. WCCLS distributes County funds each year to member libraries for operations according to an Inter-Governmental Agreement called the Public Library Services Agreement. The chart below identifies the ratio for each library in FY12-13.

**FY12-13 Public Library Revenue Sources**

<b>Public Libraries:</b>	<b>Total Operating Expenditures</b>	<b>State and Local Revenue</b>	<b>Revenue from WCCLS</b>	<b>% of Revenue from WCCLS</b>
Banks	\$221,866	\$97,753	\$125,915	56.3%
Beaverton	\$8,475,302	\$3,412,748	\$4,583,031	57.3%
Cedar Mill	\$3,948,729	\$692,267	\$3,395,991	83.1%
Cornelius	\$347,088	\$188,229	\$165,471	46.8%
Forest Grove	\$955,811	\$273,744	\$682,063	71.4%
Garden Home	\$326,964	\$21,560	\$353,035	94.2%
Hillsboro Libraries	\$7,428,460	\$3,179,581	\$4,255,421	57.2%
North Plains	\$228,134	\$131,154	\$96,980	42.5%
Sherwood	\$1,086,410	\$366,198	\$720,212	66.3%
Tigard	\$4,882,475	\$1,874,764	\$3,007,711	61.6%
Tualatin	\$1,757,130	\$530,518	\$1,310,128	71.2%
West Slope	\$710,411	\$31,216	\$698,582	95.7%
<b>Total - all libraries</b>	<b>\$30,368,780</b>	<b>\$10,799,732</b>	<b>\$19,394,540</b>	<b>64.2%</b>

Expenditures for county-provided Support and Outreach Services totaled \$4,302,793 in FY12-13, 6.9% more than the previous year. Automation services account for the largest portion of that amount (47%), and includes hardware, software, telecommunications networking, maintenance fees, associated technology products and services, Internet access charges and staff support to provide the shared library catalog and circulation system and wccls.org website for member libraries.

## WCCLS Central Support & Outreach Costs FY12-13



The combined amount spent on public library services in FY12-13 was \$34,671,573 (includes all local public library operating and County central support and outreach expenditures). This equals a per capita expenditure of \$64.64 (2012 county population of 536,370). In comparison, Multnomah County Library expends \$75.65 per capita and the statewide average is \$48.82.<sup>1</sup> Of the total WCCLS amount, 68.35% was County funding.

Following the FY11-12 installation of a countywide Radio Frequency Identification (RFID) materials tracking system, WCCLS maintenance expenditures increased in FY12-13 as we assumed costs for maintaining all security gates and the self-service credit card fee payment system at member libraries. The reason these costs moved from local to WCCLS is to assure that the equipment is maintained and in working order and to support a consistent customer experience across the member libraries. While the investment in RFID was from central County funds, the long-term savings and increased efficiencies will be realized by member libraries with improved service to all County residents.

In FY12-13, Beaverton and Hillsboro libraries installed Automated Materials Handling (AMH) systems to mechanically scan RFID tags on returned items, check the items in, and sort materials into bins for filling holds, returning to the shelf or transferring to other libraries. AMH reduces staff handling tasks in the back room and allows redeployment of staff to more public service functions. Costs for the purchase, installation and on-going maintenance of AMH are the responsibility of the local library.

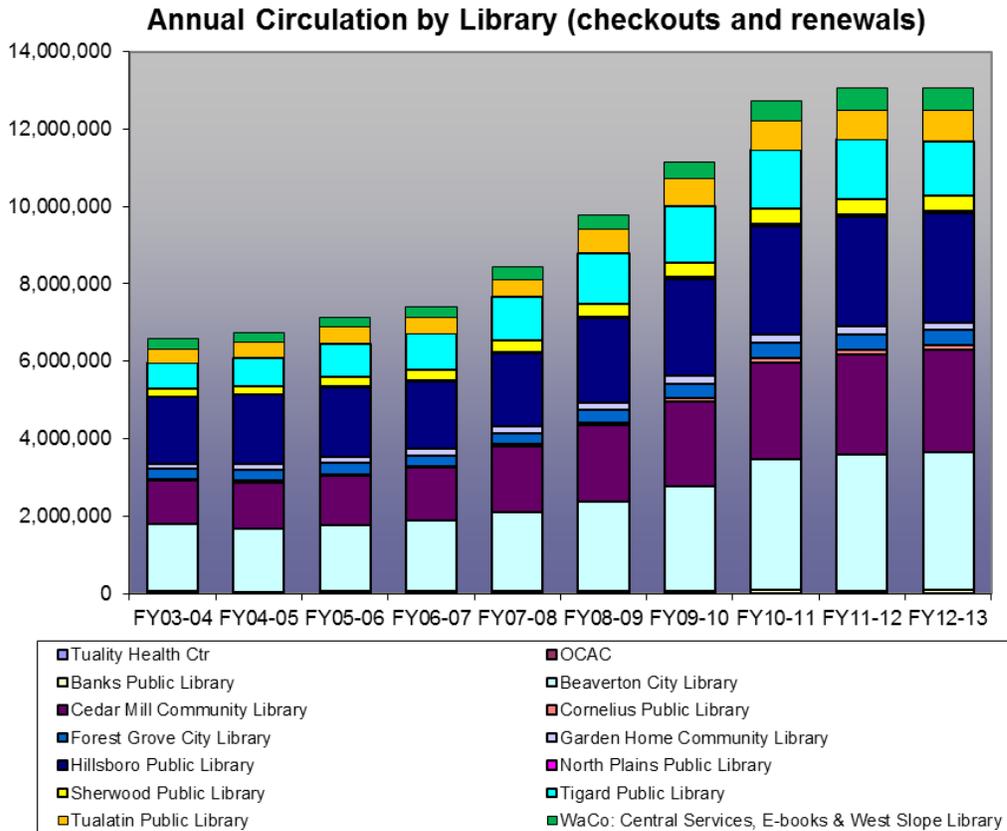
### Public Library Usage

*NOTE:* The Hillsboro Public Libraries began a major expansion, remodeling and renovation project at both libraries in FY12-13. The Hillsboro Main Library was “disruptively open” for business from October to May while they expanded to the second floor and remodeled the first floor. Once that was completed, the Shute Park Library was closed for complete renovation in May 2013. All Shute Park materials have been moved to the Main Library for the construction period. The estimated reopening will be in March 2014.

In addition, due to city budget reductions, Tigard Public Library closed on Thursdays beginning in July 2012. The library was previously open 1pm to 9pm on Thursdays. Statistics reported for Tigard Public Library and the Hillsboro Public Libraries (and therefore impacting countywide totals) in the Public Library Usage, Public Library Programs and Community Support sections are lower than typical because of these closures.

An essential requirement for providing public library service is to assure that libraries are open to the public. In FY12-13 WCCLS member libraries were open an average of 56.8 hours per week, including evening hours. All member libraries were open at least six days per week; eight libraries were open seven days per week. All WCCLS member libraries exceed the Oregon<sup>1</sup> average which is 41 open hours per week.

Circulation, or the number of materials checked out and renewed, has been the primary indicator of library usage. Annual countywide circulation steadily increased over the last decade, but has leveled off in recent years. In FY12-13 the total circulation was 13,070,159, an increase of 0.17% over the previous year. For Washington County’s 2012 population of 536,370 that equals 24.37 circulations per capita. In comparison the Oregon average is 16.35<sup>1</sup> and the national average is 8.3 per capita. The national figure is from the 2010 Public Library Survey<sup>2</sup> (latest data available) from the Institute for Museum and Library Services (IMLS), <http://www.ims.gov/research/public-libraries-in-the-us-fy-2010-report.aspx>.



While reasons for the leveling off are discussed below, it is worth reviewing the factors that led to the increases over the last five years. Beginning with FY07-08 when new levy funding

became available, libraries were able to restore open hours, reinvest in purchases of new materials and reinstate programs and services. Stable hours and staffing, an infusion of new materials and more copies of high-demand titles, and increased numbers of educational and entertaining programs for children, teens and adults encouraged patrons to make library use a regular habit. These factors contributed to a sharp increase in use of libraries.

Also noteworthy were the openings of new libraries from 2007 to 2010. Hillsboro Main Library moved from Tanasbourne to a new building on Brookwood Parkway, providing twice the square footage, Cedar Mill opened the Bethany Branch, and North Plains Public Library joined WCCLS in 2007. Tualatin opened a remodeled and expanded library in 2008, and Beaverton opened the Murray-Scholls Branch in 2010. All of these expansions and openings contributed to the wave of increased use that began in 2007.

Another factor that contributed to increased library use was the economic downturn that began in 2008-2009. WCCLS, like public libraries across the country, saw an increase in the number of patrons seeking free resources such as books and programs to help families stretch tight budgets. Libraries offer free Internet access, computers with word processing software, library-sponsored workshops, and print and electronic materials on resume writing, interview techniques, and skill assessment, all invaluable resource for residents who are looking for jobs.

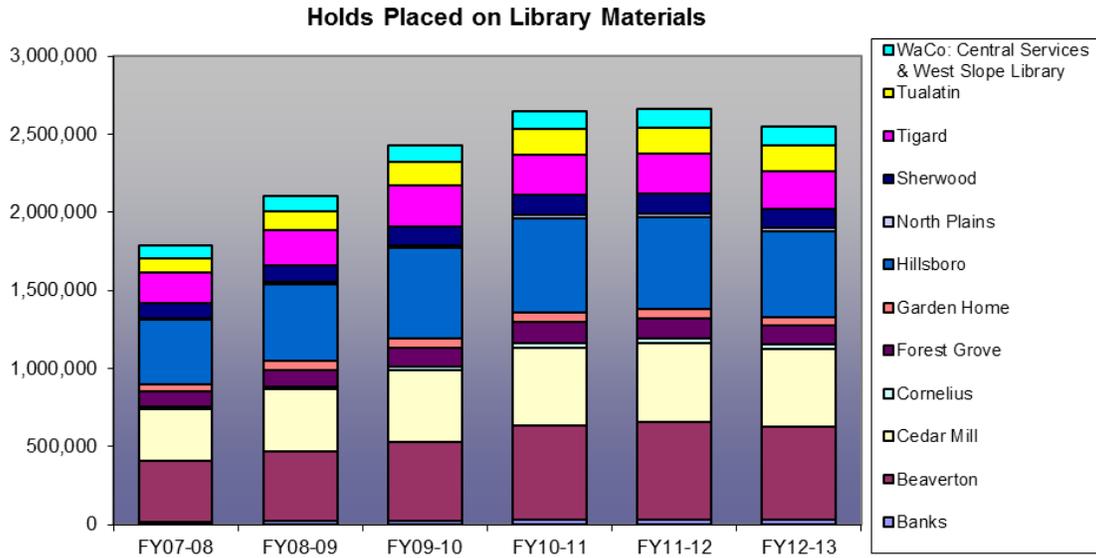
While circulation growth leveled off, library hours remained stable and daily visitor totals declined slightly. Member libraries continued to see strong growth in checkouts of e-books, Blu-Ray DVDs, electronic games, and magazines/periodicals. Increases in the checkout rates of books/print materials and compact discs have slowed. This will continue to be a trend to watch. The increasing popularity and ease of access to e-books through non-library channels is believed to be siphoning off traditional library users. In addition, that e-book publishers are reluctant, or sometimes refuse, to sell or lease e-books to libraries is an on-going problem. We continue to monitor the situation including national debates between the publishing industry and libraries, and restrictions on libraries' ability to make e-books available to patrons.

Besides counting checkouts, another way to look at library use is collection turnover, or total WCCLS circulation (minus e-books) divided by total WCCLS collection holdings (1,665,211 not including electronic and downloadable titles). In FY12-13 collection turnover was 7.73, or theoretically every item circulated nearly eight times. The statewide average is five.<sup>1</sup>

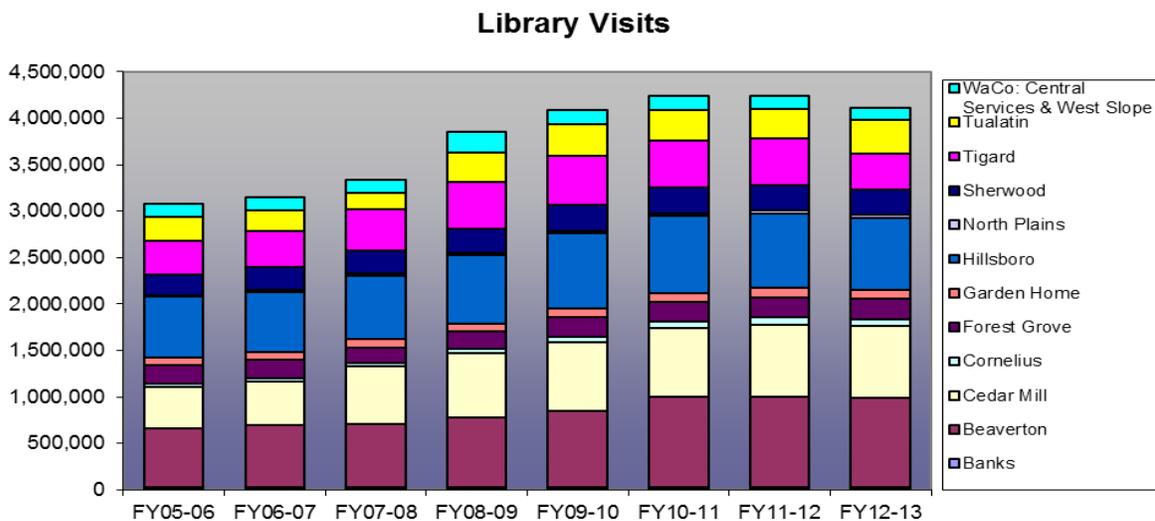
While many library patrons physically browse library shelves, increasingly, patrons browse library shelves electronically. They search [wccls.org](http://wccls.org) for titles they want, and request the items to be shipped to their preferred library for convenient pick-up. Statistics



regarding the number of holds placed on library materials is not included in the Public Library Statistical Report, in part because the dynamic nature of the activity makes it difficult for some systems to count. WCCLS has been able to track statistics for several years. The chart below illustrates the rise in holds placed. In FY12-13 there were 2,547,691 holds placed on library materials, a decrease of 4.3% from the previous year. This seems to mirror the leveling off of circulation.



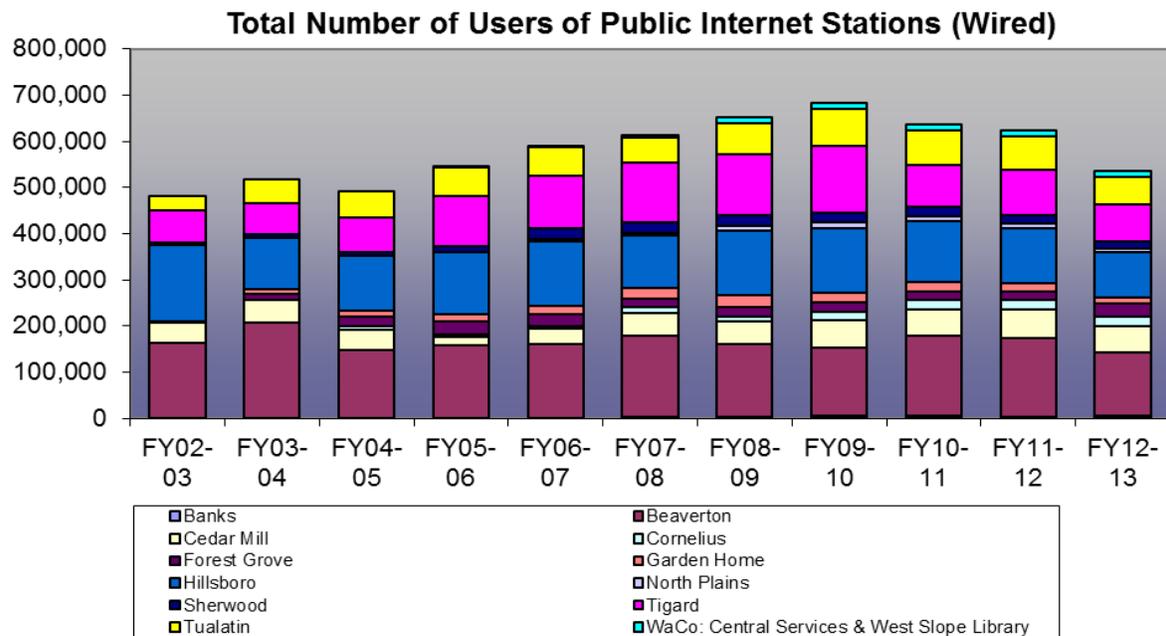
As of June 30, 2013, there were 273,262 registered library patrons, the equivalent of 50.9% of the County’s population. Residents visited library facilities 4,106,562 times or an average of 7.66 visits per capita. According to State Library statistics for FY12-13<sup>1</sup> the statewide average is 5.65 visits per capita; according to the IMLS<sup>2</sup>, the 2010 (latest available) national average is 5.28 visits. For WCCLS, both registered patrons and library visits leveled off for FY12-13. This mirrors national trends for library visits.



WCCLS member libraries have provided public Internet access for many years through library computer workstations. Internet access is an important library-provided service allowing

patrons to conduct research, look for jobs, apply for government benefits, communicate with friends and family, etc. Library Internet access is also an important resource for county residents who do not have Internet access at home or for those who live in rural areas where high-speed lines are not yet available. The following chart measures the number of users of Internet wired workstations at each library. In FY12-13 a total of 534,729 library patrons used a wired Internet station. That equals an average of 1,490 users per open day, a decrease from the previous year.

WCCLS added wireless Internet access for the public at all member libraries in 2009. We attribute the decline in wired users beginning in FY10-11 to increased use of WCCLS-provided wireless options as more patrons access library resources through their own devices – laptops, tablets, mobile devices, etc. WCCLS staff continues to try to determine reliable, aggregated data on wireless use, but at this time we do not have reliable annual figures to report due to the dynamic nature of the data. Also, wireless login data from member libraries’ wireless controllers is purged each night.

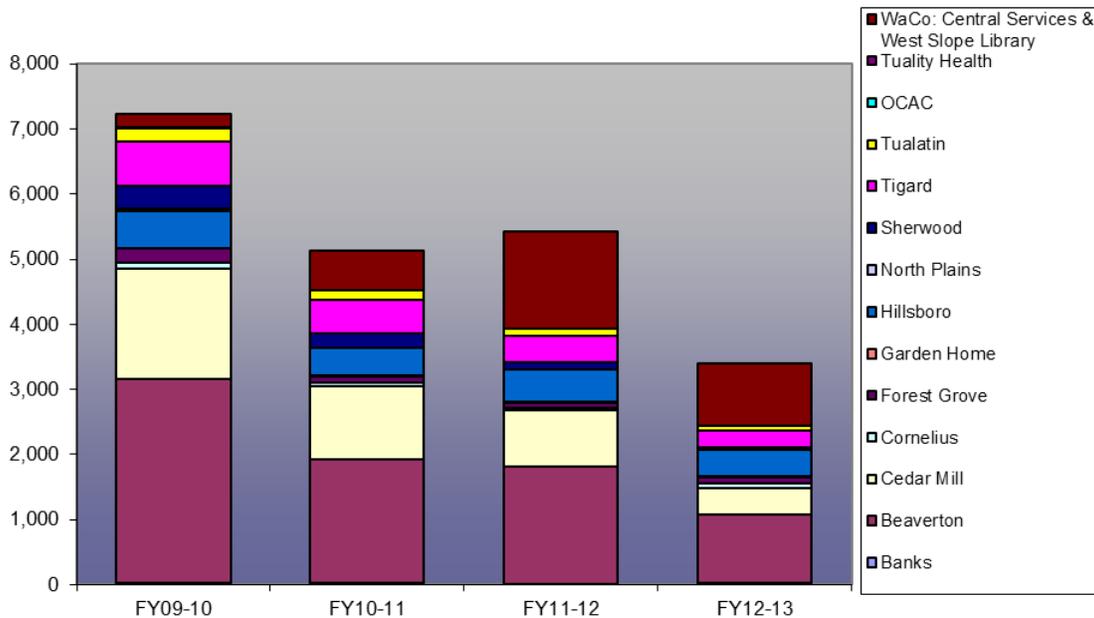


WCCLS participates in a statewide collaborative digital reference service called Answerland (formerly L-Net) that is available to patrons 24 hours per day, 7 days per week. Patrons ask questions via email, chat, or text, and receive answers from professional librarians. Answerland is a state Library Services and Technology Act (LSTA) funded-project initiated in 2003. Librarians from across the state fill shifts answering questions that can come from anywhere. The service contracts with librarians in other parts of the country so that during evenings, weekends and early hours Oregon questions can be answered. Four years of statistics are provided below. These numbers include email and chat questions only. The text message option began in December 2010. In FY12-13 there were 182 text questions that could be identified as coming from Washington County patrons (identifying one’s library system is

optional). This is a drop from 341 in the previous year. We do not know the explanation for the decline, however we plan to market the service in this fiscal year to increase use.

The chart below shows a general decline in Answerland use from FY09-10 to FY12-13. We believe the decrease occurred because of a statewide consortium decline in marketing access to schools; Beaverton School District students had previously used the system heavily. In FY12-13 the total questions asked was 3,397, a decrease of 37% from the previous year. This downward trend mirrors statewide use of Answerland. The State Library initiated a review/analysis of the program in FY12-13 and has recommended changes in the structure and funding for the service beginning in FY14-15.

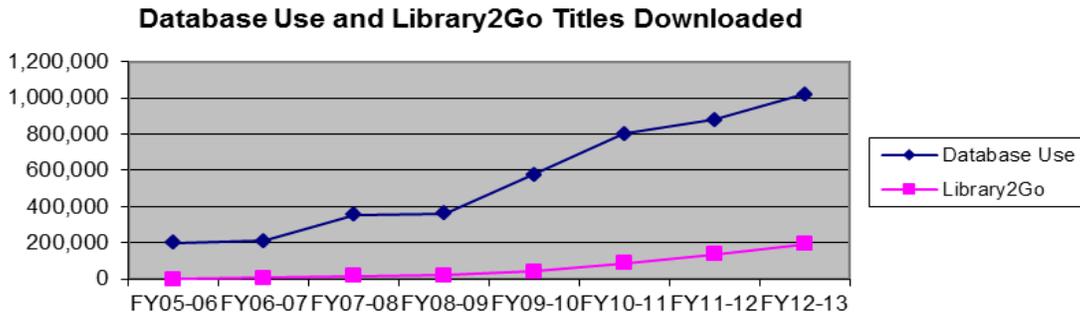
**Answerland Questions Asked by Washington County Patrons**



The WCCLS Reference Program negotiates and manages contracts for database subscriptions that are available through [wccls.org](http://www.wccls.org). These resources include reference works, homework assistance, learning tools, and personal research resources. They run the gamut of topics from automotive repair to genealogy to investing to language learning programs to tutorials for citizenship or civil service exams. For a full list see [http://www.wccls.org/online\\_resources](http://www.wccls.org/online_resources). Some subscriptions are procured by the State of Oregon using federal LSTA funds. Others are purchased by WCCLS. FY12-13 saw a 15.9% increase in database use, or a total of 1,020,181 uses.

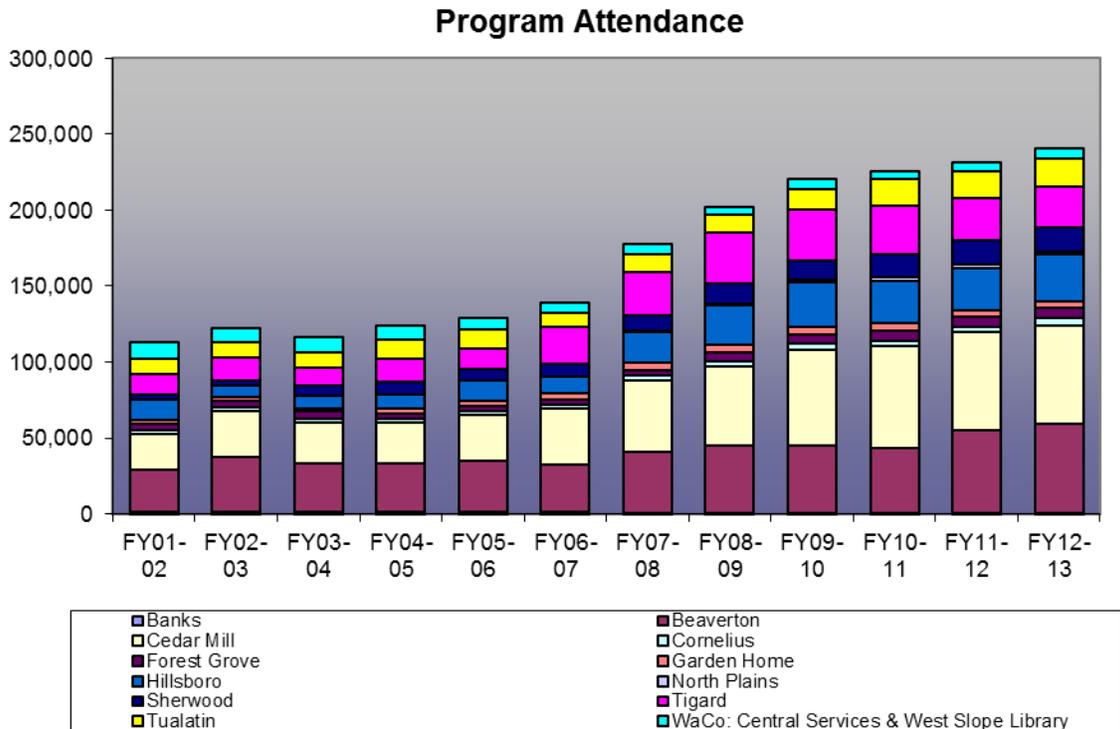
WCCLS also participates in the Oregon Digital Library Consortium, a group of public libraries that pools funds to subscribe to downloadable e-books and e-audiobooks. The service is called Library2Go. WCCLS downloads increased 42.5% over the previous year (193,353 titles downloaded). Patron demand for downloadable materials continues to be a serious issue for WCCLS and member libraries. This includes both our ability to afford adequate e-collections and to provide patron education and support regarding the use of e-book devices and the downloading process. In FY12-13 additional WCCLS funds were redirected to lease e-books

to address lengthy hold queues. Additional public library funds will be redirected to e-books over calendar 2014.



## Public Library Programs Offered and Program Attendance

Member libraries offer a variety of programs for children, teens and adults. Library program attendance in FY12-13 was 240,584, a 3.83% increase from the previous year, and the total number of programs offered increased by 209. The 8,329 programs offered averaged 28.9 attendees per program.



The largest coordinated programming effort is the annual Summer Reading Program, which includes incentives, prizes, and events for children, teens and adults. WCCLS Central Support Services provides coordination for Summer Reading Programs that includes themed

promotional print pieces, radio and/or television promotions, website support, contracted performers for all member libraries, procurement of reading incentives and prizes and more. Local libraries typically augment programs with additional reader prizes and local performances.

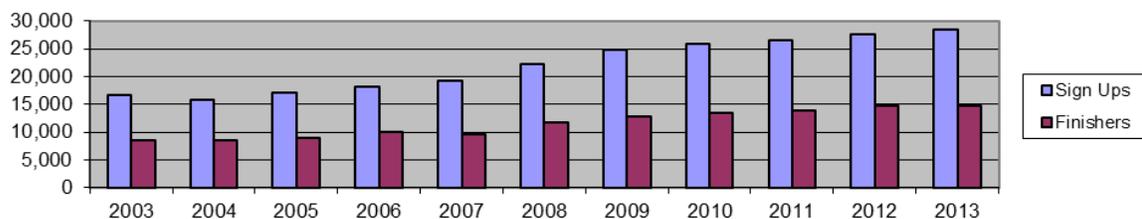


In summer 2013, a total of 28,379 children and teens signed up to participate in the Summer Reading Program and 14,701 finished their reading goals, a 51.8% finish rate. As illustrated in the chart below, increases in sign-ups have outpaced increases in finishers over the ten years of data available. This could be due to increased outreach at the beginning of the summer (WCCLS partner-sponsored advertising in the *Oregonian* or *Metro Parent Magazine*, for example) or a library focus on the importance of participation instead of completion.

An important achievement is that WCCLS member libraries are now reaching 20.8% of Washington County children ages 0-17 through the Summer Reading Program. That number continues to increase with efforts to increase market penetration.

The countywide Adult Summer Reading Program had 3,615 participants; adult finishers are not tracked. In 2013 the Adult Summer Reading Program included a featured author presentation for the second time. WCCLS contracted with national bestselling author Cheryl Strayed, whose book *Wild: from Lost to Found on the Pacific Crest Trail* was an Oprah Book Club selection. Strayed's program was the largest single ASRP event we have organized and it presented a logistical challenge due to her popularity. The event was held at Southridge High School and 565 people attended. In addition, the WCCLS Facebook post about the event has been viewed 20,381 times. Here is the link: <http://smarturl.it/strayedWCCLS>.

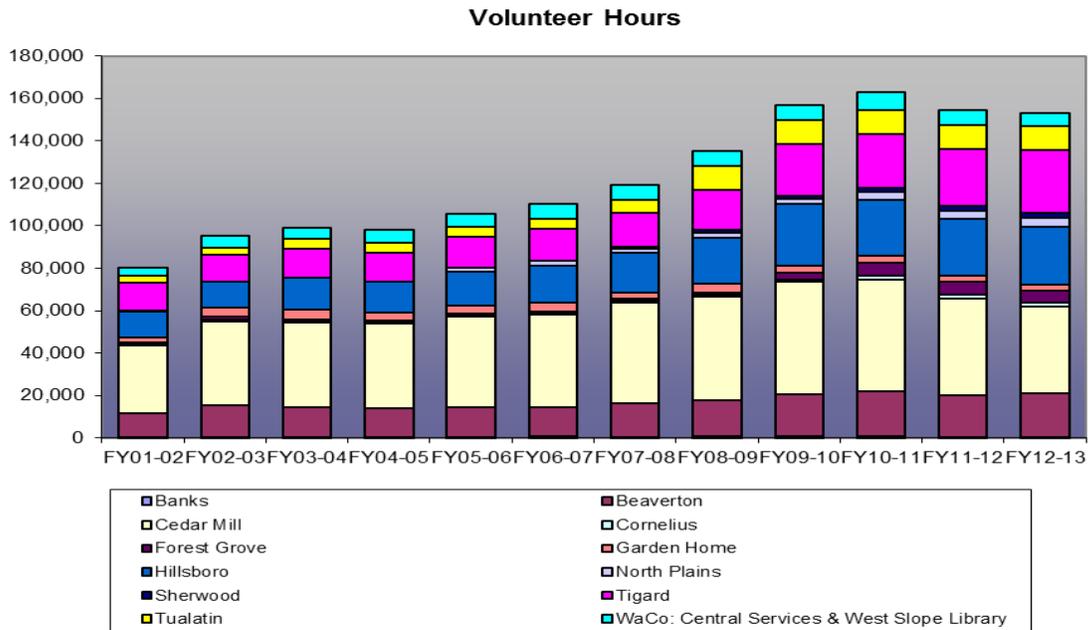
**Summer Reading Program Participation by Children and Teens**



## Community Support

WCCLS and member libraries could not provide the current level of services and programs without significant support from the community. A primary measure of this support is the number of people who volunteer in various capacities to assist their local libraries. In FY12-13, a total of 2,948 people volunteered 153,034 hours in a Washington County library. This equals over 73 full-time equivalent employees. According to the Independent Sector<sup>3</sup>, the value per hour of volunteer time for Oregon is \$19.33 (2011 latest figure available). That adds up to an additional \$2,958,147 in community support for library service last year.

The number of volunteers remained about the same as the previous year and volunteer hours decreased 1%. According to the Volunteer Coordinators at member libraries, this can anecdotally be attributed to the improving economy and falling unemployment rates in Oregon. Following the beginning of the recession in 2008, libraries experienced an upsurge of volunteers including newly unemployed residents and people looking for ways to network, add to their resumes, etc. This trend is illustrated below.



In addition to volunteer support from the community, WCCLS actively seeks partnerships and sponsorships with community businesses and organizations to support countywide programs. Most notable are community partnerships and pro bono services donated in support of the countywide Summer Reading Program and the annual Storytelling Festival. In 2013 an estimated \$1.59 million was procured to support the Summer Reading Program. This included things such as free or reduced price tickets for program participants from the Portland Trail Blazers, Portland Timbers, Bullwinkle’s Family Fun Center, Washington County Fair and Oaks Amusement Park. It also included media support from Comcast, the Oregonian, Metro Parent Magazine, El Hispanic News, PQ Monthly, KUIK Radio, etc.

The WCCLS sponsored Hearing Voices Storytelling Festival was rebranded in 2013. *The Art of the Story* – the 9<sup>th</sup> Annual Storytelling Festival received \$18,419 of in-kind support and cash donations from the Regional Arts & Culture Council, Pamplin MediaGroup, Recology, Courtyard by Marriott, Walters Cultural Arts Center, The Springs at Tanasbourne, Elsie Stuhr Senior Center, Portland Storytellers' Guild, ProGraphic Services, the Friends of the Library groups from all member libraries, and other sources. Donated program incentives and pro bono services provide cross-promotional marketing, increase program participation, improve public awareness of library services, and build positive images of libraries in the community.

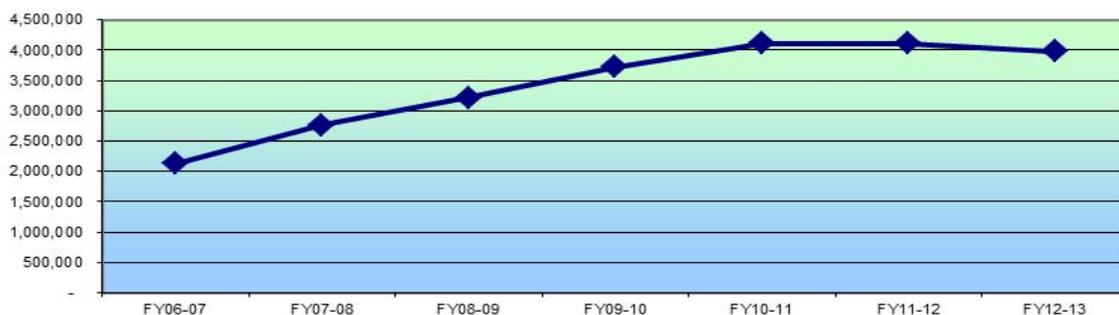
## Central Support and Outreach Services

Within the centrally provided Support Services and Outreach programs there are several measurable performance indicators. One important measure is the number of materials moving to and from member libraries through the Courier program. In FY12-13 a total of 3,978,705 items were delivered by WCCLS couriers to member libraries, a decrease of 3.2% from the previous year. This leveling trend tends to mirror changes in circulation. The Courier program picks up and delivers materials to fill patron requests and to return materials to their home libraries. It is important to note that this figure reflects just the materials delivered *to* member libraries; every delivery also *picks up* a comparable number of items. So the estimated total number of materials handled by WCCLS Courier staff is nearly 8 million, or approximately 22,352 items per day. The Courier program operates seven days per week and is only closed on the nine official County holidays. Three delivery trucks complete at least two routes each per day, operating out of a leased warehouse on 25<sup>th</sup> Avenue in Hillsboro.

An area of concern for WCCLS has been controlling the growth in the delivery workload for Courier. Over the last few years we have had to increase staffing and have replaced delivery vehicles with larger capacity trucks in order to keep up with increasing delivery loads. The three large box trucks currently in use have streamlined deliveries by reducing the amount of load shifting required during deliveries. This speeds up the process and reduces physical strain on employees, an important factor in maintaining health and safety. Also, library-implemented changes to reduce the number of items that are eligible to go in-transit to fill holds have contributed to helping curb growth in Courier delivery volume. These changes have allowed us to keep one FTE delivery position vacant during 2013.



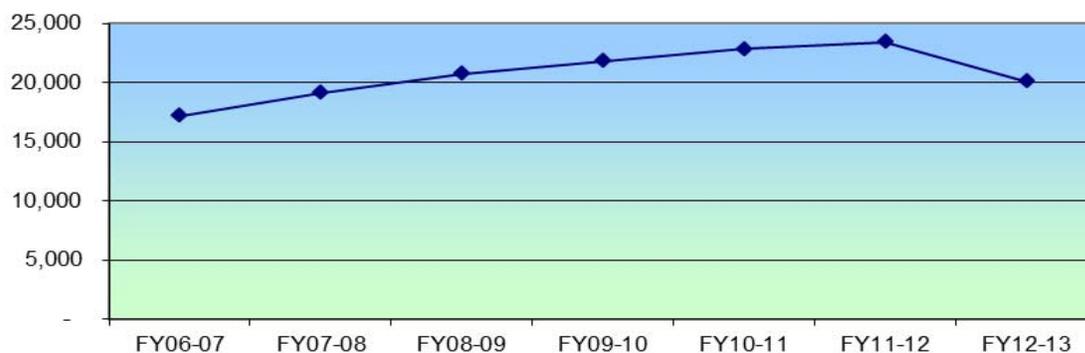
### Courier Deliveries



WCCLS Homebound Service provides reader’s advisory, information and referral, and mail delivery of library materials and information free-of-charge to Washington County residents who are physically unable to visit a public library. To qualify for this service, the patron must be homebound, the caregiver of a homebound person, or living in a nursing home, residential care or assisted living facility for six months or more. Large print, standard print, audio and video materials are mailed to patrons upon request. In addition, Homebound Service staff delivers and loans small collections of materials to care facilities on a rotating basis, and loans programming kits to care facility program directors. Circulation to homebound patrons was 20,060 in FY12-13, a decrease of 14% from the previous year. The decrease is attributed to the loss of some facility delivery sites, limiting patrons to one bag of materials at a time due to postage costs, and the death of several high-volume readers. The number of patrons remains relatively constant at about 362 registered homebound patrons, mostly frail elderly residents.

Providing service primarily over the telephone to these patrons requires special skill and support as many suffer from age-related issues such as hearing, vision and/or memory loss which impact their ability to request and keep track of materials and restricts the formats they can use. For the patrons, this service is an important link to the outside world and to keeping their minds active.

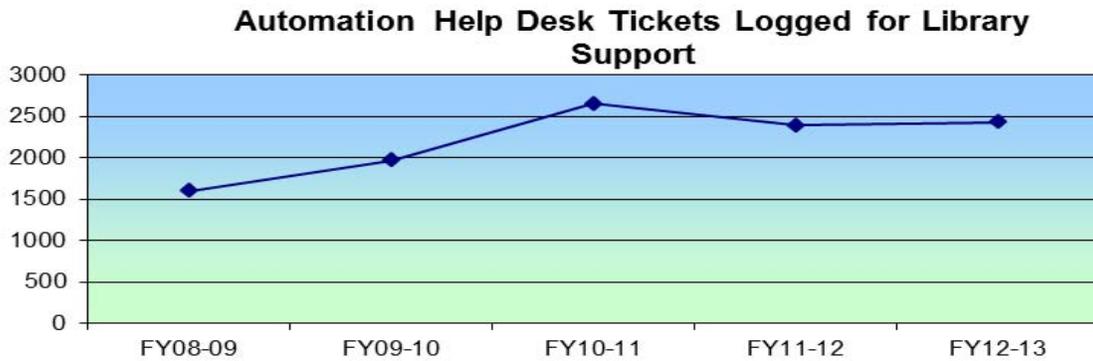
### Outreach Circulation to Homebound



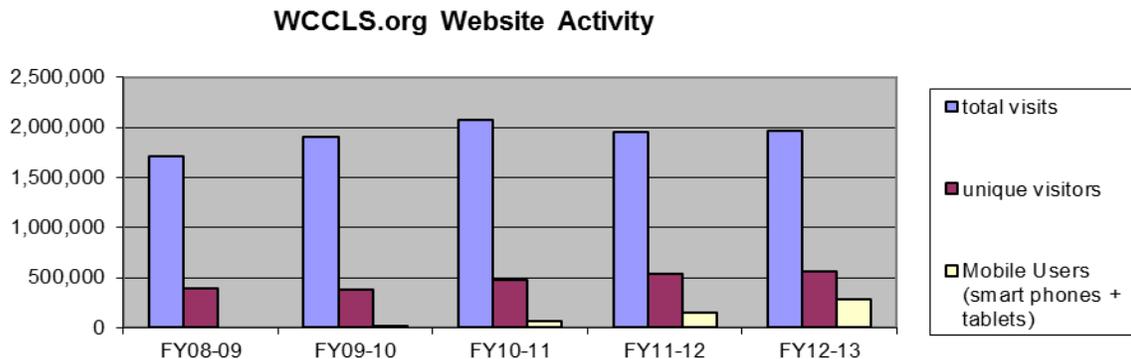
The WCCLS Automation program provides 77 hours of staff support per week to member libraries regarding website, catalog, network, Internet, and other issues for centrally-provided hardware, software and services. Staff is available by phone and email, as outlined in the WCCLS Network Agreement. Staff also answers webmaster questions from members of the public seeking help resolving website and electronic resource access issues.

In FY12-13 there were 2,428 help desk tickets logged for library support, an increase of 2% from the previous year. In addition, 7426 webmaster email questions were received and logged. This is the first year webmaster tickets have been tabulated with the help desk tickets.

WCCLS implemented new help desk tracking software in 2008 to help staff better manage support requests. The chart below depicts the increase in support requests over the five years for which we have data.



In FY12-13 there were 1,969,595 total visits to the wccls.org website. This is defined as the total number of times a viewer outside the library came to the wccls.org website. This includes remote website visits from home, school, office, etc., and does not include website visits from workstations within member libraries. Last year there were 564,789 unique patrons (individual IP addresses that visit the website more than once). There were 287,317 Mobile PAC users (access from smart phones and tablets). This is an increase of 96% from the previous year due to the full implementation of the WCCLS Mobile PAC in June 2012. (Provides a streamlined, easy to use version of the library catalog and links to the most popular online services that fit neatly on a smart device screen.) WCCLS began using Google Analytics in 2008 to track website use. Google only began tracking mobile access in November 2009.



The top destinations for WCCLS website visitors are the catalog search page, and the My Account pages which present information on items out and holds. The growing interest in Library2Go can be tracked via website visits as well as use. That rose to 219,097 views in FY12-13, an increase of 38% over the previous year.



WCCLS continues to make use of multiple social media programs, such as Facebook and Twitter, to distribute information to patrons and actively engage patrons in discussion regarding services, books and library-related news. The number of WCCLS Facebook fans increased from 840 to 1310, and Twitter followers increased from 918 to 1131 in the last year. Staff also employ News & Events postings (with patron option to receive automatic

feeds) to distribute information about services and events. Last year there were a total of 27,030 visits to the News & Events page. We have also launched a Spanish Facebook page to convey information directly and quickly to Spanish-speaking residents.

WCCLS subscribes to a service called BookLetters that allows WCCLS and member library staffs to create unique electronic newsletters for patron distribution. These often include book recommendations with live links to the library catalog, hence the product name. As of June 2013 over 178,950 patrons received one or more of the 33 BookLetters available on various topics (people may sign up for more than one and are then counted multiple times). Tigard Public Library automatically pushes its newsletter to all registered Tigard patrons with email addresses on file. WCCLS initiated a patron communication in June 2013 that we will continue on a three or four times a year basis.

WCCLS subscribes to a review tool called ChiliFresh that allows patrons to write and post book reviews that appear in the wccls.org catalog. Reviews from other library subscribers around the country also appear in our catalog. In FY12-13 there were 1897 patron reviews added to the catalog. This is another way we engage patrons and offer ways to make the library experience interactive.

The WCCLS Administration program joined forces with other County departments and Clean Water Services to utilize a new web-based polling service called Westside Voices <http://joinwestsidevoices.org/>. Residents sign up to receive periodic surveys on various topics in order to share their opinions and ideas with government agencies. The service is administered by Davis, Hibbitts and Midghall (DHM Research). WCCLS was the second agency to use Westside Voices. Over 2000 responses were received.<sup>4</sup> Overall, 88% of residents responded that their local library met or exceeded their expectations. Three-fourths (75%) of respondents visited a public library every couple of weeks or more frequently, and 62% visited the WCCLS.org website every couple of weeks or more often. Respondents provided significant comments regarding suggestions for improvements. This can be summarized as MORE – more e-books, more open hours, more materials and programs, etc. They also suggested what offerings might make them visit more often, and provided numerous, generally positive comments. Some sample comments are shown below.

*“I love the library! I used to spend plenty on books, and now I rarely buy books. I am more than willing to support the library with my tax dollars.”*

*“I think, in general, WCCLS, has done a terrific job. I've talked with others in different states, and it's clear that our system is one of the best.”*

*“Thank you. I have been using these libraries since I was little and I'm a lifelong reader. I am pleased to offer my children even better experiences than the libraries of my youth.”*

*“Too few copies of popular e-books. It should be easier to find interesting e-books on the Library2Go site.”*

## **Photo Captions**

Page 2: *Fancy Nancy* sparks the imagination of a young reader.

Page 9: A patron poses in the Beaverton City Library with one of her favorite titles.

Page 14: The Portland Trailblazers' mascot, Blaze, reads with a group of Summer Readers at Tigard Public Library.

Page 16: WCCLS Couriers deliver materials seven days per week to member libraries. Delivery trucks are decorated with WCCLS logos and themes to raise awareness of library services.

Page 19: Example of WCCLS marketing campaign promoting mobile access and e-books.

## **Bibliography**

<sup>1</sup> Oregon State Library, Oregon Public Library Statistics,  
<http://www.oregon.gov/OSL/LD/Pages/statsploregon.aspx>.

<sup>2</sup> Institute for Museum and Library Services, 2010 Public Library Survey,  
[http://www.ims.gov/research/public\\_libraries\\_in\\_the\\_us\\_fy\\_2010\\_report.aspx](http://www.ims.gov/research/public_libraries_in_the_us_fy_2010_report.aspx).

<sup>3</sup> Independent Sector, Dollar Value of Volunteer Time  
[http://www.independentsector.org/volunteer\\_time#sthash.ulfCkIrC.dpbs](http://www.independentsector.org/volunteer_time#sthash.ulfCkIrC.dpbs).

<sup>4</sup> Washington County Cooperative Library Services Customer Survey Summary Report,  
<http://www.wccls.org/sites/default/files/upload/Westside%20Voices%20Library%20Survey%20Summary%20Report.pdf>.

## **Appendices**

### **Appendix 1: WCCLS Long Range Plan (2013-2016)**

### **Appendix 2: WCCLS Organization Chart**

### **Appendix 3: Comparisons to OLA Standards**

(Note that analysis by service population at the local level is somewhat arbitrary. There are no designated service boundaries, so WCCLS assigns a population figure based on general use patterns. Any County resident is able to use any library, and many residents use multiple libraries depending upon their information needs, travel patterns, etc. No resident is required to use a particular library. In addition, use of libraries in the eastern side of the County also includes higher percentages of activity from residents of neighboring counties who are not included in Washington County population counts. The best measure of use by population is at the County, aggregate level. EC)

## Washington County Cooperative Library Services Long Range Service Plan, 2010 to 2020

This service plan was initiated through strategic planning work with the assistance of the Consensus consulting firm in 2008-09. It was completed by the WCCLS Policy Group with input from the WCCLS Executive Board and various WCCLS committees. The intent is for this to be the guiding plan for service for both WCCLS Central Support and Outreach and WCCLS member libraries for the next ten years. Activities to support the goals and objectives will be reviewed and revised annually by the Policy Group. The ten-year plan is divided into three segments: 2010-2012, 2013-2016, and 2017-2020. The following pages outline Goals, Objectives and Activities for the 2013-2016 time period. (The 2010-2012 Plan with updates can be found at: [http://www.wccls.org/pdf/WCCLS\\_Long\\_Range\\_Service\\_Plan\\_updates\\_revisions\\_2010-2012\\_rev\\_Sept\\_2011.pdf](http://www.wccls.org/pdf/WCCLS_Long_Range_Service_Plan_updates_revisions_2010-2012_rev_Sept_2011.pdf))

While the Goals, Objectives and Activities may change over time, the general Topic Areas remain the same. This document was approved by the WCCLS Policy Group on October 25, and by the WCCLS Executive Board on November 28, 2012.

### Definitions of terms used in the Long Range Plan:

- **The Cooperative:** includes everybody – member libraries and central support and outreach services
- **Member libraries:** Banks, Beaverton, Cedar Mill, Cornelius, Forest Grove, Garden Home, Hillsboro, North Plains, Sherwood, Tigard, Tualatin, West Slope; Oregon College of Art & Craft and Tuality Health Information Center as appropriate; any other member library that may open during this 10 year window
- **Central Support:** County provided support services including Automation, Courier, Reference & Interlibrary Loan, Youth Services, and Administration support
- **Central Outreach:** County provided outreach services to residents who are homebound, incarcerated, read and speak languages other than English, and children aged 0-6 years and their care providers
- **Residents:** The residents of Washington County including current patrons and potential patrons

<b>Topic area</b>	<b>Technology</b>
<b>Goal 1</b>	<b>All residents have sufficient access to information technology.</b>
Objective A	The Cooperative will maintain and increase technology infrastructure and public computing capacity to meet growing needs.
Activity a	Central support will expand wireless options for users.
Activity b	Central support will explore thin client options for delivering services.
Activity c	Central support will explore smart device appliances for library use.
Activity d	Central support will monitor bandwidth needs and plan accordingly.
Activity e	Member libraries will explore providing portable devices for public use.
Activity f	Member libraries will re-evaluate space, electric power and signal access as public computing needs change.
Objective B	The Cooperative integrates public access technology into planning and policies.
Activity a	Member libraries will upgrade equipment for staff and public use on a 3-5 year schedule.
Activity b	The Cooperative will address IS/IT policies that are barriers to staff use of technology and social networking software that are necessary for the provision of library services.
<b>Goal 2</b>	<b>Residents will have a quality online experience.</b>
Objective A	Member libraries will have a strong virtual presence.
Activity a	Member libraries will write and post regular electronic newsletters that reach their patrons and community leaders.
Activity b	Member libraries will update their websites and other online presences regularly to keep them intuitive, useful and relevant for patrons.
Objective B	Central Support's web presence will be content-rich with intuitive patron interfaces.
Activity a	Central support will evaluate software that allows a single point of discovery for diverse resources.
Activity b	Central support will continue to update the wcls.org website to keep it intuitive, useful and relevant for patrons.
Activity c	Central support will explore options for additional online content for wcls.org.
<b>Goal 3</b>	<b>The Cooperative will provide technology training and support.</b>
Objective A	Central support will develop and deliver training for member libraries.
Activity a	Central support will provide training for central staff on information technology and in training techniques.
Activity b	Central support will develop and provide training for member library staff to use social media to extend library services.
Activity c	Central support will provide a trainer who travels to libraries to train member library staff on technology applications.
Activity d	Member libraries will designate staff to receive training from Central Services on information technology and training techniques.
Activity e	Member libraries will offer on-going training opportunities for patrons on using

	information technology.
Activity f	Member libraries will purchase new information technology equipment so staff is well versed in their use.
Objective B	Cooperative staff will share technology and media expertise with each other.
Activity a	Central support will organize regular gatherings for staff from member libraries to share and learn together.
<b>Goal 4</b>	<b>The Cooperative will use technology to increase efficiency and improve access to materials.</b>
Objective A	The Cooperative will continue to implement circulation policy changes in order to improve access to materials.
Activity a	The Cooperative will implement identified manual circulation policy changes that will streamline materials handling, improve use of staff resources, and decrease turn-around time for patron access.
Objective B	The Cooperative will continue to plan implementation of automated materials handling in order to improve access to materials.
Activity a	The Cooperative will review consultant recommendations regarding automated and manual materials handling improvements.
Activity b	Central support will provide technical advice to member libraries that implement automated materials handling technology.
Objective C	The Cooperative will integrate RDA (Resource Description and Access) into cataloging practices in order to comply with evolving national standards for descriptive cataloging.
Activity a	Central support will provide training for member library staff to introduce RDA concepts.
Activity b	Central support will work with the ILS vendor to implement software changes, indexing and data mapping as needed to adopt RDA access fields.
Activity c	Member libraries will plan for transitioning local cataloging procedures from AACR2 to RDA.
<b>Topic area</b>	<b>Library As Place</b>
<b>Goal 1</b>	<b>Residents think of libraries as the first place to go for reading, lifelong learning, community events, business support and civic dialog.</b>
Objective A	The Cooperative will increase the number of first time library users.
Activity a	The Cooperative will explore grant funding and community partnership options to support innovative services and marketing outreach.
Activity b	The Cooperative will use CivicTechnologies data to develop plans for identifying and reaching new users.
Objective B	Member libraries will strengthen their relationships with community residents.
Activity a	Member libraries will invite elected officials to meet with the public for informal conversations in library facilities.

Activity b	Member libraries will strengthen relationships that connect the local business community with the local library.
<b>Goal 2</b>	<b>Residents consider libraries the “front porches” of their communities.</b>
Objective A	Member libraries will create a welcoming environment for residents.
Activity a	The Cooperative will coach staff, boards and officials to welcome residents to libraries in new and non-traditional ways.
Activity b	The Cooperative will continue to discuss the changing role of libraries with their communities.
Activity c	Member libraries will have spaces for people to engage in conversation, learning, sharing and civic discourse.
Objective B	Member libraries will strive to exceed adequate open hours as identified by industry standards.
Activity a	Member libraries will survey patrons to identify convenient service hours.
<b>Goal 3</b>	<b>Member libraries will provide flexible, multiuse spaces to accommodate community performances, learning opportunities, discussions and meetings.</b>
Objective A	The Cooperative will assess existing library buildings for the ability to accommodate multiple uses.
Activity a	Member libraries will identify meeting space near the library to supplement space available within the library building, as needed.
Activity b	Central support will investigate warehousing materials to free space in member libraries.
Activity c	Member libraries’ meeting spaces will be equipped with basic technology.
Objective B	The Cooperative will assess options for alternative spaces for the ability to accommodate multiple uses.
Activity a	The Cooperative will assess options for using alternative spaces and community venues to reach new users, ex: schools, markets, golf courses, recreational facilities, community festivals, etc.
<b>Goal 4</b>	<b>Member libraries will provide opportunities for residents to expand global viewpoints and explore cultural diversity.</b>
Objective A	The Cooperative will offer programs and services that promote the appreciation and understanding of cultural diversity.
Activity a	Member libraries and Central Outreach will increase activities and events focused on cultural diversity.
Activity b	The Cooperative will develop a directory of culturally diverse performers and ideas for cultural programming.
<b>Topic area</b>	<b>Youth Services</b>
<b>Goal 1</b>	<b>Young residents will discover the joy of reading through the library.</b>
Objective A	The Cooperative will provide materials and programming that foster the joy of reading.

Activity a	The Cooperative will work toward offering “New Baby Packets” at or through each of the member libraries.
Activity b	The Cooperative will develop an early literacy campaign partnering with social service agencies.
Activity c	Member libraries and Central Support will integrate the use of social media to promote a reading lifestyle and librarian expertise.
Objective B	The Cooperative will support innovations in providing library services to children.
Activity a	Plans and ideas for serving children and teens experiencing barriers to library services will be shared regularly at Youth Services Committee meetings.
Activity b	Plans and ideas for serving children in care will be shared regularly at Youth Services Committee meetings.
Objective C	The Cooperative will increase access to materials and services for residents ages 0-18 years.
Activity a	Annually, the Cooperative will engage in a collaborative effort to collect & distribute materials to an agreed upon agency serving children.
Activity b	Plans and ideas for increasing library access will be shared periodically at Youth Services Committee meetings.
Activity c	Central Support will develop a rotating collection for check out by un-served child care providers and will collaborate with Member Libraries to establish delivery mechanisms.
Objective D	The Cooperative and Central support will work to foster the relationships between public libraries and schools in support of library services and instruction within the schools.
Activity a	The Cooperative will keep informed of recommendations coming out of the recent OLA/OASL merger.
Activity b	The Cooperative will actively support library services and instruction provided by the schools.
<b>Goal 2</b>	<b>Residents will find the resources at their libraries to support the educational and recreational needs of the community’s youth.</b>
Objective A	The Cooperative will analyze Census and other data to determine the needs of the youth in the community.
Activity a	The Cooperative will identify whether staffing and collection standards exist for youth services and if not, draft some.
Objective B	The Cooperative will support Summer reading and other programs to develop and maintain reading skills of youth.
Activity a	Central support will provide shared resources including information, performers, trainings and expertise to meet the needs of various age groups.
Activity b	Member libraries and Central Outreach will share information about Summer Reading innovations, including possible programs and use of technology.

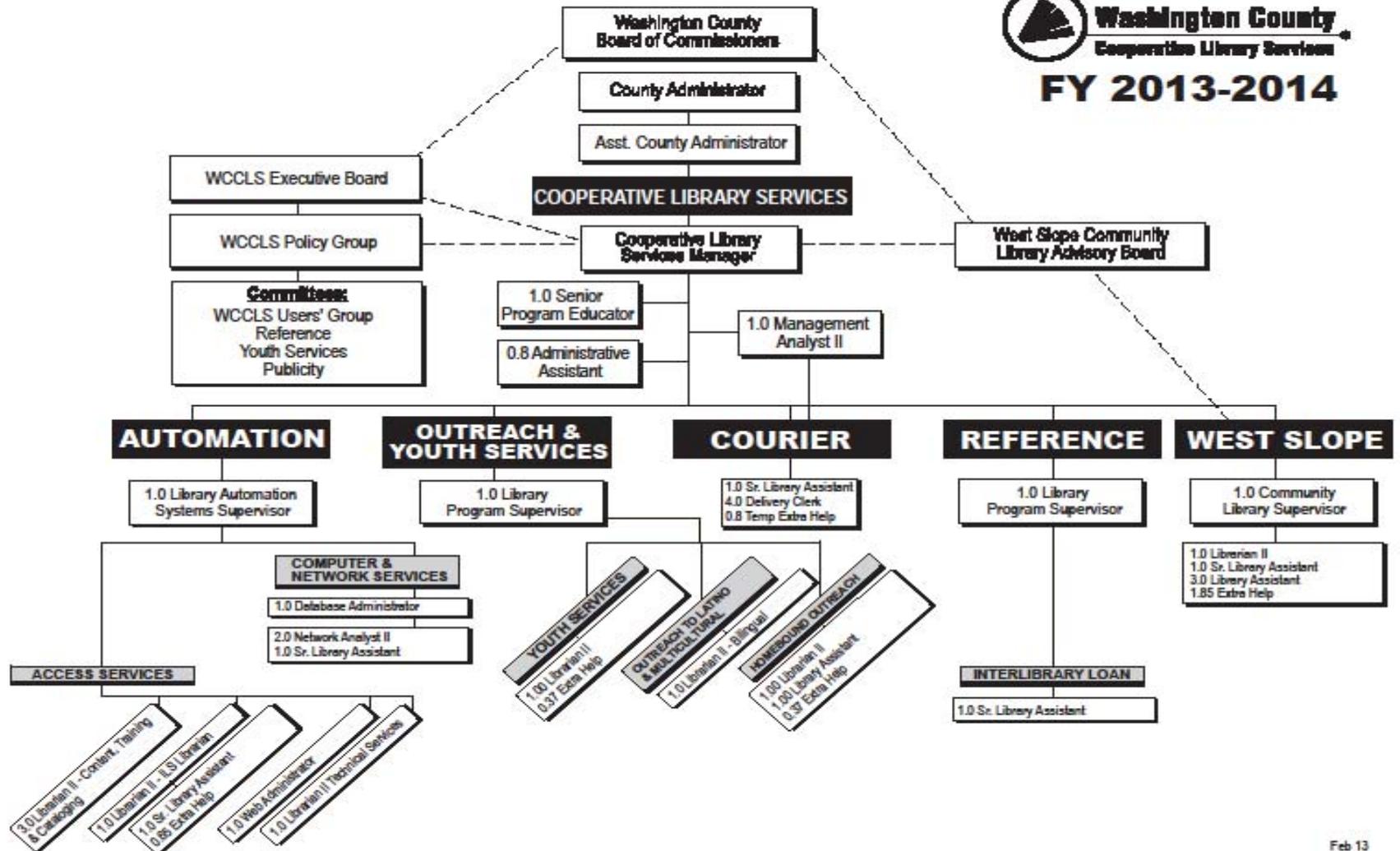
Objective C	The Cooperative will provide materials and services that prepare young children to enter school ready to read.
Activity a	Member libraries and Central Outreach will cooperatively provide early literacy information and training for parents and care-givers.
Activity b	Central Outreach will continue to develop a countywide comprehensive approach for providing early literacy training and materials for Head Start teachers and parents, including cooperatively sharing information on the Central Support Extranet.
Activity c	Member libraries & Central Outreach will continue to expand provision of early literacy training & materials to Healthy Start Family Support Workers and families, family care providers, and child care centers.
<b>Topic area</b>	<b>Adult Services</b>
<b>Goal 1</b>	<b>Adult residents will have access to a wide variety of reading materials in different formats and languages.</b>
Objective A	Member libraries will play a key community role in encouraging reading for pleasure.
Activity a	Readers' advisory services will be available at every member library.
Activity b	The Cooperative will ensure that staff are well trained in Readers Advisory and support each other in RA work by sharing information and having on-going training.
Activity c	Central support will develop a Reader's web portal with suggested reading sites, etc.
Activity d	The Cooperative will encourage patrons to participate in Adult Summer Reading.
Objective B	The Cooperative will support innovations in providing library services to adults and promote services in creative ways.
Activity a	The Cooperative will investigate cooperative collection development for e-books, downloadable, and streaming media.
Activity b	The Cooperative will continue to review collection development of e-materials, to improve the diversity of the digital collection.
Activity c	The Cooperative will encourage patron input on selection of e-materials.
Activity d	The Cooperative will investigate providing Readers Advisory service through social media.
Activity e	The Cooperative will have a "community reads" program to celebrate reading and to civically engage the residents of the county.
<b>Goal 2</b>	<b>Adult Residents will find tools, resources, accommodating spaces and expert assistance in information navigation to support lifelong learning.</b>
Objective A	The Cooperative will analyze Census and other data to determine the needs of adults in the community.
Activity a	The Cooperative will continue to participate in a partnership with CIVICTechnologies to do additional patron/census/marketing analysis and provide training.
Activity b	The Cooperative will develop and implement a plan for services based on data and market research.
Objective B	The Cooperative will support educational and cultural programming for adults.

Activity a	Member libraries will make adult programming a priority with an emphasis on educational and cultural content.
Activity b	Member libraries will designate adult programming coordinators.
Activity c	The Cooperative will encourage residents to participate in Adult Summer Reading.
Activity d	The Cooperative will investigate the feasibility of additional countywide programming.
Objective C	The Cooperative will provide materials and services to meet the informational needs of residents.
Activity a	Member libraries will provide a wide range of library print materials to facilitate adult learning.
Activity b	The Cooperative will provide interactive materials that facilitate adult learning, such as online practice exam materials and online language learning materials.
Activity c	Member libraries will provide group instruction for patrons on the use of technology and library resources, or will refer patrons to instructional sessions at other libraries.
Activity d	Member libraries will provide one-on-one instruction on use of library resources.
Activity e	The Cooperative will provide job-seeking assistance to patrons.
Activity f	The Cooperative will investigate partnering with local agencies and non-profits (such as Chambers of Commerce, Work Source Oregon, United Way) to provide job-seeking assistance for residents.
Activity g	The Cooperative will develop a Job-Seeker's web portal on wccls.org to meet the job-seeking informational needs of the community.
Activity h	The Cooperative will consider providing equipment and technology for maker-spaces.
Activity i	The Cooperative will ensure that staffs are well trained in providing patron assistance with information resources.
<b>Goal 3</b>	<b>Residents will be able to access library materials and services quickly, conveniently and cost-effectively.</b>
Objective A	Member libraries will encourage patron self-service and look for ways to make using the library easier and more convenient.
Activity a	Member libraries will offer residents training on using e-books.
Activity b	Member libraries will investigate providing innovative services such as eBook checkout stations and in-library devices for patrons to stream media.
Activity c	Member libraries will offer online PC reservations, print management services, and wireless access and will investigate the feasibility of providing wireless printing options.
Activity d	Member libraries will encourage patrons to self-manage their holds and use self-check circulation stations.
Activity e	Member libraries will encourage residents to use the statewide virtual reference service and will staff the service as much as possible so patrons receive localized service.
Activity f	Member libraries will use social media to provide timely information to residents and engage them in dialogue.
Activity g	Member libraries will assist and interact with patrons at their point of need, including but not limited to at service desks, in the stacks, at computer stations, on

	the telephone, online, and during outreach visits.
Activity h	The Cooperative will investigate developments in and deploy mobile technology.
Activity i	The Cooperative will investigate how to develop a comprehensive marketing plan to increase awareness of the value of online subscription products.
<b>Topic area</b>	<b>Access</b>
<b>Goal 1</b>	<b>Member libraries will provide a welcoming environment for residents regardless of what language they speak or their cultural background.</b>
Objective A	Member libraries will provide materials in the major languages spoken by residents.
Activity a	Member libraries will use Census and other data to formulate collection development plans.
Activity b	The Cooperative will use Census and other data to determine in which languages basic library print and online materials should be provided.
Activity c	Central Support and Outreach will re-tool the WCCLS Spanish Newsletter ( <i>Boletín Informativo</i> ) with content reflecting the needs of the Latino community.
Activity d	Member Libraries will expand the use of signage reflecting the major languages spoken in each community.
Activity e	The Cooperative will develop and implement a plan for communicating library services information to non-English speaking and multi-cultural communities.
Activity f	Central Support will provide Member Libraries with the necessary reports to assist them with development of foreign language collections and make available a training video for staff on using ePortfolio for collection development.
Objective B	The Cooperative will provide programs and services in the major languages spoken by residents.
Activity a	The Cooperative will analyze Census and other data to determine what types of programs and services to provide to ethnic service populations.
Activity b	The Cooperative will explore options for reaching new immigrants (embedded librarianship).
Activity c	Central Support will provide renewal phone lines in the major languages spoken by residents.
Objective C	Library staff, boards and volunteers will reflect the diversity of the community in an attempt to overcome linguistic isolation and cultural separation.
Activity a	The Cooperative will analyze census and other data to formulate staffing plans.
Activity b	Member libraries and Central Outreach will prioritize language skills when recruiting new staff.
Activity c	Member libraries will increase recruitment of volunteers from bicultural/bilingual groups.
Activity d	Central Outreach and Member Libraries will form an Immigrant/Multi-cultural services interest group.
<b>Goal 2</b>	<b>Residents in rural and urban underserved areas have access to library services.</b>
Objective A	The Cooperative will investigate ways to improve access in underserved areas.
Activity a	The Cooperative will explore options for placing deposit collections in underserved

	areas.
Activity b	The Cooperative will explore options for using bookmobiles in underserved areas.
Activity c	The Cooperative will explore options for installing self service kiosks in underserved areas.
Activity d	The Cooperative will explore options for mail delivery of library materials to underserved areas.
Activity e	The Cooperative will lobby for better public transportation options for residents to reach member libraries.
Activity f	Central support will monitor the access to high-speed Internet bandwidth in rural areas while planning electronic services.
Objective B	The Cooperative will develop recommendations for locating future library buildings.
Activity a	The Cooperative will use CIVICTechnologies data to identify target locations.
Activity b	The Cooperative will work with the WCCLS Executive Board to adopt recommendations for locating future library building and service outlets and for how new libraries are integrated into the Cooperative.
<b>Goal 3</b>	<b>Residents who have physical, cognitive, social or emotional difficulty using library services will encounter fewer barriers.</b>
Objective A	The Cooperative will develop a plan for reducing barriers to service for residents who have physical, cognitive, social or emotional challenges.
Activity a	Member libraries and Central Outreach will create deposit collections and provide training and programs for care facilities.
Activity b	Member libraries and Central outreach will identify agency partners to help them reach target populations.
Activity c	Central Support will increase the marketing of homebound services.
Activity d	The Cooperative will provide training for staff at least annually for recognizing and improving service to residents who have physical, cognitive, social or emotional challenges.
Activity e	The Cooperative will explore options for using bookmobiles to provide services to residents who have physical, cognitive, social or emotional challenges.
Objective B	The Cooperative ensures participation in digital technology for people with unique needs, including those with disabilities.
Activity a	The Cooperative will seek to implement universal design for its public access technology services by some/all of the following: maintain a website compliant with W3C, offer screen readers, offer screens with magnification, provide hardware that enables easier user input for disabled or elderly patrons, ensures all libraries have workstations that can accommodate a wheelchair or mobility vehicle.
<b>Goal 4</b>	<b>Residents will experience fewer barriers for obtaining and using library cards.</b>
Objective A	The Cooperative will reduce barriers for obtaining and using library cards.
Activity a	The Cooperative will clarify countywide policies for obtaining library cards.
Activity b	The Cooperative will continue to review patron borrowing privileges.
Activity c	The Cooperative will address the issues of library card registration and use by children and teens.

Activity d	The Cooperative will explore options for fine forgiveness for children and teens.
<b>Topic area</b>	<b>Cooperative Vitality</b>
<b>Goal 1</b>	<b>Residents continue to receive excellent countywide library service.</b>
Objective A	The Cooperative acknowledges that perceptions of libraries are changing and will continue to evaluate services and programs to meet evolving needs.
Activity a	The Cooperative will review progress toward Long Range Plan Goals, Objectives and Activities on an annual basis.
Activity b	The Cooperative will continue to review joint policies to improve customer services and the patron experience.
Activity c	Member libraries will schedule annual WCCLS orientations (including the WCCLS Welcome Booklet) for staff, advisory boards, and city councils.
Activity d	The Cooperative will conduct initial orientation and education for new WCCLS Executive Board members to build awareness of countywide library issues.
Activity e	The Cooperative will provide on-going education for Executive Board members regarding local, state and national library issues.
Activity f	The Cooperative will continue to explore options for streamlining service delivery and materials flow including rethinking technical services processing, delivery and sorting of materials, and information technology support.
Activity g	The Cooperative will publish and post on <a href="http://wccls.org">wccls.org</a> annual reports, statistics, and other key documents to make them available to stakeholders and residents.
Objective B	The Cooperative will assess its structure, governance and funding options to ensure that they continue to meet residents' needs for library services.
Activity a	In 2013, to ensure that its governance model serves the needs of member libraries and the public, the Cooperative will review structure and governance options.
Activity b	In 2014, the Cooperative will begin discussion of needs, and begin planning for countywide library funding for FY16-17+ including resident surveys, polling, etc.
Activity c	In 2015, the Cooperative will conduct a levy education program to support a November 2015 local option levy for countywide library services (assumes current combination of County General Fund and Levy Funding continues and no major change in governance or structure is made).



**LIBRARY COMPARISON WITH OLA STANDARDS FOR FISCAL YEAR 2012-2013**

Library	Service Pop.	Hours of Service	OLA Adequate	OLA Excellent
Banks	6,257	42	45	60
Beaverton	148,942	63	60	75
Cedar Mill	71,140	62	60	75
Cornelius	12,413	57	55	70
Forest Grove	28,030	51	60	75
Garden Home	5,608	58	45	60
Hillsboro	137,282	64	60	75
North Plains	5,450	45	45	60
Sherwood	21,151	60	55	70
Tigard	59,265	58	60	75
Tualatin	26,896	65	60	75
West Slope	13,936	55	55	70
Outreach	NA	NA	NA	NA
<b>Total</b>	<b>536,370</b>	<b>680</b>	<b>660</b>	<b>840</b>

Library	Service Pop.	Current Sq. Ft.	OLA Min. Sq. Ft.
Banks	6,257	3,000	4,765
Beaverton	148,942	74,032	99,105
Cedar Mill	71,140	29,009	51,645
Cornelius	12,413	3,025	9,444
Forest Grove	28,030	24,700	21,313
Garden Home	5,608	1,860	4,272
Hillsboro	137,282	93,524	91,992
North Plains	5,450	2,500	4,152
Sherwood	21,151	14,400	16,085
Tigard	59,265	48,430	44,402
Tualatin	26,896	23,000	20,451
West Slope	13,936	6,142	10,601
Outreach	NA	NA	NA
<b>Total</b>	<b>536,370</b>	<b>323,622</b>	<b>378,227</b>
Gap: sq. ft & %		54,605	14%

Library	Service Pop.	Total Collection*	OLA Adequate	OLA Excellent
Banks	6,257	79,780	18,771	25,028
Beaverton	148,942	450,732	372,355	446,826
Cedar Mill	71,140	299,934	177,850	213,420
Cornelius	12,413	70,825	37,239	49,652
Forest Grove	28,030	145,152	84,090	112,120
Garden Home	5,608	68,377	16,824	22,432
Hillsboro	137,282	359,609	343,205	411,846
North Plains	5,450	63,659	16,350	21,800
Sherwood	21,151	95,467	63,453	84,604
Tigard	59,265	288,186	150,000	200,000
Tualatin	26,896	156,822	67,240	80,688
West Slope	13,936	110,800	41,808	55,744
Outreach	NA	NA	NA	NA
<b>Total</b>	<b>536,370</b>	<b>2,189,343</b>	<b>1,389,185</b>	<b>1,724,160</b>
Gap: # books & %			(800,158)	-46%

Library	Service Pop.	Physical Collection**	OLA Adequate	OLA Excellent
Banks	6,257	29,539	18,771	25,028
Beaverton	148,942	400,481	372,355	446,826
Cedar Mill	71,140	249,654	177,850	213,420
Cornelius	12,413	20,574	37,239	49,652
Forest Grove	28,030	94,901	84,090	112,120
Garden Home	5,608	18,126	16,824	22,432
Hillsboro	137,282	309,358	343,205	411,846
North Plains	5,450	13,408	16,350	21,800
Sherwood	21,151	45,216	63,453	84,604
Tigard	59,265	237,935	150,000	200,000
Tualatin	26,896	106,724	80,688	107,584
West Slope	13,936	60,573	41,808	55,744
Outreach	NA	NA	NA	NA
<b>Total</b>	<b>536,370</b>	<b>1,586,489</b>	<b>1,402,633</b>	<b>1,751,056</b>

Source: Oregon Public Library Statistical Reports for the Fiscal Year Ending June 30, 2012, as submitted by member libraries.

Service population total from Oregon State Library; per library calculation from WCCLS.

\*The Total Collection includes Library2Go, but does not include periodicals.

\*\*The Physical Collection is the Total Collection minus Library2Go and other electronic databases purchased by WCCLS.

**LIBRARY COMPARISON WITH OLA STANDARDS FOR FY2012-2013**

Library	Service Pop.	Librarians with MLS	OLA Adequate	OLA Excellent	Total Library Staff FTE	OLA Adequate	Total OLA Excellent
Banks	6,257	0.00	1.00	2.56	3.34	3.13	6.26
Beaverton	148,942	18.75	16.27	26.07	63.30	61.07	75.96
Cedar Mill	71,140	16.65	8.29	12.97	52.30	29.17	36.28
Cornelius	12,413	1.00	2.55	3.87	5.20	6.21	8.69
Forest Grove	28,030	3.80	4.50	7.47	11.30	14.02	19.62
Garden Home	5,608	2.00	1.00	2.40	5.30	2.80	5.61
Hillsboro	137,282	16.28	15.07	24.10	71.21	56.29	70.01
North Plains	5,450	0.80	1.00	2.36	3.60	2.73	5.45
Sherwood	21,151	3.60	3.64	5.89	8.83	10.58	14.81
Tigard	59,265	13.90	6.93	10.78	34.80	23.71	29.63
Tualatin	26,896	7.00	4.36	7.21	20.80	13.45	18.83
West Slope	13,936	2.00	2.74	4.22	7.68	6.97	9.76
Outreach/Courier	NA	4.00	NA	NA	11.48	NA	NA
Admn/Auto/Ref	NA	10.00	NA	NA	19.35	NA	NA
<b>Total</b>	<b>536,370</b>	<b>99.78</b>	<b>66.36</b>	<b>107.35</b>	<b>318.49</b>	<b>230.10</b>	<b>300.90</b>

Library	Service	Total	Expend Per	Collection	Coll. Exp.	Expenditure		Circ Per
	Pop.	Expenditures	Capita	Expenditures	Per Capita	Circulation	Per Circ	Capita
Banks	6,257	\$221,866	\$35.46	\$15,214	\$2.43	76,345	\$2.91	12.2
Beaverton	148,942	\$8,475,302	\$56.90	\$702,587	\$4.72	3,568,016	\$2.38	24.0
Cedar Mill	71,140	\$3,948,729	\$55.51	\$375,928	\$5.28	2,636,208	\$1.50	37.1
Cornelius	12,413	\$347,088	\$27.96	\$27,126	\$2.19	118,072	\$2.94	9.5
Forest Grove	28,030	\$955,811	\$34.10	\$80,429	\$2.87	387,961	\$2.46	13.8
Garden Home	5,608	\$326,964	\$58.30	\$33,379	\$5.95	191,015	\$1.71	34.1
Hillsboro	137,282	\$7,428,460	\$54.11	\$721,303	\$5.25	2,817,695	\$2.64	20.5
North Plains	5,450	\$228,134	\$41.86	\$13,096	\$2.40	61,043	\$3.74	11.2
Sherwood	21,151	\$1,086,410	\$51.36	\$96,680	\$4.57	394,889	\$2.75	18.7
Tigard	59,265	\$4,882,475	\$82.38	\$495,788	\$8.37	1,412,597	\$3.46	23.8
Tualatin	26,896	\$1,757,130	\$65.33	\$211,093	\$7.85	790,066	\$2.22	29.4
West Slope	13,936	\$710,300	\$50.97	\$83,515	\$5.99	365,569	\$1.94	26.2
<b>Total/Average</b>	<b>536,370</b>	<b>\$30,368,669</b>	<b>\$56.62</b>	<b>\$2,856,138</b>	<b>\$5.32</b>	<b>12,819,476</b>	<b>\$2.37</b>	<b>23.9</b>

Library	Service	Total	Collection	Physical Phys. Coll.		Sq. Ft.		Library	Visits	Hours	Visits
	Pop.	Collection*	Per Capita	Collection**	Per Capita	Square Feet	Per Capita	Visits'er	Capita	Per Year	Per Hour
Banks	6,257	79,780	12.8	29,539	4.7	3,000	0.48	31,848	5.1	1,966	16.2
Beaverton	148,942	450,732	3.0	400,481	2.7	74,032	0.50	962,124	6.5	5,884	163.5
Cedar Mill	71,140	299,934	4.2	249,654	3.5	29,009	0.41	767,155	10.8	6,380	120.2
Cornelius	12,413	70,825	5.7	20,574	1.7	3,025	0.24	77,339	6.2	2,880	26.9
Forest Grove	28,030	145,152	5.2	94,901	3.4	24,700	0.88	217,056	7.7	2,563	84.7
Garden Home	5,608	68,377	12.2	18,126	3.2	1,860	0.33	93,396	16.7	2,900	32.2
Hillsboro	137,282	359,609	2.6	309,358	2.3	93,524	0.68	774,498	5.6	5,866	132.0
North Plains	5,450	63,659	11.7	13,408	2.5	2,500	0.46	35,441	6.5	2,227	15.9
Sherwood	21,151	95,467	4.5	45,216	2.1	14,400	0.68	269,059	12.7	3,018	89.2
Tigard	59,265	288,186	4.9	237,935	4.0	48,430	0.82	394,549	6.7	2,988	132.0
Tualatin	26,896	156,822	5.8	106,724	4.0	23,000	0.86	361,068	13.4	3,326	108.6
West Slope	13,936	110,800	8.0	60,573	4.3	6,142	0.44	123,031	8.8	2,755	44.7
<b>Total/Average</b>	<b>536,370</b>	<b>2,189,343</b>	<b>4.1</b>	<b>1,586,489</b>	<b>3.0</b>	<b>323,622</b>	<b>0.60</b>	<b>4,106,564</b>	<b>7.7</b>	<b>42,753</b>	<b>96.1</b>

\*The Total Collection includes Library2Go, but does not include periodicals.

\*\*The Physical Collection is the Total Collection minus Library2Go and other electronic databases purchased by WCCLS.

<b>Salary Costs for WCCLS and member libraries, 2012-2013</b>					
Library	salaries & wages	benefits	total staff expenditures	total paid staff	staff expend per FTE
Banks	\$120,677	\$42,683	\$163,360	3.34	\$48,910
Beaverton	\$3,297,451	\$1,602,017	\$4,899,468	63.30	\$77,401
Cedar Mill	\$2,350,687	\$574,688	\$2,925,375	52.30	\$55,935
Cornelius	\$226,062	\$81,345	\$307,407	5.20	\$59,117
Forest Grove	\$594,040	\$218,054	\$812,094	11.30	\$71,867
Garden Home	\$212,511	\$41,963	\$254,474	5.30	\$48,014
Hillsboro	\$3,532,267	\$1,444,029	\$4,976,296	71.21	\$69,882
North Plains	\$109,094	\$28,587	\$137,681	3.60	\$38,245
Sherwood	\$466,214	\$185,445	\$651,659	8.83	\$73,801
Tigard	\$1,978,966	\$854,728	\$2,833,694	34.80	\$81,428
Tualatin	\$1,030,875	\$350,086	\$1,380,961	20.80	\$66,392
West Slope	\$371,103	\$166,534	\$537,637	7.68	\$70,005
WCCLS*	\$1,758,121	\$771,681	\$2,529,802	30.83	\$82,057
<b>Totals/Average</b>	<b>\$16,048,068</b>	<b>\$6,361,840</b>	<b>\$22,409,908</b>	<b>318.49</b>	<b>\$70,254</b>
*All programs other than West Slope.					