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## LIBRARY BOARD MEETING Tues., Nov. 29, 2011 Follows Budget Hearing

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CALL TO ORDER

PUBLIC INPUT

MINUTES

REVIEW OF AGENDA

DIRECTOR'S REPORT

Monthly Statistics  
Monthly Expenditures

TREASURER'S REPORT

PERSONNEL COMMITTEE REPORT

COMMUNICATIONS

OLD BUSINESS

2012 Budget Presentation  
Selection of New Trustees-Update

NEW BUSINESS

Staffing Requests - New Hires  
2012 Holiday Closings  
Review of the Board Annual Calendar  
Review of Contracts  
Severance Library Branch  
Change to the Meeting Room Policy Language  
Change to ILL policy - Increase number of requests to 5  
Preliminary Discussion of Strategic and Long Term Planning for 2012

CONSENT AGENDA

UPCOMING AGENDA

ADJOURN, Next Meeting Monday, December 12th, 2011



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## LIBRARY BOARD MEETING MINUTES

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Tues., Nov. 29, 2011

Public Hearing on Budget preceded the Board Meeting  
President David Vance called the Public Hearing to Order at 5:30 PM November 29, 2011  
No comments on the Budget were made from the floor.  
Hearing was closed at 5:33 PM.

### CALL TO ORDER

Present:

Trustees: David Vance, Bill Karr, Kelly Hall, Scott Wildman, Bev Menke

Liaisons: Matthew O'Neill, Town of Windsor  
Rick Klimek, Weld RE4 School Board

President Vance called meeting to order at 5:33 PM.

Welcomed new Trustees: Bev Menke and Joann Perko have been appointed and Menke taking official seat as a Trustee at this meeting. Joann Perko will take a seat as a Trustee at the January 2012 meeting.

Klimek will be replaced by Tempy Bowman as the RE4 School Board liaison.

PUBLIC INPUT: None

### REVIEW OF AGENDA:

Addition to Agenda: Table the review of contracts

DIRECTOR'S REPORT: Provided by Director Ann Kling

Monthly Statistics: Provided by Dave Vance

Monthly Expenditures: Provided by Dave Vance and Scott Wildman

TREASURER'S REPORT: provided by Treasurer Scott Wildman

PERSONNEL COMMITTEE REPORT: provided by Vice President Kelly Hall

Recommendation from Personnel Committee to phase out the holiday bonuses.

Recommendation from Personnel Committee for implementation of a merit-based program for salary increases.

Recommendation from Personnel Committee for Board approval of two new hires:  
Jacob Kaufmann, Library Clerk; Kathleen Gilbert, Circulation Asst.

Move Hall, second Karr to approve both new hires as recommended. Unanimous.

COMMUNICATIONS: Provided by Ann Kling.

#### OLD BUSINESS

2012 Budget Presentation: No revisions recommended to the current budget at this time.

#### NEW BUSINESS

Staffing Requests: New Hires: Previously approved under Personnel Committee Report.

Acceptance of New Trustees: Town of Windsor Board and RE-4School Board ratified Trustee selections. Move Wildman, second Hall to accept and seat ratified candidates, Menke and Perko and to the Board with Menke taking her seat at this meeting and Perko taking her seat at the January meeting.

2012 Holiday Closings: Recommendation for 2012 presented by Ann Kling. Move Karr, second Menke to approve Holiday Closing Calendar as presented. Unanimous.

Review of the Board Annual Calendar: Presented by Vance.

Review of Contracts: Tabled until December meeting by request of Kling.

Severance Library Branch: Director Kling presented possible plan to create a branch location in Severance. Board consensus that the Director proceed with the investigation of a plan for a branch in Severance.

Change to the Meeting Room Policy Language: Tabled until January Meeting.

Change to Interlibrary Loan policy - Increase number of requests to 5: Director Kling recommended 5 requests. Move Karr, second Hall to accept recommendation as proposed. Unanimous.

Preliminary Discussion of Strategic and Long Term Planning for 2012: Presented by Vance. Comments from the floor.

CONSENT AGENDA: Move Karr, second Hall to accept the financial reports. Unanimous.

#### UPCOMING AGENDA

Trustee Selection Process revisions to the ByLaws.

Approve Annual Library Board Calendar.

Recommendation on merit program.

Personnel Committee recommendations.

Adoption of 2012 Budget and certification.  
Contract review.

Review and approval of minutes of this Board Meeting.

Motion to approve minutes: Move Karr, second Hall. Unanimous.

ADJOURN, Next Meeting Monday, December 12th, 2011 at 5:30 P.M.

Motion to adjourn. Move Kelly, second Karr to adjourn. Unanimous.

Minutes taken by Jo Anne Hagen, Esq.



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## **DIRECTOR'S REPORT**

**LIBRARY BOARD MEETING** Monday, Dec. 12 , 2011

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Staff have been busy planning programs for 2012, keeping warm, and dealing with installation of the new Xerox copier.

November highlights -

- The new high-tech Xerox copier was delivered and installed, staff are waiting for official training from the Xerox salesman.
- Library staff who do not work on the Bookmobile had a chance to spend a few hours to see the inner workings of the BOMO.

Programming highlights of the past few weeks:

- 13 Interested adults attended Brad Vogler's Ipad class.
- The American Girl Party featuring New Orleans was a big hit with the little girls who celebrated with beignets, red beans and rice and sparkling apple juice.
- The Exploring the 20's event for home-school families was a lot of fun, with the Director offering tips on shooting marbles.

Up Next:

- Juvenile Gaming Computers to be formatted and software installed.
- AWE Early Literacy Computers to be updated.
- "Food for Fines" - Fines will be waived in exchange for non-perishable food items which will be donated to Weld County Food Bank.

## **Monthly Reports of the Managers**

### **Youth Services: November 2011**

In November, our various programs and library groups have brought an approx. total of 656 attendees through 41 programs. We offered 26 children’s programs and saw 418 attendees; 11 tween/teen programs with 89 attendees; and 4 other program with 149 attendees.

<b>Story Times</b>	<b>Number of Sessions</b>	<b>Number of Attendees</b>
Babies & Books	4	82
Wee Read	5	228
Saturday Storytime	1	10
Books Before Bed	1	14
<b>Total</b>	<b>11</b>	<b>334</b>
<b>Groups</b>		
Children's Book Club	4	36
Tween Book Club	4	27
Teen Creative Writing	5	33
IMPACT Meeting	1	2
<b>Total</b>	<b>14</b>	<b>98</b>
<b>Other</b>		
Paws for Reading	10	15
Homeschool Programs	1	18
American Girl Party	1	33
Secret World of Owls - RMRP	1	66
Gaming Night	1	27
Front Range Chamber Players	1	28
Puppets & Things on Strings	1	37
<b>Total</b>	<b>16</b>	<b>224</b>

## **Programs & Activities**

- Story time (Andrea):
  - Themes included: Big and Little, Bears, Food, Thanksgiving, Colors, and Cats & Dogs.
  - In order to boost attendance at Books Before Bed, we had a storytime in which the children would bring their stuffed animals and leave them at the library to have a “sleepover.” We had a 25 minute storytime about noises, and then the children and parents filled out permission slips for the animals to stay. After the children left, I took pictures of the animals reading stories to each other, playing hide and seek and other games, having tea parties, and sleeping. The children were able to pick up their animals between 3 and 5 the next day after our staff meeting. The turnout was almost double what the original Books Before Bed storytime was, and I may make this into an annual or even bi-annual event.

## **Projects & Goals**

- Continued shelf-reading project and weeding project of all youth collections.
- Ongoing evaluation of shelf-reading and shifting project (Hillary and Heather).
- Prepared December book order (Hillary and Heather).
- Completed November book and media order (Hillary and Heather).
- Prepared October publicity and website calendar updates (Heather).
- Completed entry of all past storytimes into general drive (Andrea).
- Began work in earnest on storytime bags (Hillary and Andrea).
- Created 3 new feltboard kits (Andrea).
- Planned homeschool programming for 2012 (Deb).
- Formatted Storytime bag logos and converted to digital format (Karen).
- Sorted stored youth donations (Heather).
- Juvenile biography spreadsheet project (Heather).
- Juvenile series spreadsheet project (Heather).
- Prepared Juvenile Gaming Computers proposal (Hillary).
- Juvenile Gaming Computers game selection & downloading (Hillary).
- Prepared Board Game Cabinet & spreadsheet (Hillary).
- Researched options for Young Adult and children’s spaces (Hillary).

## **Staff & Development**

- Early Literacy presentation for the United Way at Range View Elementary, 11/3 (Andrea).
- Staff Work Day, 11/4 (all).
- Management Meeting, 11/9 (Hillary).
- Reaching Reluctant Readers webinar, 11/9 (Andrea).
- Young Adult Book Club, 11/11 (Andrea and Hillary).
- Innovation Lab field trip, 11/21 (Ann K, Deb, Hillary, and Heather).
- Nook class with Brad, 11/23 (Deb).
- Bookmobile shift, 11/29 (Deb).
- Bookmobile shift, 11/30 (Karen).
- ALSC Quicklist Committee – foreign language books for children (Andrea).
- CLEL 12 initiative (Andrea).
- Read Rework by Jason Fried (Deb).

**Outreach (Hillary):** Erica and I collaborated on the following:

- Held 2 WHS Bookaholics meetings at the highschool.
- Contracted trials and reviewed databases for possible selection.

**Volunteer Program (Deb):**

- 17 volunteers contributed 43 hours of time.
- Youth Services staff offered 0 training sessions for 0 volunteers.
- I continued to work with two volunteers on special duties (shelving and writing book reviews). I audited all of the volunteer library accounts to make sure no one was abusing the “no fines” benefit and of course, no one is.
- This month we changed our volunteer hiring age requirement from 10 to 12 years old.

## **Displays**

**Children’s**—Every Child Ready to Read, Stuffed Animal Sleepover, Thanksgiving Harvest, Alphabet, & Birds

**Juvenile** – Manners, Crafts and Gift Making, Families in Fiction

**Young Adult** – NaNoWriMo, Country Fried Reads

**Other** – Holiday Cookbooks & Crafts, Sound Shakers (Sensory Display)

## **Up Next: December**

- December programming
- 2012 goal setting
- 2012 program planning



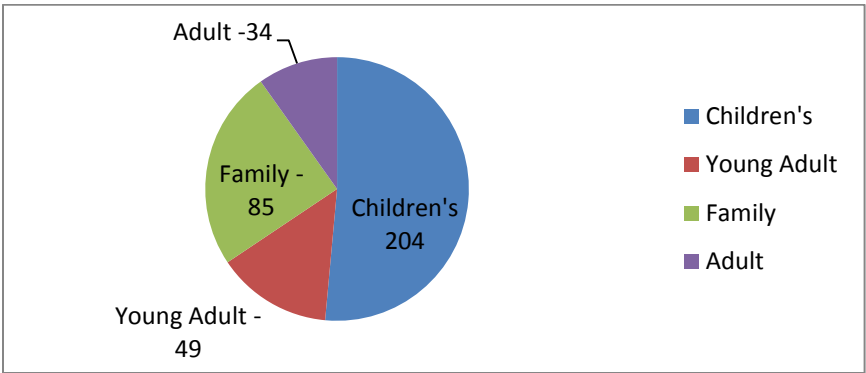
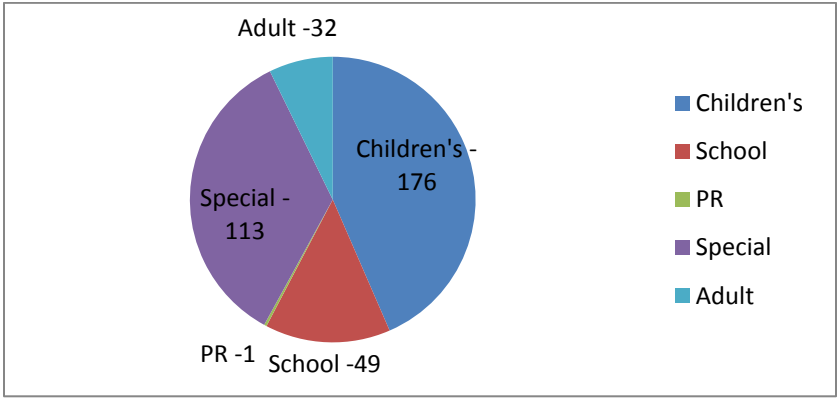
- Storytime bags to be completed
- Juvenile Gaming Computers to be formatted and software installed.
- AWE Early Literacy Computers to be updated.
- Board Game Cabinet installed and organized.
- Young Adult space furniture order.

**MONTHLY REPORT  
OUTREACH DEPARTMENT  
NOVEMBER, 2011**

**STATISTICS**

**Outreach Program Statistics**

<b>Date</b>	<b>Daycare Storytimes</b>	<b>#</b>
11.2.2011	Kids Haven (km)	28
11.4.2011	Promontory home daycare (km)	5
11.9.2011	Kindercare (km)	38
11.11.2011	Promontory home daycare (km)	10
11.16.2011	Kids Haven (er)	30
11.18.2011	Promontory home daycare (km)	6
11.18.2011	Windmill (cb)	54
11.22.2011	Severance daycare	5
<b>Date</b>	<b>School Programs/Tours</b>	<b>#</b>
11.3.2011	WHS Book Club (er)	13
11.10.2011	WHS Book Club (er)	10
11.11.2011	WMS Book Club	26
<b>Date</b>	<b>Adult Book Clubs/Drops</b>	<b>#</b>
11.2.2011	Good Sam Book Club	7
11.9.2011	Good Sam Reading	4
11.14.2011	WHCC Café	7
11.16.11	Good Sam Book Club	7
<b>Date</b>	<b>Special Programs</b>	<b>#</b>
11.3.2011	GV Literacy Night	85
11.7.2011	CRC Early Release Program	28
11.11.2011	YA Grown Up Book Club	7
<b>Date</b>	<b>PR/Advocacy</b>	<b>#</b>
11.22.2011	Mtng w/ Carrie Knight	2
<b>TOTAL</b>		<b>372</b>



**Bookmobile**

<u>Circulation Activity –November, 2011</u>	
<b><u>Circulation Transactions</u></b>	
Items Checked In	1004
Items Checked Out	1291
Items Renewed	213
In-House Use Transactions	5
<b><u>Hold Transactions</u></b>	
Holds Fulfilled	56
Holds Added	100
Holds Canceled	18
<b><u>Fine/Payment Transactions</u></b>	
Fines Waived	\$466.91
Fines Paid	-
<b><u>Borrower Maintenance</u></b>	

Added	29
Deleted	3
Updated	119
<b><i>Borrower Maintenance</i></b>	<b><i>151</i></b>

**Patrons on board: 1211**

**Distinct Borrowers: 282**

**BoMo program numbers: 372**

**Outreach Work:**

November started off with a bang as we welcomed our new director and participated in an all staff training day! New adventures for this month included our first home daycare story-times, the implementation of an afterschool program, training Jim Parker as a substitute driver, and plans for a major expansion of our DVD and video game collection.

Bookmobile:

- The BoMo began home daycare story-times in Severance (Tuesdays, 9:30-10:30 at Town Hall) and West Greeley (Fridays 9:00-10:15 at Promontory).
- The BoMo staff attended Grandview Literacy Night on November 3, 2011. We were delighted to have our new director, Ann Kling, on board. The event was a great success.
- Bus maintenance activities for the month are as follows:
  - Replaced solar batteries
  - Changed oil in generator and chassis engines
  - Had First Class Auto and Truck Repair check out possible leak in Blu-Def tank.
  - Washed BOMO in preparation for Christmas events
  - Investigated shelving for videos
- Kendra began a DVD wish list for the BoMo based on patron feedback, DVD circulation patterns on the BoMo, and DVD circ patters within the library.
- November BoMo book order was placed. Additions include audio biographies, books about fairies, Nate the Great, Princesses, Dinosaurs, and other animals.
- BoMo participation at *Christmas in Windsor* was cancelled due to lack of approval from the event organizers.
- James Parker's training continued this month. He is an excellent driver, has a wonderful attitude and is already a valued member of the team. We will continue with computer training as the month progresses.

- Outreach acquired a NOOK Color and the Kindle Fire for patron use in our mini Tech Café.
- E-reader training took place on 11/29/2011 following the regular staff meeting. Perhaps it would be better to say that it was more of an experimentation, but in the end we all gained much useful knowledge to pass onto the patrons.
- The BoMo calendar for first semester 2012 was sent to print (750 copies) at Coren.
- Purchased iphone for Bookmobile and transferred 518-1420 to the new phone (much more of a headache than you'd think!)
- Purchased additional Verizon card for use on the vehicle. This requires follow up as they gave us the wrong kind of card.

General:

- Middle School book-clubs continue to go well. The 8<sup>th</sup> session in particular continues to grow. *100 cupboards*, *Coraline*, and *The Graveyard Book* were the titles for the month.
- WHS Bookaholics (a successful collaboration between Youth Services and Outreach) is still going well. We are working successfully to put parameters in place to increase reading buy-in in addition to the social time (which they love).
- Monthly Windsor Healthcare visits continue to go well. WHC has a new Activities Director, Joanna Silk, and we are hopeful that she might be a more involved contact for us at WHC.
- Good Sam book clubs and reading continues successfully
- Met with Carrie Knight (Arts and Heritage) on 11/22/2011 to continue planning for the literacy/poetry/music event for all district 2-3<sup>rd</sup> graders in the spring of 2012 continues. Dates and cost has been confirmed –April 12<sup>th</sup>. \$1650.00. Planning for supporting and complimentary activities for educator use is in process.
- Met with Carrie Knight (Arts and Heritage) and Katie Bates (Museum Curator) to discuss cooperative programming for the town's *Dustbowl* exhibits. The exhibit will run January 21-February 18 and plans include:
  - Film series (at the library)
  - Book club discussion (grapes of wrath)
  - Possible music performance
  - Possible memoir-making workshop
- All Outreach staff participated in the Staff Work Day on November 4<sup>th</sup>, 2011 and participated in the Customer Service training workshop.
- Facilitated the first meeting of Young Adult Books for Grown Up Girls on 11/11/2011 at Guadalajara. The next meeting is on December 9<sup>th</sup> at Main Street Grill. This month's title was Beautiful Creatures

*Respectfully submitted,  
Erica Rose*

*Monthly Report November 2011: Technical Services Department  
Clearview Library District  
Prepared by Shari Thompson  
Head of Technical Services*

*Overview for the month*

*Technology Related:*

- ✓ Shari assisted with Ann Kling transition in as the new director
- ✓ Shari set up system access for Ann
- ✓ Shari procured software and equipment for Ann
- ✓ Shari installed TLC on outreach computers and a conversion pad
- ✓ Shari revised, added, deleted, and modified email addresses
- ✓ Shari procured two new gaming computers for the Children's Department
- ✓ Brad research various technology products to determine if products such as Drive Shield and Comprises Sam are the best products to meet our needs
- ✓ Brad also researched PC reservation system, and needed Apple products for design of our new website
- ✓ Brad created and designed the Tech Café sessions for public interest sessions to be held in December
- ✓ Brad continues to troubleshoot Sam software with loading and functionality problems
- ✓ Shari and Brad addressed network printer problems
- ✓ Brad began investigating pricing for the software need the for website redesign
- ✓ Shari continues to investigate separating the network, Drive shield blocking issues, and ticketing issues with Colorado Network Management
- ✓ Shari scheduled and coordinated with TLC Patch 19 for the L.S. software
- ✓ Shari investigated, tested compatibility, and purchased different cost effective RFID tags
- ✓ Shari, worked with Lori from SWIFT, TLC, and CNM to restore ILL software functionality
- ✓ Shari enabled text messaging as a choice for patron notification

*Cataloging and collection organization:*

- ✓ Shari began to revise cataloging procedures
- ✓ Gama resigned his position with the Clearview Library District

*Website:*

- ✓ Shari added OneClickDigital access
- ✓ Hannah added a FAQ section for dealing with downloadable materials
- ✓ Hannah is revising the Board section of the web site
- ✓ Shari created and implemented a materials request online form
- ✓ Shari implemented the new design of the "What's New" section of the website. This involved a new icon design and new holding code linking of new items instead of entering manual lists

### Bookmobile and Outreach Services:

- ✓ Shari installed TLC, a conversion pad on outreach computers
- ✓ Brad installed a receipt printer for the Outreach Department
- ✓ Shari and Brad continue to troubleshoot problems with technology and printing on the bookmobile

### Goodwill and Self-directed Teamwork:

- ✓ Technical Services staff continues to assist bringing the bookmobile in and out of the garage
- ✓ Technical Services staff continues to assist the circulation department with ongoing staffing issue shortages
- ✓ Technical Services staff assists acquisitions with the processing of incoming materials
- ✓ Shari continues to check "Email the Librarian" for patron requests and comments
- ✓ Shari daily checks patron materials requests email account

### Training:

- ✓ Brad designed and taught the first iPad for the public
- ✓ Brad taught three classes to staff members for downloading e-materials onto a Color Nook
- ✓ Brad created and presented a Prezi presentation on e-books at Staff Day
- ✓ Brad continues to be available for the "Book a librarian service." He assisted one patron with a resume, and many patrons with Overdrive and Nook downloads
- ✓ Shari attended Overdrive consortium call
- ✓ Hannah trained Nathan to update the "Events Calendar" of the website
- ✓ All staff members of the Technical Services Department attended and participated in Staff Day training

### Miscellanea:

- ✓ Brad continues to reformat hard drives that are being added to our e-materials recycled project
- ✓ Shari revised, added, deleted, and modified Tri-Tech security codes
- ✓ Shari spent a bit of time troubleshooting Amazon order problem partially caused by lack of payment
- ✓ Shari reset several security passwords due to Gama's resignation

## MONTHLY REPORT

Assistant Library Director

Encompasses: Adult Services, Circulation, Reference

December 1, 2011

## STAFF

One Circulation Substitute position and one Shelver/Page position were filled by Kathleen Gibson and Jacob Kauffman respectively. These two additional positions will benefit Circulation staff processes immensely.

Staff will receive performance evaluations during December and early January.

## COLLECTION

Weeding has taken place in the following sections: Colorado; Large Print; nonfiction 746; selected areas

of Mystery. Considerable amounts dvd's and music cd's have been added. World Book online will soon be available. ePrep online will soon be eliminated due to low usage and high cost.

#### BUILDING/EQUIPMENT

The Library Board gave the go ahead for investigation and cost projection to create a small branch library in Severance. The building being considered is part of a bank building. Management staff will inspect the space and investigate costs for furnishings, shelving, computers and other needed equipment.

#### MISCELLANEOUS

Library brochure has been updated. Current contracts and company info for vendors is being reviewed and documented. Details and script are being finalized for CGI to create the library video in January. Holiday closures include: closed December 24-26; early closure December 31 at 5:00; closed January 1-2, 2012.

#### UP NEXT

"Food for Fines" Fines will be waived in exchange for non-perishable food items which will be donated to Weld County Food Bank.

Programs: Family Gaming Night; Making Cake Pops; Holiday Card Creation

Clearview Library District – Public Service Announcement

Second Public Hearing on the 2012 Budget for the Clearview Library District

November 29, 2011

5.30 pm

Windsor-Severance Library

720 Third St.

Windsor, CO 80550

Copies of the 2012 budget are available at the following locations –

The Clearview Library District website, <http://www.myclearview.info/> On the right side of the page, under Library Board.

The front desk of the Windsor-Severance Library

The Clearview Library Bookmobile





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**LIBRARY BOARD MEETING**

Tuesday Nov 1, 2011

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**PERSONNEL COMMITTEE MEETING**

**TUESDAY NOVEMBER 1, 2011 4:00-7:00 P.M.**  
**WINDSOR-SEVERANCE LIBRARY**  
**720 3<sup>RD</sup> STREET WINDSOR, CO**

**AGENDA:**

REVIEW THE CURRENT CLEARVIEW LIBRARY DISTRICT  
POLICY MANUAL

ANY QUESTIONS CONTACT KELLY HALL 686-5592



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**LIBRARY BOARD MEETING**  
**NOVEMBER 8, 2011**

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**TUESDAY**

## **CLEARVIEW LIBRARY DISTRICT**

### **LIBRARY BOARD MEMBER SELECTION COMMITTEE**

**WINDSOR-SEVERANCE LIBRARY**  
**720 3<sup>RD</sup> STREET WINDSOR, CO**

**TUESDAY NOVEMBER 8, 2011 6:45 P.M.**

### **AGENDA:**

- REVIEW PROCESS
- CANDIDATE INTERVIEWS
- CANDIDATE REVIEWS

**SPECIAL MEETING  
LIBRARY BOARD**

**PERSONNEL COMMITTEE MEETING**

**MONDAY  
NOVEMBER 28TH, 2011  
4:00 P.M.**

# Progress Towards 2011 Goals

## November

	2009	2010	2011	2011	Current Month		Year to Date		% of
	Actual	Actual	Goal	vs. 2010	2011	% vs '10	2011	% vs. 2010	11 Goal
<b>Goal 1: Visibility and service</b>									
Active card users	6,162	6,568	7,225	10%	NA	NA	6,404	3%	89%
% of population		30.5%	32.9%				29.2%		
Web site users	654	9,082	10,626	17%	NA	NA	NA	NA	
Web site hits	14,882	17,734	20,749	17%	NA	NA	NA	NA	
Patrons served (1)	126,367	169,522	183,135	10% (7%)	14,570	-6%	173,272	8%	95%
WSL	126,367	164,547	NA		12,987	-6%	153,653	0%	
Bookmobile	0	0	NA		1,211	-11%	11,696	NA	
Outreach	0	4,975	NA		372	13%	7,923	76%	
<b>Goal 2: Satisfaction and service</b>									
Program attendance	4,127	10,252	10,765	5%	1,060	98%	14,117	80%	131%
% of population	23.6%	47.7%	49.1%				64.4%		
WSL Adult	956	1,519	NA		32	-96%	674	-54%	
WSL YA	331	374	NA		135	744%	843	129%	
WSL Child	2,840	4,606	NA		521	78%	4,677	5%	
Outreach	NA	3,741	NA		372	13%	7,923	76%	
<b>Goal 3: Circulation and data base</b>									
Physical circulation	179,525	215,690	258,828	20%	19,337	17%	209,813	4%	81%
Phys circ per card user	29.1	32.8	35.8				32.8		
WSL Adult	96,072	104,946	NA		9,285	17%	95,172	-3%	
WSL Children	83,453	110,744	NA		8,445	-2%	98,701	-6%	
Bookmobile	NA	862			1,504	916%	14,772	NA	
Active virtual borrowers	247	774	890	15%	122	65%	1,151	70%	129%
% of active card users	4.0%	11.8%	12.3%				18.0%		
Virtual circulation	NA	NA	NA		374	NA	3275	NA	
% of physical circulation	NA	NA	NA		2%		2%		
Data base usage	NA	NA	NA		570	NA	7192	NA	

**Goal 1: Increase visibility of the library and serve an increasing percentage of the population**

**Goal 2: Retain and improve a high level of user satisfaction with an emphasis on customer service**

**Goal 3: Achieve higher circulation with an increasing virtual share, and increase data base usage**

**Notes: (1) Data for 2010 were revised up in July 2011. 183,315 is the original goal for 2010. A 10% increase implies 188,874**

Population (not revised)	17,520	18,081	18,659				18,659		
Population revised using 2010 Census		21,500	21,930	at 2% growth from 2010			21,930		