IMPROVING DECISION MAKING AND PATRON SERVICE IN THE KING COUNTY LIBRARY SYSTEM (A)

Bill Ptacek, director of the King County Library System (KCLS), picked up a copy of "The Year 2000 Plan" and glanced inside at the table of contents. His eyes scanned the headings: "Service and Collection Levels," "Capital Projects," "Staffing Model", and "Revenue and Expenditures." Since becoming the library system's director three years ago, Ptacek and his senior management team had worked long and tedious hours on all these crucial components to develop a long-range plan to guide the library system through the year 2000. The ultimate goal of the plan seemed clear: to ensure that the library system was structured so that resources were distributed equitably and were coordinated to maximize the value to the community of the library's offerings. Inherent in this goal was a major building program to address the county's 20% projected population growth and a shift in collection development targeted toward providing a more in-depth and sophisticated level of materials and services. Underlying all of these efforts was a renewed emphasis on quality service to patrons.

If only there was a formal way to address the organizational culture of the library system, Ptacek thought to himself. For the past three years, he had been hearing numerous complaints from personnel throughout the library system, from line staff in the 38 community libraries to senior management at the library's headquarters, called the Service Center. Branch personnel argued that management decisions made at the Service Center often had a negative impact on line staff and patrons, while the senior management team, all quartered at the Service Center, seemed to be suffering from interdepartmental competition and complained of being overworked.

Typical of the issues, one branch librarian complained that it took over a year to authorize repair to a microfiche reader. New programs and policies were initiated by the administration that branch employees found difficult to implement or which impeded service. For example, the wait list and reserve system, developed at the Service Center, was so complicated that staff were embarrassed to explain it to their patrons. The record-keeping system was considered onerous, and in an understaffed system, any extra work was unwelcome. At the same time, "The Year 2000 Plan" called for a renewed emphasis

on patron service, through promotion of the system's many services and by providing individual attention to patrons.

Ptacek knew that certain changes in the management practices and culture of the library system needed to be implemented to achieve successful completion of the goals outlined in "The Year 2000 Plan." As its main advocate, he was determined not to let internal disharmony within the library system undermine the traditions of success and excellent service or all the hard work that had been poured into the long-range plan by the senior staff and himself. A relative newcomer to an organization known for its high proportion of long-time employees (the average term of employment was 15 years), Ptacek questioned how he should go about making truly effective and acceptable changes.

The KCLS Mission

Designing a long-range plan had been Ptacek's main priority when he first came on the job. His mandate from the Library Board was to build upon an initial study that had been conducted a year before his arrival, describing the county's projected population growth and demographic diversification. Soon after the initial study was released, voters in the library district of King County had approved a bond measure, providing $67 million for an ambitious building program. The expansion project, which would add six new libraries, twelve replacement libraries, two expansions and sixteen renovations, was targeted at underserved and unserved parts of King County that had seen rapid population growth in the past ten years. The bond campaign was the last major project of the previous director, Herbert Mutschler, who had served as the library system's director for 26 years. Mutschler retired from his position soon after the bond was passed, leaving its implementation to the incoming director.

Ptacek came to the King County Library System, having just served as the director of the Louisville Free Public Library in Kentucky. His experience in public library management was extensive, and he was a librarian by trade. In addition to Louisville, he had worked as the director of a library system in Idaho and had served as a regional director in the Chicago Public Library System.

Ptacek had very specific ideas to update KCLS's mission, a task that was supported in full by the library system's five-member Board. He envisioned the library system becoming the county's main source for reference information and wanted to expand the types of services offered by the library system to meet the growing needs of a diverse urban and rural community.

Ptacek presented the first edition of "The Year 2000 Plan" only six months after his arrival as director. The emphasis on expanded reference services to meet informational, educational and cultural needs of users was clear. The expansion of community-based services geared toward children, life-long learning, career development and literacy was impressive. It signaled an obvious departure from simply maintaining the traditional offerings of popular and recreational literature and materials.

Additionally, the long-range plan clearly set out a framework of priorities for the different sizes of libraries in the system. The five levels of small, medium, large, resource and regional libraries were determined by the square footage of the facility, collection size, staff size and staffing classifications, services, number of open days and open hours. At the small and medium-sized libraries, the collections would be composed primarily of materials with introductory and basic information. At the large and resource libraries there would be more specialized works, such as business and biographical collections, in addition to introductory information. The collections at the regional libraries would include more technical information, particularly in some subject areas, as well as general and introductory information. Regional libraries would additionally serve as a resource for other libraries in the region and would provide in-depth reference and user services, both in-house and by telephone. In short, "The Year 2000 Plan" reflected what a modern library system would have to become to serve the diverse and growing population of the region.

Three years into Ptacek's tenure, the expansion program was progressing rapidly. Two of the four regional libraries and numerous modernization projects had been completed and six other building projects were well under way. The library system had also substantially enhanced its on-line reference services and had become an example to other public libraries through its federal documents depository collection. It had additionally become the fifth largest library system in circulation in the United States, circulating nearly one-million items every month throughout its numerous branches.

Bill Ptacek felt good about the accomplishments of his short tenure. Confident that the long-range plan was well on its way to a successful implementation, Ptacek turned his attention to the internal operations of the library system. For three years, he had been hearing from management and branch staff about problems with the way the library system did business internally. After several years of building a positive rapport with staff in the library system, Ptacek thought it was finally an appropriate time to review the current status of the library's internal operations and organization. He wondered if and where changes might be made.

The Organizational Hierarchy

The King County Library System enjoyed a reputation as a quality public library. It had been acknowledged by the federal government as a model for other libraries in meeting the federal needs of the community and was praised as an innovative library system for its extensive mailing services, a traveling library and a toll-free Answer Line providing up-to-the-minute information on a wide range of topics. It was additionally recognized as an organization with a high percentage of professionally trained staff. All librarians were required to have a Master's degree in Library and Information Science or proper Washington State certification as a Librarian. KCLS had access to one of the West Coast's four graduate programs in Library and Information Science at the University of Washington in Seattle, and was able to draw from a skilled pool of applicants when

staffing the system's 38 branches. The level of dedication, excellence and expertise of the library system staff was obvious.

Like most public library systems in the United States, the King County Library System had been operating under a traditional hierarchical authority structure. The Library Board provided over-arching guidance to the system, hopefully reflecting community voters and their needs, while the director supervised the daily management of the library system and worked closely with the Board in establishing long-range goals for the library and implementing long-term priorities.

The assistant director was responsible for management of the Public Services Department. All 38 branches of the library system fell under the jurisdiction of the Public Services Department, with three area administrators serving as intermediaries between branches and departmental managers. Area administrators were responsible for overseeing branch budget preparation and operational management for eleven to fourteen libraries each. Area administrators did not sit on the senior management team, but rather had periodic meetings with the assistant director to be briefed on senior management team directives. In addition to maintaining the link between branches and the Service Center, Public Services was responsible for several programs that were common to most branches, including Children's Services, Literacy/Young Adult Services, the Traveling Library Center, Information Systems and Reference. The manager of each of these programs reported to the assistant director/ deputy librarian for Public Services.

The director's Administrative Council, or DAC as the senior management team was called, was a group started by Bill Ptacek's predecessor decades ago. The senior management team was an extremely competent and highly task-oriented group of individuals, many of whom had been with the library system for over ten years. Ptacek had maintained the membership of DAC as it had been under Herbert Mutschler and had made very few changes to the management structure of the library system when he first arrived. DAC was the top level of management, composed of the director, assistant director and the six Managers/deputy librarians of: Collection Development, Technical Services, Facilities Development, Human Resources, Administrative Services and Community Relations (see Attachment 1). Under several of the departmental managers were division managers with more narrowed focuses. For instance, under Collection Development, there was a director of media services, who was responsible for video and film services and collections.

These eight individuals made up the only formal decision making body in the library system, and were responsible for providing the director with guidance on long-term and strategic policy issues, as well as keeping one another updated on departmental activities for purposes of coordination.

Although DAC was the only body with formal decision making capabilities, there were several other committees, standing and ad hoc, throughout the library system that provided advisory assistance to the director and DAC on a variety of topics, i.e. Foreign

Language, Literacy, New Technology, etc. Additionally, there was a monthly meeting of the 38 managing librarians and representatives of the Public Services Department. Usually held at the Service Center, these Public Services Meetings, or Head's Meetings, as they were commonly referred to by the librarians, were used to inform managing librarians of policies and directives coming out of the Service Center, as well as give librarians the chance to voice concerns. Meetings tended to be dominated by discussions of service delivery problems in the branches.

The facilitator of the Public Services Meeting, Assistant Director Barbara Tolliver, often felt overwhelmed with the number of service delivery issues raised and thought that the forum was too large to deal with issues effectively. Sometimes, the issues raised were unique to a particular branch and thus were inappropriate for the whole group to discuss. Branch managers, on the other hand, felt the issues that they raised during these meetings were important from a line staff and patron point-of-view, and they were discouraged when they were told that their problems would be raised with DAC. They wanted more immediate resolution. In the past, they had voiced problems which had supposedly gone to DAC for resolution, and then they never heard about the issue again.

"It was like a great black hole," said one discouraged branch manager. "You never knew if the issue you had placed on the table at the Head's Meetings would be resolved eventually by DAC or slip through the cracks." One librarian recounted how she had tried unsuccessfully for a year to bring an innovative idea for a new problem-solving forum for mid-level managers in the branches to the attention of DAC. She had initially introduced the idea of a "Lead Library Assistants Meeting" to her branch manager, who was excited about the plan and passed it on the Area Administrator, who was less enthusiastic but agreed to bring it to the attention of Public Services and DAC. The branch manager additionally introduced the idea at several Public Services Meetings, where he was told the issue was "under consideration." It was over a year before the Lead Library Assistants Meeting received authorization from DAC to have their first meeting.

All managers and area supervisors had offices that were located at the library headquarters, called the Service Center, in downtown Seattle. However, area administrators regularly traveled to branch sites to meet with branch personnel. The Service Center additionally housed the staffs of the seven departments. With over 750 employees located in 38 branches throughout the county and the Service Center, Bill Ptacek was not surprised that so many problems existed in the internal operation of the library system. The following examples demonstrated the kinds of institutional barriers that kept the library system from being as efficient and effective as it could be.

The Video Loan Period Debacle

One branch manager had recounted one of DAC's more illustrious decisions - a decision which was, in the branch manager's words, "a patron-service nightmare." It began when branch personnel received a written communication from DAC that a new, video, loan-period policy would be implemented within a matter of days. Under the original system, patrons could borrow fiction videos for two days and could not submit requests for other videos in the system. They were limited to the video selection in the particular branch library. Under the new policy, the loan period increased from two to fourteen days. Not only could patrons keep the videos longer, but the library would now allow a patron to place holds on videos system-wide and would then mail the videos to the patron's home address, just as they did with books.

The policy had been conceived by the Collections Development Department at the Service Center and approved by DAC to provide better service to patrons by allowing them access to all videos in the library system, thus implementing an important component of the KCLS mission to provide broader access of all materials to all patrons. Based on recommendations from the director of media services and the video policy committee, DAC had agreed to implement the new loan period policy as a six-month experiment. Despite the good intentions, the negative reactions by patrons were immediate. Since there was no limit on the number of videos that patrons could borrow, videos were being checked out of the library sometimes up to ten at a time to a patron. As a result, the video shelves throughout the system were constantly bare. And although patrons seemed to like the new mailing service, the videos that they now could request throughout the system had an additional processing and shipping time of one to three days on top of the loan period. Patrons argued that they didn't need two weeks to watch their videos, and they protested that the longer borrowing time encouraged people to hoard large numbers of videos.

Branch staff were also unhappy with the new policy. They perceived DAC as having gone behind their backs in making a decision which would have a drastic impact on their job duties. The time branch staff spent on mailing items to patrons increased noticeably. "Our mailing volume increased by nearly 25%," said one branch manager. "I had to commit more of my staff's time to processing videos for postal service in the mailing room. That meant less time out in the library answering questions and helping patrons with material searches." The book drops were also continually clogged, as patrons returned large volumes of videos after weekend video marathons.

An even more disagreeable task for branch personnel was explaining a policy they didn't agree with to irate patrons who either had to choose from a meager selection of videos remaining on the shelf or place a request for the video they wanted. Some patrons didn't like the reserve function because it could take fourteen days to receive the video in the mail.

The policy had been implemented so rapidly that little consideration had been given to user information and publicity. No brochures had been written or flyers posted to explain the details of or rationale behind the policy, nor had the bookmarks and video labels describing the old video loan policy been changed. "If DAC would have had the foresight to ask us how we could alert our patrons to the change, we could have posted the pending policy change in the library. Instead, we wasted a lot of time explaining the new policy to each patron who came to the circulation desk wanting to know why there was such a pitiful selection of videos," lamented one branch manager.

Seeing how negatively the policy impacted both staff and patrons, one senior manager admitted that while the theory behind the extended loan period was a good one, the implementation lacked finesse. "We thought we were doing the library patrons a service by extending the loan period," she stated, "but it became obvious very quickly that we hadn't thought through the implementation strategy carefully enough." During the six month experimental period, an extensive survey of patrons was conducted with regard to the new video loan policy. The policy was changed after an assessment of the patron comments and a presentation of the results to the Library Board by the Director of Media Services. DAC then decided to cut back the loan period from fourteen to ten days.

The Shift to Central Selection

The change to central purchasing of books was another major policy shift about which generated a great deal of negative feedback. The policy change angered some branch personnel, particularly the branch managers, because it did away with a traditional librarian function.

Seeking to implement one of the prime goals of the new library mission — a more in-depth and sophisticated level of collections — Bill Ptacek and the Deputy Librarian of the Collections Development Department had talked about moving the book-buying capability to the Service Center, rather than leaving that responsibility to each branch manager. Several months before the final decision, DAC had commissioned a consultant to do an assessment of the current book-selection procedure to determine whether any improvements could be made to the library system's method of collection development. After visiting numerous branches and meeting with several branch librarians to discuss their method of book selection, the consultant recommended to DAC and the Library Board that the library system switch to centralized book selection and purchase. This new policy, he asserted, would be in keeping with the "systems approach" to service delivery, which aimed at providing a wide range of diverse materials to all patrons county-wide. Based on the consultant recommendation, DAC approved the new central selection policy.

The idea behind the policy seemed to be sound from a patron stand-point. The library system treated books as belonging to the collective system, and thus, they were mobile items, available to any patron anywhere in the library's service area. By shifting to central

selection, the Collection Development Department could control the number and kind of books the library system was purchasing. This would help to ensure a greater diversity of available material and would help to cut down on duplicate purchases of the same item.

But, the new central selection policy was poorly received by the branch personnel. It eliminated the much-enjoyed librarian task of selecting and ordering books, not only for the branch manager but for the reference and children's librarians as well. Librarians resented that one of their favorite responsibilities had been brought within the Service Center. "It was the task I loved the most in my role as a branch manager," said one librarian. "Using my skills in selecting books to share with the public was the primary reason I went to school to become a librarian."

Another librarian echoed the lament of many under this policy that her discretionary book buying budget was cut by 85%, leaving her only enough money to buy from six to ten books per year. She argued that the Service Center was taking away her ability to buy books unique to the particular needs of the community. It also angered her that branch librarians had not been privy to the decision to move to central selection until it was announced in the monthly meeting of branch managers. "Talk about a shocker," she stated. "Wouldn't you think that we would have been included in discussions of a policy change that ultimately would change our job description?" The perception that branch librarian opinions had purposely not been sought because DAC knew the policy would be unpopular grew, thus exacerbating an already tense relationship between branch personnel and the Service Center.

The Technology Revolution

In 1982, KCLS became one of the first public library systems to automate its circulation system. Eight years later, the library system selected a new and more efficient automated circulation system and added an on-line catalog to allow patrons access to the collections through computer. Staff appreciated the move toward greater efficiency and patrons were impressed that they could look up and put a hold on materials through computers so fast and so easily.

Sometimes, however, changes would be made to the system with little or no advance notice to the branch personnel and no requests for input from the line-staff who would be responsible for training the public in on-line catalog use. In one instance, the Public Access (PAC) Terminals that were used by patrons to look up and reserve materials had been upgraded overnight by the Data Processing Division at the Service Center with no forewarning to the branch personnel. When branch personnel came to work the next morning, they were unaware that patrons would need to go through another step to access the magazine search function on the PAC terminals.

A reference librarian from the Bellevue Library was working that morning, and he recounted how frustrating it was to assist patrons with a process that had changed without his knowledge:

> I literally showed up in the morning with no awareness that the method for executing the magazine search had been altered. It was embarrassing when patrons, who were following the directions I had given them to access this information, couldn't bring the magazine search up on the screen. And it wasn't as if the extra step made things any more difficult, really. As soon as I figured it out, there was no problem. It would've been nice, however, to have known in advance that the program was going to be changed. I would have been able to serve the patrons better.

Also typical of complaints with regard to technology was the lack of adequate staff training when new software was introduced to the computer system. When the updated on-line catalog was introduced, staff received very little training, typically one day. Another problem was the length of time between training classes and the implementation of the new on-line catalog in the library branch. In one instance, a group of librarians received their day of training at the Service Center over a month before the system was introduced to their library. Many of the librarians had forgotten their training and wished that they had been trained in the library facility as the PAC terminals came on-line or had taken a refresher course closer to the time of implementation.

Discontent Grows Throughout the KCLS Branches

The branch personnel had been complaining about these kinds of problems among themselves and to their area supervisors for several years, long before Bill Ptacek became Director. There was a clear history of Service Center/branch library tension that resulted from what some branch personnel perceived as "thoughtless neglect" on the part of the Service Center. Additionally, the pace of change under Ptacek and the new focus of "The Year 2000 Plan" had added to the potential for conflict.

Branch personnel were frustrated with the lack of line-level input on questions of service operation and delivery. The video loan period and PAC terminal examples signaled to them that the Service Center did not think through all the possible negative implications on staff or patrons when changing a policy or implementing new technology. The central selection example exemplified the commonly-held belief among branch personnel that the Service Center did not care to include branch personnel because they felt field staff were incapable of making decisions with system-wide impact. One branch manager put the problem in this context:

> The people downtown [at the Service Center] continually make decisions which impact our day-to-day operations and contact with the patrons. Most of the time, those decisions are made without our input, or in a way that makes it difficult to give the best service possible to our patrons. It seems to me that the Service Center's main responsibility is to support the branches. They should act as if we, the branches, are *their* customers. Currently, that's not how the library system operates.

The Director had also heard separately from a number of the children's and reference librarians who asked for his assistance in solving problems they thought were unique to their branches. Ptacek knew that there were a number of reference and children's librarians within the library system who would be able to solve the issues if only they were asked for help. The children's librarians were interested in capturing the attention of children who spoke English as a Second Language as well as receiving assistance and involvement from their parents. Among other things, the reference librarians were frustrated with peak-hour overloads that came with the new circulation and inventory systems.

In addition to complaints from the branch librarians, there were division managers who worked under the DAC-level managers to coordinate activities throughout the library system. For example, a new Children's Program Coordinator and Literacy Coordinator had been recruited to direct the activities of these programs in the branches. In their positions, they reported difficulty working with the branch librarians who had grown accustomed to programming their own branch's children and literacy projects. These new coordinators had a hard time implementing new initiatives or ideas they thought would benefit the system. While the coordinators had been given responsibility for system-wide initiatives, they had no actual supervisory roles with the branch personnel, and therefore, it was often difficult to carry out their duties.

Another criticism Ptacek heard was the lack of influence branch managers had in getting things done, like repairing the microfiche reader or having building repairs and modifications done in less than 18 months. Although several branch personnel had been involved in the building committee, many branch staff complained that they wanted more to say about the buildings. For instance, there was no room for the "Friends of the Library" volunteers to work or store their belongings in the two newest branch libraries, even though volunteers were becoming an increasingly important part of the system's workforce. The design of the circulation desk made it difficult to process more than two patrons at a time in one of the busiest urban libraries.

The branch managers were also frustrated by decisions made about the A/V collections and inventory policies that left long waiting lists for some of the most popular new materials. In general, the branch librarians complained that many administrative policies hurt patron relations, delayed satisfaction and created the need for extensive explanations or apologies.

DAC and Organizational Decision-Making

Bill Ptacek had gradually become accustomed to the Monday morning DAC meetings. They had been instituted by Ptacek's predecessor as the only formal decision making forum in the library system. The meetings, however, were run rather informally with items being added "on-the-spot" to the brief agendas developed by the Director (see Attachment 2). Discussions at these meetings ranged from budget decisions and building

projects to circulation policies and computer purchases. Ptacek had been feeling for some time that DAC was becoming a dumping ground for all sorts of unresolved issues in the library system. People were afraid to make a change without DAC approval. There was a perception among mid-level staff in the Service Center and branch staff that DAC was too controlling and DAC members were overly protective of their "turf." Incidences of miscommunication and misconceptions between staff in the branches and staff in the Service Center were becoming more and more common. Tension among DAC members was also evident during the meetings and was widely felt throughout the staff. A recent meeting had been typically illustrative of this problem.

> This is ridiculous," complained an exasperated DAC member. "We've been here for over an hour without reaching consensus on this issue, and we have four more items on the agenda to cover. Let's table the decision on the telephone system and computer purchase until the next meeting and give people an opportunity to think it over during the week. There are more pressing issues to discuss.

> "I agree," declared the deputy librarian for the Technical Services Department. "I have two items I'd like to discuss. First, I just got a memo from Shipping and Receiving that the mailing machine has been tampered with again. We need to do something about this! Also, this past week, one of the area administrators brought it to my attention that some of the librarians were complaining in the Head's Meeting about the inconsistency of procedures among the branches for handling odd and over-sized materials. The branch librarians would like a designation for odd and over-sized materials placed in the on-line catalog reference. Patrons get confused when they look up a book on the PAC terminal and then can't find it in the regular stacks because its too large to fit on the shelf. They don't realize there's a special place for over-sized books. I told the area administrator I would bring it up to DAC."

> "There's also that problem with book sorting we've been asked to address," said the deputy librarian of public services. "Some of the branch personnel have asked me if Technical Services could place the ownership labels on the outside of the book rather than the inside. When they're sorting books, they have to open each book cover to find the name of the originating library. They think if Technical Services puts the name on the front cover, it will cut back on sorting time and allow them more direct contact with the patrons.   I think anything that gets them out of the mailroom faster would be a real benefit from the patron stand-point."

"That sounds like a reasonable request," said the human resources manager. "Would it really be that difficult to arrange?"

"Are you kidding?" stated the deputy librarian for technical services. "That will add an entirely new step for my staff in the processing of all new materials. It's already a time-consuming task as it is."

The DAC meeting continued in this manner for another forty minutes. DAC members were used to bringing issues to the table informally during the meeting. At the end of this particular meeting, they decided that the amount of additional time it would take the technical service staff during its processing of newly purchased books to designate the originating library would outweigh the benefit of saved time for branch personnel. Like the phone/computer purchasing item, the vandalism and over-sized designation issues were tabled until the next meeting.

"Certainly these meetings could be spent more productively," thought Ptacek as he walked out of the meeting room and reached in his pocket for his bottle of Excedrin.

Dissatisfaction Grows within the Ranks of DAC

Tensions among the departments and their managers had become more common over the past few years. Several DAC members spoke candidly about the problems they saw with the senior management team and the relationship among the departments in the Service Center.

"It's not surprising that there's distrust and a lack of communication among managers. Outside DAC meetings, we rarely work together," said one DAC member. "There's been no attempt at team building, and with eight managers with widely varying management styles, we're bound to step on each other's toes."

One member stated, "It's hard to get excited about making a good video-loan policy, for example. What do I know about media services? My expertise is in a completely different area."
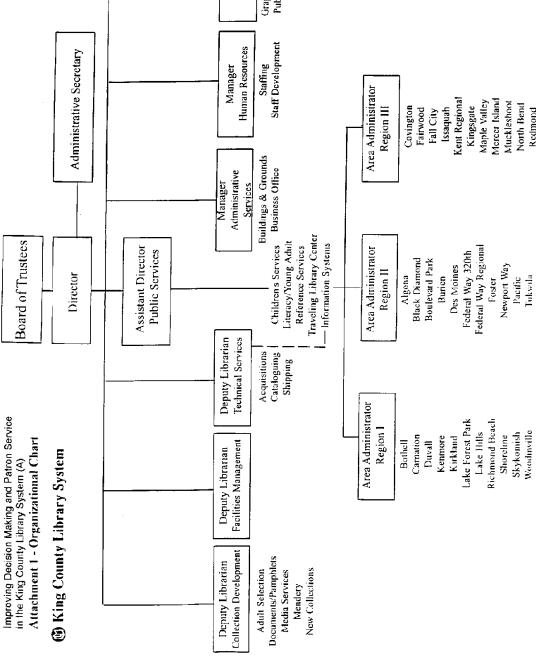
"We have a hard time finding common ground," asserted another DAC member. "We tackle such a myriad of different issues. Usually, we can make decisions together when we have little to no stake in the outcome. But when major resources are at stake, we retreat to our own corners, and then communication among DAC members virtually ceases."

The Director's Dilemma

Bill Ptacek wanted to act soon to change these aspects of the current culture of the library system. When he had become Director, his mandate from the Board had been clear — to make the development of the long-range plan his number one priority. Thus, he had made a conscious decision not to act at that time to alter the current structure of the senior management team or make extensive changes in the way decisions were made or

communicated. The ultimate goal of "The Year 2000 Plan" to provide the highest caliber of service to patrons dictated, however, that a change occur in the way that staff in the branches and staff at the Service Center interacted with one another. He not only had to deal with branch personnel who felt "unempowered," but he had to alleviate the tension and difficulties surrounding DAC. The timing was right to act decisively. What would he do to ensure these dual components were adequately addressed?

Attachment 1 - Organizational Chart

Improving Decision Making and Patron Service
in the King County Library System (A)
Attachment 1 - Organizational Chart

King County Library System

Board of Trustees

Director

Administrative Secretary

Deputy Librarian
Collection Development
- Adult Selection
- Documents/Pamphlets
- Media Services
- Mendery
- New Collections

Deputy Librarian
Facilities Management

Deputy Librarian
Technical Services
- Acquisitions
- Cataloging
- Shipping

Assistant Director
Public Services
- Children's Services
- Literacy/Young Adult
- Reference Services
- Traveling Library Center
- Information Systems

Manager
Administrative Services
- Buildings & Grounds
- Business Office

Manager
Human Resources
- Staffing
- Staff Development

Manager
Community Relations
- Graphics & Printing
- Public Information

Area Administrator
Region I
- Bothell
- Carnation
- Duvall
- Kenmore
- Kirkland
- Lake Forest Park
- Lake Hills
- Richmond Beach
- Shoreline
- Skykomish
- Woodinville

Area Administrator
Region II
- Algona
- Black Diamond
- Boulevard Park
- Burien
- Des Moines
- Federal Way 320th
- Federal Way Regional
- Foster
- Newport Way
- Pacific
- Tukwila
- Valley View
- Vashon
- White Center

Area Administrator
Region III
- Covington
- Fairwood
- Fall City
- Issaquah
- Kent Regional
- Kingsgate
- Maple Valley
- Mercer Island
- Muckleshoot
- North Bend
- Redmond
- Skyway
- Snoqualmie

Attachment 2 - DAC Agenda Examples

DAC AGENDA
April 6, 1992
10:00 a.m.

1. KCLS Budgeted Expenditures

2. Tax Night Issues

3. Plan for Community Studies

4. Organization of Public Services

5. Reference & The Answer Line Scheduling during carpet installation

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DAC AGENDA
April 27, 1992
9:15 a.m.

1. Limiting Holds

2. Gale Group Project

3. Joint Use Study

4. Postage Expenditures Update

5. A review of presentations for the Foundation meeting