

(Revised) AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
October 11, 2017 | 3:30 pm
University Place Library | 3609 Market Place W | University Place WA 98466

3:30 pm	01 min.	Call to Order: Rob Allen, Chair	
3:31 pm	05 min.	Public Comment: <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please sign up at the time of the meeting to speak during the Public Comment period, and limit your comments to three minutes.</i>	
3:36 pm	04 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of the September 13, 2017, Regular Meeting 2. Approval of September 2017 Payroll, Benefits and Vouchers 	
3:40 pm	05 min.	Board Member Reports	
3:45 pm	10 min.	Routine Reports	
		<ol style="list-style-type: none"> 1. Dashboard, Georgia Lomax 2. August 2017 Financial Report, Donna Morey 3. Executive Director Report, Georgia Lomax 4. Branch Services Report, Jaime Prothro 	
3:55 pm	20 min.	Board Service and Education	
		<ol style="list-style-type: none"> 1. University Place Library & Community Presentation, Steve Carmody (Library tour will take place after adjournment) 	
4:15 pm	45 min.	New Business	
		<ol style="list-style-type: none"> 1. 2018 Budget and Work Plan <ol style="list-style-type: none"> a. Budget Process and Guide, Clifford Jo b. Levy Certificate and Implicit Price Deflator, Clifford Jo c. Work Plan Overview, Melinda Chesbro Estimated Budget, Clifford Jo d. Work Plan Initiatives, Melinda Chesbro <ul style="list-style-type: none"> • Focus Area – Enjoyment, Jaime Prothro 	
5:00 pm	10 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. National Friends of Libraries Week Proclamation 2. Sumner/Bonney Lake School District Golden Apple Award 3. Summer Reading Report 4. Lakewood Memorandum of Understanding 5. Library Journal Design Institute 6. Urban Libraries Council Statement on Racial and Social Equity 7. 2018 Public Library Association Conference 	
5:10 pm	15 min.	Executive Session <i>At this time on the agenda, the Board of Trustees will recess to Executive Session per RCW 42.30.110, to discuss property issues</i>	
5:25 pm	01 min.	Announcements Pierce County MakerFest will be held November 4, 2017, from 10:00 AM until 3:00 PM at the Washington State Fairgrounds Agriplex.	
5:26 pm		Adjournment	

Consent Agenda

CALL TO ORDER

Chair Robert Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:36 pm. Board members present were Monica Butler, Daren Jones and Pat Jenkins. Donna Albers was excused.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the August 9, 2017, Regular Meeting
2. August 2017 Payroll, Benefits and Vouchers
 - a. Payroll Warrants 3770-3773 dated 8/1/17-8/31/17 in the amount of \$7,840.42
 - b. Payroll Disbursement Voucher dated 8/6/17 in the amount of \$1,006,281.23
 - c. Payroll Disbursement Voucher dated 8/21/17 in the amount of \$785,455.07
 - d. Accounts Payable Warrants 627888-628027 dated 8/1/17-8/31/17 in the amount of \$665,882.50
3. *Resolution 2017-07: To Declare Furnishings and Equipment Surplus to Public Service Needs*

Mr. Jenkins moved for approval of the consent agenda. Mr. Jones seconded the motion and it was passed.

BOARD REPORTS

There were no Board reports.

ROUTINE REPORTS

Dashboard – Executive Director Georgia Lomax reminded the Board that the Library is working on developing new metrics.

August 2017 Financial Report – Finance Manager Donna Morey reported current revenue received is at 54% of the budgeted amount. Interest rates have risen to 1.07%, which exceeds the Library's budgeted amount. Ms. Morey requested adjusting the timing of the financial reports and backing them up by one month so the Board could receive more current information in the meeting packet. The Board supported the proposal. In October, the August report will be presented.

Executive Director Report – Ms. Lomax, Deputy Director Melinda Chesbro and Finance and Business Director Clifford Jo attended the Lakewood Council study session during which the Memorandum of Understanding between the City and the Library was presented. The MOU formalizes the partnership to work on funding options, processes and timelines related to property acquisitions for the Lakewood and Tillicum libraries. The item will be on the Council's September 18, 2017, consent agenda.

Ms. Lomax said the Library is receiving the Sumner School District Golden Apple partner award. The presentation will be on September 20, 2017.

Ms. Lomax reported the Library has received the Urban Libraries Council's Innovation Honorable Mention for Organizational Change and Strategic Management for its Leadership development and succession planning work.

Ms. Lomax provided the Board with a packet of final strategic planning documents.

UNFINISHED BUSINESS

2018 Budget and Work Plan – Ms. Lomax said leadership and staff are developing 2018 work projects in alignment with the Strategic Plan.

Review Budget Drivers – Mr. Jo reviewed the major drivers that impact the budget process. He does not anticipate the Board will have to address the IPD override this year. Known expenditure increases include wages, healthcare, telecom (90% will be reimbursed through the eRate program), insurance premiums, utilities and lease and contracted maintenance.

Fiscal Management Policy – *Ms. Butler approved the Fiscal Management Policy as presented. Mr. Jones seconded the motion and it was passed.*

2018 Strategic Plan Initiatives – Interim Customer Experience Director Jaime Prothro and Customer Experience Manager Judy Nelson presented an overview of 2018 Learning Focus initiatives. These include access to resources, awareness of services and personal achievements.

Ms. Prothro shared information about the Library's newly launched STEM website and noted additional programs focusing across age generations.

Buckley Site Condition – Mr. Jo shared the processes outlined by Tacoma Pierce County Health Department and the Department of Ecology to evaluate and mitigate site-related conditions. Mr. Jo and Ms. Chesbro presented a \$204,000 proposal to continue with funding the site evaluation work, of which an estimated \$100,000 would be used for the remainder of 2017 for site assessment work. The remainder is contingency for legal consultation. The Board inquired about financing options for the cleanup phase, and Ms. Chesbro answered that research on financing is a part of the process after the full nature and scope of the problem has been ascertained. Mr. Jo said that the DOE process is iterative and at each stage could change the cleanup work and costs.

Discussion ensued about the need to competitively bid the continuation of the project. Mr. Jo mentioned that the Library selected a vendor that is on the MRSC small works roster for the evaluation work and because they've done the initial work, should continue, but that actual site remediation work would be competitively bid as a public work project.

Chair Allen asked that the Board be regularly updated and informed on all expenditures as they occur and see a plan on how the Library might budget for costs related to the remediation project.

Mr. Jo said the Library will report on the outcome of the next assessment at the November Board meeting.

Ms. Butler moved to authorize the Library to sole source to EHS-I work related to the Buckley site condition evaluation and for work not to exceed \$204,600.

NEW BUSINESS

2017 Budget – Midterm Fiscal Review – Mr. Jo reviewed the 2017 budget activities to date.

Mr. Jenkins moved to approve Resolution 2017-08: To Amend the Transfer of a Portion of the General Fund to the Capital Improvement Fund. Mr. Jones seconded the motion and it was passed.

Ms. Butler moved to approve Resolution 2017-09: To Transfer 2016 Unexpended Funds to the Capital Improvement Fund and Special Purpose Fund. Mr. Jenkins seconded the motion and it was passed.

EXECUTIVE SESSION

At 5:15 pm, Ms. Butler moved to recess to Executive Session, per RCW 42.30.110, to discuss personnel and property matters for approximately 35 minutes. Mr. Jones seconded the motion and it was passed. The session was extended 10 minutes. The session ended at 6:00 pm.

NEW BUSINESS CONTINUED

2018 Executive Director Salary Agreement

Mr. Jones moved to authorize Chair Allen to implement a salary agreement with the Executive Director for 2018. Mr. Jenkins seconded the motion and it was passed.

ANNOUNCEMENTS

The 2017 Regional Trustees meeting will be held September 16, 2017, at the Lynnwood Library, 19200 44th Ave W, Lynnwood, WA 98036.

The October 11, 2017, Regular Meeting will be held at the University Place Library, 3609 Market Place W, University Place, WA 98466.

ADJOURNMENT

The meeting was adjourned at 6:04 pm on motion by Ms. Butler, seconded by Mr. Jones.

Georgia Lomax, Secretary

Rob Allen, Chair

September 2017 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3774-3783	9/1/17-9/30/17	\$5,887.54
Electronic Payments - Payroll & Acct Payable		09/06/17	\$1,057,510.42
Electronic Payments - Payroll & Acct Payable		09/21/17	\$779,170.27
Accounts Payable Warrants	628028-628131	9/1/17-9/30/17	\$700,690.25
Total:			<u><u>\$2,543,258.48</u></u>

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3774	key	09/06/2017	KeyBank N.A.					
			HOYT, TARA	C	09/08/2017	08/16/17 - 08/31/17	0.00	611.81
3775	key	09/06/2017	KeyBank N.A.					
			PARKER, KIMBERLY	C	09/07/2017	08/16/17 - 08/31/17	0.00	681.51
3776	key	09/06/2017	KeyBank N.A.					
			HANSON, SOMER	C	09/11/2017	08/16/17 - 08/31/17	0.00	1,430.03
3777	key	09/21/2017	KeyBank N.A.					
			ROWLAND, CARLA	C	09/22/2017	09/01/17 - 09/15/17	0.00	462.06
3778	key	09/21/2017	KeyBank N.A.					
			MERRITT, JILL	C	09/25/2017	09/01/17 - 09/15/17	0.00	367.92
3779	key	09/21/2017	KeyBank N.A.					
			LARSEN, HEIDI	C	09/25/2017	09/01/17 - 09/15/17	0.00	216.21
3780	key	09/21/2017	KeyBank N.A.					
			NICKERSON, ALEXANDRIA	C	09/25/2017	09/01/17 - 09/15/17	0.00	216.21
3781	key	09/21/2017	KeyBank N.A.					
			ASHLEY, CLORISSA	C	09/25/2017	09/01/17 - 09/15/17	0.00	197.05
3782	key	09/21/2017	KeyBank N.A.					
			JENSEN, SARAH	C	09/25/2017	09/01/17 - 09/15/17	0.00	765.18
3783	key	09/21/2017	KeyBank N.A.					
			RUDOLPH, JAMIE	C	09/25/2017	09/01/17 - 09/15/17	0.00	939.56
Total:							0.00	5,887.54

Checks in report: 10

Grand Total: 0.00 5,887.54

Ad-hoc bank transaction (Withdrawal)

PCL_Company

Wire Template Number in Cash-Pro :WAPC014
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: skarabotsos@piercecountylibrary.org
 Comments: 9/06/2017 Payroll

Withdrawal Date: 09/06/17

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	77,191.19
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	54,166.90
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	54,166.90
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	488,157.56
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	26,010.62
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	51,308.13
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	88,016.67
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,540.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,168.85
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	-
PCL_Company	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	211,783.60
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 1,057,510.42

Certification:

Stacy Karabotsos
 Signature (Department Designee)

09/05/17
 Date

Comments:

Ad-hoc bank transaction (Withdrawal)

PCL_Company

Wire Template Number in Cash-Pro :WAPC014

Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: skarabotsos@piercecountylibrary.org
 Comments: 9/21/2017 Payroll

Withdrawal Date: 09/21/17

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	69,231.23
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	49,550.35
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	49,550.35
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	458,554.93
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,139.50
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	47,913.97
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	82,121.88
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,990.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,168.73
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	500.00
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	201.90
PCL_Company	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	3,247.43
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 779,170.27

Certification:

Stacy Karabotsos
 Signature (Department Designee)

09/20/17
 Date

Comments:

Check History Listing
Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
628028	09/05/2017	000830 BAKER & TAYLOR		19,418.92
628029	09/05/2017	006852 LASHAWN BERGERON		2.70
628030	09/05/2017	006854 KARA BURMAZ		94.25
628031	09/05/2017	001780 CITY OF UNIVERSITY PLACE		117.82
628032	09/05/2017	006853 TERESA EASTWOOD		10.28
628033	09/05/2017	000243 INGRAM LIBRARY SERVICES		5,330.78
628034	09/05/2017	000352 MIDWEST TAPE		9,903.25
628035	09/05/2017	000377 PUGET SOUND ENERGY		2,089.46
628036	09/05/2017	000406 RECORDED BOOKS LLC		652.81
628037	09/05/2017	000460 STEILACOOM TOWN OF		1,451.93
628038	09/05/2017	001972 SANDRA VICARS		15.00
628039	09/06/2017	000828 AFSCME AFL-CIO	C	6,642.83
628040	09/06/2017	000041 EMPLOYMENT SECURITY DEPARTMENT	C	289.60
628041	09/06/2017	006414 GC SERVICES, LP	C	212.14
628042	09/06/2017	006690 ENFORCEMENT KENTUCKY CHILD SUPP	C	151.68
628043	09/06/2017	003985 PACIFCSOURCE ADMINISTRATORS	C	1,574.79
628044	09/06/2017	000821 PIERCE COUNTY SUPERIOR COURT		70.28
628045	09/06/2017	001181 PIERCE CTY LIBRARY FOUNDATION	C	461.92
628046	09/06/2017	006555 SOCIAL SECURITY ADMINISTRATION		70.28
628047	09/06/2017	000823 UNITED WAY	C	61.50
628048	09/06/2017	004782 US DEPARTMENT OF EDUCATION	C	210.85
628049	09/08/2017	001554 ANDREW'S FIXTURE CO INC		3,516.80
628050	09/08/2017	006577 CATALYST WORKPLACE ACTIVATION		2,012.62
628051	09/08/2017	000895 COLUMBIA BANK		250.60
628052	09/08/2017	005283 E-RATE EXPERTISE INC		250.00
628053	09/08/2017	006478 EVERGREEN MAINT LANDSCAPING		5,223.29
628054	09/08/2017	006492 LOGIC INTEGRITY INC		8,863.75
628055	09/08/2017	006421 MARKHAM INVESTIGATION - (MIP)		5,078.25
628056	09/08/2017	004674 MCHUGH MANAGEMENT CONSULTING		9,721.53
628057	09/08/2017	001586 NORTHWEST DOOR INC		303.80
628058	09/08/2017	004933 NORTHWEST HEALTH & SAFETY INC		116.59
628059	09/08/2017	000857 PIERCE COUNTY RECYCLING		73.14
628060	09/08/2017	002282 SEATTLE PUBLIC LIBRARY		13.95
628061	09/08/2017	004022 US BANK		133,968.24
628062	09/08/2017	004022 US BANK		46,883.01
628063	09/12/2017	000830 BAKER & TAYLOR		23,798.17
628064	09/12/2017	000189 BAKER & TAYLOR ENTERTAINMENT		37.73
628065	09/12/2017	000242 BUCKLEY CITY OF		796.38

Check History Listing
Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
628066	09/12/2017	000847 CENTER POINT PUBLISHING		1,007.85
628067	09/12/2017	000195 FIRGROVE MUTUAL WATER CO		354.50
628068	09/12/2017	001643 IMPACT		146.13
628069	09/12/2017	000243 INGRAM LIBRARY SERVICES		11,679.11
628070	09/12/2017	000352 MIDWEST TAPE		16,056.73
628071	09/12/2017	000370 PIERCE COUNTY		879.80
628072	09/12/2017	000370 PIERCE COUNTY		36.43
628073	09/12/2017	000377 PUGET SOUND ENERGY		884.60
628074	09/12/2017	000406 RECORDED BOOKS LLC		1,666.62
628075	09/12/2017	003596 SENTIMENTAL PRODUCTIONS		125.00
628076	09/12/2017	000541 STATE OF WASHINGTON		360.12
628077	09/18/2017	002061 SUSAN ANDERSON-NEWHAM		39.38
628078	09/18/2017	005862 ELITE PROPERTY INVESTMENTS LLC		329.80
628079	09/18/2017	003985 PACIFCSOURCE ADMINISTRATORS		204.75
628080	09/18/2017	006672 IRENE POSHTKOUHI		53.88
628081	09/18/2017	005417 RICOH USA INC		362.36
628082	09/18/2017	003497 TAMARA SAARINEN		75.00
628083	09/18/2017	004397 SHKS ARCHITECTS PS INC		478.88
628084	09/18/2017	006331 SURPRISE LAKE SQUARE UNIT 257		8,904.44
628085	09/18/2017	000497 TILlicum COMMUNITY SERVICE CEN		3,427.86
628086	09/18/2017	003719 UNIQUE MANAGEMENT SERVICES		975.55
628087	09/18/2017	004022 US BANK		42,649.08
628088	09/18/2017	000534 WCP SOLUTIONS		193.06
628089	09/18/2017	001655 WESTERN WASHINGTON FAIR ASSOC		1,000.00
628090	09/19/2017	000830 BAKER & TAYLOR		19,454.60
628091	09/19/2017	006859 TIJA ILES		10.00
628092	09/19/2017	000243 INGRAM LIBRARY SERVICES		32,028.54
628093	09/19/2017	000352 MIDWEST TAPE	V	0.00
628094	09/19/2017	000352 MIDWEST TAPE		45,097.02
628095	09/19/2017	003398 MULTICULTURAL BOOKS & VIDEOS		539.95
628096	09/19/2017	000406 RECORDED BOOKS LLC		298.71
628097	09/19/2017	001060 SCHOLASTIC LIBRARY PUBLISHING		1,030.56
628098	09/19/2017	000451 SEATTLE TIMES SEATTLE PI		467.48
628099	09/19/2017	000463 SUMMIT WATER & SUPPLY CO		1,146.88
628100	09/21/2017	003778 AFLAC		6,390.74
628101	09/21/2017	000828 AFSCME AFL-CIO		6,344.17
628102	09/21/2017	001578 COLONIAL SUPPLEMENTAL INSURANC		624.62
628103	09/21/2017	000041 EMPLOYMENT SECURITY DEPARTMENT		265.81
628104	09/21/2017	006414 GC SERVICES, LP		182.83

Check History Listing
Pierce County Library System

Bank code: key

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
628105	09/21/2017	006690 ENFORCEMENT KENTUCKY CHILD SUPP	C	151.68
628106	09/21/2017	003985 PACIFICSOURCE ADMINISTRATORS	C	1,574.79
628107	09/21/2017	001181 PIERCE CTY LIBRARY FOUNDATION	C	461.92
628108	09/21/2017	006555 SOCIAL SECURITY ADMINISTRATION		121.44
628109	09/21/2017	000823 UNITED WAY		61.50
628110	09/21/2017	004782 US DEPARTMENT OF EDUCATION		182.16
628111	09/27/2017	000830 BAKER & TAYLOR		290.36
628112	09/27/2017	000087 BLACKSTONE AUDIO BOOKS INC		120.00
628113	09/27/2017	006871 MALLORY CUMBY		25.79
628114	09/27/2017	000243 INGRAM LIBRARY SERVICES		3,202.64
628115	09/27/2017	000352 MIDWEST TAPE		16,934.36
628116	09/27/2017	003398 MULTICULTURAL BOOKS & VIDEOS		196.65
628117	09/27/2017	000377 PUGET SOUND ENERGY		1,926.17
628118	09/28/2017	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		43.96
628119	09/28/2017	006771 STEVE CARMODY		5.50
628120	09/28/2017	001780 CITY OF UNIVERSITY PLACE		120,000.00
628121	09/28/2017	004779 CONVERGENT TECHNOLOGY SYS		2,747.50
628122	09/28/2017	001512 DAILY JOURNAL OF COMMERCE		174.80
628123	09/28/2017	001126 DELL MARKETING LP		3,994.26
628124	09/28/2017	005862 ELITE PROPERTY INVESTMENTS LLC		9,869.79
628125	09/28/2017	005330 GHA TECHNOLOGIES INC		5,065.50
628126	09/28/2017	005428 GRITTON BUILDING CO INC		6,423.34
628127	09/28/2017	006492 LOGIC INTEGRITY INC		1,285.00
628128	09/28/2017	006645 OETC		26,580.85
628129	09/28/2017	001494 SEALTECH ASPHALT INC		1,236.38
628130	09/28/2017	006331 SURPRISE LAKE SQUARE UNIT 257		444.09
628131	09/28/2017	000534 WCP SOLUTIONS		2,056.06

key Total: 700,690.25

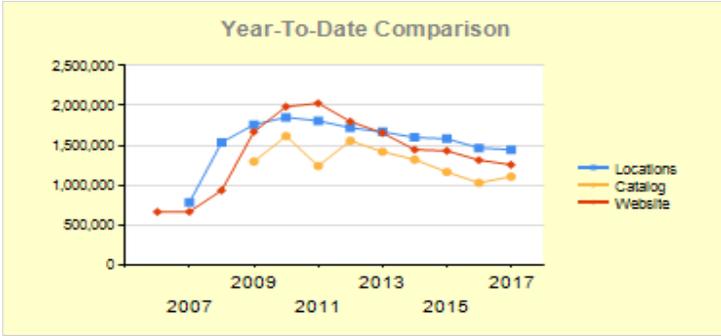
Total Checks: 700,690.25

104 checks in this report

Routine Reports

CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - AUGUST

VISITS



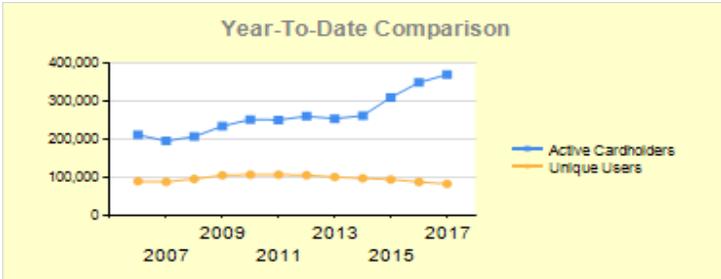
	August		
	2016	2017	% Change
Door Count	136,088	128,614	-5.49%
Catalog	125,286	138,976	10.93%
Website	164,954	165,115	0.10%
Job & Business Portal	3,670	3,602	-1.85%
Military Portal	167	537	221.56%
Total	430,165	436,844	1.55%

CHECKOUTS



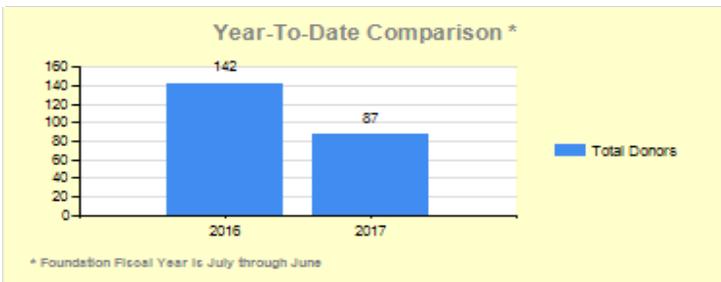
	August		
	2016	2017	% Change
Checkouts	615,335	448,638	-27.09%
Downloadables	86,705	101,017	16.51%
Total	702,040	549,655	-21.71%

CUSTOMERS



	August		
	2016	2017	% Change
Active Cardholders	349,785	370,970	6.06%
New Cards	3,321	3,253	-2.05%
Checkout Transactions	82,047	76,509	-6.75%
Unique Users	43,298	34,400	-20.55%

PHILANTHROPY



	August		
	2016	2017	% Change
FoundationDonors	119	67	-43.70%
NewFoundationDonors	4	3	-25.00%
\$ Raised by Foundation	\$13,674.00	\$5,339.00	-60.96%
\$ Provided by Friends	\$505.00	\$0.00	-100.00%

BRANCH CLOSURES

Year	Location	Dates	Duration
2014	Gig Harbor	5/19-6/1	13
	Lakewood	9/2-9/21	19
	Parkland	10/3-10/26	13
	South Hill	11/1-11/30	30
2015	Gig Harbor	11/9-11/22	13
2016	Buckley	11/14-12/4	20
	Tillicum	12/5-12/25	20
2017	System Snow Closure	2/6	1
	University Place	3/1-3/2	2
	Eatonville	4/10-4/30	20
	Summit	5/8 -5/31	21
	Parkland	5/31	1

Monthly Financial Reports August 31, 2017

All bolded notes refer to current month activity or updates to prior months

General Fund

August (notes in **red** reflect closed month)

- Tax collections for August, not yet reflected in the draft report, are just over \$132,000 bringing total collections for the year to \$15.6M. This represents approximately 54% of the annual budgeted amount. **Tax collections in August totaled \$148,382 which includes current and delinquent taxes, leasehold excise tax, and timber excise tax.**
- 36110. Interest rates were .98% in August in the State Local Government Investment Pool in which our funds are held. This is evidenced by the amount of interest income we have received which already exceeds the annual budgeted amount. September's interest rates are 1.07%.
- 39520. Insurance recovery payment for fire damage from fireworks at the Gig Harbor location.
- While some expenditure line items related to collection management seem to exceed budgeted amounts (53403, 53413, 53414) the collection management operations budget as a whole is only 62% spent.
- **Non-personnel expenditures increased by \$245,522 during the time of the initial report and closing of the month. Approximately \$85,000 of this amount was for the purchase of materials, with the balance going to supplies, telecom services, utilities, and general repairs.**

July

- In July and in August, we are reviewing year to date charges and making corrections to any miscodings; most are line item to line item corrections, and major ones are noted herein.
- 53500. Corrected miscoding of software purchase from Minor Equipment to Software/Licenses/Hosting (53505).
- 56400. Corrected miscoding of fire suppression training system costs from General Fund to Capital Improvement Fund.

April – June (Q2)

- County Property Tax data received in April was \$10.49m, about \$200,000 less than April 2016– we will watch for more to be posted through the month of April, as the County system has not yet closed out April.
- 36998. Erate reimbursement received in April for remainder of 2016.

- 51105. Additional Hours returned to average monthly use.
- 54800. Corrected miscoding of landscaping costs from gen repairs & maintenance to contracted maint (54801)
- 54903. Corrected miscoding of AWC fees from licenses & fees to professional services (54100)
- 53500. Corrected miscoding of Fire Ext. training system from minor equipment to machinery & equipment (56400). This was supposed to have been paid in 2016 but the invoice came too late.
- County Property Tax data reported in May was \$3.4m, which offset the less taxes reported in April. At this time the Library is on schedule to receive its full property tax levy.
- 35970. Library Fines for overdue materials are coming in less than budgeted. We will make a correction for 2018.
- 54704. Garbage company refunded PCLS \$3,728 for Lakewood Library for over charges for several months.
- County Property Tax was approximately \$162,000.
- 33403. Workforce payment received.
- 36110. Investment return rate is now 0.83%, which is double what it was in June 2016 (.42%) and more than quintuple in June 2015 (0.14%).
- 54900. Includes "TRAIN" registrations.

January – March (Q1)

- 51105/51200. Additional hours and Overtime use as a result of unfilled vacancies and unusually high absences due to the influenza outbreak.
- Many annual service agreements, leases and insurance are paid and/or encumbered in January for the entire year. These are usually one time per year events or a large encumbrance for a multi-month project. They impact "percent expended" of budget significantly. Examples include but are not limited to general fund accounts 54100 Professional Services, 54201 telecom services, 54501 and 54502 Leases, 54801 Contracted Maintenance and 54903 Licenses and Fees.
- 53500. Minor Equipment miscode. Should be 56400 machinery and Equipment.
- County Property Tax data not received for March – we are estimating revenue of \$1,000,000 plus (Actual posted in March was \$1.27m)
- 33300. WorkSource grant – Federal funds via Pierce County WorkSource.

Capital Improvement Projects Fund

August

- **53501. Furnishings for the Collection Management relocation project.**
- **54100. IT consulting services (Gartner Inc.).**
- **56201. Power and data installation for ACL work stations.**

July

- 56400. Moved costs associated with fire suppression training system from General Fund to Capital Improvement Fund.

April – June (Q2)

- 53501. Furnishings for Parkland Movie Tower Decommissioning project & ergonomic project to replace chairs. (Budgets for the certain line items will be reallocated accordingly.)
- 56201. Eatonville Restroom Remodel project costs paid.
- 56200. Upgrades to the Key Center Library outdoor sign.
- 56201. Summit Library Restroom Remodel project costs paid.

January – March (Q1)

- 36998. Erate Reimbursement - Received balance of 2016 billed amount
- 53501. Furnishings for University Place Library Help Desk Upgrade
- 56200. Building/Building Improvements reflects an annual one-time payment for our UP library expansion. (Please refer to comment above regarding annual service agreements and one time payments.)
- 56402. HVAC work at Fife Library

Debt Service Fund

- No activity

Special Purpose Fund

- No activity

**Pierce County Library System
Statement of Financial Position
August 31, 2017
All Funds**

	General Fund	Special Purpose Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets				
Current Assets - Cash				
Cash	\$ 2,125,174	\$ 1,122	\$ 224	\$ 320,191
Investments	\$ 2,750,000	\$ 730,000	\$ 84,200	\$ 850,000
Total Cash	\$ 4,875,174	\$ 731,122	\$ 84,424	\$ 1,170,191
Total Current Assets	\$ 4,875,174	\$ 731,122	\$ 84,424	\$ 1,170,191
Liabilities and Fund Balance				
Current Liabilities				
Warrants Payable	\$ 294,348	\$ -	\$ -	\$ 1,863
Sales Tax Payable	\$ 5,130	\$ -	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 38,194	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 337,671	\$ -	\$ -	\$ 1,863
Fund Balance				
Reserve for Encumbrances	\$ 626,005	\$ -	\$ -	\$ 352,485
Net Excess (Deficit)	\$ (3,031,760)	\$ 2,859	\$ 375	\$ (857,550)
Major Contingency Set-aside	\$ -	\$ -	\$ -	\$ -
Election Set-aside	\$ -	\$ 360,000	\$ -	\$ -
Land, Property and Facility Set-aside	\$ -	\$ 368,263	\$ -	\$ -
Unreserved Fund Balance	\$ 6,943,258	\$ -	\$ 84,050	\$ 1,673,392
Total Fund Balance	\$ 4,537,503	\$ 731,122	\$ 84,424	\$ 1,168,328
Total Liabilities and Fund Balance	\$ 4,875,174	\$ 731,122	\$ 84,424	\$ 1,170,191
Taxes Receivable	\$ 13,867,876	N/A	\$ 7	N/A

Pierce County Library System													
Comparative Statement of Financial Position													
General Fund - Rolling Comparison													
<i>(as of the listed date of the reported month)</i>													
	HISTORICAL 8/31/2016	HISTORICAL 9/30/2016	HISTORICAL 10/31/2016	HISTORICAL 11/30/2016	HISTORICAL 12/31/2016	HISTORICAL 1/31/2017	HISTORICAL 2/28/2017	HISTORICAL 3/31/2017	HISTORICAL 4/30/2017	HISTORICAL 5/31/2017	HISTORICAL 6/30/2017	HISTORICAL 7/31/2017	CURRENT 8/31/2017
Assets													
Current Assets - Cash													
Cash	\$ 1,702,472	\$ 2,658,110	\$ 2,143,228	\$ 4,335,008	\$ 7,729,869	\$ 5,239,302	\$ 1,884,238	\$ 2,175,102	\$ 10,422,576	\$ 1,887,994	\$ 1,904,275	\$ 2,028,042	\$ 2,125,174
Investments	\$ 2,530,000	\$ -	\$ 7,850,000	\$ 6,000,000	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 9,500,000	\$ 7,400,000	\$ 4,750,000	\$ 2,750,000
Total Cash	\$ 4,232,472	\$ 2,658,110	\$ 9,993,228	\$ 10,335,008	\$ 7,729,869	\$ 5,239,302	\$ 3,184,238	\$ 2,175,102	\$ 10,422,576	\$ 11,387,994	\$ 9,304,275	\$ 6,778,042	\$ 4,875,174
Total Current Assets	\$ 4,232,472	\$ 2,658,110	\$ 9,993,228	\$ 10,335,008	\$ 7,729,869	\$ 5,239,302	\$ 3,184,238	\$ 2,175,102	\$ 10,422,576	\$ 11,387,994	\$ 9,304,275	\$ 6,778,042	\$ 4,875,174
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	\$ 269,457	\$ 313,810	\$ 447,609	\$ 235,821	\$ 727,573	\$ 478,143	\$ 464,924	\$ 55,092	\$ 87,181	\$ 262,037	\$ 67,764	\$ 48,704	\$ 294,348
Sales Tax Payable	\$ 5,000	\$ 6,228	\$ 4,281	\$ 5,672	\$ 2,082	\$ 4,908	\$ 5,175	\$ 4,624	\$ 6,663	\$ 4,966	\$ 4,037	\$ 3,810	\$ 5,130
Payroll Taxes and Benefits Payable	\$ 33,961	\$ 49,926	\$ 18,099	\$ 35,122	\$ 56,955	\$ 24,125	\$ 40,674	\$ 53,093	\$ 24,785	\$ 39,987	\$ 52,941	\$ 24,781	\$ 38,194
Total Current Liabilities	\$ 308,417	\$ 369,965	\$ 469,990	\$ 276,615	\$ 786,611	\$ 507,175	\$ 510,773	\$ 112,809	\$ 118,628	\$ 306,990	\$ 124,742	\$ 77,294	\$ 337,671
Fund Balance													
Reserve for Encumbrances	\$ 478,820	\$ 370,104	\$ 331,430	\$ 258,402	\$ -	\$ 1,630,348	\$ 925,974	\$ 1,034,180	\$ 998,755	\$ 958,175	\$ 906,200	\$ 793,080	\$ 626,005
Net Excess (Deficit)	\$ (3,433,158)	\$ (4,960,352)	\$ 2,313,415	\$ 2,921,598	\$ 501,242	\$ (3,841,479)	\$ (5,195,768)	\$ (5,915,145)	\$ 2,361,935	\$ 3,179,570	\$ 1,330,075	\$ (1,035,590)	\$ (3,031,760)
Unreserved Fund Balance	\$ 6,878,394	\$ 6,878,394	\$ 6,878,394	\$ 6,878,394	\$ 6,442,016	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258	\$ 6,943,258
Total Fund Balance	\$ 3,924,055	\$ 2,288,146	\$ 9,523,239	\$ 10,058,393	\$ 6,943,258	\$ 4,732,127	\$ 2,673,465	\$ 2,062,294	\$ 10,303,947	\$ 11,081,004	\$ 9,179,533	\$ 6,700,748	\$ 4,537,503
Total Liabilities and Fund Balance	\$ 4,232,472	\$ 2,658,110	\$ 9,993,228	\$ 10,335,008	\$ 7,729,869	\$ 5,239,302	\$ 3,184,238	\$ 2,175,102	\$ 10,422,576	\$ 11,387,994	\$ 9,304,275	\$ 6,778,042	\$ 4,875,174
Balance of Prop Tax to Rcv (1st day of month)	\$ 13,553,661	\$ 12,986,896	\$ 3,571,874	\$ 839,981	\$ -	\$ 29,731,845	\$ 29,396,979	\$ 28,137,050	\$ 17,664,082	\$ 14,295,113	\$ 14,131,566	\$ 14,000,000	\$ 13,867,876



PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures
Year to Date August 31, 2017
No Pre-Encumbrances

General Fund - 01

	<u>2017 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ 29,352,348	\$ 16,033,995	\$ -	\$ 13,318,353	55%
Other Revenue	\$ 1,427,500	\$ 970,156	\$ -	\$ 457,344	68%
Total Revenue	\$ 30,779,848	\$ 17,004,150	\$ -	\$ 13,775,698	55%
Expenditures					
Personnel/Taxes and Benefits	\$ 21,461,824	\$ 14,434,392	\$ -	\$ 7,027,432	67%
Materials	\$ 3,789,300	\$ 2,488,178	\$ 2,902	\$ 1,298,220	66%
Maintenance and Operations	\$ 4,297,530	\$ 2,487,335	\$ 712,955	\$ 1,097,241	74%
Transfers Out - CIP	\$ 1,231,194	\$ -	\$ -	\$ 1,231,194	0%
Total Expenditures	\$ 30,779,848	\$ 19,409,906	\$ 715,857	\$ 10,654,086	65%
Excess/(Deficit)		\$ (2,405,755)			
(less encumbrances)		(626,005)			
Net Excess (Deficit)		\$ (3,031,760)			

Special Purpose Fund - 15

	<u>2017 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Investment Income	\$ -	\$ 2,859	\$ -	\$ (2,859)	0%
Total Revenue	\$ -	\$ 2,859	\$ -	\$ (2,859)	0%
Expenditures					
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Excess/(Deficit)		\$ 2,859			
(less encumbrances)		-			
Net Excess (Deficit)		\$ 2,859			

Debt Service Fund - 20

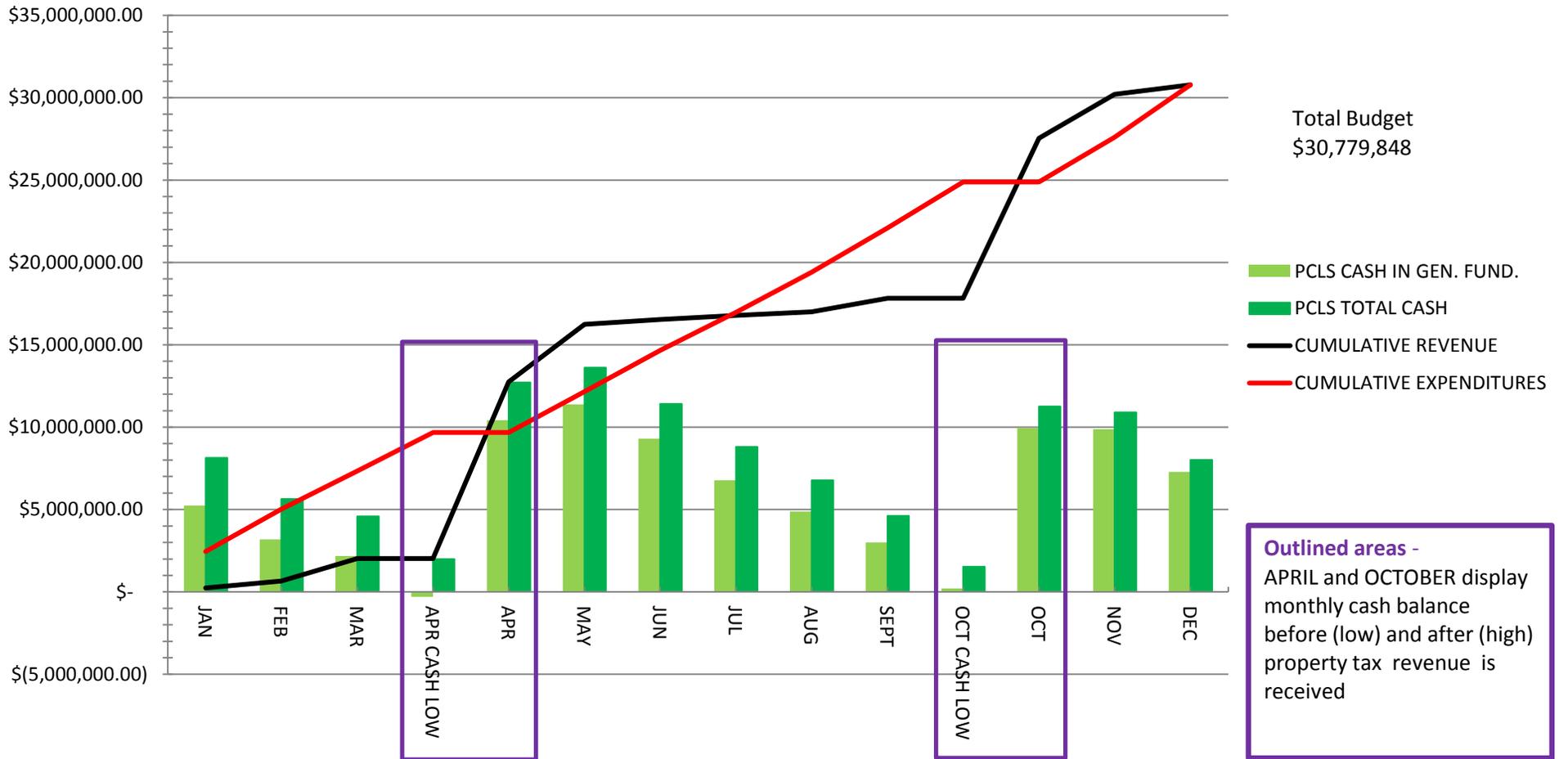
	<u>2017 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 375	\$ -	\$ (375)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
Total Revenue	\$ -	\$ 375	\$ -	\$ (375)	0%
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Net Excess (Deficit)		\$ 375			

Capital Improvement Projects

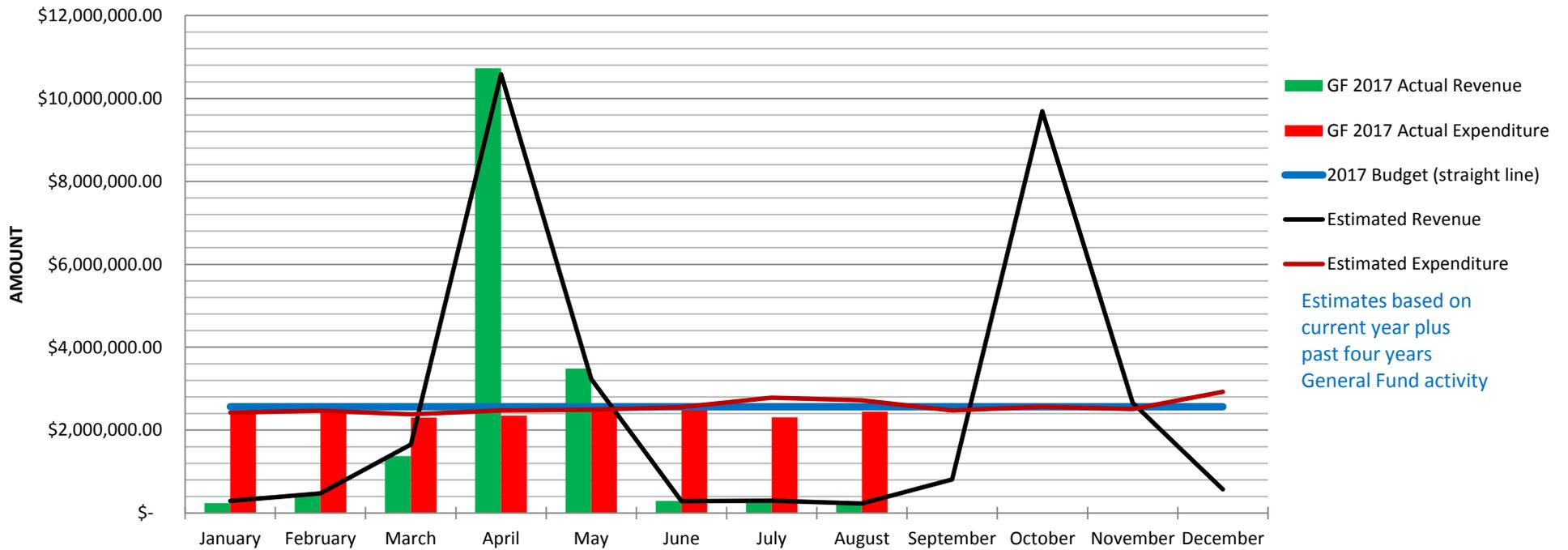
Fund - 30

	<u>2017 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Other Revenue	\$ 685,806	\$ 95,349	\$ -	\$ 590,457	14%
Transfers In	\$ 1,231,194	\$ -	\$ -	\$ 1,231,194	0%
Total Revenue	\$ 1,917,000	\$ 95,349	\$ -	\$ 1,821,651	5%
Expenditures					
Maintenance and Operations	\$ 1,917,000	\$ 600,414	\$ 352,485	\$ 964,101	50%
Total Expenditures	\$ 1,917,000	\$ 600,414	\$ 352,485	\$ 964,101	50%
Excess/(Deficit)		\$ (505,065)			
(less encumbrances)		(352,485)			
Net Excess (Deficit)		\$ (857,550)			

CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2017



RESOURCE FLOW General Fund - 2017



Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAXES CURRENT	28,677,357.00	132,397.14	15,615,558.23	0.00	13,061,798.77	54.45
31112 PROPERTY TAXES DELINQUENT	558,991.00	11,098.91	331,349.67	0.00	227,641.33	59.28
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	63.45	0.00	2,936.55	2.12
31720 LEASEHOLD EXCISE TAX	20,000.00	2,584.50	14,487.60	0.00	5,512.40	72.44
31740 TIMBER EXCISE TAX	63,000.00	2,301.45	44,671.87	0.00	18,328.13	70.91
TAXES:	29,322,348.00	148,382.00	16,006,130.82	0.00	13,316,217.18	54.59
33300 INDIRECT FEDERAL GRANTS	0.00	0.00	18,432.27	0.00	(18,432.27)	0.00
33345 PLAY TO LEARN - FED INDIRECT	0.00	686.12	1,755.25	0.00	(1,755.25)	0.00
33403 STATE LSTA DIRECT	0.00	0.00	62,922.57	0.00	(62,922.57)	0.00
33490 STATE DIRECT GRANT - STAY AT WORK	0.00	0.00	5,616.14	0.00	(5,616.14)	0.00
33533 STATE FOREST FUNDS/DNR TIMBER TRUS	0.00	0.00	89.40	0.00	(89.40)	0.00
33710 SHARED FIXED ASSETS - TIMBER	15,000.00	0.00	0.00	0.00	15,000.00	0.00
34160 COPIER FEES	30,000.00	3,126.72	21,261.13	0.00	8,738.87	70.87
34161 GRAPHICS SERVICES CHARGES	7,500.00	136.98	7,389.53	0.00	110.47	98.53
34162 PRINTER FEES	125,000.00	12,396.08	89,041.50	0.00	35,958.50	71.23
34163 FAX FEES	21,000.00	2,572.78	16,424.62	0.00	4,575.38	78.21
34193 ORTING - SERVICE FEES	3,000.00	0.00	1,620.00	0.00	1,380.00	54.00
35970 LIBRARY FINES	500,000.00	37,209.04	299,411.83	0.00	200,588.17	59.88
36110 INVESTMENT INCOME	15,000.00	3,098.55	21,006.81	0.00	(6,006.81)	140.05
36140 OTHER INTEREST EARNED - COUNTY	0.00	1.30	5.99	0.00	(5.99)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	1,000.00	318.91	931.60	0.00	68.40	93.16
36290 BOOK SALES	7,000.00	1,104.60	3,847.55	0.00	3,152.45	54.97
36700 FOUNDATION DONATIONS	189,000.00	0.00	171,245.54	0.00	17,754.46	90.61
36710 FRIENDS' DONATIONS	0.00	0.00	147.27	0.00	(147.27)	0.00
36720 FRIENDS' REIMBURSEMENTS	38,000.00	0.00	6,224.70	0.00	31,775.30	16.38
36725 DONATIONS - OTHER	1,000.00	8.40	835.84	0.00	164.16	83.58
36910 SALE OF SURPLUS	5,000.00	416.82	1,155.30	0.00	3,844.70	23.11
36920 UNCLAIMED PROPERTY/FOUND MONEY	3,000.00	40.47	929.98	0.00	2,070.02	31.00
36990 MISCELLANEOUS REVENUE	0.00	(21.85)	3,974.56	0.00	(3,974.56)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	518.01	5,564.04	0.00	6,435.96	46.37
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	288.78	0.00	(288.78)	0.00
36998 E RATE REIMBURSEMENT	415,000.00	0.00	191,095.15	0.00	223,904.85	46.05
36999 REBATES - PROCUREMENT CARD	70,000.00	10,079.26	57,759.16	0.00	12,240.84	82.51
CHARGES OTHER:	1,457,500.00	71,692.19	988,976.51	0.00	468,523.49	67.85
39510 SALE OF FIXED ASSETS (GOV)	0.00	0.00	6,761.49	0.00	(6,761.49)	0.00
39520 INSURANCE RECOVERIES - ASSETS	0.00	2,281.49	2,281.49	0.00	(2,281.49)	0.00
TOTAL FOR REVENUE ACCOUNTS	30,779,848.00	222,355.68	17,004,150.31	0.00	13,775,697.69	55.24
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	15,661,261.00	1,280,774.81	10,048,958.76	0.00	5,612,302.24	64.16
51105 ADDITIONAL HOURS	238,300.00	17,757.07	190,918.06	0.00	47,381.94	80.12
51106 SHIFT DIFFERENTIAL	167,525.00	17,087.54	106,915.00	0.00	60,610.00	63.82
51107 SUBSTITUTE HOURS	275,400.00	29,561.16	209,359.34	0.00	66,040.66	76.02
51109 TUITION ASSISTANCE PROGRAM	10,500.00	241.70	11,977.50	0.00	(1,477.50)	114.07
51200 OVERTIME WAGES	12,400.00	2,010.25	21,577.00	0.00	(9,177.00)	174.01
51999 ADJ WAGE/SALARY TO MATCH PLAN	(654,616.00)	0.00	0.00	0.00	(654,616.00)	0.00
52001 INDUSTRIAL INSURANCE	178,682.00	10,438.44	81,723.86	0.00	96,958.14	45.74

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
52002 MEDICAL INSURANCE	2,457,067.00	185,859.43	1,600,715.57	0.00	856,351.43	65.15
52003 F.I.C.A.	1,251,962.00	100,824.52	789,523.49	0.00	462,438.51	63.06
52004 RETIREMENT	1,800,779.00	165,496.79	1,164,681.20	0.00	636,097.80	64.68
52005 DENTAL INSURANCE	231,182.00	18,520.96	148,478.97	0.00	82,703.03	64.23
52006 OTHER BENEFIT	10,540.00	940.00	8,000.00	0.00	2,540.00	75.90
52010 LIFE AND DISABILITY INSURANCE	28,669.00	5,334.90	42,334.82	0.00	(13,665.82)	147.67
52020 UNEMPLOYMENT COMPENSATION	30,500.00	1,792.82	9,228.83	0.00	21,271.17	30.26
52200 UNIFORMS	1,300.00	0.00	0.00	0.00	1,300.00	0.00
52999 ADJ BENEFITS TO MATCH PLAN	(239,627.00)	0.00	0.00	0.00	(239,627.00)	0.00
PERSONNEL	21,461,824.00	1,836,640.39	14,434,392.40	0.00	7,027,431.60	67.26
53100 OFFICE/OPERATING SUPPLIES	257,500.00	22,502.63	147,015.79	14,258.76	96,225.45	62.63
53101 CUSTODIAL SUPPLIES	60,000.00	7,887.16	43,368.21	0.00	16,631.79	72.28
53102 MAINTENANCE SUPPLIES	60,200.00	2,758.46	25,781.04	0.00	34,418.96	42.83
53103 AUDIOVISUAL PROCESSING SUP	25,000.00	597.39	11,827.96	0.00	13,172.04	47.31
53104 BOOK PROCESSING SUPPLIES	20,000.00	611.24	9,310.81	0.00	10,689.19	46.55
53105 TRAINING SUPPLIES	10,500.00	0.00	0.00	0.00	10,500.00	0.00
53200 FUEL	47,500.00	0.00	14,789.06	0.00	32,710.94	31.13
53401 ADULT MATERIALS	732,500.00	49,105.75	470,323.91	0.00	262,176.09	64.21
53403 PERIODICALS	86,000.00	1,163.95	93,104.42	0.00	(7,104.42)	108.26
53405 JUVENILE BOOKS	535,650.00	55,058.03	336,095.12	0.00	199,554.88	62.75
53406 PROFESSIONAL COLLECTION	1,500.00	323.54	993.66	0.00	506.34	66.24
53407 INTERNATIONAL COLLECTION	43,000.00	3,486.68	16,087.78	0.00	26,912.22	37.41
53408 AUDIOVISUAL MATERIALS - ADULT	845,000.00	61,357.05	472,637.53	0.00	372,362.47	55.93
53409 AUDIOVISUAL MATERIALS - JUV	93,500.00	12,544.26	34,866.21	0.00	58,633.79	37.29
53411 ELECTRONIC INFO SOURCES	641,700.00	0.00	327,643.21	0.00	314,056.79	51.06
53412 REFERENCE SERIALS	12,000.00	62.80	1,035.88	0.00	10,964.12	8.63
53413 ELECTRONIC SERVICES	248,950.00	13,494.32	218,260.76	2,901.78	27,787.46	88.84
53414 ELECTRONIC COLLECTION	395,000.00	22,688.63	411,606.38	0.00	(16,606.38)	104.20
53464 VENDOR PROCESSING SERVICES	154,500.00	12,362.59	105,060.87	0.00	49,439.13	68.00
53499 GIFTS - MATERIALS	0.00	0.00	462.76	0.00	(462.76)	0.00
53500 MINOR EQUIPMENT	17,400.00	9,450.15	15,828.17	0.00	1,571.83	90.97
53501 FURNISHINGS	127,500.00	7,010.01	70,055.30	3,663.04	53,781.66	57.82
53502 TECHNOLOGY HARDWARE	143,300.00	16,003.10	72,530.58	0.00	70,769.42	50.61
53505 SOFTWARE/LICENSES/HOSTING	292,500.00	2,142.46	12,884.95	26,750.54	252,864.51	13.55
54100 PROFESSIONAL SERVICES	401,840.00	75,089.91	279,802.82	72,932.13	49,105.05	87.78
54101 LEGAL SERVICES	45,000.00	630.00	11,130.00	0.00	33,870.00	24.73
54102 COLLECTION AGENCY	14,000.00	1,503.60	10,829.50	0.00	3,170.50	77.35
54161 RESOURCE SHARING SERVICES	15,000.00	1,248.78	8,674.08	0.00	6,325.92	57.83
54162 BIBLIOGRAPHICS SERVICES	35,000.00	8,626.56	25,559.72	0.00	9,440.28	73.03
54163 PRINTING AND BINDING	500.00	0.00	0.00	0.00	500.00	0.00
54165 ILL LOST ITEM CHARGE	2,500.00	70.77	858.35	0.00	1,641.65	34.33
54200 POSTAGE AND SHIPPING	33,800.00	227.62	16,067.53	23.00	17,709.47	47.61
54201 TELECOM SERVICES	518,300.00	101,143.97	438,804.85	151,574.32	(72,079.17)	113.91
54300 TRAVEL	46,050.00	751.80	17,611.79	0.00	28,438.21	38.24
54301 MILEAGE REIMBURSEMENTS	35,250.00	2,416.52	21,817.28	0.00	13,432.72	61.89
54400 ADVERTISING	47,400.00	2,525.60	19,831.43	15,745.59	11,822.98	75.06
54501 RENTALS/LEASES - BUILDINGS	404,500.00	19,482.24	275,497.26	64,138.93	64,863.81	83.96

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54502 RENTALS/LEASES - EQUIPMENT	34,600.00	2,609.10	17,836.53	12,590.98	4,172.49	87.94
54600 INSURANCE	233,000.00	0.00	838.40	0.00	232,161.60	0.36
54700 ELECTRICITY	235,000.00	22,203.68	180,159.83	0.00	54,840.17	76.66
54701 NATURAL GAS	15,000.00	294.90	8,219.82	0.00	6,780.18	54.80
54702 WATER	29,700.00	3,794.73	19,240.16	0.00	10,459.84	64.78
54703 SEWER	16,200.00	2,233.15	20,243.25	0.00	(4,043.25)	124.96
54704 REFUSE	31,500.00	2,643.91	18,352.49	0.00	13,147.51	58.26
54800 GENERAL REPAIRS/MAINTENANCE	236,400.00	31,083.62	167,231.66	53,640.86	15,527.48	93.43
54801 CONTRACTED MAINTENANCE	591,400.00	22,680.89	427,160.28	207,534.96	(43,295.24)	107.32
54803 MAINT. TELECOM EQUIPMENT	10,000.00	0.00	295.38	0.00	9,704.62	2.95
54900 REGISTRATIONS	59,600.00	1,717.22	28,281.93	250.00	31,068.07	47.87
54901 DUES AND MEMBERSHIPS	41,650.00	761.00	4,351.00	0.00	37,299.00	10.45
54902 TAXES AND ASSESSMENTS	29,500.00	54.44	17,134.51	0.00	12,365.49	58.08
54903 LICENSES AND FEES	52,650.00	4,024.70	28,112.99	0.00	24,537.01	53.40
54904 MISCELLANEOUS	790.00	0.00	0.00	0.00	790.00	0.00
54905 EVENT REGISTRATION	2,000.00	0.00	0.00	0.00	2,000.00	0.00
55100 INTERGOVERNMENTAL	18,000.00	0.00	0.00	0.00	18,000.00	0.00
59700 TRANSFERS OUT	1,231,194.00	0.00	0.00	0.00	1,231,194.00	0.00
ALL OTHER EXPENSES	9,318,024.00	608,428.91	4,975,513.20	626,004.89	3,716,505.91	60.11
TOTAL FOR EXPENSE ACCOUNTS	30,779,848.00	2,445,069.30	19,409,905.60	626,004.89	10,743,937.51	65.09
NET SURPLUS / DEFICIT	0.00	(2,222,713.62)	(2,405,755.29)	(626,004.89)	3,031,760.18	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: SPECIAL PURPOSE FUND (15)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT INCOME	0.00	588.01	2,858.55	0.00	(2,858.55)	0.00
CHARGES OTHER:	0.00	588.01	2,858.55	0.00	(2,858.55)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	588.01	2,858.55	0.00	(2,858.55)	0.00
EXPENSE ACCOUNTS						
PERSONNEL	0.00	0.00	0.00	0.00	0.00	0.00
ALL OTHER EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	0.00	0.00	0.00	0.00	0.00	0.00
NET SURPLUS / DEFICIT	0.00	588.01	2,858.55	0.00	(2,858.55)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: DEBT SERVICE FUND (20)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.19	0.54	0.00	(0.54)	0.00
TAXES:	0.00	0.19	0.54	0.00	(0.54)	0.00
36110 INVESTMENT INCOME	0.00	66.68	374.04	0.00	(374.04)	0.00
CHARGES OTHER:	0.00	66.68	374.04	0.00	(374.04)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	66.87	374.58	0.00	(374.58)	0.00
NET SURPLUS / DEFICIT	0.00	66.87	374.58	0.00	(374.58)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 8/31/2017

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2017 Budget	August Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	633,806.00	0.00	0.00	0.00	633,806.00	0.00
36110 INVESTMENT INCOME	0.00	604.12	5,420.96	0.00	(5,420.96)	0.00
36700 FOUNDATION DONATIONS	0.00	0.00	34,069.32	0.00	(34,069.32)	0.00
36720 FRIENDS' REIMBURSEMENTS	22,000.00	0.00	0.00	0.00	22,000.00	0.00
36998 E-RATE REIMBURSEMENT	30,000.00	0.00	55,858.60	0.00	(25,858.60)	186.20
CHARGES OTHER:	685,806.00	604.12	95,348.88	0.00	590,457.12	13.90
39700 TRANSFERS IN	1,231,194.00	0.00	0.00	0.00	1,231,194.00	0.00
TOTAL FOR REVENUE ACCOUNTS	1,917,000.00	604.12	95,348.88	0.00	1,821,651.12	4.97
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	2,712.83	0.00	(2,712.83)	0.00
53102 MAINTENANCE SUPPLIES	0.00	0.00	248.72	0.00	(248.72)	0.00
53408 AUDIOVISUAL MATERIALS - ADULT	50,000.00	0.00	43,264.31	0.00	6,735.69	86.53
53501 FURNISHINGS	26,000.00	79,270.74	219,043.78	40,086.19	(233,129.97)	996.65
53502 TECHNOLOGY HARDWARE	204,000.00	298.68	38,429.66	0.00	165,570.34	18.84
54100 PROFESSIONAL SERVICES	250,000.00	31,442.00	105,510.25	22,056.20	122,433.55	51.03
54101 LEGAL SERVICES	0.00	1,863.00	2,528.00	0.00	(2,528.00)	0.00
54300 TRAVEL	0.00	0.00	1,787.99	0.00	(1,787.99)	0.00
54400 ADVERTISING	0.00	154.10	225.40	0.00	(225.40)	0.00
54801 CONTRACTED MAINTENANCE	0.00	0.00	700.05	0.00	(700.05)	0.00
54900 REGISTRATIONS	0.00	0.00	2,320.00	0.00	(2,320.00)	0.00
54912 CONTINGENCY/RESERVE	25,000.00	0.00	0.00	0.00	25,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	785,000.00	0.00	34,197.15	159,506.74	591,296.11	24.68
56201 CONSTRUCTION	295,000.00	28,561.91	130,108.14	95,698.45	69,193.41	76.54
56202 ELECTRICAL	30,000.00	0.00	0.00	0.00	30,000.00	0.00
56205 ROOFING	100,000.00	0.00	0.00	0.00	100,000.00	0.00
56300 IMPROVEMENTS OTHER THAN BLDGS	22,000.00	0.00	0.00	0.00	22,000.00	0.00
56400 MACHINERY & EQUIPMENT	0.00	0.00	12,445.15	0.00	(12,445.15)	0.00
56401 VEHICLES	130,000.00	0.00	0.00	35,137.86	94,862.14	27.03
56402 HVAC	0.00	0.00	6,892.20	0.00	(6,892.20)	0.00
TOTAL FOR EXPENSE ACCOUNTS	1,917,000.00	141,590.43	600,413.63	352,485.44	964,100.93	49.71
NET SURPLUS / DEFICIT	0.00	(140,986.31)	(505,064.75)	(352,485.44)	857,550.19	0.00

MEMO



Date: October 2, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Executive Director Report – September

Kudos

- I joined staff from Sumner and Bonney Lake at a Sumner/Bonney Lake School District board meeting to accept the Golden Apple Partnership Award. This is the School District's highest honor that recognizes organizations and individuals who have dedicated tremendous support to students, staff and schools. The school board recognized the Library System as well as the Bonney Lake and Sumner Libraries specifically.

Strategic Plan Implementation

- This month I began community presentations to thank partners and key leaders for their ideas and input that helped shape our Strategic Framework and to share that Framework and begin to build excitement and support for the work the Library will be doing for its communities as we move forward.
- I was interviewed by Pierce County TV for a five-minute segment that aired on September 28, 2017, and gave a presentation to the Buckley City Council as well.
- I was joined in Buckley by Community Branch Supervisor Kathy Norbeck as well as members of her Friends of the Library group. A City Councilmember is also a member of the Buckley Friends of the Library. The Mayor and Councilmembers spoke to their use of the Library and especially their excitement about the availability of free eBooks.
- I also shared the presentation at the fall Friends Connection meeting and spoke with members of the Friends of the Library groups about how the groups and their members can help the Library by sharing their excitement about the Library's direction with their friends, neighbors and groups they attend.
- I met with Pierce County Executive Bruce Dammeier and Sarah Thomas, Director of Constituent Services, to share our Strategic Plan. We discussed how and when the Library District and County intersect, the Trustee appointment process, library trends and good books to read. He was interested in our work in support of job seekers, and our commitment to community collaboration and partnership. He regularly attends Pierce County READS.

Facilities Master Plan

- This month Melinda Chesbro, Cliff Jo and I attended the Lakewood Council study session during which they discussed a possible Memorandum of Understanding with the Library District that would allow our two organizations to partner in pursuing future improvements to the Lakewood and Tillicum Libraries. The following week, the Lakewood City Council approved the MOU. We have signed the agreement and will be working with City staff to evaluate potential property and locations that would allow us to expand both libraries at a future date when funding was available.
- Cliff Jo and I, with our real estate consultant Peter Folkens, met with Bonney Lake City Administrator Don Morrison and Public Services Director John Vodopich to discuss their community planning. We shared that

we are updating our Facilities Master Plan and our interest in exploring future library improvements to meet the needs of the growing Bonney Lake community.

- I continued discussions with Sumner/Bonney Lake Rotary members Jerry Vandenberg and Barb Bitetto, who are interested in supporting future plans for the Sumner and Bonney Lake Libraries.

Community

- Assistant to Lakewood City Manager Torie Brazitis and I met to discuss libraries. Her position was created by the City of Lakewood to mentor future city managers. She was interested in learning about library governance and funding in Washington State, as well as about how Pierce County Library operates and the work and innovations we are doing. Torie has worked with, and championed, libraries in some of her previous positions, particularly in Colorado. Her daughter is also an avid participant at Steilacoom story times and sent a big hello to Miss Maggie.
- I was invited to attend Secretary of State Kim Wyman's Community Leaders' Dinner along with 11 local college presidents, the county auditor, economic development leaders and mayors. It was a chance for all of us to share and discuss how we each serve our community and where our services intersect.
- I attended the Pierce County Workforce Development Council's leadership team meeting. The Library is one of 15 community organizations working to implement a new partnership structure under the Workforce Innovation and Opportunity Act (WIOA) that will result in a network that supports job seekers, workers and employers.

Library Community

- Dean Carrell, Mary Getchell and I attended the Regional Trustee meeting in Lynnwood and spent the day learning about the election process, public disclosure rules and the experience other library systems have had with ballot measures.

MEMO

Date: September 30, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Jaime Prothro, Interim Customer Experience Director

Subject: Branch Services Report - August

This report must be prefaced by how outstanding, only occasionally calm, and outright impactful the August 21 Solar Eclipse was in each of our communities. Phones were ringing off the hook, lines were out the door for programming, glasses were sacred and shared, and the excitement was real!

Bonney Lake

- While at the Help Desk, a middle-aged man approached staff with a book in his hand and proceeded to tell us enthusiastically how great the adult summer reading program was. He said he hadn't read a book in years, and that the program got him reading again. He went on to tell us all about the book, and to ask for more recommendations (which he got in abundance!)

Buckley

- This month the book group discussed "Between the World and Me" by Ta-Nahisi Coates. The book was written as a letter to the author's teenaged son about the feelings, symbolism, and realities associated with being black in the United States. Our discussion was just three days after the Charlottesville, VA rally where Heather Heyer, who opposed the white nationalist rally, was killed.

Dupont

- Wow! We had customers lined up all the way down to the corner waiting to get their eclipse glasses.



Eatonville

- Customer Mr. Stevens came in and told us “Yours is the only restroom I’ve been in today that is clean, has soap, paper towels and toilet paper. I just wanted to thank you and commend the person who does your cleaning.” Mr. Stevens runs a crime scene clean up business.

Graham

- The Graham 25th anniversary celebration was a great success. We had 262 attend. Everyone who attended seemed to have a great time. There was literally something for everyone including Miniature ponies, a time capsule opening and a historical talk by a local historian.

Gig Harbor & Key Center:

- The libraries are partnering with the Greater Gig Harbor Foundation to support their Community Harvest initiative backpack for kids beginning in September. The two libraries will be sponsoring one meal, which means that we hope our customers donate enough ingredients for 425 crockpot meals.

Lakewood

- Staff presented an intergenerational program “Remembering the Summer of Love” on Saturday, August 19th. The program focused on remembering the culture change amongst young people in 1967 emphasizing art, music and fashion.
- Young film-makers from the *Bring a Better World into Focus* Teen Summer Reading program presented their films at the Latin Arts and Hilltop Street Festival on Saturday August 26th. Their films, entitled “Beautiful”, “Teenagers”, and “Self-Acceptance”, were shown alongside films submitted by local artists and film-makers.

Orting

- PCLS device help at the Senior Center is doing great. They have now started scheduling people every 15 minutes so that everyone can get their questions answered.

Outreach

- Several members of the Pierce County Library Foundation Board visited community sites around Lakewood for *On the Road with Summer Reading*. The purpose of the Board members’ visits was to engage with the community and to become familiar with outreach work at those service points. *On the Road with Summer Reading* is generously supported by the Pierce County Library Foundation.

South Hill

- On August 19, staff went to Hounds on the Hill event at Bradley Lake Park for an outreach activity. They passed out book lists, program fliers, and milk bones to passersby.

Summit

- A customer came up to on August 29, and said: ‘I remember last year you were the one who helped me out with my resume for Costco and I just wanted to let you know that I got the job because of your help with the resume. And now a year later I am still working for Costco and I just wanted to tell you how much I appreciate your help.’

Tillicum

- “Chuck, the man who does the Center’s senior meal site stopped to tell me how much he is enjoying using Overdrive on his Kindle. He said it has made his life so much easier and he loves the automatic return. He said he is telling the seniors at his other meal sites all about Overdrive and how convenient it is to use.”

University Place

- Customer Feedback: Senior Branch Assistant Sophie Pederson received the loveliest of notes from a younger patron: “*You have been a number one go-to place since I was three.*”

Board Education and Service Reports

MEMO



Date: October 4, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Steve Carmody, University Place Library Branch Manager

Subject: Board Meeting at the University Place Library

I'd like to welcome you to the University Place Pierce County Library! What a wonderful idea to have the Board Meetings at various PCLS locations, so you can see our branches in use and meet customers and staff.

The first University Place Library opened in 1963. In 1995, the City of University Place incorporated, and annexed into the Pierce County Library System. Our current 15,000 square foot library, in the beautiful University Place Civic Building, opened in February, 2011. This truly is a community hub, with the University Place Police Department upstairs, and the future home of University Place City Hall on the 3rd Floor. Later this year, we look forward to welcoming our new neighbors, Anthem Coffee and Tea, to the Civic Building. At any given time the Library is open, one can see library and community groups using the meeting room, conference room, study rooms, atrium or gathering together on our public floor. In 2016, we had 276,185 visitors.

As you are all aware, the Pierce County Library Strategic Framework was made public earlier this year. A quick glance at the University Place Pierce County Library October Events calendar shows how we strive to meet the Strategic Focus Areas of Learning, Enjoyment and Community.

Learning comes in many different forms, from using our print or digital collections and databases, or using free Library computers or Wi-Fi to learn online. This month we also have Job Hunting classes, drop-in Tech Help to assist customers with their mobile devices, Book a Librarian sessions to meet with customers at a time convenient for them, FAFSA workshops to help college students fund their education, STEM programs on Robotics and Coding, and story times for children and families.

Enjoyment can be in the form of reading for pleasure or checking out a DVD, and there are certainly plenty of books and movies at UP! In fact, in 2016 we circulated 643,618 items. This month, we also have a Meditation practice group, our Knitting and Crochet meetup, an Open Mic Night in the atrium, where you can hear some wonderful musicians and storytellers, Pumpkin Decorating and UP Rocks! rock painting.

A sense of *Community* occurs by running into a friend or neighbor at the Library, or discussing books with a favorite Library staff member. We also feature an English conversation group most Saturdays, giving a welcome to new residents. Our Reading Buddies partnership brings Teen volunteers together with Little Buddies to work on reading and literacy games. Our Friends of the Library will host one of their book sale weekends, bringing in reading enthusiasts of all ages and walks of life. Finally, the Teen

Council will be in full swing this month, welcoming existing and new members, as they plan for a late night "lock-in" event in late October.

I hope you have a better sense of how the University Place Pierce County Library fits into the PCLS Strategic Framework on a day-to-day basis. On behalf of all the staff, I'd like to invite you to come back and visit us again, soon!

Please feel free to contact me at 253.548.3601 if I can be of assistance in the future.

New Business

MEMO



Date: October 3, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: 2018 Budget

Over the last 12 months, several important changes occurred. We have finished the strategic plan, nearly completed updating the facilities master plan, hired a new finance manager who has experience in bonds, and introduced two new members to the Board of Trustees. Recognizing that these represent significant changes into a new era, I researched ways to approach the budget document.

During September I conducted research on what peer libraries are publishing for budgets to attain a sense of not just the numbers but also their process and content.

All the libraries I looked at no longer publish or provide comprehensive budget documents. Instead they focus on the following:

- Annual financial reports
- Strategic process/vision communication
- Concise budget documents that can be scanned and read quickly
- Revenues and expenditures that are efficiently conveyed
- Bonds and facility funding information

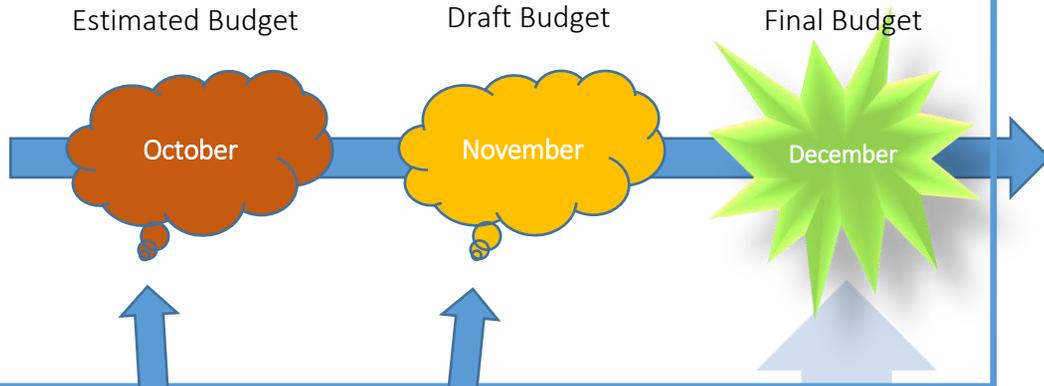
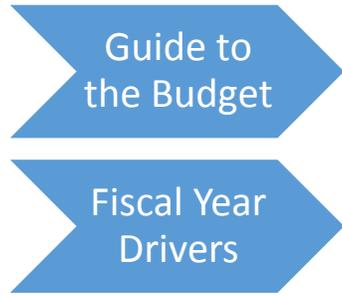
Our current budget document is over 100 pages and is a compilation of a lot of material that can be—and should be—reallocated to other purposes. For example, Financial Administration is often contained in the notes section of other libraries' annual financial reports.

Attached is a map for proposed changes to the budget process and document. During the Board meeting, I will provide you an overview of how we can improve the budget process by incorporating a thoughtful approach and relevant information throughout the fiscal year. We look forward to hearing your thoughts and feedback.

The second attachment is the *Guide to the Budget, 2018 Update*. This document provides considerable information contained in the original budget document format. It is your guide to various information and processes utilized during the initial stages of budget development, and is designed to be shared publicly as an ongoing guide to our budget. It will be updated once a year.

PIERCE COUNTY LIBRARY IMPROVED BUDGET PROCESS

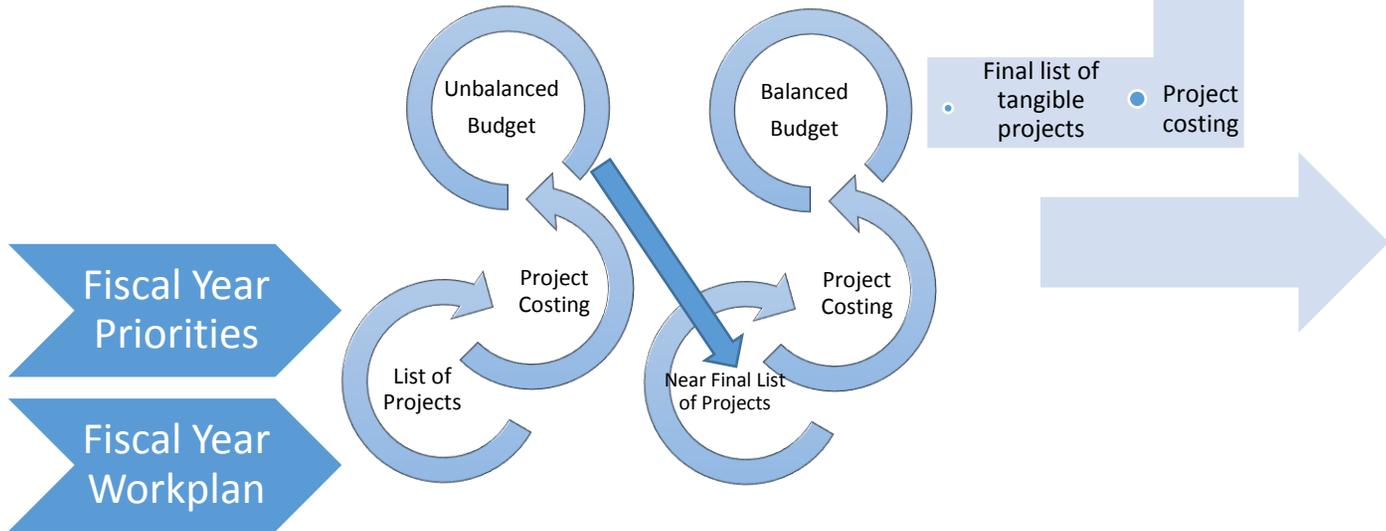
BOARD SWIM LANE



Budget Document
(10 pages)

Charts & Tables
(8-10 pages)

ADMINISTRATIVE TEAM &
LEADERSHIP TEAM SWIM LANE



Expenditure
Management Tools
* Variance process
* Expenditure tracking
* Board financial reports

DOES NOT HAVE \$\$

DOES NOT HAVE WORKPLAN

GUIDE TO THE BUDGET

2018 UPDATE

Pierce County Library System

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Overview

Every year, the Library creates a fiscal year budget. Herein contained is description of the process and elements that go into creating the budget. It is meant as a guide to help the Board of Trustees through the process, and a roadmap for the Library's management.

Calendar

Board Meeting	2018 Budget Activities
August 9, 2017	<ul style="list-style-type: none">• Review budget calendar• Review Fiscal Management Policy
September 13, 2017	<ul style="list-style-type: none">• Review preliminary levy certificate and impact to budget• Review budget drivers (CPI-U, etc)• Approve amended Fiscal Management Policy (if necessary)
October 11, 2017	<ul style="list-style-type: none">• Review final project proposals and impact to budget• Review Executive Director's budget message
November 8, 2017	<p style="text-align: center;"><u>FIRST PUBLIC HEARING</u></p> <ul style="list-style-type: none">• Review first comprehensive draft budget• Approve levy certificate• Implicit Price Deflator decision (if necessary)
December 13, 2017	<p style="text-align: center;"><u>SECOND PUBLIC HEARING AND FINAL APPROVAL</u></p> <ul style="list-style-type: none">• Review draft budget narrative• Approve General Fund budget• Approve Capital Improvement Fund budget• Approve Special Purpose Fund budget
January 10, 2018	<ul style="list-style-type: none">• Budget narrative distributed• Review amended levy certificates (if any)

Budget Method and Sequence

Pierce County Library System has been recognized for its strong financial management processes. In 2017, the budget timeline began in July with planning and project development. The budget process first embraced methods and processes for creating budgets around the Strategic Plan, and then a work plan was developed. This move brought perspective future opportunities that should be studied as well as lingering items that were deferred during the recession. An important part of this process was to begin with input from staff and then winnow down possible projects to fit within budgetary and staffing constraints.

Beginning in 2017 the Administrative Team gave the Leadership Team ownership of work plan development and decision-making. This included review of all departmental budgets and recommendations, and a clear understanding of the financial activities that the Library incurs.

Managers justify funding levels for their base operating budgets and developed proposals to address pressing needs for serving the customer or improving the infrastructure. The Administrative Team evaluated all proposals; many were not implemented as funding under the 1% revenue increase limitation did not provide adequate additional funding beyond paying for labor cost increases. The overall process was streamlined to reduce the number of meetings that were previously held during budget development.

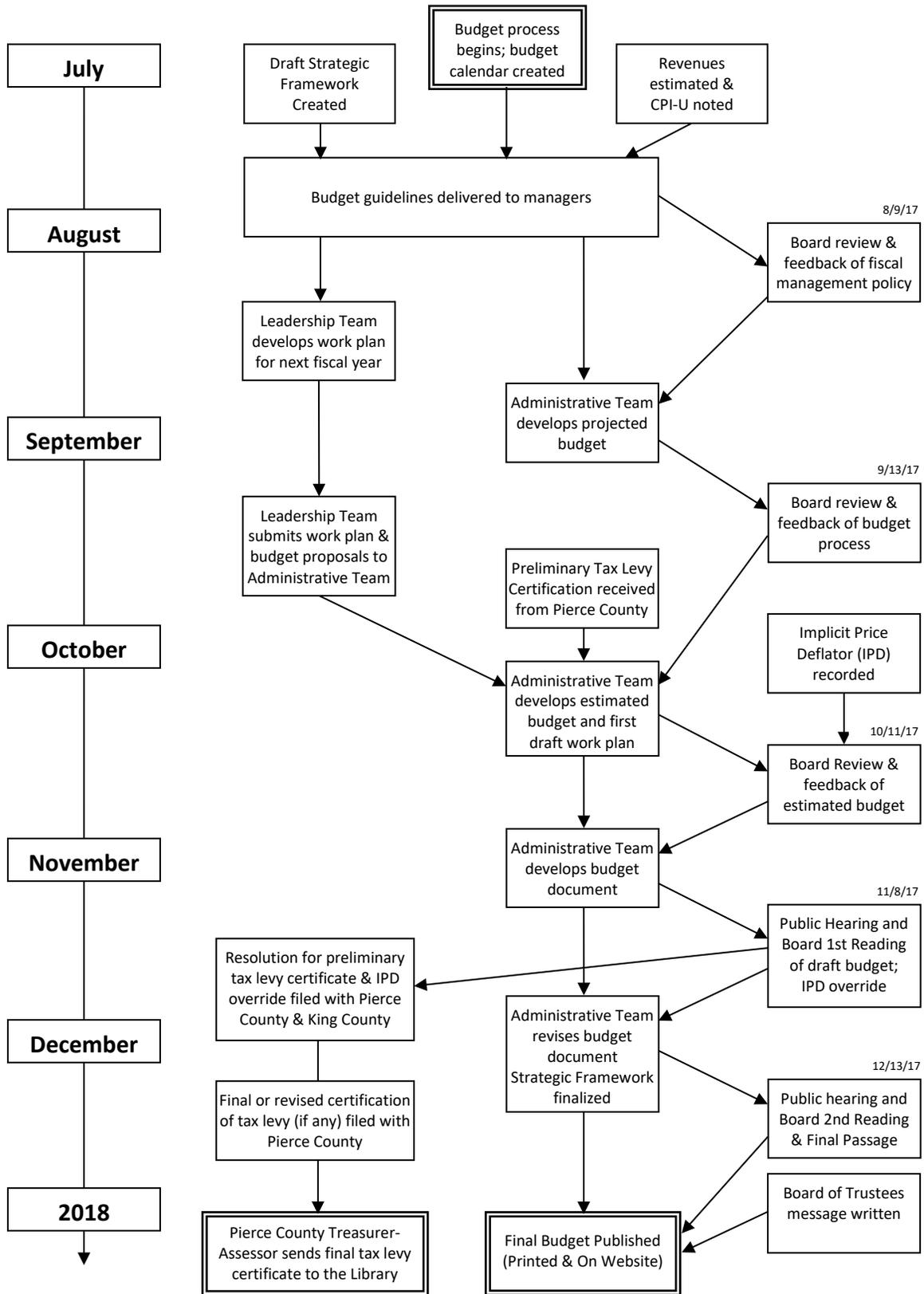
The annual budget is developed by applying the following method:

1. The Administrative Team discusses service priorities, fiscal realities, and developed strategies, in tandem with the Strategic Framework.
2. Projected revenues are calculated in July from estimated property value assessments.
3. Leadership Team members are given guidance on how to create their budgets.
4. Leadership Team members collaborate to create project proposals and capital projects, which became part of the annual work plan.
5. The Library receives Pierce County's preliminary tax certification, which contained revenue calculations for 2018.
6. The Administrative Team reviews the compiled list of proposals from managers and calculates a draft budget. The Implicit Price Deflator (IPD) is received, if it is under 1%, the Board decides whether to approve a "substantial need" to override the IPD.
7. The Administrative Team finalizes the budget and work plan.
8. The estimated budget (operating) and work plan are presented at the October Board of Trustees meeting.
9. The draft balanced budget is presented at the November Board of Trustees meeting for public hearing and first reading.
10. The Administrative Team makes any needed adjustments to departmental budgets.
11. The final budget is presented at the December Board of Trustees meeting for public hearing and final passage.
12. The final budget is published and made available publicly via the website.

During the final weeks of the budget process the Administrative Team works to balance the Operating Budget, the Capital Improvement Budget, Special Purpose Budget, and Fund Balances/Cash Reserves. Changes in any one area will impact the others. Because the Library tightly manages current and future cash flow (given moving projections), the selection of budget proposals and funding requests are ranked, and then decided upon with the explicit understanding that calculations for the final budget must preserve the integrity of the four areas as established in proven practices.

The overall budget method ensures that Library management strategizes and plans for service priorities. A process chart of budget key milestones and activities is provided on the following page.

Figure X: Budget Process & General Timeline



Finance Administration

Accounting method

The Library is authorized by the Washington State Auditor to use the “Cash Basis” accounting method for all Library funds. This means transactions are accounted for when they are either received or paid. The specific accounting method applied in the Library is the Washington State Budget, Accounting and Reporting System (BARS). The Library does not report using General Accepted Accounting Principles (GAAP).

Fiscal year

The Library operates on a calendar fiscal year, from January 1 through December 31. The Library does not employ a “13th month” for its fiscal year to account for entries that close out the fiscal year. The Washington State Auditor stipulates that all items purchased be received on the premises by December 31, invoices received and approved for payment within the first two weeks of January, and payments made by the end of January. The Library closes the fiscal year with all entries accounted for by December 31.

Funds

The Library uses three funds, two of which are major (a major fund is defined as a fund whose budget of revenues and expenditures are approved by the Board of Trustees by resolution; a minor fund has no budget of revenues and expenditures—it is inactive for all intents and purposes).

- **The General Fund**—a major fund—is used for receiving nearly all revenues that come to the Library. All ongoing operations, such as salaries, benefits, payments and purchases for supplies, equipment budget, as the latter does not record Board approved unbudgeted fund-to-fund transfers. These transfers are generally performed after the annual report is issued in May and unanticipated revenues and savings from the prior year are recorded, then some portion moved to the Capital Improvement Fund, per the Fiscal Management policy.
- **The Capital Improvement Fund**—a major fund—is a separate fund used to receive transfers of funds from the general fund and other one-time revenues, such as special purpose grant monies and donations. Expenditures out of the Capital Improvement Fund pay for such projects as improvements to buildings, major improvements to services, major equipment purchases that are not routine. Salaries and wages are generally not paid out of the Capital Improvement Fund.
- **The Special Purpose Fund**—a major fund—is for projects that are of a one-time nature such as those funded by grants and donations, recurring programs that run for a few months and may have multiple funding sources, and set-asides for committed future expenditures. Use of this Fund was limited to set asides.
- **The Debt Service Fund**—a minor fund—is used to receive any bond/debt related revenues and payments. At this time, Debt Service Fund is not considered a major fund because the Library carries no debt and is making no payments.

Each fund may contain restricted and unrestricted uses, and these are clearly identified in their description within this budget document. All funds are reported to the Washington State Auditor in the Library’s annual report. All funds are audited. Beginning in 2011, the Washington State Auditor requires reporting of restricted and unrestricted funds, and this budget document will be used to identify those elements in the annual report.

Because the Library is a special purpose taxing district (junior taxing district, having similar taxing authority to firefighting districts) with its own taxing authority, funds are appropriated differently than how a city appropriates funds to a city library. When the Library certifies the property tax levy, the Pierce County Assessor-Treasurer approves the final property tax that is levied on property owners.

The Board of Trustees is authorized to create other funds as needed. See the table below for departments authorized to use each type of fund.

Table X: Department Use of Funds

Department	General	Capital Improvement	Special Purpose	Debt Service
Executive Office	✓	✓		
Customer Experience	✓	✓		
Collection Management	✓			
Finance	✓	✓	✓	✓
Technology Experience	✓	✓		
Facilities Management	✓	✓		
Communications	✓	✓		
Fund Development	✓			
Staff Experience	✓			

Fund Balance

All Library funds (General, Capital Improvement, Special Purpose, Debt Service) have the simple definition of the existing fund balance from December 31 of the previous year as reported to the State Auditor, plus the net of new revenues and actual expenditures of the current year (the Library has historically recorded an annual credit in the General Fund, but it fluctuated considerably for the Capital Improvement Fund), debit/credit any adjustments at the end of the current year, minus use of fund balance to pay for expenses (in particular, operating and capital). The Special Purpose Fund’s intent is to be self-funded by the projects, programs, and set-asides.

Treasury and Banking

Washington State law appoints the Pierce County Assessor-Treasurer to act as the official treasurer for the Library. Revenues from property taxes and other public sources (such as Private Harvest Tax) are held and released by the Pierce County Assessor-Treasurer. Expenses are redeemed by the treasurer. The Library is authorized to create and manage bank accounts as needed to conduct business. Bank accounts are used for payroll processing, receipt of branch fines and fees revenue, and other electronic transfers to agencies, such as the IRS and Washington State Department of Retirement System. However, all transactions must eventually be recorded with the treasurer. The Pierce County Assessor-Treasurer also acts as the investment pool for available Library funds.

The Library’s banks and their uses are provided in the table below.

Table X: Department Use of Funds

Institution	Purpose
Bank of America	<ul style="list-style-type: none"> • Merchant Services (online payment of fines/fees, receipts for eRate reimbursements) • Checking
Columbia Bank	<ul style="list-style-type: none"> • Payroll ACH • Accounts Payable electronic withdrawals (Social Security, DRS, AWC healthcare, DOR) • Checking
Keybank	<ul style="list-style-type: none"> • Branch Deposits of fines, fees, and other customer transactions • Checking
PayWare/PayPal	<ul style="list-style-type: none"> • Envisionware credit card payments

Budgeting

The Library budgets all funds according to the “cash basis” budgeting method and such budgets are reported to the Pierce County Assessor-Treasurer Office and to the Washington State Auditor. Therefore, the Library uses the same basis of accounting for both budgeting and annual reports. Due to the timing of final budget approval and reporting, compared to the fiscal year annual report which occurs in February, estimates are used for ending and starting fund balances based on the most accurate information available at the end of November and prior to the final budget approval in December. The Library may use an amending budget process during the year to reconcile the actual fund balances with the originally approved budget estimates (any amended budget is used as the annual report to the State Auditor). Prior to receipts of property tax revenues in April and in October, the Library uses existing fund balances—allocated as restricted funds— to cover payments for operations.

It’s not uncommon to have capital projects with multi- year contracts or schedules. In such cases, the Library rolls over the contracts from year to year and every attempt is made to be accurate during the budget process to predict the balance of contracts that need to be rolled over. The Library encourages managers to have all contract encumbrances satisfied by December 31. Remaining contract values are reopened for the current fiscal year. All encumbrances are zeroed out prior to the annual report.

Grants and restricted donations at times span fiscal years. Grant and donation funded activities in the Special Purpose Fund will roll over from year to year. Wherever possible, the Library makes efforts to receive grant and donation revenues closest to the time of procurement and payment.

Budget Amendments

Amending a budget may occur as business needs warrant during the fiscal year, and whether funds from prior year operations are available to address critical impacts that may have occurred since the December approval of the budget. The Library’s practice is not to transfer funds to/from departments or among line items, even if the bottom line remains the same. During an amending budget process, managers review priorities, changes, and assess budgetary needs through the end of the year. Fiscal year revenues are adjusted accordingly based upon receipts and current estimates. A balanced general fund budget may be proposed to the Board of Trustees for consideration and approval. The capital improvement and special purpose budgets may be amended throughout the year due to the nature of projects and needs, including emergency purchases. Management periodically provides revised capital and special purpose budgets to the Board of Trustees, of which the Board considers and takes motion.

Annual Reports

Every year, the Library reports to the Washington State Auditor its prior year's annual fiscal results. Reports include a statement of revenues and expenditures, broken down by fund, a statement of cash, and other information as required by law. Notes are provided. All annual reports submitted to the State Auditor are available online at www.sao.wa.gov. The Library provides a comprehensive report to the Board of Trustees as early as the February Board meeting.

Audits

The Washington State Auditor conducts a biennial audit of the Library's accountability and finances using the Governmental Auditing Standards (GASB), and conducts a "cash basis" audit. Typical audit areas include:

- Open Public Meetings Act and reporting
- Cash receipting
- Internal control
- Agreements and contracts
- Public Work projects
- Purchasing
- Banking activities
- General accounting, financial handling, and financial statements
- Compliance with applicable Washington State laws and regulations
- Policies and enforcements
- Other areas of auditing interest by auditors, management, and Board members

Auditors begin in October of every other year and conclude their work two to three months later. One or more Board of Trustee members are asked to participate in both the audit's entrance and exit interviews with Library management and state auditors. The last audit for the 2015-2016 fiscal years concluded with its exit interview on December 7, 2015. Auditors reported that:

- There were no uncorrected misstatements in the audited financial statements.
- There were no material misstatements in the financial statements corrected by management during the audit.
- No significant deficiencies in internal control over financial reporting were identified.
- No instances of noncompliance were identified that could have a direct and material effect on the determination of financial statement amounts.

The audit concluded with an unqualified opinion, a clean audit with no findings and no letters. This concluded the 17th consecutive clean audit spanning over three decades (there were single-year audits). The next audit for 2017-2018 will commence in late 2019. Pierce County Library audit reports are available online at www.sao.wa.gov.

Financial System

Tyler Technologies' Eden suite of products are used to manage the Library's finances, accounting, human resources, and other administrative tasks. Eden was implemented in 2008 and no major changes occurred to the system in 2016. The product is slated for discontinuation in 8 to 10 years (as of now, it is no longer being sold to new customers). A replacement project began in 2017, with implementation scheduled for 2018. However, due to other pressing priorities, selection and implementation of a new system is delayed until 2019.

The auditor requires Eden records be reconciled with all bank accounts and with the Pierce County Assessor Treasurer' system.

Fiscal Principle, Policy, and Practices

Pierce County Library employs key financial policies and practices in guiding its budget decisions for current and future fiscal years. Many of these are stated in the Library's fiscal management policy, which is by design a long-term fiscal management policy enacted by the Board of Trustees. It and other major policies are summarized as follows:

Guiding Principle

The guiding principle of the Pierce County Library System during times of harsh economic conditions is not to diminish its product. Budget decisions relate to providing the best mix of cost-conscious services to the community without sacrificing value. Its product is determined by asking the community to tell the Library what is valued and needed.

Fiscal Management Policy

The Library routinely reviews and updates the Fiscal Management Policy in accordance to the Board's guidance. The latest version of the policy can be found in Appendix A.

Budget Planning Process

The budget planning process begins with establishing executive priorities, gathering and evaluating measures, and applying strategic management to the Library's goals and objectives. Provided in this section is a brief summary of the budget planning process and the major methods and elements incorporated.

Executive Priorities

Continuously, the Executive Director assesses the realities of the external world, the needs of the community and customers, as well as directions of library activities nationwide and regionally. As the budgeting process begins for the next fiscal year, the Executive Director sets the priorities. These priorities are communicated with the Administrative Team and to the Leadership Team with instructions to craft their budgets accordingly.

Performance Measures

The Library gathers performance measures and evaluates progress. The data is culled from multiple areas of Library performance. Examples include how many items have been checked out, customer visits to the libraries, and website hits. The data snapshot is crucial to understanding the year's services and other factors, based on current priorities and strategies. The Library keeps system-wide and departmental measures. Performance measures are checked against the strategic management process and are also discussed with the Administrative Team and the Leadership Team.

Long Range Approach

The Library's budgeting and decision-making process always considers the future, not just 2 years out, but 5 to 10 years out. Board of Trustees and Executive Management are committed to making the optimal decisions related to ensuring future fiscal sustainability and meeting current Executive Priorities. Throughout the year, as data becomes available, current, next year, five year, and as applicable ten year projections are created and analyzed, leading to actions that must be taken immediately to ensure the Library remains focused on its mission in the now and future, without decimating services because of lack of effective planning. The chapter on cash flow analysis shows the thinking behind this process. The Library recognizes that strategic goals and fiscal realities intertwine; it is exemplified in making clear priorities for the Library, and then exacting a conservative approach to budgeting and an aggressive pursuit of efficiencies. The Administrative Team expects Leadership Team members to implement efficiencies and objectively show evidence for the funds needed to operate.

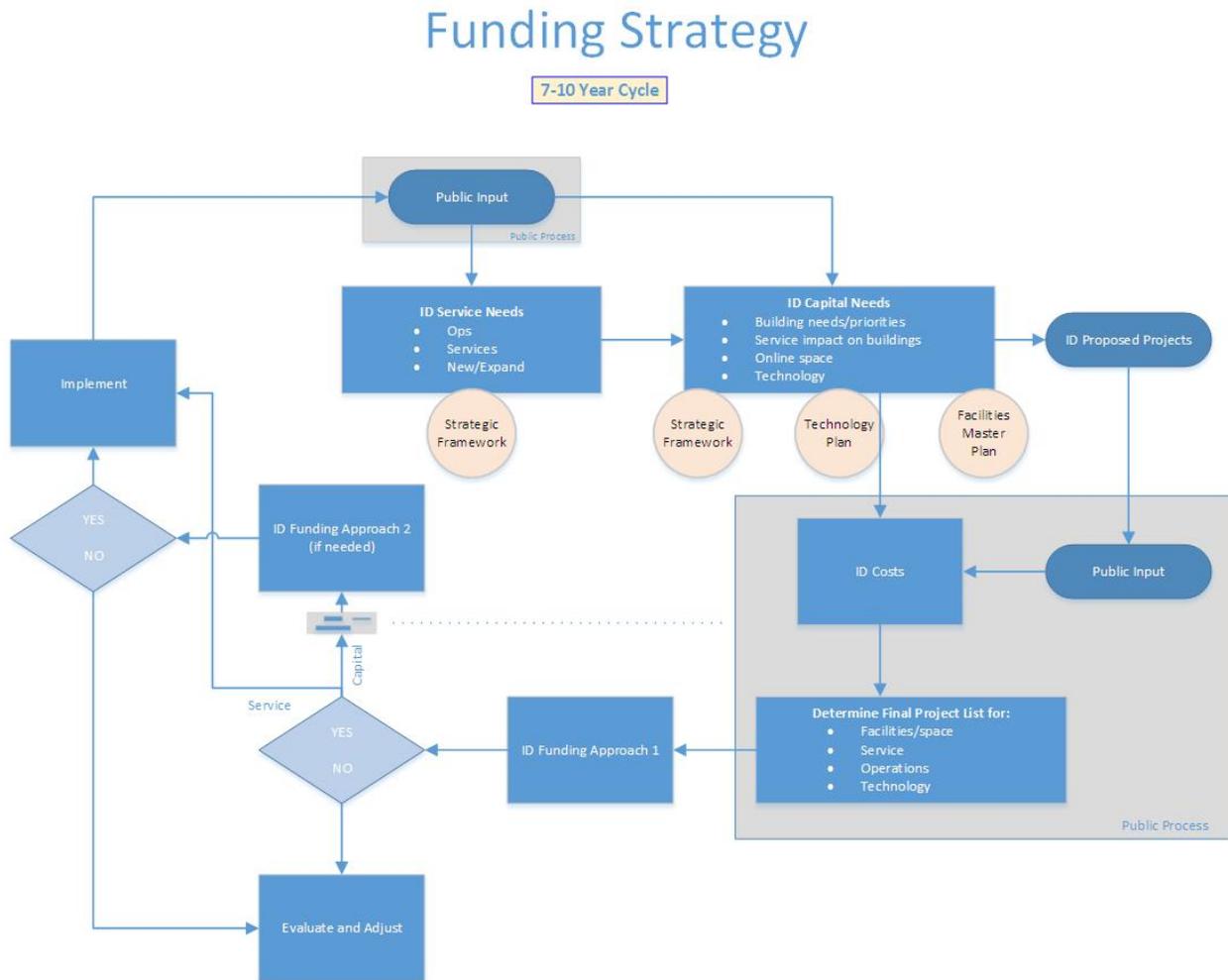
Leadership Team members use the strategic framework to develop goals and objectives (supported by budget proposals) and major projects funded in either the operating budget or capital budget.

The Administrative Team reviews the work plan and budget proposals. Feedback is provided; sometimes decisions are made during this stage of the process.

Three budgets are created: the estimated balanced budget, first public reading of the draft balanced budget, and final public reading budget documents. Each are presented with discussions held during Board meetings. The public is invited to participate during November and December hearings.

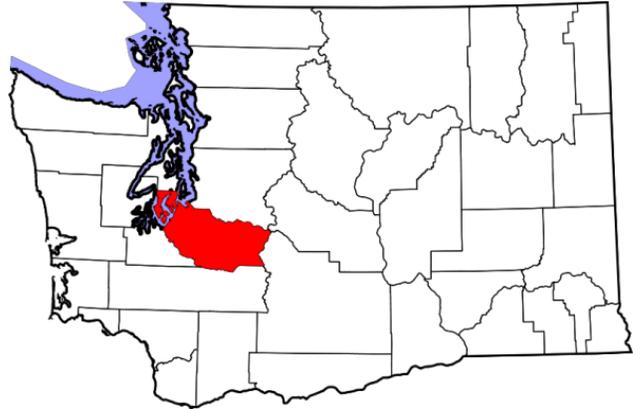
Funding Cycle

During the 2017 update of the 2010 Facilities Master Plan, a new Funding Strategy was developed to set how operational and capital projects are funded. Provided below is a process diagram that shows a funding cycle of seven to ten years, which is subsequently repeated. Each fiscal year's budgets will have a significant part in where the Library is in its funding cycle. In 2017, the Library began the public process to begin the first cycle.



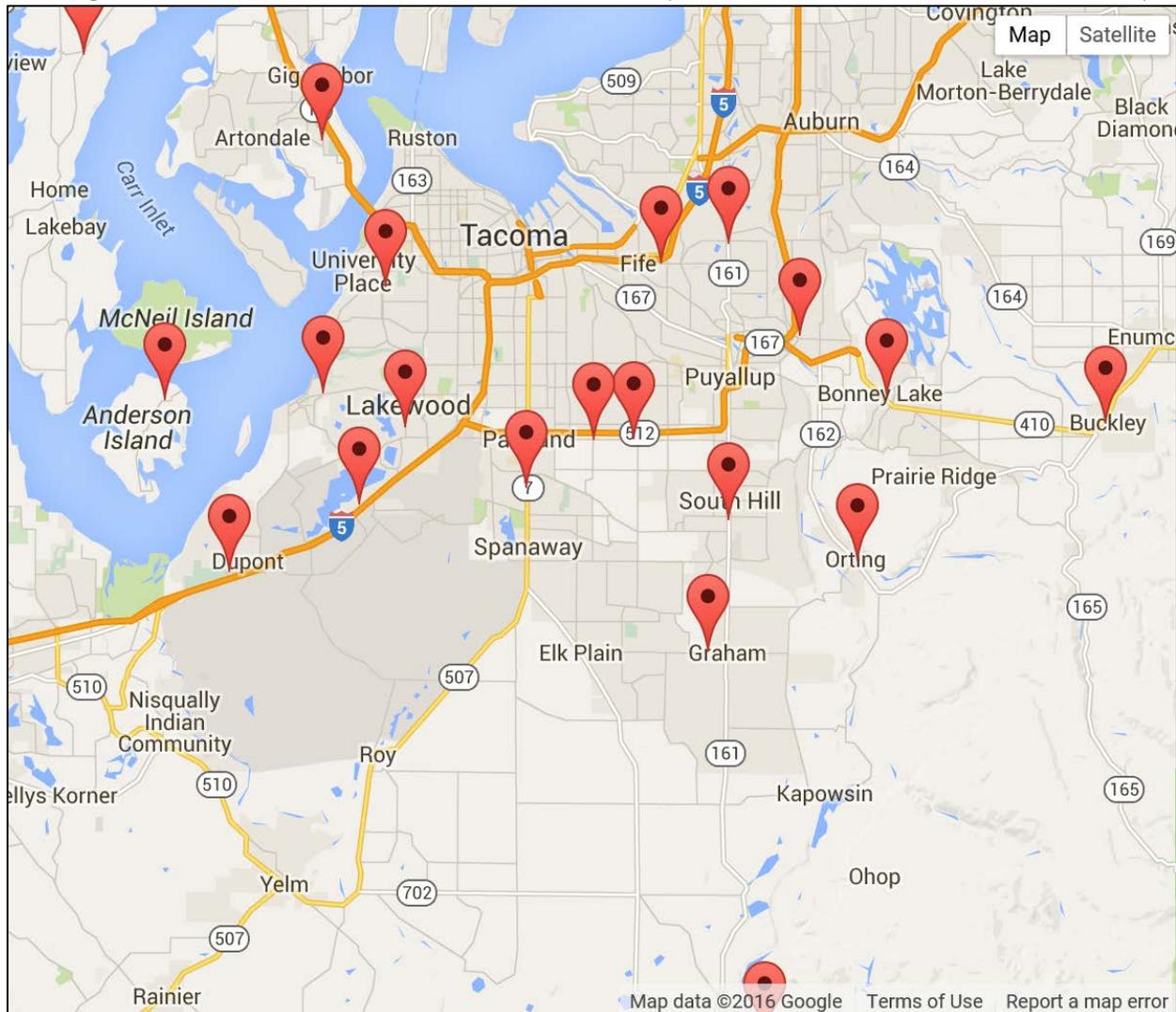
About the Library

Pierce County, the second most populous county in Washington State, is located directly between King County/City of Seattle and Thurston County/City of Olympia, the State Capital. Pierce County also rests between the Puget Sound and Mount Rainier National Park. (Map courtesy of Wikipedia).



Service Area

The Pierce County Library System provides library services in the unincorporated areas of Pierce County in Washington State, and 15 annexed cities and towns. See map below of libraries located in Pierce County.



The Library served an estimated population of 590,000 during 2016 (using 2010 census results). In December 2016, 334,362 people had active Pierce County Library System library cards, an increase of 10,012 from the previous year. The Library offers nearly 1 million books, DVDs, audiobooks, and other items. In 2016, people checked out nearly 7.4 million items (2015: 6.7 million) and people made over 2.2 million visits to libraries and bookmobiles (2015: 2.3 million).

In Washington State, there are 61 library systems serving the state. Of these, nine library systems serve populations greater than 250,000, including Pierce County Library. In 2015, of all libraries Pierce County Library ranked fourth in population served and fourth in total items checked out. These nine library systems managed a total of 203 branches and 22 bookmobiles.

Services

The Library provides services through the 20 libraries, homebound and adult care facilities, childcare services, and the website.

The six busiest libraries are open 63 hours per week, seven days per week and provide a range of services, including Adult Services and Youth Services librarians, meeting rooms, and extensive fiction and non-fiction materials. Three of the next busiest libraries (Bonney Lake, Graham, and Summit) are each open 60 hours, seven days per week. These nine libraries are open on Sundays, from 1 to 5 p.m.

Seven other libraries (Buckley, DuPont, Eatonville, Fife, Key Center, Milton/Edgewood, Orting, and Steilacoom) provide services to local communities and are open 47 hours per week, six days a week. The Tillicum library is open 39 hours per week, six days a week.

In 2016, the Community & Outreach Services Department served over 30 adult care facilities and about 50 group homes and people who are homebound. Beginning 2013, most bookmobile services ended. The Explorer Kid's Bookmobile provided summer service children in low-income neighborhoods. The Youth Services staff serves about 70 childcare centers and over 80 family childcare programs.

All Pierce County Library System services are available to residents or property owners in the Library System's service area, as well as people who live on a military base in Pierce County. In libraries people may access:

- Books, movies, music, and more to check out.
- Answers and information to help people find information and get books to read. Questions also may be answered via mail, phone, or e-mail.
- Free Internet access on library computers or personal laptops.
- Services for youth to help prepare children to read and students with homework.
- Job and business help with books and materials, computers, printers, and classes.
- World languages at most libraries offer books and materials in Chinese, Japanese, Korean, Russian, Spanish, or Vietnamese.
- Free public meeting rooms.

Online libraries services people may access:

- Live online help with homework from professional tutors.
- Help for writing resumes, planning careers, and getting jobs.
- Audiobooks and e-books to download.
- Credible, reliable information from online e-sources, subscription magazines, personal investment resources, car repair manuals, encyclopedias, and other resources.

Library History in Brief

Pierce County Library System has been serving customers for more than 70 years. The Library System has changed a lot in that time. In 1946 seven libraries served 55,000 people. Today, Pierce County Library is the state's fourth largest library system with 20 libraries serving 590,000 people. In 1946 Pierce County Library offered 6,385 books and 6,800 from Tacoma Public Library. Today Pierce County Library System offers 1 million books, CDs, DVDs, audiobooks and more. It also offers computers with high-speed Internet access and free Wi-Fi.

Pierce County in Brief

Although City of Tacoma and City of Puyallup are not part of the Library’s district, they are included in the data in this section due to them being reciprocal borrowing areas (residents in those two large cities are able to use Pierce County Library System resources by mutual agreement of the city libraries serving those two cities).

Year	Median Household Income	Median Age	Single Unit Homes
2001	44,965	34.3	189,111
2002	45,581	34.4	193,073
2003	47,084	34.6	197,414
2004	49,151	34.8	201,655
2005	50,678	35.1	205,702
2006	55,506	35.2	210,722
2007	56,426	35.3	215,161
2008	57,674	35.4	218,132
2009	56,555	35.6	219,891
2010	55,531	35.9	218,828
2011	56,114	36.1	220,212
2012	57,162	36.2	221,467
2013	57,238	36.5	223,046
2014	59,998	36.8	225,376
2015	61,485	37.1	229,571

Source of data: Washington State Office of Fiscal Management.

Top 10 Employers in Pierce County (2016)

Employer	FTEs
Joint Base Lewis-McCord	57,120
Local Public School Districts (k-12)	13,408
Multicare Health System	8,247
Washington State Employees	6,844
Franciscan Health System	6,099
Pierce County Government	3,001
Fred Meyer Stores	2,560
City of Tacoma	2,138
State Farm Insurance Companies	2,050
Emerald Queen Casino	2,026

Source of data: The News Tribune (Google Search “The News Tribune top 10 employers”)

Pierce County Library System is 68th at 258 FTEs in 2016

Other Pierce County Data (2014-16)

K-12 students enrolled (2015-16) ¹	133,247
School districts / schools (2016) ²	17 / 300
Colleges and Universities (2016) ²	7
Licensed drivers (2014) ³	578,224

1. Office of Superintendent for Public Instruction

2. Pierce County website

3. Washington State Office of Fiscal Management

Snapshot of Key Data

Provided below is a table of key data regarding the Pierce County Library System.

Table X: Snapshot of the Library's Key Data thru 2017. (This will be updated with new key data elements in 2018)

	2013	2014	2015	2016	2017*
Population of service area as of end of fiscal year	558,000	564,000	580,000	590,000	TBD
Service Area Size (in square miles, rounded)	1,800	1,800	1,800	1,800	TBD
Library Materials	1,149,283	1,095,007	1,038,481	977,892	TBD
Circulation	6,937,235	6,906,394	6,722,843	7,414,947	TBD
Library Visits	2,271,627	2,325,547	2,325,785	2,203,898	TBD
Open Hours/Week	977	977	1,024.5	1,024.5	TBD
No. of Registered Borrowers (active cardholders)	250,091	285,292	324,350	334,362	TBD
Programs given for Children	3,127	3,700	3,057	3,089	TBD
Pierce County Reads Program Attendance	1,176	2,181	2,535	2,944	TBD
Hours kids read during Summer Reading	93,470	107,405	122,585	143,620	TBD
Volunteer Hours/Year	17,989	18,447	20,400	18,653	TBD
Website Visits	2,425,736	2,097,905	2,120,040	1,930,901	TBD
Staff (Employees, excluding substitutes)	349	351	356	356	TBD
Staff (FTE equivalent)	257.4	261.3	268.9	272.7	TBD

* Recorded as part of the annual report in February/March of the following fiscal year.

Statistics according to Washington State Library publications showed that in Washington State, the Library ranked in 2015:

- 4th in population served; 4th in registered cardholders
- 4th in operating budget
- 5th in total staffing (FTEs)
- 5th in number of librarians (MLS degreed staff)
- 3rd in total square footage
- 8th in materials expenditures per capita among libraries with populations of over 250,000.
- 4th in total circulation
- 5th in total annual library visits

Library Facility Information

Table X: Library Facility Data

Library/Facility	Facility Owner	Age of Facility	Floor Space (Sq. Ft.)	Lease Expiration	HUD Provisions	Land/Prop. Ownership
Anderson Island (AI)	Anderson Island Community Center	1931 Renovated 1971	422			Agreement (Unknown)
Bonney Lake (BLK)	City of Bonney Lake & PCLS	1982 Renovated 1996-97	6,480			Bldg Only
Buckley (BUC)	PCLS	1991	4,100			Own
DuPont (DPT)	Leased from DuPont Station Partners, LLC	2004	3,610	4/30/2021 w/one 3yr ext.		Lease
Eatonville (EAT)	PCLS	1990	4,000			Own
Fife (FIF)	PCLS	2011	6,000			Own
Gig Harbor (GIG)	PCLS	1990	15,214			Own
Graham (GHM)	PCLS	1992	7,152			Own
Key Center (KC)	PCLS	1976	4,066	Perpetual w/ KPHC since 7/5/2002	HUD expired June 30, 2010	Own
Lakewood (LWD)	PCLS	1963 Expanded 1974 Renovated 1993-94	32,592			Own
Milton/Edgewood (MIL)	Leased from WRP Surprise Lake, LLC	2011	6,649	5/31/2020 w/one 5yr ext.		Lease
Orting (ORT)	Town of Orting	1982	2,700	Perpetual Since 7/13/2005	HUD expired June 30, 2008	Contract
Administrative Center & Library (ACL)	PCLS	1992	50,000			Own
Parkland/Spanaway (PKS)	PCLS	1990	15,576			Own
South Hill (SH)	PCLS	1990	20,100			Own
Steilacoom (STL)	PCLS	1995	4,039			Own
Summit (SMT)	PCLS	1992	7,424			Own
Sumner (SUM)	City of Sumner (HUD) & PCLS	1979 Expanded and renovated 1995	10,600		HUD released prior to 1/1/1995	Joint ownership; bldg. only
Tillicum (TIL)	HUD	1985 Renovated after water damage 2004	2,100		HUD expires June 30, 2024	Contract
University Place (UP)	PCLS & City of UP share space in the new Civic Building	2011	15,000 +5,000 in the future			Own
		Total:	217,824			
		Per Capita:	0.37			

Communities the Library Serves

Table X: Population (Revised from Facilities Master Plan Update in 2017)

Service Area ¹	2000 Census	2010 Census ²	2017 Current Population	2030 Projection	2040 Projection
Bonney Lake	28,600	38,600	41,900	47,100	49,400
Buckley	10,800	12,300	13,300	15,200	15,800
DuPont	6,400	10,100	12,200	15,100	16,600
Eatonville	7,700	9,100	9,700	10,600	11,600
Fife	7,300	10,500	11,400	13,300	15,900
Gig Harbor	42,400	48,200	52,000	55,900	56,000
Graham	30,300	37,000	39,500	42,700	41,800
Key Center	10,000	11,600	12,300	13,300	13,800
Lakewood	60,800	60,900	67,200	78,900	92,100
Milton/Edgewood	11,900	14,100	15,600	18,400	20,500
Orting	8,500	11,100	12,700	16,100	16,400
Parkland/Spanaway	53,400	61,400	64,800	67,700	65,400
South Hill	66,300	88,700	96,400	108,700	109,800
Steilacoom ³	12,600	12,200	13,600	15,400	16,800
Summit & Admin. Ctr & Libr.	34,100	40,700	43,300	46,700	47,800
Sumner	32,300	40,800	44,800	51,900	55,900
Tillicum	2,100	2,100	2,300	2,700	3,000
University Place	41,100	42,800	47,000	55,500	67,100
TOTAL	466,600	552,200	600,000	675,200	715,700

1. 2017 Facilities Master Plan Update applied a change in methodology and broadens the service area boundaries for each location and accurately apportions use within Puget Sound Regional Council's Forecast Analysis Zone (FAZ).

2. 2010 Census Update uses the same methodology as the 2010 Facilities Master Plan for service area boundaries.

3. Includes Anderson Island

Organization

In June 2017, the Library reorganized its management structure to deliver improved service to all parts of the organization and to its customers and communities. Three key management teams support the work of the organization, ensure accountability, tend to the organizational culture and “live” the Leadership Competencies. The organizational structure creates, manages, communicates, collaborates, and delivers an excellent customer experience: to best serve Library customers, its communities, and the staff.

Leadership Team

Management structure for the entire organization that provides a venue for customer-supplier partnerships to work at a system-view level. The Leadership Team shares customer feedback and information, discusses system-wide management and operational concerns, and mobilizes messaging.

Customer Experience Team

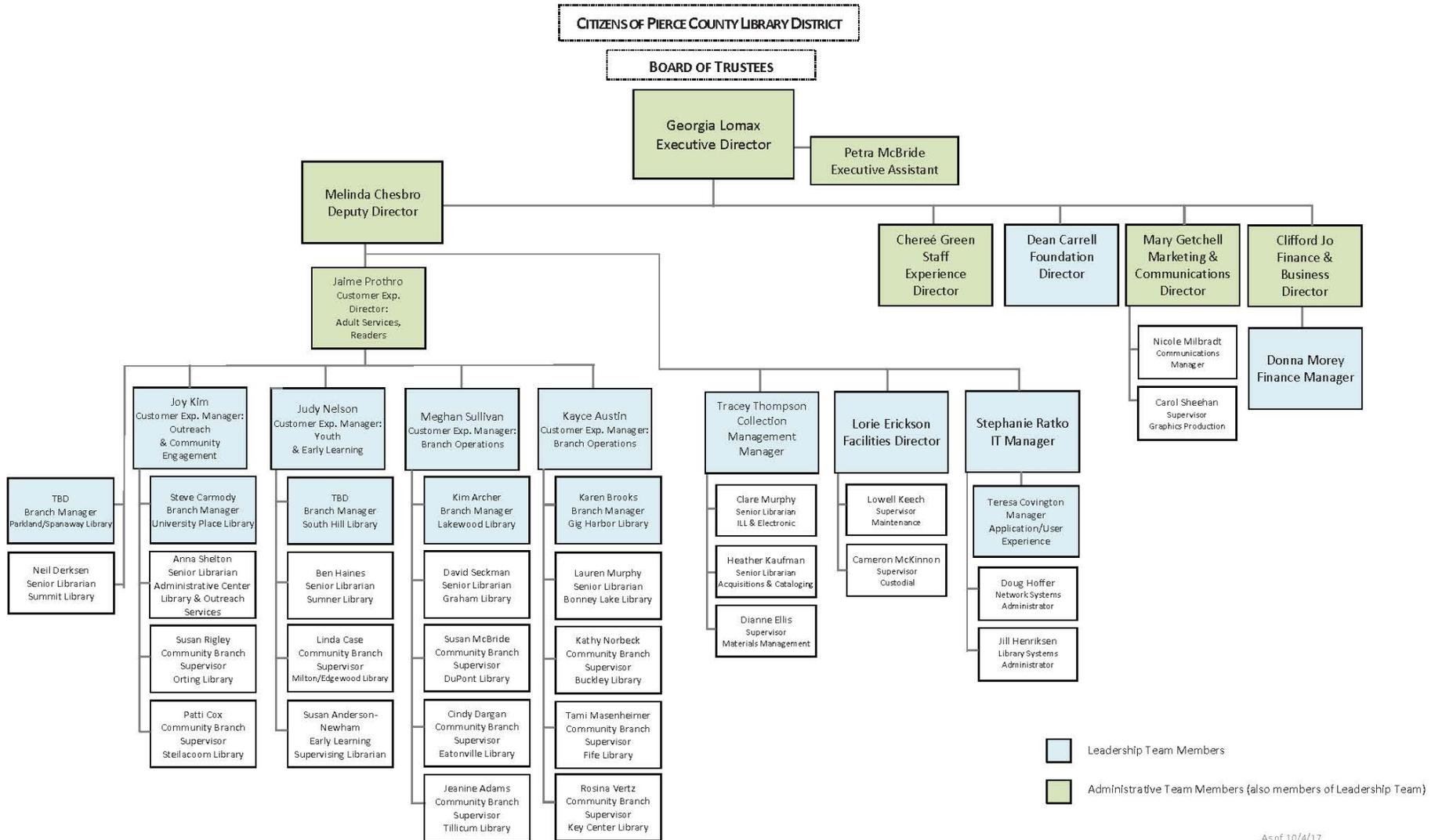
Delivers a valued customer experience through branch, community, and virtual operations. The Customer Experience Team brings to the table the voice of the customer.

Administrative Team

Shares a common understanding of the whole system, holds the vision of the future, and shapes the organizational culture. The Administrative Team drives strategy and sets high-level system goals. It also owns the budget and budgeting process.

Figure X: 2017 Organizational Chart-Leadership View

Pierce County Library System | 2017 Organizational Chart



The Departments

The Library operates nine organizational departments as listed below.

Table X: Library Departments (2017)

Department	Responsibility	Manager	FTEs	Function/Summary
Executive Office	Executive	Georgia Lomax Melinda Chesbro	5.0	Support top-level executive staff and the Board of Trustees, and sets strategic direction.
Collection Management	Books, DVDs, Music, Ebooks, Databases Processing	Tracy Thompson	23.20	Provide a customer-focused collection of materials. The department strives to provide an exciting range of materials to the meet the diverse community interests and to spark possibilities for our customers.
Customer Experience	Youth Services Adult Services Operations Volunteers	Jaime Prothro (Interim Director) Kayce Austin Joy Kim Judy Nelson Meghan Sullivan	190.66	Create, coordinate, and deliver a valued experience for the public aligned with Pierce County Library System's organizational priorities.
Communications	Marketing Graphics Communications	Mary Getchell	5.60	Direct the Library's strategic communications and image; increase and enhance public awareness and library use by collaborating with customers, engaging with Friends of Libraries and volunteers, conducting market research, and producing a variety of media.
Facilities Management	Buildings Maintenance Custodial Delivery Vehicles	Lorie Erickson	26.83	Provide exceptional delivery of facilities services in a timely and courteous manner while providing excellent customer service. We actively promote environmentally and fiscally sustainable practices.
Finance	Financial Admin.	Clifford Jo Donna Morey	6.00	Responsible for the accounting and good stewardship of all PCLS public and other funds; manages all financial transactions for the System including payables, receivables, grant and project accounting, general ledger, fiscal reporting and analysis, payroll and purchasing
Fund Development	Foundation Grant Writing	Dean Carroll	2.80	Administer the work of the Pierce County Library Foundation, the philanthropic arm of the Pierce County Library System. The Foundation consists of an active, volunteer board of directors who build community relationships and improve public awareness about programs and services, and advocate for the Pierce County Library System.
Information Technology	Infrastructure	Stephanie Ratko	18.00	Provide the highest quality technology-based services in the most cost-effective manner to facilitate the Pierce County Library strategic framework as it applies to core services
Staff Experience	Human Resource Labor Relations Training	Chereé Green	6.00	Direct the Library's strategic human resource management activities; increases and enhances staff engagement and relations by collaborating with staff and leadership and provides programs, policies and strategies to recruit, retain and develop the Library's workforce.

APPENDIX A: Fiscal Management Policy

Policy Statement

The Pierce County Library System (“Library”) Board of Trustees shall implement and maintain sound financial management of the entrusted resources provided by the taxpayers and other sources of funding, consistent with the Library’s mission.

In accordance with state law, RCW 27.12.070, the Pierce County Office of the Assessor-Treasurer serves duly as the Library’s fiscal agent.

Definitions

Budget: A statement of anticipated revenues to be used for planned expenditures.

Capital Improvement Fund: A fund that is set aside for major asset purchases, maintenance, and improvements.

Cash: The actual cash contained on hand or in a financial institution.

Cash reserves: A portion of cash that is set aside in any fund for short term, mid-term, and long term sustainability without needing to borrow money.

Expenditure management: A process to capture and report actual expenditures compared to the budget of planned projects and operations.

General Fund: A public sector accounting term for the primary fund to operate a governmental entity. It records all financial activities to conduct day to day business.

Special Revenue (Purpose) Fund: A fund that is designated by the governing body as having a restricted use for specific purposes.

Policy

The Library Board of Trustees establishes the following fiscal management policy, which requires Board Action to enforce, make decisions, make exceptions, or otherwise implement to the extent law allows:

1. Current year general fund operations are funded from current year revenues.
2. Cash may be transferred between funds.
3. Debt may be incurred as a last resort.
4. Cash reserves is a fiscal resource to stabilize long-term library sustainability. Cash reserves may be used but not as a sole substitute for budget reductions to meet economic challenges.
5. Upon declaring a need for cash reserves to address a severe emergency having effects that cannot be addressed through the existing budget, the Board may pass a motion to release cash reserves for purposes of continuity of operations and services. Examples of emergencies are a natural disaster or a virulent pandemic.
6. Cash reserves in all funds shall maintain positive fund balances that plan and account for fiscal year patterns of revenues and expenses. The General Fund shall have adequate cash reserves beginning January 1 of every fiscal year to pay for anticipated expenses until the first major property value receipt occurs on or around May 1. The Capital Improvement Fund shall have adequate cash reserves beginning January 1 of every fiscal year to pay for anticipated expenses until the General Fund transfer occurs during the fiscal year. Specific guidelines shall be managed under Library Responsibility below.
7. The Library Board of Trustees may set cash reserve balances for any Fund as circumstances require.
8. For purposes of managing the Library’s finances, additional fund types may be implemented.

9. To pay for capital improvement projects, a Capital Improvement Fund is established and funded appropriately by and through General Fund transfers and other multiple funding sources including but not limited to, grants, donations and distributions from external sources such as a Foundation, restricted or unrestricted revenues, special set-asides, and other sources of revenue.
10. To pay for special purpose projects, a Special Revenue Fund is established and funded appropriately by and through multiple funding sources including but not limited to, grants, donations and distributions from external sources such as a Foundation, restricted or unrestricted revenues, General Fund transfers, special set-asides, and other sources of revenue.
11. When there are unanticipated revenues and savings, the Board will consider transferring all or some portion thereof to the Capital Improvement Fund or to the Special Revenue Fund, or both.
12. The Board approves an annual budget for revenues and expenditures in each fund, and any substantial modifications throughout the year.
13. The annual budget process anticipates the need for long-term sustainability of services and future system expansion and improvement, and allocates revenue accordingly. The Board recognizes that in the absence of new revenue sources such as annexations, levy lid-lifts, or bonds, additional services from system growth will need to be funded mostly through reductions in operational costs.

Library Responsibilities

The Board expects the Library staff to carry out the following responsibilities:

1. Establish and administer a budget and expenditure management system to meet the goals of this policy.
2. Establish and maintain financial procedures for managing the Library's cash. Document, keep prudently current, and enforce such financial procedures as an implementation of this fiscal policy.
3. Establish and maintain a ten-year cash reserve strategy to sustain services to the Library's communities.
4. Establish and maintain a solvency strategy to sustain positive balances that ensure short-term debt is not used to pay for operations. Cash of at least four months of anticipated operating costs shall be available in the fund balance as of January 1 of each fiscal year.
5. Develop and manage fiscal practices and strategies so that cash reserves have at least two percent (2.00%) of the following year's anticipated revenues in addition to the amount set aside for General Fund solvency.
6. Administer a cash-flow system as an anticipatory approach to budget for and meet the Library's expenditure needs for future operations, including bill management.
7. Implement the State of Washington's Budget, Accounting, and Reporting System (BARS).
8. Furnish to the Board appropriate financial reports on a monthly basis, and deliver the annual report to the Board subsequent to filing it with the State of Washington.
9. Make efforts to reduce operational costs as part of the annual budget process anticipating that future service expansion may need to be met without significant future revenue increases.
10. Maintain a goal of 4% of average annual General Fund revenues in the year-end Capital Improvement Fund Balance over a ten year period.

The Board of Trustees shall review this fiscal management policy prior to or in conjunction with considerations of the annual fiscal year budget process, and amend it as deemed appropriate.

Board Policy 3.15

Adopted by the Board of Trustees of the Pierce County Library System, August 3, 1995. Revised and approved on: June 13, 1996; July 23, 1998; June 9, 2004; August 8, 2007; October 14, 2009; November 18, 2015; September 13, 2017.

APPENDIX B: Major Milestones of Pierce County Library System

2011 - Current

- 2016** Strategic Planning. The library gathers information from the public, cardholders, stakeholders, community leaders and friends about what's important to them and how the library fits into their lives.
- 2015** Hosted the first Mini Fan-Con event featuring authors, a fan art exhibit, costume parade and more.
Created Science 2 Go backpackes for preschoolers.
Inaugurated the Kenneth B. DeRoche Reading Corner Dedication at University Place Library.
Implemented state-of-art high speed Internet access for customers.
Began offering laptops to check out at 5 libraries.
- 2014** Neel Parikh retires after 20 years as Executive Director and Library's fourth director, Georgia Lomax, comes on board.
Began new download services: Zinio for magazines and Hoopla for music, movies, TV shows and audiobooks.
First-ever DIY fest with local authors, hands-on activities, kitchen demos, food trucks and a DIY bookmobile.
Started a new learning program, Science to Go.
Launched Scout, an interactive online library experience.
Received Emergency Food Network Silver Spoon Award; honored with Tacoma Community House Partnership Award.
- 2013** Received a Paul Allen Foundation Creative Leadership Award which comes with a \$50,000 cash award, for fiscally responsible materials budget that supports the community's reading, listening and viewing experience.
Joined statewide rollout of Microsoft IT Academy led by Microsoft and the Washington State Library, to help people expand their use of technology, develop computer skills, become proficient in Microsoft software and learn about web development.
In partnership with the Tacoma Pierce-County Health Department, provided resources and in-person assisters for uninsured Pierce County residents to learn about their options under the Affordable Care Act.
Lakewood Library celebrated 50 years of serving the community from its location at 3600 Wildaire Road S.W.
Received the National Medal for Museum and Library Service, presented by First Lady Michelle Obama in a White House ceremony.
- 2012** Became tobacco free, to increase the Library's comfortable, accessible and welcoming environment for all people.
Teen summer reading went online with gamification, and 653 teenagers participated in the successful Teen Summer Challenge.
Created a website for military personnel and their families.
During the annual library card drive, the Library System piloted a partnership program with Franklin Pierce Schools, resulting in 5,278 students having new cards.
Earned national Distinguished Budget Presentation Award for its 2012 budget.
- 2011** Moved Milton/Edgewood Library to a high-traffic, central location. 1,300 people attended the grand opening.
Opened University Place Library in new location, in collaboration with the City of University Place's town center. 4,541 people participated in the grand opening.
Opened Fife Library, the first ever library in the City of Fife. 780 people attended the grand opening.

2006-2010

- 2010** Fife residents started library service with the bookmobile.
Job and Business Centers opened.
- 2009** Fife citizens voted with a 69% approval to annex to the Library System.
- 2008** Downloadable e-books offered.
Hours children and teenagers read during summer reading increased by 44%.
3 early literacy stations with computers to help children prepare to read added.

- 64 computers with high-speed Internet added.
- Pierce County READS involved thousands of people.
- Pierce County Library 2030 planned for library services and buildings to meet future community needs.
- 2007** Playaways and online school reading lists offered.
- Open hours increased by 20%.
- Online homework help launched.
- 88 computers added for a total of 218 computers.
- Free computer classes offered.
- 2006** Voters gave a 56% approval to re-authorize the Library's levy (Levy Lid-Lift):
 - Wider variety of books and other materials
 - More open hours.
 - Additional services for kids and teenagers.
 - Upgraded services and technology for customers.

2000 - 2005

- 2005** Express Checkout allowed customers to check out books on their own.
- Downloadable audiobooks offered via the library's website.
- 2001** Bilingual story times started.
- Explorer Kids' Bookmobile brought library service to children isolated from libraries.
- 2000** Audiobooks on CDs offered in libraries.

1990 - 1999

- 1999** DuPont and Milton citizens voted to annex to Library System.
- 1998** Library offered e-sources (online databases and subscription magazines) and computers with Internet access at all libraries.
- 1997** Library System website created.
- Our Own Words Teen Writing Contest started.
- 1996** Edgewood and Lakewood citizens voted to annex to Library System.
- 1992** New libraries opened in Graham and Summit.
- 1990** New libraries opened in Eatonville, Gig Harbor, Parkland/Spanaway and South Hill.

1946 - 1989

- 1987** Gig Harbor citizens voted to annex to Library System.
- Friends Connection formed to encourage communication among community library support groups.
- 1986** Voters approved \$28.9 million bond issue for system expansion program for 12 construction projects.
- 1985** New library opened in Tillicum.
- 1984** Audiobooks on cassettes offered in libraries.
- Computer checkout system started.
- Library services provided to children in child care centers.
- 1983** Buckley citizens voted to annex to Library System.
- 1982** Eatonville citizens voted to annex to Library System.
- New libraries opened in Bonney Lake, Orting and South Hill.
- 1980** Orting, Steilacoom and Sumner citizens voted to annex to Library System.
- New libraries opened in Gig Harbor and Key Center.
- 1965** The News Tribune reports on November 30 the results of a study to consolidate all libraries in Pierce County.
- 1946** Pierce County Library established as a department within Tacoma Public Library.
- Four library locations: American Lake Gardens, Gig Harbor, Longbranch and Parkland.

APPENDIX C: Acronyms and Glossary

Acronyms

ACLAdministrative Center & Library
ALAAmerican Library Association
AWCAssociation of Washington Cities
CIFCapital Improvement Fund
CIPA.....Children’s Internet Protection Act
COLACost of Living Adjustment
CPI-UConsumer Price Index-Urban Workers
FTE.....Full-Time Equivalent
GFOAGovernment Finance Officers Association
ILS.....Integrated Library System
IPDImplicit Price Deflator

MLSMasters of Library Science
MLISMasters of Library and Information Sciences
OCLCOnline Computer Library Center
OPAC.....Online Public Access Computer
PCLSPierce County Library System
PERSPublic Employees Retirement System
PLAPublic Libraries Association
WIFI.....Wireless Fidelity, or Wireless
WLA.....Washington Library Association
WSLWashington State Library

Glossary

Administrative Center & Library (ACL). A branch library for the surrounding community and also houses the Library’s various departments, such as HR, Finance, IT, and Collection Management.

American Library Association (ALA). The premier association for libraries in the United States, which include all forms of libraries (e.g., public, K-12, higher education, corporate). See also PLA, WLA.

Association of Washington Cities (AWC). An organization that serves Washington cities, providing among many services such as conferences, training, research, and networking.

Budget—Final, or Final Budget. A fiscal year’s budget approved by the Board of Trustees upon second reading and final passage, which occurs during the December Board meeting.

Budget—Mid-Term, or Mid-Term Adjustment. A fiscal year’s revised budget of revenues and expenditures approved by the Board of Trustees during the fiscal year.

Capital Improvement Fund (CIF). A government fund used for capital improvement projects, such as buildings, major equipment, machinery, facility renovations, etc.

Capital Improvement Plan (CIP). The list and description of capital improvement projects included in the budgeting process, of which the budget for the plan is approved by the Board of Trustees for current and future years.

Capital Improvement Project, or Capital Project. A specific project that improves a major aspect of the Library.

Cash Flow Analysis. A financial tool used by the Library for multi-year financial planning purposes. The Library uses it primarily to determine how much cash is required to be set-aside in all of its funds in order to pay bills during the first four months of the next three to five fiscal years.

Children’s Internet Protection Act (CIPA). This Federal Act requires that institutions receiving reimbursements for telecommunications costs, through the federally administered E-Rate program, implement an Internet filtering policy.

Circulation. A library statistical figure counting the number of items checked out during a specific period, usually the calendar year. The Library’s circulation statistics are now in the 8 million range.

Contingency. Monies set aside in the General Fund to manage unforeseen circumstances. The contingency fund increases and decreases throughout the fiscal year.

Consumer Price Index-Urban Workers (CPI-U). The CPI-U is an inflationary index used to establish the Cost of Living Adjustment to wages and salaries. CPI’s are established at a national level and throughout the nation and states at regional levels. By time of print, the Library was still in labor negotiations for a new contract. The

expiring contract uses the July to July Seattle-Tacoma-Bremerton version. See also COLA and IPD.

Debt-Service Fund. An accounting fund category for which the Library uses to pay off public debt, such as bonds.

EDEN. A computerized integrated fund accounting system developed and provided by Tyler Corporation. The EDEN system is used to manage the Library's finances and human resources records. EDEN succeeded Bi-Tech in 2007.

Full-Time Equivalent (FTE). The equivalent of a full-time position in the Library, defined as working 40 hours per week.

General Fund. An accounting fund category for which in its simplest form the Library uses to receive revenues and pay for ongoing operations.

Government Finance Officers Association (GFOA): An organization that promotes best practices and standards for governments, in particular, to accounting, budgeting, and reporting.

Integrated Library System (ILS). A mission-critical electronic data processing system that provides turnkey automation of a library's catalog and patron transaction system. Pierce County Library uses the Polaris ILS. More information available at www.polarislibrary.com

Implicit Price Deflator (IPD). The national index used in Washington State for purposes of establishing the lawful property tax levy rate for revenues. Under Initiative 747 passed in 2001 (the Washington State Legislature held a special session on November 29, 2007 to enact into law the court-overturned language of Initiative 747), if the IPD is less than 1%, the Board of Trustees must take action to levy the full 1%. If the IPD is more than 1%, the Board does not need to take action and the Library receives the full 1% levy rate.

Levy Lid-Lift. An election by the voters to restore funding for the taxing districts, including Pierce County Library System. The Library put Proposition 1 on the ballot for the 2006 September election, which was subsequently passed by nearly 56% of the voters. Proposition 1 restored Library funding to 48 cents per \$1,000 of the district's assessed property value.

Mill Rate (Millage). The effective property tax levy rate for a taxing district. The Library's millage rate is 0.5000,

which means the effective property levy rate is 50¢ per \$1,000 of assessed value. The millage rate is calculated every year by county's assessor/treasurer's office for the taxing district, upon release of the preliminary and final certifications of property tax revenues.

Masters of Library Science/Masters of Library and Information Sciences (MLS/MLIS). The graduate degree required in the industry to be called 'Librarian'. MLIS adds focus to information technology as part of the definition of being a librarian.

Operating Budget. The budget and activity in the General Fund (see also General Fund) exclusive of direct fund to fund transfers.

Pierce County Library System (PCLS). A junior taxing district that provides library services to residents annexed to the Pierce County taxing district and unincorporated areas of Pierce County. PCLS is not a organized under Pierce County government.

Polaris. The online catalog system developed and sold by Polaris Library Systems. Polaris provides staff and patrons electronic access to the catalog, and manages all transactions from materials purchase, cataloguing, circulation, and final disposal.

Public Employees Retirement System (PERS). PERS is managed by the state's Department of Retirement, and is offered to all retirement-eligible employees. There are three plans, PERS 1, PERS 2, and PERS 3, only of which PERS plans 2 and 3 are available to employees.

Public Libraries Association (PLA). The association for public libraries. PLA's parent organization is ALA. See also ALA, WLA. For more information, see www.pla.org, www.ala.org, and www.wla.org.

Wage Adjustment—sometimes known as Cost of Living Adjustment (COLA). The adjustment applied by an organization to all of its salary and wage tables. It can be a percentage tied to a local or national inflationary index, or a simple percentage based on funding available.

Washington Library Association (WLA). The Washington State association for state libraries. A regional/state organization. See also ALA, PLA.

Washington State Library (WSL). The State Library, currently reporting to the Washington State Secretary of the State. WSL provides some branch services, special library services to the state, training for library

employees, administration of the K-20 network, and general resources to the library community.

Wireless Fidelity, or Wireless (WiFi). This contemporary technology provides a computer user to use a computer, most often a laptop, to access the Internet or other network resources without the need for a physical network cable. WiFi technology most often is referred to

as IEEE standard 802.11a/b/g/n/ac, which is similar technology used for cordless phones. The effective WiFi distance between a laptop and the source antenna is usually limited to around 100 feet. In library nomenclature, WiFi has come to mean providing computer owners the ability to bring in their laptops and mobile phones into branch premises and access the Internet via the library's network.

MEMO



Date: September 30, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: 2018 Levy Certificate and Implicit Price Deflator

Attached are the revised preliminary levy certificate issued by Pierce County Assessor-Treasurer's Office and Municipal Research and Services Center's (MRSC) report of this year's Implicit Price Deflator (IPD).

In mid-September, we received the preliminary levy certificate, which applied the 1% increase (line A) and new construction. The bottom-line increase was nearly \$842,000. At the end of September, MRSC reported the IPD to be 1.553%. Washington State laws limit property tax increases over the previous year to 1.00% or the Implicit Price Deflator, whichever is less, plus new construction. Because the IPD is greater than 1%, property taxes can increase by the full 1%.

In terms of the mill rate, the district's property values increased by 12.15%, which means the mill rate dropped from 46.70¢/\$1,000 Assessed Value (AV) to 42.97¢/\$1,000 AV.

No action is required now, as the certificate does not need to be submitted until after the November Board meeting.



2401 South 35th Street, Room 142
Tacoma, Washington 98409-7498
(253) 798-6111 • FAX (253) 798-3142
ATLAS (253) 798-3333
www.piercecountywa.org/atr

MEMORANDUM

DATE: September 15, 2017
TO: Pierce County Taxing Districts
FROM: Mike Lonergan, Assessor-Treasurer
RE: **Preliminary Certification of Assessed Values/Levy Limit Factor**

Enclosed is the Preliminary Certification of Assessed Values for your taxing district. These values include last year's State Assessed Property Values.

For budget preparation assistance to applicable districts, Levy limit factor worksheets, court ordered refund information, and sample ordinance/resolutions are included.

Submit original ad valorem Budget / Levy Certifications & an approved Ordinance or Resolution no later than November 30th:

Pierce County Council
Attention: Clerk, Rm. 1046
County City Building
930 Tacoma Ave. S
Tacoma, WA 98402

And a copy to:
Pierce County Assessor-Treasurer
Attention: Levy Dept.
2401 S. 35th St. Rm. 142
Tacoma, WA 98409

(Failure to submit a budget request & the district's Resolution/Ordinance may adversely affect next year's Levy collection)

Preliminary Values Are Subject to Change.

Districts will receive **Final** values in December.

Amended Levy Certifications may be submitted to the Pierce County Assessor-Treasurer after final values have been calculated.

The district's Ordinance/Resolution **must** identify these three components.

- The **dollar amount of the previous year's levy**. The actual levy received, including refunds.
- The **dollar amount of increase** reflects the difference between the previous year's actual levy and the 1% growth of the highest lawful levy, or a lesser amount if banking levy capacity.
- The **percent of increase** equals the change over the prior year's actual levy plus the dollar amount of increase equal to the district's highest lawful levy for this year, or a lesser amount if banking levy capacity.

See reverse for answers to frequently asked questions.

Levy FAQs

Q. How should the Ordinance/Resolution read if the district is limited at a lesser amount due to the statutory maximum rate limit?

A. Prepare the document as though there is no limit due to the statutory maximum rate. Add language to inform the district's taxpayers of the rate limit and the projected allowable levy to the Ordinance/Resolution.

The Ordinance/Resolution must contain three amounts; last year's actual levy, the dollar amount & percent of increase needed for the following year. The intent of the district must be clear in the Ordinance/Resolution.

Q. Why does the sample Ordinance/Resolution show more/less than 1%?

A. The 1% limit refers to the limitation of increase to a district's highest lawful levy known as the Levy Limit Factor. The percent of increase approved in a district's Ordinance/Resolution equals the change over the prior year's actual amount levied plus the dollar amount of increase for the next year's budget needs.

- The simple act of passing an Ordinance/Resolution allows a district to increase the Highest Lawful levy by the lesser of 1% or the IPD, depending on the size of the district.
- The increase authorized in the document identifies how much of that increase is required for the next year's budget needs.

Q. Why does the sample show \$0 increase and an increase of 0%?

A. The total amount levied in the prior year is more than this year's increase from the limit factor, the district should ask for a \$0 and 0% increase. This does not affect any increase allowed by the limit factor increase of the highest lawful levy. Once a district passes the Ordinance/Resolution the Highest Lawful levy is allowed to increase by the limit factor.

A district's Ordinance or Resolution controls two levy limitations;

1. The act of passing a resolution/ordinance allows the Limit Factor increase (lesser of 1% or the IPD) to the highest lawful levy.
2. The authorized percent and dollar amount stated increase over the prior year's actual, Certified levy request.

Q. What documents need to be submitted by November 30?

A. No later than November 30, provide a copy of the approved Ordinance/Resolution & the Levy Certification (Budget Request).

FAILURE TO PROVIDE THESE DOCUMENTS BY THE DUE DATE COULD ADVERSLEY AFFECT YOUR LEVY.



Pierce County

Mike Lonergan, Assessor-Treasurer

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ATLAS (253) 798-3333
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TAX LEVY LIMIT 2017 FOR 2018

RURAL LIBRARY
> 10,000

REGULAR TAX LEVY LIMIT:

	2016
A. <u>Highest regular tax which could have been lawfully levied beginning with the 1985 levy</u> [refund levy not included] times limit factor (as defined in RCW 84.55.005).	29,107,919.81
	1.01
	29,398,999.01
B. Current year's assessed value of new construction, improvements and wind turbines in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).	1,326,397,563
	0.467079889979
	619,533.63
C. Current year's state assessed property value in original district if annexed less last year's state assessed property value. The remainder to be multiplied by last year's regular levy rate (or the rate that should have been levied).	821,851,464
	821,851,464
	0.00
	0.467079889979
	0.00
D. REGULAR PROPERTY TAX LIMIT (A + B + C)	30,018,532.64

ADDITIONAL LEVY LIMIT DUE TO ANNEXATIONS:

E. To find rate to be used in F, take the levy limit as shown in Line D above and divide it by the current assessed value of the district, excluding the annexed area.	30,018,532.64
	70,057,420,492
	0.428484697625
F. Annexed area's current assessed value including new construction and improvements times rate found in E above.	0.00
	0.428484697625
	0.00
G. NEW LEVY LIMIT FOR ANNEXATION (D + F)	30,018,532.64

LEVY FOR REFUNDS:

H. RCW 84.55.070 provides that the levy limit will not apply to the levy for taxes refunded or to be refunded pursuant to Chapters 84.68 or 84.69 RCW. (D or G + refund if any)	30,018,532.64
	86,267.39
	30,104,800.03
I. TOTAL ALLOWABLE LEVY AS CONTROLLED BY THE LEVY LIMIT (D,G,or H)	30,104,800.03
J. Amount of levy under statutory rate limitation.	70,057,420,492
	0.500000000000
	35,028,710.25
K. LESSER OF I OR J	30,104,800.03



Pierce County

Mike Lonergan, Assessor-Treasurer

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www.piercecountywa.org/atr

September 15, 2017

OFFICIAL NOTIFICATION TO: **PIERCE COUNTY RURAL LIBRARY- Pierce Only**

RE: 2017 PRELIMINARY VALUES

FOR REGULAR LEVY

Total Taxable Regular Value	70,057,420,492
Highest lawful regular levy amount since 1985	29,107,919.81
Last year's actual levy amount	29,177,150.66
Additional revenue from current year's NC&I	619,533.63
Additional revenue from annexations (RCW 84.55)	0
Additional revenue from administrative refunds (RCW 84.69)	86,267.39
<i>No additional revenue from administrative refunds will be allowed if you are limited by your statutory rate limit.</i>	
Additional revenue from increase in state-assessed property	0.00

FOR EXCESS LEVY

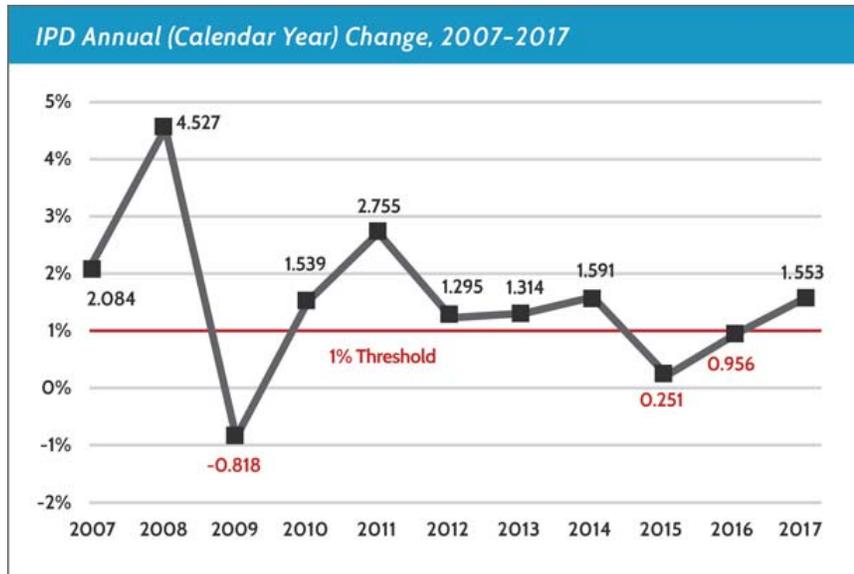
Taxable Value	61,920,213,654
Timber Assessed Value	N/A
Total Taxable Excess Value	61,920,213,654
2017 New Construction and Improvement Value	1,326,397,563

*If you need assistance or have any questions regarding this information, please contact Kim Fleshman
253.798.7114 kfleshm@co.pierce.wa.us.*



Implicit Price Deflator Exceeds 1%

September 21, 2017 by [Toni Nelson](#)
 Category: [Economic, Population and Historical Tax Data](#)



As of September 25, 2017, the rate of inflation on the implicit price deflator (IPD) for personal consumption expenditures over the past 12 months is 1.553%, which means that local governments, regardless of whether they have populations greater than or less than 10,000, may levy the full 1% increase as allowed by statute ([RCW 84.55.005](#)) or bank this capacity for future use.

This is the first time in the past two years that many local government jurisdictions will not have to concern themselves with adopting a separate

ordinance and/or resolution for substantial need. Over the past nine years, the IPD has fallen below the 1% inflation mark three times, where previous to that it had not fallen below 1% in over a decade.

The Economic Outlook

The current economic indicators from the Bureau of Economic Analysis (BEA), the Washington State [Economic and Revenue Forecast Council](#) (ERFC), and others suggest a continuation of slow but steady growth. The second estimate of Quarter 2 real GDP growth was revised up from 2.6% to 3.0%; personal consumption expenditures grew at a rate of 3.3%; and two key measures of consumer confidence increased in the month of August.

I am not an economist but I just got back from the annual WFOA conference in Kennewick where speaker and economist Dr. Christopher Thornberg provided a generally positive economic outlook for the nation and especially so for Washington State.

How Is The IPD Calculated?

The Washington State Department of Revenue (DOR) calculates the IPD using the most recent numbers reported by the [Bureau of Economic Analysis](#) (BEA). BEA publishes an estimate of the quarterly IPD numbers on a monthly basis. These quarterly numbers are then seasonally adjusted each year in July. These seasonal numbers form the basis for the prior year's IPD personal consumption expenditure number that is used by the Department of Revenue (DOR) for the calculation of inflation.

This year, like most years, the September release falls after September 25th. Why should we care about the date? According to [RCW 84.55.005](#), the definition of inflation for setting property tax levies:

...means the percentage change in the implicit price deflator for personal consumption expenditures for the United States as published for the most recent twelve-month period by the bureau of economic analysis of the federal department of commerce by September 25th of the year before the taxes are payable

The rate of inflation is calculated by dividing the Quarter 2, 2017 IPD for personal consumption expenditure (seasonally adjusted) by the Quarter 2, 2016 IPD number, subtracting 1.00 and multiplying by 100. Since the BEA's next release will not be until September 28, the August 30, 2017 release is used in this year's calculation. The numbers are as follows:

Quarter	%	
Quarter 2 2016	110.550	(seasonally adjusted)
Quarter 2 2017	112.267	(second estimate, August 2017)
Percentage Change for IPD (Inflation) = 1.553%		

What Does It Mean for Local Governments?

The only limitation that local government must concern itself with is the 1% levy increase limit set in [RCW 84.55.005](#) (2) (a-c). With the IPD inflation rate in excess of 1%, the limit factor as defined by statute is applicable to all taxing districts.

Local government entities must still adopt a [property tax levy ordinance](#) stating the increase over last year's levy in terms of a dollar amount and percentage. The maximum that you can increase the levy is 1% percent; however, there is another option a jurisdiction may want to consider.

[RCW 84.55.092](#) allows you to bank capacity for the future if the full 1% is not needed for the next fiscal period. During the levy setting process a local government has the ability to use all, some, or none of this 1% increase over last year's levy. If your jurisdiction does not need the full 1% for the next budget period than banking your capacity for the future may be an alternate fiscal tool that will provide a future benefit. These decisions are all part of the budget process and will be unique to each jurisdiction.

In the event that you wish to bank capacity for the future, your property tax levy ordinance or resolution must simply state that you are increasing by a percentage less than allowed (for example, 0.5% rather than 1.0%). This will automatically bank your remaining, lawfully allowed capacity for the future.

If you have any questions about the levy setting process, visit our [Property Tax in Washington State](#) webpage or send me an email at tnelson@mrsc.org

Questions? Comments?

If you have any questions about the IPD, or other local government finance issues, please use our [Ask MRSC](#) form or call us at (206) 625-1300 or (800) 933-6772. If you have comments about this blog post, please comment below or email Toni Nelson at tnelson@mrsc.org.



About Toni Nelson

Toni has over 24 years of experience with Local Government finance and budgeting. Toni's area of expertise include "Cash Basis" accounting and reporting, budgeting, audit prep and the financial issues impacting small local government.

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Comments

0 comments on Implicit Price Deflator Exceeds 1%

Blog post currently doesn't have any comments.

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MEMO



Date: October 4, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director
Clifford Jo, Finance & Business Director

Subject: 2018 Work Plan and Estimated Budget

Attached is the draft work plan for 2018 and the corresponding estimated budget. Melinda will introduce the work plan, which is tied directly to the strategic framework, and ask for your feedback. Cliff will discuss the estimated budgets for the general fund and capital improvement fund. Note that the general fund is presented as unbalanced at this time. At this time, no activities are planned for the special purpose fund.

2018 Workplan

Vision: We spark success for Pierce County

The Library's Vision describes the energy and impact the Library seeks to bring to its work.

Guiding Principles

- **Be true to our communities:** We listen and respond to what is important to you
- **Innovate Strategically:** We find inventive ways to serve you
- **Provide access for all:** We serve everyone with the same degree of interest and respect
- **Deliver convenience:** Your life is busy and we make our resources easy for you to use
- **Play the right role:** We use our strengths as a library to get results and to support our community partners
- **Be financially sustainable:** You trust us with public resources and we manage them for today and for the future

Focus Areas: Learning, Enjoyment, Community

Focus Areas are thematic emphases that motivates the Library's provision of Core Services. While Core Services describe the infrastructure and programs the Library delivers, Focus Areas communicate why, to what end.

Strategies

The Library advances each Focus Area through supporting Strategies, communicating a distinct role the Library plays in the Focus Area. Strategies are advanced through Initiatives – multiple projects with a particular audience or goal in mind.

2018 Initiatives:

- **Build a reading community**
- **Support your growth and curiosity**
- **Engage in your community**
- **Strengthen core services**

Core Services

Core Services represent the fundamental services that Library users can always count on the Pierce County Library System to deliver. The Library annually identifies ways to improve or update its Core Services.

- **Materials**
- **Partnerships**
- **Staff**
- **Business Processes**
- **Spaces**
- **Classes & Events**
- **Technology**

Desired Outcomes

Desired Outcomes are aspirational statements that describe a long-term vision for what the Library is seeking to accomplish. In many cases, the Library cannot achieve this Desired Outcome on its own. Community partners are also working in this direction, and together we hope we can move the needle on these big ambitions.

- Desired Outcomes answer this question: *Why are we doing this? What is the difference we want to see in the world if we implement this Strategy?*

Measures of Success

Measures of Success are more grounded indicators of progress, including implementation milestones (*have we done what we said we would do?*) and countable factors such as usage statistics, attendance counts, etc.

- Measures of Success answer this question: *How will we know we're on track, doing the activities we said we would and having an impact?*
- There are different kinds of Measures of Success, including
 - **Input Measures:** resources required to deliver a service.
 - **Output Measures:** how much service was used.
 - **Benchmark Measures:** these take output measures a step further, identifying targets or analyzing a proportion or trend.
 - **Outcome Measures:** describe the impact of our work.
- We use a balanced approach with both quantitative and qualitative measures, including data, stories, and observations. We use existing measures when possible and balance thoroughness with an appropriate level of effort. We use measures that can be communicated in dashboards and reports to key stakeholders, including to staff, Board, and members of the public on a consistent basis.

Staff Goals. The Library will use the 2018 Initiatives, Strategies, and Core Services as the basis for team, department, and individual goal setting so that staff at all levels and across all program areas are aligned with and connected to the Library's Vision and priorities.

All team, department, and individual goals will map to a Core Service, Strategy, and/or Initiative. Goals can support Initiative-level changes or continuous improvement efforts related to Core Services.

Focus Area: Learning – We support your growth and curiosity

Strategies	Desired Outcomes
<ul style="list-style-type: none"> • Prepare preschoolers, babies and toddlers to learn • Support school and career success for people of all ages • Strengthen the practical skills and knowledge of Pierce County residents 	<ul style="list-style-type: none"> • Children enter kindergarten ready to learn. • People have practical skills to navigate the real world and meet their goals.
2018 Initiative: Support your growth and curiosity	Measures of Success
<p>Ongoing programs:</p> <ul style="list-style-type: none"> • Block play • Storytimes • Ready for Books program • Baby Books To Go • Science to Go • Camp Code • Life After High School • Job & Business Centers • MOS Certifications • IC3 Certifications • Digital Learning • Non-fiction & database collections • Peer2Peer University • Get Smart • STEM programming 	<ul style="list-style-type: none"> • Program attendance • Program surveys and evaluations • Circulation • Click throughs to website resources • Public computer usage • Classes taken & certifications earned • Database use

Focus Area: Enjoyment – We help you enjoy your free time

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Inspire curiosity and imagination through an extensive and diverse collection • Foster a love of reading • Create opportunities to discover new interests and pursue passions 	<ul style="list-style-type: none"> • People discover outlets to offset the pressures of daily life and relax. • People live balanced lives and find joy.
2018 Initiative: Build a reading community	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> • Reader’s Advisory project • LibraryAware eNewsletter <p>Ongoing:</p> <ul style="list-style-type: none"> • Staff book club program • PC Reads • Summer Reading Program • eBook collection emphasis 	<ul style="list-style-type: none"> • Program participation • Program surveys and evaluations • Circulation • Event attendance • Number of minutes read • eNewsletter subscriptions

Focus Area: Community – We connect and strengthen your communities

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Bring people together around shared interests and activities • Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces • Connect people with information and community resources that help them navigate life's challenges 	<ul style="list-style-type: none"> • People are engaged in their thriving community and are optimistic about its future. • People have a sense of belonging and embrace the diversity of their community.
2018 Initiative: Engage in your community	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> • Topical Programming & Displays – Pierce County Conversations • Teen volunteers for Summer Reading <p>Ongoing</p> <ul style="list-style-type: none"> • MakerFest • Meeting Rooms & meeting room booking software • On the Road with Summer Reading • Partnerships such as blood drives and voter registration 	<ul style="list-style-type: none"> • Program participation • Program surveys and evaluations • Circulation • Event attendance • Number of partnerships • Number of exhibitors • Participation by diverse community • Number of volunteers and volunteer hours • Click throughs to website resources

Core Service: Materials – We have the books and resources you want

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Catalog enhancements that improve access and overall customer experience • Data driven collection decisions • Increased use of materials 	<ul style="list-style-type: none"> • Customer focused, well used collection of materials, formats and resources meet diverse community interests and needs.
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> • Mobile app • Updating cataloging codes and indexing <p>Ongoing</p> <ul style="list-style-type: none"> • Print and eBook collections 	<ul style="list-style-type: none"> • Circulation

Core Service: Partnerships – We collaborate with others to best serve you

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Establish cycle of routine community engagement and communication • Understand our reach into and connection with communities 	<ul style="list-style-type: none"> • Everyone has a positive connection with PCLS and sees it as a valued, responsive organization that contributes to the community.
2018 Projects	Measures of Success
Ongoing: <ul style="list-style-type: none"> • Routine meetings with partners such as school district leaders 	<ul style="list-style-type: none"> • Number of meetings participating • Number of attendees

Core Service: Staff – Our staff connect you to the right resource at the right time

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Training • Leadership development • Community engagement readiness 	<ul style="list-style-type: none"> • Staff are actively engaged in achieving library goals and connected to the communities we serve. • Public sees themselves reflected in our positive, skilled staff.
2018 Projects	Measures of Success
New: <ul style="list-style-type: none"> • Technology training for staff • Staff tools for library priorities and funding discussions • Service, Solutions, Safety training • IT Space configuration • Leadership Academy • Branch Operations training project team Ongoing <ul style="list-style-type: none"> • MOS certifications, IC3 training • Tuition Assistance Program 	<ul style="list-style-type: none"> • Leadership Academy capstone project • Before/after assessments • Number of classes completed • Staff engagement survey scores • Number of education pay code hours • Number of classes offered

Core Service: Business Processes – We make smart investments in sound and sustainable operations

Strategy	Desired Outcome
<ul style="list-style-type: none"> • Evaluate, build and improve processes that increase capacity or improve system readiness • Develop metrics 	<ul style="list-style-type: none"> • Effective processes support excellent, efficient, responsive service through staff collaboration.
2018 Projects	Measures of Success
New: <ul style="list-style-type: none"> • Study of cash handling for fines and fees • Crisis communication plan • Collaborative tools for project management 	<ul style="list-style-type: none"> • Recommendations that balance resources and customer service • Staff are trained and understand roles, activities, tools, etc.

Core Service: Spaces – Our libraries are welcoming and vital to your community

Strategy	Desired Outcome
<ul style="list-style-type: none"> Invest in critical maintenance for safety and compliance Maintain comfortable, welcoming environment 	<ul style="list-style-type: none"> Safe, well-maintained spaces provide a comfortable welcoming environment for public and staff.
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> Replace broken meeting room chairs at FIF & MIL Replace book drop bins at GIG Remove planter at LWD Move electrical outlets at PKS 	<ul style="list-style-type: none"> On budget and on time completion Safer, more welcoming environment for staff and customers

Core Service: Classes & Events – We offer interesting programs, skill-building classes, and special events

Strategy	Desired Outcome
<ul style="list-style-type: none"> Equity of programming services Establish metrics to evaluate services 	<ul style="list-style-type: none"> Classes/Events spark success for people through a focus on learning, enjoyment and community.
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> Adult Services support at Community Branch Libraries Library Card drive Consistent level of programming support for branches and alignment with focus areas Updated events calendar software 	<ul style="list-style-type: none"> Number of programs offered Number of Book a Librarian sessions Increase in cardholders Changes to the types/quantities of programs offered

Core Service: Technology – We meet your needs with today’s technology

Strategies	Desired Outcome
<ul style="list-style-type: none"> Improve network security Create a solid IT infrastructure upon which we can build services 	<ul style="list-style-type: none"> Modern, stable, secure technology, equipment and processes that allow delivery of services valued by the community and support staff in providing service.
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> Upgrade Polaris Library System software Upgrade Sonitrol building access controls Replace server UPS battery Improve connectivity at Outreach locations Plan for replacement of printers and copiers 	<ul style="list-style-type: none"> Business process efficiency within the system Increased and improved reporting Systems are within warranty and supported by vendor On budget and on time completion Increased customer satisfaction

**PIERCE COUNTY LIBRARY SYSTEM
- 2018 ESTIMATED BUDGET -**

GENERAL FUND Estimated as of 10/4/2017	2017 Final (12/14/16)	2018 Estimated	% Change 2017 Final to 2018 Prel.	Notes
----- REVENUES -----				
Property Taxes	\$29,239,348	\$30,081,200	2.88%	Reflects Preliminary Levy Certificate
Excise Taxes	83,000	83,000	0.00%	
Timber Taxes	15,000	15,000	0.00%	
Fees (Printer, Fax, Copier)	186,500	186,500	0.00%	
Fines	500,000	450,000	-10.00%	Reduced to anticipated collection
Investment Income	15,000	50,000	233.33%	Return rates have increased
Sales of Goods/Services	8,000	8,000	0.00%	
Donations & Reimbursements	228,000	389,000	70.61%	Includes increase from Foundation
Other (Erate, Pcard Rebates, Unclaimed Property)	505,000	642,000	27.13%	Includes Erate reimbursement for WAVE
TOTAL REVENUES	\$30,779,848	\$31,904,700	3.65%	
----- EXPENDITURES -----				
PERSONNEL				
Salaries & Wages	\$16,352,986	\$17,097,800	4.55%	Based on Collective Bargaining Agreement
Overtime Wages	12,400	12,400	0.00%	
Employee Benefits	5,990,681	6,457,200	7.79%	Based on Collective Bargaining Agreement
Subtotal Personnel	\$22,356,067	\$23,567,400	5.42%	
Reduction in personnel budget to match projections	-894,243	-824,900	7.75%	
Total Personnel	\$21,461,824	\$22,742,500	5.97%	
MAINTENANCE & OPERATIONS				
Supplies and Consumables	\$433,200	\$403,500	-6.86%	
Fuel	47,500	35,000	-26.32%	Reduced to what is needed for the year
Equipment (Computers, Software, Furnishings)	580,700	809,700	39.44%	Includes PC replacement from capital fund
Professional & Legal Services	522,340	837,200	60.28%	Includes public process & full cost of prgrms
Networking, Phones, Postage	552,100	687,600	24.54%	Includes WAVE contract
Travel & Mileage	90,250	87,200	-3.38%	
Advertising	47,400	59,500	25.53%	Includes public process
Rentals & Leases	439,100	543,000	23.66%	Includes copier leases
Insurance	233,000	250,000	7.30%	Increased to anticipated rates
Utilities	327,400	336,700	2.84%	Modest increases for anticipated rates
Repairs & Maintenance, Maintenance Contracts	837,800	792,700	-5.38%	Some portion reallocated to software
Registrations	52,650	73,100	38.84%	Includes PLA conference & IT staff training
Dues, Taxes, Licenses & Fees	124,590	114,700	-7.94%	
Intergovernmental	18,000	1,000	-94.44%	No audit in 2018
Total Maintenance & Operations	\$4,306,030	\$5,030,900	16.83%	
MATERIALS				
Books, DVDs, Music, eBooks, Databases	\$3,780,800	\$3,780,800	0.00%	
SET-ASIDES				
Operating Contingency	\$0	\$159,500	0.00%	New funds for handling unanticipated needs
Capital Fund Transfer	1,231,194	800,000	-35.02%	DRAFT number--will finalize in November
Priority 1 Projects ¹		\$86,900		DRAFT--will finalize in November
TOTAL EXPENDITURES	\$30,779,848	\$32,513,700	5.63%	
NET OF REVENUES AND EXPENDITURES	\$0	(\$609,000)	0.00%	Will be balanced in November

¹ Tentative Priority 1 projects include:

- * Library Card programming
- * On the Road Summer Reading
- * Minor staffing adjustments
- * Polaris upgrade & bibliographic indexing
- * Tuition Assistance funding

PIERCE COUNTY LIBRARY SYSTEM
- 2018 ESTIMATED BUDGET -

CAPITAL IMPROVEMENT FUND ESTIMATED AS OF OCTOBER 4, 2017	2018 Estimated	Notes
-- FUNDING SOURCES --		
Transfer from General Fund	<u>\$800,000</u>	DRAFT number--will finalize in November
TOTAL FUNDS AVAILABLE	\$800,000	
-- EXPENDITURES --		
UP 5,000 sq ft Expansion (10 years--2012-21)	\$120,000	Year 7 of 10 year agreement
Wayfinding (signage) updates at two locations	25,000	
Server Disk Storage Upgrades	18,000	
Buckley Site Evaluation	100,000	Does not include actual clean up cost
Facilities Master Plan Projects	<u>100,000</u>	Includes legal fees and research
TOTAL EXPENDITURES	\$363,000	
Priority 1 Projects ¹	\$411,000	DRAFT--will finalize in November
Contingency	<u>25,000</u>	
GRAND TOTAL EXPENDITURES	\$799,000	
NET OF REVENUE AND EXPENDITURES	<u>\$1,000</u>	Will be balanced in November

- ¹ Tentative Priority 1 projects include:
- * Meeting room chairs replacements
 - * Book drop bin updates
 - * Movie tower decommissioning
 - * Sonitrol upgrades
 - * UPS battery replacement
 - * ACL space design
 - * Public printer/copier replacements

MEMO



Date: October 2, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director

Subject: 2018 Initiatives

Build a reading community

We will continue the popular Summer Reading and Pierce County Reads programs along with our print and eBook collections. We will be expanding our Reader's Advisory activities with an online form that customers can use to request read-alike titles and an e-newsletter that recommends new titles for a variety of genres and reading interests.

Support your growth and curiosity

We will continue to offer our many successful programs in this area, particularly those that support Early Learning and job seekers. We will build on our STEM (Science, Technology, Education and Math) programs with Science to Go, Camp Code, and our updated 3D printing program.

Engage in your community

This fall we've launched Pierce County Conversations and we will continue to grow this program in 2018. Our partnerships with many community organizations will be ongoing as we work collaboratively to strengthen and enhance opportunities for Pierce County residents. MakerFest is our major community event, and will continue in 2018. We are also hoping to be able to offer additional Adult Services support in our Community Branch Libraries to both enhance direct customer service and to strengthen community engagement activities.

Strengthen core services

A major initiative in 2018 will be to fully incorporate the Measures of Success as articulated in the Strategic Plan Implementation Framework. An initial assessment of metrics by Leadership Team indicates that we have many of the tools on hand to assess our current activities. We will be adding two tools – Project Outcome, which measures outcomes of programming and service efforts, and the Edge Initiative which assesses technology infrastructure capability and services.

We will also continue to invest in staff training, using our updated Training Lab to focus on technical skills for day-to-day tasks as well as soft skills to meet the sometimes challenging situations staff encounter.

MEMO



Date: September 27, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Judy Nelson, Customer Experience Manager and Jaime Prothro, Interim Customer Experience Director

Subject: Enjoyment Opportunities at PCLS

As a key focus area of the Strategic Plan, the services provided to our community are designed with the goal to support individuals and families' curiosity and imagination through a love of reading and activities related to reading. The Library blends learning and enjoyment together in as many ways as possible to strengthen our efforts for an impactful service.

Access to resources:

- *24/7:* Customers are able to connect with their account to request materials of many formats (e-book, audiobook, magazines, streaming movies and music), browse for new reading ideas, and more.
- *Collections:* As we learned in our Strategic Planning Open Houses, our customers are expecting popular and new choices in the materials they borrow. And our customers expect a wide variety of formats to choose from – books (print, large print, languages, and electronic), audio, DVDs, magazines, and more. Collection maintenance and eye-catching displays are priorities for staff to ensure high-performing collections.
- *Baby Books to Go: Baby Books to Go packs:* Parents of children birth to 3 can easily access materials for their newborns and toddlers through the newly launched Baby Books to Go packs. Using the successful Science to Go model, each pack includes a specially designed activity sheet for parents/caregivers to collect, and are also available online.
- *Online based Readers Advisory:* Finding the next title to read is a staple of library service. Customers have always been able to utilize the expertise of staff in branches, or online tools such as Novel List. 2018 will see additional staff training in readers advisory as well as the launching of an online request tool. Readers will be offered the opportunity to ask for support and recommendations through an online portal based on the Books4U model piloted at South Hill.
- *Book Club Kits for all ages:* Kits for use by branch and community book clubs are available for convenient checkout for a group discussion. Each kit contains copies of the book, information about the author and suggested questions for a great conversation about the book. Currently there are 524 kits (377 adult kits, 51 teen kits, 96 kids kits) and together they have circulated 791 times in 2017 (688 adults, 30 teens, 71 kids).

-
- *Homebound services:* Not every customer is able to access our branches. Some are confined to their homes. PCLS provides a homebound delivery service that not only includes personalized selection of materials, but delivery of materials directly to the customer through a volunteer program. There are currently 95 homebound customers.

Awareness of services:

- *Partnerships/community engagement:* PCLS deliberately seeks to engage in partnerships and other forms of community engagement that furthers our mission, vision and values and aligns with the strategic framework.
- *Marketing & press releases:* Through press releases and marketing activities such as book lists, flyers announcing events and other printed or online materials, community members have various formats for gaining information about learning support activities. PCLS is developing a robust social media presence.

Build a Reading Community:

- *Summer Reading:* Every summer youth and adults participate in the largest reading program offered in Pierce County. Promotion to Youth occurs primarily through schools, but preschoolers and adults are also invited to participate and win prizes for reaching reading goals. In 2017 Youth and Adult readers read 13,531,200 minutes over the span of the program.
- *Pierce County READS:* For the past ten Springs, the Library's one-book reading program offers county-wide conversations, programming, and the author's presentation (with streaming for those unable to come to the live event). In 2017 the chosen title, *Grunt* by Mary Roach circulated 3,104 times, over 700 people attended the live author event (and streaming) and we worked with 32 partners, including JBLM.
- *Our Own Expressions:* This is the signature teen creative contest now being readied for its 22nd year. Teens in grades 7 through 12 compete for cash prizes and recognition in four categories: short story, poetry, drawing and photography. In 2017, 914 students competed in the four categories. Students came from 76 different schools, and included home schoolers. 3 students were winners for more than one year in a row.
- *Storytimes:* A core service in every public library, PCLS incorporates the principles of Every Child Ready to Read to create entertaining and educational storytimes offered across the county for children birth through ages 6 or 7. (Family storytimes are also offered at select locations). Each year over 1,600 storytimes are offered and serve over 21,000 children.
- *Block Play/Imagination Playground:* A STEM educational and entertaining program provided to at risk children in Head Start and ECEAP classes across the county. In the 2016-17 session there were 25 classes attending with 475 children participating. Each child is immersed in storytime and STEM activities to reinforce pre-reading skills in an enjoyable manner.

Officers Reports

MEMO



Date: October 1, 2017

To: Chair Rob Allen and members of the Board of Trustees

From: Joy Kim, Customer Experience Manager

Subject: National Friends of Libraries Week 2017

Thank you to Pierce County Library System's Friends of the Library groups for their commitment, enthusiasm, and contributions to bolster library services throughout Pierce County. October 15-21, 2017 marks National Friends of Libraries Week to recognize and celebrate Friends groups for volunteering time and resources to help support libraries.

Pierce County Library System is indebted to the amazing support our seventeen Friends groups give every day to enhance library service in our communities.

Friends groups foster public interest and support of the Library in many ways:

- Advocating for and increasing public awareness about library services, needs, and goals.
- Fundraising through book sales and other activities.
- Supporting Library events and activities that promote learning, enjoyment, and community connection.

In 2016, Friends of the Library groups contributed \$108,000 to support library service. Highlights of recent Friends support include:

- Selected summer reading events for children and families—system-wide
- Garden area refresh—Lakewood Library
- Fife Library 5th Anniversary Celebration—Fife Library
- New shelving for board books—Gig Harbor Library
- Explorations Speaker Series—Steilacoom Library

Along with other recognition to celebrate National Friends of Libraries Week, we are asking Pierce County Library's Board of Trustees to issue the following proclamation to proclaim October 15-21, 2017, as "Friends of Libraries Week" in Pierce County, Washington.

Friends of Libraries Week

Proclamation of the Pierce County Library Board of Trustees in recognition of Pierce County Library Friends.

Whereas, Friends of Pierce County Library raise funds through book sales and other activities to purchase services, materials, equipment and furnishings to enhance customer experiences;

Whereas, Friends advocate and raise awareness about Pierce County Library System's services, needs and goals in the community;

Whereas, Friends are ambassadors in our libraries and in our communities to share information about Library programs and services;

Whereas, the Friends' gift of time and enthusiastic commitment to Pierce County Library exemplifies strong volunteerism and leads to positive civic engagement and the betterment of our community;

NOW, THEREFORE, be it resolved that the Pierce County Library Board of Trustees proclaims October 15 through 21, 2017, as

Friends of Libraries Week

in Pierce County, Washington,

and urges everyone to join a Pierce County Library Friends' organization, and thanks the Friends for the time and resources provided to make our Library and community great.

PROCLAIMED this day, Wednesday, October 11, 2017.



MEMO



Date: October 3, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Golden Apple Award

Congratulations to Pierce County Library System for being selected as Sumner School District's Golden Apple Award winner! This recognition is a significant honor and a compliment of the outstanding services the Library System provides to Sumner School District's students and their families.

Sumner School District's Golden Apple Community Partner Award is the district's highest honor to recognize organizations and individuals who have dedicated tremendous support to students, staff, and schools by demonstrating being an exemplary community partner. Sumner School District recognized Pierce County Library for helping children, supporting families, championing reading for all, and being true partners in the education of students. The school district acknowledged Pierce County Library for its foresight, vision, creativity, and ability to reach families and children in today's world.

Executive Director Georgia Lomax, and Customer Experience Manager Kayce Austin; Sumner Pierce County Library's Senior Librarian Ben Haines, Librarian Rebecca Ryan, and Assistant Branch Supervisor Miguel Colón; and Bonney Lake Pierce County Library's Librarian Catherine O'Brien were on hand at the school board meeting to receive the award on behalf of the Library System.

Sumner School District's Family Center Director Marilee Hill-Anderson praised the Library System for its partnership to help achieve mutual goals to help students come to school prepared to learn, every day and attain a 100% graduation goal. She pointed to the amazing learning resources at the Library System that are available to students and their families 100% of the time. She thanked the Library for being a key, trusted community partner and for keeping students in love with reading outside of the school building and hours.

MEMO



Date: October 2, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Judy T Nelson, Customer Experience Manager - Youth

Subject: Summer Reading 2017 – Build a Better World

Pierce County built a better world all summer long! Programs and efforts throughout the summer were focused on community involvement, being good stewards of our world, and helping one another. This year was the first time that PCLS offered a Summer Reading Kickoff event where participants could read in the library to earn books for their local branches.

Adult Services set a target of 5000 participants – while not meeting this goal the program did see an increase of 17% in participants registered over previous years. In its third year of a system-wide reading initiative, local authors were added as opportunities to engage readers.

Youth Services identified their target as being at least 50% of all 5 to 9 year olds in the Library service area. 18,562 school age children registered to participate in our summer reading program which was a decrease of about 6% but the number of 15 hour completions, 7,326 saw an increase of 39.5% for children, up from 34.6% in 2016. As part of the completion prizes, over 1000 youth finishers and their families attended a free Rainiers game, running the bases and cheering as they were recognized for their reading accomplishments on the Cheney Stadium jumbo-tron.

Teen Summer Challenge changed this summer because of platform concerns. Rather than being badge oriented, the Teen Librarians offered a weekly video challenge that allowed teens to creatively answer a weekly question. Those who participated quickly became power players, and recorded significant amounts of reading as well as activity participation.

PCLS continued to offer four age categories for participation. All customers self-reported reading 295,680 hours or 17,740,800 minutes, an increase of 20% over 2016. Circulation saw an increase of 10%, a number that included a large increase in the use of e-books.

Attached are the statistical summaries for the four age categories. These numbers include the special series on the eclipse which drew national attention to our library as a participant.

In 2018 the Summer Reading theme will be “Libraries Rock!” Acclaimed artist Brian Pinkney will be the artist.

Questions?

Please contact either Judy T Nelson (253-548-3412) or Jaime Prothro (253-548-3425)

**Pierce County Library System
2017 Adult Summer Reading Program**

Participation	2015	2016	2017
Adults registered (Based of # of 5 hour coupons received)	2,656	2,237 (-417) -15%	2,722 (+485) +17%
Hours read	61,935	78,545 (+16,610) +26.8%	73,760 (-4,785) -6%
Completed 15 hours	2,038	1,838 (-200) -9.8%	2,442 (+604) +24.7%
Number of hours read	10,190	9,190 (-1000) -9.8%	12,210 (+3,020) +24.7%
Friends of the Library Coupons redeemed	(Was not tracked in 2015)	427	540
Total dollar amount of Friends of the Library items		\$602.40	\$721.35
Completed Summer Reading Survey	1,274	326 (-948) -74%	983 (+657) +201%
Would participate again	1,247	324 (-923) -74%	Not asked
Average from 1-5 on how much participants enjoyed the program	4.86	4.81 (-.05) -1%	4.81 (0) 0%

Program Attendance	Number of Programs	Child	Adult	Total
Author Event	9	1	64	65
Book Discussion	21	0	151	142
Other Programs	33	99	321	423
Read-a-thon Kick Off	18	223	168	391
Total Programs	81	323	704	1021

**Pierce County Library System
2017 Summer Reading Program**

Target: Participation by 50% of the 5 – 9 year-olds in our service area (50% = 19,296). 2010 census numbers indicate 38,592 children 5-9 yrs. live in target area. (Pierce County minus Tacoma, City of Puyallup, Fircrest)

Achievement: 51% children participated by taking a log book. (103.3% of target reached, 54% of targeted audience)

Promotion: Librarian visits to Schools	Visits to child cares	# of Elementary (K – 3rd gr)	# of Middle Schools
# of Schools	0	107	12
# of Classes	0	1,375	104
Students	0	30,407	2608
Teachers	0	957	70
Total students/teachers	0	31,364 (+4,328) +16%	2,778 (-647) -18%

Participation	Wee Ones 0 – 4	Children 5 – 9	Tweens 10-12	Teens 13+	Adults/ Parents	Total
Children registered	included	18,562	included	330	N/A	18,892 (-2462) -13%
Booklets: Number of Booklets handed out	1,963	19,933	5,736	N/A	N/A	27,632 (-2,081) -7%
Wee Ones: Number of Children read to by an Adult for 31 Days (received duck/growth chart)	477					477 (-142) -22%
Number of 10 hour fine forgiveness coupons distributed	N/A	8,322	Combined w/ children	N/A	N/A	8,322 (-29) -.3%
Number of 15 hour child/tween completion awards distributed (Zoo passes, teen badges awarded, adult slips entered in drawing)	N/A	7326	Combined w/ children	330	N/A	7,656 (+249) +3%

Program Attendance	Number of Programs	Child	Adult	Total
Summer Stories: Families, Babies, Toddlers,	122(-119)	1261 (-2144)	1031 (-1342)	2292 (-3486)
Discover Summer/Summer Stories & Crafts	140 (-3)	2042 (-267)	1306 (-95)	3348 (-362)
Puppet Shows	29 (-31)	690 (-123)	362 (-34)	1052 (-157)
Brainstorm programs (outreach to 3 B&G's Clubs)	40 (+8)	1037 (+41)	105 (+45)	1142 (+86)
Summer Theme Programs (Friends, Foundation & PCLS)	151 (-36)	2834 (-715)	1461 (-283)	4295 (-998)
Teen/Tween Programs	55 (+26)	481 (+146)	86 (+59)	567 (+205)

Summer Lunch Program	29	1,358	462	1,820
Read-a-thon Kick Off	18	223	168	391
Eclipse Program	7	466	365	831
Rainer's Game	1	500	500	1000
Total Programs	583 (-31)	10,891 (-516)	6,510 (-156)	17,401 (-7) 0%

SUMMARY OF OVERALL SUMMER READING STATISTICS FOR PREVIOUS 3 YEARS

	2014	2015	2016	2017
Students Visited in classrooms	26,799 K – 3rd grade (+ 6%) 474 infant & toddler child care children visited 1,721 teen students visited	28,609 k-3rd grade (+10%) Summer work w/child cares revised 3,868 teens students visited (+129%)	26,213 k-3rd grade (-9%) Summer work w/child cares revised 3,425 teens students visited (-13%)	31,364 k-3rd grade (+16%) Summer work w/child cares revised 2,778 teens students visited (-18%)
Students Reached	27,122 (+17.5%) (booklets, wee readers, online teen registration)	29,360 (+8%) (booklets, wee readers, logs, online teen registration)	30,332(+3%) (booklets, wee readers, logs, online teen registration)	18,892 (-13%) (booklets, wee readers, logs, online teen registration)
Kids Hours Read/ Completion (0 to 12 yrs)	107,405 hours read (+14.9%) 5,748 completed 15 hours (+6.8%) 5,390 hours read for wee readers (- 3%) 539 completed (0%)	122,585 hours read (+14%) 5,896 completed 15 hours (+2%) 5,650 hours read for wee readers (+4.8%) 565 completed (+4.8%)	143,620 hours read (+16%) 6,963 completed 15 hours (+9%) 6,190 hours read for wee readers (+10%) 619 completed (+10%)	295,680 hours read (+51%) 7,326 completed 15 hours (+5%) 4,770 hours read for wee readers (-23%) 477 completed (-23%)
Teen Participation	5,784 hours reading (4 reading badges) (-14%)	11,893 hours reading (+105.6%)	7,145 hours reading (-40%)	6,958 hours of reading (-2%)
Badges earned	1021 badges earned	1,096 badges earned,	1,148 badges earned (+4%),	1,301 badges earned (+11)
Hours engaged	12,702 activities finished (+27.5%) 2,480 hours web engaged (+25%)	13,408 activities completed (+ 5.5%)	11,925 activities completed (-11%)	16,895 activities completed (+29%)

Program Attendance	16,616 (+ 11%)	17,915 (+7.8%)	17,408 (-3%)	17, 401 (no change)
# of programs	533 programs (+ 21.6%)	580 programs (+8%)	632 programs (+8%)	583 program (-7%)
Circulation of YS/YA materials	544,123 items checked out (includes e-books) (-5%)	556,993 items checked out (includes e-books) (+2%)	645,066 items checked out (includes e-books) (+14%)	711,971 items checked out (includes e-books) (+10%)
Unique users	34,029 unique users (excludes e-users)	32,681 unique users (excludes e-users)	32,114 unique users (excludes e-users)	38,573 unique users (excludes e-users)

MEMO



Date: October 3, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: City of Lakewood Memorandum of Understanding

Over the past two years, Pierce County Library and the City of Lakewood have had collaborative discussions about the library service needs of Lakewood residents.

In September, Lakewood City Manager John Caulfield and I signed a Memorandum of Understanding (MOU) between our agencies that is a preliminary step toward acquiring property in Lakewood's Central Business District and Tillicum neighborhood for the purpose of relocating and expanding the branches when future funding is available.

In the MOU, the Library and the City agree to prioritize this project, to identify possible locations that meet the Library's site selection criteria with the intention of the City acquiring property that will allow the Library to select a future location for the branches, and to develop a general description of the expanded libraries and a plan and timeline intended to lead to future capital projects and new libraries.

We expect our collaborative work to lead to future, more detailed agreements as the project develops and more information is known. We will keep the Trustees apprised as this work continues over time.

MEMO



Date: October 2, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director

Subject: Library Journal Design Institute

Library Journal will be holding a Design Institute in Vancouver, WA on Friday, October 20. Five PCLS staff will be attending. Design Institutes are held regionally every year or so and provide an opportunity for librarians, architects and vendors to examine how best to create engaging library spaces. The Institute includes workshops led by architects to examine design challenges. PCLS has been accepted as one of the workshop challenges, looking at ways to refresh and modernize smaller facilities that aren't high priorities for expansion or relocation. We are in the process of providing interior and exterior photos and other background information to Liollo Architects, who will be leading the workshop.

MEMO



Date: October 2, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Urban Libraries Council (ULC) Statement on Racial and Social Equity

Urban Libraries Council member libraries have developed a “Statement on Racial and Social Equity.” The statement reflects shared commitment to greater equity, an issue that is of strong interest in our communities today. It stresses the public library’s value and importance as an agent and an essential partner for achieving positive change in communities.

ULC will release the statement at its annual meeting October 11-13, 2017. It will also share it with national organizations, including the National League of Cities, the United States Conference of Mayors, the National Association of Counties, the International City/County Management Association, the Council of the Great City Schools, the Council of Large Public Housing Agencies and others.

The ULC statement on racial and social equity is below:

Urban Libraries Council Statement on Racial and Social Equity

As leaders of North America’s public libraries, we are committed to achieving racial and social equity by contributing to a more just society in which all community members can realize their full potential. Our libraries can help achieve true and sustained equity through an intentional, systemic and transformative library-community partnership. Our library systems are working to achieve equity in the communities we serve by:

- Eliminating racial and social equity barriers in library programs, services, policies and practices
- Creating and maintaining an environment of diversity, inclusion and respect both in our library systems and in all aspects of our community role
- Ensuring that we are reaching and engaging disenfranchised people in the community and helping them express their voice
- Serving as a convener and facilitator of conversations and partnerships to address community challenges
- Being forthright on tough issues that are important to our communities

Libraries are trusted, venerable and enduring institutions, central to their communities and an essential participant in the movement for racial and social equity.

MEMO



Date: October 3, 2017

To: Chair Rob Allen and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: 2018 Public Library Association Conference, Board Attendance

The Public Library Association will hold its biennial conference March 21-24, 2018, in Philadelphia.

This conference is the premier national learning and networking event for public libraries, known for its high quality classes. It is a chance to meet others, learn about trends and best practices and hear from libraries across the nation. Many Trustees attend this conference.

For budgeting purposes, if you might be interested in attending, please let Petra know. The library will pay travel and registration for Trustees.

A final decision about attending will be needed in December to take advantage of early registration cost savings.

I've attached a sample of some workshops that might be of interest. You can find additional details and a full list of sessions by visiting: <http://www.placonference.org/#home>

Sharing the Wealth: A 50/50 Renovation Project using Taxpayer Dollars and Private Fundraising

Contemplating a renovation, addition, or new library building? Find out how one small library was able to renovate over 5,000 square feet of space using a combination of 50% taxpayer monies and 50% private monies. Learn how word choice, advocacy, clear communication, and sheer will are needed to carry a multi-year fundraising project forward, and the top 5 pitfalls to avoid during the fundraising period.

The Future is Now: Virtual, Augmented, and Mixed Reality in Public Libraries

Virtual, augmented, and mixed reality are hot technology topics, but how will these emerging technologies impact education, industry, healthcare, entertainment, and more? What applications and uses are best suited for these new ways of visualizing information? What platforms are currently available and how can public librarians implement them successfully? Join us as we explore how Maryland Public Libraries are sharing virtual, augmented, and mixed reality with their communities.

Project Outcome in Practice: Using Outcome Data to Measure and Improve Impact

The Public Library Association's Project Outcome is a free online toolkit that provides patron outcome surveys, tools for collecting and analyzing outcome data, and practical guidance on using the results to take action. Learn how easy it is to measure and utilize the outcomes of your library's programs and services from experienced project participants who have been able to use Project Outcome to measure and improve their impact to better tell their library's story.

Refuting the Idea of "Neutral": Supporting Civic Engagement & Information in the Library

Amidst coverage of Black Lives Matter and Standing Rock, Skokie (IL) Public Library developed the Civic Lab to facilitate engagement with topics in the news. This civic engagement builds awareness of important topics and provides access to curated resources and information. This session will explore how the Civic Lab goes beyond library collections to engage patrons in issues affecting the community and offers a responsive model for supporting civic engagement and information in the library.

Customer Privacy in a Multi-Vendor World

Libraries staunchly defend customer confidentiality. And, many libraries want to foster an online community. Discovery layer vendors like BiblioCommons offer multiple opportunities for social sharing – what customers read, what they hope to borrow, and how they rate library items. Some customers embrace social media features in the library's catalog and web site. Other customers abhor social media and fear loss of their privacy. How do libraries manage these conflicting customer needs and priorities?

2018 PLA Conference Workshop Examples

Libraries Transforming Communities: Models for Change

Through Libraries Transforming Communities (LTC), ALA seeks to strengthen communities by giving libraries the tools they need to bring disparate voices together and lead change. Public librarians who have completed LTC: Models for Change training will share real-world experiences with World Café, Future Search and Everyday Democracy's methods for dialogue and deliberation. Participants will break into triads to try out tools with each other and discuss next steps for taking this learning home.

New Trends and Solutions for Making Libraries Welcoming Spaces for All

Learn how libraries are configuring their physical spaces to provide accessibility to all members of the community. You'll hear about efforts to take the library into the community, beyond the physical structure. You'll also hear from architects, designers, and librarians on why the idea of welcoming spaces is at the forefront of their work, underscoring the importance of places that celebrate diversity and inclusion efforts in an ever-evolving society where libraries are the consistent fulcrum.

Top 5 of 5: A Current Affair

Floundering at the desk when asked for a book you might not be familiar with? Get "go-to" lists of the latest and best books/authors for popular fiction, genre fiction, and nonfiction for leisure readers. RA experts will showcase hot topics trending in the news (science, international fiction, diversity in youth books, political issues, and pop culture) and what frontline library staff should know about them: the top five books, up-and-coming authors/titles, and trends.

Building Meaningful Relationships Through Community Engagement

Community engagement is the art of connecting local resources with the residents they serve. Librarians for community engagement are always on the move, working with local institutions and learning about the needs of their community members. In this interactive session, the presenters will share insights from their work developing successful partnerships outside the library. Participants will have the opportunity to share their own successes and brainstorm ways to do the same for their own communities.

Building Community: A New Approach for a New Era

While polarization and the lack of civility are rampant at the national level, libraries can play a critical role in addressing these tensions locally. Examine the principles of civility and how libraries can foster civil discourse and respect for others. Learn how the Choose Civility initiative has strengthened libraries' roles as community leaders and change agents. Whether rural, suburban, or urban, libraries of any size can join this national movement at no cost.

Executive Session

I move to recess to Executive Session,
per RCW 42.30.110, to discuss property
issues for 15 minutes

Pierce County Library FYI Packet
Link List
October 11, 2017

Pierce County Library in the News

- [It's Not All About Books Anymore](#) – Key Peninsula News
- [Pierce County Libraries To Host Talks On Hot Topics](#) – Bonney Lake Patch
- [Second annual #Community Harvest project continues to fight hunger](#) – News Tribune
- [Library workshop focuses on business marketing](#) – Kitsap Sun
- [Where To Get Free Homework Aid, Online Tutors & STEM Activities For Your Kids?](#) – Gig Harbor Patch
- [Artists In Schools project extends Two Waters Arts Alliance reach into classrooms](#) – News Tribune
- [Series offers help and support for beginning stages of Alzheimer's](#) – Suburban Times and also published in The Courier-Herald