

AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
November 8, 2017 | 3:30 pm

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 October 11, 2017, Regular Meeting 2. Approval of October 2017 Payroll, Benefits and Vouchers 3. <i>Resolution 2017-10: To Declare Furnishings and Equipment Surplus to Public Service Needs</i> 	
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. September 2017 Financial Report, Donna Morey 3. Executive Director Report, Georgia Lomax 4. Branch Services Report, Jaime Prothro 	
3:55 pm	30 min.	Unfinished Business	
		<ol style="list-style-type: none"> 1. 2018 Budget and Work Plan: First Reading and Discussion, Georgia Lomax and Clifford Jo <ol style="list-style-type: none"> a. Draft Operating Budget, Clifford Jo b. Draft Proposed Capital Projects, Clifford Jo c. 2018 Budget Documents: Budget Narrative and Tables & Charts, Clifford Jo 	
4:25 pm	05 min.	Public Hearing: 2018 Draft Budget of Revenue and Expenditures: 2018 Revenue sources and 2018 Expense Budget: Consideration of increases in property tax revenues, regarding the 2017 property tax levies for collection in 2018 (per RCW 84.55.10)	
4:30 pm	05 min.	Unfinished Business (continued)	
		<ol style="list-style-type: none"> 2. 2018 Budget and Work Plan, Georgia Lomax and Clifford Jo <ol style="list-style-type: none"> a. <i>Resolution 2017-11: To Request Highest Lawful Levy and Levy Certification</i> b. <i>Resolution 2017-12: To Set Wages and Benefits For Non-Represented Employees for 2018</i> 3. Strategic Plan Focus Area – Community, Jaime Prothro and Joy Kim 	Action Action
4:35 pm	10 min.	New Business	Action
		<ol style="list-style-type: none"> 1. 2018 Schedule of Regular Meetings, Georgia Lomax 2. 2018 Board Calendar of Work, Georgia Lomax 3. Library Priorities, Mary Getchell 	
4:45 pm	10 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. ULC Innovations Award 2. Pierce County Workforce Development Council Memorandum of Understanding 3. Customer Experience Department Meeting – Customer Service Model 4. Staff Professional Development Activities 5. Introduction of New Pierce County Library System Managers 6. Pierce County Library Foundation Impact Committee and 2018 Giving 7. 2015-16 Fiscal Audit 	
4:55 pm	01 min.	Announcements	
4:56 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 3:31 pm. Board members present were Monica Butler, Daren Jones and Pat Jenkins and Donna Albers. Executive Director Georgia Lomax was excused.

Deputy Director Melinda Chesbro noted that Ms. Lomax was attending the Urban Libraries Council Annual Forum.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the September 13, 2017, Regular Meeting
2. September 2017 Payroll, Benefits and Vouchers
 - a. Payroll Warrants 3774-3783 dated 9/1/17-9/30/17 in the amount of \$5887.54
 - b. Payroll Disbursement Voucher dated 9/6/17 in the amount of \$1,057,510.42
 - c. Payroll Disbursement Voucher dated 9/21/17 in the amount of \$779,170.27
 - d. Accounts Payable Warrants 628028-628131 dated 9/1/17-9/30/17 in the amount of \$700,690.25

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

BOARD REPORTS

Ms. Butler asked for an update on the recent Regional Trustee meeting. Marketing and Communications Director Mary Getchell said it was well attended and included training on the election process and Public Disclosure Commission rules. Chair Allen requested future training for the Board on this topic.

ROUTINE REPORTS

Dashboard – Ms. Chesbro reviewed the report, noting work is continuing on developing an updated dashboard.

August 2017 Financial Report – Ms. Chesbro noted the report is the same as was presented last month due to the changes in reporting.

Executive Director Report – Ms. Getchell said the Library was honored to receive a Golden Apple award from the Sumner School District.

Ms. Chesbro said the fall Friends Connection meeting was well attended. The next meetings are scheduled for April 14 and September 29, 2018.

Ms. Getchell said the Library will be conducting a public opinion poll and results will be shared with the Board.

BOARD SERVICE AND EDUCATION

University Place Library & Community Presentations – Branch Manager Steve Carmody introduced University Place Friends President Barbara Pick.

Mr. Carmody provided a brief history of the University Place Library and shared how activities in the Library align with the Strategic Plan in the focus areas of learning, enjoyment and community (Following the meeting, the Board toured the facility.)

NEW BUSINESS

2018 Budget and Work Plan – Finance and Business Operations Director Clifford Jo provided an overview of the budget process and outlined the roles of the Board and the Library. He also shared how the current budget document which will be restructured into three sections. The Guide to the Budget will be the informational and process sections of the former document including the Facilities Master Plan and the Strategic Framework. The 10-page budget document will include the budget year financial material and the Charts and Tables section will show data and trends through the years.

Mr. Jo said in November he will present a draft balanced budget that reflects a narrowing down of projects, followed by a final balanced budget in December.

Levy Certificate and Implicit Price Deflator (IPD) – Mr. Jo reported property values increased by 12.5%, due to an increase in new construction. The IPD came in at 1.533%, which means considering an override of the IPD is not necessary.

Work Plan Overview – Ms. Chesbro reviewed the draft work plan, noting the alignment with the vision and guiding principles of the Strategic Plan. She said the Library will be updating the dashboard to better align metrics with current activities. One metric will be program surveys, which will help the Library determine program effectiveness. Anecdotal stories will also continue to be gathered.

Estimated Budget – Mr. Jo reviewed the 2018 general fund and capital fund estimated budgets showing the BARS categories by which the Library reports to the State Auditor. He noted revenue increased by nearly 3.7% which includes an increased commitment by donors. Erate reimbursement increased approximately 27%. Fine revenue decreased 10%, due in part to a shift to eBooks. He also noted the Maintenance & Operations increase of nearly 17% reflects both increased costs and the transfer of items that were previously categorized as capital expenses into the operating expenses. The Capital fund transfer is reduced to \$800,000.

Mr. Jo noted the Bonney Lake roof replacement will be postponed until 2019. Funds have been set aside in case repairs are needed.

Ms. Chesbro said the Library is still considering how the materials budget may be impacted in order to balance the budget. She added that the Library has the tools to balance budget without cutting hours. Discussion ensued around the service impacts related to cutting hours.

Work Plan Initiatives – Customer Experience Director Jaime Prothro presented on the strategic focus area of “Enjoyment”, which embodies how the Library can help people relax and enjoy their free time. She reported that enhancements to the catalog will be made in 2018, readers’ advisory services have been developed and will expand system wide and online, baby books-to-go has recently launched, 3500 book club discussion lists are available for check out and 95 homebound individuals are served by the Library’s homebound services.

OFFICERS REPORTS

Chair Allen proclaimed October 15-21, 2017, Friends of Libraries Week.

PLA Conference – Ms. Chesbro reminded the Trustees that registration was open for the 2018 PLA Conference.

Urban Libraries Council Statement on Racial and Social Equity – Chair Allen said he was in support of the statement, noting a way to express the Library’s commitment to it is the degree to which its workforce represents its community.

Ms. Chesbro said Staff Experience Director Cheree Green will be reporting on the Library’s progress over the last ten years.

EXECUTIVE SESSION

At 5:19 pm, Ms. Albers moved to recess to Executive Session, per RCW 42.30.110, to discuss property matters for approximately 15 minutes. Mr. Jones seconded the motion and it was passed. The session ended at 5:41 pm.

ANNOUNCEMENTS

Pierce County MakerFest is November 4, 2017, from 10:00 AM until 3:00 PM at the Washington State Fairgrounds Agriplex.

ADJOURNMENT

The meeting was adjourned at 5:43 pm on motion by Mr. Jenkins, seconded by Ms. Albers.

Georgia Lomax, Secretary

Rob Allen, Chair

October 2017 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3784	10/1/17-10/31/17	\$946.30
Electronic Payments - Payroll & Acct Payable		10/06/17	\$961,300.66
Electronic Payments - Payroll & Acct Payable		10/13/17	\$10,184.65
Electronic Payments - Payroll & Acct Payable		10/21/17	\$748,348.99
Accounts Payable Warrants	628132-628255	10/1/17-10/31/17	\$939,593.28
Total:			<u><u>\$2,660,373.88</u></u>

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3784	key	10/06/2017	JENSEN, SARAH	C	10/10/2017	09/16/17 - 09/30/17	0.00	946.30
Total:							0.00	946.30

Check in report: 1

Grand Total: 0.00 946.30

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: 10/06/2017 Payroll

Withdrawal Date: 10/06/17

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	65,151.36
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	47,636.00
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	47,636.00
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	443,802.61
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,339.50
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	46,174.43
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	79,085.28
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,955.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,085.51
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	375.00
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	213,059.97
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						\$ 961,300.66

Certification: _____

Stacy Karabotsos
 Signature (Department Designee)

10/04/17
 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: 10/13/2017 Payroll

Withdrawal Date: 10/13/17

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	2,398.77
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	723.76
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	723.76
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	6,338.36
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	-
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	-
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	-
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	-
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	-
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						\$ 10,184.65

Certification: _____

Stacy Karabotsos
 Signature (Department Designee)

10/11/17
 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: 10/20/2017 Payroll

Withdrawal Date: 10/20/17

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	64,746.35
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	47,540.16
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	47,540.16
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	442,921.23
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,339.50
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	46,004.11
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	78,711.44
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,840.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,085.51
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	212.70
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	2,407.83
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 748,348.99

Certification: _____

Stacy Karabotsos
 Signature (Department Designee)

10/18/17
 Date

Comments:

Check History Listing
Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
0	10/26/2017	004334 WALMART		0.00
628132	10/06/2017	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		21.98
628133	10/06/2017	000176 ATS AUTOMATION INC		5,261.46
628134	10/06/2017	000895 COLUMBIA BANK		1,754.35
628135	10/06/2017	001342 KRISTINE COUNTRYMAN		100.00
628136	10/06/2017	001126 DELL MARKETING LP		1,007.35
628137	10/06/2017	006478 EVERGREEN MAINT LANDSCAPING		9,685.23
628138	10/06/2017	005428 GRITTON BUILDING CO INC		35,757.82
628139	10/06/2017	006421 MARKHAM INVESTIGATION - (MIP)		8,745.50
628140	10/06/2017	001130 SNO-ISLE REGIONAL LIBRARY		223.14
628141	10/06/2017	006331 SURPRISE LAKE SQUARE UNIT 257		8,594.74
628142	10/06/2017	000497 TILLICUM COMMUNITY SERVICE CEN		1,947.15
628143	10/06/2017	006438 WA STATE-DEPT OF ENTERPRISE SV		395.00
628144	10/06/2017	000534 WCP SOLUTIONS		340.77
628145	10/06/2017	000830 BAKER & TAYLOR		17,404.69
628146	10/06/2017	000242 BUCKLEY CITY OF		532.26
628147	10/06/2017	001780 CITY OF UNIVERSITY PLACE		117.82
628148	10/06/2017	001643 IMPACT		137.69
628149	10/06/2017	000243 INGRAM LIBRARY SERVICES		2,810.77
628150	10/06/2017	000370 PIERCE COUNTY		879.80
628151	10/06/2017	000377 PUGET SOUND ENERGY		2,698.76
628152	10/06/2017	000460 STEILACOOM TOWN OF		1,186.84
628153	10/06/2017	000828 AFSCME AFL-CIO	C	6,267.90
628154	10/06/2017	003311 DEPARTMENT OF LABOR & INDUSTRI	C	42,879.02
628155	10/06/2017	000041 EMPLOYMENT SECURITY DEPARTMENT	C	242.45
628156	10/06/2017	006414 GC SERVICES, LP	C	212.36
628157	10/06/2017	006690 ENFORCEMENT KENTUCKY CHILD SUPP	C	151.68
628158	10/06/2017	003985 PACIFICSOURCE ADMINISTRATORS	C	1,699.79
628159	10/06/2017	001181 PIERCE CTY LIBRARY FOUNDATION	C	461.92
628160	10/06/2017	006555 SOCIAL SECURITY ADMINISTRATION		129.37
628161	10/06/2017	000823 UNITED WAY	C	61.50
628162	10/06/2017	004782 US DEPARTMENT OF EDUCATION	C	194.06
628163	10/11/2017	000172 AMERICAN LIBRARY ASSOC		49.50
628164	10/11/2017	000830 BAKER & TAYLOR		18,803.06
628165	10/11/2017	004921 BUILDER'S BOOK INC		2,264.50
628166	10/11/2017	005652 CAVENDISH SQUARE		1,067.58
628167	10/11/2017	000161 CENGAGE LEARNING		2,067.84
628168	10/11/2017	000847 CENTER POINT PUBLISHING		838.29

Check History Listing
Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
628169	10/11/2017	005300 DANGER ROOM COMICS LLC		1,482.74
628170	10/11/2017	000243 INGRAM LIBRARY SERVICES		12,114.92
628171	10/11/2017	000352 MIDWEST TAPE	V	0.00
628172	10/11/2017	000352 MIDWEST TAPE		49,695.48
628173	10/11/2017	003398 MULTICULTURAL BOOKS & VIDEOS		320.40
628174	10/11/2017	000327 PENINSULA GATEWAY INC		70.20
628175	10/11/2017	000370 PIERCE COUNTY		36.43
628176	10/11/2017	000377 PUGET SOUND ENERGY		881.17
628177	10/11/2017	000406 RECORDED BOOKS LLC		163.20
628178	10/11/2017	000451 SEATTLE TIMES SEATTLE PI		430.57
628179	10/11/2017	005915 KAREN BROOKS		28.43
628180	10/11/2017	001512 DAILY JOURNAL OF COMMERCE		71.30
628181	10/11/2017	006873 DATA QUEST LLC		138.00
628182	10/11/2017	005081 EHS-INTERNATIONAL INC		2,885.50
628183	10/11/2017	006478 EVERGREEN MAINT LANDSCAPING		992.03
628184	10/11/2017	006492 LOGIC INTEGRITY INC		5,532.50
628185	10/11/2017	006841 NEW VENTURES GROUP INC		8,818.95
628186	10/11/2017	001130 SNO-ISLE REGIONAL LIBRARY		75.00
628187	10/11/2017	003719 UNIQUE MANAGEMENT SERVICES		1,440.95
628188	10/11/2017	004022 US BANK		171,321.75
628189	10/11/2017	004022 US BANK		51,999.04
628190	10/11/2017	000635 WAYNES ROOFING INC		1,638.61
628191	10/16/2017	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		21.98
628192	10/16/2017	000895 COLUMBIA BANK		921.04
628193	10/16/2017	006235 CONTOUR		690.18
628194	10/16/2017	003311 DEPARTMENT OF LABOR & INDUSTRI		104.38
628195	10/16/2017	003311 DEPARTMENT OF LABOR & INDUSTRI		69.90
628196	10/16/2017	001464 GREAT FLOORS COMMERCIAL SALES		685.78
628197	10/16/2017	006492 LOGIC INTEGRITY INC		3,730.00
628198	10/16/2017	003985 PACIFICSOURCE ADMINISTRATORS		204.75
628199	10/16/2017	001640 PRINT NW LLC		18,958.64
628200	10/16/2017	000079 SUPERIOR SAW		16.82
628201	10/20/2017	003778 AFLAC		6,438.58
628202	10/20/2017	000828 AFSCME AFL-CIO		6,227.15
628203	10/20/2017	001578 COLONIAL SUPPLEMENTAL INSURANC		624.62
628204	10/20/2017	000041 EMPLOYMENT SECURITY DEPARTMENT		242.89
628205	10/20/2017	006414 GC SERVICES, LP		207.16
628206	10/20/2017	006690 ENFORCEMENT KENTUCKY CHILD SUPP		151.68
628207	10/20/2017	003985 PACIFICSOURCE ADMINISTRATORS		1,699.79

Check History Listing
Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
628208	10/20/2017	001181 PIERCE CTY LIBRARY FOUNDATION	C	461.92
628209	10/20/2017	006555 SOCIAL SECURITY ADMINISTRATION		121.32
628210	10/20/2017	000823 UNITED WAY		61.50
628211	10/20/2017	004782 US DEPARTMENT OF EDUCATION		181.97
628212	10/19/2017	000153 ASSOCIATED PETROLEUM PRODUCTS		8,954.08
628213	10/19/2017	006898 MISTEL ERICKSON		156.80
628214	10/19/2017	005330 GHA TECHNOLOGIES INC		11,358.48
628215	10/19/2017	006841 NEW VENTURES GROUP INC		6,793.20
628216	10/19/2017	006645 OETC		28,617.05
628217	10/19/2017	002282 SEATTLE PUBLIC LIBRARY		10.99
628218	10/19/2017	004022 US BANK		99,328.03
628219	10/19/2017	000635 WAYNES ROOFING INC		975.38
628220	10/19/2017	000534 WCP SOLUTIONS		767.65
628221	10/19/2017	006884 CARLYN MATSON		12.68
628222	10/19/2017	000352 MIDWEST TAPE		13,504.71
628223	10/19/2017	000353 MILTON CITY OF		593.31
628224	10/19/2017	000370 PIERCE COUNTY		36.43
628225	10/19/2017	000463 SUMMIT WATER & SUPPLY CO		1,108.02
628226	10/19/2017	000541 STATE OF WASHINGTON		361.57
628227	10/26/2017	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		21.98
628228	10/26/2017	006899 BOOKS IN COMMON INC		10,000.00
628229	10/26/2017	000895 COLUMBIA BANK		3,017.25
628230	10/26/2017	005081 EHS-INTERNATIONAL INC		587.08
628231	10/26/2017	005862 ELITE PROPERTY INVESTMENTS LLC		9,869.79
628232	10/26/2017	000041 EMPLOYMENT SECURITY DEPARTMENT		7,285.20
628233	10/26/2017	005283 E-RATE EXPERTISE INC		450.00
628234	10/26/2017	005330 GHA TECHNOLOGIES INC		8,022.59
628235	10/26/2017	005428 GRITTON BUILDING CO INC		64,192.10
628236	10/26/2017	001345 MICHAEL'S CUSTOM UPHOLSTERY		2,726.01
628237	10/26/2017	000370 PIERCE COUNTY		16,452.30
628238	10/26/2017	000830 BAKER & TAYLOR		28,055.42
628239	10/26/2017	000087 BLACKSTONE AUDIO BOOKS INC		1,440.00
628240	10/26/2017	000161 CENGAGE LEARNING		5,239.26
628241	10/26/2017	000184 CITY TREASURER		1,560.75
628242	10/26/2017	006902 NICHOLE DAVIDSON		17.99
628243	10/26/2017	000093 EBSCO		1,562.01
628244	10/26/2017	006898 MISTEL ERICKSON		82.30
628245	10/26/2017	006901 KALEN HORISKEY		29.95
628246	10/26/2017	000243 INGRAM LIBRARY SERVICES		15,634.68

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>
628247	10/26/2017	000352 MIDWEST TAPE	V	0.00
628248	10/26/2017	000352 MIDWEST TAPE	V	0.00
628249	10/26/2017	000352 MIDWEST TAPE		56,402.92
628250	10/26/2017	003398 MULTICULTURAL BOOKS & VIDEOS		918.25
628251	10/26/2017	001941 JUDY NELSON		240.40
628252	10/26/2017	000377 PUGET SOUND ENERGY		3,483.02
628253	10/26/2017	000406 RECORDED BOOKS LLC		244.80
628254	10/26/2017	000451 SEATTLE TIMES SEATTLE PI		520.00
628255	10/26/2017	006900 RYAN SWANSON		5.69
key Total:				939,593.28
Total Checks:				939,593.28

141 checks in this report

RESOLUTION NO. 2017-10

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO DECLARE FURNISHINGS AND EQUIPMENT
SURPLUS TO PUBLIC SERVICE NEEDS**

WHEREAS, the Pierce County Library District has identified items of furnishings and equipment surplus to public service needs of the Library District, and

WHEREAS, unless otherwise noted, each item has an estimated value of less than \$500, now, therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT THAT:

The item(s) on the attached list be declared surplus and disposed, including but not limited to being sold at public auction and as trade-in value toward replacement.

PASSED AND APPROVED THIS 8TH DAY OF NOVEMBER, 2017.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Donna Albers, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Daren Jones, Member	_____

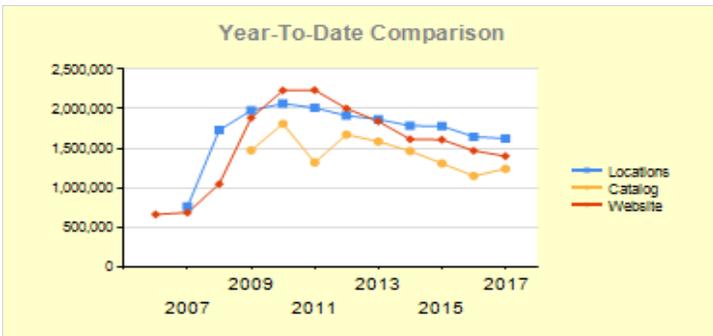
Total	IT Surplus Items OVER \$500 in estimated value	estimated value (each)
1	Dell 6600 Server	\$600
2	Watchguard XTM1050 Firewalls	\$700
1	CTO MacPro Computer	\$1,500
23	ProCurve 3500YL-48G Network Switches	\$600
1	Cybernet IPOS AIO H-19 computer	\$1,000
1	Apple iMac A1418 computer	\$600
2	Canon DR-M160 document scanners	\$500
10	HP 5550DN printers	\$700
1	MacPro 5,1 computer	\$600
1	Xerox Phaser 7750 DN Printer	\$800
	IT Surplus Items UNDER \$500 in estimated value	estimated value (each)
1	Cisco Router 7204	n/a
6	Cisco Catalysts	
1	Smart Dispenser 200 Tower	
5	Dell 2950 Servers	
65	Dell Optiplex 780 computers	
112	Dell Optiplex 760 computers	
57	Dell Optiplex 755 computers	
99	HP laptops	
2	Brother Intellifax fax machines	
5	Kindle ereaders	
75	Dell monitors	
1	Acer monitor	
6	Dell Only MPX PDUs	
1	Mitel 5330 IP phone	
6	Sony ereaders	
5	Epson receipt printers	
9	Apple iPads	
95	HP Printers	
21	Netgear switches	
41	Lenovo laptops	
5	Cisco switches	
81	Cisco access points	
3	Chromebooks	
20	Watchguard XTM33 firewalls	
34	Star receipt printers	
2	Gatway monitors	
2	Nook ereaders	
4	Honeywell barcode scanners	
5	LG monitors	
10	HP monitors	
19	Welch Allyn barcode scanners	
10	Dell Optiplex 790 computers	
2	Cybernet computer	
1	Apple monitor	

1	Flatiron monitor	
1	laptop	
1	barracuda filter	
1	Canon camera	
1	Fujifilm camera	
1	Xirrus access point	
2	Android phones	
1	iPad charging station	
1	Canon document scanner	
1	HP fax	
1	Jamex	
1	Verizon Mifi	
2	Dell Precision computers	
2	Apple laptop	
1	Quick Look Focus magnifier	
2	Brother printers	
2	Zerba printers	
2	Optima projectors	
1	cordless barcode scanner	
1	cordless barcode scanner base	
1	Epson scanner	
2	hand held scanners	
1	Apple TV	
1	Brother Typewriter	
1	Dell Latitude laptop	
6	PowerEdge servers	

Routine Reports

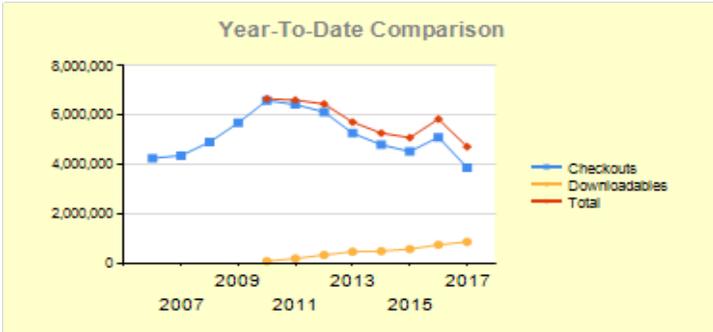
CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - SEPTEMBER

VISITS



	September		
	2016	2017	% Change
Door Count	118,929	120,892	1.65%
Catalog	121,944	131,433	7.78%
Website	155,657	143,723	-7.67%
Job & Business Portal	3,319	3,568	7.50%
Military Portal	69	561	713.04%
Total	399,918	400,177	0.06%

CHECKOUTS



	September		
	2016	2017	% Change
Checkouts	540,736	400,308	-25.97%
Downloadables	82,844	92,987	12.24%
Total	623,580	493,295	-20.89%

CUSTOMERS



	September		
	2016	2017	% Change
Active Cardholders	352,717	374,190	6.09%
New Cards	3,174	3,358	5.80%
Checkout Transactions	72,470	66,955	-7.61%
Unique Users	40,623	31,621	-22.16%

PHILANTHROPY



	September		
	2016	2017	% Change
FoundationDonors	149	61	-59.06%
NewFoundationDonors	4	1	-75.00%
\$ Raised by Foundation	\$11,871.00	\$6,556.00	-44.77%
\$ Provided by Friends	\$124.00	\$12,209.00	9745.97%

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

September 30, 2017

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

General Fund

September

- Tax collections (current) for September were just over \$518,000 bringing total collections for the year to \$16.1M. This represents approximately 56% of the annual budgeted amount.
- **36110.** Interest rates continue to rise in the State Local Government Investment Pool in which our funds are held. Interest rates at the end of September were 1.11%.
- **36998.** In September, we received two E-Rate distributions, each over \$90,000.
- **Salary and benefit costs have been 76% expended. Since September represents 75% of the entire year, this indicates a trend of level spending.**
- **54100.** During September we transferred some General Fund project costs to the Capital Improvement Projects Fund which resulted in a net credit to Professional Services.

August

- 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.
- 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.

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

September

- **53501. Pedestals for sequestered areas @ Parkland/Spanaway**
- **54100. IT consulting services and modernization (Gartner Inc. & Logic Integrity Inc.).**
- **56200. Library expansion unit @ University Place**

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 significant activity

Special Purpose Fund

- No significant activity

**Pierce County Library System
Statement of Financial Position
September 30, 2017
All Funds**

	General Fund	Special Purpose Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets				
Current Assets - Cash				
Cash	\$ 2,494,583	\$ 1,734	\$ 295	\$ 243,754
Investments	\$ 750,000	\$ 730,000	\$ 84,200	\$ 800,000
Total Cash	\$ 3,244,583	\$ 731,734	\$ 84,495	\$ 1,043,754
Total Current Assets	\$ 3,244,583	\$ 731,734	\$ 84,495	\$ 1,043,754
Liabilities and Fund Balance				
Current Liabilities				
Warrants Payable	\$ (34,432)	\$ -	\$ -	\$ 83,108
Sales Tax Payable	\$ 3,786	\$ -	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 52,781	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 22,135	\$ -	\$ -	\$ 83,108
Fund Balance				
Reserve for Encumbrances	\$ 653,419	\$ -	\$ -	\$ 391,331
Net Excess (Deficit)	\$ (4,374,230)	\$ 3,471	\$ 445	\$ (1,104,078)
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	\$ 3,222,447	\$ 731,734	\$ 84,495	\$ 960,646
Total Liabilities and Fund Balance	\$ 3,244,583	\$ 731,734	\$ 84,495	\$ 1,043,754
Taxes Receivable	\$ 13,347,965	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 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	HISTORICAL 8/31/2017	CURRENT 9/30/2017
Assets													
Current Assets - Cash													
Cash	\$ 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	\$ 2,494,583
Investments	\$ -	\$ 7,850,000	\$ 6,000,000	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 9,500,000	\$ 7,400,000	\$ 4,750,000	\$ 2,750,000	\$ 750,000
Total Cash	\$ 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	\$ 3,244,583
Total Current Assets	\$ 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	\$ 3,244,583
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	\$ 313,810	\$ 447,609	\$ 235,821	\$ 727,573	\$ 478,143	\$ 464,924	\$ 55,092	\$ 87,181	\$ 262,037	\$ 67,764	\$ 48,704	\$ 294,348	\$ (34,432)
Sales Tax Payable	\$ 6,228	\$ 4,281	\$ 5,672	\$ 2,082	\$ 4,908	\$ 5,175	\$ 4,624	\$ 6,663	\$ 4,966	\$ 4,037	\$ 3,810	\$ 5,130	\$ 3,786
Payroll Taxes and Benefits Payable	\$ 49,926	\$ 18,099	\$ 35,122	\$ 56,955	\$ 24,125	\$ 40,674	\$ 53,093	\$ 24,785	\$ 39,987	\$ 52,941	\$ 24,781	\$ 38,194	\$ 52,781
Total Current Liabilities	\$ 369,965	\$ 469,990	\$ 276,615	\$ 786,611	\$ 507,175	\$ 510,773	\$ 112,809	\$ 118,628	\$ 306,990	\$ 124,742	\$ 77,294	\$ 337,671	\$ 22,135
Fund Balance													
Reserve for Encumbrances	\$ 370,104	\$ 331,430	\$ 258,402	\$ -	\$ 1,630,348	\$ 925,974	\$ 1,034,180	\$ 998,755	\$ 958,175	\$ 906,200	\$ 793,080	\$ 626,005	\$ 653,419
Net Excess (Deficit)	\$ (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)	\$ (4,374,230)
Unreserved Fund Balance	\$ 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	\$ 6,943,258
Total Fund Balance	\$ 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	\$ 3,222,447
Total Liabilities and Fund Balance	\$ 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	\$ 3,244,583
Balance of Prop Tax to Rcv (1st day of month)	\$ 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	\$ 13,347,965



PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures
Year to Date September 30, 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	\$ 16,556,714	\$ -	\$ 12,795,634	56%
Other Revenue	\$ 1,427,500	\$ 1,224,885	\$ -	\$ 202,615	86%
Total Revenue	\$ 30,779,848	\$ 17,781,599	\$ -	\$ 12,998,249	58%
Expenditures					
Personnel/Taxes and Benefits	\$ 21,461,824	\$ 16,312,214	\$ -	\$ 5,149,610	76%
Materials	\$ 3,789,300	\$ 2,635,199	\$ 2,902	\$ 1,151,199	70%
Maintenance and Operations	\$ 4,297,530	\$ 2,554,997	\$ 650,517	\$ 1,092,016	75%
Transfers Out - CIP	\$ 1,231,194	\$ -	\$ -	\$ 1,231,194	0%
Total Expenditures	\$ 30,779,848	\$ 21,502,410	\$ 653,419	\$ 8,624,019	72%
Excess/(Deficit)		\$ (3,720,811)			
(less encumbrances)		(653,419)			
Net Excess (Deficit)		\$ (4,374,230)			

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	\$ -	\$ 3,471	\$ -	\$ (3,471)	0%
Total Revenue	\$ -	\$ 3,471	\$ -	\$ (3,471)	0%
Expenditures					
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Excess/(Deficit)		\$ 3,471			
(less encumbrances)		-			
Net Excess (Deficit)		\$ 3,471			

Debt Service Fund - 20

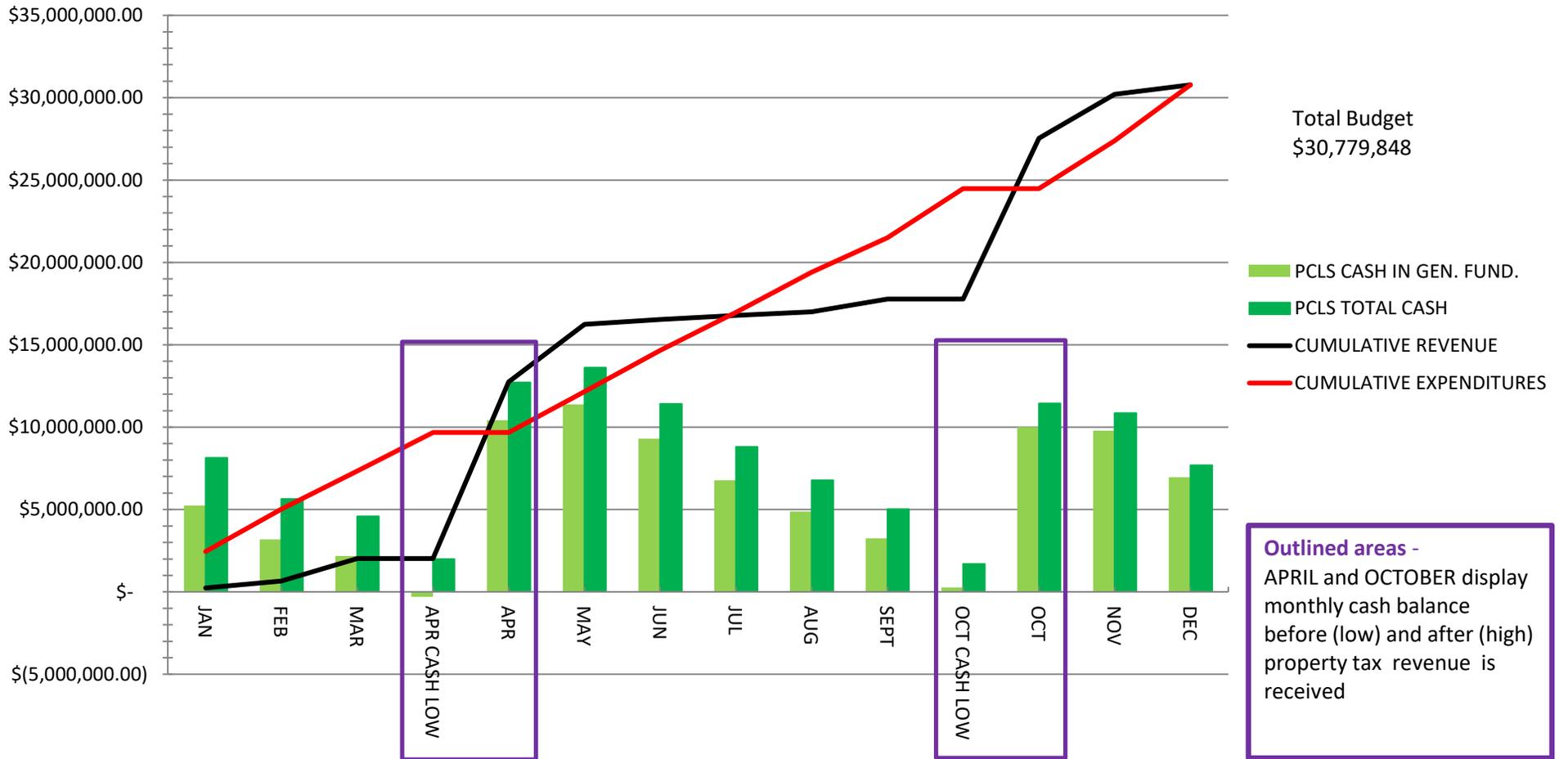
	<u>2017 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 445	\$ -	\$ (445)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
Total Revenue	\$ -	\$ 445	\$ -	\$ (445)	0%
Total Expenditures	\$ -	\$ -	\$ -	\$ -	0%
Net Excess (Deficit)		\$ 445			

Capital Improvement Projects

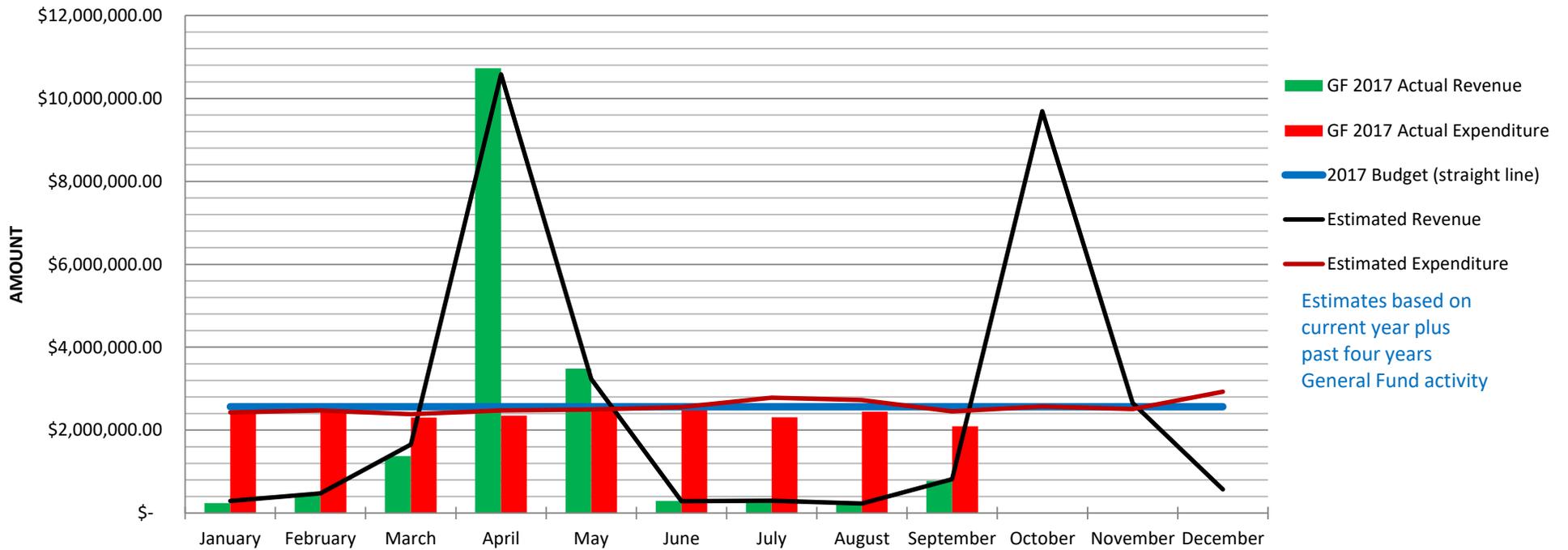
Fund - 30

	<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	\$ 96,061	\$ -	\$ 589,745	14%
Transfers In	\$ 1,231,194	\$ -	\$ -	\$ 1,231,194	0%
Total Revenue	\$ 1,917,000	\$ 96,061	\$ -	\$ 1,820,939	5%
Expenditures					
Maintenance and Operations	\$ 1,917,000	\$ 808,808	\$ 391,331	\$ 716,861	63%
Total Expenditures	\$ 1,917,000	\$ 808,808	\$ 391,331	\$ 716,861	63%
Excess/(Deficit)		\$ (712,747)			
(less encumbrances)		(391,331)			
Net Excess (Deficit)		\$ (1,104,078)			

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: 9/30/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAXES CURRENT	28,677,357.00	503,886.34	16,119,444.57	0.00	12,557,912.43	56.21
31112 PROPERTY TAXES DELINQUENT	558,991.00	14,848.59	346,198.26	0.00	212,792.74	61.93
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	0.00	14,487.60	0.00	5,512.40	72.44
31740 TIMBER EXCISE TAX	63,000.00	0.00	44,671.87	0.00	18,328.13	70.91
TAXES:	29,322,348.00	518,734.93	16,524,865.75	0.00	12,797,482.25	56.36
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	0.00	1,755.25	0.00	(1,755.25)	0.00
33403 STATE LSTA DIRECT	0.00	2,953.48	65,876.05	0.00	(65,876.05)	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	41.23	130.63	0.00	(130.63)	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	2,322.92	23,584.05	0.00	6,415.95	78.61
34161 GRAPHICS SERVICES CHARGES	7,500.00	181.56	7,571.09	0.00	(71.09)	100.95
34162 PRINTER FEES	125,000.00	9,605.24	98,646.74	0.00	26,353.26	78.92
34163 FAX FEES	21,000.00	1,830.46	18,255.08	0.00	2,744.92	86.93
34193 ORTING - SERVICE FEES	3,000.00	810.00	2,430.00	0.00	570.00	81.00
35970 LIBRARY FINES	500,000.00	33,098.56	332,510.39	0.00	167,489.61	66.50
36110 INVESTMENT INCOME	15,000.00	1,690.60	22,697.41	0.00	(7,697.41)	151.32
36140 OTHER INTEREST EARNED - COUNTY	0.00	1.29	7.28	0.00	(7.28)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	1,000.00	0.00	931.60	0.00	68.40	93.16
36290 BOOK SALES	7,000.00	236.85	4,084.40	0.00	2,915.60	58.35
36700 FOUNDATION DONATIONS	189,000.00	53.88	171,299.42	0.00	17,700.58	90.63
36710 FRIENDS' DONATIONS	0.00	0.00	147.27	0.00	(147.27)	0.00
36720 FRIENDS' REIMBURSEMENTS	38,000.00	12,209.15	18,433.85	0.00	19,566.15	48.51
36725 DONATIONS - OTHER	1,000.00	1,511.78	2,347.62	0.00	(1,347.62)	234.76
36910 SALE OF SURPLUS	5,000.00	90.55	1,245.85	0.00	3,754.15	24.92
36920 UNCLAIMED PROPERTY/FOUND MONEY	3,000.00	9.90	939.88	0.00	2,060.12	31.33
36990 MISCELLANEOUS REVENUE	0.00	61.95	4,036.51	0.00	(4,036.51)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	915.53	6,479.57	0.00	5,520.43	54.00
36996 JURY DUTY REIMBURSEMENT	0.00	10.00	298.78	0.00	(298.78)	0.00
36998 E RATE REIMBURSEMENT	415,000.00	188,827.32	379,922.47	0.00	35,077.53	91.55
36999 REBATES - PROCUREMENT CARD	70,000.00	0.00	57,759.16	0.00	12,240.84	82.51
CHARGES OTHER:	1,457,500.00	256,462.25	1,245,438.76	0.00	212,061.24	85.45
39510 SALE OF FIXED ASSETS (GOV)	0.00	2,251.57	9,013.06	0.00	(9,013.06)	0.00
39520 INSURANCE RECOVERIES - ASSETS	0.00	0.00	2,281.49	0.00	(2,281.49)	0.00
TOTAL FOR REVENUE ACCOUNTS	30,779,848.00	777,448.75	17,781,599.06	0.00	12,998,248.94	57.77
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	15,661,261.00	1,316,340.24	11,365,299.00	0.00	4,295,962.00	72.57
51105 ADDITIONAL HOURS	238,300.00	24,001.67	214,919.73	0.00	23,380.27	90.19
51106 SHIFT DIFFERENTIAL	167,525.00	13,182.21	120,097.21	0.00	47,427.79	71.69
51107 SUBSTITUTE HOURS	275,400.00	29,865.67	239,225.01	0.00	36,174.99	86.86
51109 TUITION ASSISTANCE PROGRAM	10,500.00	0.00	11,977.50	0.00	(1,477.50)	114.07
51200 OVERTIME WAGES	12,400.00	1,414.51	22,991.51	0.00	(10,591.51)	185.42
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	10,164.97	91,888.83	0.00	86,793.17	51.43

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
52002 MEDICAL INSURANCE	2,457,067.00	184,371.09	1,785,086.66	0.00	671,980.34	72.65
52003 F.I.C.A.	1,251,962.00	103,717.25	893,240.74	0.00	358,721.26	71.35
52004 RETIREMENT	1,800,779.00	170,138.55	1,334,819.75	0.00	465,959.25	74.12
52005 DENTAL INSURANCE	231,182.00	18,376.78	166,855.75	0.00	64,326.25	72.18
52006 OTHER BENEFIT	10,540.00	940.00	8,940.00	0.00	1,600.00	84.82
52010 LIFE AND DISABILITY INSURANCE	28,669.00	5,308.83	47,643.65	0.00	(18,974.65)	166.19
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	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	1,877,821.77	16,312,214.17	0.00	5,149,609.83	76.01
53100 OFFICE/OPERATING SUPPLIES	259,500.00	27,556.91	174,572.70	16,088.30	68,839.00	73.47
53101 CUSTODIAL SUPPLIES	60,000.00	5,739.39	49,107.60	0.00	10,892.40	81.85
53102 MAINTENANCE SUPPLIES	60,200.00	1,402.50	27,183.54	0.00	33,016.46	45.16
53103 AUDIOVISUAL PROCESSING SUP	20,000.00	613.66	12,441.62	0.00	7,558.38	62.21
53104 BOOK PROCESSING SUPPLIES	15,000.00	0.00	9,310.81	0.00	5,689.19	62.07
53105 TRAINING SUPPLIES	7,200.00	0.00	0.00	0.00	7,200.00	0.00
53200 FUEL	30,000.00	0.00	14,789.06	0.00	15,210.94	49.30
53401 ADULT MATERIALS	732,500.00	46,362.57	516,686.48	0.00	215,813.52	70.54
53403 PERIODICALS	86,000.00	254.01	93,358.43	0.00	(7,358.43)	108.56
53405 JUVENILE BOOKS	535,650.00	30,753.72	366,848.84	0.00	168,801.16	68.49
53406 PROFESSIONAL COLLECTION	1,500.00	74.87	1,068.53	0.00	431.47	71.24
53407 INTERNATIONAL COLLECTION	43,000.00	1,775.33	17,863.11	0.00	25,136.89	41.54
53408 AUDIOVISUAL MATERIALS - ADULT	845,000.00	41,913.77	514,551.30	0.00	330,448.70	60.89
53409 AUDIOVISUAL MATERIALS - JUV	93,500.00	1,407.96	36,274.17	0.00	57,225.83	38.80
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	1,508.27	2,544.15	0.00	9,455.85	21.20
53413 ELECTRONIC SERVICES	254,450.00	13,794.48	232,055.24	2,901.78	19,492.98	92.34
53414 ELECTRONIC COLLECTION	395,000.00	0.30	411,606.68	0.00	(16,606.68)	104.20
53464 VENDOR PROCESSING SERVICES	154,500.00	9,175.09	114,235.96	0.00	40,264.04	73.94
53499 GIFTS - MATERIALS	0.00	0.00	462.76	0.00	(462.76)	0.00
53500 MINOR EQUIPMENT	16,100.00	0.00	15,828.17	3,791.11	(3,519.28)	121.86
53501 FURNISHINGS	7,500.00	2,012.62	72,067.92	62,415.16	(126,983.08)	1,793.11
53502 TECHNOLOGY HARDWARE	129,000.00	550.24	73,080.82	0.00	55,919.18	56.65
53505 SOFTWARE/LICENSES/HOSTING	223,400.00	33,945.62	46,830.57	28,786.74	147,782.69	33.85
54100 PROFESSIONAL SERVICES	437,900.00	(59,409.51)	220,393.31	36,674.56	180,832.13	58.70
54101 LEGAL SERVICES	35,000.00	0.00	11,130.00	0.00	23,870.00	31.80
54102 COLLECTION AGENCY	14,000.00	975.55	11,805.05	0.00	2,194.95	84.32
54161 RESOURCE SHARING SERVICES	15,000.00	0.00	8,674.08	0.00	6,325.92	57.83
54162 BIBLIOGRAPHICS SERVICES	35,000.00	0.00	25,559.72	0.00	9,440.28	73.03
54163 PRINTING AND BINDING	9,000.00	0.00	0.00	0.00	9,000.00	0.00
54165 ILL LOST ITEM CHARGE	2,500.00	0.00	858.35	0.00	1,641.65	34.33
54200 POSTAGE AND SHIPPING	28,800.00	(282.00)	15,785.53	23.00	12,991.47	54.89
54201 TELECOM SERVICES	621,000.00	506.25	439,311.10	151,574.32	30,114.58	95.15
54300 TRAVEL	35,900.00	1,092.10	18,703.89	0.00	17,196.11	52.10
54301 MILEAGE REIMBURSEMENTS	33,800.00	2,193.72	24,011.00	0.00	9,789.00	71.04
54400 ADVERTISING	43,800.00	174.80	20,006.23	21,245.59	2,548.18	94.18
54501 RENTALS/LEASES - BUILDINGS	416,450.00	23,525.94	299,023.20	45,674.40	71,752.40	82.77

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2017

FUND: GENERAL FUND (01)

Object	2017 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54502 RENTALS/LEASES - EQUIPMENT	35,200.00	0.00	17,836.53	12,590.98	4,772.49	86.44
54600 INSURANCE	233,000.00	0.00	838.40	0.00	232,161.60	0.36
54700 ELECTRICITY	235,000.00	3,020.73	183,180.56	0.00	51,819.44	77.95
54701 NATURAL GAS	15,000.00	35.49	8,255.31	0.00	6,744.69	55.04
54702 WATER	29,700.00	2,847.09	22,087.25	0.00	7,612.75	74.37
54703 SEWER	16,200.00	1,427.20	21,670.45	0.00	(5,470.45)	133.77
54704 REFUSE	31,500.00	197.42	18,549.91	0.00	12,950.09	58.89
54800 GENERAL REPAIRS/MAINTENANCE	236,400.00	13,857.88	181,089.54	57,803.57	(2,493.11)	101.05
54801 CONTRACTED MAINTENANCE	565,750.00	6,622.52	433,782.80	202,674.71	(70,707.51)	112.50
54803 MAINT. TELECOM EQUIPMENT	10,000.00	0.00	295.38	0.00	9,704.62	2.95
54900 REGISTRATIONS	54,300.00	2,607.20	30,889.13	675.00	22,735.87	58.13
54901 DUES AND MEMBERSHIPS	29,350.00	264.00	4,615.00	10,500.00	14,235.00	51.50
54902 TAXES AND ASSESSMENTS	29,500.00	85.74	17,220.25	0.00	12,279.75	58.37
54903 LICENSES AND FEES	52,650.00	(4,479.11)	23,633.88	0.00	29,016.12	44.89
54904 MISCELLANEOUS	540.00	0.00	0.00	0.00	540.00	0.00
54905 WELLNESS EVENTS	2,000.00	578.00	578.00	0.00	1,422.00	28.90
54912 CONTINGENCY/RESERVE	141,890.00	0.00	0.00	0.00	141,890.00	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	214,682.32	5,190,195.52	653,419.22	3,474,409.26	62.71
TOTAL FOR EXPENSE ACCOUNTS	30,779,848.00	2,092,504.09	21,502,409.69	653,419.22	8,624,019.09	71.98
NET SURPLUS / DEFICIT	0.00	(1,315,055.34)	(3,720,810.63)	(653,419.22)	4,374,229.85	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2017

FUND: SPECIAL PURPOSE FUND (15)

Object	2017 Budget	September 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	611.97	3,470.52	0.00	(3,470.52)	0.00
CHARGES OTHER:	0.00	611.97	3,470.52	0.00	(3,470.52)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	611.97	3,470.52	0.00	(3,470.52)	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	611.97	3,470.52	0.00	(3,470.52)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2017

FUND: DEBT SERVICE FUND (20)

Object	2017 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.54	0.00	(0.54)	0.00
TAXES:	0.00	0.00	0.54	0.00	(0.54)	0.00
36110 INVESTMENT INCOME	0.00	70.84	444.88	0.00	(444.88)	0.00
CHARGES OTHER:	0.00	70.84	444.88	0.00	(444.88)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	70.84	445.42	0.00	(445.42)	0.00
NET SURPLUS / DEFICIT	0.00	70.84	445.42	0.00	(445.42)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2017 Budget	September 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	712.56	6,133.52	0.00	(6,133.52)	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	712.56	96,061.44	0.00	589,744.56	14.01
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	712.56	96,061.44	0.00	1,820,938.56	5.01
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	3,522.74	222,566.52	36,569.39	(233,135.91)	996.68
53502 TECHNOLOGY HARDWARE	204,000.00	0.00	38,429.66	0.00	165,570.34	18.84
54100 PROFESSIONAL SERVICES	250,000.00	84,871.74	190,381.99	40,180.56	19,437.45	92.23
54101 LEGAL SERVICES	0.00	0.00	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	0.00	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	120,000.00	154,197.15	39,503.46	591,299.39	24.68
56201 CONSTRUCTION	295,000.00	0.00	130,108.14	94,951.13	69,940.73	76.29
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	105,119.80	24,880.20	80.86
56402 HVAC	0.00	0.00	6,892.20	75,006.75	(81,898.95)	0.00
TOTAL FOR EXPENSE ACCOUNTS	1,917,000.00	208,394.48	808,808.11	391,331.09	716,860.80	62.61
NET SURPLUS / DEFICIT	0.00	(207,681.92)	(712,746.67)	(391,331.09)	1,104,077.76	0.00

MEMO



Date: November 1, 2017

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Report – October

Kudos

- Cheree Green and I attended the Urban Libraries Council's Annual Forum to accept an Innovator's award for the Library's leadership development/succession planning work, including the Leadership Academy and use of the Leadership Competencies.

Strategic Plan Implementation

- This month I continued my 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 to build excitement and support for the work the Library will be doing for its communities. Frequent comments include use of eBooks, appreciation of our staff and sharing how they use the Library with their families. Each meeting is a chance to share our plan and to get feedback and answer questions from community leaders. Council meeting audiences have ranged from 5 to 150.

City/Town Councils:

- Lakewood (joined by Community Branch Supervisor Jeanine Adams and one Friend of the Library)
- Eatonville (joined by Community Branch Supervisor Cindy Dargan)
- Edgewood (joined by one Friend of the Library)
- Gig Harbor (joined by Branch Manager Karen Brooks)
- Bonney Lake (joined by Community Branch Supervisor Lauren Murphy and three Friends of the Library)

School Districts:

- Peninsula School District Assistant Superintendent John Hellwich
 - Franklin Pierce School District Superintendent Frank Hewins
- 27 Customer Experience staff and supervisors participated in a training session and will be presenting to 54 community organizations over the next months as we begin our community engagement process to learn from the public about their top priorities for the Library.

Facilities Master Plan

- With our Memorandum of Understanding in place with the City of Lakewood, work has begun on preliminary planning and initial deliverables that will guide considering possible future locations for the Lakewood and Tillicum libraries.
- Work on completing the *Pierce County Library 2030, Facilities Master Plan* update, continues on schedule with a report/discussion to the Trustees planned for December or January.

Library Priorities/Sustainable Funding Project

- Mary Getchell and I have launched the community engagement process to build on our strategic planning work and learn more about the public's priorities for the Library. The first phase includes public polling, input and public presentations. This is a priority project in 2018. More information is in *New Business*.

Community

- Carrie Prudente Holden is the new President/CEO of the Boys and Girls Club and we met to discuss our current partnership, and each organization's future direction.
- United Way President/CEO Dona Ponepinto and I discussed the Library's strategic plan and 2018 service priorities, and our partnership on the Lil Readers program.
- I also attended the South Sound Summit at the Greater Tacoma Convention Center and the Mid-County Leadership Team meeting.

Library Community

- I joined the Customer Experience Department at their first full department meeting (more information in *Officers Reports*), participated in role playing on elements of our Customer Experience model, and recognized staff earning milestone anniversaries with the Library. This is a big 10-year anniversary for the many staff who joined PCLS to support delivery of service promises from the 2006 voter-approved levy reauthorization.

MEMO



Date: October 29, 2017

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

From: Jaime Prothro, Interim Customer Experience Manager

Subject: Branch Monthly Report

Bonney Lake:

Branch staff received “thank you” gifts from customers on two different occasions in the month of September – donuts and dahlias for being helpful, nice, and “taking good care of our library.”

Buckley:

The Banned book display was received very well and people were seen talking to their kids about why some of the books were banned. This kind of conversation is exactly what was intended with this display.

Dupont:

Staff held a kickoff meeting for the small remodel planned for DuPont to decommission the Movie Towers, rearranging public internet computers and replace the current computer desks with ones that will give patrons more room for notebooks, personal items, etc. and replacing some furniture to increase seating capacity for the branch.

Eatonville:

The banned book display prompted some good conversations with staff and customers and between customers. Dr. Seuss, Winnie the Pooh and the Wizard of Oz were a surprise to many people.

Fife:

During our Read to a Dog event on 9/12 a young man about 6 was shy about reading to Chloe the dog, but was quite comfortable rapping a story to her. Chloe seemed to enjoy her impromptu concert.

Graham:

The branch offered its second intergenerational program of the year built around the Puyallup Historical Society who brought the Ezra Meeker Wagon to the library for display outside the library. The event kicked off at 11am with a lecture by Andy Anderson explaining the significance of Ezra Meeker and the Oregon Trail to local history. In the afternoon, the program was more geared towards children. Children made button whirligigs and took coloring pages home, and heard engaging stories. The story time was presented twice because families arrived at different times.

Gig Harbor:

The branch participated in the first ever parking day in downtown Gig Harbor. Library staff created a pop-up library, creating a fun place for people to sit and read, learn about library services and sign up for a library card. The Friend's donated free books to give out.

On Monday, September 18th, Youth Services Libraries visited Gig Harbor High School for the school card campaign. They saw over 340 students, and presented on databases, "fake news", and other library services. The same presentation was done on Friday, September 22nd for over 300 students at Peninsula High.

Key Center:

Six community members set up Book a Librarian appointments throughout the month as a program that supports Adult Learners.

Lakewood:

A customer who called to renew books let Branch Manager Kim Archer know how much she appreciated the Summer Reading Program, not just for her grandkids but also for herself. She let Kim know that it encouraged her to start reading again, a hobby she had put aside due to time constraints. She hopes we keep it up each year.

Staff attended the Lakewold Gardens Community Kids Day and connected with 85 adults and 125 kids to issue cards to caregivers and resource table highlighted various library resources and programs, including storytimes, Science To Go and downloadable materials.

Orting:

The League of Women Voters set up a table in the hall to register people to vote. The group was available at all library locations on September 26 in preparation for upcoming elections.

3 D printing came to Orting. A presentation was given about the 3D printer and people were able to see the printer working. The people present were very interested in the printer, asking many questions and left with a good understanding of how 3D printers work.

Outreach/Anderson Island:

A homebound customer shared that a recent outing to a medical appointment, she had a long and really enjoyable conversation with a stranger about some of the books and authors they'd both been enjoying lately. The customer mentioned that it was so nice to have that touchstone (reading) to really connect with someone about, and to be able to enjoy the fun diversion of a long conversation that had nothing to do with pain or illness or the more difficult challenges of day-to-day. She underscored again just how much she truly values receiving the Homebound materials that the library sends to her each month.

Senior Librarian Anna Shelton attended the quarterly meeting of the Aging and Disabilities Resource Center (ADRC) and shared information about the fall Pierce County Community Conversations series.

Parkland/Spanaway:

Staff attended the first ever PLU Community Expo on Sept 27th, taking fliers and a couple of laptops to show our various services, mostly concentrating on Databases. The event was well attended and a good opportunity to make community connections.

South Hill:

Teen Late Night - Back to Hogwarts Bash as a huge success! Over 50 teens came and ate pizza and participated in Hogwarts classes. Many parents and teens thanked the library for putting on the program. Staff involved: Nigel Hemmings, Max Craft, Lisa Lee, Marsea Ochoa, Alex Byrne, and Amanda Hua. Also many other staff members lent time and resources in preparation for the big event. This was sponsored by the Friends of the Library.

Teen Displays included super hero displays and a realistic fiction display. Passive program in display area was a design your own superhero contest- made by teen volunteer Isabella Navarro.

Steilacoom:

This month's Speaker Series at the Historical Museum was "H2OMG: Making sense of Water Scarcity in an Insecure World." Rachel Cardone is an excellent speaker, she opened our eyes to a problem we will all face even in the Pacific NW.

Summit:

After a lull in attendance this summer, Teen Art Meetup had a new surge in interest in September, attracting 7 participants; 6 of them are newcomers to the group.

Tillicum:

A library customer approached Jeanine on September 30 and shared his deep appreciation for library services. He claimed that half of his life was spent in miserable circumstances in and out of jail. He was eventually treated for a mental condition and was able to correct his behavior and circumstances. He claimed he couldn't have done it without the library because he was self-taught and depended on the library for much of his learning.

Jeanine ran/walked the first Tillicum 5K on 9/9 at 9:00 AM. She received this note from Becka Scanlan, one of the organizers: "Thank you for your continued support of Tillicum and the 1st annual 5K walk/run. Your dedication to the community shows in all that you do and the neighborhood is so fortunate to have you as an advocate..."

Unfinished Business

MEMO



Date: November 1, 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 Draft Budget

Attached is the draft work plan for 2018 and the corresponding draft budget. Melinda will provide an update on the work plan from what was presented during the October Board meeting. Cliff will discuss the draft budgets for the general fund and capital improvement fund. Note that all budgets are presented as balanced. No activities are planned for the special purpose fund; however, should there be a need to create associated budgets, we will bring a proposal during the 2018 fiscal year.

As you may recall, during the October meeting we presented the Guide to the 2018 Budget, which is material that is periodically updated.

This month, two new documents are provided:

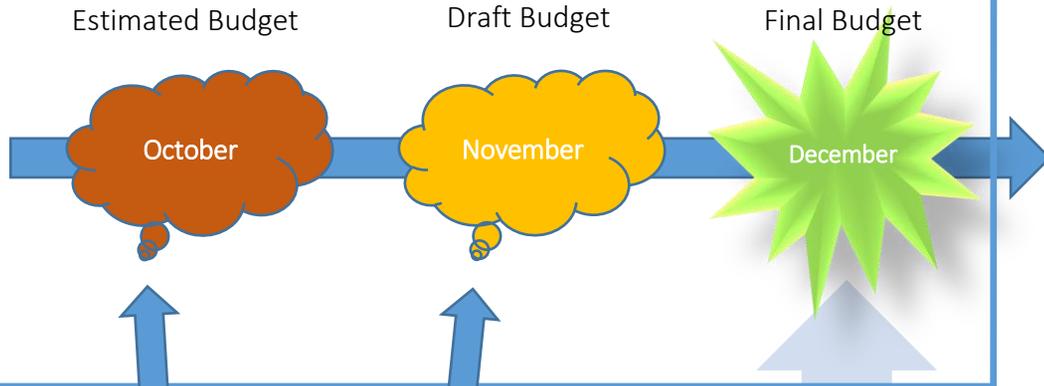
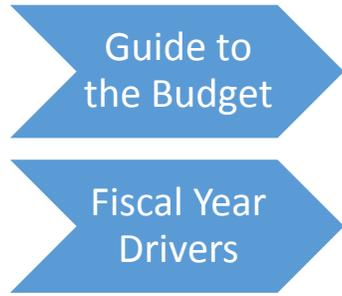
- The 2018 budget as a concise, easy to read narrative.
- The 2018 tables and charts with more narrative than what was provided before.

These three documents represent the majority of what used to be contained in a single document, but includes new discussions that were previously missing. The December budget packet will include updates to cash and cash projections, and the final charts for all three funds. Once everything is finalized, the Library will edit the documents for clarity, voice, and format. These will then be provided on the public website as resources for the public to use in order to understand our budget and associated information.

We are interested in hearing your feedback on these.

PIERCE COUNTY LIBRARY IMPROVED BUDGET PROCESS

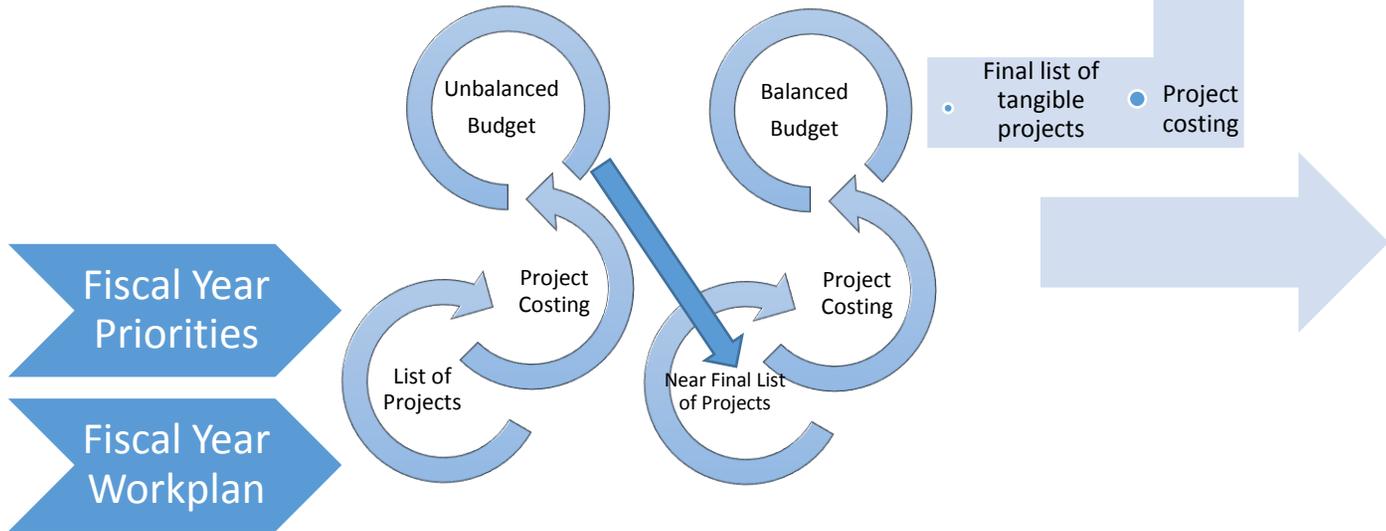
BOARD SWIM LANE



Budget Document
(10 pages)

Charts & Tables
(20 pages)

ADMINISTRATIVE TEAM &
LEADERSHIP TEAM SWIM LANE



Expenditure Management Tools

- * Variance process
- * Expenditure tracking
- * Board financial reports

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

GENERAL FUND Draft as of 10/31/2017	2017 Final (12/14/16)	2018 Draft	% Change 2017 Final to 2018 Draft	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	371,000	62.72%	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	\$31,886,700	3.60%	
----- EXPENDITURES -----				
PERSONNEL				
Salaries & Wages	\$16,352,986	\$17,066,700	4.36%	Based on Collective Bargaining Agreement
Overtime Wages	12,400	12,400	0.00%	
Employee Benefits	5,990,681	6,452,000	7.70%	Based on Collective Bargaining Agreement
Subtotal Personnel	\$22,356,067	\$23,531,100	5.26%	
Reduction in personnel budget to match projections	-894,243	-823,600	7.90%	
Total Personnel	\$21,461,824	\$22,707,500	5.80%	
MAINTENANCE & OPERATIONS				
Supplies and Consumables	\$433,200	\$392,000	-9.51%	
Fuel	47,500	35,000	-26.32%	Reduced to what is needed for the year
Equipment (Computers, Software, Furnishings)	580,700	804,200	38.49%	Includes PC replacement from capital fund
Professional & Legal Services	522,340	846,700	62.10%	Includes public process & full cost of prgrms
Networking, Phones, Postage	552,100	725,600	31.43%	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	776,200	-7.35%	Some portion reallocated to software
Registrations	52,650	73,200	39.03%	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	\$5,045,000	17.16%	
MATERIALS				
Books, DVDs, Music, eBooks, Databases	\$3,780,800	\$3,538,900	-6.40%	
SET-ASIDES				
Operating Contingency	\$0	\$158,800	0.00%	New funds for handling unanticipated needs
Capital Fund Transfer	1,231,194	436,500	-64.55%	Reduced due to fewer CIP projects
TOTAL EXPENDITURES	\$30,779,848	\$31,886,700	3.60%	
NET OF REVENUES AND EXPENDITURES	\$0	\$0	0.00%	Balanced budget--no cash used

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

CAPITAL IMPROVEMENT FUND DRAFT AS OF OCTOBER 31, 2017	2018 Draft	Notes
-- FUNDING SOURCES --		
USE OF FUND BALANCE		
Carryforward funds from 2017	\$ 100,000	Buckley site work
SUBTOTAL	100,000	
NEW REVENUE		
Transfer from General Fund	436,500	
SUBTOTAL	436,500	
TOTAL FUNDS AVAILABLE	536,500	
-- EXPENDITURES --		
UP 5,000 sq ft Expansion (10 years--2012-21)	120,000	Year 7 of 10 year agreement
Movie Tower Decommission	76,500	
ACL Space Design & Furnishings	50,000	
Wayfinding (signage) updates at two locations	25,000	
Sonitrol Upgrades	30,000	
UPS Battery Replacement	10,000	
Buckley Site Evaluation	100,000	Does not include actual clean up cost
Facilities Master Plan Projects	100,000	Includes legal fees and research
TOTAL EXPENDITURES	511,500	
Contingency	25,000	
GRAND TOTAL EXPENDITURES	536,500	
NET OF REVENUE AND EXPENDITURES	-	Balanced



Pierce County Library System

2018 Budget

We Spark Success for Pierce County

We begin 2017 with a new strategic vision that provides clear direction and a plan for the Pierce County Library to spark opportunities for people to learn and enjoy, and that strengthen the communities we serve. Extensive input from our customers and community partners, community leaders, the public and our staff resulted in a new strategic vision and framework. Your help in designing a strategic plan will guide our decisions and help us invest your tax money in services important to you, your family and your community in 2017 and the years ahead.

From the new Baby Books to Go collection and Block Play programs for early learners, to the Get Hired program for job seekers and Book A Librarian service for those wanting personal one-on-one help, we have a strong lineup of innovative and interesting learning programs for the year ahead. We'll provide plenty of help to help you enjoy your free time. You'll find fun programs and events at your Library, including summer reading programs for kids and adults.

And there will be books, lots of books in many forms—from hefty hardbacks to audiobooks, to e-books for your phone or tablet, to audio books to enjoy during your commute. In 2017, we're adding nearly \$250,000 more books, movies, e-books and other materials to our collection to keep up with demand.



You also asked that the Library help you connect with people in your community. We'll provide programs and community events where people can join their neighbors to learn and enjoy, such as Pierce County READS, the DIYfest/MakerFest, and International Games Day. We'll test a few innovations, such as 3D printing, e-museum passes, and ... a Wi-Fi drone!

The 2017 budget strengthens our core services you can always count on, including technology space in your community and online, and people to help you.

In 2017 we will refresh worn furniture, replace a roof, and update a restroom. Watch for a new mobile app, improved meeting room reservation software, new ways for you to find good books to read through an online newsletter and better ways to search our catalog.

Our programs and services are supported by a small portion of your property tax – less than 3%. Those property taxes provide the Library with 95% of its operating funds. In 2017, the Library will levy property owners at 46.6 cents per \$1,000 of assessed value, which increases our property tax effort by 1%.

While tax revenue is critical for maintaining the quality, equity and consistency of service that Pierce County Library provides, we also rely on contributions from thousands of individuals, corporations, and private foundations. These donors generously contribute through the Pierce County Library Foundation and Friends of the Library groups to help us offer more opportunities for you to learn, enjoy and engage with your community.

Thank you for your support and we look forward to serving you in 2017.

Respectfully submitted,



Georgia Lomax Executive Director

PIERCE COUNTY LIBRARY SYSTEM: ORGANIZATION & STRUCTURE

Established in 1946 under Washington State law Chapter 27.12 RCW, the Library is an independent taxing district governed by a five member volunteer Board of Trustees appointed by the County Executive. The Board sets the property tax levy each year and approves the annual budget on its own authority. Property taxes are the Library's primary revenue source. As the fourth largest library system in Washington State, the Library serves 600,000 people through 20 locations in unincorporated Pierce County and 15 annexed cities and towns.

Three 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, communities, and staff.

- The Leadership Team 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. It is also responsible for the planning and budget development process.
- The Customer Experience Team delivers a valued customer experience through branch, community, and online services.
- The Administrative Team shares a common understanding of the whole system, focuses on the vision for the future, and shapes the organizational culture. The Administrative Team drives strategy and sets high-level system goals.
- PCLS staff provide direct customer service to customers as well as supporting that work through core services support. They embody our organizational culture and live the Core Skills and Qualities. These key behavioral actions include: Customer Focus, Teamwork, Professional Integrity, Leadership, Communication, Problem Solving, Change and Learning, Positive Attitude and Diversity.

LIBRARY SYSTEM'S COMMITMENT TO YOU

Our service offerings include...

All Pierce County Library 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:

- Nearly 1 million books, movies, music, and more.
- Answers and information by mail, phone or email to help people find information, work with technology and get books to read.
- Free Internet access on library computers or WiFi devices.
- Services for youth to help prepare children to read and students with homework.
- Job and business help with skill-building classes, books and online materials, computers and printers.
- World languages at most libraries offer books and materials in Chinese, Japanese, Korean, Russian, Spanish, or Vietnamese.
- Free public meeting rooms.
- Live online homework help from professional tutors.
- Live online resume writing, career planning and job application help.
- Downloadable audiobooks and e-books.

- Credible, reliable information from online e-sources, subscription magazines, personal investment resources, car repair manuals, encyclopedias, and other resources.

The nationally recognized, award winning Pierce County Library is committed to meeting your highest priority library needs. In 2018, the Library will enhance services and offer new programs to spark successes for Pierce County residents' pursuit of learning, enjoying, and connecting as a community.

In 2018, we are focusing on...

- Building a reading community through our Pierce County READS program, Summer Reading program and other activities.
- Supporting your growth and curiosity with early learning and career success courses.
- Strengthening core services with current, popular new books and e-books, audiobooks and movies; improved technology and spaces in libraries.
- Developing business processes and improving operations to most effectively use your tax dollars.

2018 General Fund—Revenue and Expenditures

Because 95% of the Library’s budget is derived from property tax and state law strictly regulates property tax collections to a 1% annual increase plus the levy on new construction, it is essential for the Library to project revenues in advance to plan spending for sustainability for the current year and future years. The 2018 budget was developed based on the 1% increase plus new construction restrictions on property tax revenue.

By law, the Library may collect up to 50¢ for every \$1,000 of assessed property value. The Library district’s property tax rate is based on property values. The 2017 property values increased by 12.15% for 2018 tax collection.

This increase in values reduced the Library’s mill rate for a second consecutive year, from 46.70¢ per \$1,000 of assessed value down to 42.97¢ per \$1,000 assessed value. Being under 50¢ means that increases to this revenue will continue to remain between 2.8% and 3.2% per year henceforth, including revenues from new construction.

For 2018, total new revenues are budgeted to increase by net \$1,106,852 from 2017, a 3.60% increase, of which \$841,852 comes from increased property taxes offset by a net increase of \$265,000 in other revenue.

Revenues	2016 Actual	2017 Budget	2018 Budget	%chg
Taxes	\$ 28,453,625	\$ 29,322,348	\$ 30,164,200	2.87%
Intergovernmental	255,850	15,000	15,000	0.00%
Charges for Services	189,404	186,500	186,500	0.00%
Fines	355,138	500,000	450,000	-10.00%
Other	869,336	756,000	1,071,000	41.67%
Total Revenues	30,123,353	30,779,848	31,886,700	3.60%
Expenditures	2016 Actual	2017 Budget	2018 Budget	%chg
Personnel	20,337,427	21,461,824	22,707,500	5.80%
Maint. & Ops.	4,321,413	4,306,030	5,045,000	17.16%
Materials	3,774,585	3,780,800	3,538,900	-6.40%
Subtotal	28,433,425	29,548,654	31,291,400	5.90%
Set-Asides & Transfers	2016 Actual	2017 Budget	2018 Budget	%chg
Contingency	0	0	158,800	new
Transfers to CIP	1,188,382	1,231,194	436,500	-64.55%
Transfers to SPF	0	-	-	0.00%
Subtotal	1,188,382	1,231,194	595,300	-51.65%
Total Expenditures	29,621,807	30,779,848	31,886,700	3.60%
Revenues less Expenditures	\$ 501,546	\$ 0	\$ 0	0.00%
Beginning Fund Balance	\$ 7,719,153	\$ 6,925,531	\$ 6,925,531	0.00%
Ending Fund Balance*	\$ 6,925,531	\$ 6,925,531	\$ 6,925,531	0.00%

* Ending fund balances are calculated after all transfers to the Capital Fund and Special Purpose Fund.

Revenues: What They Mean

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

Taxes. Local property taxes constitute 94.60% of total 2017 revenues. The breakdown of these taxes is provided in the above table. The total allowable levy (Property Taxes Current) is calculated by Pierce County Office of the Assessor- Treasurer using statutory rates and limitations.

Intergovernmental. The Library receives certain revenues from other governmental entities, such as from grants and contracts. Unless otherwise known for the specific year, these revenues are not predictable and so the Library budgets conservatively.

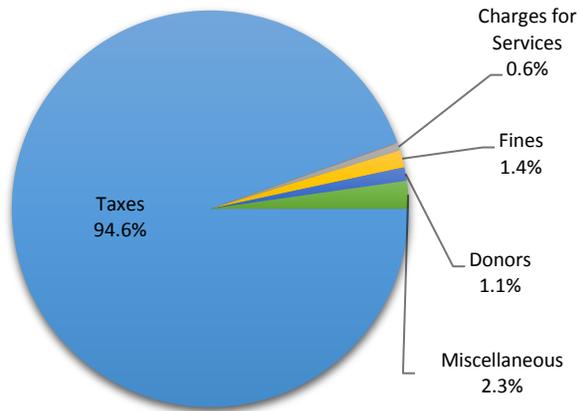
Charges for Services. Charges for services include revenue from photocopying, customers printing and faxing in the libraries, and interlibrary loan fees.

Fines. Library fines are received from library customers paying for overdue books and other materials, or for lost items. The daily fine for any item, whether book, DVD or other physical item is 15¢. There are no fines associated with e-books as they are automatically deleted from the customer’s e-book reader.

Other. Other revenues include interest earned on investments, scrap sales of assets, Friends donations, and reimbursement from the E-Rate program.

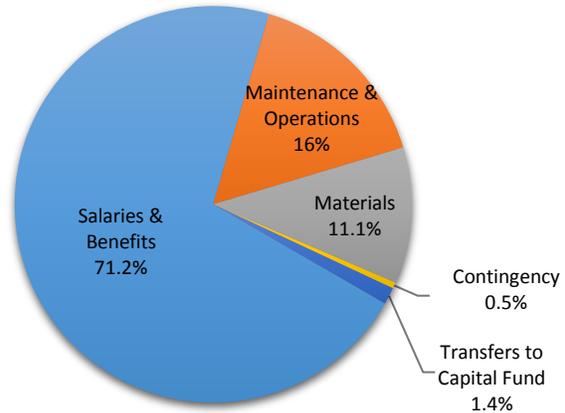
Funding the Library

\$ 31,886,700



Operating the Library

\$ 31,886,700



Expenditures: What They Pay For

Salaries & Benefits. Personnel costs account for nearly 71% of expenditures and pay for staffing the Library to meet its mission and goals. The total change for 2018 from 2017 is 5.8%. Included are salaries/wages, healthcare/dental, FICA, retirement, and other personnel costs.

The Library maintains a workforce of fulltime and regular part-time employees with regularly assigned hours that calculate into fulltime equivalent (FTEs) employees, where 1 FTE equates to 40 hours per workweek and may be spread over one or more employees.

Materials. The Library provides a wealth of materials for its customers to read, view and listen to. Books, movies, music, magazines, eBooks and more are carefully selected from a variety of sources. Staff get to know the interests and needs of each community so branch collections are customized to support the unique interests of their customers. There are nearly 1 million items to check out, and in 2016, those items circulated over 7.4 million times.

Maintenance & Operations. These include a wide range of expenditures, including office and custodial supplies, furnishings, computers, consultation services, legal needs, telecommunications costs, rent and leases, utilities, dues and memberships, and a plethora of other items.

Contingency. A small portion of the budget is reserved for handling unexpected needs, such as emergency repairs, unplanned projects, or unanticipated costs. As well, savings from efficiencies and canceled projects will add to the working contingency. The contingency will decrease and increase throughout the fiscal year.

Transfers to Capital Fund. Some funding for the Capital Improvement Plan comes from transferring funds out of the operating budget. From 2011 to 2014 the Library reduced the capital fund transfer to offset further reductions of services. In 2015 the Capital transfer was restored to the original 3% of revenues to pay for anticipated capital improvement projects. After a comprehensive examination of current and future needs, the transfer was increased to 4% for 2016. For 2018, due to funding constraints and fewer capital projects, the transfer was reduced to 1.4%.



2018 Capital Improvements / Special Purpose

Capital Improvement Plan

TO BE COMPLETED IN DECEMBER

Special Purpose Fund

TO BE COMPLETED IN DECEMBER

Strategic Plan

Vision: We spark success for Pierce County

Guiding Principles

We are creative, community-focused, and system strong. We will:

- **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. We support your growth and curiosity

1. Prepare preschoolers, babies and toddlers to learn.
2. Support school and career success for people of all ages.
3. Strengthen the practical skills and knowledge of Pierce County residents.

Enjoyment. We help you enjoy your free time

1. Inspire curiosity and imagination through an extensive and diverse collection.
2. Foster a love of reading.
3. Create opportunities to discover new interests and pursue passions.

Community. We connect and strengthen your communities

1. Bring people together around shared interests and activities
2. Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces.
3. Connect people with information and community resources that help them navigate life's challenges.

Core Services

These are our commitment to you. You can always count on them.

Materials. We have the books and resources you want.

Staff. Our staff connect you to the right resource at the right time.

Spaces. Our libraries are welcoming and vital to your community.

Technology. We meet your needs with today's technology.

Partnerships. We collaborate with others to best serve you.

Classes & Events. We offer interesting programs, skill-building class, and special events.

Business Processes. We make smart investments in sound and sustainable operations.

2017 Initiatives

1. Build a reading community
 - Pierce County READS 10th anniversary
 - Summer Reading
 - Reading kits for Book Clubs
2. Support your growth and curiosity for
 - early learning
 - » Baby Books to Go
 - » Block Play
 - career success
 - » Free Microsoft Certification
 - » WorkSource in your community
 - science-Technology-Engineering-Mathematics (STEM)
 - » 3D printing
 - » Tech classes, including Camp Code and Get Smart
3. Strengthen core services
 - More books, movies, e-books and other materials
 - Technology and space improvements
 - Support skilled and knowledgeable staff through training
4. Develop business processes and improve operations to most effectively use taxpayers' investment.




Accomplishments and Upcoming Projects/Initiatives

2017 Accomplishments

FINISHED IN DECEMBER

2018 Work Plan

FINISHED IN DECEMBER

Facilities Master Plan Update—Opportunities Beginning in 2018

In 2017, the Library updated the 2030 Facilities Master Plan that was delivered in 2009.

FINISHED IN DECEMBER

Funding Challenge for 2018 and Beyond

Costs to operate and maintain Pierce County Library's services and libraries are increasing at a higher rate than revenues to run them. In 2018 revenues are increasing by 1.5%, while expenses are increasing by more than double the Library's revenues at 5 to 7%. In recent years, costs have been increasing by 5-7% a year, while revenues have been increasing at a rate of 1-3%.

Population surges and significant use have outgrown and worn many library buildings. Since 2006 the population in the Library's service area has grown by 21%, growing from 497,000 to 600,000.

The public is asking for and expecting more, newer, and better library and technology services, such as books and e-books; downloadable audiobooks, music, and movies; open hours; access to and instruction to use technology; convenient access to services; and services for all ages, in particular offerings for teenagers.

The Library System has out-lived the re-authorized levy voters passed in 2006 and met or surpassed all four levy promises:

- Offered a wider variety of books, CDs, e-sources and other materials and reduced the time people wait for popular books by nearly 40% (2006 wait time: 18.8 weeks; 2017 wait time ##). Increased checkouts for online choices.
- Increased open hours by 39% at library locations. All 18 full service libraries are now open on Mondays and nine libraries open on Sundays.
- Added services for kids and teenagers, including helping prepare children to read, assisting kids with homework research, and providing online help with homework.
- Upgraded services and technology for customers, by providing more computers with internet access and computer classes to help adults get jobs and improve their career marketability. Completed major equipment and infrastructure stabilization and upgrades to the system network, applications, equipment, bandwidth, and Wi-Fi access.

The 2006 levy was expected to meet service needs for up to six years. That was 12 years ago.

Since 2013, the Library System has reduced more than \$## million in operations and services.

In 2018 the Library System will conduct a public information campaign to talk with residents about their priorities for library services and discuss the Library's funding challenges.

Continuing into 2019 revenues are projected to increase by 1% to 3%, while expenses are projected to continue to increase at a higher rate of 5 to 7%.

2018 Debt Service

The Library is a special purpose taxing district and by Washington State law, is authorized to issue debt in the form of voted and non-voted debt—Unrestricted General Tax Obligation (UGTO) bonds and Councilmanic bonds, respectively.

Debt Capacity

Unrestricted General Tax Obligation Bonds (UGTO)

Library District assessed value:	\$ 70,057,420,492
Legal GO bond capacity:	x 0.005000
Maximum GO capacity:	\$ 350,287,102
Current outstanding GO bonds:	<u>-\$ 0</u>
Available GO capacity:	\$ 350,287,102

Councilmanic Bonds

Library District assessed value:	\$ 70,057,420,492
Legal Councilmanic bond capacity:	x 0.001000
Maximum Councilmanic capacity:	\$ 70,057,420
Current outstanding Councilmanic bonds:	<u>-\$ 0</u>
Available Councilmanic capacity:	\$ 70,057,420

Current Bonds and Debt

Sum of all outstanding UGTO bonds:	\$ 0
Sum of all outstanding Councilmanic bonds:	\$ 0
Sum of all other forms of debt:	<u>\$ 0</u>
Total of all outstanding bonds and debt:	\$ 0

Currently, the Library maintains no debt of any form

Last Use of Debt (System Expansion Project)

In 1986, the voters passed a \$28.9 million general obligation bond levy to construct new library facilities, including the purchase of land and the acquisition of furniture and equipment. It also included funds to remodel/renovate existing library facilities throughout the Library System and to purchase books and other materials. Bonds were issued in 1986 (\$18 million), 1990-91 (\$8 million), and 1992 (\$2.9 million). In 1995, a portion of the 1986 and 1990-91 issues was refinanced; the value of this refunding was \$6.93 million. With the payment of principal and interest in December 2002, the entire debt was retired.

Future Debt Needs

The Library began a Facilities Master Plan (FMP) project in late 2008 and concluded in January 2010 with a comprehensive report and plan. Every year, the Library has reviewed elements in the plan. In 2017, the Library conducted a more extensive update of the plan.

Bonds explained

Unrestricted General Tax Obligation Bonds (UGTO).

Bonds may be issued as a measure to voters in the taxing district and require 60% approval. Such bonds would generally be used either for Library Capital Facilities Area—a sub-district of the larger taxing district—or for large-scale projects such as district-wide library construction. The Library’s maximum legal debt capacity is one half of one percent of the Library District’s assessed valuation, and in the simplest form may be levied up to 30 years. The Library district’s assessed value of \$ 70,057,420,492 means that the Library may issue general obligation bonds of up to \$350,287,102.

For the property owner with average property value of \$250,000, a 20-year simple bond issued would cost around \$110 per year. Other factors affecting the cost to a property owner depend on the structure of the bond, bond rates, maturity dates, bond sales, changes in property values, and changes in the district-wide property value.

Councilmanic Bonds. The Library may also issue debt note voted by the public in the form of Councilmanic bonds at a rate of one tenth of one percent of the Library District’s assessed valuation. Because these bonds are non-voted, they may be considered a bank loan secured by property tax revenue, payable out of the Library’s existing funds or future revenue receipts. The Library district’s assessed value of \$ 70,057,420,492 means that the Library may borrow up to \$70,057,420. This debt must be repaid within seven years.

Councilmanic bonds could be used for short term financing of small construction projects, equipment needs, or emergencies that cannot be paid out of available general funds or Capital Improvement funds. They would not be used for covering budget shortfalls in ongoing operations.

All forms of debt require one-time attorney and bank set-up fees, which may total between 1% and 5% of the principle value.

TABLES AND CHARTS

2018 UPDATE

Pierce County Library System

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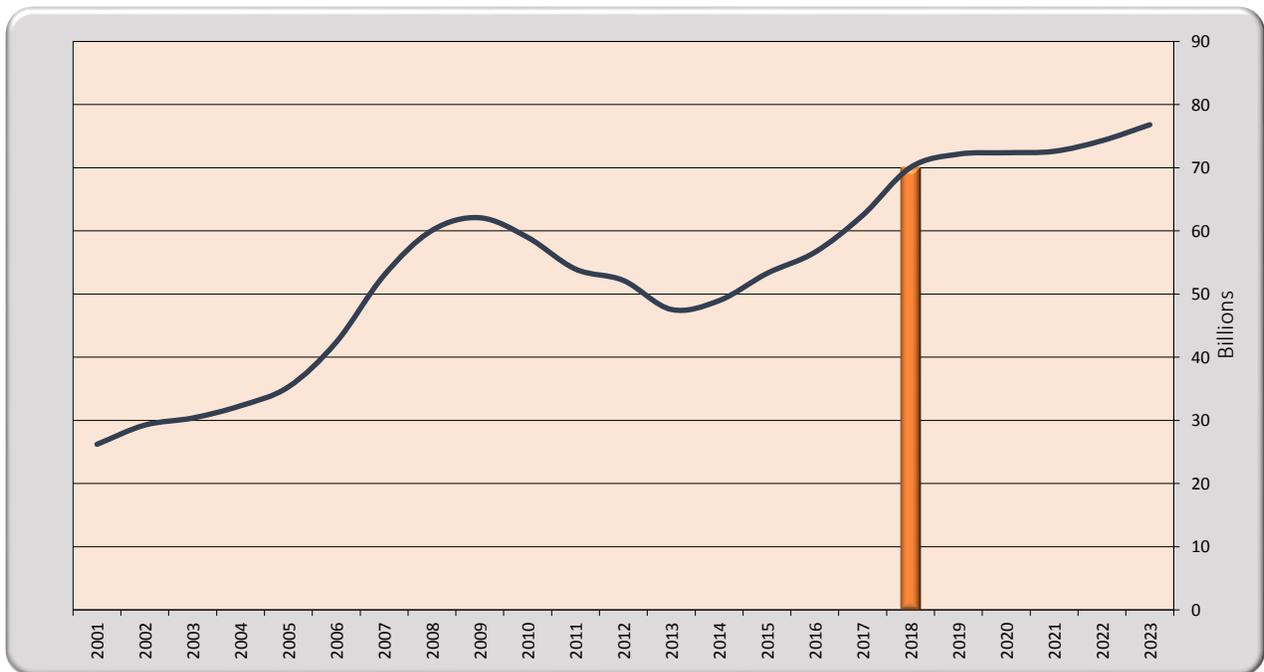
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Contained herein are numerical data that reflect the financials for Pierce County Library System. The charts and tables are updated twice per year—after the annual report is finalized and during the following fiscal year’s budget process.

Assessed Values and Property Taxes

Library District Assessed Property Values (2001-Current with 5 Year Projections)

Since 2010, the Library's taxing district includes all of unincorporated Pierce County, and all cities and towns except: Tacoma, Puyallup, Fircrest, Ruston, Carbonado. The Library District's assessed value is at \$70 billion as of the end of 2017.



2019-2023 data based on Moody's Case-Shiller information for Tacoma-Lakewood WA Metropolitan Division as of June 2017. The Library updates the data semiannually (December and June).

Significant milestones include:

- 1946: Pierce County Library established as a department within Tacoma Public Library and is tasked to serve unincorporated Pierce County.
- 1980: Orting, Steilacoom and Sumner citizens vote to annex.
- 1982: Eatonville citizens vote to annex.
- 1983: Buckley citizens vote to annex.
- 1987: Gig Harbor citizens vote to annex.
- 1993: Bonney Lake citizens vote to annex.
- 1995: University Place citizens vote to annex.
- 1996: Edgewood and Lakewood citizens vote to annex.
- 1999: Milton citizens vote to annex after the city terminates to provide library services.
- 1999: DuPont citizens vote to annex.
- 2003: Wilkeson citizens vote to annex after contract for library services is cancelled.
- 2009: Fife citizens voted to annex to the Library District.

Many of the cities were part of unincorporated Pierce County served by the Library. When cities incorporated, they put ballots for their citizens to vote to join Pierce County Library System instead of creating a city library.

Mill Rates and Projections (2019 – 2023)

Mill Rate—or millage—is represented as \$ (or cents) per \$1,000 Assessed Value in a property taxing district. The Library is statutorily limited to a maximum collection of 50¢ per \$1,000 of the Library District’s assessed value. The table below shows the overall change in revenue as the change in assessed value increased and decreased since 2005.

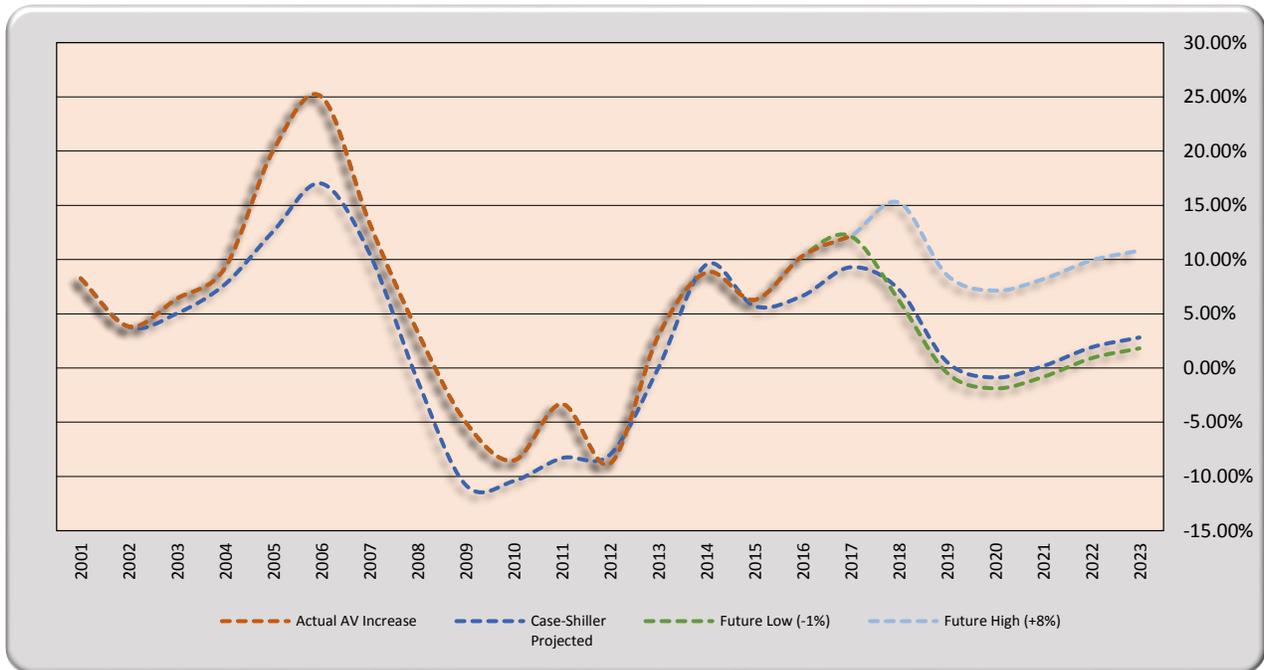
	Year	Mill Rate	Assessed Value	% Change	Base Property Taxes	\$ Change	% Change	New Construction	@50¢
Projections	2023	45.51¢	\$ 76,817,628,991	3.40%	\$ 34,961,220	\$1,018,428	3.00%	\$ 679,000	\$ 38,408,814
	2022	45.68¢	74,291,710,823	2.32%	33,942,792	986,562	2.99%	657,000	37,145,855
	2021	45.38¢	72,607,223,243	0.31%	32,956,229	961,943	3.01%	642,000	36,303,612
	2020	44.20¢	72,382,836,450	0.31%	31,994,287	950,438	3.06%	640,000	36,191,418
	2019	43.02¢	72,159,143,107	3.00%	31,043,848	939,048	3.12%	638,000	36,079,572
	2018	42.97¢	70,057,420,492	12.15%	30,104,800	927,685	3.18%	619,534	35,028,710
Actuals	2017	46.70¢	62,467,152,378	10.33%	29,177,115	867,233	3.06%	514,939	31,233,576
	2016	50.00¢	56,619,764,586	6.27%	28,309,882	1,670,975	6.27%	3,609	28,309,882
	2015	50.00¢	53,277,813,749	8.81%	26,638,907	2,096,429	8.56%	-	26,638,907
	2014	50.00¢	48,964,088,146	2.94%	24,482,044	698,947	2.94%	-	24,482,044
	2013	50.00¢	47,566,193,799	-8.82%	23,783,097	-2,300,131	-8.82%	-	23,783,097
	2012	50.00¢	52,166,456,544	-6.79%	26,083,228	-1,898,976	-6.79%	-	26,083,228
	2011	50.00¢	53,955,811,323	-8.52%	27,982,204	215,816	0.78%	15,923	26,977,906
	2010	46.95¢	58,984,142,315	-5.00%	27,766,388	216,834	0.79%	399,308	29,492,071
	2009	44.33¢	62,085,405,469	3.34%	27,549,554	942,387	3.54%	660,343	31,042,703
	2008	44.25¢	60,077,557,821	13.37%	26,607,167	1,171,490	4.61%	859,170	30,038,779
	2007	48.00¢	52,990,993,065	25.02%	25,435,677	8,445,844	49.71%	-	26,495,497
	2006	40.02¢	42,385,528,523	20.05%	16,989,833	870,139	5.40%	696,438	21,192,764
	2005	45.60¢	35,306,548,741	9.17%	16,119,694	688,422	4.46%	518,970	17,653,274
	2004	47.66¢	32,318,475,182	6.39%	15,431,272	637,432	4.31%	405,227	16,169,716
2003	48.62¢	30,377,319,365	3.83%	14,793,840	682,641	4.84%	494,060	15,188,660	
2002	48.14¢	29,257,834,251	8.26%	14,111,199	598,608	4.43%	437,552	14,628,917	
2001	50.00¢	26,214,120,096	N/A	13,512,591	N/A	N/A	453,978	13,512,591	

2019-2023 data calculated from Moody’s Case-Shiller information for Tacoma-Lakewood WA Metropolitan Division as of June 2017. The Library updates the data semiannually (December and June).

Significant milestones since 2001 include:

- 2001: Washington State voters passes Initiative 747 to restrict property tax increases to 1% over the previous year’s levy, which takes effect in 2002.
- 2006: In a districtwide election, voters approve to reset the lawful levy from 40¢ per \$1,000 of assessed value to \$48¢ per \$1,000 of assessed value. Four levy promises were offered: Increase in Open Hours, Materials, Technology, and services to Children. The four levy promises were designed to last six years, but have lasted through 2017.
- 2010: Recession and the nationwide housing crisis begins to affect districtwide property values. From 2011 through 2016, due to decreasing housing values, the Library was at its statutory limit of 50¢ per \$1,000 of assessed value.
- 2016: The Library’s revenue restored to the last highest lawful limit in 2010.

Annual Change in Assessed Values with Case-Shiller Projections (Actuals through 2017)



Pierce County Assessor-Treasurer actuals; future trends calculated from Case-Shiller Tacoma-Lakewood WA Metropolitan Division as of June 2017.

Calculating projected trends for the district’s value requires a complicated formula processed onto the Cash-Shiller data. Historically, low projections were within -1% of the actual change, and high projections were within +8.01% of the actual change.

As of the June 2017 Case-Shiller data, projections show that the change in assessed value will likely slow down, if not altogether level off at no change.

Total Revenue

Per Capita Revenue

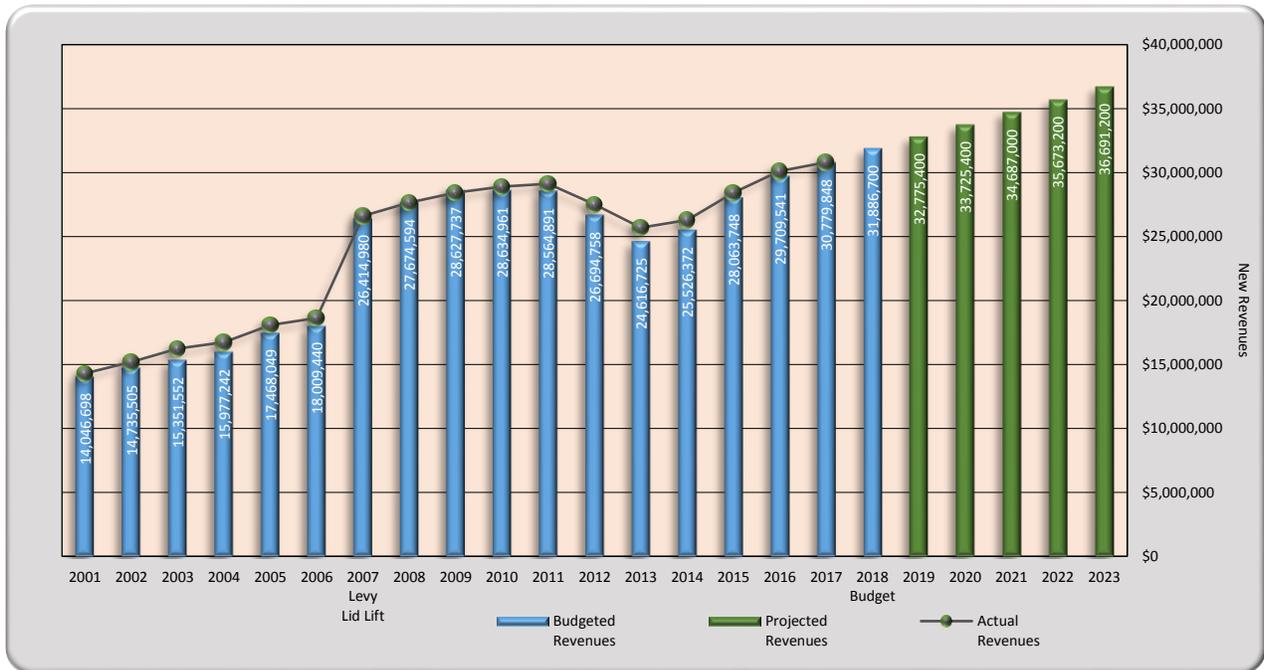


Significant influences on revenue per capita:

- Beginning in 2001, property tax increases were limited to 1% plus new construction, which usually amounts to an additional 2%.
- In 2007, revenues increased from the 2016 districtwide election, when voters approved to reset the lawful levy from 40¢ per \$1,000 of assessed value to \$48¢ per \$1,000 of assessed value.
- From 2011 through 2013, revenues decreased due to the recession's effects on property values. The maximum lawful levy was restored by 2015.
- Beginning 2016, the Library's revenue returned to the 1% plus new construction limit.

During this period, the Library's service area population grew by 44%, from 418,000 in 1995 to 600,000 in 2017.

Total Revenues (Excluding Use of Cash Reserves)



CPU-U source: Bureau of Labor and Statistics, Average Annual for Seattle-Tacoma-Bremerton Urban measure.

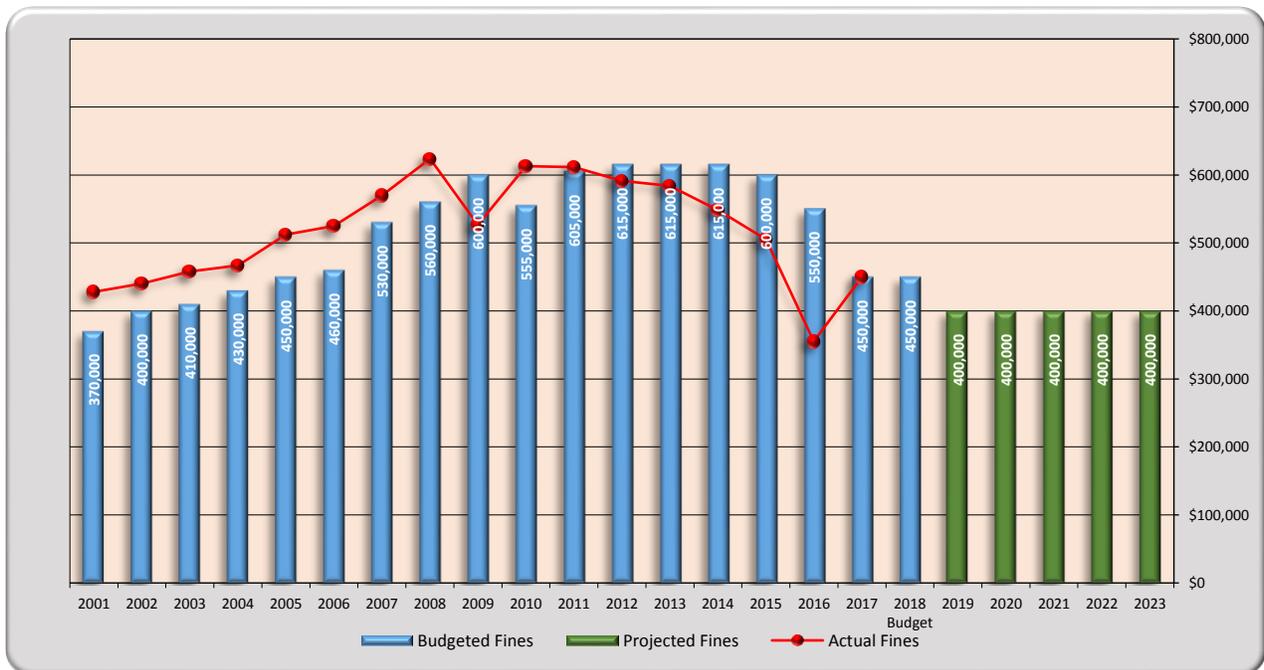
Significant milestones:

- In 2006, voters approved to restore the Library’s revenue from 40¢ to 48¢ per \$1,000 assessed value. The Library’s promise to the voters was to sustain the increased services for six years.
- In 2010, voters in the City of Fife approved annexation to the Library.
- In 2011, the recession begins to impact the Library’s revenue as property values plummet throughout Pierce County.
- The recession’s impact on revenue hit hardest in 2012 and 2013. During those years, the Library used its cash reserves to balance budgets.
- From 2014 through 2016, the Library recovers its last lawful highest revenue limit established in 2010.

Major Nontax Revenue Sources

Library fines and investments have historically been the next largest sources of revenue. Library fines are received when customers pay late fees, currently at 10 cents per day. Investment proceeds are received when investing available cash in Pierce County’s investment pool.

Library Fines Budget & Actuals

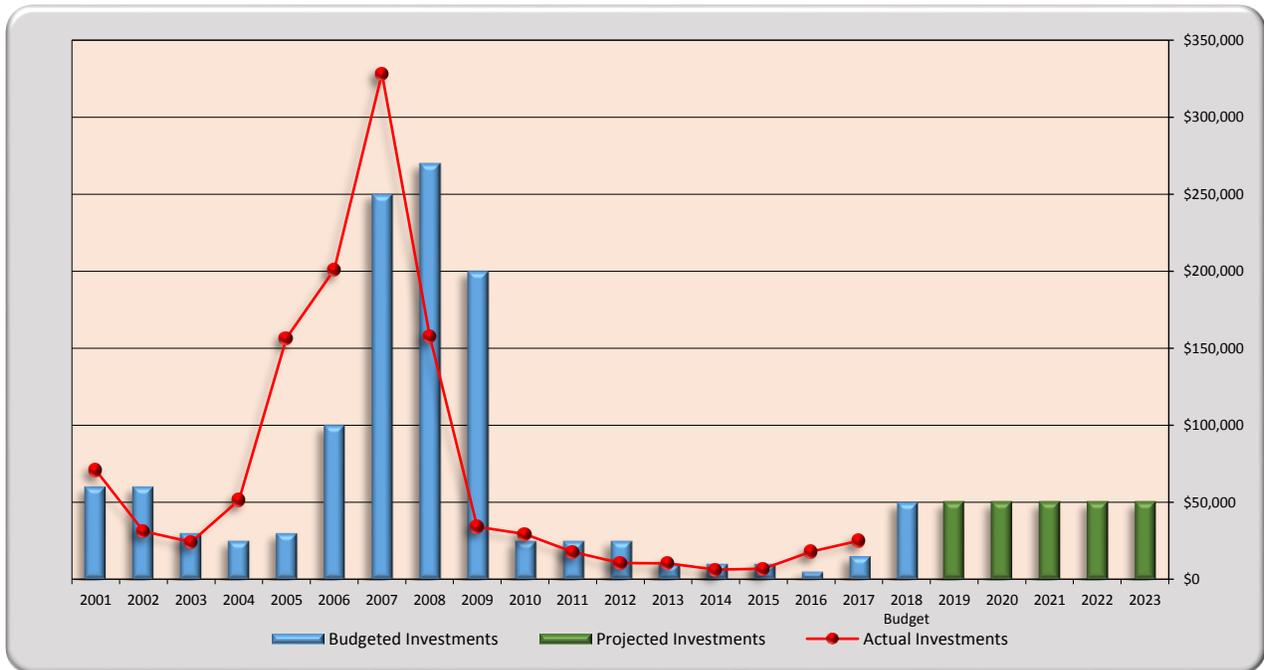


Significant influences on fines:

- In 2009, the Library conducted a Fine Forgiveness program to encourage reading and the return of books.
- Because electronic books incur no late fines—they just simply stop being available on the reading devices—fines have been decreasing since 2010.
- Fines are dependent on how much the collection is being used, and due to the recession during which the library was seeing less use, circulation decreased and thus did fines.
- In late 2015, the Library implemented an automatic renewal system available in the online catalog, which greatly reduced fines. Due to customer feedback, this feature was subsequently turned off in November 2016.

Fines is anticipated to level off between \$400,000 and \$450,000 per year, until the materials budget increases.

Investment Budget & Actuals



Significant influences on investments revenue:

- In 2005, available cash to invest had increased and rates were stable at around 2% annual rate.
- In 2007, revenue peaked due to cash for planned sustainability was increased from the Levy Lid Lift.
- In 2008, interest rates plummeted due to the Federal Reserve's actions to counter the effects of the recession. Had rates remained the same, the Library's revenue would have neared \$500,000 per year.
- Rates were at their lowest in 2015 when investment return rates were at 0.01%.
- Beginning 2016, rates began increasing. As of late 2017, rates are at 1.1%.

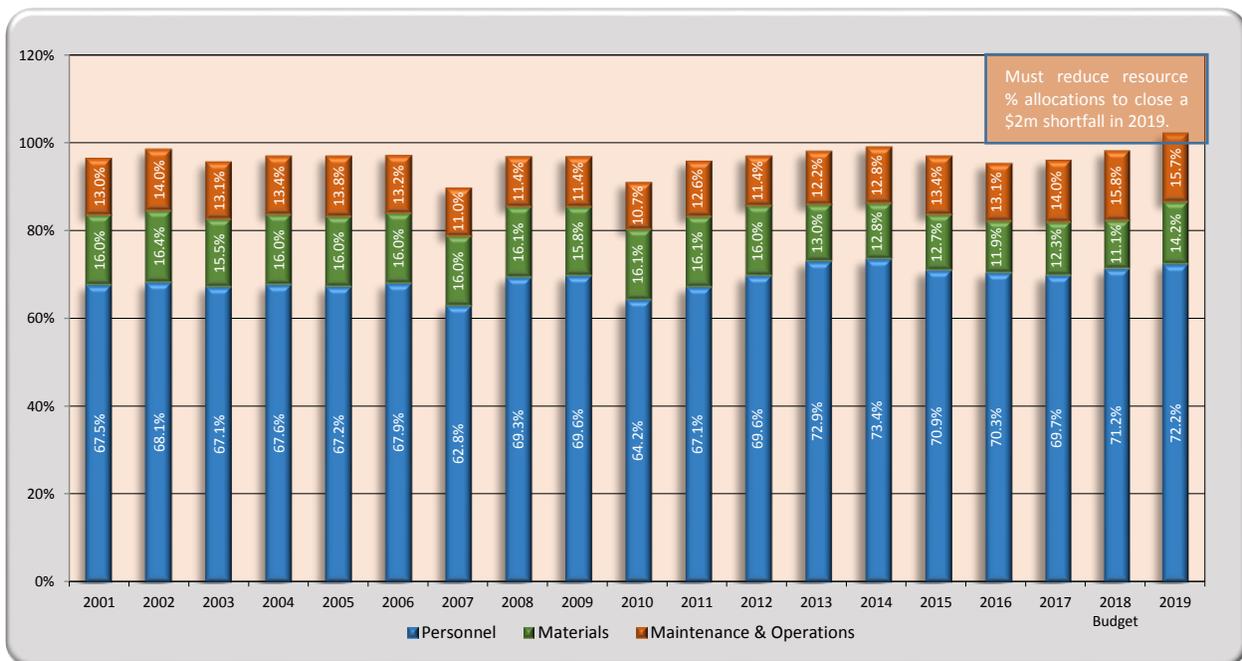
For the foreseeable future, while rates increase, the total revenue will likely level off as the Library begins using available cash to pay for operations.

Major Expenditure Drivers

Library expenditures fall into four categories:

- Personnel: wages, benefits, overtime, additional hours.
- Materials: books, ebooks, movies, music, databases.
- Maintenance & Operations: supplies, equipment, services, utilities, travel, contracts, and others.
- Other: inter-fund transfers, set-asides, and contingencies.

The chart below shows the first three categories. This depicts the cost of daily operations.



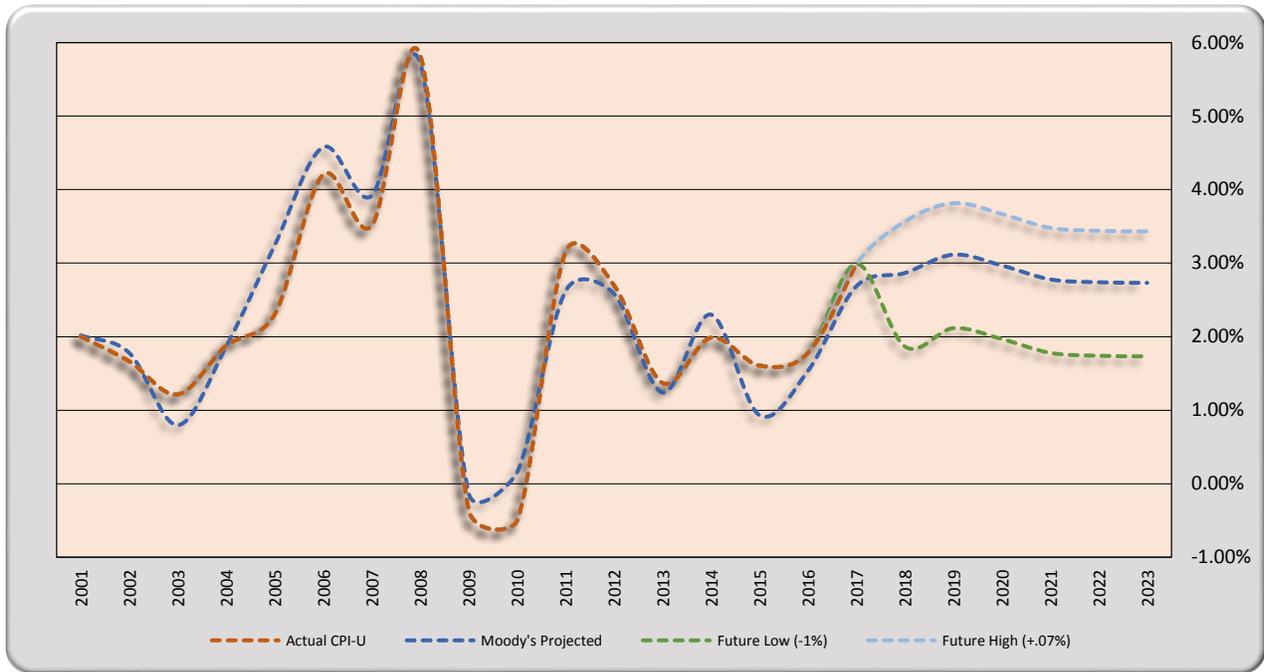
Personnel costs are approximately 72% of the Library’s annual expenditures, and is the largest budget investment. The wage and benefit strategy is to be a competitive employer for recruitment and retention, while containing costs to the extent possible. Some wage increases are tied to the CPI-U, per the Collective Bargaining Agreement for union represented employees. Benefits are brokered through Association for Washington Cities to leverage the larger pool of employers. This helps contain benefit costs for the Library.

Materials costs make up for about 12% of the Library’s annual expenditures. Because the offerings are diverse, ranging from print material to databases, the Library estimates how much is available and purchasers work within the allocated budgets. Over time, as costs continue to increase and the budget remains static, fewer items are purchased.

Maintenance and Operations costs are established by setting the required costs, such as utilities, leases, and contracts, supplies, and repairs, then creating a work plan to budget the remainder of purchases, such as furniture and computers.

Other costs depend entirely on how much is needed to pay for capital improvements and contingencies.

Regional CPI-U Trend (High/Mid/Low)

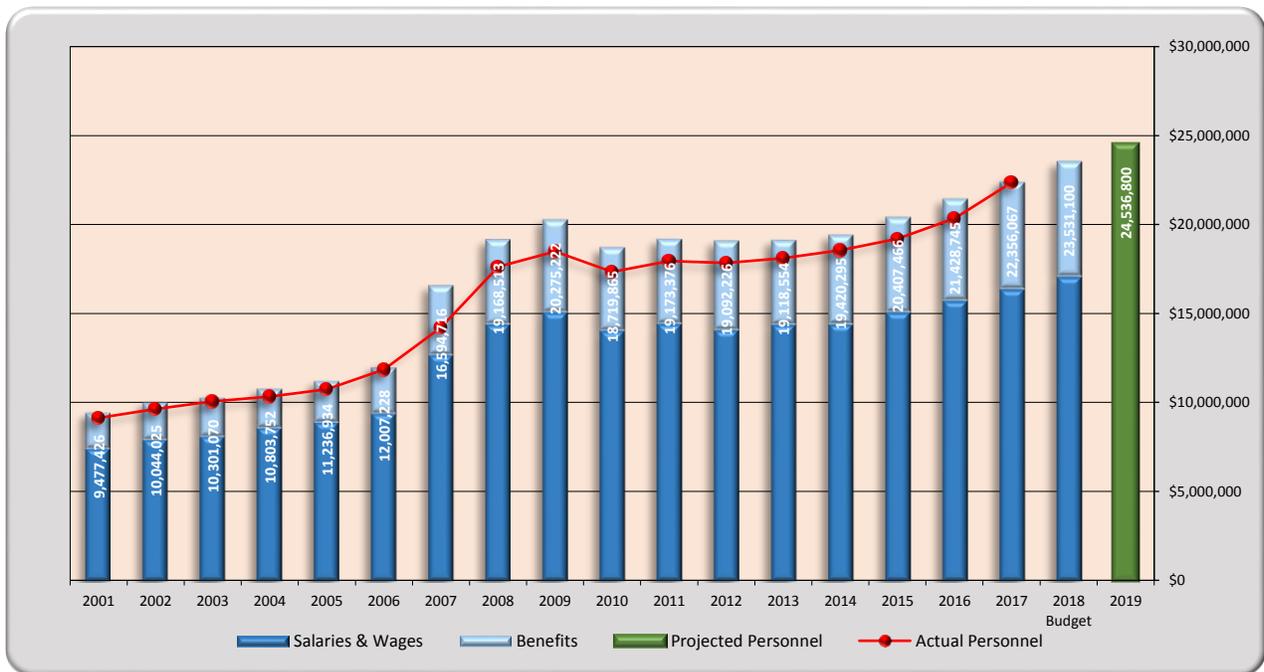


CPI source: Actuals from Bureau of Labor and Statistics & June-June Seattle-Tacoma-Bremerton. Trends from Moody's Seattle-Tacoma-Bellevue CPI-U data as of June 2017.

Calculating projected trends for the district's CPI-U requires a formula processed onto the Moody's data. Historically, low projections were within -1% of the actual change and high projections were within +.7% of the actual change. The trend for the next 6 years is for the CPI-U to be between 1.7% and 3.5%.

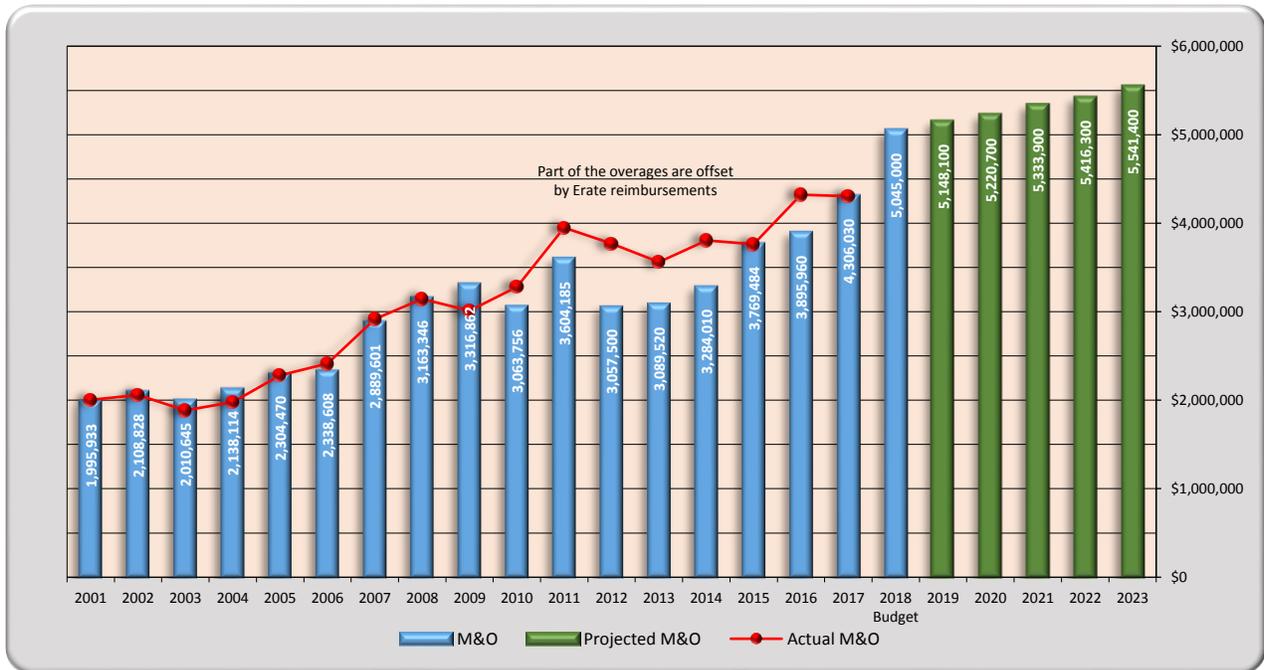
Personnel Budget & Actuals

The Library is a full-service provider of library services to the community, and its primary service delivery is through a well-trained and fully engaged workforce. For 2018, excluding substitutes, 93% of the workforce is covered by the Collective Bargaining Agreement and 7% are non-union, regular employees. The ratio of benefit costs to overall personnel costs is 27.4%.



2019 in the above chart is depicted using existing conditions and is provided only as a reference. In late 2018, the Library and its Union will implement a new Collective Bargaining Agreement for at least 2019.

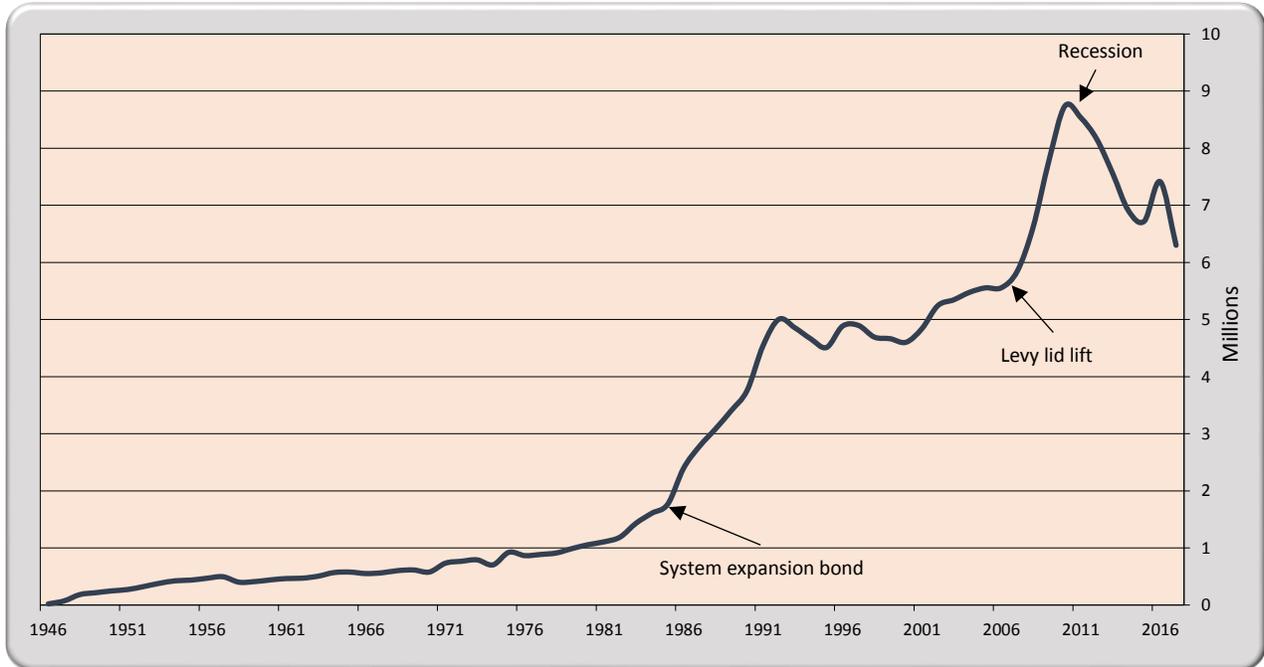
Maintenance & Operations Budget & Actuals



Maintenance and operations (M&O) costs include a wide-variety of purchases and payments, including office supplies, equipment, professional services, contractual obligations, maintenance needs, utilities and telecommunications, travel, registrations for training/conferences, and other miscellaneous. In 2018, the Library moved the majority of computer and furnishing purchases from the capital improvement fund to the general fund, as these items were considered replacement of small equipment and furniture.

Library Materials: Books, eBooks, DVDs, Music, Databases, and More

Annual Circulation History: 1946 – 2016 (2017 estimated)

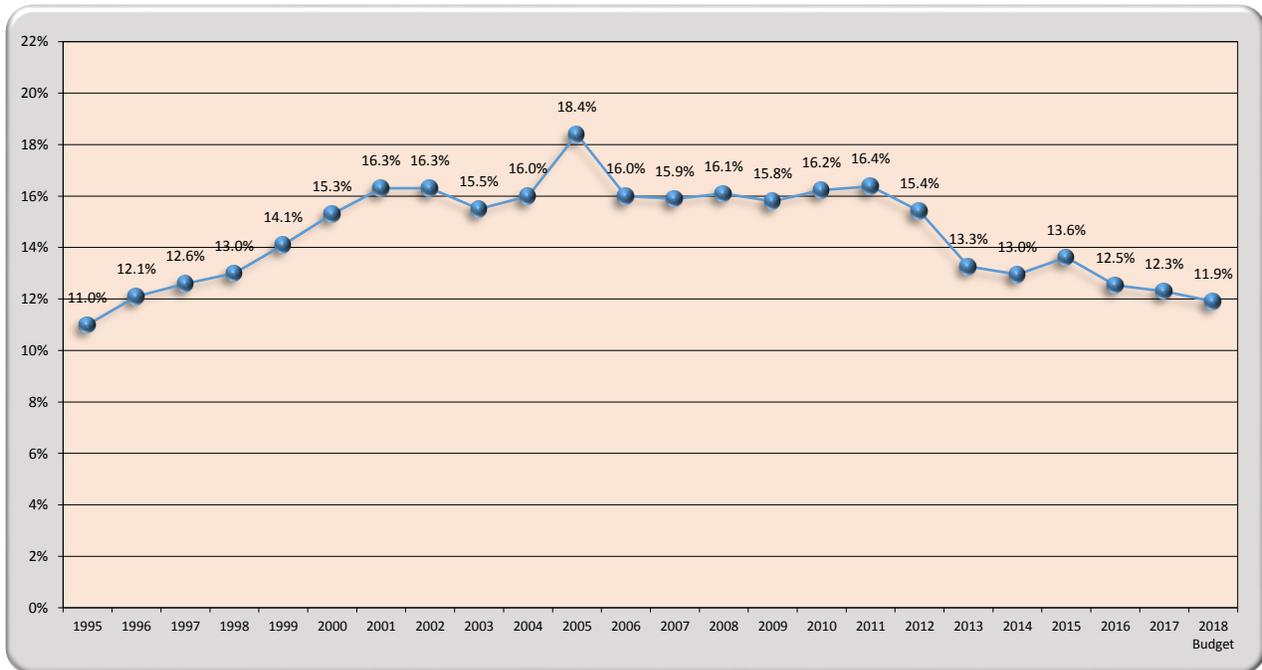


Includes checking out of books, music, movies, and e-books. 2017 circulation is estimated at 6,300,000.

Significant influences on circulation:

- In 1986, voters approved a districtwide bond to build facilities and expand materials.
- In 2006, voters approved a districtwide levy lid-lift to raise its operating funding by \$8.4 million per year.
- Also in 2006, electronic books gained momentum.
- In 2010, the Library experienced the nationwide recession as property values plummeted, leading to budget reductions to purchasing materials beginning in 2011.

Materials Budget History (Actuals 1995 - 2016)



The materials budget can be calculated as a percentage of total revenue anticipated for the year.

Significant influences on the budget history:

- Recognizing that it was low for like-sized libraries in the 1990s, the Library made a significant effort to increasing the size of the materials offerings to the public. The goal was 16% of revenues allocated to the materials budget, which was met between 2001 and 2011.
- During the recession, the materials budget was reduced in order to maintain open hours. Afterwards, as costs continued to increase, even though the budget remained the same the materials budget saw a decrease in its buying capacity.
- By 2018, the materials budget as a percentage of overall revenue returned to 1996 levels.

A major factor in determining the amount spent on materials depends on available shelving space. Most of the current facilities were built from the 1986 system expansion project. As purchases increased considerably to serve the public, the number of materials that could be placed on shelves had become a limiting factor.

Materials Expenditures per Capita History (Actuals 1995 - 2016)



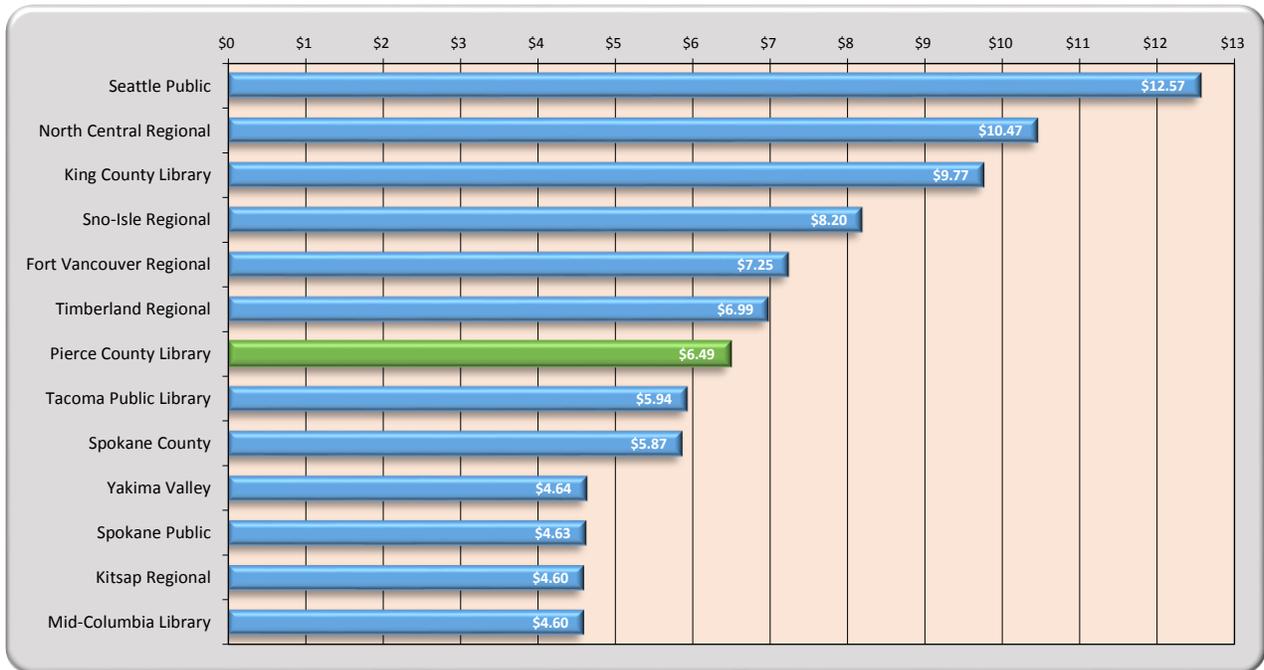
Another method for interpreting the materials budget is to normalize it with the population of the service area. As the service area grows, more materials are needed to keep up with its anticipated use.

Significant influences to the materials expenditure per capita include:

- In 2006, voters approved a districtwide levy lid-lift to raise its operating funding by \$8.4 million per year.
- In 2010, the Library experienced the nationwide recession as property values plummeted, leading to budget reductions to purchasing materials beginning in 2011.

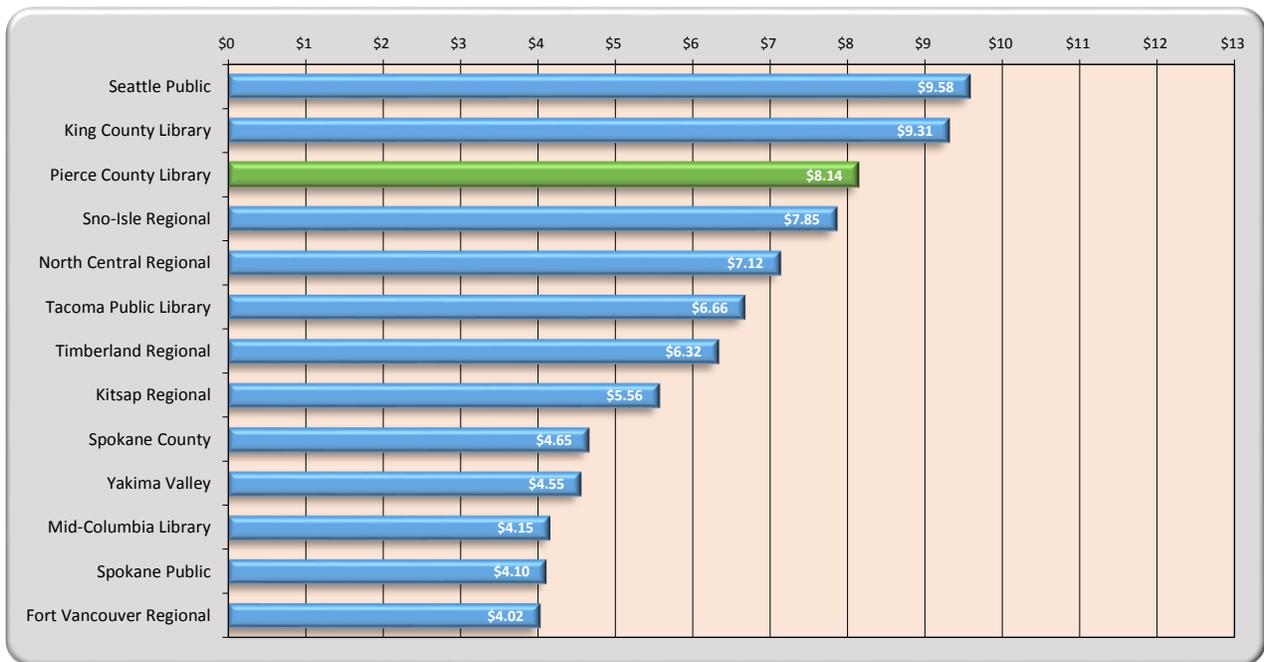
Provided on the following page are two years showing the comparisons among 12 other libraries in Washington State. In 2007 the Library was third among peer libraries, and by 2016 it was in the middle. Pierce County Library System and Kitsap Regional Library system declined most.

Materials Expenditures per Capita Comparison (2016)



Washington State Library 2016 data.

Materials Expenditures per Capita Comparison (2007—post Levy Lid Lift)

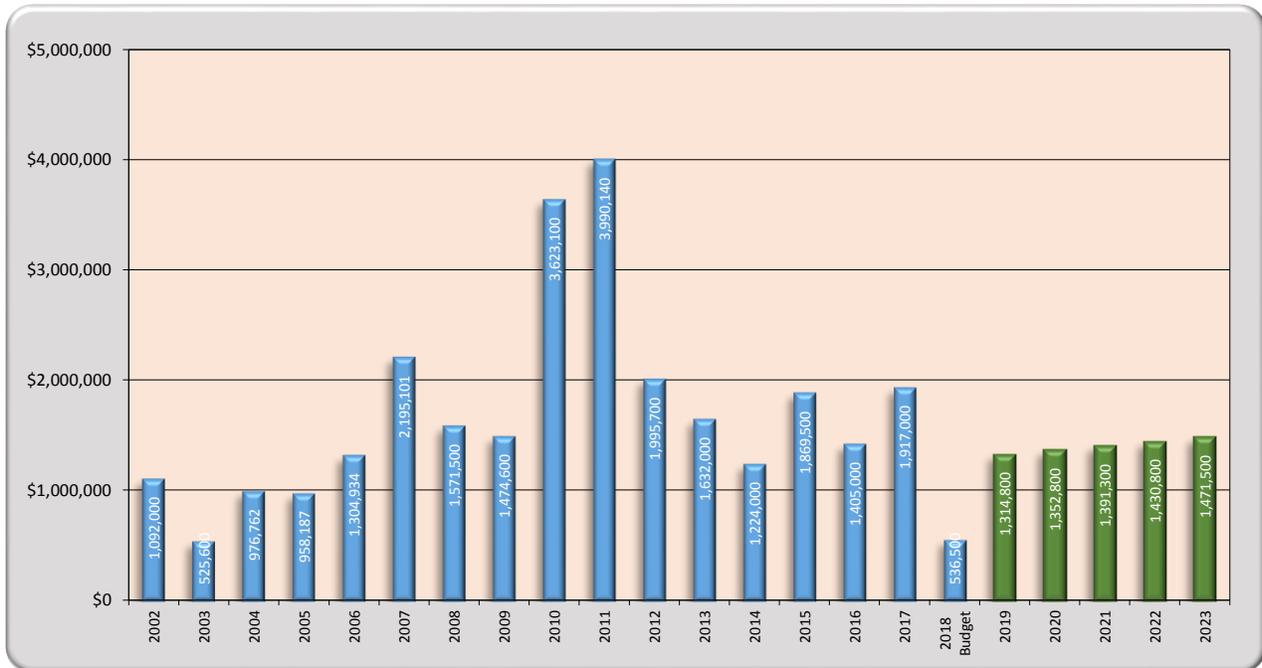


Washington State Library 2007 data.

Capital Improvement Expenditures

The Library currently employs a capital improvement fund to pay for major purchases, maintenance, and related expenses. The majority of funds to pay for these projects come from transfers from the general fund. Capital project budgets are created by addressing essential maintenance of facilities and implementing infrastructure improvements.

Capital Project Budget History (Excludes Carry Forwards)

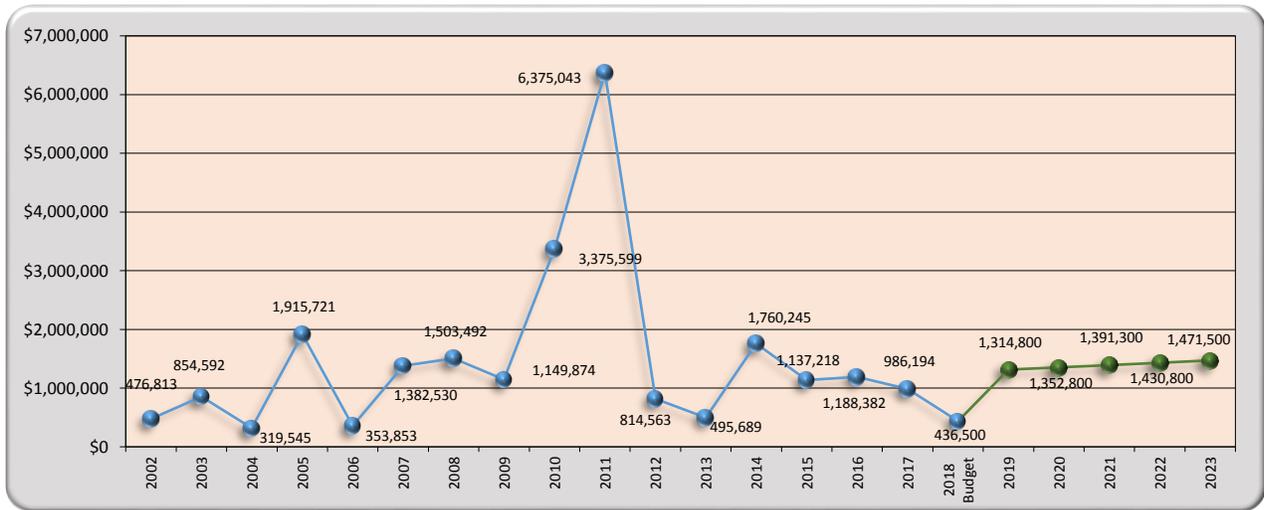


Significant influences on Capital Improvement budget:

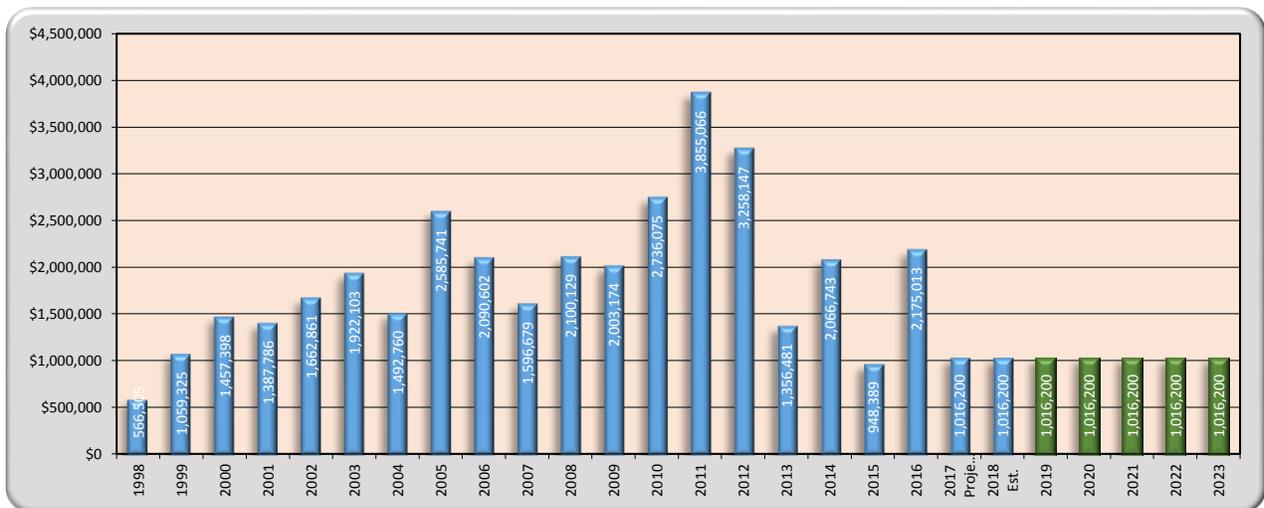
- 2004 and 2007 included significant funds to replace the electronic catalog and financial system, respectively.
- 2010 and 2011 included budgets for significant committed projects: new Fife Library, moving the Milton/Edgewood and University Place libraries.
- 2015 included budgets for significant update of the Library's computer servers and network infrastructure.
- For 2018, in order to balance the budget, the Library greatly reduced the capital projects.

Beginning in 2019 and for the next 11 years, significant maintenance costs will return, including the replacement of HVACs, carpeting, roofs, and vehicles.

Capital Improvement Fund Transfer History (Actuals 2002 - 2016)



Capital Improvement Fund Ending Fund Balance (Actuals 1998 - 2016)



Significant influences on Capital Improvement Fund transfers and ending fund balance:

- Beginning in late 1990s, the Library established a policy and practice to increase the fund balance. This was done by setting aside a portion of the annual operating budget to be transferred during the fiscal year.
- Beginning in 2004, the Library updated the fiscal management policy to allow the Board to transfer unanticipated revenues and savings to the Capital Improvement Fund.
- From 2008 to 2010, funds available from the 2006 Levy Lid Lift were added to the Capital Improvement Fund.
- In order to pay for significant committed projects (new Fife Library, moving the Milton/Edgewood and University Place libraries), the Library transferred significant funds available in the General Fund balance to the Capital Improvement Fund.

2017
BUDGET
PUBLIC
HEARING

Unfinished Business

(continued)

MEMO



Date: October 12, 2017

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

From: Clifford Jo, Finance & Business Director

Subject: 2018 Levy Resolution and Levy Certificate

Attached are the standard two documents that the Board must pass in November, to set the property tax levy for the following fiscal year's property tax revenues.

1. Resolution Requesting Highest Lawful Levy: This sets the "101" calculation, and the tax base from which current and future lawful levies are established. It is inclusive of new construction, state assessed property, annexations, and refunds. It's an increase to the base tax that we are allowed.
2. Levy Certification: This sets total property tax revenues, and is limited to 50 cents per \$1,000 district assessed property values (see line K on the levy calculation page, very bottom number at right).

They need to be passed in this order. These documents must be filed with Pierce County by November 30.

RESOLUTION NO. 2017-11

**A RESOLUTION OF THE BOARD OF TRUSTEES
OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT
REQUESTING HIGHEST LAWFUL LEVY**

WHEREAS, the **Board of Trustees** of **PIERCE COUNTY RURAL LIBRARY DISTRICT (Library)** has met and considered its budget for the calendar year **2018**; and,

WHEREAS, the district's actual levy amount from previous year (**2017**) was **\$29,107,919.81**; and,

WHEREAS, the population of the Library district is **MORE THAN 10,000**; and,

WHEREAS, Washington State law limits property tax collection to the lesser of either (1) the sum of regular property tax limit increases, additions due to new construction and improvements, the value of state assessed property, annexations, and refunds, or (2) 50 cents per \$1,000 of the Library district's assessed property value; and,

WHEREAS, Washington State law limits the percent increase to the highest regular tax which could be levied lawfully to be the lesser of 1% or the Implicit Price Deflator (IPD), which was recorded at **1.533%**; and,

WHEREAS, the Board of Trustees, after duly considering all relevant evidence and testimony presented, determined that the Library requires an increase in property tax revenue from the previous year, in addition to that resulting from the addition of new construction and improvements to property, any increase in the value of state-assessed property, any annexations that have occurred, and refunds made; and now, therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT THAT:

An **increase** in the regular property tax levy, in addition to the increase resulting from the addition of new construction and improvements to property, any increase in the value of state assessed property, any annexations that have occurred, and refunds is hereby authorized for the Library levy in the amount of **\$996,880.22** which is a percentage increase of **3.4248** percent from the previous year (**2017**).

PASSED AND APPROVED THIS 8TH DAY OF NOVEMBER, 2017.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT

Robert Allen, Chair _____

Donna Albers, Vice-chair _____

Monica Butler, Member _____

Pat Jenkins, Member _____

Daren Jones, Member _____



Levy Certification

Submit this document to the county legislative authority on or before November 30 of the year preceding the year in which the levy amounts are to be collected and forward a copy to the assessor.

In accordance with RCW 84.52.020, I, Robert Allen,
(Name)

Chair, Board of Trustees, for Pierce County Rural Library, do hereby certify to
(Title) (District Name)

the Pierce County legislative authority that the Board of Trustees
(Name of County) (Commissioners, Council, Board, etc.)

of said district requests that the following levy amounts be collected in 2017 as provided in the district's
(Year of Collection)

budget, which was adopted following a public hearing held on Nov 8, 2017 :
(Date of Public Hearing)

Regular Levy: 30,104,800.03
(State the total dollar amount to be levied)

Excess Levy: _____
(State the total dollar amount to be levied)

Refund Levy: _____
(State the total dollar amount to be levied)

Signature: _____

Date: _____

For tax assistance or to request this document in an alternate format, visit <http://dor.wa.gov/content/taxes/property/default.aspx> or call (360) 534-1400. Teletype (TTY) users may call (360) 705-6718.

RESOLUTION NO. 2017-12

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO SET WAGES AND BENEFITS FOR NON-REPRESENTED EMPLOYEES**

WHEREAS, there are certain Pierce County Library System employees, management and non-management, who are exempt from membership in a union, and

WHEREAS, it is necessary for the Board of Trustees to set salary and benefit rates for non-represented employees in these positions, now therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT THAT:

1. For January 1, 2018, excepting the Executive Director, all employees working in a regular, non-represented capacity shall be paid in accordance with the current wage scale.
2. For January 1, 2018, excepting the Executive Director, the wages on said scale shall increase for all regular, non-represented employees by 1.5%.
3. For January 1, 2018, excepting the Executive Director, all employees working on a regular, non-represented capacity shall be paid one additional floating holiday.
4. The Executive Director shall be paid in accordance to the salary agreement as established between the Board of Trustees and the Executive Director, any agreement currently in force or as replaced at such time and as agreed upon between the Board of Trustees and the Executive Director.
5. Effective January 1, 2018, the Library will pay 100% of the employee-only premiums for vision and life insurance for eligible non-represented employees. The Library will also pay 100% of the employee only premiums for the medical and dental insurance plan selected by the employee.
6. For January 1, 2018, the base wages of all employees working in a non-represented, substitute-only capacity shall be increased by 1.5%

PASSED AND APPROVED THIS 8TH DAY OF NOVEMBER, 2017.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT

Robert Allen, Chair _____

Donna Albers, Vice-Chair _____

Monica Butler, Member _____

Pat Jenkins, Member _____

Daren Jones, Member _____

MEMO



Date: November 2, 2017

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

From: Joy Kim, Customer Experience Manager and Jaime Prothro, Interim Customer Experience Director

Subject: Strategic Plan Focus Area - Community Engagement

The Library has long looked for innovative and impactful ways to get involved in, connect with, and strengthen our communities. Community engagement is a key focus area of the Strategic Plan, and in 2017, efforts have focused on bringing people together around shared interests and activities; activating Pierce County communities with welcoming, inclusive civic buildings and online spaces; and connecting people with information and community resources that help them navigate life's challenges.

In 2018, "Engage in your community" will be our newest initiative. During the rest of this year, we will be preparing for this work by assessing our current approaches and commitments and developing staff training and goals. We are excited to move forward with this meaningful work in the year to come.

Partnerships

The Library partners with agencies and organizations both to connect residents with services at our locations and to reach residents who are unable to access traditional library service. Schools, WorkSource, Sound Outreach, Tacoma Community House, Associated Ministries, and local Museums are only a few of PCLS's current community partners. We have a solid reputation for contributing to local service committees and coalitions and for finding creative solutions to connect residents to local services through our spaces.

Varying roles

During the Strategic Planning process, our residents communicated that the Library plays a valuable role in helping them connect with others. As a result, the Library has identified a range of roles that we can adapt to fill when most appropriate. These include **leader**, **participant**, and **host**, and are flexed based on the event or need. For example, the Library is a leader in Early Learning endeavors and free technology training, a participant in efforts to support job seekers, and a host to informational programming offered by partner agencies.

Programming

Timely information and opportunities to engage with others are two key drivers for community programming, whether partner presented or led by PCLS. The annual MakerFest program was conceptualized around bringing together a community of makers/doers to share knowledge and connect with enthusiasts. Pierce County Conversations has been launched this year as a way to begin offering impactful programming and dialogue on timely topics that matter in the county.

Volunteerism

Additional ways that PCLS supports the community is through volunteer opportunities. Volunteers contribute to the overall mission of the library and fill a variety of roles. In many instances, volunteers are obtaining job related experiences that will help them with their future plans, or they look to give their time and energy to an organization they believe in. In 2018, PCLS will be developing a more robust teen summer volunteer program in order to provide students with opportunities to gain experiences that will support their future school and career success.

New Business

MEMO



Date: November 2, 2017

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

From: Georgia Lomax, Executive Director

Subject: 2018 Board Meeting Schedule

Attached is a proposed schedule of 2018 Board of Trustee meetings. The meetings would be held on the second Wednesday of the month at 3:30 pm.

In addition to meetings at our regular location at the Administrative Center & Library, we propose holding Board meetings at Gig Harbor, Fife and Buckley. These would be scheduled between April and September depending on meeting room availability.

During the meeting, I'd like to hear your thoughts on these recommended locations.

To set the 2018 Meeting Schedule, I will need a motion to "accept the 2018 meeting schedule."

**PIERCE COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES**

2018 Meeting Schedule

Meetings are regularly scheduled at 3:30 pm on the second Wednesday of the month. The dates of the 2018 Board of Trustee meetings are as follows:

January 10
 February 14
 March 14
 April 11
 May 9
 June 13
 July 11
 August 8
 September 12
 October 10
 November 14
 December 12

2018 Conferences	
February 9-13	American Library Association (ALA) Midwinter, Denver, CO
March 20-24	Public Library Association (PLA), Philadelphia, PA
June 21-26	American Library Association (ALA) Annual, New Orleans, LA
October 17-20	Washington Library Association (WLA), Yakima, WA

MEMO



Date: November 1, 2017

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

From: Georgia Lomax, Executive Director

Subject: 2018 Board Calendar of Work

Each year the Board develops a calendar of work to aid in planning for the year. As the governing board for the Library, Trustees assume fiscal oversight and policy direction. By State law, primary duties include fiscal responsibility, planning for the future (including setting long-term strategic direction and goals), adopting policies to govern operations and services, hiring and evaluating the Executive Director, obtaining land and buildings, and accepting gifts of money or property.

In 2016, a Strategic Framework was developed to guide the Library's plan and direction in the coming years. It also frames the work of both Library operations and the Board of Trustees. In 2017, *Pierce County Library 2030*, the Library's Facilities Master Plan, was significantly updated, and funding implications for implementing the Strategic and Facilities plans and sustaining operations were considered. Staff conducted research, planning and preliminary work in these three areas in preparation for 2018's work.

In 2018, this long-term work continues as we begin to implement our vision of learning, enjoyment and community, and address implications for our facilities and spaces to support the vision.

During the year, staff will provide updates on core service and focus areas, progress on the 2018 work plan and keep you informed of Library operations and issues.

Attached is a summary of anticipated major work for 2018, and a draft Board calendar of work and activities.

I would like to hear your thoughts on the draft Board work plan, and if there are other topics you would like to add.

DRAFT 2018 Board Plan of Work

Pierce County Library System Board of Trustees 2018 Summary of Major Work

2018 MAJOR WORK

1. Budget and Work Plan
 - 2017 Annual Report (Q1)
 - 2017 Fiscal Year-end Review (Q1)
 - 2019 Work Plan and Budget (Q3,4)
2. 2015-16 Fiscal Audit Report (Q1)
3. Library Priorities & Funding Issue (Q1,2,3)
4. Measures of Success (Q2)
5. Facilities Master Plan Implementation Plan (Q2,3)
6. Sustainable Funding Plan (10-year plan details) (Q2,3,4)
7. 2017 Executive Director Evaluation (Q3)

POLICY REVIEW, UPDATES, REVISIONS

Fiscal Management (annual review Q3)

Human Resource Policies Review

Bylaws Review

*Policies will be added as identified through projects, studies and needs that arise during the year.
(We are establishing an ongoing regular policy review process in 2018.)*

EDUCATION TOPICS/SERVICE UPDATES

Elections and Public Disclosure Commission Rules Overview

Libraries and Communities (Gig Harbor, Fife, Buckley)

Open Government Training

STRATEGIC FRAMEWORK

Throughout the year, we will report to the Board on our *Core Services*:

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

and our *Strategic Focus* areas:

- Learning
- Enjoyment
- Community

ADDED DATES OF NOTE

Public Library Association Conference (March 21-24)

Our Own Expressions (spring)

Pierce County READS (May 11)

Possible Regional Trustee Meeting (fall)

Makerfest (November)

2018 Board Calendar of Work

January

2015-16 Fiscal Audit Report
2018 Budget Document
2018 Foundation Agreement
Elections & Public Disclosure Commission Rules Overview
Library Legislative Day
Revised Levy Certificate (if applicable)
Public Opinion Poll Results

February

2017 Fiscal Year Report
Buckley UST
Leadership Academy 2
PC Reads Preview
Measures of Success

March

2017 Annual Report (Library and Foundation)

April

Collective Bargaining Agreement Negotiations
Wellness Program Update (WellCity Award)
Public Engagement Results

May

2018 Work Plan Progress Update
National Library Worker Day
Our Own Expressions Contest
Summer Reading Preview

June

2018 Mid-Term Fiscal Review
Community Partnerships Overview
IRS Tax Form 990 Review
Our Own Expressions Report
PCReads 2018 Results
Public Opinion Poll Results

July

2018 Property Values for 2019 Tax Levy
ED Performance Review
Erate Reports: (2017-18 Year end/ 2018-19 Fiscal Year)
Open Government Acts Training
Recommendation from Community Advisory Committee

2018 Board Calendar of Work

August

2019 Fiscal Year Calendar
Collective Bargaining Agreement Negotiations
Fiscal Policy – Annual Review
Leadership Academy 2
Funding Strategy
Staff Demographics Report

September

2018 CPI-U
2018 Work Plan Progress Update
2019 Budget - Planning & Background
2019 Projected Revenue
2019 Work Plan & Projects
Authorization to Negotiate 2019 ED Salary
Collective Bargaining Agreement Negotiations
ED Performance Review - discuss eval and agreement
L&I Update

October

2019 Estimated Budget & Work Plan
2019 Board Meeting Dates Review
Collective Bargaining Agreement Negotiations
Friends of Libraries Proclamation
Summer Reading Report

November

2018 Foundation Commitment
2019 Draft Budget & Work Plan
2019 Foundation Agreement
BoT Calendar of Work
Collective Bargaining Agreement Negotiations
First Public Hearing Regarding 2019 Budget
IPD Override (If necessary)
Resolution to set 2019 Wages for Non-Represented Staff
Resolution: Schedule of 2019 Recurring Board Meetings
Rev & Approval to Certify Property Taxes to be Levied for Collection in 2019

December

2019 Election of Officers
2019 Final Budget & Work Plan
2019 Insurance Renewal
Collective Bargaining Agreement Negotiations
Local 3787 Election Results
Resolution: Cancellation of Unredeemed Warrants (if needed)
Second Public Hearing Regarding 2019 Budget

MEMO



Date: October 25, 2017

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

From: Mary Getchell, Marketing and Communications Director

Subject: Library Priorities and Funding Public Involvement Update

Pierce County Library System leaders continue to implement a public involvement plan to talk with the public about residents' priorities for library services and to discuss the Library's funding issue. At the same time, library leaders are further sharing information about its Strategic Plan.

Following is an update on progress:

- In recent months Executive Director Georgia Lomax has been meeting local school district superintendents and all city/town councils, as well as Pierce County government officials, to share information about the Library's Strategic Plan and the Library System's plan to launch a public involvement campaign this winter to talk with residents about library priorities and the organization's funding issue. In addition, Georgia has briefed the Pierce County Library Foundation and The Friends Connection, which is a collective of all 17 Friends groups.
- Library leaders identified 54 community organizations, including Chambers of Commerce, community councils, and civic organizations where leaders will conduct further presentations and discussions about the Strategic Plan and library priorities. Currently the presentations will focus on the Strategic Plan. Then, beginning in 2018, the focus will shift more specifically to discussions about getting the public's input on priority library services and sharing information about the Library's funding.
- Library managers are compiling data about services and funding for communications with various audiences. The information will yield comprehensive documentation of the significant unmet needs and high use of services, as well as increased costs of operation and efficiencies the Library has made to reduce costs.
- The Nelson Report, the public opinion survey research division of Public Affairs Counsel, Inc. is working with the Library to develop a public opinion survey. The Nelson Report is a multi-faceted survey organization with decades of experience conducting polling for a variety of organizations, including school districts and local governments. The Library selected the firm through a bid process.

The public opinion poll will provide information about residents' perception of Pierce County Library and knowledge and value of library services. The survey is on track to be completed prior to Thanksgiving. Through a land line and cell phone survey with 383 completed responses, the survey will produce a +/- 4.5% error rate, resulting in a

95% confidence level. This is a statistically significant sampling to show a solid representation for opinions of adults throughout the Library's service area. The survey builds on numerous public opinion polls the Library System has conducted previously.

This winter the Library will launch activities to learn from the public about their priority library services and share with them about the Library's funding issue, which stems from costs to operate and maintain the Library System's services and libraries are increasing at a faster rate than revenues to run them. In recent years, costs have been increasing by 5-7% a year, while revenues have been increasing at a rate of 1-3%.

At the same time population surges and significant use have outgrown and worn many library buildings. Since 2006 the population in the Library's service area has grown by nearly 20%, rising from 497,000 to 590,000. The public is expecting more, newer, and better technology services. In addition, the Library System has out-lived the re-authorized levy voters passed in 2006. The Library has met or surpassed all of the promises made from the levy, which was expected to meet service needs for up to six years. That was 11 years ago.

Officers Reports

MEMO



Date: November 2, 2017

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

From: Georgia Lomax, Executive Director

Subject: Urban Libraries Council Innovators Award

Pierce County Library was recognized with an Innovators Award at the Urban Libraries Council's Annual Forum October 11, 2017, in St. Paul MN. The award recognized the Library's work in leadership development and succession planning and in developing strong, effective leaders to develop services and support staff as they provide excellent service to the communities the Library serves.

Staff Experience Director Cheree Green and I attended the forum to accept the award on behalf of the Library. Our innovation was titled *Clarity, Action, Accountability, Commitment – Developing a Leadership Culture and Pipeline at Pierce County Library*. It reflected our belief that investing in leadership development will achieve cultural and performance success and that our seven Leadership Competencies will drive progress towards achieving the Library's vision and goal. It also described our nine month cohort-based Leadership Academy that culminated in a capstone assignment to develop and deliver a staff in-service day introducing the new Strategic Framework. Our innovations described the Library's efforts to create a collaborative and responsive organizational culture by investing in an intentional long term leadership development strategy that provides us with strong, competent candidates who are ready and eager to perform as leaders in supervisory and management positions. The Leadership Competencies set clear expectations and accountability and the Leadership Academy is rooted in these competencies, and provides training and opportunities to explore and develop a leadership mindset, as well as the practical skills needed.

Measures of success for the program include a 100% graduation rate for the first Leadership Academy. A 66% promotion rate of academy participants, and 100% of participants, said they gained knowledge, skills and strategies that can be applied directly to their position as a leader.

The Library's program is included in the Urban Libraries Council's Annual Top Innovators booklet, which will be provided to you at the Board meeting.

MEMO



Date: November 2, 2017

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

From: Georgia Lomax, Executive Director and Jaime Prothro, Interim Customer Experience Director

Subject: Pierce County Workforce Development Council Memorandum of Understanding

Pierce County Library System is one of 14 agencies invited to sign on to a Memorandum of Understanding with the Pierce County Workforce Development Council to implement a community partnership that creates a network of agencies who will collaborate and operate as a united team, providing exceptional customer service to assist businesses to find well-qualified, enthusiastic workers and helping people find good jobs that lead to career growth. Guided by Workforce Innovation and Opportunity Act (WIOA) legislation, the network's vision is to transform the workforce development system into a customer-focused network that provides comprehensive solutions based on each individual's situation, builds long term relationships with customers and makes the customer's overall success its highest priority.

The Library will be a satellite affiliate, providing both basic career services for job seekers and workers, such as our Job and Business Centers, test preparation tools, computer and technology access, classes and events in support of businesses, job seekers and workers, test proctoring, meeting spaces and eBooks and print collections. These offerings support skill development as well as individualized career services for job seekers and workers such as our Book a Librarian appointments. These are services the Library currently provides.

Other agencies joining the partnership are DSHS/Department of Vocational Rehabilitation, Department of Labor & Industries, Department of Social and Health Services/TANF, Washington Employment Security Department, JobCorps, Clover Park Technical College, Pierce College, Tacoma Community College, Tacoma Community House, The Rescue Mission, Department of Services for the Blind, Goodwill of the Olympics and Rainier Region and Bates Technical College.

MEMO

Date: October 27, 2017

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

From: Jaime Prothro, Customer Experience Director

Subject: Customer Experience Department Meeting

On Friday, October 6 our libraries opened late to the public for a Customer Experience Department meeting. In this rare opportunity to meet as a unit, 210 employees attended the meeting at the Star Center in Tacoma. This was an exciting opportunity to present the 2018 Focus Area initiatives to staff along with a session on “Compassion Fatigue” and PCLS service awards. The Customer Experience Model (“Get me started”, “Get me unstuck”, “Keep me interested”) was reintroduced to the department as a service approach for helping customers. The meeting was planned by the Customer Experience Leadership Team.



MEMO



Date: October 27, 2017

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

From: Melinda Chesbro

Subject: PCLS Staff Professional Activities

Each month PCLS staff either attend or present at professional meetings and conferences. We'll start to regularly report to the Board on these activities.

Judy Nelson, Customer Experience Manager serves on the Family Engagement team for Public Library Association. The team was invited to present at the **National Center for Families Learning conference** October 8 to 11 in Tucson, Arizona. King County Library Librarian, Maren Ostergard and Judy shared a program called "**Every Child Ready to Read's impact on communities**".

Kati Perez, Collection Management Librarian was invited to present at the **National Media Market conference** on October 4 in Portland, Oregon, which informs librarians and academics about upcoming educational and documentary releases. Her presentation was "**Pairings: Using Documentary and Narrative Films Together**" in which she discussed the possibilities of using documentaries and narrative films to expand patron and student appreciation and understanding of various topics. It was well received and she has been invited to return next year to present on community partnerships.

Matt Lemanski, Collection Management Librarian attended the **Washington Digital Library Consortium User Group meeting** on September 27 in Blaine, Washington as a guest panel speaker. Matt was joined by Kirk Blankenship from Seattle Public Library, Lisa Gresham from Whatcom County Library System, Mike Hawkins from Sno-Isle Libraries, and Brenna Shanks from King County Library System. The Washington Digital Library Consortium is mostly composed of smaller libraries who cooperatively purchase e-books and e-audiobooks through the state library. The panel discussed how the larger systems in the state buy e-content from Overdrive, the differences of selecting print versus digital, how digital funds are divided between collections, and the selection criteria used. It was apparent that regardless of size, libraries all face the same challenges and it was both informative and fun to connect on the topic.

Several staff attended the **Northwest Innovative User's Group meeting** at the Sno-Isle Service Center on October 17. Sessions included ways that libraries are optimizing their library management software to continually improve functionality for staff and for customers, and they ranged from cataloging to data mining. PCLS Staff were also able to build or strengthen connections with staff at nearby systems for future collaboration.

Stephanie Ratko, IT Manager and **Teresa Covington**, Applications Manager attended the **Pacific Northwest Library IT Manager Consortium meeting** at Sno-Isle on October 27. Stephanie was instrumental in starting this group in 2017 as a venue for sharing operational and strategic IT information and business processes. This meeting focused on experiences with various PC reservation and print management systems.

MEMO



Date: November 2, 2017

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

From: Melinda Chesbro, Deputy Director

Subject: Introduction of New Pierce County Library System Managers

We are delighted to welcome two new managers to PCLS in the last several weeks:

- Alice Darnton is the new South Hill Branch Manager. Her previous position was Reference Supervisor at McMinnville Public Library.
- Tim Sage is the new Parkland Branch Manager. His previous position was Regional Manager with the Grand Rapids Public Library in Michigan.

MEMO



Date: October 30, 2017

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

From: Dean Carrell, Pierce County Library Foundation Director

Subject: Pierce County Library Foundation Impact Committee and 2018 Giving

Impact Committee

The Pierce County Library Foundation (Foundation) recently created an Impact Committee to make funding recommendations to its Board of Directors in support of Pierce County Library System (PCLS) programs. This annual proposal-based process was established in agreement with PCLS so that:

- Foundation funds would intentionally support PCLS Strategic Framework annual initiatives.
- The funding process would be one of transparency, fostering well-informed, broadly supported decisions, and fueling more thoughtful solicitations from staff and volunteers.

Build a Culture of Giving

The Pierce County Library Foundation seeks to build a healthy culture of philanthropy from its several constituent groups. We will accomplish this by focusing on specific audiences and incorporating relevant giving opportunities. Our external audiences are individuals, local businesses and companies, and private foundations. Our internal audiences are our Foundation board of directors, PCLS employees, and PCLS Trustees.

Secure Early Giving Commitments from Internal Audiences

The Foundation will begin operating under a new fiscal year schedule beginning in 2018, which will follow the calendar year from January through December. The Foundation is currently securing 2018 gift commitments from its internal audiences (Foundation board members, PCLS employees, and PCLS trustees) during the last few months of 2017. Establishing these early leadership commitments helps set a positive pace for the 2018 campaign. And, in following this schedule on an annual basis, the Foundation Board will be provided with a more thorough understanding of its funding base as it prepares to close one fiscal year and launching a new one.

MEMO



Date: October 31, 2017

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

From: Clifford Jo, Finance & Business Director

Subject: 2015-16 Fiscal Audit Update

Chris Ruiz, our assigned auditor, will begin work on our 2015-16 fiscal audit and will be onsite beginning November 13, 2017. Our audits focus on:

- Internal controls, policies and procedures, enforcements
- Agreements, contracts, and Public Work projects
- Banking activities, cash receipting, and purchasing
- General accounting, financial handling, and financial statements
- Compliance with applicable Washington State laws and regulations
- Other areas of auditing interest by auditors, management, and Board trustees

We will have an audit entrance meeting in late November or early December. A Board member participates in both the entrance and exit meetings. During the November Board meeting we will ask for a representative and schedule the meeting accordingly.

Our audits have typically taken two months with the preliminary report issued in January. Our budget for the audit is \$18,000.

Pierce County Library FYI Packet
Link List
November 8, 2017

Pierce County Library in the News

- [LOCAL HEROES: Pierce County Library has an ear for what public wants](#) – The Dispatch
- [How one local librarian made all the difference to a 6-year-old recovering from a concussion](#) – News Tribune
- [National honor for Pierce County Libraries](#) – Business Examiner
- [Online homework help through Gig Harbor library helping Peninsula School District students succeed](#) – News Tribune
- [‘Star Wars’ fans, readers to take over Bonney Lake library on Saturday](#) – News Tribune
- [Classes give a 'leg up' on technology](#) – The Dispatch
- [Free Job Training, Certifications Free Job Training, Certifications Free Job Training, Certifications Available At Pierce County Libraries](#) – University Place Patch
- [Halloween At Pierce County Libraries Features Pumpkins, Ghost Stories Halloween events for goblins and ghouls at Pierce County Libraries](#) – Bonney Lake Patch