




Common information


Applicant: Carnegie Library of Pittsburgh
Funding year: 2012
Application name: RAD-1967
Date started: Wednesday, June 08, 2011
Date submitted: Friday, July 15, 2011

Associated tasks

Task	Completed	Date due	Date completed
 01. Submit audit/financial statement	Yes	7/15/2011	6/8/2011

Applicants requesting a total of \$10,000 or more are required to be regularly audited by an independent CPA. Applicants requesting less than \$10,000 may submit financial statements certified by a board officer. If a copy of your latest report is on file with the District, please enter "Report on file with RAD" in the box below. If you need to send the report now and want to upload it through this system, please enter "Report attached" in the box below and upload the report where indicated. If you are unable to upload, you may e mail, mail or fax the report. Please enter "Report in mail/fax" in the box below.

Response: Report on file with RAD

 02. Submit Organizational Diversity Plan	Yes	7/15/2011	6/24/2011
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All applicants must have an organizational diversity plan adopted by its board on file with the District. If you have a plan on file with RAD, please enter "Report on file" in the box below. If you need to send it, please enter "Report upliaded here" in the box below and upload the plan file as indicated. If you are unable to upload, you may e mail, mail or fax the report. Please enter "Report in mail/fax" in the box below so that you can complete this task.

Response: Report on File

 03. Submit Capital Projects List	Yes	7/15/2011	7/14/2011
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If you have requested consideration for support of capital projects in Part 1, you need to provide additional information on the project or projects as outlined in the Application Guidelines and Instructions. If you are not requesting capital project support please enter "Not applicable" in the box below. If you have made a capital project request, prepare responses as outlined in the instructions and upload the file as indicated after you enter "Report uploaded here" in the box below. If you are unable to upload, you may mail or fax the report. Please enter "Report in mail/fax" in the box below so that you can complete this task.

Response: Report uploaded here

File name	Description	Size	Uploaded
2012 Capital Projects Request.doc		42.5 KB	7/14/2011

	04. Submit Board Member List	Yes	7/15/2011	6/24/2011
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All applicants must submit a list of current board members with affiliations. Please indicate "List attached" in the box below and upload the list as indicated. If you are unable to upload, you may e mail, mail or fax the report by the application due date. Please enter "Report in mail/fax" in the box below so that you can complete the task.

Response: List attached.

File name	Description	Size	Uploaded
2011ARADBoardAffiliation.docx		12.8 KB	6/24/2011

	05. Complete Pennsylvania CDP Report	Yes	7/15/2011	7/15/2011
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All applicants must submit financial and demographic data through the Pennsylvania Cultural Data Project (CDP). Additional information is found in the Application Guidelines and Instructions and at www.pacdp.org. If or when you have completed submitting this data, please indicate in the box below "Data on file with PaCDP." **NOTE: YOU DO NOT UPLOAD THE REPORT THROUGH THIS SYSTEM. RAD HAS ACCESS TO THE PACDP FILES DIRECTLY AND WILL ACCESS YOUR REPORT.**

Response: Data on file with PACDP.

Application form

Contact information

IRS Tax ID: 25-0965281

Applicant address: 4400 Forbes Avenue

City: Pittsburgh **State:** PA **Zip code:** 15213

Applicant phone: 412-578-2452

Applicant fax: 412-688-8617

Contact person for this grant: Karlyn Voss

Title: Director, External & Government Relations

Phone: 412-578-2452

Contact email address: vossk@carnegielibrary.org

Authorizing official: Mary Frances Cooper

Title: Deputy Director

Phone: 412-622-3129

Amount requested for \$21,434,580.00
general operating support:

Amount requested for \$250,000.00
capital project support:

Organizational assessment

Please answer the following questions yes or no and provide explanations as needed.

	Response
<p>1. Does your board meet on a regular schedule? How often? What was the average attendance at your meetings in the last year (% of total members).</p> <p>Yes, the Board is required to meet a minimum of 4 times per year. In 2011, 5 regular board meetings are scheduled. Special meetings may be called for a specific purpose. Average attendance needs to be confirmed, but the required quorum is always met.</p>	Yes
<p>2. Are minutes kept and available for review?</p>	Yes
<p>3. Has the board adopted by-laws and are they periodically reviewed?</p>	Yes
<p>4. Do you have a board-adopted budget?</p>	Yes
<p>5. Are detailed montly or quarterly financial statements reviewed by the board?</p>	Yes
<p>6. Does your organization handle all of its financial transactions through a checking account and do you reconcile this account monthly?</p>	Yes
<p>7. Are you current on all tax obligations including employee withholding, sales tax, business taxes to all levels of government?</p>	Yes
<p>8. Is check signing authority outlined in the by-laws or other written procedures?</p> <p>Check signing authority is outlined and approved annually in the certification of the authority to execute financial instruments.</p>	Yes
<p>9. Do you have cash flow projections that are updated monthly?</p> <p>The Library prepares quarterly cash flow projections, which meet our needs for cash flow review.</p>	No
<p>10. Do you have a strategic or long range plan with specific, measurable goals?</p> <p>CLP's next strategic planning process will commence in November 2011. While the current plan was intended to conclude in December 2011, we will continue to use the existing plan to guide strategic priorities in 2012 until the new plan is finalized. A letter to RAD requesting an extension for CLP's next long-range plan will be forthcoming. A new plan will be submitted to RAD for approval in 2012.</p>	Yes
<p>11. Are your facilities, or facilities in which you present, accessible to the physically challenged?</p> <p>Not all facilities are fully accessible to the physically challenged. The Library has a professional consultant's report which details and costs out the required ADA improvements pending. The Facilities Committee is reviewing these improvements and the available funds to make them happen.</p>	No
<p>12. Does any board member or staff person have a financial interest in the operation of the organization other than an authorized salary?</p>	No
<p>13. Are/will any board members be paid stipends for their service on the board or for professional</p>	No

services provided to the organization?

Narrative

All applicants must answer the following questions, including previous applicants.

1. Description of Request

- a. Describe the use of the funds requested and how they relate to the District's goals and priorities (See Guidelines and Instructions).
- b. In summary form, name the venues and locations in which your activities normally take place (e.g. 20 main stage productions at the Byham Theater and 30 school performances at various locations in Allegheny County).

a. Carnegie Library of Pittsburgh is requesting a total of \$21.4 million for 2012 operating support from the Regional Asset District, which includes \$18.88 million for CLP operations and \$2.55 million for the eiNetwork. This represents a 4.4% increase over the 2011 allocation for CLP, and a 4% increase for eiNetwork. RAD funds are used for general operating support to provide library services and programs, including collections and technology, to residents of the City of Pittsburgh and Allegheny County. Carnegie Library of Pittsburgh is designated as a contractual asset of the Regional Asset District and is in compliance with all reporting requirements. In keeping with RAD's goals and funding priorities, anyone in Allegheny County is eligible to utilize CLP services. One in five Allegheny County residents has a Carnegie Library of Pittsburgh card.

The eiNetwork is the countywide consortium that provides necessary technology services to all public libraries in Allegheny County. eiNetwork provides a number of shared technology services to libraries including the Integrated Library Software system, public computing management systems, Internet access, a high-speed countywide network, webhosting, and various other library support systems to support collaboration (e.g. file sharing, email, calendaring, etc.).

b. Carnegie Library of Pittsburgh (CLP) currently maintains 19 library locations within the City of Pittsburgh, including Main Library and the Library for the Blind and Physically Handicapped. Most of CLP's services and activities take place in these library locations, including circulation of materials, reference services, computer access, job and career services, meeting room space, programming for people of all ages, and so much more. In order to be well-engaged with the community we serve, CLP also provides extensive outreach services to area schools, daycares, senior centers, and other community organizations. CLP reaches out to the community with programs and services designed to promote literacy and learning and increase awareness about the resources available in the Library. CLP also operates the Library Support Center, which provides collection development services, cataloging, processing, Inter-Library Loan, and shipping and delivery of all materials circulating between all libraries in Allegheny County.

In 2010, over 2.2 million visits were made to a Carnegie Library of Pittsburgh facility with over 3.4 million items circulating. Nearly 4.4 million visits were made to CLP's Web site to access the wide range of information available there. Attendance at children's programs both for in-house programs and outreach continues to remain high reaching over 124,334 children in 2010. Over 5,300 programs occurred both in our libraries and through outreach to a variety of early childhood programs, Head Starts, elementary schools, and after school programs. The number of in-house programs and program attendance reflects on the importance of the outreach and how it can positively impact in-house programs. Library programs for Teens and Adults also are making a significant impact. In 2010, over 3,000 programs, both in-house and through outreach, were held for teens and adults with over 57,000 participating.

These kinds of statistics will continue to reflect the significant reach and impact of the services the Library provides in our community, both within our physical spaces and without.

eiNetwork serves 45 independent public libraries (including the Carnegie Library of Pittsburgh) at more than 70 locations throughout Allegheny County.

2. Organization/Goals

- a. State your organization's mission and a brief history.
- b. List your organization's goals for your next budget year and how you plan to measure achieving those goals.

c. Describe the progress you made last year in meeting your goals.

a. Carnegie Library of Pittsburgh's mission is: To Engage our Community in Literacy and Learning. Established as a public trust in 1895, Carnegie Library of Pittsburgh serves the citizens of Pittsburgh and Allegheny County with a distinguished history of leadership among the country's great public libraries. Through its 19 neighborhood locations, including Main Library and the Library for the Blind and Physically Handicapped, Carnegie Library of Pittsburgh is the region's most visited asset, with 2.2 million visitors in 2010. Each year the Library provides valuable resources, programs, classes and training opportunities that engage the community in literacy and life-long learning.

Carnegie Library of Pittsburgh is designated as one of 29 District Library Centers and serves all public libraries in Allegheny County. District Library Centers receive funds from the state of Pennsylvania in order to provide support services to the local public libraries in their geographical areas. This support can include reference, interlibrary loan, consulting services and continuing education. As a District Library Center, CLP staff provides expert advice in all areas of library science and library management in addition to clarifying and disseminating information to and from the Office of Commonwealth Libraries and implementing statewide programs.

Carnegie Library also serves as one of only four state-wide resource centers in Pennsylvania that maintain major research collections and are tasked with providing specialized materials and services to all Pennsylvania residents.

eiNetwork's mission is to provide the libraries with efficient and effective technology infrastructure, and to help libraries expand and increase their impact, outreach, and service to their communities through the use of information technology. As eiNetwork was formed, the libraries initially "joined" the consortium in phases. A Countywide network was put in place so that libraries could share technology resources and library resources to more efficiently serve the public. The eiNetwork has been very successful at integrating the libraries in Allegheny County.

b. Organizational Goals:

Goal 1 – Information Access

CLP will continue to work on unique and important items in the historic collections stored at the Depository and at the Main Library to ensure that they are accessible and usable to future generations. Portions of the Bernd collection, the Trade Catalogs and the Craig Papers will be cataloged and preserved.

CLP will continue to create and offer engaging programming for children and teens. In 2012, we will especially focus on digital innovation programs that would provide space and resources for teens to learn about technology, master and create their own works, and share their work with their peers and others. We will seek out special grants such as the IMLS/McArthur YouMedia grant and others to support these initiatives.

CLP will continue to work with childcare providers, teachers and others that work with children and teens to enhance their ability and effectiveness to share books and other informational resources with them.

CLP will introduce the IMLS Funded Iron and Steel Heritage project and resources to schools with a curriculum based component for encouraging student use of the product. CLP will prepare to launch Pittsburgh's Industrial Heritage Web site to the education community.

Goal 2 – Service Points/Facilities

The restoration and renovation of CLP-South Side will be completed and reopened to the community by late summer 2012. Pending site acquisition, CLP-Carrick and CLP-Knoxville will be consolidated into a state-of-the-art facility at the mid-point between the existing locations that will serve the entire Hilltop community.

Through CLP-LYNCS (Libraries in Your Neighborhood, Community, and Schools), CLP will explore new opportunities to provide library services in non-traditional venues to allow customers who may not be able or willing to visit a library facility to benefit from our services and to allow CLP access to new populations and partners that will expand our reach throughout the City and the region.

CLP staff will evaluate service options to address the increasing usage by patrons of iPhones and apps relating to library cards (e.g. CardStar, ID scans).

Participation in Ask Here PA chat reference will continue in addition to better promotion of the new AskCLP text reference service.

Goal 3 – Funding and Advocacy

CLP will pursue an ambitious fundraising program for 2012 that focuses on raising funds for the Library's general operating budget and other priority programs, including capital improvements. Development staff will work with the Board of Trustees to design implementation strategies for three of the six recommendations made by the Public Private Task Force on Sustainable Funding, including:

- Launch library endowment campaign
- Secure increases in corporate contributions
- Build a culture of library supporters in the community to improve library advocacy and increase individual giving (shared jointly with External Relations Committee)

The Development Committee will work with the full Board, staff, and key volunteers to further refine the goals and plans, and will make recommendations regarding investments in Development infrastructure.

CLP has developed specific objectives to improve its fundraising activities for individual giving, e-giving, major gifts, customer communications, corporations and foundations, and special events in 2012. An integration of the finance and development systems will be implemented along with a system review of internal processes to increase process efficiencies.

Carnegie Library of Pittsburgh officially concluded its Libraries for LIFE Capital Campaign in December 2010. With ten projects completed, two additional projects will proceed in 2012. The renovation of CLP – South Side began in July 2011 and will be completed in 2012. CLP's Board of Trustees also approved the merger of CLP – Knoxville and CLP – Carrick and will continue with the community process around a new facility once the new site is acquired. The Board's Facilities Committee will review options for future capital renovation projects, and once approved, additional fundraising will occur that maximizes government and private support, including applying for the Department of Community and Economic Development's Neighborhood Assistance Program (NAP).

The Library's volunteer program will be strengthened through the implementation of a more efficient database, developed in cooperation with Carnegie Museums, to ensure better reporting of volunteer usage.

CLP will continue to develop and nurture Library Friends groups, both groups with long histories and those that are newly formed, to provide advocacy and funding support, both on the local and systemwide levels. Additionally, Library staff will support the expanded role of the Friends Council as a centralized body for the Friends to network with each other and create cooperative initiatives for the benefit of the whole system.

In 2012, the Board will begin working on the Task Force's recommendation to launch a library endowment campaign, including a possible feasibility study, development of policies for endowment gift acceptance, public promotion of the Library's endowment, and focused stewardship activities.

In 2012, advertising plans will continue to build upon proven results with ongoing development and refinement of messaging and ad placement. CLP will continue to explore partnerships, grants and sponsorships to make the most of its advertising budget in 2012.

Goal 4 – Staffing

Staff recruitment activity in 2012 will focus on enhanced communication with hiring managers and an emphasis on improving diversity recruitment methods. In addition to traditional recruiting sources, managers will be asked to identify local neighborhood sources as we strive to build a staff that is truly reflective of the communities we serve.

In 2012, CLP's leadership training program will continue with additional training sessions. The Leadership groups that have completed the training will develop a transition plan to implement the various recommendations developed during their specific organizational projects to ensure the sustainability of their efforts. The Library will continue to emphasize and encourage professional development with relevant and applicable training for librarians as well as support staff such as security, custodial staff, etc.

CLP will develop a well-trained and informed workforce through the creation of a Technology Training Team to support the changing technologies relating to eResources and ereader devices. CLP staff will continue their eResource and digital content training and ensure that they are able to demonstrate and troubleshoot e-reading devices for customers so that customers can access our resources and we can increase awareness and usage of those resources.

CLP's new President & Director will be introduced to board, staff, community leaders, and other stakeholders upon hiring.

CLP internal communications will continue to be reviewed and refined to achieve timely and targeted interaction with all staff. Staff will be encouraged to access the additional content, links and information from the Intranet, various blogs, the Wiki and other means.

Goal 5 – Responsibility To Our Customers and By Our Customers

CLP will implement its public engagement strategy expected to be adopted by the Board of Trustees in 2011.

Library staff will review current fine structures and loan periods, particularly relating to audio-visual materials.

Goal 6 – Technology and Technical Services

CLP will increase the collection of downloadable materials, ebooks, eaudio and ereference to facilitate growing customer demand for items in these formats and to ensure that customers preferring these formats are appropriately and adequately served. The Library has increased spending in all of these areas and will be allocating even more dollars in 2012. We will continue to partner with ACLA and ACLA libraries in supporting the downloadable format through some pooled dollars.

Library staff will explore the demand and feasibility of circulating eReaders.

In 2012, the Library will complete the development of a mobile application for smartphones and tablet computers featuring top level tools and pages on carnegielibrary.org. In doing so, the Library will increase and track visits to carnegielibrary.org via handheld devices.

The digitization of industry related Trade Catalogs as part of the IMLS digitization grant will be completed in 2012.

The social media team established in 2010 developed significantly through 2011 and will continue to employ the latest communication technologies as part of the Library's multi-media communication plan. The Library will increase visits to carnegielibrary.org from social media sites, follow trends in social media development and build similar features into the CLP Web site (feeds, photosharing).

CLP will seek additional funding to complete the expansion of the Library's automated materials handling system.

Measurement: CLP collects various data to measure usage and impact of Library services and programs, including: circulation, visits to our buildings and Web site, cardholders, reference transactions, programs and attendance, and meeting room usage, among others.

eiNetwork: eiNetwork goals for 2012 include implementation of a new Gigabit network for 60 library locations, continued investigation and development of a new open source Integrated Library System, and assessment and improvement of library staff satisfaction levels with the Help Desk experience.

c. Progress on 2011 Goals

Goal 1 - Information Access

Much has been accomplished to complete the requirements of the IMLS- funded Iron and Steel digitization project to provide customer access to digitized collections and metadata through CLP's catalog, the D-space repository and the project Web site, which will permit social networking for community interaction with the content. The Iron and Steel Web site will officially launch in Fall 2011, drawing attention to this multi-year digitization project. Cataloging staff are currently working on cataloging the digitized items and are slated to begin working on additional material selected from the Trade Catalog collection at Main Library. The original IMLS grant has been extended to cover the costs of digitization.

Numerous activities for children and teens have occurred or are in process for 2011:

The successful 2011 Summer Reading Extravaganza, One World, Many Stories, was held on June 12. Over 4,000 people registered for the event, and 67 community organizations partnered with CLP for the fun-filled, educational

day.

A grant-funded Digital Learning Librarian was hired to engage teens with digital services using current technologies as well as to develop a successful IMLS/McArthur Foundation grant application to create a Digital Learning environment at CLP modeled after Chicago Public Library's YouMedia program.

CLP is participating for the 2nd year in the Pittsburgh Public School's Summer Dreamer's Academy, an extended year program for Kindergarten through 9th grade students. A new component this year includes field trips to the Library where students are exposed to the Library's information resources and age-appropriate literacy activities.

CLP's award-winning rhyme cards are being turned into videos with support from an LSTA grant. The program will be shared with others through social media and other innovative digital formats that promote new technologies to a new generation of parents and caregivers.

CLP continues its partnership with Carnegie Mellon University on the "Hear Me" project to record children's stories that empower them to document and share their experiences.

Goal 2 - Service Points/Facilities

CLP-South Side temporarily closed its doors for its year-long renovation on June 30, 2011. Prior to closing, a "Late Night at the Library" fundraiser/party drew more than 300 people, bringing many new faces into the Library and establishing a new base of library supporters in the 25 – 45 year old age range. Ongoing events will continue to cultivate this audience as library advocates and financial supporters.

Several meetings with residents, community groups, and elected officials were held in various Hilltop communities in 2011 to discuss the consolidation of the CLP-Carrick and CLP-Knoxville libraries into a single location. A preferred site has been identified and shared with community stakeholders, who have indicated their overwhelming support for a new, exciting library to better serve their needs.

CLP opened its first "satellite" at the Pittsburgh Public Market in the Strip District on April 15. This location pilots a new model of library service and is the first service point of its kind within the CLP-LYNCS (Library in Your Neighborhood, Community and Schools) program.

CLP-LYNCS (Library in Your Neighborhood, Community and Schools) is in the process of developing a comprehensive plan for launching, promoting and rebranding meaningful outreach services – both existing and new programs – as part of this new effort to look at new models of library service. LYNCS already has started having a weekly presence at Market Square on Tuesdays from 11-2.

Goal 3 - Funding & Advocacy

CLP's Board of Trustees accepted the recommendations of the Public Private Task Force to achieve sustainable funding at its January 2011 board meeting. The Public Private Task Force transitioned into the Joint Committee on Sustainable Library Funding with the addition of several board members, and has been tasked with providing planning and oversight for the Voter Initiative, Our Library, Our Future. Our Library, Our Future is a community-based initiative that has been organized to raise awareness about the need to provide financial support for Carnegie Library of Pittsburgh and the critical services that the Library provides. A petition drive has been organized to obtain enough signatures on the petition in order to have a referendum question placed on the ballot for the November 8, 2011 election. The question will ask City residents whether they are willing to support a 0.25 mill special tax on all taxable real estate in the City of Pittsburgh to be allocated and used only for the maintenance and operation of Carnegie Library of Pittsburgh. Delivery of the petitions to the Pittsburgh City Council is scheduled for July 26. City Council will in turn transmit the petitions to the Bureau of Elections to determine whether the question can be placed on the ballot.

The other five recommendations have been assigned to several Standing Committees of the Board to develop strategies for the effective implementation of each. The success of all six recommendations is necessary to achieve sustainable funding.

The Board's Development Committee has prepared general action plans, revenue estimates, expense estimates, and timelines for a five-year period (2012-2016) for individual and corporate giving and endowment growth. Some actions will begin in 2012 with others taking place throughout the course of the next few years.

In March and April of 2011, the dialogue with the community continued with a follow-up to 2010's community

conversations as members of the Library's Board and administration returned to the community through neighborhood chat sessions at several different library locations across the city. The primary goal of these chats was to keep lines of communication open between the community and the Library by sharing information with the community on the funding status of the Library and discussing how to sustain and grow the Library. The addition of a Community Engagement Coordinator in 2010 has elevated and coordinated the functionality of the grass roots efforts of staff, board members, and the community.

In May 2011, a special reception was held for donors of \$5,000-plus to the Libraries for LIFE Capital Campaign, and a donor recognition plaque was unveiled in the Main Library. A special report on the campaign was distributed to all donors and key community constituents. The Libraries for LIFE Capital Campaign has launched CLP's entire fundraising efforts to a new level. Many donors to the campaign have begun supporting the Library's operations, and many thousands have a better understanding of the important educational and economic roles the Library plays in our region.

Efforts have begun to strengthen the various CLP Friends groups. Groups that have existed for many years have been reinvigorated, and new Friends groups are organizing for several branches that previously did not have one. Only two branches remain without a Friends Group. After a several year hiatus, the Friends Council has reconvened, which draws representatives from each of the Friends groups together on a regular basis. In June 2011, the Friends Council shared a table at CLP's Summer Reading Extravaganza to promote the Friends and to advocate on behalf of the Library as a whole.

The CLP Friends Council has played a significant role in sparking system-wide fundraising efforts among Friends groups. In June 2011, the Friends of CLP-Squirrel Hill donated \$10,000 to the Our Library, Our Future initiative along with a challenge for full participation from all Friends groups for a collective donation of \$15,000 to the initiative. The Friends Council will continue to support the fundraising and advocacy efforts of the Library in a more visible way moving forward.

Building on an already-strong advertising campaign message, in 2011 CLP increased its media presence. The Library tracked visits to the advertised URL (www.carnegielibrary.org/mylibrary) and visits to the site directly from online advertisements on such sites as WTAE, Post-Gazette, and KDKA. More than 2,500 views resulted from six weeks of spring advertisements. (Summer and fall measurements are pending as of this submission.) Less measureable, but still reliable, is the word of mouth support and verification that people are seeing and hearing the ads, and that the "This is My Library" message is resonating.

CLP continues to lead other libraries in the nation in promoting access to collections and services through award-winning publications and promotional materials, including printed posters and flyers, annual reports, newsletters, website, e-mail newsletters and social media. The results are not measured by awards, but by true effectiveness in getting people to attend events and understand library services.

Through year-long planning, collaboration in editorial content, and ongoing dialogue, the Development and Communications teams continued to build more effective donor communications strategies and vehicles with ever-increasing results. The New Chapter Newsletter, Annual Fund direct mail and email campaigns, and Annual Report have attained record distribution and positive response.

Goal 4 - Staffing

CLP's Human Resources Department has made progress on improving staff communication, information, internal processes, recruitment methods and other items not generally focused on during the developmental stage of building the department.

A major recruitment focus in 2011 has been the Library Director search. A search committee, primarily comprised of board members along with a library branch manager, has engaged a national search firm to assist with this effort. The committee hopes to make its selection by Fall 2011.

In 2011, CLP continued its IMLS grant-supplemented leadership training program and along with partners Development Dimensions International and the Bayer Center for Nonprofit Management, engaged three different groups of staff participants in various levels of the training series. Some of the topics covered during sessions this year included Navigating Beyond Conflict, Networking for Enhanced Collaborations, Making Effective Decisions, Valuing Differences, Working Across Generations, Embracing Change, and Building Trust.

An E-Resources Coordinator position was created in early 2011 to centralize CLP's efforts around changing

technology. Several internal (CLP) and external (county-wide) training sessions in the downloading of eResources to eReaders (Nooks, I-Pads, Kobes, Sony Readers, and soon Kindles) have been conducted, primarily for library staff and sometimes the public. This continues to be a focus as more materials and devices become available and usage processes change.

In 2011, CLP continued regular staff communications with a weekly email-Intranet-based newsletter, frequent updates to the Intranet, all-staff emails, and regular meetings for staff. A cross-functional internal staff team developed a new look and navigation structure for the Intranet, which launched in mid-2011. Functionality will continue to be enhanced in 2012 along with an increased emphasis on board communication.

Goal 5 – Responsibility To Our Customers and By Our Customers

Community engagement strategies established in 2009 and 2010 continued in 2011 with community meetings, regular Web site updates and the availability of Library information. A new board strategy to provide better communication and visibility with the public is expected to begin in late 2011 and will continue in 2012.

Goal 6 - Technology and Technical Services

CLP's antiquated phone system in all locations will be upgraded with a Voice Over Internet Protocol (VOIP) system by August 2011. Currently, VOIP has been implemented at six branch locations.

In cooperation with eiNetwork, all CLP public service and staff computers were replaced with updated leased equipment as part of the county-wide PC replacement program. The network's "edge equipment" that supports all network connections and interconnectivity also was replaced.

The Library's Web site continued to grow as a "virtual location" for library services and access to robust information. In 2011, the Library made several enhancements to its homepage, providing greater accessibility and improved visual presentations.

Plans have been finalized to pilot a program for laptop circulation for customer use within the Library at CLP-Knoxville and CLP-Woods Run.

CLP's Staff Intranet was reorganized to provide better access to meaningful content in order to become a more useful tool for information sharing with staff.

CLP added 15 more libraries to the first sort of the automated system in 2011, bringing the number to 50 out of 71 delivery locations that are now 'touch it once' libraries. Two more sections would complete the system. Two of the locations (ACLA and District Services collections) have very small circulating collections, and with the merger of Knoxville and Carrick, 68 delivery locations would suffice.

The eiNetwork created four Task Forces to evaluate the functionality of Evergreen, an Open Source Integrated Library System., including: Acquisitions/Serials, Cataloging, Circulation and the OPAC (customer interface). CLP staff are involved in the evaluation process to ensure that functionality across modules exists and will work for CLP. This process is progressing with a final report due on July 20th. At that time, a decision will be made as to future implementation of the product to replace the existing ILS.

eiNetwork: In 2010, the eiNetwork began examining the future outlook for four critical issue areas. Progress for each area is summarized below:

1. PC Management and Desktop Virtualization – Desktop virtualization technology proved infeasible for public computing at this time. A new technical PC environment enabling visitors to individually customize their computing experience at the library was developed in 2010 and is being deployed.
2. Network edge equipment in the libraries – A Library Network Equipment Replacement Program (similar to the successful PC Replacement Program) has been developed. A five year funding plan to phase-in costs to libraries also was developed and has been funded through a RAD Connections grant and Federal erate funding.
3. Wide Area Network (WAN) – Investigation of WAN options has delivered a plan for a new Gigabit (very high speed) fiber network to 60 library locations. Work to build out and implement this new network is now underway.
4. Integrated Library System (ILS). Substantial progress was made on the evaluation of an open source alternative to

our current proprietary software. eiNetwork was named as a grant partner with seven other library organizations around the country to pave the way for use of open source software systems. (This grant is funded by the Institute of Museum and Library Services.) Additionally, the Monroeville Public Library was integrated into the shared, county-wide ILS during 2010.

3. Governance Describe how your Board and staff are organized to manage the organization, including a list of active board committees. Also list recent management improvements/enhancements.

Carnegie Library of Pittsburgh is governed by a Board of Trustees comprised of Life Trustees, Public Trustees, and Term Trustees. The Board currently has 36 voting members. The Board's Committee structure includes: Executive, Audit, Finance, Trusteeship, Facilities, Development, and External Relations Committees. In 2011, nine new Community Committee members joined various CLP Board committees to provide the Library with a more direct, local connection with the communities served. Also in 2011, a Search Committee was established to hire a new President & Director for the Library. The President & Director of Carnegie Library of Pittsburgh is hired by and serves at the pleasure of the Board of Trustees. Until the new President & Director is hired, an interim leadership team has been named, which includes Deputy Director, Mary Frances Cooper, Finance Director, Linda Barsevich, and Director of External & Government Relations, Karlyn Voss. In addition to these three individuals, the Senior Management Team includes Human Resources Director, Paul Vanderwiell, Director of Communications and Creative Services, Trina Walker, Assistant Director for Main Library Services, Sheila Jackson, Assistant Director for Neighborhood Library Services, Mary Monaghan, and Assistant Director for Technical & Access Services, Tina LaMark.

In 2002, eiNetwork was incorporated as a 501c(3) non-profit corporation with two members: the Allegheny County Library Association (ACLA) and Carnegie Library of Pittsburgh (CLP). Each member appoints three individuals to the eiNetwork Board of Directors. Additionally, the Technology Council, which includes representatives from small, medium, and large libraries, and three Board members, provides direction and guidance for long-term and large initiatives.

4. Programming/ Service/Outreach Summarize your program schedule for the projected year (i.e. 5 concerts and 10 outreach concerts; 7 three week exhibits etc). Describe your outreach activities. These can include service to young people and seniors, persons lacking the financial means to attend programming, as well as free services to the public at large.

Carnegie Library of Pittsburgh is committed to providing services to our customers regardless of who they are and what their financial status may be. We offer the following services at each of our locations:

- Reference, referrals, and readers' assistance is offered to anyone who walks through our doors regardless of age, wealth, educational background, ethnicity, etc.
- Public access to computer workstations providing free access to online information, the Internet, software programs, and CLP resources.
- Adults and seniors are helped through programs, services and materials such as free computer classes and job seeking materials.
- Anyone who is unable to visit one of our locations may access many library resources and help by calling our telephone ready reference unit or logging in to the CLP Web site.
- Materials, programs, access to technology and assistance from staff are free to anyone.

Carnegie Library of Pittsburgh (CLP) strives to be a library that is well-engaged with the community it serves. One key way we fulfill this goal is through our outreach efforts primarily focused on youth. CLP maintains numerous connections with area schools, daycares and community organizations. CLP reaches out to the community with programs and services to promote literacy and learning and increase awareness about the resources available in the library. Our outreach programs also enable the library to share those resources with those who cannot come to the library. To accommodate these customers, outreach services begin with visits to many area daycares, Head Start Centers, schools, and senior centers located within the city.

Youth - Providing the region's youth with access to information is one of CLP's priorities per our strategic plan. Outreach to youth is one way we fulfill this goal. Attitude surveys about the library conducted by staff found that a majority of students in elementary school do not visit the library unless someone takes them. So outreach to the schools, both preschool and elementary, as well as to parents and caregivers, is very important to provide all children with access to quality literature and exciting programs.

Because of these findings, we will continue our efforts to conduct visits to many area daycares, Head Start Centers, and schools located within the city in 2012 and beyond. Children's librarians in each of our neighborhood libraries

make numerous visits to classrooms each year promoting literacy and education while talking about the latest in children's literature. Our staff provides reader's advisory, curriculum support through informational text, and book collections when requested. We also use these visits as opportunities to register children and teens for library cards.

Carnegie Library has a dedicated outreach team for both preschool and the elementary schools. The Early Learning BLAST program focuses on the supplemental child care programs supported by the Pittsburgh Public Schools and sees a minimum of 30 classrooms per month. The elementary BLAST school outreach program focuses primarily on students in grades K-5 and sees about 80 classrooms per month. These partially grant-funded programs introduce students to quality multicultural literature and support the Pennsylvania Academic Standards for preschool, kindergarten, and elementary aged students. The BLAST program was developed around best practices in reading instruction and reading research, and is evaluated by the University of Pittsburgh. Staff regularly speaks at local, state, and national conferences sharing information about the program and its structure and successes.

Our annual summer reading kick-off is now a major community event with approximately 4,500 children, teens, and adults from Western Pennsylvania coming together to celebrate the joy of reading and the importance of summer reading. Supporting reading development over the summer months can be done in ways that provide parents and caregivers with concrete programs and activities. For over 100 years, CLP has provided the community with a strong summer reading program that helps all students, especially the struggling readers, with the motivation and incentive to bridge summer reading loss.

The LYNCS program (Libraries in Your Neighborhood, Community, and Schools) is a newer community outreach initiative aimed at providing programs in the community, schools, and the more than 90 neighborhoods CLP serves through our neighborhood locations. All neighborhood libraries will have access to LYNCS staff who will provide literacy programs in schools and childcare centers, summer camp programs (Pittsburgh Public Schools "Summer Dreamer's Academy") and to community agencies or groups, including the new Pittsburgh Public Market location. Examples of programs that will be performed by LYNCS staff are the Online Playground for Kids, Afterschool Super Science, Construct! And Storytimes.

Access to Technology - CLP addresses issues of the digital divide by offering public computers in all of our locations, providing users with high-speed Internet access to online information and CLP resources. The PC Lab at CLP-Main provides free classes on subjects as diverse as Introduction to Computers, Microsoft Excel, and Job Resources on the World Wide Web. The lab offers open work time when customers can use computers for Internet access or a variety of software products.

Job and Career Education Center - JCEC continues to provide numerous individuals with career counseling and access to employment-related resources. Through the use of both in-house resources and referrals to other community-based employment organizations consistent with our strategic plan, JCEC focuses on employment development and job readiness assistance to unemployed and underemployed residents in our region.

Seniors - Outreach efforts to seniors will continue on a limited basis with staff delivering books to various senior living facilities and senior centers, conducting booktalks and leading book discussion groups.

Assistive Technology – Primarily through the Library for the Blind and Physically Handicapped (LBPH), CLP provides services and collections in various formats for people with disabilities. Customers with visual impairments can still access the world of print with the use of Assistive Technology devices in several locations as well as with the rollout of digital book service. Closed Circuit Television systems enlarge type up to 45 times, Kurzweil machines read print aloud to the user, software that can enlarge type on computer screens or read their content aloud are all available in different locations throughout the system. Additionally, the Telephone Ready Reference Unit is equipped with a TDD system to receive calls from hearing and speech-impaired customers. LBPH's Mobile Outreach Van provides widespread outreach services to the region.

- 5. Shared Services** The District Board is encouraging assets to consider opportunities to share services and resources in order to reduce costs. Please provide information on any shared service arrangements your organization participates in or plans to participate in.

Carnegie Museums of Pittsburgh - For many years, Carnegie Library of Pittsburgh (CLP) maintained a fee-based shared services relationship with Carnegie Museums of Pittsburgh (CMP) for Human Resources, Financial and some Facilities and Grounds services. Most of these services have transitioned to be provided in-house by Carnegie Library of Pittsburgh; however, CLP continues a shared relationship with CMP for Facilities and Grounds functions including preventive maintenance for common systems and central maintenance, custodial services for common areas, shipping and receiving and some security. The Library also has a shared property and general liability insurance policy for the Oakland complex due to the combined nature of the structure.

Allegheny County Library Association - CLP continues to work closely with the Allegheny County Library Association (ACLA) and local district libraries to better understand and articulate our relationships within the library community that are defined by our roles as the Pittsburgh District Library Center and as the County Library. There is great cooperation regarding the delivery of library service through collections, technology and the delivery of materials throughout Allegheny County. CLP will continue to participate in the Allegheny County Library Association Advisory Committee meetings, attend ACLA Board meetings, interact with local libraries through the Pittsburgh District Advisory Committee meetings and through other countywide events and initiatives. CLP will take part in ACLA's Strategic Planning process as we seek to define priorities, services, relationships and partnership opportunities.

Bellefield Boiler Plant - The Library has participated in a cost sharing arrangement with the Carnegie Museums of Pittsburgh, University of Pittsburgh, UPMC and other local entities for steam service. The Bellefield Boiler Plant has provided steam at a reasonable cost for its members since the 1930s.

eiNetwork -The eiNetwork is itself a shared services organization providing technology services to all Allegheny County public libraries. Carnegie Library of Pittsburgh–Main provides space for eiNetwork's operations. eiNetwork and CLP have a lease agreement for their offices. Carnegie Library of Pittsburgh began serving as fiscal agent for eiNetwork in 2009 and works very closely with the Allegheny County Library Association to ensure that the collective information technology needs of all libraries in Allegheny County are being met.

Other Regional Assets - Prior to 2010, CLP distributed promotional material for all assets free of charge through our countywide delivery system. As delivery volume of actual library materials continues to increase and costs continue to rise, the Library has restricted this service. The Library continues to provide space in all locations for promotional posters, brochures and flyers. However, now, each group is responsible to mail or deliver these items to the libraries. The Library has several formal partnerships with other regional assets, such as the Pittsburgh Cultural Trust. In such cases, the Library and the partner asset work out mutually beneficial exchanges of promotions.

6. District Support Acknowledgment The District requires that you acknowledge the public support provided by the District in your materials. The recognition should be consistent with the level of support and the District can provide examples. If funded in the past, please describe how you met this requirement.

It is regular practice of Carnegie Library of Pittsburgh to acknowledge the Allegheny Regional Asset District for its generous support of our library programs and services. The RAD Works Here logo is included in all of our system-wide marketing pieces as space permits (approximately 95%), including, but not limited to, the New Chapter newsletter, which is printed three times per year, our Library Card Application, new customer brochures, departmental brochures, flyers and posters. We recognize RAD's support in numerous specialty publications such as the Library's official Annual Report, Summer Reading and Extravaganza materials, advertising and publications designed for fundraising. In addition, the RAD logo is displayed on the homepage of the Library's website with a link that goes directly to the Allegheny Regional Asset District website. Library customers will find RAD brochures and information within the display units located at the entrance of each neighborhood library location. The Library is also proud to be an annual participant in the District's RADical Days celebration.

eiNetwork acknowledges RAD support through use of the "RAD Works Here" logo on The Catalog website and as a screensaver for all public access computers. The Catalog is accessed both inside library facilities and externally more than 20,000 times daily.

7. Financial Status Please answer the following questions related to financial health. Statistical data on finances will be provided in Part 2.

- a. What is your overall assessment of your organization's financial health?
- b. If applicable, what steps are you taking to deal with operating deficits and/or reductions in unrestricted net assets? Are deficits shown in any year caused by accounting for multi-year grants in one year but expending them over time?
- c. How many months could you operate based on reserves readily available if needed?
- d. Add any comments you wish to make concerning your funder report on the Pa. CDP system.

a) Although Carnegie Library of Pittsburgh has a balanced budget for 2011, future projections show increasing deficits in the absence of new revenues, growth in existing revenues, or reductions in service. Long-term funding has

been thoroughly explored through the efforts of the Public-Private Task Force on Sustainable Library Funding. Five of the six following Task Force recommendations have been built into the 2012 budget and five-year projections. The third recommendation related to the voter initiative is not yet reflected in the budget or projections since the effort to ensure that the measure will be on the ballot in November is still in process at this time.

1. Build a culture of library supporters in the community to improve library advocacy and increase individual giving
2. Secure increases in annual allocations from the Allegheny Regional Asset District (RAD)
3. Provide citizens of Pittsburgh an opportunity to vote on whether dedicated funding support should be provided to Library
4. Launch library endowment campaign
5. Secure increases in corporate contributions
6. Create tax incentive programs at the state and local level for individuals and corporations contributing to the library

The success of all six funding recommendations is required for Carnegie Library of Pittsburgh to be in a financially "healthy" situation.

The eiNetwork relies on RAD funding for approximately 80% of annual operating expenses as it is not eligible for other state or local library funds. (Federal erate funding is available only to cover a portion of data communications expenditures, and eiNetwork extensively leverages this funding.) Library technology costs are continually increasing particularly with the strong trend towards digital information and new methods of access and delivery for electronic content. This industry trend combined with awareness about RAD's difficult funding decisions is of some concern to the eiNetwork Board.

b) No deficits are anticipated for the 2011 budget year; however, deficits are projected annually beginning in 2012. The steps to be taken to deal with the future operating deficits are discussed in the answer to question "a" above with the successful implementation of the six Task Force recommendations.

The eiNetwork strives to operate within a balanced budget, although there are occasions when completion of an initiative does not exactly correspond to the funding year. Carry forward funding is shown explicitly in the budget whenever this occurs. It is also a Federal erate requirement that erate funding recipients demonstrate that there is sufficient funding available to cover data communications expenditures without assuming the erate income. eiNetwork does this by maintaining a sufficient Program Balance.

c) As of December 31, 2010 the Library had almost \$3.4 million in unrestricted cash for operating purposes. Based on the 2011 total budget, and assuming a ratable spending of the budget, the Library could operate for approximately 1.5 months.

eiNetwork could operate four months on reserves, assuming this only meant a delay in funding. eiNetwork has numerous long-term contractual obligations that would require a restoration of any delayed funds.

Budget information

Information about prior year finances will be provided in the PaCDP task in Part 2. Provide a summary of how you have ended or will end the current fiscal year, that is the year that ends in 2011 as well as your budget for the next fiscal year. This information is not in the PaCDP report.

All line items should be completed even if you need to enter zero.

Projected current fiscal year ending: 12/31/2011

Budget for next fiscal year ending: 12/31/2012

Revenue		Amount	Revenue		Amount
Earned		\$765,000.00	Earned		\$765,000.00
Interest/dividends		\$235,000.00	Interest/dividends		\$443,200.00
Contributed - private		\$1,430,000.00	Contributed - private		\$1,117,700.00

Contributed - government (non-ARAD)	\$4,252,745.00
Contributed - ARAD	\$20,580,000.00
<i>Total revenue</i>	\$27,262,745.00

Contributed - government (non-ARAD)	\$4,038,000.00
Contributed - ARAD	\$21,434,580.00
<i>Total revenue</i>	\$27,798,480.00

Expense	Amount
Program	\$23,483,685.00
Fund raising	\$1,167,856.00
General and administrative	\$2,611,204.00
<i>Total expenses</i>	\$27,262,745.00

Expense	Amount
Program	\$24,468,263.00
Fund raising	\$665,663.00
General and administrative	\$2,664,554.00
<i>Total expenses</i>	\$27,798,480.00

Organizational diversity

Employees

	White	Black	Other People of Color	Total
Male	131	21	5	157
Female	289	42	12	343
Total	420	63	17	500

Board of Directors (do not include advisory board members)

	White	Black	Other People of Color	Total
Male	18	0	1	19
Female	14	3	0	17
Total	32	3	1	36

Diversity plan progress

Carnegie Library of Pittsburgh's diversity plan consists of five goals that impact all areas of the organization and its services.

The first goal regarding staffing has been acted upon in several areas to increase our efforts towards fostering a more diverse staff. Diverse recruitment sources, such as the Pittsburgh Courier and CareerLink, along with selected neighborhood outlets, were made part of the standard mix for job postings. Hiring managers are contacted to discuss recruitment efforts and to raise awareness of our diversity emphasis. Management and professional staff engaged in our leadership development program are involved in sessions that discuss diversity and valuing differences along with other courses that relate to engaging the local community. In addition, a senior management group has convened to review current and future efforts as well as look for ways to overcome diversity challenges.

The second goal focuses on our very important volunteer program which provides valuable support to our library services. The Manager of Volunteer Services oversees all aspects of the program to ensure proper recruitment, training, placement and mentoring of all volunteers. She has made numerous collaborations and partnerships with

organizations, schools and companies in the Pittsburgh area (ex: Pittsburgh Public Schools, Boys & Girls Clubs, etc.) that provide CLP with a diverse pool of volunteers. In addition, she works with branch managers to recruit volunteers from their communities, which provide additional diversity.

Our third goal speaks to the direct services and programs that CLP provides. CLP addresses this goal by maintaining library locations throughout the City of Pittsburgh to meet the information needs of the diverse populations we serve, and continually reviewing hours of service by location to ensure the best access possible for each community. The collections budget has been relatively stable during tough budget times to allow specific collections to be added for various diverse groups. CLP maintains many different databases to fully support the needs of the public, including the African American Experience, which provides full text information on African American history and culture; the Pittsburgh Courier database, which enables users to explore local history with a full-text archive of the paper from 1911-2002; and Mango, an online language-learning system that assists people to learn languages such as Spanish, French, Japanese, Brazilian Portuguese, German, Mandarin Chinese, Greek, Italian, Russian and more. A wide range of educational programs and activities are continuously provided to our diverse audiences. The 2011 summer reading kick-off event, Extravaganza, had a One World theme which featured countries and cultures from all over the globe.

The fourth goal seeks to ensure that MBE/WBE/DBE businesses have access to information about the Library's purchasing and contracting activities. Carnegie Library of Pittsburgh (CLP) has a process to include MBE/WBE/DBE vendors and contractors in all of its capital related endeavors. All major projects appear on the Builder's Exchange and all interested and invited contractors are explicitly informed of CLP's desire to meet and/or exceed the City & County's MBE/WBE/DBE recommendation of 18% MBE and 7% WBE participation for a total of 25% participation. We work closely with the URA's director of Diversity Affairs and Community Outreach, Chuck Powell. Three of the past CLP projects have met these recommendations with two of them exceeding goals. Direct consultants to the Owner/CLP, such as environmental, geotechnical, and land surveyors are solicited from the Pennsylvania Unified Certification Program (PAUCP). Lastly a majority of CLP's architects are WBE certified and they, like the contractors, are strongly encourage to utilize MBE/WBE/DBE professional design consultants. CLP does not directly advertise capital projects since it is the responsibility of each general contractor that is providing a bid to solicit at least 25% MBE/WBE/DBE participation.

The fifth goal promotes diversity amongst our Board of Trustees. Three new board members were elected in May 2011 who have diverse backgrounds: Judge Kim Berkeley Clark, Ramayya Krishnan, and Tom Galante. In addition, several community committee members were added to the board's committee structure for the first time to participate in the various board committees. These members provide CLP with a direct, local connection with the communities it serves.

Geographic distribution

The District needs to examine information about the distribution of attendance by municipality in order to fulfill legal requirements.

Use data from your most recently completed year.

1. Describe how you collect geographic data on your patrons (surveys, tickets sales etc).

CLP maintains its own database of patron registrations. This database allows us to run a variety of specialized reports based upon customer data. The database is populated from a monthly data import from the eiNetwork registration database. Each import populates the database with updated registration records, and a script is run to remove duplicate records. We've determined that our database contains a significant number of records that no longer exist in the eiNetwork database. These would be cardholder records that have been deleted either manually or through a batch process. In order to ensure the accuracy of our statistics, we ran the cardholder report from the eiNetwork database using the Millennium Create List software provided by the eiNetwork.

2. Summary of all participants

Percentage Location

- 65%% City of Pittsburgh
- 26%% County of Allegheny (outside Pittsburgh)
- 6%% Outside Allegheny County within PA
- 3%% Outside of PA

