

**AGENDA**  
**Regular Meeting of the Pierce County Library System Board of Trustees**  
**July 9, 2014**  
**3:30 – 6:00 pm**

3:30 pm	2 min.	<b>Call to Order:</b> <i>Linda Ishem, Chair</i>	
3:32 pm	5 min.	<b>Public Comment:</b> <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>	
3:37 pm	3 min.	<b>Consent Agenda</b>	<b>Action</b>
		<ol style="list-style-type: none"> <li>1. Approval of Minutes of the May 30, 2014 Special Meeting</li> <li>2. Approval of Minutes of the June 9, 2014 Study Session</li> <li>3. Approval of Minutes of the June 11, 2014 Regular Meeting</li> <li>4. Approval of June 2014 Payroll, Benefits and Vouchers</li> </ol>	
3:40 pm	10 min.	<b>Board Members Report</b>	
		<b>New Business</b>	
3:50 pm	25 min.	<ol style="list-style-type: none"> <li>1. Maker Movement, <i>Jaime Prothro and Terri May</i> <ol style="list-style-type: none"> <li>a. Maker Movement Overview</li> <li>b. 3D Printing at Gig Harbor Library</li> </ol> </li> </ol>	
4:15 pm	15 min.	<b>Officers Reports</b>	
		<ol style="list-style-type: none"> <li>1. May Dashboard, <i>Georgia Lomax</i></li> <li>2. June 2014 Financial Report, <i>Dale Hough</i></li> <li>3. IRS Tax Form 990 for 2013, <i>Clifford Jo</i></li> <li>4. 2014 Property Values for 2015 Tax Levy, <i>Clifford Jo</i></li> <li>5. PAC Self-Service Lobby, <i>Linda Farmer and Lisa Bitney</i></li> <li>6. Digital Experience Director Report, <i>Clifford Jo</i></li> </ol>	
4:30 pm		<b>Unfinished Business</b>	
	10 min.	1. Executive Director Search Update, <i>Chereé Green</i>	
	20 min.	2. Facilities Master Plan (FMP) Study Session Follow Up, <i>Neel Parikh</i>	
	20 min.	3. Election Options Available to Library Districts, <i>Neel Parikh</i>	
5:20 pm		<b>New Business (cont.)</b>	
	10 min.	<ol style="list-style-type: none"> <li>2. 2014 Mid-Year Budget Adjustment, <i>Clifford Jo</i> <ol style="list-style-type: none"> <li>a. Operating Budget</li> <li>b. Capital Improvement Plan</li> </ol> </li> </ol>	<b>Action</b>
	30 min.	3. Circulation Report, <i>Sally Porter Smith and Lisa Bitney</i>	<b>Action</b>
6:00 pm	5 min.	<b>Executive Session:</b> <i>At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, to discuss personnel issues.</i>	
6:05 pm	2 min.	<b>Announcements</b>	
6:07 pm		<b>Adjournment</b>	

# Consent Agenda

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
SPECIAL MEETING, MAY 30, 2014**

**CALL TO ORDER**

Chair Linda Ishem called to order the special meeting (via conference call) of the Pierce County Rural Library District Board of Trustees at 1:05 PM. Board members present were Allen Rose, J.J. McCament and Rob Allen. Donna Albers joined the meeting at 1:08 PM.

**PUBLIC COMMENT**

There was no public comment.

**NEW BUSINESS**

**Salary Range of New Executive Director** - Chair Ishem said the data showing the Director salaries of neighboring library systems supports a broad starting salary range due to variations in library sizes and the local economy. She added that senior staff salaries within the Library System should drive the floor of the range, noting it could be discouraging to have a new Director making less than senior staff.

Ms. McCament agreed. She said she has always taken the position that she personally feels the Board should not hire a new Director at a salary higher than the current Director's salary. All Trustees agreed.

Ms. McCament noted Bradbury Associates recommended range was \$130,000-\$160,000 and suggested backing down from the top of the range and shifting it downward. She asked Ms. Albers whether she had any comment regarding the starting range based on her experience. Ms. Albers did not.

Ms. McCament asked what the Deputy Director's annual salary range was. Ms. Ishem stated it was \$98,892-\$132,900. When asked where the current Deputy Director's salary falls within that range, Ms. Ishem stated it was at the top of the scale. Mr. Allen said if the Board is binding itself to the idea of not hiring at a ranged lower than Deputy Director, he suggested a range of \$135,000-\$145,000. He noted the ALA job posting site did not list a range for at least 1/3 of the postings for library Directors. He said he is unsure of the possible impact on the recruitment process if such a narrow range is decided upon.

Ms. McCament said if they list a range of \$135,000-\$145,000, the new Director could potentially be making more than the current director after his/her first year review. She said if a range is listed, some candidates will try to negotiate a higher salary, but stressed the Board's philosophy should be to set a firm line at the top.

Mr. Allen stated this would likely not be so because presumably the current Director would also get a raise, therefore the new hire's salary would not actually catch up.

Ms. Albers made reference to a 2012 list of library Director salaries which listed Pierce County Library System at \$146,740. She said the salaries are relative to the size of the libraries' budgets. She cited the Director salary of Kitsap Regional Library System with a budget 1/3 that of the Library System's was \$123,000. She pointed out that Spokane's Director salary was \$124,000, yet they had a smaller budget than Kitsap. Ft. Vancouver's budget was \$21 million with a Director salary of \$135,000. She said capping the salary for the new Director at \$145,000 seems low and posed the question to the Board if they are potentially being short-sited if the salary is capped too low.

Chereé Green, Staff Experience Director, reminded the Board that Bradbury Associates suggested capping the salary at \$160,000.

Mr. Allen and Ms. Albers said they were comfortable with range of \$135,000-\$160,000. Ms. McCament stated this equates to a \$25,000 negotiating range. She asked what type of benefits will be offered. Ms. Green said the Library budgeted for one-time relocation and moving expenses at approximately \$10,000. She confirmed the current Director's \$160,000 salary is a base that does not include benefits. Ms. Albers said benefits can be anticipated to be at least an additional 40%. She noted that cost of living differences should also be considered.

Mr. Rose said they are determining only the hiring range and that there will be room for the salary to grow. He said many candidates will be attracted to the amazing things Pierce County Library System is doing and does not believe they will apply for just the money alone.

Mr. Allen moved to set a hiring range of \$135,000-\$155,000. Ms. Albers seconded the motion and it was passed.

Ms. McCament asked whether the Board will have representatives at ALA as part of recruitment. Chair Ishem said she and Ms. Albers would be attending. Ms. Green said that Karen Miller from Bradbury Associates will be there as well.

Chair Ishem said she would send a draft of the job announcement to the Board and if they had any comments or concerns with it, she would convey them to Bradbury Associates.

<b>ADJOURNMENT</b>
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Moved by Ms. McCament, seconded by Mr. Allen to adjourn the meeting at 1:32 PM. Motion carried.

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Neel Parikh, Secretary

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Linda Ishem, Chair

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
STUDY SESSION, JUNE 9, 2014**

**Call to Order:** Chair Linda Ishem called to order a Study Session of the Pierce County Rural Library District Board of Trustees on June 9, 2014 at 4:00 pm. Board members present were Rob Allen, J.J. McCament, and Allen Rose. Donna Albers arrived at 4:06 pm.

Neel Parikh, Executive Director, first introduced Jennifer Patterson and Jaime Prothro, Customer Experience Managers, who would be taking notes on the flip charts.

**What Does a New Director Want to Know When Approaching the Facilities Master Plan (FMP)?**

Ms. Parikh said when asked what she would want to know about the Facilities Master Plan if she were coming to Pierce County Library, she responded she would like to know:

- What does the Board of Trustees think of it?
- What the Library has already done?
- What are the Library's plans?
- When does the Library want to implement the plan?

She said her goal was to help the Board understand everyone's roles and to help get the new Director off to a good start.

She provided an outline of steps to be taken in preparation for an election, noting the first step would be to update the FMP. The next steps in the Election Process fall into three categories: *Debate*, *Decide* and *Deliver*. During the *Debate* phase, the Library talks to the community and determines level and specificity of voter interest in the FMP. During the *Decide* phase, the Library must identify the best strategies for a bond measure and whether to go forward with an election. Due to public disclosure commission rules, during the *Deliver* phase, once the Board takes action to place the measure on the ballot, Board involvement is limited and this is the time when the public is engaged to support passage.

Ms. Parikh then explained the process used with the Community Advisory Committee (CAC) to recommend the levy lid lift.

Mr. Rose wondered if, since a lot has changed, there could be opportunity countywide to leverage what some cities want. He said the Library had an amazing opportunity with Lakewood. Ms. Parikh said that is an issue to pay attention to when the Library is closer to an election.

Ms. Parikh provided the Board with a Template Timeline for a District-Wide Election and pointed out the process takes place over a 2 1/2 year timeframe. She recommended updating a strategic plan prior to updating the FMP.

**What Assumptions or Givens Exist?**

Ms. Parikh began to identify Givens and Assumptions. The Givens are events we know will happen:

- Board vision completed
- Neel is leaving
- New Director
- We need a lid lift
- Public involvement is key
- Focus on Customer: the customer is the voter
- Major Capital maintenance will increase in 2019
- Branches are outdated and too small

Assumptions include:

- Lid lift should be before the bond
- Earliest lid lift is 2018/19
- Multiple funding/bonding strategies

Mr. Rose asked what a lid lift would give the Library. Ms. Parikh said it would raise the Library's levy revenue to 50 cents. She added the Board should not consider a lid lift until the levy rate gets down to 44-46 cents. If the Library is contemplating both a lid lift and a bond, it is important to do a lid lift before the bond.

When asked by Ms. Albers what is involved in a lid lift, Ms. Parikh explained a lid lift requires a simple majority vote and secures the Library's operating budget, whereas a bond requires a 60% vote.

Ms. Parikh asked if there were any Givens/Assumptions the Board wanted to add to the list?

The list included:

- Leverage opportunities that come up along the way
- Look at funding alternatives
- 60% pass rate
- Technological changes
- Union implications
- Remain open to all funding strategies

Mr. Rose said Pierce County is very conservative and this causes concern. He said the Library will have to leverage services and should also look into funding alternatives. He added that a 60% vote can be very difficult to obtain. Ms. Parikh noted the FMP is still very much alive in people's minds.

The conversation turn to various election strategies. Ms. McCament said she does not like the strategy of voters voting branch by branch and felt the Library needs the voters to vote en mass and keep the election district wide. She recommended looking at determining who are strong partners of the Library who might consider matching funds so all people throughout communities will benefit from the money coming in. She added that every voter who votes yes gets the benefit of a lower tax rate.

Rob Allen said there are two different ways of looking at this. If the Library's strategy is branch by branch, it will set a precedent. There will continue to be communities that are well served and those not.

Ms. McCament said the Library should take the revenue from all voters and then serve all branches. Ms. Parikh noted these are the questions the Board will have to ask, adding that all opinions are valid but voter data is needed to determine the best direction.

Mr. Rose said as the Library delivers services, it has to wonder about more remote locations and how they access services. He said he is in favor of building excitement in as many places the Library can. Ms. Albers cited the Boys and Girls club and how they grew. She suggested adding technology onto the assumptions list because, with all the changes in technology, the Library may not need buildings everywhere.

Ms. Parikh said Ms. McCament's argument is strong because if all the people who want a building were in the places where the Library gets yes votes, it would not be providing ample service to those places where people did not vote. Mr. Rose suggested the possibility of putting some of the smaller locations together on a ballot.

The discussion moved to the topic of timelines. Mr. Allen asked if there was any suggested time separation between a lid lift and a bond. Ms. McCament recommended looking at school district patterns.

Mr. Allen said a balance must be struck, adding that if they wait on a bond until after a lid lift, they cannot update the FMP too soon. Ms. McCament reminded the Board that it will need to be updated after they have done research on the voters.

Ms. McCament said it would be helpful to know what the election cycles are and the results. Ms. Albers added it would help to know how school districts overlay with the proposed timeframe. Ms. Parikh noted school superintendents know their voters very well and are in community with the Library.

Chair Ishem asked how the FMP is tied to the discussion about lid lifts and how much of the promoting of the lift went into the FMP in 2008.

The lid-lift planning was done internally to identify the Library's needs. They then focused on what the community felt was a deficit in its service. The CAC had gathered comparative data and voter information to aid in the process. As the plan developed, the Library then came up with levy promises.

### **What Are The Roles of the Board And Staff in Implementing a Facilities Master Plan?**

Each of the administrative team members reviewed their department's roles.

#### **Executive Director**

1. Frame the process for the Board
2. Strategic Plan
3. Strategy for a Facilities Master Plan process
4. Partnerships
5. Strategic and high-level relationships
6. Spokesperson

#### **Board of Trustees**

1. Launch Facilities Master Plan update
2. Launch Strategic Plan process
3. Monitor need for lid lift

#### **Deputy Director**

1. Coordinate A-Team/department work
2. Establish overall operational costs
3. Evaluate library best practices
4. Evaluate future trends
5. Set service standards & strategies
6. Update FMP document

#### **Customer Experience Director**

1. Implement community engagement strategies
  - a. Convene community member and community based stakeholder meetings
2. Conduct existing services evaluation
3. Update Customer/Community Service Area Profiles
  - a. Customer mapping patterns
  - b. Demographic
  - c. Marketing Segmentation
  - d. Community Asset Inventory
4. Update branch and public service staffing models

#### **Finance & Business Director**

1. Finance advisor to the FMP
  - Funding strategy/scenario planning
  - Capital costing
  - Operating costing
  - Property value calculations
  - Property tax and impact calculations

- Land/property procurements
- Attorney/legal
- Economic calculations
- Contact for bond consultant
- Bond scenarios and costs
- Bond rating and rating firms
- Bond sale and banking
- Board communications
- Debt service management

2. Project management (shared responsibility)

### **Facilities Director**

1. Facilities advisor to the FMP
  - Facility needs assessment
  - Design and changes
  - Cost estimating with cost consultant
  - Interior design and FFE
  - Logistical planning/coordinating with managers
  - Land/property research and planning
2. Assist with community and city collaboration and planning
  - Community involvement
  - City/county interface to planning departments, etc.
3. Project management (shared responsibility)

### **Digital Experience Director**

1. Technology advisor to the FMP
  - Technology-to-facility needs assessment
  - Visioning near-future and further-future trends
  - Infrastructure positioning

### **Staff Experience Director**

1. Determine staffing costs
2. Lead staff engagement and communication
3. Work with Union
4. Manage legal requirements/compliance

### **Communications Director**

1. Determine communications/engagement strategy
2. Manage public opinion research
3. Conduct public information activities
4. Convene stakeholders/community leader meetings
5. Manage publication/publicizing of FMP

### **Reading and Materials Director**

1. Define collection needs
  - Evaluate community input

- Collection sizes – physical and eContent
- Space configuration
- Develop budgets
- Incorporate collection trends

Ms. McCament asked when union contracts will be negotiated. Ms. Lomax said the Library will be negotiating the next contract at the end of 2015 for 2016. The next contract expires in 2019.

Mr. Allen thanked the group for sharing what their roles will be and asked if in our reality the Library knows it has to do this, what is being done in the near term to manifest the shared reality? He asked how the Marketing and Community Relations department incorporates building support in its daily work and makes it real for all of its constituents?

Ms. Parikh said she and Sally Porter Smith, Customer Experience Director, are attending all regional meetings and are asking staff if they think their facilities are big enough. They are encouraging staff to get engaged in their communities. Ms. Porter Smith said staff is updating community assessments more frequently and looking at possible partner organizations within their communities. She said this is good business and lends well to supporting the bond effort.

Ms. Farmer said the idea of partnership and sponsorships is interesting. She just met with Lakewood Playhouse to discuss some co-marketing opportunities. Ms. Parikh said they are working on a list of strategic community engagement that she will share with the Board at a future meeting.

Ms. Lomax said department heads have developed a set of metrics which will help the Library identify how to tell its story. The public saw the excitement as the Library developed the FMP. She said the Library is now in 2030 “2.0”. Mr. Jo agreed and said in 2009 when revenue dropped, the library was forced to change. Ms. Parikh said one of Ms. Lomax’s first assignments at Pierce County Library System was to create measureable goals for levy promises. Now that the Library delivered on its promises, it has a good track record.

Ms. Albers suggested she is like an average voter. She said in thinking outside the box, she sees Tacoma and Puyallup Public Libraries becoming a part of Pierce County Library System. Ms. Parikh said it makes sense for them to join Pierce County Library System but that the city of Tacoma revenue is less than what's spent to operate their library. Mr. Rose remarked the culture is different in Tacoma, adding that buildings are in poor shape and it would cost Pierce County Library System a lot of money to bring them into the system. Ms. McCament suggested adding future annexations by other cities onto the parking lot.

### **Board Roles**

Ms. Parikh reviewed the roles of the Board and asked for their additions to the list.

Additions included:

- Being future focused: make the decision to pursue the election
- Work with Executive Director on partnership building/introductions/connections
- Being spokespersons for the strategic plan
- Fiscal oversight.
- Ask hard questions. Ms. Parikh said this is the most important thing the Board does. She said the Library management needs the Board to test their assumptions.

Ms. Parikh said it is important to understand the Library will have to go through the process step by step before knowing what path to take.

Ms. McCament noted East Pierce Fire Department is going for bond and will build a bigger fire station. She said this impacts the tax payer and the Library will need to know about other elections on the horizon.

There was discussion on co-location. Mr. Rose mentioned the partnership between Peninsula School District and the Metro Parks to share ball fields was favored by citizens. Mr. Allen agreed with the concept and said the Library should be thinking about getting multiple uses out of a single space.

Ms. Parikh noted Tehaleh offered to hold land for a library if Pierce County Library System can decide to add a Tehaleh branch to the FMP by 2015. This facility is not currently in the FMP.

### **What Should The Board Attend To In The Next 18 Months?**

Ms. Parikh encouraged the Board to think of what they should do in the immediate future and also when the new Director arrives. She asked them what they need to be prepared and how can they position the new Director? Ms. McCament said the Board should take the process and apply tentative dates to give an indication of goals. She added, orientation for the new Director is necessary and the Board must develop a plan to introduce him/her to their own individual connections.

It was agreed Ms. Parikh should choose the key people she would suggest the new Director meet.

Ms. Parikh suggested working with Catherine McHugh, Library Consultant, to develop a transition plan.

Ms. Albers said there is a fine line. The new Director will have his/her own vision. Mr. Allen said he felt the new Director would find a conversation helpful about how Ms. Parikh operationalized the strategic plan. He added it will, at some point, be something the Board evaluates the new Director against.

Possible financing options were discussed. Mr. Rose said the Library is doing good foundational work but it is difficult to get started too early. He said he would be interested in seeing financing options available to other cities. Mr. Jo said cities have broader capabilities for bonding. Chair Ishem said the Library has to be open to other funding mechanisms.

There was discussion on the libraries located in cities on the plateau. Ms. Parikh said a balance must be struck. There is a great need but not enough yes voters on the plateau and in unincorporated Pierce County. Ms. Parikh said the Library has no track record on how people vote on a lid lift.

Partnerships with schools were suggested. Clover Park School District has expressed interest in co-location in Tillicum. Ms. Lomax said she had experience creating joint school and public library relationships. She said there are a lot of things to work through and it needs to be done thoughtfully but there is opportunity. It is well worth looking into because the Library serves the same constituents in the public's mind.

Mr. Rose mentioned that if the Library is going for bond levy, it can tell voters what it did to lessen the financial impact. For example, the Library is innovative and has already purchased land in preparation for growth. Ms. McCament asked if the Library can charge impact fees. Ms. Parikh said this was not possible.

Mr. Allen recommended creating a calendar and keeping it updated. Ms. Albers would like to see a "tend to now" list and would like to know best practices elsewhere. She said this would help the board understand what is going on. Ms. Parikh suggested developing a tentative timeline.

Discussion turned to delivering the message to the voters. Mr. Albers said they have to promote where the Library is going but while we are here without a bond/lid lift they should identify what the Library is not able to do without the levy/bond. Mr. Rose suggested they must continue to communicate with the public, show how challenging it is to provide service with a reduced budget and also to show they Library is a good steward of its dollars. It should be reiterated that the Library promised six and delivered eight years of levy promises, which is very impressive. Mr. Allen added that it would be helpful to show what the Library could have been doing if the economy did not decline.

Mr. Rose said the Library is building a communication plan now by sharing this information and reminding the public of how much it is doing with so much less funding. Ms. Farmer said she is hesitating to create buzz until the

Library knows what the voters want. Mr. Rose said it is important to send the message that the physical limitations are restricting providing the services we want to provide.

Mr. Allen said the message should be, "Our communities are growing. Our facilities are not." He said the Board can weave information about the library into many conversations.

Mr. Rose commented these are still challenging financial times. The Library must reinforce that there are limitations. The engaged voters will look at how much the Library has saved in the budget. It is important to keep voters feeling good about the Library and know it fulfilled its promises. He said the story must continue to be told. Ms. Parikh said she and her staff will record all of the information and follow up with the Board.

The study session was adjourned at 6:03 pm, on motion by Mr. Allen, seconded by Mr. Rose.

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Neel Parikh, Secretary

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Linda Ishem, Chair

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING, JUNE 11, 2014**

**CALL TO ORDER**

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:33 PM. Board members present were J.J. McCament, Rob Allen and Donna Albers. Allen Rose arrived at 4:27 PM.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

1. May 2014 Payroll, Benefits and Vouchers
  - a. Payroll Warrants 3550-3554, dated 05/01/14 – 05/31/14 in the amount of \$4,592.18
  - b. Payroll Disbursement Voucher dated 05/05/14 in the amount of \$560,393.93
  - c. Payroll Disbursement Voucher dated 05/20/14 in the amount of \$582,637.04
  - d. Accounts Payable Warrants 622631-622772 dated 05/01/14 – 05/31/14 in the amount of \$2,076,540.15

Ms. McCament moved for approval of the consent agenda. Ms. Albers seconded the motion and it was passed.

**BOARD MEMBERS REPORT**

Ms. McCament announced that she would be leaving the meeting at 4:00 PM due to an unforeseen conflict in her schedule.

Ms. Parikh, Executive Director, reported on her visit to the Salt Lake City with Mr. Allen to attend Library Journal's Design Institute. They toured several libraries in the county. One library had 20,000 square feet of programming space, a performing arts center and outdoor covered space. Another was co-located with a community center, senior center and recreation center. The third library they visited was built with New Markets Tax Credit funding. Mr. Allen reported the library director indicated if they could build the facility again, they would increase meeting space. The following day included participation on a work session where they worked with an architect in designing unusual spaces. He said he enjoyed the fact that they worked with career library personnel.

**OFFICERS REPORT**

**April Dashboard** - Ms. Albers was discouraged that circulation statistics continue to decrease. Ms. Parikh said Sally Porter Smith, Customer Experience Director, and Lisa Bitney, Reading and Materials Director, would be presenting information on the decline in circulation at the next

Board meeting. Ms. Albers said she would like to know how the Library's statistics compare to regional and national trends. Mr. Allen would also like to see data on the use of Pierce County Library System by other libraries. Ms. Parikh said this information will be included in the report.

**May 2014 Financial Report** - Dale Hough, Finance Manager, reported \$2.5 million was added to revenue in May. The revenue budget is up 54% and expenses are on track.

**Study Session** - Ms. Parikh thanked the Board members for their input and feedback during the June 9, 2014 study session. She appreciated being challenged and hearing new perspectives. She said she would provide a synopsis of the study session at the July Board meeting. Chair Ishem said the study session gave the Board more confidence and they now have a road map and system in place. Ms. Parikh added it was important for the Board to know the Executive Director drives the election and must take the lead in the process.

**PC Reads** - Linda Farmer, Marketing and Customer Relations Director, reviewed the final results of the marketing campaign. She noted that although she used less print advertising, because this book was well loved, there were more attendees at the event. She added the online presence was a critical element that has been instrumental in garnering more interest. She shared one of three brief video clips that have been posted on YouTube. She said the movie will be released in December and the Library will coordinate marketing in connection with the release.

Chair Ishem said she visited the Tacoma Art Museum's exhibit about Susan Robb's Pacific Crest Trail hike which is being tracked in real time. She said it was clear it piggybacked onto the recent interest in Cheryl Strayed's book, *Wild*.

**Our Own Expressions** - Ms. Parikh provided Board members a copy of the book. Lynne Hoffman, Foundation Director, gave special thanks to Elise Doney, Librarian, who coordinated the event this year. Mr. Allen said he is always amazed at the talent of the children who participate in the event. Ms. Parikh said local schools incorporate the writing into their curriculum.

**Lakewood Library Meeting Room Use** - Ms. Parikh said Jaime Prothro, Customer Experience Manager, observed the recent meeting hosted by a financial services advisor. She said the administrative team is evaluating the meeting room policies and procedures. Sally Porter Smith, Customer Experience Director, said she expects to have an update in August and plans to present a draft to the administrative team next week. The public is permitted to reserve a room three months in advance. Ms. Parikh said it is challenging to book a room between the Library's programming needs and the public's needs. Mr. Allen reiterated that meeting room space is an increasingly common concern for libraries.

**Comment on Library Materials: Caligula DVD** - Chair Ishem said she was pleased with the thoroughness of the letter Katie Irons, Collection Management Librarian, wrote to the concerned customer, adding the contextualization of the situation was well balanced. Mr. Allen said it was an unfortunate event and although the Library must adhere to its policies, when there is a world of information available, not everything is pleasant. Mr. Allen felt The Nose article in The News Tribune was well balanced.

**Pierce County Library Foundation Minutes** - Chair Ishem said she was impressed with the work of the Foundation. Ms. Parikh said she is visiting cities and sharing that the Library is

maintaining services with a reduced budget and is pleased to be implementing innovations with grant money from the Foundation.

**Changes to Global Libraries** - Discussion ensued over the recent communication from the Gates Foundation regarding the elimination of major funding for libraries. Ms. Parikh said they are still interested in evaluating libraries. She credits the Foundation with providing PCs in every library across the country, giving access to those less fortunate. Ms. Lomax said the Foundation is redefining the library focus and pausing to see the direction of libraries. While they achieved their goal of ensuring average person has access to technology they are supporting efforts based on metrics.

## UNFINISHED BUSINESS

**Executive Director Search** - Chereé Green, Staff Experience Director, reported the dates have changed. The announcement has been published and applications will close on July 24. Site visits went well and Bradbury Associates was happy with information they received from the focus groups. The team visited more branches than staff recommended. The ad will be posted internally on the Library's automated system and will direct applicants to Bradbury's web site.

Mr. Allen said they did a good job on writing the position description and have taken the Board's recommendations to heart. Ms. Green indicated the team was provided with core documents. Ms. Albers asked if Board members who are attending ALA should they take any sales packets. Ms. Green said she would follow up.

Ms. Lomax noted Pierce County Library System was the headline of Bradbury Associate's newsletter.

**Metrics in 2014 Budget** - Ms. Lomax reported on the work done to assess and track operations, customer service and satisfaction utilizing new monitoring methods. The document shows best practices as well as comparative data to see how Pierce County Library System stands in relation to other libraries. She reviewed the internal statistics to show key metrics the various departments are monitoring. She said in the future the Library will develop a set of metrics that speak to the four initiatives in the strategic framework. Further development is underway. She asked the board for feedback and questions and expressed interest in how they would like to receive the info.

Mr. Allen would like to see a measure depicting the percentage of available meeting room hours that are booked to give a sense of saturation or demand. Linda Farmer, Communications Director, informed the Board that she had done an analysis of the meeting room use and will report this at the next meeting. Mr. Allen said he would be interested in knowing if there is any way to track requests that are declined.

Mr. Allen said the information in the document is useful and suggested giving more context to the data. Ms. Lomax will look at ways to do make the information more clear for the public. She said the intent is to elaborate on this information in the budget document in the future.

## NEW BUSINESS

**2013 Capital Improvement Projects Year End Report** - Clifford Jo, Finance and Business Operations Director, provided an overview of the report. The Library received approximately

\$79,000 from the HVAC rebate. Customer printing enhancements have brought in more revenue than anticipated. The Library originally budgeted \$60,000 annually but current revenue is \$45,000. Copier fees revenue has nearly doubled to \$40,000. Mr. Allen asked if replacement costs or upgrades are factored in. Mr. Jo said equipment is replaced every 5 years but the cost is relatively low. Mr. Allen asked for an updated report on the long range capital costs.

**2014 Midyear Budget Process** - Mr. Jo reviewed the process and said he anticipated some requests for funds from the three recently hired Directors, including the Digital Experience Director. He reported five candidates would be interviewed for the position on June 13, 2014. He said all candidates were strong. Ms. Parikh thanked Ms. Green for changing the recruitment strategy.

Discussion ensued regarding the Urban Libraries Council E-rate Reform Recommendations. Chair Ishem asked for clarification of the letter submitted to the Federal Communications Commission. Ms. Parikh said the Council is positioning itself to create change for libraries.

**Scout Introduction** - David Durante, Customer Experience Manager, provided a demonstration of the new online adult program to the Board. He praised the efforts and collaboration of the team. The program was released in beta to staff six weeks ago. The program helps adults and families learn about the library, the community and other topics such as DIY, books, local interests and food. Since its official launch two weeks prior, 200 users have registered.

Prizes include gift cards relating to each of the topics, with a grand prize of an iPad. Tote bags are also available on a limited basis. T-shirts are available for staff. Members of staff working in the branches will wear the T-shirts on Thursdays. Mr. Durante will report on user experiences and statistics at a future meeting.

**Wellness Program** - Ms. Green introduced Trisha Muschett, Staff Experience Generalist, who is serving in the role of Wellness Coordinator. She provided an overview of the program. As a participating members of AWC, the Library can earn a 2% rebate (30,000) on its health care premiums. She added the Library subscribes to the philosophy of creating a healthy workplace and aims to reduce benefits costs as well. Over 210 employees are registered in the current campaign, Tasty Twist. As a condition of earning the rebate, the Library must apply for the WellCity award and have a resolution and policy in place.

Mr. Allen asked if there are ways of measuring benefits from this program. Ms. Green said the participation and success rate will be measured and staff will be surveyed to determine if the population is becoming healthier. She added she is hoping to set a benchmark.

Ms. Albers stated the biggest payoff of such a program is the health risk assessments. She stressed the importance of taking the information acquired and turning it into actionable items.

Mr. Allen moved to approve Resolution 2014-03 Establishing an Employee Wellness Program. The motion was seconded by Mr. Rose and it was passed.

Mr. Allen moved to approve the Pierce County Library Wellness Program Policy. The motion was seconded by Mr. Rose and it was passed.

**EXECUTIVE SESSION**

At 5:40 PM, Mr. Allen moved to enter into executive session as per RCW 42.30.110 for 10 minutes to discuss personnel matters. Mr. Rose seconded the motion and it passed. The session was reopened to the public at 5:50 PM.

**ANNOUNCEMENTS**

Ms. Lomax announced she would not be in attendance for the July 9, 2014 meeting.

**ADJOURNMENT**

Moved by Mr. Allen, seconded by Mr. Rose to adjourn the meeting at 5:52 PM. Motion carried.

\_\_\_\_\_  
Neel Parikh, Secretary

\_\_\_\_\_  
Linda Ishem, Chair

## June 2014 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3555-3563	06/01/14-06/30/14	\$6,481.22
Disbursement Voucher - Payroll & Acct Payable		06/05/14	\$581,181.80
Disbursement Voucher - Payroll & Acct Payable		06/20/14	\$549,480.38
Accounts Payable Warrants	622773-622908	06/01/14-06/30/14	\$867,688.74
<b>Total:</b>			<u><u>\$2,004,832.14</u></u>

**Check History Listing**  
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3555	pr	06/06/2014	SARONO, ELAINE			05/16/14 - 05/31/14	125.00	498.17
3556	pr	06/06/2014	HARVARD, NICOLE			05/16/14 - 05/31/14	0.00	412.61
3557	pr	06/06/2014	HERRIFORD, REBECCA			05/16/14 - 05/31/14	0.00	251.77
3558	pr	06/06/2014	ROCK, SHELLIE			05/16/14 - 05/31/14	0.00	887.38
3559	pr	06/06/2014	ALCORN, SUSAN			05/16/14 - 05/31/14	0.00	735.79
3560	pr	06/06/2014	SOLHEIM, VICTORIA			05/16/14 - 05/31/14	0.00	207.61
3561	pr	06/20/2014	ROCK, SHELLIE			06/01/14 - 06/15/14	0.00	831.99
3562	pr	06/20/2014	ROJAS, JEAN			06/01/14 - 06/15/14	0.00	751.61
3563	pr	06/20/2014	HENRIKSEN, JILL			06/01/14 - 06/15/14	300.00	1,904.29
<b>Total:</b>							<b>425.00</b>	<b>6,481.22</b>

Checks in report: 9

**Grand Total: 425.00 6,481.22**

COUNTY OF PIERCE  
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74								Agency No.	D.J.V. Date	D.J.V. No.
								001-116	revised 6/5/2014	
Line	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$62,674.04
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$44,442.30
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$44,442.30
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$417,466.90
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$0.00
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$8,298.00
13	697	001	0000	237	00				ING	\$2,297.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$1,561.26
15	697	001	0000	237	00				H.S.A. Employer Contribution	\$0.00
16	697	001	0000	237	00				H.S.A. fee	\$0.00
									please put the total amt below into PCLS payroll account	
									<b>TOTAL</b>	<b>\$581,181.80</b>
Bank No.	Check No.	Issued To		Bank No.	Check No.	Issued To				
		U.S. Treasury								
Prepared By:				Date:		Approved By:				
Christy Telling				6/5/2014		Christy Telling				
						6/5/2014				

COUNTY OF PIERCE  
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74	Agency No.	D.J.V. Date	D.J.V. No.
	001-116	revised 6/20/2014	

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$56,556.96
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$41,722.69
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$41,722.69
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$394,172.46
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$2,982.82
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$8,298.00
13	697	001	0000	237	00				ING	\$2,297.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$1,521.26
15	697	001	0000	237	00				H.S.A. Employer Contribution	
16	697	001	0000	237	00				H.S.A. fee	\$206.50
									please put the total amt below into PCLS payroll account	
									<b>TOTAL</b>	<b>\$549,480.38</b>

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To	
		U.S. Treasury				
Prepared By:			Date:		Approved By:	
Christy Telling			6/20/2014		Christy Telling	
					6/20/2014	

## Check History Listing

### Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
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622774	06/05/2014	001554 ANDREW'S FIXTURE CO INC		6,071.70
622775	06/05/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		16.41
622776	06/05/2014	005916 BETHEL PUBLIC SCHOOLS		120.64
622777	06/05/2014	000895 COLUMBIA BANK		50.00
622778	06/05/2014	004779 CABLING TECHNOLOGY SVCS CONVERG		1,146.76
622779	06/05/2014	005283 E-RATE EXPERTISE INC		790.30
622780	06/05/2014	001213 GIS INFORMATION SYSTEMS INC		2,100.00
622781	06/05/2014	001963 KEITH KNUITSEN		132.00
622782	06/05/2014	004955 MEDCO SUPPLY COMPANY		66.47
622783	06/05/2014	004056 MIKE'S DIGITAL PRODUCTIONS		235.00
622784	06/05/2014	003985 PACIFICSOURCE ADMINISTRATORS		180.00
622785	06/05/2014	001290 REGIONAL BUILDING SVCS CORP		507.25
622786	06/05/2014	001130 SNO-ISLE REGIONAL LIBRARY		114.00
622787	06/05/2014	005692 BRENDA TANKSLEY		57.93
622788	06/05/2014	004391 WRP SURPRISE LAKE LLC		282.25
622789	06/06/2014	000242 BUCKLEY CITY OF		227.42
622790	06/06/2014	000184 CITY TREASURER		571.65
622791	06/06/2014	000184 CITY TREASURER		35.62
622792	06/06/2014	000094 ELMHURST MUTUAL POWER & LIGHT		895.64
622793	06/06/2014	001643 IMPACT		55.30
622794	06/06/2014	000377 PUGET SOUND ENERGY		1,426.85
622795	06/07/2014	000895 COLUMBIA BANK		618.00
622796	06/07/2014	005883 SYSTEMS SOURCE INC		1,341.46
622797	06/09/2014	000828 AFSCME AFL-CIO		5,611.93
622798	06/09/2014	000175 ASSOCIATION OF WASHINGTON CITI		168,772.50
622799	06/09/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,713.07
622800	06/09/2014	001181 PIERCE CTY LIBRARY FOUNDATION		409.45
622801	06/09/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
622802	06/09/2014	000823 UNITED WAY		67.00
622803	06/09/2014	004782 US DEPARTMENT OF EDUCATION		178.05
622804	06/09/2014	000827 WA STATE- DEPT OF RETIREMENT S		81,585.56
622805	06/09/2014	000881 WASHINGTON STATE SUPPORT REGIS		446.38
622806	06/10/2014	000830 BAKER & TAYLOR		17,969.74
622807	06/10/2014	004291 BARBIE MAGAZINE		19.99
622808	06/10/2014	000226 BOOKS IN MOTION		67.75
622809	06/10/2014	000847 CENTER POINT PUBLISHING		1,629.69
622810	06/10/2014	005300 DANGER ROOM COMICS LLC		807.23

**Check History Listing**  
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
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622812	06/10/2014	000352 MIDWEST TAPE		15,262.10
622813	06/10/2014	005469 PEGASUS PRESS INC		6,042.93
622814	06/10/2014	001419 RANDOM HOUSE INC		236.52
622815	06/13/2014	004550 BURGEON GROUP LLC		4,327.86
622816	06/13/2014	000273 CARRILLO & ASSOCIATES		2,375.00
622817	06/13/2014	000895 COLUMBIA BANK		301.18
622818	06/13/2014	001467 DATA SECURITY CORP		132.50
622819	06/13/2014	000041 EMPLOYMENT SECURITY DEPARTMENT		17,461.46
622820	06/13/2014	005770 EVANS ELECTRIC CO		394.20
622821	06/13/2014	005272 GREEN EFFECTS INC		6,253.70
622822	06/13/2014	004933 NORTHWEST HEALTH & SAFETY INC		117.82
622823	06/13/2014	000857 PIERCE COUNTY RECYCLING		37.54
622824	06/13/2014	003719 UNIQUE MANAGEMENT SERVICES		2,075.00
622825	06/13/2014	004022 US BANK		52,146.91
622826	06/13/2014	000242 BUCKLEY CITY OF		227.42
622827	06/13/2014	000184 CITY TREASURER		4,396.64
622828	06/13/2014	000184 CITY TREASURER		996.71
622829	06/13/2014	000184 CITY TREASURER		642.83
622830	06/13/2014	005949 CARLENE DUDA		8.95
622831	06/13/2014	001947 JILL HENRIKSEN		444.43
622832	06/13/2014	005944 ANIYA PALMER		21.83
622833	06/13/2014	000377 PUGET SOUND ENERGY		775.41
622834	06/13/2014	000463 SUMMIT WATER & SUPPLY CO		311.64
622835	06/16/2014	003311 DEPARTMENT OF LABOR & INDUSTRI		43.00
622836	06/16/2014	000497 TILlicum COMMUNITY SERVICE CEN		8,376.97
622837	06/16/2014	004022 US BANK		95,892.85
622838	06/19/2014	005945 EMILY ALLAN		15.74
622839	06/19/2014	000025 TRIS BAZZAR		187.01
622840	06/19/2014	005738 REBECCA HARMON		18.96
622841	06/19/2014	005953 KATHY HENRICKSEN		10.00
622842	06/19/2014	002057 MARY HILLDING		17.95
622843	06/19/2014	001886 NEEL PARIKH		154.31
622844	06/19/2014	001060 SCHOLASTIC LIBRARY PUBLISHING		2,006.06
622845	06/19/2014	000541 STATE OF WASHINGTON		360.48
622846	06/20/2014	005958 INTERLIBRARY LOAN DEPT. BALTIMORE		18.95
622847	06/20/2014	001764 CASCADIA INTERNATIONAL LLC		592.25
622848	06/20/2014	001512 DAILY JOURNAL OF COMMERCE		218.40
622849	06/20/2014	001875 LINDA ESKESEN		95.00

**Check History Listing**  
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
622850	06/20/2014	005957 PRESIDENTIAL LIBRARY ILL/ABRAHAM LI		5.00
622851	06/20/2014	000271 LES SCHWAB TIRE CENTER		1,052.49
622852	06/20/2014	000352 MIDWEST TAPE		957.19
622853	06/20/2014	001264 TACOMA COMMUNITY HOUSE		200.00
622854	06/20/2014	005692 BRENDA TANKSLEY		64.83
622855	06/20/2014	000534 WCP SOLUTIONS		957.81
622856	06/20/2014	000830 BAKER & TAYLOR		11,455.69
622857	06/20/2014	000847 CENTER POINT PUBLISHING		104.85
622858	06/20/2014	005300 DANGER ROOM COMICS LLC		824.60
622859	06/20/2014	000243 INGRAM LIBRARY SERVICES		21,753.95
622860	06/20/2014	000352 MIDWEST TAPE		13,807.54
622861	06/20/2014	000323 NEWS TRIBUNE		244.40
622862	06/20/2014	001445 OPES INC		171.55
622863	06/20/2014	000406 RECORDED BOOKS LLC		1,906.06
622864	06/20/2014	002094 CHARLOTTE STRAIN		138.32
622865	06/23/2014	003778 AFLAC		5,530.82
622866	06/23/2014	000828 AFSCME AFL-CIO		5,354.01
622867	06/23/2014	000175 ASSOCIATION OF WASHINGTON CITI		2,367.74
622868	06/23/2014	001578 COLONIAL SUPPLEMENTAL INSURANC		831.26
622869	06/23/2014	003985 PACIFCSOURCE ADMINISTRATORS		1,713.07
622870	06/23/2014	001181 PIERCE CTY LIBRARY FOUNDATION		434.45
622871	06/23/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
622872	06/23/2014	000823 UNITED WAY		67.00
622873	06/23/2014	004782 US DEPARTMENT OF EDUCATION		162.81
622874	06/23/2014	000827 WA STATE- DEPT OF RETIREMENT S		76,398.36
622875	06/23/2014	000881 WASHINGTON STATE SUPPORT REGIS		446.38
622876	06/25/2014	002061 SUSAN ANDERSON-NEWHAM		19.33
622877	06/25/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		16.41
622878	06/25/2014	005888 NANCY BRISTOW		400.00
622879	06/25/2014	000895 COLUMBIA BANK		193.00
622880	06/25/2014	005862 ELITE PROPERTY INVESTMENTS LLC		8,638.90
622881	06/25/2014	005910 MICHAEL K HONEY		400.00
622882	06/25/2014	004674 MCHUGH MANAGEMENT CONSULTING		13,500.00
622883	06/25/2014	003985 PACIFCSOURCE ADMINISTRATORS		185.50
622884	06/25/2014	001886 NEEL PARIKH		75.00
622885	06/25/2014	005956 JENNIFER PATTERSON		95.00
622886	06/25/2014	004022 US BANK		70,341.70
622887	06/25/2014	000534 WCP SOLUTIONS		804.09
622888	06/25/2014	004391 WRP SURPRISE LAKE LLC		7,837.05

**Check History Listing**  
**Pierce County Library System**

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622889	06/25/2014	000830 BAKER & TAYLOR		11,167.08
622890	06/25/2014	000189 BAKER & TAYLOR ENTERTAINMENT		23.28
622891	06/25/2014	000087 BLACKSTONE AUDIO BOOKS INC		94.41
622892	06/25/2014	000161 CENGAGE LEARNING		10,640.57
622893	06/25/2014	000847 CENTER POINT PUBLISHING		1,499.07
622894	06/25/2014	003939 CREATIVE COMPANY		1,848.85
622895	06/25/2014	001144 ELECTRONIC HANDBOOK PUBLISHERS		294.88
622896	06/25/2014	000243 INGRAM LIBRARY SERVICES		8,141.64
622897	06/25/2014	000352 MIDWEST TAPE	V	0.00
622898	06/25/2014	000352 MIDWEST TAPE		44,760.16
622899	06/25/2014	003398 MULTICULTURAL BOOKS & VIDEOS		6,995.40
622900	06/25/2014	005469 PEGASUS PRESS INC		719.45
622901	06/25/2014	003374 JAMI SCHWARZWALDER		40.00
622902	06/30/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		17.39
622903	06/30/2014	000895 COLUMBIA BANK		1,013.28
622904	06/30/2014	001249 DUPONT CITY OF		25.00
622905	06/30/2014	005272 GREEN EFFECTS INC		391.68
622906	06/30/2014	001911 LAUREN MURPHY		78.77
622907	06/30/2014	001005 PETTY CASH CUSTODIAN		112.14
622908	06/30/2014	003835 TACOMA NARROWS ROTARY		250.00

**boa Total: 867,688.74**

136 checks in this report

**Total Checks: 867,688.74**

# **NEW BUSINESS**



**Date:** June 26, 2014

**To:** Chair Linda Ishem, and members of the Board of Trustees

**From:** Jaime Prothro, Customer Experience Manager

**Subject:** Maker Movement

The underlying philosophy of the Maker Movement is really simple: make something. Try something. Try it again, but differently. Share it. Learn how to build it, bake it, carve it, print it, weave it, stack it, or any approach you want to make something and share it. The impact of the Maker Movement or Maker Culture is far more complex and today's tinkerers, DIYers, techies and dreamers are garnering the attention of educators, business and industry leaders as these leaders consider the implications for learning and innovation.

Making inherently provides a certain freedom and excitement in people of all ages and backgrounds that presents an opportunity to share and talk with others about the making process, which results in a community of learners, artists, and pioneers who [share](#) instructions and learning quite freely. For some, being part of this community of learners and makers is enough; for others who become highly skilled and entrepreneurial, their making is leading to major innovations in technology, science, arts, crafts, engineering, food, and producing tailored services. Manufacturing industries are capable of prototyping and producing on smaller scales is being returned to the US from offshore as a result of the influence of makers according to a recent [WSJ article](#).

Critical skills for students in the 21<sup>st</sup> century include collaboration, creativity, critical thinking, and communication. Coupling these skills with technology becomes a great mix that serves the maker. Huge strides are occurring in the medical field as prosthetics that are customizable are made from 3-D printers. Providing opportunities for people to connect with vocational opportunities abound through maker events. STEM is being demystified as more girls are being compelled towards science and mathematics fields. Maker culture reaches out to people of all nationalities and races, sparking interest in STEM subjects and providing hands-on learning opportunities.

The maker movement, however, also encompasses activities that are low-tech and low-cost opportunities are just as popular. Arts and crafts are experiencing a sort of renaissance as home economics classes are far and few in between. The millennial generation is reaching out for these types of skills to integrate in a highly technological world.

The influence of the Maker Movement on economic development is also evident. In a recent [Time](#) article, the CEO of the website Inventables.com, an online store that focuses on selling maker-gear, said that, "80% of his customers are women who pick up the tools and supplies to create all types of jewelry and items that they sell on Etsy." Artists and small businesses are having an easier time taking their works commercial as major businesses expand their ideas as well – Etsy has launched a wholesale platform for buyers and boutique owners

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to connect with artisans. This type of leadership in the market is being embraced by the highest of executives – the White House will host a Maker Faire in late 2014.

Attached is a weblibliography of resources for further exploration of the Maker Movement, its influence, and its evolution. As the maker movement continues to grow and change, Pierce County Library is exploring how it will engage with people who are inspired by making and sharing.

## TINKERS, DIYERS, TECHIES AND DREAMERS

*A Webliography About Makers and Doers*

### GENERAL OVERVIEW OF MAKER CULTURE and WHO ATTENDS MAKERS FAIRES

[What Is the Maker Movement and Why Should You Care?](#) – If they didn't learn it growing up, they're sure making up for it now as millions of Millennials around the globe learn, teach and share skills from cooking and crafts to technology as they challenge and change how the world works.

[1,700+ Turn Out for Celebration of Maker Movement and Family Fun](#) – Saturday morning cartoons are facing some competition as kids show off their ingenuity at festivals and workshops celebrating and embracing creativity and their natural thirst for knowledge.

[A Movement in the Making](#) - What do you get when ideas, experimentation and entrepreneurial spirit combine? Business opportunities for those in the Maker Movement.

[Bakers, Makers and Vampire Stakers: How Young Millennials Engage in "Maker Culture"](#) – The youth of today unplug from chaos and plug into using their hands to break from 21<sup>st</sup> Century stress.

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### ENTREPRENEURS AND BUSINESS

[A Revolution in the Making](#) – Thanks to the Maker Movement, the *New Industrial Revolution* is taking manufacturing in a new direction by combining advanced digital technology and human ingenuity related to innovations.

[Why the Maker Movement is Important to America's Future](#) – No longer simply helpless consumers, youth and adult Makers are being consumed by the freedom to DIY, craft, tinker and invent their way into a new world.

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### SCHOOLS AND EDUCATION

[What Can Educators Learn From the Maker Movement?](#) – Maker community brings children, hobbyists and professionals together in a celebration of personal expression to learn what they love and love what they learn.

[3D Learning: The Maker Movement in Public Schools](#) – Imagine a world where kids who struggle in class find learning exciting as they take their curiosity and ideas to another dimension – a dimension of sight and sound called the Maker Zone.

[AnnMarie Thomas Explores the Playful Side of Engineering](#) – Teaching engineering to Pre-K – 12 kids takes a turn for the better through craftily mixing a little dough with toys and circus arts.

[Maker Movement Fuels Apps, Robots, and Internet of Things](#) – Success through the use of imagination is realized by young people who didn't see themselves as strong in science and technology by looking at the world and the future through a new set of eyes.



Date: June 23, 2014

To: Chair Linda Ishem and Members of the Board

From: Terri Tortorici May, Adult Services Librarian, Gig Harbor

Subject: 3D Printing Program at Gig Harbor Library

Libraries have traditionally played an important role in introducing the public to new technologies. It is also increasingly important for individuals to have exposure to science, technology, engineering, and math (STEM) experiences to support their school and workforce success. With this in mind, Gig Harbor Library has begun offering 3D Printing events and classes that provide opportunities for customers from middle school age through adulthood to learn about this innovative technology and to develop their 3D printing skills. The targeted Tapestry segments are Sophisticated Squires, Exurbanites, and Urban Chic. The Service Domain Priorities are Youth and Learner.

The program is made possible by generous donations from Afinia, a manufacturer of 3D printers, and the Friends of the Gig Harbor Library. Afinia donated four 3D printers to the Library for use in our programming. The Friends of the Gig Harbor Library provided us with an enclosure for the four 3D Printers that is located at the front of the library. We often have objects printing for demonstration purposes for those customers who are visiting the library. Customers are intrigued and excited about the possibilities of the 3D printing technology in general and the library offering classes.

Two different 3D Printing events are currently being offered at Gig Harbor Library:

- “Introduction to 3D Printing” is a lecture and demonstration class taught by the adult services librarians. The class answers such questions as: What is 3D Printing (additive manufacturing)? How does it work? Why it is important? Who is using it? How did it all start and when? What is the latest innovation? In addition we give a live demonstration of the printers in action.
- I am also teaching a 5-week hands-on course, “3D Printing for Beginners.” We cover the basics of getting started with the Afinia printers, following safety protocols, finding and downloading files to be printed, and beginning to model 3D objects with CAD software. The basic concepts learned are transferable to more complex study. At this time the students are limited to projects we create in class, but sometime in the future we hope to have open lab times when customers can come in and work on their own 3D printing projects.

#### **Outcomes of the 3D Printing Program:**

- The community gains exposure to 3D printing technology and a better understanding of what it is, how it works and why many experts in the world of technology and manufacturing see it as a “game changer.”
- Attendees discover STEM can be fun.

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# M E M O

- Young people will be more interested in pursuing STEM coursework and careers as a result of experiencing the practical applications of STEM through 3D printing.
- Attendees will gain awareness of Computer Aided Design/Computer Aided Machining/Computer Numerical Control (CAD/CAM/CNC) and Additive Manufacturing careers that are rewarding and high paying for those who pursue them.
- The community can engage in a fun, creative activity at the library.

## **Results as of June 23, 2014:**

- Nine “Introduction to 3D Printing” classes (lecture/demo) with 227 attendees: 184 adults and 43 teens and children. Average attendance per event: 27.
- Curriculum for a 5-week hands-on course “3D Printing for Beginners” created and implemented.
- Beta “3D Printing for Beginners” session with 8 students completed on April 15, 2014.
- Second session of “3D Printing for Beginners” with 8 students completed on May 7, 2014.
- Third session of “3D Printing for Beginners” began June 4, 2014 and will conclude July 2, 2014.
- Students in beta course ranged in age from 11 to 82. In the second session, half the students were tweens and teens and the other half were adults, including 2 retirees. Students in the third session range in age from 13 to 76.
- Intergenerational interaction has been very positive.
- More men are attending the programs than we have seen at other library programs.
- A class from a local private school attended an “Introduction to 3D Printing” class. The students ranged in age from 10 to 13.
- “Introduction to 3D Printing” has been offered once or twice a month. In July, we will offer it for the first time on a Saturday.

## **Comments From Participants in the 3D Printing for Beginners Course:**

“I am very pleased to see such a class being offered by the library. Thanks for the vision and the support to make it happen.”

“Start to finish--very cool. As a retired teacher I appreciate all the curriculum prep that went into each lesson.”

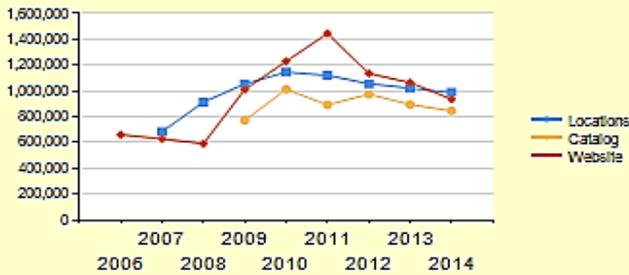
“I had a blast and am trying to get my own printer.”

# OFFICERS REPORT

CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - MAY

**VISITS**

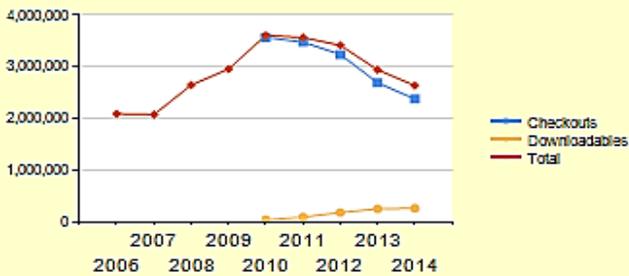
Year-To-Date Comparison



	May		
	2013	2014	% Change
Door Count	199,290	196,422	-1.44%
Catalog	176,016	159,599	-9.33%
Website	197,494	176,308	-10.73%
Job & Business Portal	3,275	2,001	-38.90%
Military Portal	227	77	-66.08%
<b>Total</b>	<b>576,302</b>	<b>534,407</b>	<b>-7.27%</b>

**CHECKOUTS**

Year-To-Date Comparison



	May		
	2013	2014	% Change
Checkouts	510,641	442,934	-13.26%
Downloadables	50,172	50,993	1.64%
<b>Total</b>	<b>560,813</b>	<b>493,927</b>	<b>-11.93%</b>

**CUSTOMERS**

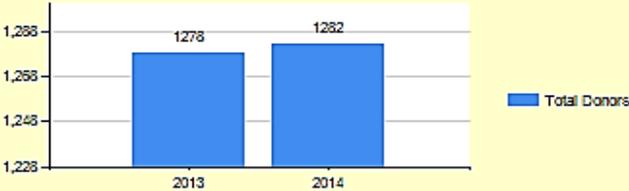
Year-To-Date Comparison



	May		
	2013	2014	% Change
Active Cardholders	241,111	250,755	4.00%
New Cards	2,820	3,069	8.83%
Checkout Transactions	95,300	84,527	-11.30%
Unique Users	40,606	37,702	-7.15%

**PHILANTHROPY**

Year-To-Date Comparison \*



\* Foundation Fiscal Year is July through June

	May		
	2013	2014	% Change
FoundationDonors	259	220	-15.06%
NewFoundationDonors	67	20	-70.15%
\$ Raised by Foundation	\$37,179.58	\$23,414.73	-37.02%
\$ Provided by Friends	\$0.00	\$0.00	0.00%

**BRANCH CLOSURES**

**2012**  
 Snow Closures 1/17-1/23 (7 Days)  
 Bonney Lk 2/13-2/26 (13 Days)  
 Graham 3/21-4/5 (15 Days)  
 South Hill 4/9-5/6 (27 Days)  
 Tillicum 7/3-8/5 (33 Days)  
 Sumner 7/30-9/3 (35 Days)  
 Summit 9/17-9/30 (13 Days)  
 Steilacoom 10/17-11/14 (28 Days)  
 Bkmb Ended 11/11  
 Key Center 11/14-12/31 (47 Days)

**2013**  
 Key Center 1/1-2/3 (34 Days)  
 Fife 9/24-25 (2 Days)

**2014**  
 Gig Harbor 5/19-6/1 (13 days)

# Monthly Financial Reports

## June 30, 2014

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June tax revenue data not available from Pierce County Budget and Finance at time of report publication.

**Pierce County Library System  
Statement of Financial Position  
June 30, 2014  
All Funds**

	General Fund	Debt Service Fund	Capital Improvement Projects Fund
<b>Assets</b>			
<b>Current Assets - Cash</b>			
Cash	\$ 1,324,913	\$ 0.09	\$ 210,531
Investments	\$ 9,492,593	\$ 83,605	\$ 855,834
<b>Total Cash</b>	<b>\$ 10,817,506</b>	<b>\$ 83,605</b>	<b>\$ 1,066,365</b>
<b>Total Current Assets</b>	<b>\$ 10,817,506</b>	<b>\$ 83,605</b>	<b>\$ 1,066,365</b>
<b>Liabilities and Fund Balance</b>			
<b>Current Liabilities</b>			
Warrants Payable	\$ 81,773	\$ -	\$ -
Sales Tax Payable	\$ 5,572	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 22,780	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 110,125</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance</b>			
Reserve for Encumbrances	\$ 405,994	\$ -	\$ 328,554
Net Excess (Deficit)	\$ 1,268,459	\$ 38	\$ (498,395)
Unreserved Fund Balance	\$ 9,032,928	\$ 83,567	\$ 1,236,206
<b>Total Fund Balance</b>	<b>\$ 10,707,381</b>	<b>\$ 83,605</b>	<b>\$ 1,066,365</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 10,817,506</b>	<b>\$ 83,605</b>	<b>\$ 1,066,365</b>
Anticipated Property Tax Revenue	\$ 12,484,118	\$ 13	\$ -

<b>Pierce County Library System</b>													
<b>Comparative Statement of Financial Position</b>													
<b>General Fund - Rolling Comparison</b>													
<i>(as of the listed date of the reported month)</i>													
	HISTORICAL 6/30/2013	HISTORICAL 7/31/2013	HISTORICAL 8/31/2013	HISTORICAL 9/30/2013	HISTORICAL 10/31/2013	HISTORICAL 11/30/2013	HISTORICAL 12/31/2013	HISTORICAL 1/31/2014	HISTORICAL 2/28/2014	HISTORICAL 3/31/2014	HISTORICAL 4/30/2014	HISTORICAL 5/31/2014	CURRENT 6/30/2014
<b>Assets</b>													
<b>Current Assets - Cash</b>													
Cash	\$ 1,697,396	\$ 1,759,564	\$ 1,741,018	\$ 2,327,531	\$ 8,989,939	\$ 4,778,073	\$ 10,033,175	\$ 1,444,605	\$ 1,645,126	\$ 2,874,141	\$ 10,202,373	\$ 12,760,371	\$ 1,324,913
Investments	\$ 9,800,000	\$ 7,850,000	\$ 5,900,000	\$ 4,400,000	\$ 2,800,000	\$ 7,460,000	\$ -	\$ 6,200,000	\$ 4,410,000	\$ 2,650,000	\$ 1,975,000	\$ -	\$ 9,492,593
<b>Total Cash</b>	<b>\$ 11,497,396</b>	<b>\$ 9,609,564</b>	<b>\$ 7,641,018</b>	<b>\$ 6,727,531</b>	<b>\$ 11,789,939</b>	<b>\$ 12,238,073</b>	<b>\$ 10,033,175</b>	<b>\$ 7,644,605</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,817,506</b>
<b>Total Current Assets</b>	<b>\$ 11,497,396</b>	<b>\$ 9,609,564</b>	<b>\$ 7,641,018</b>	<b>\$ 6,727,531</b>	<b>\$ 11,789,939</b>	<b>\$ 12,238,073</b>	<b>\$ 10,033,175</b>	<b>\$ 7,644,605</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,817,506</b>
<b>Liabilities and Fund Balance</b>													
<b>Current Liabilities</b>													
Warrants Payable	\$ 201,001	\$ 61,424	\$ 255,774	\$ 214,897	\$ 246,940	\$ 335,358	\$ 940,783	\$ 289,787	\$ 283,545	\$ 242,692	\$ 156,047	\$ 203,544	\$ 81,773
Sales Tax Payable	\$ 1,500	\$ 1,861	\$ 2,076	\$ 2,024	\$ 2,299	\$ 1,791	\$ 1,686	\$ 2,976	\$ 4,285	\$ 3,438	\$ 3,657	\$ 4,896	\$ 5,572
Payroll Taxes and Benefits Payable	\$ 117,325	\$ 118,009	\$ 95,641	\$ 115,866	\$ 85,954	\$ 97,624	\$ 57,777	\$ 10,661	\$ 12,052	\$ 12,414	\$ 12,450	\$ 23,564	\$ 22,780
<b>Total Current Liabilities</b>	<b>\$ 319,826</b>	<b>\$ 181,293</b>	<b>\$ 353,490</b>	<b>\$ 332,788</b>	<b>\$ 335,193</b>	<b>\$ 434,773</b>	<b>\$ 1,000,247</b>	<b>\$ 303,424</b>	<b>\$ 299,882</b>	<b>\$ 258,544</b>	<b>\$ 172,154</b>	<b>\$ 232,004</b>	<b>\$ 110,125</b>
<b>Fund Balance</b>													
Reserve for Encumbrances	\$ 483,361	\$ 470,718	\$ 461,818	\$ 441,712	\$ 378,475	\$ 315,594	\$ -	\$ 479,177	\$ 428,516	\$ 382,314	\$ 515,366	\$ 415,768	\$ 405,994
Net Excess (Deficit)	\$ 1,292,956	\$ (443,701)	\$ (2,575,544)	\$ (3,448,222)	\$ 1,675,017	\$ 2,086,453	\$ -	\$ (2,170,924)	\$ (3,706,199)	\$ (4,149,644)	\$ 2,456,925	\$ 3,079,671	\$ 1,268,459
Unreserved Fund Balance	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928
<b>Total Fund Balance</b>	<b>\$ 11,177,570</b>	<b>\$ 9,428,271</b>	<b>\$ 7,287,528</b>	<b>\$ 6,394,744</b>	<b>\$ 11,454,746</b>	<b>\$ 11,803,300</b>	<b>\$ 9,032,928</b>	<b>\$ 7,341,181</b>	<b>\$ 5,755,244</b>	<b>\$ 5,265,597</b>	<b>\$ 12,005,219</b>	<b>\$ 12,528,367</b>	<b>\$ 10,707,381</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 11,497,396</b>	<b>\$ 9,609,564</b>	<b>\$ 7,641,018</b>	<b>\$ 6,727,531</b>	<b>\$ 11,789,939</b>	<b>\$ 12,238,073</b>	<b>\$ 10,033,175</b>	<b>\$ 7,644,605</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,817,506</b>
<b>Anticipated Property Tax Revenue</b>	<b>\$ 12,250,392</b>	<b>\$ 12,484,118</b>	<b>\$ 11,930,745</b>	<b>\$ 10,921,417</b>	<b>\$ 3,627,815</b>	<b>\$ 1,229,998</b>	<b>\$ -</b>	<b>\$ 25,516,351</b>	<b>\$ 25,112,244</b>	<b>\$ 23,682,603</b>	<b>14993.95.22</b>	<b>\$ 12,484,118</b>	<b>\$ 12,484,118</b>

**PIERCE COUNTY LIBRARY SYSTEM**  
Statement of Revenue and Expenditures  
Year to Date through June 30, 2014  
no pre-encumbrances

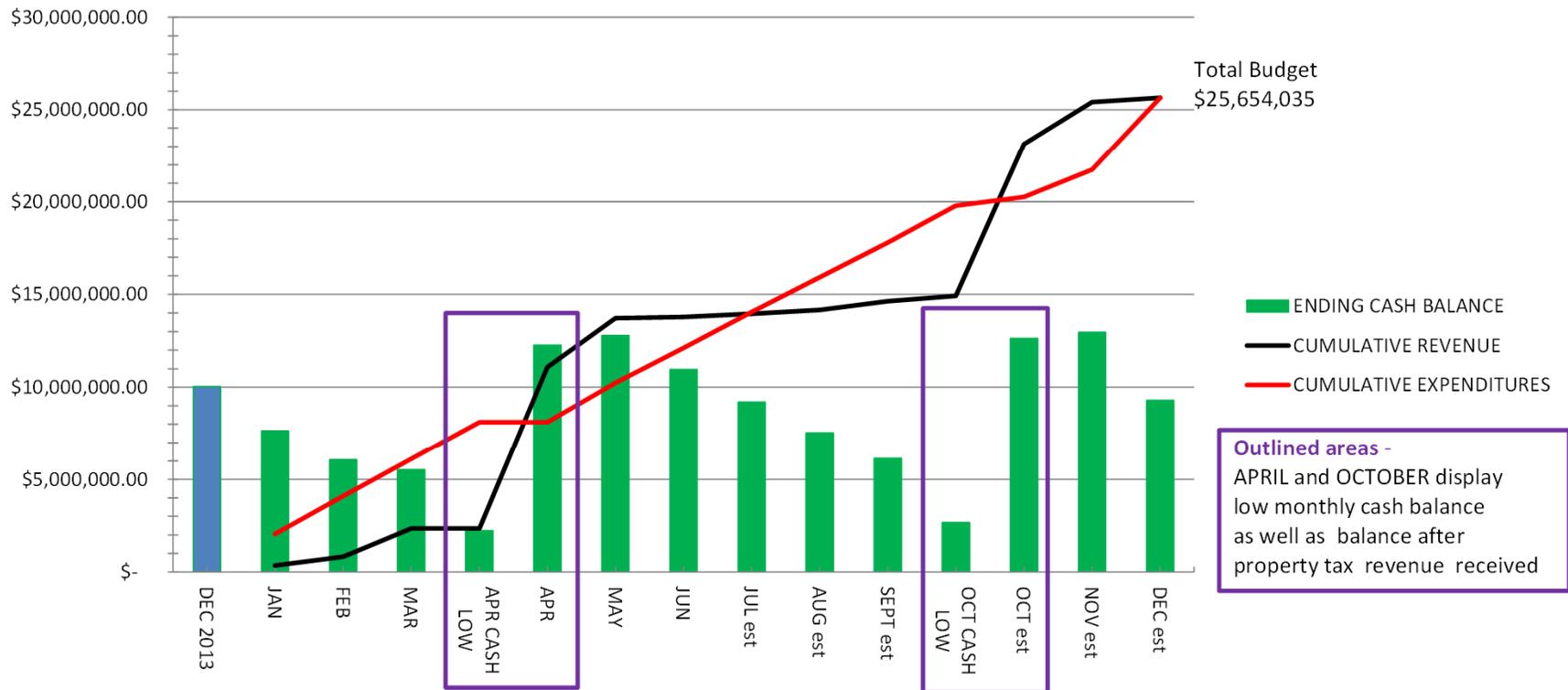
<u><b>General Fund</b></u>	<u><b>2014 Budget</b></u>	<u><b>Year To Date</b></u>	<u><b>Encumbrances</b></u>	<u><b>Budget Balance</b></u>	<u><b>% of Budget</b></u>
Revenue					
Use of Fund Balance	\$ 127,663	\$ -	\$ -	\$ 127,663	0%
Property Tax/Investment Income & Other PC Revenue	\$ 24,540,872	\$ 13,176,869	\$ -	\$ 11,364,003	54%
Other Revenue	\$ 985,500	\$ 612,553	\$ -	\$ 372,947	62%
<b>Total Revenue</b>	<b>\$ 25,654,035</b>	<b>\$ 13,789,423</b>	<b>\$ -</b>	<b>\$ 11,864,612</b>	<b>54%</b>
Expenditures					
Personnel/Taxes and Benefits	\$ 18,837,686.00	\$ 9,220,369	\$ -	\$ 9,617,317	49%
Materials	\$ 3,277,075	\$ 1,171,333	\$ -	\$ 2,105,743	36%
Maintenance and Operations	\$ 3,284,010	\$ 1,723,268	\$ 405,994	\$ 1,154,748	65%
Transfers Out	\$ 255,264	\$ -	\$ -	\$ 255,264	0%
<b>Total Expenditures</b>	<b>\$ 25,654,035</b>	<b>\$ 12,114,969</b>	<b>\$ 405,994</b>	<b>\$ 13,133,072</b>	<b>49%</b>
Excess/(Deficit)		\$ 1,674,453			
(less encumbrances)		(405,994)			
<b>Net Excess (Deficit)</b>		<b>\$ 1,268,459</b>			

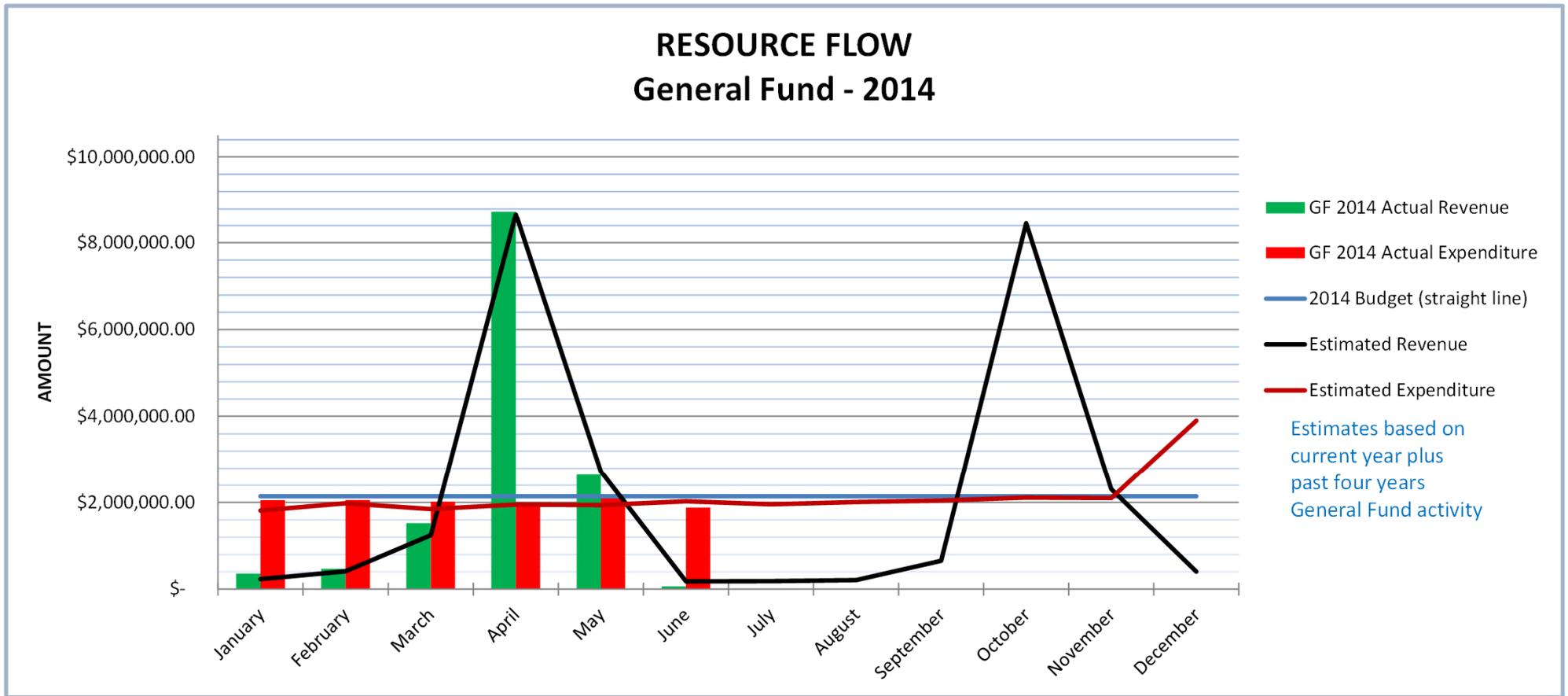
<u><b>Debt Service Fund</b></u>	<u><b>2014 Budget</b></u>	<u><b>Year To Date</b></u>	<u><b>Encumbrances</b></u>	<u><b>Budget Balance</b></u>	<u><b>% of Budget</b></u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 38	\$ -	\$ (38)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 38</b>	<b>\$ -</b>	<b>\$ (38)</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Excess (Deficit)</b>		<b>\$ 38</b>			

**Capital Improvement Projects**

<u><b>Fund</b></u>	<u><b>2014 Budget</b></u>	<u><b>Year To Date</b></u>	<u><b>Encumbrances</b></u>	<u><b>Budget Balance</b></u>	<u><b>% of Budget</b></u>
Revenue					
Use of Fund Balance	\$ 808,886	\$ -	\$ -	\$ 808,886	0%
Other Revenue	\$ 160,000	\$ 103,710	\$ -	\$ 56,290	0%
Transfers In	\$ 255,114	\$ -	\$ -	\$ 255,114	0%
<b>Total Revenue</b>	<b>\$ 1,224,000</b>	<b>\$ 103,710</b>	<b>\$ -</b>	<b>\$ 1,120,290</b>	<b>8%</b>
Expenditures					
Maintenance and Operations	\$ 1,224,000	\$ 273,551	\$ 328,554	\$ 621,895	49%
<b>Total Expenditures</b>	<b>\$ 1,224,000</b>	<b>\$ 273,551</b>	<b>\$ 328,554</b>	<b>\$ 621,895</b>	<b>49%</b>
Excess/(Deficit)		\$ (169,841)			
(less encumbrances)		(328,554)			
<b>Net Excess (Deficit)</b>		<b>\$ (498,395)</b>			

## CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2014





Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 6/30/2014

**FUND: GENERAL FUND (01)**

Object	2014 Budget	June Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	127,663.00	0.00	0.00	0.00	127,663.00	0.00
31111 PROPERTY TAXES CURRENT	23,502,762.00	0.00	12,667,849.67	0.00	10,834,912.33	53.90
31112 PROPERTY TAXES DELINQUENT	940,110.00	0.00	436,120.42	0.00	503,989.58	46.39
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	740.07	0.00	2,259.93	24.67
31210 PRIVATE HARVEST/ FOREST EXCISE TAX	50,000.00	0.00	60,245.44	0.00	(10,245.44)	120.49
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	9,445.59	0.00	10,554.41	47.23
<b>TAXES:</b>	<b>24,643,535.00</b>	<b>0.00</b>	<b>13,174,401.19</b>	<b>0.00</b>	<b>11,469,133.81</b>	<b>53.46</b>
33872 CONTRACTS FEES - CITIES	0.00	0.00	1,620.00	0.00	(1,620.00)	0.00
33890 GOVERNMENTAL GRANTS	0.00	0.00	2,265.61	0.00	(2,265.61)	0.00
34160 COPIER FEES	25,000.00	2,123.03	15,695.73	0.00	9,304.27	62.78
34161 GRAPHICS SERVICES CHARGES	0.00	304.60	4,062.65	0.00	(4,062.65)	0.00
34162 PRINTER FEES	60,000.00	9,119.97	53,794.27	0.00	6,205.73	89.66
34163 FAX FEES	0.00	1,718.59	10,425.63	0.00	(10,425.63)	0.00
34730 INTERLIBRARY LOAN FEES	0.00	0.00	65.00	0.00	(65.00)	0.00
35970 LIBRARY FINES	615,000.00	41,535.63	290,530.47	0.00	324,469.53	47.24
36110 INVESTMENT INCOME	10,000.00	0.00	2,468.12	0.00	7,531.88	24.68
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.10	0.00	(0.10)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.14	1.60	0.00	(1.60)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	312.68	0.00	(312.68)	0.00
36700 FOUNDATION DONATIONS	225,500.00	0.00	185,298.48	0.00	40,201.52	82.17
36720 FRIENDS' REIMBURSEMENTS	0.00	8.10	2,821.07	0.00	(2,821.07)	0.00
36725 DONATIONS - OTHER	0.00	12.19	58.42	0.00	(58.42)	0.00
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	347.50	0.00	(347.50)	0.00
36920 BOOK SALE REVENUE	20,000.00	2,369.96	6,105.17	0.00	13,894.83	30.53
36990 MISCELLANEOUS REVENUE	0.00	337.09	4,261.46	0.00	(4,261.46)	0.00
36991 PAYMENT FOR LOST MATERIALS	25,000.00	631.23	5,325.98	0.00	19,674.02	21.30
36994 UNCLAIMED PROPERTY	0.00	7.36	261.42	0.00	(261.42)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	80.00	262.96	0.00	(262.96)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	0.00	627.02	0.00	(627.02)	0.00
36998 E RATE REIMBURSEMENT	0.00	1,998.25	4,418.02	0.00	(4,418.02)	0.00
36999 REBATES - PROCUREMENT CARD	15,000.00	0.00	16,595.93	0.00	(1,595.93)	110.64
<b>CHARGES OTHER:</b>	<b>995,500.00</b>	<b>60,246.14</b>	<b>607,625.29</b>	<b>0.00</b>	<b>387,874.71</b>	<b>61.04</b>
39510 SALE OF FIXED ASSETS/TIMBER (GOV)	15,000.00	0.00	0.00	0.00	15,000.00	0.00
39520 INSURANCE RECOVERIES - CAPITAL ASSE	0.00	0.00	7,396.28	0.00	(7,396.28)	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>25,654,035.00</b>	<b>60,246.14</b>	<b>13,789,422.76</b>	<b>0.00</b>	<b>11,864,612.24</b>	<b>53.75</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	13,709,535.00	1,077,060.42	6,531,814.30	0.00	7,177,720.70	47.64
51105 ADDITIONAL HOURS	247,100.00	25,164.84	136,056.59	0.00	111,043.41	55.06
51106 SHIFT DIFFERENTIAL	161,206.00	13,188.48	67,115.75	0.00	94,090.25	41.63
51107 SUBSTITUTE HOURS	284,500.00	20,718.82	130,982.70	0.00	153,517.30	46.04
51109 TUITION ASSISTANCE PROGRAM	300.00	0.00	0.00	0.00	300.00	0.00
51200 OVERTIME WAGES	5,800.00	537.61	2,672.40	0.00	3,127.60	46.08
51999 ADJ WAGE/SALARY TO MATCH PLAN	(448,609.00)	0.00	0.00	0.00	(448,609.00)	0.00
52001 INDUSTRIAL INSURANCE	165,707.00	15,228.16	92,003.53	0.00	73,703.47	55.52
52002 MEDICAL INSURANCE	2,268,400.00	148,741.56	1,012,856.48	0.00	1,255,543.52	44.65
52003 F.I.C.A.	1,102,241.00	86,164.99	520,263.07	0.00	581,977.93	47.20

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 6/30/2014

**FUND: GENERAL FUND (01)**

Object	2014 Budget	June Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
52004 RETIREMENT	1,167,555.00	99,113.44	598,003.17	0.00	569,551.83	51.22
52005 DENTAL INSURANCE	241,326.00	15,277.05	91,603.61	0.00	149,722.39	37.96
52006 OTHER BENEFIT	9,580.00	920.00	5,260.00	0.00	4,320.00	54.91
52010 LIFE AND DISABILITY INSURANCE	25,245.00	2,196.56	13,140.94	0.00	12,104.06	52.05
52020 UNEMPLOYMENT COMPENSATION	30,500.00	17,461.46	17,461.46	0.00	13,038.54	57.25
52200 UNIFORMS	1,300.00	0.00	1,135.03	0.00	164.97	87.31
52999 ADJ BENEFITS TO MATCH PLAN	(134,000.00)	0.00	0.00	0.00	(134,000.00)	0.00
<b>PERSONNEL</b>	<b>18,837,686.00</b>	<b>1,521,773.39</b>	<b>9,220,369.03</b>	<b>0.00</b>	<b>9,617,316.97</b>	<b>48.95</b>
53100 OFFICE/OPERATING SUPPLIES	155,400.00	26,464.05	88,122.33	28,200.99	39,076.68	74.85
53101 CUSTODIAL SUPPLIES	52,100.00	4,617.60	23,944.68	0.00	28,155.32	45.96
53102 MAINTENANCE SUPPLIES	60,200.00	5,595.94	23,698.80	2,672.64	33,828.56	43.81
53103 AUDIOVISUAL PROCESSING SUP	20,000.00	2,961.43	8,478.31	0.00	11,521.69	42.39
53104 BOOK PROCESSING SUPPLIES	20,000.00	2,918.50	11,093.10	0.00	8,906.90	55.47
53200 FUEL	40,750.00	45.00	23,976.77	16,896.78	(123.55)	100.30
53401 ADULT MATERIALS	827,684.00	58,233.06	318,555.45	0.00	509,128.55	38.49
53403 PERIODICALS	80,000.00	244.40	6,992.37	0.00	73,007.63	8.74
53405 JUVENILE BOOKS	496,458.00	32,128.16	199,339.22	0.00	297,118.78	40.15
53406 PROFESSIONAL COLLECTION	20,000.00	219.58	1,846.80	0.00	18,153.20	9.23
53407 INTERNATIONAL COLLECTION	76,000.00	8,671.02	14,718.51	0.00	61,281.49	19.37
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	59,856.61	325,308.75	0.00	490,691.25	39.87
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	1,338.10	22,340.87	0.00	79,699.13	21.89
53411 ELECTRONIC INFO SOURCES	170,355.00	0.00	4,404.49	0.00	165,950.51	2.59
53412 REFERENCE SERIALS	36,414.00	479.61	966.62	0.00	35,447.38	2.65
53413 ELECTRONIC SERVICES	244,124.00	0.00	86,967.55	0.00	157,156.45	35.62
53414 ELECTRONIC COLLECTION	255,000.00	34,937.95	129,642.40	0.00	125,357.60	50.84
53464 VENDOR PROCESSING SERVICES	153,000.00	11,714.01	57,858.98	0.00	95,141.02	37.82
53499 GIFTS - MATERIALS	0.00	196.50	2,390.49	0.00	(2,390.49)	0.00
53500 MINOR EQUIPMENT	6,500.00	0.00	0.00	0.00	6,500.00	0.00
53501 FURNISHINGS	35,000.00	4,202.86	10,160.26	1,578.04	23,261.70	33.54
53502 IT HARDWARE	216,300.00	16,621.02	108,957.12	0.00	107,342.88	50.37
53503 PRINTERS	20,000.00	655.30	1,919.25	0.00	18,080.75	9.60
53505 SOFTWARE	17,000.00	4,019.76	19,069.58	0.00	(2,069.58)	112.17
54100 PROFESSIONAL SERVICES	256,200.00	19,724.21	231,907.17	38,287.64	(13,994.81)	105.46
54101 LEGAL SERVICES	30,000.00	0.00	15,502.00	0.00	14,498.00	51.67
54102 COLLECTION AGENCY	24,000.00	2,075.00	9,467.89	0.00	14,532.11	39.45
54161 RESOURCE SHARING SERVICES	22,000.00	5.00	4,077.40	0.00	17,922.60	18.53
54162 BIBLIOGRAPHICS SERVICES	38,000.00	558.14	15,090.46	0.00	22,909.54	39.71
54163 PRINTING AND BINDING	2,000.00	0.00	0.00	0.00	2,000.00	0.00
54165 ILL LOST ITEM CHARGE	3,000.00	(12.96)	829.39	0.00	2,170.61	27.65
54200 POSTAGE AND SHIPPING	38,000.00	79.70	1,984.63	0.00	36,015.37	5.22
54201 TELECOM SERVICES	161,300.00	360.48	150,743.50	0.00	10,556.50	93.46
54300 TRAVEL	29,200.00	3,763.31	21,912.60	0.00	7,287.40	75.04
54301 MILEAGE REIMBURSEMENTS	30,250.00	1,618.37	13,983.12	0.00	16,266.88	46.23
54400 ADVERTISING	29,000.00	900.90	8,368.10	0.00	20,631.90	28.86
54501 RENTALS/LEASES - BUILDINGS	377,700.00	14,997.15	167,295.94	77,464.28	132,939.78	64.80
54502 RENTAL/LEASE - EQUIPMENT	23,600.00	0.00	25,418.98	12,773.04	(14,592.02)	161.83
54600 INSURANCE	189,500.00	0.00	22,183.25	0.00	167,316.75	11.71

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 6/30/2014

**FUND: GENERAL FUND (01)**

Object	2014 Budget	June Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
54700 ELECTRICITY	220,000.00	10,956.91	111,789.29	0.00	108,210.71	50.81
54701 NATURAL GAS	15,000.00	102.59	6,002.82	0.00	8,997.18	40.02
54702 WATER	26,000.00	934.47	8,510.71	0.00	17,489.29	32.73
54703 SEWER	21,700.00	464.03	16,186.20	0.00	5,513.80	74.59
54704 REFUSE	22,500.00	495.43	11,364.63	711.33	10,424.04	53.67
54800 GENERAL REPAIRS/MAINTENANCE	198,300.00	9,817.04	229,662.85	34,374.33	(65,737.18)	133.15
54801 CONTRACTED MAINTENANCE	709,200.00	11,391.41	239,602.66	192,730.95	276,866.39	60.96
54803 MAINT. TELECOM EQUIPMENT	31,000.00	0.00	21,012.46	0.00	9,987.54	67.78
54900 REGISTRATIONS	23,250.00	1,585.00	12,888.16	0.00	10,361.84	55.43
54901 DUES AND MEMBERSHIPS	34,620.00	200.00	21,878.95	255.00	12,486.05	63.93
54902 TAXES AND ASSESSMENTS	30,500.00	75.77	14,809.23	0.00	15,690.77	48.55
54903 LICENSES AND FEES	53,150.00	2,626.02	16,871.07	49.00	36,229.93	31.83
54904 MISCELLANEOUS	790.00	99.00	2,252.64	0.00	(1,462.64)	285.14
54905 WELLNESS EVENTS	0.00	132.00	1,862.50	0.00	(1,862.50)	0.00
55100 INTERGOVERNMENTAL	1,000.00	0.00	0.00	0.00	1,000.00	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	0.00	389.14	389.14	0.00	(389.14)	0.00
59700 TRANSFERS OUT	255,264.00	0.00	0.00	0.00	255,264.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>6,816,349.00</b>	<b>359,458.57</b>	<b>2,894,600.44</b>	<b>405,994.02</b>	<b>3,515,754.54</b>	<b>48.42</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>25,654,035.00</b>	<b>1,881,231.96</b>	<b>12,114,969.47</b>	<b>405,994.02</b>	<b>13,133,071.51</b>	<b>48.81</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(1,820,985.82)</b>	<b>1,674,453.29</b>	<b>(405,994.02)</b>	<b>(1,268,459.27)</b>	<b>0.00</b>

**FUND: DEBT SERVICE FUND (20)**

Object	2014 Budget	June Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.06	0.00	(0.06)	0.00
<b>TAXES:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.06</b>	<b>0.00</b>	<b>(0.06)</b>	<b>0.00</b>
36110 INVESTMENT INCOME	0.00	0.00	37.82	0.00	(37.82)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>0.00</b>	<b>37.82</b>	<b>0.00</b>	<b>(37.82)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>0.00</b>	<b>37.88</b>	<b>0.00</b>	<b>(37.88)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>0.00</b>	<b>37.88</b>	<b>0.00</b>	<b>(37.88)</b>	<b>0.00</b>

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 6/30/2014

**FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)**

Object	2014 Budget	June Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	808,886.00	0.00	0.00	0.00	808,886.00	0.00
36110 INVESTMENT INCOME	0.00	0.00	380.75	0.00	(380.75)	0.00
36899 ENERGY REBATES	0.00	79,279.00	103,329.00	0.00	(103,329.00)	0.00
36990 MISCELLANEOUS REVENUE	160,000.00	0.00	0.00	0.00	160,000.00	0.00
<b>CHARGES OTHER:</b>	<b>968,886.00</b>	<b>79,279.00</b>	<b>103,709.75</b>	<b>0.00</b>	<b>865,176.25</b>	<b>10.70</b>
39700 TRANSFERS IN	255,114.00	0.00	0.00	0.00	255,114.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>1,224,000.00</b>	<b>79,279.00</b>	<b>103,709.75</b>	<b>0.00</b>	<b>1,120,290.25</b>	<b>8.47</b>
<b>EXPENSE ACCOUNTS</b>						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	239.97	0.00	(239.97)	0.00
53102 MAINTENANCE SUPPLIES	0.00	245.05	245.05	0.00	(245.05)	0.00
53501 FURNISHINGS	50,000.00	125.00	125.00	3,705.38	46,169.62	7.66
54100 PROFESSIONAL SERVICES	250,000.00	0.00	16,746.23	7,909.74	225,344.03	9.86
54400 ADVERTISING	0.00	0.00	60.90	0.00	(60.90)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	55,000.00	0.00	0.00	0.00	55,000.00	0.00
54805 VEHICLE REPAIR - MAJOR	10,000.00	0.00	10,110.03	0.00	(110.03)	101.10
54912 CONTINGENCY/RESERVE	36,000.00	0.00	0.00	0.00	36,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	371,000.00	0.00	74,634.98	257,939.09	38,425.93	89.64
56201 CONSTRUCTION	0.00	0.00	19,252.32	43,688.89	(62,941.21)	0.00
56202 ELECTRICAL	78,000.00	0.00	6,693.50	733.03	70,573.47	9.52
56203 FLOORING	81,000.00	0.00	0.00	0.00	81,000.00	0.00
56204 PAINTING AND WALL TREATMENTS	47,000.00	0.00	0.00	6,806.87	40,193.13	14.48
56205 ROOFING	151,000.00	0.00	0.00	0.00	151,000.00	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	50,000.00	0.00	0.00	0.00	50,000.00	0.00
56401 VEHICLES	0.00	54.68	60,373.32	1,844.48	(62,217.80)	0.00
56402 HVAC	45,000.00	0.00	85,069.24	5,926.70	(45,995.94)	202.21
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>1,224,000.00</b>	<b>424.73</b>	<b>273,550.54</b>	<b>328,554.18</b>	<b>621,895.28</b>	<b>49.19</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>78,854.27</b>	<b>(169,840.79)</b>	<b>(328,554.18)</b>	<b>498,394.97</b>	<b>0.00</b>

M E M O



Date: July 1, 2014

To: Pierce County Library System Board of Trustees

From: Dale E. Hough, Finance Manager

Re: IRS tax form 990 for 2013

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**Pierce County Library System** is a nonprofit 501(c)3 organization. We file an IRS form 990 (for nonprofits) each year. Our tax return has been compiled by PCLS staff and Doug Whitton, CPA from the firm, Dwyer, Pemberton and Coulson, Accountants. It is complete and has been proofed for accuracy. Please review the attached 2013 form 990.

Please complete and sign a certification form signifying that you have reviewed the tax return.

All statements will become integral public documents in the final tax return.

If you have any questions concerning our nonprofit tax return, always feel free to contact Dale Hough, Finance Manager, (253) 548-3452, [dhough@piercecountylibrary.org](mailto:dhough@piercecountylibrary.org) or Clifford Jo, Director of Finance and IT, (253) 548-3453, [cjo@piercecountylibrary.org](mailto:cjo@piercecountylibrary.org).

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Department of the Treasury  
Internal Revenue Service

Do not enter Social Security numbers on this form as it may be made public.  
Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Open to Public Inspection

**A** For the 2013 calendar year, or tax year beginning and ending

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <b>PIERCE COUNTY RURAL LIBRARY DISTRICT</b>		<b>D</b> Employer identification number <b>91-1098071</b>
	Doing Business As		<b>E</b> Telephone number <b>253-536-6500</b>
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	<b>G</b> Gross receipts \$ <b>25,244,982.</b>
	<b>3005 112TH ST E</b>		<b>H(a)</b> Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	City or town, state or province, country, and ZIP or foreign postal code <b>TACOMA, WA 98446-2215</b>		<b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>F</b> Name and address of principal officer: <b>NEEL PARIKH</b> <b>3005 112TH ST E, TACOMA, WA 98446</b>		<b>H(c)</b> Group exemption number	
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
<b>J</b> Website: <b>WWW.PIERCECOUNTYLIBRARY.ORG</b>			
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		<b>L</b> Year of formation: <b>1946</b>	<b>M</b> State of legal domicile: <b>WA</b>

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>TO BRING THE WORLD OF INFORMATION AND IMAGINATION TO ALL PEOPLE OF OUR COMMUNITY</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>5</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>5</b>
	<b>5</b> Total number of individuals employed in calendar year 2013 (Part V, line 2a)	<b>5</b>	<b>452</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>0</b>
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	<b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 507,160.	<b>Current Year</b> 312,646.
	<b>9</b> Program service revenue (Part VIII, line 2g)	27,489,129.	24,919,735.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	11,975.	12,601.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	0.
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	28,008,264.	25,244,982.
	<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.
<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		0.	0.
<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)		17,846,419.	18,101,967.
<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		0.	0.
<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)		239,869.	
<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		10,623,772.	9,413,056.
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	28,470,191.	27,515,023.	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	-461,927.	-2,270,041.	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b> 25,140,934.	<b>End of Year</b> 21,217,397.
	<b>21</b> Total liabilities (Part X, line 26)	4,134,356.	1,120,521.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	21,006,578.	20,096,876.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer	Date			
	<b>NEEL PARIKH, LIBRARY DIRECTOR</b> Type or print name and title				
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>DOUGLAS E. WHITTON, CPA</b>	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN <b>P00094019</b>
	Firm's name <b>DWYER PEMBERTON &amp; COULSON P.C.</b>	Firm's EIN <b>91-1503183</b>	Firm's address <b>P.O. BOX 1614 TACOMA, WA 98401-1614</b>	Phone no. <b>253.572.9922</b>	

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: TO BRING THE WORLD OF INFORMATION AND IMAGINATION TO ALL PEOPLE OF OUR COMMUNITY

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

4a (Code: ) (Expenses \$ 24,437,386. including grants of \$ ) (Revenue \$ 24,919,735.) IN 2013, PEOPLE MADE 2,444,754 VISITS TO PIERCE COUNTY LIBRARY SYSTEM'S 18 LOCATIONS AND CHECKED OUT 7,538,951 BOOKS, DVD'S AND OTHER MATERIALS. THE LIBRARY FOCUSED ON IMPROVING SERVICES FOR CUSTOMERS, PRACTICING FISCAL RESPONSIBILITY AND CONNECTING WITH THE COMMUNITY. IN PARTNERSHIP WITH THE TACOMA PIERCE-COUNTY HEALTH DEPARTMENT, THE LIBRARY PROVIDED RESOURCES AND IN-PERSON ASSISTERS TO GUIDE UNINSURED RESIDENTS THROUGH THE AFFORDABLE CARE ACT. JOINING A STATEWIDE ROLLOUT OF MICROSOFT IT ACADEMY LED BY MICROSOFT AND WASHINGTON STATE LIBRARY, THE LIBRARY HELPED PEOPLE EXPAND THEIR USE OF TECHNOLOGY. STOPPING LAWN WATERING ON LIBRARY PROPERTIES SAVED MONEY AND WATER RESOURCES. THE GOVERNMENT FINANCE OFFICERS ASSOCIATION PRESENTED THE LIBRARY WITH THE DISTINGUISHED BUDGET PRESENTATION AWARD. THE LIBRARY RECEIVED A

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 24,437,386.

**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> .....	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? .....	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> .....		X
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> .....		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> .....		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> .....		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> .....		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> .....		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> .....	X	
b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> .....		X
c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> .....		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .....		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> .....	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> .....		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> .....		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> .....		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....		X
14a Did the organization maintain an office, employees, or agents outside of the United States? .....		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> .....		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> .....		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> .....		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> .....		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....		X
b <i>If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?</i> .....		

**Part IV Checklist of Required Schedules** (continued)

		Yes	No
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X
22	Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If so, complete Schedule L, Part II		X
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a	A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
b	A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV		X
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV		X
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	X	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2		
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O	X	

Form 990 (2013)

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Main form table with columns for question numbers (1a-14b), Yes/No checkboxes, and numerical input fields. Includes questions about Form 1096, Form W-2G, Form W-3, and various IRS forms like 8886-T, 8282, 8899, 1098-C, 4966, 720, and 1041.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 4 columns: Question, 1a, 1b, Yes, No. Rows include questions about voting members, family relationships, management delegation, and governance decisions.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 4 columns: Question, Yes, No. Rows include questions about local chapters, written policies, conflict of interest, whistleblower, and document retention policies.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed WA
18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection.
19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: NEEL PARIKH - 253-536-6500 3005 112TH ST E, TACOMA, WA 98446





**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

				(A)	(B)	(C)	(D)	
				Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>						
	<b>b</b> Membership dues .....	<b>1b</b>						
	<b>c</b> Fundraising events .....	<b>1c</b>						
	<b>d</b> Related organizations .....	<b>1d</b>						
	<b>e</b> Government grants (contributions) .....	<b>1e</b>	8,440.					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above .....	<b>1f</b>	304,206.					
	<b>g</b> Noncash contributions included in lines 1a-1f: \$ .....							
	<b>h Total.</b> Add lines 1a-1f .....			312,646.				
	<b>Program Service Revenue</b>	<b>2 a TAXES</b> .....	<b>Business Code</b>	900099	24,069,192.	24,069,192.		
<b>b OVERDUE FINES</b> .....			519100	599,925.	599,925.			
<b>c GOODS &amp; SERVICES</b> .....			900099	115,674.	115,674.			
<b>d REFUNDS</b> .....			900099	49,036.	49,036.			
<b>e SURPLUS BOOK SALES</b> .....			453310	5,372.	5,372.			
<b>f</b> All other program service revenue .....			900099	80,536.	80,536.			
<b>g Total.</b> Add lines 2a-2f .....				24,919,735.				
<b>Other Revenue</b>		<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....			12,601.			12,601.
	<b>4</b> Income from investment of tax-exempt bond proceeds .....							
	<b>5</b> Royalties .....							
	<b>6 a</b> Gross rents .....	(i) Real	(ii) Personal					
		<b>b</b> Less: rental expenses .....						
		<b>c</b> Rental income or (loss) .....						
		<b>d</b> Net rental income or (loss) .....						
	<b>7 a</b> Gross amount from sales of assets other than inventory .....	(i) Securities	(ii) Other					
		<b>b</b> Less: cost or other basis and sales expenses .....						
		<b>c</b> Gain or (loss) .....						
		<b>d</b> Net gain or (loss) .....						
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>a</b>						
		<b>b</b> Less: direct expenses .....	<b>b</b>					
		<b>c</b> Net income or (loss) from fundraising events .....						
	<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>a</b>						
<b>b</b> Less: direct expenses .....		<b>b</b>						
<b>c</b> Net income or (loss) from gaming activities .....								
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>a</b>							
	<b>b</b> Less: cost of goods sold .....	<b>b</b>						
	<b>c</b> Net income or (loss) from sales of inventory .....							
<b>Miscellaneous Revenue</b>			<b>Business Code</b>					
<b>11 a</b> .....								
	<b>b</b> .....							
	<b>c</b> .....							
	<b>d</b> All other revenue .....							
	<b>e Total.</b> Add lines 11a-11d .....							
<b>12 Total revenue.</b> See instructions .....				25,244,982.	24,919,735.	0.	12,601.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>				
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21				
2 Grants and other assistance to individuals in the United States. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	621,824.	219,314.	402,510.	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	13,042,679.	12,020,825.	837,942.	183,912.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,029,790.	919,014.	96,050.	14,726.
9 Other employee benefits	2,382,781.	2,197,695.	159,481.	25,605.
10 Payroll taxes	1,024,893.	922,690.	88,526.	13,677.
11 Fees for services (non-employees):				
a Management	508,258.	320,151.	188,107.	
b Legal	78,961.	1,110.	77,851.	
c Accounting	40,724.		40,724.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)				
12 Advertising and promotion	22,597.	19,341.	3,256.	
13 Office expenses	1,685,374.	1,667,188.	17,806.	380.
14 Information technology	375,783.	375,179.	604.	
15 Royalties				
16 Occupancy	1,217,547.	1,217,547.		
17 Travel	58,873.	31,489.	26,868.	516.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	34,325.	4,221.	29,734.	370.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	562,735.		562,735.	
23 Insurance	228,652.		228,652.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <b>LIBRARY MATERIALS</b>	3,330,591.	3,330,591.		
b <b>EQUIPMENT</b>	1,184,416.	1,184,416.		
c <b>LICENSES AND FEES</b>	62,932.	6,220.	56,712.	
d <b>DUES &amp; MEMBERSHIPS</b>	21,180.	395.	20,102.	683.
e All other expenses	108.		108.	
<b>25 Total functional expenses.</b> Add lines 1 through 24e	<b>27,515,023.</b>	<b>24,437,386.</b>	<b>2,837,768.</b>	<b>239,869.</b>
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here  if following SOP 98-2 (ASC 958-720)

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	<b>1</b> Cash - non-interest-bearing .....	13,484,529.	<b>1</b>	11,473,222.
	<b>2</b> Savings and temporary cash investments .....		<b>2</b>	
	<b>3</b> Pledges and grants receivable, net .....		<b>3</b>	
	<b>4</b> Accounts receivable, net .....	1,349,495.	<b>4</b>	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....		<b>9</b>	
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 22,250,262.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 12,506,087.	10,306,910.	<b>10c</b> 9,744,175.
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....		<b>15</b>	
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) .....		25,140,934.	<b>16</b> 21,217,397.	
Liabilities	<b>17</b> Accounts payable and accrued expenses .....	2,784,861.	<b>17</b>	1,120,521.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	1,349,495.	<b>25</b>	0.
	<b>26 Total liabilities.</b> Add lines 17 through 25 .....	4,134,356.	<b>26</b>	1,120,521.
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets .....		<b>27</b>	
	<b>28</b> Temporarily restricted net assets .....		<b>28</b>	
	<b>29</b> Permanently restricted net assets .....		<b>29</b>	
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds .....	12,049,153.	<b>30</b>	10,352,701.
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund .....	8,957,425.	<b>31</b>	9,744,175.
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds .....	0.	<b>32</b>	0.
<b>33 Total net assets or fund balances</b> .....	21,006,578.	<b>33</b>	20,096,876.	
<b>34 Total liabilities and net assets/fund balances</b> .....	25,140,934.	<b>34</b>	21,217,397.	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	25,244,982.
2	Total expenses (must equal Part IX, column (A), line 25)	2	27,515,023.
3	Revenue less expenses. Subtract line 2 from line 1	3	-2,270,041.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	21,006,578.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	1,360,339.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	20,096,876.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other		
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:			
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
2b	Were the organization's financial statements audited by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:			
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
2c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?		
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Form 990 (2013)



**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....	330,183.	831,536.	354,829.	507,160.	312,646.	2,336,354.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....	27,407,226.	27,723,009.	27,966,616.	26,282,216.	24,069,192.	133,448,259.
3 The value of services or facilities furnished by a governmental unit to the organization without charge .....						
4 <b>Total.</b> Add lines 1 through 3 .....	27,737,409.	28,554,545.	28,321,445.	26,789,376.	24,381,838.	135,784,613.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
6 <b>Public support.</b> Subtract line 5 from line 4.						135,784,613.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
7 Amounts from line 4 .....	27,737,409.	28,554,545.	28,321,445.	26,789,376.	24,381,838.	135,784,613.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....	39,557.	36,096.	20,351.	11,975.	12,601.	120,580.
9 Net income from unrelated business activities, whether or not the business is regularly carried on .....						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) .....	11,118.			15,574.	5,372.	32,064.
11 <b>Total support.</b> Add lines 7 through 10						135,937,257.
12 Gross receipts from related activities, etc. (see instructions) .....				12		2,016,566.
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2013 (line 6, column (f) divided by line 11, column (f)) .....	14	99.89	%
15 Public support percentage from 2012 Schedule A, Part II, line 14 .....	15	99.71	%
16a <b>33 1/3% support test - 2013.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....	<input checked="" type="checkbox"/>		
b <b>33 1/3% support test - 2012.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....	<input type="checkbox"/>		
17a <b>10% -facts-and-circumstances test - 2013.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....	<input type="checkbox"/>		
b <b>10% -facts-and-circumstances test - 2012.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....	<input type="checkbox"/>		
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....	<input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
3 Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
5 The value of services or facilities furnished by a governmental unit to the organization without charge .....						
6 Total. Add lines 1 through 5 .....						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
c Add lines 7a and 7b .....						
8 Public support (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2009	(b) 2010	(c) 2011	(d) 2012	(e) 2013	(f) Total
9 Amounts from line 6 .....						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
c Add lines 10a and 10b .....						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) .....						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 **First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ..... ▶

**Section C. Computation of Public Support Percentage**

15 Public support percentage for 2013 (line 8, column (f) divided by line 13, column (f)) .....	15	%
16 Public support percentage from 2012 Schedule A, Part III, line 15 .....	16	%

**Section D. Computation of Investment Income Percentage**

17 Investment income percentage for 2013 (line 10c, column (f) divided by line 13, column (f)) .....	17	%
18 Investment income percentage from 2012 Schedule A, Part III, line 17 .....	18	%

19a **33 1/3% support tests - 2013.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ..... ▶

b **33 1/3% support tests - 2012.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ..... ▶

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ..... ▶



**Schedule B**

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990)

OMB No. 1545-0047

**2013**

Name of the organization

PIERCE COUNTY RURAL LIBRARY DISTRICT

Employer identification number

91-1098071

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note.** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II.

**Special Rules**

For a section 501(c)(3) organization filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions of \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution.** An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2013)

Name of organization <b>PIERCE COUNTY RURAL LIBRARY DISTRICT</b>	Employer identification number <b>91-1098071</b>
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**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	FRIENDS OF STEILACOOM BRANCH 2950 STEILACOOM BLVD STEILACOOM, WA 98388	\$ 8,988.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	FRIENDS OF LAKEWOOD BRANCH 6300 WILDAIRE RD SW LAKEWOOD, WA 98499	\$ 22,540.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	PIERCE COUNTY LIBRARY FOUNDATION 3005 112TH AVE SE TACOMA, WA 98446	\$ 259,432.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

PIERCE COUNTY RURAL LIBRARY DISTRICT

91-1098071

**Part II** **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____

Name of organization  <b>PIERCE COUNTY RURAL LIBRARY DISTRICT</b>	Employer identification number  <b>91-1098071</b>
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**Part III** Exclusively religious, charitable, etc., individual contributions to section 501(c)(7), (8), or (10) organizations that total more than \$1,000 for the year. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this information once.) ▶ \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
<b>Transferee's name, address, and ZIP + 4</b>		<b>Relationship of transferor to transferee</b>	
<b>(e) Transfer of gift</b>			
<b>Transferee's name, address, and ZIP + 4</b>		<b>Relationship of transferor to transferee</b>	
<b>(e) Transfer of gift</b>			
<b>Transferee's name, address, and ZIP + 4</b>		<b>Relationship of transferor to transferee</b>	
<b>(e) Transfer of gift</b>			
<b>Transferee's name, address, and ZIP + 4</b>		<b>Relationship of transferor to transferee</b>	
<b>(e) Transfer of gift</b>			
<b>Transferee's name, address, and ZIP + 4</b>		<b>Relationship of transferor to transferee</b>	

**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
▶ Attach to Form 990.

▶ Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2013**

Open to Public Inspection

Name of the organization **PIERCE COUNTY RURAL LIBRARY DISTRICT** Employer identification number **91-1098071**

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate contributions to (during year) .....		
3 Aggregate grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....	<input type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....	<input type="checkbox"/> Yes <input type="checkbox"/> No	

**Part II Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education)       Preservation of an historically important land area

Protection of natural habitat       Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

Yes  No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

Yes  No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.** Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenues included in Form 990, Part VIII, line 1 .....

▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X .....

▶ \$ \_\_\_\_\_

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenues included in Form 990, Part VIII, line 1 .....

▶ \$ \_\_\_\_\_

b Assets included in Form 990, Part X .....

▶ \$ \_\_\_\_\_

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a  Public exhibition
- b  Scholarly research
- c  Preservation for future generations
- d  Loan or exchange programs
- e  Other \_\_\_\_\_

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21?  Yes  No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment  \_\_\_\_\_ %
- b Permanent endowment  \_\_\_\_\_ %
- c Temporarily restricted endowment  \_\_\_\_\_ %

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) unrelated organizations	3a(i)	
(ii) related organizations	3a(ii)	

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?  **3b**

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		3,774,094.		3,774,094.
b Buildings		18,476,168.	12,506,087.	5,970,081.
c Leasehold improvements				
d Equipment				
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				<b>9,744,175.</b>

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include (1) Financial derivatives, (2) Closely-held equity interests, (3) Other, (A) through (H), and Total.

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment, (b) Book value, (c) Method of valuation. Rows include (1) through (9) and Total.

Part IX Other Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows include (1) through (9) and Total.

Part X Other Liabilities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Row 1 includes (1) Federal income taxes and rows (2) through (9). Total row is shaded.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-row labels (2a-2d, 4a-4b), and a shaded column for totals (1, 2e, 3, 4c, 5).

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include descriptions, sub-row labels (2a-2d, 4a-4b), and a shaded column for totals (1, 2e, 3, 4c, 5).

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Multiple horizontal lines provided for entering supplemental information.

**SCHEDULE J  
(Form 990)**

**Compensation Information**

OMB No. 1545-0047

**2013**

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Department of the Treasury  
Internal Revenue Service

Name of the organization

PIERCE COUNTY RURAL LIBRARY DISTRICT

Employer identification number

91-1098071

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees   |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a?

**3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |  |   |
|--|---|
| <input type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations     | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5-9.**

**5** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" to line 5a or 5b, describe in Part III.

**6** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" to line 6a or 6b, describe in Part III.

**7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

**8** Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>		X
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>		X
<b>8</b>		X
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2013





**SCHEDULE O**  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2013**

Open to Public  
Inspection

Name of the organization

PIERCE COUNTY RURAL LIBRARY DISTRICT

Employer identification number  
91-1098071

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

PAUL ALLEN FOUNDATION CREATIVE LEADERSHIP AWARD FOR A FISCALLY RESPONSIBLE MATERIALS BUDGET THAT SUPPORTS THE COMMUNITY'S READING, LISTENING AND VIEWING EXPERIENCE. IN A WHITE HOUSE CEREMONY, FIRST LADY MICHELLE OBAMA PRESENTED THE NATIONAL MEDAL FOR MUSEUM AND LIBRARY SERVICE TO PIERCE COUNTY LIBRARY SYSTEM FOR ITS EXTRAORDINARY AND INOVATIVE APPROACHES TO PUBLIC SERVICE AND COMMUNITY SUPPORT AND INVOLVEMENT.

FORM 990, PART VI, SECTION B, LINE 11:

EXPLANATION: EACH MEMBER OF THE BOARD OF DIRECTORS IS PROVIDED WITH A COPY OF THE FORM 990 BEFORE IT IS FILED. WHEN EACH BOARD MEMBER COMPLETES THEIR REVIEW OF THE FORM 990 THEY SIGN AND DATE A DOCUMENT STATING THEY HAVE COMPLETED THEIR REVIEW. THE SIGNED DOCUMENT IS RETAINED WITH A COPY OF THE FORM 990.

FORM 990, PART VI, SECTION B, LINE 12C:

EXPLANATION: IF A POSSIBLE CONFLICT OF INTEREST OCCURS, EACH BOARD MEMBER IS REQUIRED TO DISCLOSE THE POSSIBLE CONFLICT AT THE NEXT MEETING OF THE BOARD OF DIRECTORS. THE BOARD OF DIRECTORS WILL THEN DISCUSS THE BEST RESOLUTION OF THE CONFLICT.

FORM 990, PART VI, SECTION B, LINE 15:

EXPLANATION: COMPENSATION OF THE LIBRARY DIRECTOR IS BASED ON COMPARABILITY DATA FROM A RECENTLY COMPLETED CLASS AND COMPENSATION SURVEY. THE BOARD OF TRUSTEES VOTE ON THE COMPENSATION PAID TO THE LIBRARY DIRECTOR.

Name of the organization PIERCE COUNTY RURAL LIBRARY DISTRICT	Employer identification number 91-1098071
--	--

FORM 990, PART VI, SECTION C, LINE 18:

EXPLANATION: COPIES OF FORM 990 AND FORM 1023 ARE PROVIDED TO ANYONE WHO REQUESTS A COPY.

FORM 990, PART VI, SECTION C, LINE 19:

EXPLANATION: COPIES OF THE CONFLICT OF INTEREST POLICY ARE PROVIDED TO ANYONE WHO REQUESTS A COPY.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

PRIOR YEARS DEFERRED PROPERTY TAXES LIABILITY WAS	
DUPLICATED AS AN ACCOUNTS	1,360,339.
PAYABLE AND AS AN OTHER LIABILITY.	
TOTAL TO FORM 990, PART XI, LINE 9	1,360,339.





**Part V Transactions With Related Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

- a** Receipt of (i) interest (ii) annuities (iii) royalties or (iv) rent from a controlled entity
- b** Gift, grant, or capital contribution to related organization(s)
- c** Gift, grant, or capital contribution from related organization(s)
- d** Loans or loan guarantees to or for related organization(s)
- e** Loans or loan guarantees by related organization(s)
- f** Dividends from related organization(s)
- g** Sale of assets to related organization(s)
- h** Purchase of assets from related organization(s)
- i** Exchange of assets with related organization(s)
- j** Lease of facilities, equipment, or other assets to related organization(s)
- k** Lease of facilities, equipment, or other assets from related organization(s)
- l** Performance of services or membership or fundraising solicitations for related organization(s)
- m** Performance of services or membership or fundraising solicitations by related organization(s)
- n** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
- o** Sharing of paid employees with related organization(s)
- p** Reimbursement paid to related organization(s) for expenses
- q** Reimbursement paid by related organization(s) for expenses
- r** Other transfer of cash or property to related organization(s)
- s** Other transfer of cash or property from related organization(s)

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

	(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved	Yes	No
(1)						X
(2)						X
(3)					X	
(4)						X
(5)						X
(6)						X



**Part VII** Supplemental Information

Provide additional information for responses to questions on Schedule R (see instructions).

Lined area for supplemental information.



**PIERCE COUNTY RURAL LIBRARY DISTRICT  
BOARD OF TRUSTEES  
2013 FORM 990 REVIEW CERTIFICATION**

I, \_\_\_\_\_, certify that I have reviewed the 2013 Form 990 for the **PIERCE COUNTY RURAL LIBRARY DISTRICT**.

Date Reviewed: \_\_\_\_\_

Describe the extent of the review:

All sections of the core Form 990 and all schedules were reviewed.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

---

# M E M O



Date: July 1, 2014

To: Chair Linda Ishem and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: 2014 Property Values for 2015 Tax Levy

On June 21, the Pierce County Assessor-Treasurers Office released their annual report on property valuations in Pierce County. County-wide, residential properties increased by 9.6% and commercial property values have increased by 0.5%. We are calculating what this impact will be on 2015 revenues, and will be developing a budget strategy during July and August. We will update the Board in August, as we head into the fiscal year budget process.

My preliminary estimate at this time is that the Library's taxing district increased in value between 8.8% and 9.2%. Recall that our original estimate was around 4%, so this is good news for the Library, but we have much work to do.

We still are anticipating considerable work on the budget and much of the increase will be applied to restore the set-asides, which were greatly reduced to offset further impacts to services and staffing. As we exit the economic downturn we are faced with needing to address concerns especially to the capital improvement fund and planning for cash reserves. Through this year, we had been spending more than our revenues so we had been using cash reserves to pay for shortfalls.

Please see attached report from the News Tribune and the County breakdown of property value changes for residential and commercial.

We will keep the Board apprised of what happens.

# The News Tribune

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## Pierce County home values up 9.6 percent so far this year

By Steve Maynard

Staff writer June 21, 2014

[Facebook](#)[Twitter](#)[Google Plus](#)[Reddit](#)[E-mail](#)[Print](#)

- [More information](#)
- [GRAPHICS:](#)

## Pierce County home values jump

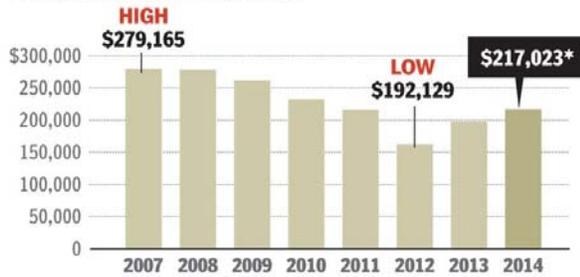
Chart shows average assessed residential values for 2013 and 2014 in cities, towns and unincorporated areas of Pierce County, along with the rate of increase.

CITY/TOWN	2013 AVG. ASSD. VALUE	2014 AVG. ASSD. VALUE	DOLLAR CHANGE IN ASSD. VALUE	PERCENT CHANGE
Auburn	\$224,610	\$253,540	\$28,930	▲ +12.88
Bonney Lake	\$208,271	\$232,198	\$23,927	▲ +11.49
Buckley	\$167,757	\$178,567	\$10,811	▲ +6.44
Carbonado	\$105,538	\$115,826	\$10,288	▲ +9.75
DuPont	\$242,110	\$262,457	\$20,347	▲ +8.40
Eatonville	\$118,130	\$138,948	\$20,818	▲ +17.62
Edgewood	\$229,415	\$258,447	\$29,032	▲ +12.66
Fife	\$163,424	\$188,230	\$24,806	▲ +15.18
Fircrest	\$210,169	\$234,593	\$24,424	▲ +11.62
Gig Harbor	\$288,123	\$316,489	\$28,366	▲ +9.85
Lakewood	\$194,634	\$212,540	\$17,907	▲ +9.20
Milton	\$175,262	\$195,916	\$20,654	▲ 11.79
Orting	\$141,742	\$170,184	\$28,442	▲ +20.07
Pacific	\$151,800	\$167,750	\$15,950	▲ +10.51
Puyallup	\$193,615	\$216,377	\$22,762	▲ +11.76
Roy	\$134,445	\$151,492	\$17,047	▲ +12.68
Ruston	\$210,323	\$229,686	\$19,363	▲ +9.21
South Prairie	\$94,239	\$115,820	\$21,582	▲ +22.90
Steilacoom	\$246,999	\$267,850	\$20,851	▲ +8.44
Sumner	\$181,640	\$201,907	\$20,267	▲ +11.16
Tacoma	\$166,493	\$183,825	\$17,332	▲ +10.41
University Place	\$245,147	\$268,425	\$23,278	▲ +9.50
Wilkeson	\$90,973	\$106,021	\$15,048	▲ +16.54
<b>UNINCORPORATED</b>				
Gig Harbor Pen.	\$336,825	\$360,737	\$23,913	▲ +7.10
Key Pen.	\$156,384	\$159,562	\$3,178	▲ +2.03
Parkland	\$144,718	\$161,061	\$16,342	▲ +11.29
South Hill	\$190,182	\$210,594	\$20,413	▲ +10.73
Spanaway	\$166,539	\$182,162	\$15,622	▲ +9.48

NOTE: Money totals have been rounded up to the nearest dollar.

## Average home values rebounding

Chart shows how average assessed home values in Pierce County started falling in 2007, but have regained some of that loss in the last two years.



\*2014 total includes only a portion of new construction.

Source: Pierce County Assessor-Treasurer's Office

Staff graphic

[Click to enlarge](#)



The average value of a residential property in Pierce County increased from a revised average of \$198,020 last year to \$217,023 this year. Home values had increased 3 percent from 2012 to 2013.

But the average home value for 2014 is still 22 percent less than the peak of \$279,165 in 2007.

The rising values could be good news for those who owe more than the value of their home and are “under water” with their mortgage, Lonergan said.

“This is going to move a lot of people (and) get their head above water,” he said.

The higher assessments also will provide more money for fire districts and the county library system, whose budgets have been hurt because of the sharp drop in property values, Lonergan said.

Some parks districts, the county’s flood-control zone district and some other taxing districts also could receive more money, Lonergan said.

Meanwhile, values for commercial properties lagged, increasing by only one-half of 1 percent, Lonergan said. They jumped by 3.3 percent last year.

Commercial values show a mixed bag with restaurant values down on average and office space up slightly.

“Different parts of the market are healthy and some are really sluggish,” Lonergan said.

#### Clearing the market

The 9.6 percent increase in assessed home values makes sense and is reasonable, said Mike Larson, president of Allen Realtors in Lakewood.

“We’ve gotten a lot of the distressed properties off the market,” Larson said. Confidence in the economy has increased, while interest rates remain low.

Assessed value is a good gauge, but it’s still less than fair market value, Larson said.

The median sales price for homes and condos in Pierce County increased 9.05 percent in May to \$229,000, compared with \$210,000 at the same time a year ago, according to the Northwest Multiple Listing Service.

At the median sale price, half the homes sold for more than that amount, and half sold for less.

Buyers and sellers rely on private appraisals rather than assessed values to determine the value of a home. The appraised value is the more relevant figure because it’s usually a more recent picture of the market.

#### Value lower than 2008

In 2008, the total value of all assessed properties in Pierce County was \$92 billion. That total for 2014 is \$73 billion, up from \$70.5 billion last year.

Rising assessed values are “a continued positive sign for the economy within our region,” said county budget and finance director Gary Robinson.

They show the county and region are moving out of the recession, he said.

As required by state law, Pierce County inspects all properties on a six-year cycle. One-sixth are physically inspected each year.

This year, the Assessor-Treasurer’s office is inspecting properties on the Gig Harbor and Key Peninsulas.

The remaining five-sixths are “statistically trended” based on sales.

Property owners can appeal their assessment by filling out a petition by Aug. 26 with the county's Board of Equalization, which reviews assessed values.

Steve Maynard: 253-597-8647 [steve.maynard@thenewstribune.com](mailto:steve.maynard@thenewstribune.com) @TNTstevemaynard

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## Join The Conversation

The News Tribune is pleased to provide this opportunity to share information, experiences and observations about what's in the news. Some of the comments may be reprinted elsewhere in the site or in the newspaper. We encourage lively, open debate on the issues of the day, and ask that you refrain from profanity, hate speech, personal comments and remarks that are off point. Thank you for taking the time to offer your thoughts.

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### Today's Circulars



**BIG LOTS**  
VALID UNTIL JUL 06



**FAMILY DOLLAR**  
VALID UNTIL JUL 06



**SPORTS AUTHORITY**  
THIS WEEK ONLY



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BRAND NEW

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## Pierce County Assessor-Treasurer 2014 Residential Revaluation Report

### 2014 Residential Average Assessed Value Change by City

City	2013 Avg Assd Value	2014 Avg Assd Value	Dollar Change in Avg Assd Value	Percent Change
AUBURN	\$224,610	\$253,540	\$28,930	12.880%
BONNEY LAKE	\$208,271	\$232,198	\$23,927	11.488%
BUCKLEY	\$167,757	\$178,567	\$10,811	6.444%
CARBONADO	\$105,538	\$115,826	\$10,288	9.748%
DUPONT	\$242,110	\$262,457	\$20,347	8.404%
EATONVILLE	\$118,130	\$138,948	\$20,818	17.623%
EDGEWOOD	\$229,415	\$258,447	\$29,032	12.655%
FIFE	\$163,424	\$188,230	\$24,806	15.179%
FIRCREST	\$210,169	\$234,593	\$24,424	11.621%
GIG HARBOR	\$288,123	\$316,489	\$28,366	9.845%
LAKESWOOD	\$194,634	\$212,540	\$17,907	9.200%
MILTON	\$175,262	\$195,916	\$20,654	11.785%
ORTING	\$141,742	\$170,184	\$28,442	20.066%
PACIFIC	\$151,800	\$167,750	\$15,950	10.507%
PUYALLUP	\$193,615	\$216,377	\$22,762	11.756%
ROY	\$134,445	\$151,492	\$17,047	12.679%
RUSTON	\$210,323	\$229,686	\$19,363	9.206%
SOUTH PRARIE	\$94,239	\$115,820	\$21,582	22.901%
STEILACOOM	\$246,999	\$267,850	\$20,851	8.442%
SUMNER	\$181,640	\$201,907	\$20,267	11.158%
TACOMA	\$166,493	\$183,825	\$17,332	10.410%
UNIVERSITY PLACE	\$245,147	\$268,425	\$23,278	9.496%
WILKESON	\$90,973	\$106,021	\$15,048	16.541%
UNINCORPORATED	\$197,668	\$215,385	\$17,717	8.963%
Averages	\$182,605	\$203,436	\$20,831	12.042%

# MEMO

Date: June 30, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Linda Farmer, Communications Director; Lisa Bitney, Reading and Materials Director

Subject: PAC Self-Service Lobby

The Pierce County Library Administrative Team is recommending that the Processing and Administrative Center (PAC) move to a full-time self-service lobby.

The recommendation is staff neutral. The Senior Library Technician who is currently scheduled for 12 hours on the reception desk would work those hours in the Reading and Materials Department. Fill-in reception desk staff would be reassigned to their original departments.

The change is warranted due to significant drops over the last three years in walk-in traffic. An average of 2.5 or fewer people a day have business in the lobby that directly pertains to PAC staff. Call volumes to the library's main number also have dropped significantly over the years with the addition of an automated phone system. There is very little for a live receptionist to do at PAC.

## **Timeline**

The implementation date of the full-time self-service lobby is currently unclear. In late June, the library's union filed formal notice to demand to bargain the impacts of this change of working conditions.

## **Background**

Since Jan. 30, 2014, a steering committee of staff spanning multiple departments began a self-service pilot on Thursdays and Fridays at PAC. The goal was to create a welcoming, self-service lobby so customers could easily complete their business without the help of a receptionist.

Throughout the pilot and beyond, the committee focused on improving service in three main areas: 1) signage, 2) phone system, and 3) meeting rooms. At the three- and five-month marks, the steering committee polled key departments, evaluated the work and found no major issues. In fact, several departments reported their workload had decreased since the pilot began.

---

Highlights of the work accomplished during the pilot include:

- **Signage.** Better and more visible way-finding signs were installed both outside the building and inside the lobby. These signs were temporary while permanent signs were under consideration.
- **Phone system.** The IT Department activated the “auto attendant” feature which allows callers to our main number to pick from a list of options. Nearly all the calls completed by a live receptionist are branch transfers. Slight adjustments to the auto attendant feature will be complete by July 11, 2014.
- **Meeting rooms.** A meeting room ring group was created to answer meeting room questions during open hours. A meeting room task force was also set up to improve signage, reservations, equipment use, maintenance, communication and problem-solving. This work is ongoing. As a result of the pilot, the Customer Experience Team will be examining meeting room policies and procedures at all branches.

Additional improvements include:

- Creation of a dedicated area in the lobby for items to be dropped off.
- Removal of the visitor’s log in the lobby. Use of a visitor’s log is not required, not enforced, and volunteers now enter their hours online instead of in the log.
- Installation of a larger and more comprehensive “Courtesy Phone” sign inside the lobby.
- Installation of updated “monument” signs at PAC’s two front driveways. The text will be shortened from “Library Processing and Administrative Center” to “Administrative Office” in larger type to more clearly label the building as administrative and not a branch. (People typically mistake PAC for a branch.)

All signage and lobby improvements are on schedule to be completed by July 11, 2014.

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# M E M O



Date: June 30, 2014

To: Chair Linda Isham and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: Digital Experience Director recruitment report

Contained herein is an update on the recruitment for the Digital Experience Director, who will be managing the combined IT and Virtual Services departments. I am pleased to say that the quality and quantity of candidates have been considerable. This important position is a member of the Administrative Team.

## Brief timeline:

- On May 27, Chereé, Carson Block, and I conducted phone screening with eight highly qualified candidates. From these, we invited six to conduct the first round of in-person interviews (one of which ended up declining due to another job offer).
- On June 13, the Administrative Team conducted the panel interview of the five candidates, and the IT and Virtual Services departments met with each candidate. From the five, we narrowed to three to conduct the second callback interview.
- On June 24, candidates met individually with several Administrative Team managers and gave a presentation to an audience primarily made up of the Technology Planning Team members and Customer Experience Managers. This resulted in two highly qualified and talented finalists.
- We are in the process of conducting reference checks and will make a decision and job offer shortly.

We are very pleased with the caliber of candidates and the selection process has been highly effective in providing us with the means of narrowing candidates and understanding their skills.

During the Board meeting we will report who the finalist is, and an anticipated start date.

---

# M E M O

Date: June 30, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Lorie Erickson, Facilities Director

Subject: PAC HVAC update

The PAC HVAC project is complete. As part of the replacement project, we worked closely with Tacoma Power on a Custom Retrofit Incentive Program and we have successfully met the criteria for this program. We met and in some cases, have exceeded the required energy savings as determined in the Measurement and Verification Plan along with the final approved project cost. The Measurement and Verification Plan consists of Commissioning, Verifying the Energy Savings, Baseline Energy Use, Post-Installation Energy Use, and Actual Energy Savings. As a result of this project, we received the maximum rebate of \$79,279 from Tacoma Power. In addition, the project came in at \$157,661.57 under budget, with an adjusted net under budget amount of \$236,867.

---

# M E M O



Date: June 27, 2014  
To: Chair Linda Ishem and Members of the Board  
From: Neel Parikh, Executive Director  
Subject: 2014 ULC Innovations Initiative

We were recently informed by the Urban Libraries Council that Pierce County Library System did not receive a Top Innovator award this year. The Library will be listed in the 2014 Top Innovators brochure and our submissions will be shared online in the ULC Innovations Resource Center. You can find this at <http://www.urbanlibraries.org/2014-innovations--pages-271.php>.

While I am disappointed Pierce County Library System was not selected this year, I am extremely proud of my staff for their ongoing commitment to creating and maintaining a culture of innovation.

1 Sponsored by: Councilmembers Stan Flemming and Connie Ladenburg  
2 Requested by: Executive

3  
4  
5  
6  
7  
8 **RESOLUTION NO. R2014-79**  
9

10  
11 **A Resolution of the Pierce County Council Confirming the Reappointment**  
12 **of One Existing Member (Donna Albers) to the Pierce County**  
13 **Library District Board of Trustees.**  
14

15 **Whereas**, the Library District Board of Trustees was established pursuant to the  
16 Revised Code of Washington 27.12.190 and Pierce County Resolution No. 1872; and  
17

18 **Whereas**, the term filled by Donna Albers expires August 13, 2014, and she is  
19 eligible and wishes to be reappointed; and  
20

21 **Whereas**, Donna Albers is an active community member and resides in Pierce  
22 County; and  
23

24 **Whereas**, the Executive has reappointed Donna Albers to a second term on the  
25 Pierce County Library District Board of Trustees; and  
26

27 **Whereas**, the Pierce County Charter, Section 3.30, provides that the  
28 appointment of members to boards and commissions shall be made by the Executive,  
29 subject to the confirmation by a majority of the Council; and  
30

31 **Whereas**, the Council has completed its confirmation review; **Now Therefore**,

32  
33 **BE IT RESOLVED by the Council of Pierce County:**  
34

35 Section 1. The Council hereby confirms the reappointment of Donna Albers to  
36 her second full term on the Pierce County Library District Board of Trustees. The term  
37 will expire on August 13, 2019.  
38



1        Section 2. The Clerk of the Council shall provide a copy of this Resolution to the  
2 member confirmed, the Executive Director of the Pierce County Library, and the County  
3 Executive.

4  
5        **ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

6  
7 **ATTEST:**

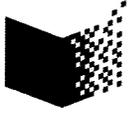
**PIERCE COUNTY COUNCIL**  
Pierce County, Washington

8  
9  
10  
11 \_\_\_\_\_  
12 **Denise D. Johnson**  
13 Clerk of the Council

\_\_\_\_\_

**Dan Roach**  
Council Chair





**Pierce County  
Library Foundation**

**Pierce County Library Foundation  
Board of Directors  
May 27, 2014**

President Michael Gordon called to order the regular meeting of the Pierce County Library Foundation Board of Directors on Tuesday, May 27, 2014 at 7:39 a.m. at the Processing and Administration Center.

**Attendance 76% Present:** Jack Conway, Joan Cooley, Kathryn O. Galbraith, Caireen Gordon, Michael Gordon, Kim Heggerness, Kari Kennard, Janice Ludwig, Travis Mahugh, Craig Richmond, Tim Sherry, Molly Stuen, Linda Tieman, Stacy Topping, Karen Triplett, Shelia Winston, Mary Ann Woodruff. **Absent:** Cyndi Chaney, Larry Faulk, Doug Whitton. **Excused:** Kathryn McCarthy, Adam Small.

**Staff Members:** Lynne Hoffman, Foundation Director; Neel Parikh, Executive Director; Lauren Lindskog, Science-to-go Librarian.

**Approval of Minutes:** Mary Ann Woodruff moved and Janice Ludwig seconded the motion to approve the minutes of the April 22 meeting. The motion passed unanimously.

**Finance Report:** Kari Kennard informed the board that the total net assets at the end of April are \$432,295. A total of \$8,956 was received in unrestricted funds in April. A \$15,000 grant from the Ben B. Cheney Foundation is shown in Temporarily Restricted Net Assets for April. Operation expenses are under budget. Janice Ludwig moved and Kathryn O. Galbraith seconded the motion to approve the April 2014 financial reports. The motion passed unanimously.

**Development Report:** Lynne Hoffman informed the board that the Foundation is exceeding last year's giving but it is under current fundraising goals. The acquisition mailing did not meet expectations. \$100,000 was budgeted for the South Hill project which has been slow to get underway. Next year, the Development Report will separate the capital campaign projects from the annual giving campaign for better tracking. The sponsorship funds and grants are doing very well.

**Recap of Pierce County READs reception:** President Michael Gordon thanked everyone who was involved in working at the donor reception and making our donors feel welcome. Chair Caireen Gordon reported that food did run out and perhaps the food budget should be increased next year. Joan Cooley mentioned that the potential donor she has invited two years in a row felt that it was time for her to become a donor. Neel said that Helen McGovern visited the kids and senior vehicles that were available for a tour and thought they were fabulous.

**Nomination to the Board:** Board Development Chair Tim Sherry nominated Reji Kumar and Barbara Nelson, husband and wife, to the board of directors. They are employed by Intel and will share the membership. Their term will start in September for fiscal year 2014-15. The motion was seconded by Molly Stuen. The motion passed unanimously.

The board development committee is discussing how to build leadership from among the board. The next board meeting will include a discussion on how to approach members about leadership skills and what everyone's expectations are regarding their board involvement.

**Science-To-Go:** Lauren Lindskog, Science-To-Go Librarian, introduced the program to the board. The science book bags are in 12 different theme bags (topics) separated by two age groups: Kindergarten to 1<sup>st</sup> grade and 2<sup>nd</sup>

# M E M O



Date: June 30, 2014  
To: PCLS Staff  
From: Chereé Green, Staff Experience Director  
Subject: New Washington Law- Holidays of Faith and Conscience

Under Washington law all employees of Pierce County Library System are entitled to up to two unpaid holidays per calendar year for “a reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church, or religious holiday.”

Note that a partial day off will count as a full day toward your yearly allotment of two days. Note also that the law provides for unpaid leave, and there is no provision for substituting paid time off. If you wish to be compensated for the time off, please follow the procedures as outlined in Article 13.4 of the Contract regarding Religious Holidays, to use accrued vacation leave, compensatory time, floating holiday or other paid time off.

If you seek to take a day off or partial day off under this law, you must submit a request to your manager/supervisor at least two weeks in advance using the Request Form for Holidays of Faith and Conscience. Untimely requests will only be considered if you can demonstrate that timely notice was not possible under the circumstances.

Your request should include the following information:

- Your name
- The day(s) or partial day(s) that you are requesting off
- A sufficient description of the reason for the leave so that your manager/supervisor can determine if it is properly granted
- If the request is untimely, the reason why it was not possible to submit the request in a timely manner.

Your request will be processed by your manager/supervisor within the standard procedures used for approving vacation requests (Article 12.5.1). The request may be denied if:

- It was not submitted in a timely fashion, or
- The reason for the requested leave is not appropriate under the law, or
- You have already exhausted your allotment of days off under the law, or
- Granting the request would cause an undue hardship

Feel free to contact me with any questions or concerns.



# REQUEST FORM FOR HOLIDAYS OF FAITH & CONSCIENCE

Name \_\_\_\_\_

Department/Branch \_\_\_\_\_

Requested Dates \_\_\_\_\_

Reason for Leave \_\_\_\_\_

\_\_\_\_\_

Date Submitted \_\_\_\_\_ Supervisor/Manager \_\_\_\_\_

Approved     Denied

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Under Washington law all employees of Pierce County Library System are entitled to up to two unpaid holidays per calendar year for "a reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church, or religious holiday."

Note that a partial day off will count as a full day toward your yearly allotment of two days. Note also that the law provides for unpaid leave, and there is no provision for substituting paid time off. If you wish to be compensated for the time off, please follow the procedures as outlined in Article 13.4 of the Contract regarding Religious Holidays, to use accrued vacation leave, compensatory time, floating holiday or other paid time off.

If you seek to take a day off or partial day off under this law, you must submit a request to your supervisor/manager at least **two weeks** in advance using this form. Untimely requests will only be considered if you can demonstrate that timely notice was not possible under the circumstances.

Your request will be processed by your manager/supervisor within the standard procedures used for approving vacation requests (Article 12.5.1). The request may be denied if:

- It was not submitted in a timely fashion, or
- The reason for the requested leave is not appropriate under the law, or
- You have already exhausted your allotment of days off under the law, or
- Granting the request would cause an undue hardship

# UNFINISHED BUSINESS

M E M O



Date: July 2, 2014  
To: Chair Linda Ishem and Members of the Board  
From: Chereé Green, SPHR, Staff Experience Director  
Subject: Executive Director Search Update

Bradbury has posted our opening with all of the sites on the original marketing plan, distributed it to the Pacific Northwest Library Association and made direct contacts with the leadership of the Mountain Plains Library Association, Public Library Association and Urban Libraries Council. They have also been contacting all public library directors of a reasonable size in Washington and have now branched out to Oregon and northern California. The purpose of all of these contacts is to let them know about the opening, seek recommendations or suggestions about possible candidates and see if the person being contacted has any personal interest.

As of Friday, June 27, we have three candidates who have applied for the position by submitting a formal cover letter and copy of her/his resume. Also, we now have 18 “active prospects” on Bradbury’s current prospect list. These are people who have been identified by their colleagues as possible viable candidates. This figure has doubled since June 17. Of the nine active prospects we reported on in our last report, one has applied; one has declined; four indicate they will definitely apply or may apply; and three have yet to make a commitment. Bradbury believes it looks very promising for a total of 15-20 candidates by the July 24 closing date.

Periodic updates from Bradbury will occur on a weekly basis now, with a final wrap up on the July 25 - the day after the position closes. As a reminder, the upcoming key activities are outlined below:

Activity	Target Date:
Applications Close	July 24, 2014
Meet with Screening Committee and present the pool of candidates; select 6-8 semifinalists	July 31, 2014
Semi-final Interviews via Skype with Screening Committee	August 4-5, 2014
Reference Reports to Screening Committee	August 19, 2014
Final Interviews on Site with Board of Trustees (details on the schedule to be determined)	August 21-22, 2014
Negotiations Completed	August 29, 2014
New Executive Director Start Date	TBD

# MEMO

Date: July 2, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Neel Parikh, Executive Director

Subject: Facilities Master Plan (FMP) Study Session Follow Up

Following the Board Study Session, the Administrative Team discussed the meeting and items for follow up. Some of these were on the "Parking Lot" list and some of them came up during the overall conversation. I have sorted these items into three categories.

## To Do

Items we should prepare for the Board prior to my retirement in October.

1. Create a timeline with dates assuming a lid lift takes place prior to a Capital Facilities bond
2. Prepare an overview of financing options for facilities or possible strategies to fund a Facilities Master Plan
3. Create a complete list of upcoming school and fire district elections
4. Identify urban growth boundaries for Puyallup and Tacoma (areas they will probably annex)
5. Provide specifics about proposed changes to buildings
6. Provide history of capital project funding strategies from other libraries

## Ongoing Activities

The following items were suggested as activities the staff should engage in over a long period of time in anticipation of an eventual election. Some of them are items that have a longer duration and would involve ongoing staff activity in the future.

1. 2030 2.0 starts now: Create a communications plan for a bond/lid lift identifying the need for facilities. This should be a general communications strategy that will position us with the public and staff about a future vote for a bond levy.
2. Potential partnerships and opportunities for funding: Identify and explore opportunities
3. Mix use co-location partnerships (thinking outside the box): Continually monitor who is building, what is growing, what is closing and what are our potential partnerships.

## Further Discussion

Three items were brought up which probably require further discussion:

1. New Director transition plan related to the FMP:
  - Does the Board wish to discuss this and what information do you need?
  - Are you talking about a transition plan in general or only connected to the FMP?
2. How important is the FMP to a levy lid lift? How do the two elections align in schedule and activities? This is likely a discussion. Do you want this to take place before the end of October?
3. What is it we **cannot** do because of our current buildings, the economic crisis, etc.? This could be an ongoing conversation or a presentation that would take place after a new Director arrives. We need to know your thoughts around this topic.

# MEMO

Date: July 2, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Neel Parikh, Executive Director

Subject: Election Options Available to Library Districts

There are various election funding options available to us as a library district. The items starred may be applied to capital expenditures.

**\*Reauthorized Levy (aka Levy Limit Lid Lift)**

A proposal to the voters to allow Pierce County Library System, as a taxing district, to levy an amount up to the statutory levy rate limit. The effect is to increase the tax levy “base” for the purposes of the 101% levy lid in future years. Lid lifts may result in increasing the limit factor for one year or up to 6 consecutive years. This measure requires majority approval by district voters. Lid lifts can be temporary (only increase for one year and then go back to the original rate) or permanent. Lid lifts may also be limited to a specific purpose stated in the ballot. Slightly different provisions apply depending on whether the levy limitation will be exceeded for a single year lid lift or multiple year lid lifts, up to six consecutive years. The major difference is that, for multiple years the ballot measure must specify the index factor (i.e. the Consumer Price Index) by which the regular tax levy will be increased in each of the subsequent years.

**\*Capital Facility Area**

RCW 27.15 allows for the formation of a Capital Facility Area in Washington whose purpose is to finance constructions of libraries. A Library Capital Facility Area is an independent taxing unit formed within the boundaries of an existing library district. A Library Capital Facility Area may include a city or town and the surrounding areas whose residents would use the library. The Capital Facility Area can construct buildings, purchase property, equipment, furnishings and library collections or remodel an existing library.

The county council submits two separate ballot issues to registered voters living within the proposed Library Capital Facility Area. One ballot issue asks voters to approve the formation of the Library Capital Facility Area and is approved by a simple majority vote. The second ballot issue asks voters to authorize financing of the new library to be built within the Capital Facility Area. 40% of those who voted in the last election must vote on the financial questions and the issue must be approved by at least 60% of the voters. The capital Facility Area is governed by three members of the county council, from each county included in the area.

**\*General Obligation Bond District-Wide**

This is indebtedness voted on by the public and backed by the full faith and credit of the library system for capital expenditures. The library may develop a district-wide general obligation bond measure to construct buildings, purchase property, equipment, furnishings, library collections or remodel existing buildings throughout the district. 40% of those who voted in the last general election must vote on the bond (“validation”) and the measure must be approved by at least 60% of the voters.

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In 1986, Pierce County Library System passed a district-wide general obligation bond for \$28.9 million. This bond funded construction of nine new branch libraries, the system Processing and Administration Center, renovation of 3 branch libraries, purchased a new computer system, enhanced the book collection and purchase a new bookmobile. The ballot issue asks voters to authorize financing of these projects within the library district.

Passing a district-wide bond measure is known to be very difficult. Spokane County Library District was able to pass such a bond in 1998 (Buildings, Books and Bytes Bond). Alternatively, Fort Vancouver put a similar bond on the ballot in 2000 and it failed twice. In 2003, King County Library System placed a district-wide bond on the ballot for \$155 million and it failed. Learning from this failure, KCLS increased its community involvement and placed a \$172 million district-wide bond on the ballot in 2004. This bond was described as a “replacement bond to replace the 1988 bond revenue and provide funding for the Library System’s 10-year capital budget”. This one passed.

Popular wisdom would say that success for a district-wide bond would require considerable work with our many communities. It would also be important to include projects that would attract voters in every community. Working community by community to identify needs and build support for library improvements is key to success.

**\*One Year Excess Levy (district-wide)**

Indebtedness for one year voted on by the public and available for any use. The ballot issue asks voters to authorize a levy for use by the library district for a specific stated purpose. This is not bonding, but simply a one year excess levy. 40% of those who voted in the last general election must vote on the levy and the measure must be approved by at least 60% of the voters. Fort Vancouver Regional Library successfully used this technique to fund technology projects in the 90’s. Pierce County Library System tried twice in the early 90’s to pass a one year excess levy in order to expand open hours over a three year period. It failed both times.

**\*City Initiatives:**

In addition, a city may choose to build a building for the library system to operate. This would mean that the city would need to either develop a General Obligation Bond for election by the voters or use a Councilmanic bond to fund the building. The city would then retain ownership of the building and the library, under a contractual agreement, would be responsible for maintenance and operations. Currently we do not have buildings under this agreement. However, prior to the 1986 bond, the City of Bonney Lake and the City of Sumner owned and built the buildings used by the library. Currently our only contractual relationship regarding buildings is in the facilities where the library is located along with other services (Orting and Tillicum).

**Annexation:**

Annexation initiates a process that allows the library district to levy taxes within the boundaries of a city at the same rate and on the same basis that the library tax is levied in surrounding unincorporated areas. The taxpayers within the city assume the responsibility for paying directly for library service as if they lived in the unincorporated area.

Annexation measures are approved by the city council for a city election. The library Board must concur with the annexation and the county council must take action to place it on the ballot. A simple majority of the persons voting on the proposition determines the outcome.

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Costs note: There are a number of costs connected with a ballot measure. This includes an approximately \$300,000 charge by the auditor to place a district-wide measure on the ballot and expenditures to provide the public information about the measure. Annexation costs are generally born by the city annexing.

# NEW BUSINESS

Continued

# M E M O



Date: July 1, 2014

To: Chair Linda Ishem and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: 2014 Mid-Year Budget

## **OPERATING BUDGET**

Attached is the mid-year budget chart that summarizes the budget for the remainder of the year. The primary goal of the mid-year budget was to ensure that spending was on track for the remainder of the year, make corrections and adjustments as needed, and begin planning for 2015.

### **New Revenues**

The Library received about \$109,000 in a revised property tax certificate in late December 2013, and is incorporated into the mid-year budget. Net of other revenue increases and decreases is \$389,000. Overall increase of new revenue is recorded at \$498,136 for the remainder of 2014.

### **Expenditures**

The net of all expenditures increases \$370,473, including a slight change to the capital improvement fund transfer. Savings due to unfilled positions were offset by increases to maintenance and operations. Some of those increases are not expected to carry forward into 2015 (for example, Paul Allen grant costs and Executive Library Director recruitment costs).

The adjustment to personnel budget to match projected costs is on target at -3%. Note that because the first 5 months of the actuals already reflect personnel savings, this line item was adjusted for the remainder of the year.

### **Use of Cash Reserves and Total Sources of Funding**

Due to additional revenue and lower expenditures, the Library is eliminating the need to use cash reserves, which was budgeted at \$127,663. Therefore, net total sources of funding increased by \$370,473.

### **CIP Transfer**

As noted elsewhere in this Board packet, the CIP transfer remains at 1%. We had reduced this from the original 3% several years ago to prevent further reductions in services and staff; we are strategizing how best to restore the transfer, as capital needs are necessary.

### **Bottom Line**

The Library is proposing a balanced budget with without use of cash reserves. During the Board meeting, we will talk more about the budget process and answer any questions you have.

**Attached is the revised budget of revenues and expenditures, needing a motion from the Board.**

**PIERCE COUNTY LIBRARY SYSTEM  
- 2014 MID-YEAR -**

GENERAL FUND MID-YEAR BUDGET PROPOSED AS OF 6/30/2014	2014 Final (12/11/13)	2014 As of 5/31	2014 Mid-Year	% used as of 5/31	% Change 2014 Final to 2014 MY	2014 FISCAL YEAR Notes
Use of Fund Balance/Cash Reserves	127,663		0	0.00%	-100.00%	Estimated cash unused from 2013's \$807,000 to be applied to 2014
----- REVENUES -----						
31110 Property Taxes Refunded						
31111 Property Taxes Current	23,502,762	10,243,245.20	<b>23,744,495</b>	43.58%	1.03%	1.03% AV change (242k) compared to 12/20/13 levy certif.
31112 Property Taxes Delinquent	940,110	345,600.99	<b>807,313</b>	36.76%	-14.13%	-14.13% AV change (-133k) compared to 12/20/13 levy certif.
31130 Sale of Tax Title Property	3,000	679.09	<b>3,000</b>	22.64%		
31210 Private Harvest Tax	50,000	10,522.51	<b>70,000</b>	21.05%	40.00%	Increased to anticipated receipts
31720 Leasehold Excise Tax	20,000	9,445.59	<b>20,000</b>	47.23%		
33872 Contract Fees-Cities		1,620.00	<b>3,900</b>	new	new	Match year-end projection
33890 Governmental Service Fees		2,265.61	<b>5,400</b>	new	new	Match year-end projection
34160 Copier Fees	25,000	13,572.70	<b>30,000</b>	54.29%	20.00%	Increased to anticipated receipts (due to Envisionware)
34161 Graphics Services Charges		3,758.05	<b>4,000</b>	new	new	Match year-end projection
34162 Printer Fees	60,000	44,674.30	<b>105,000</b>	74.46%	75.00%	Increased to anticipated receipts (due to Envisionware)
34163 Fax Fees		8,707.04	<b>21,000</b>	new	new	Increased to anticipated receipts (due to Envisionware)
34730 Interlibrary Loan Fees		65.00		new		
35970 Library Fines	615,000	248,994.84	<b>600,000</b>	40.49%	-2.44%	Decreased to anticipated receipts
36110 Investment Income	10,000	1,761.39	<b>10,000</b>	17.61%		
36111 Interest - State Forest Fund		0.10		new		
36190 Other Interest Earnings		1.46		new		
36200 Key Pen Hlth Dept Facility Rev		312.68		new		
36700 Foundation Donations	225,500	185,298.48	<b>400,000</b>	82.17%	77.38%	Includes several grants that came in this year
36720 Friends' Reimbursements		2,812.97	<b>3,000</b>	new	new	Match year-end projection
36725 Donations-Other		46.23		new		
36910 Sale of Scrap and Salvage		347.50		new		
36920 Book Sale Revenue	20,000	3,735.21	<b>10,000</b>	18.68%	-50.00%	Decreased to anticipated receipts
36990 Miscellaneous Revenue		3,924.37	<b>9,000</b>	new	new	Increased to anticipated receipts
36991 Payment for Lost Materials	25,000	4,694.75	<b>12,000</b>	18.78%	-52.00%	Decreased to anticipated receipts
36994 Unclaimed Property		254.06		new		
36996 Jury Duty Reimbursement		182.96		new		
36997 Prior Year's Refunds		627.02		new		
36998 E Rate Reimbursement		2,419.77	<b>114,000</b>	new	new	Based on approved reimbursement
36999 Rebates - Procurement Card	15,000	16,595.93	<b>30,000</b>	110.64%	100.00%	Increased to anticipated receipts
39510 Sale of Fixed Assets	15,000	-	<b>15,000</b>	0.00%		
39520 Insurance Recoveries - Capital Assets		7,396.28	<b>7,400</b>	new	new	Match year-end projection
<b>TOTAL REVENUES</b>	<b>\$25,526,372</b>	<b>\$11,163,562.08</b>	<b>\$26,024,508</b>	<b>43.73%</b>	<b>1.95%</b>	
Increase/decrease over previous		-14,362,810 (-56.27%)	498,136 (1.95%)			Compared to 2014 Original budget (passed 12/11/2013)
<b>TOTAL FUNDING SOURCES</b>	<b>\$25,654,035</b>	<b>\$11,163,562.08</b>	<b>\$26,024,508</b>	<b>43.52%</b>	<b>1.44%</b>	
Increase/decrease over previous		-14,490,473 (-56.48%)	370,473 (1.44%)			Compared to 2014 Original budget (passed 12/11/2013)

**PIERCE COUNTY LIBRARY SYSTEM  
- 2014 MID-YEAR -**

GENERAL FUND MID-YEAR BUDGET PROPOSED AS OF 6/30/2014	2014 Final (12/11/13)	2014 As of 5/31	2014 Mid-Year	% used as of 5/31	% Change 2014 Final to 2014 MY	2014 FISCAL YEAR Notes
<b>----- EXPENDITURES -----</b>						
<b>PERSONNEL</b>						
51100 Salaries & Wages	13,709,535	5,454,753.88	<b>13,429,017</b>	39.79%	-2.05%	Reduced to reflect vacancies
51105 Additional Hours	247,100	110,891.75	<b>248,850</b>	44.88%	0.71%	
51106 Shift Differential	161,206	53,927.27	<b>148,518</b>	33.45%	-7.87%	Reduced to match year-end projection
51107 Substitute Hours	284,500	110,263.88	<b>303,500</b>	38.76%	6.68%	Increased to match projected needs through end of year
51109 Tuition Assistance Program	300	-	<b>300</b>	0.00%		
51200 Overtime Wages	5,800	2,134.79	<b>6,750</b>	36.81%	16.38%	Increased to reflect anticipated needs through year end
52001 Industrial Insurance	165,707	76,775.37	<b>173,130</b>	46.33%	4.48%	Increased to reflect anticipated needs through year end
52002 Medical Insurance	2,268,400	864,114.92	<b>2,198,331</b>	38.09%	-3.09%	Reduced to match year-end projection
52003 FICA	1,102,241	434,098.08	<b>1,098,014</b>	39.38%	-0.38%	Follows Salaries & Wages
52004 Retirement	1,167,555	498,889.73	<b>1,192,330</b>	42.73%	2.12%	Reflects second half of year retirement rate increases
52005 Dental Insurance	241,326	76,326.56	<b>218,189</b>	31.63%	-9.59%	Reduced to match year-end projection
52006 Other Benefit (Cell Phone Allowance)	9,580	4,340.00	<b>11,020</b>	45.30%	15.03%	Increased to match year-end actuals projection
52010 Life and Disability Insurance	25,245	10,944.38	<b>25,674</b>	43.35%	1.70%	Increased to match year-end actuals projection
52020 Unemployment Compensation	30,500	-	<b>30,500</b>	0.00%		
52200 Uniforms	1,300	1,135.03	<b>1,300</b>	87.31%		
Total Personnel	<b>19,420,295</b>	<b>7,698,595.64</b>	<b>19,085,423</b>	<b>39.64%</b>	<b>-1.72%</b>	
Reduction in salaries planning budget to match projections	(582,609)	-	<b>(524,849)</b>		9.91%	Adjusted for year end projections
Net Personnel	<b>18,837,686</b>	<b>7,698,595.64</b>	<b>18,560,574</b>	<b>40.87%</b>	<b>-1.47%</b>	
<b>MAINTENANCE &amp; OPERATIONS</b>						
53100 Office/Operating Supplies	155,400	49,336.29	<b>169,450</b>	31.75%	9.04%	Increased to anticipated needs due to more supply needs
53101 Custodial Supplies	52,100	19,327.08	<b>52,100</b>	37.10%		
53102 Maintenance Supplies	60,200	18,102.86	<b>60,200</b>	30.07%		
53103 A/V Processing Supplies	20,000	5,516.88	<b>20,000</b>	27.58%		
53104 Book Processing Supplies	20,000	8,174.60	<b>20,000</b>	40.87%		
53200 Fuel	40,750	23,931.77	<b>40,750</b>	58.73%		
53500 Minor Equipment	6,500	-	<b>6,500</b>	0.00%		
53501 * Furnishings	35,000	4,615.94	<b>53,000</b>	13.19%	51.43%	Increased to cover costs for grants
53502 * PC Hardware	216,300	92,336.10	<b>244,600</b>	42.69%	13.08%	Includes replacing very old staff computers
53503 Printers	20,000	1,263.95	<b>20,000</b>	6.32%		
53505 Software	17,000	14,612.22	<b>53,400</b>	85.95%	214.12%	Includes voice activated module for improved service to PAC callers
54100 * Professional Services	256,200	204,793.22	<b>434,454</b>	79.93%	69.58%	Includes coaching and training for staff, and costs for Paul Allen grant
54101 Legal Services	30,000	13,700.00	<b>30,000</b>	45.67%		
54102 Collection Agency	24,000	7,392.89	<b>24,000</b>	30.80%		
54161 Resource Sharing Services	22,000	3,042.55	<b>19,000</b>	13.83%	-13.64%	Reduced to match anticipated costs
54162 Bibliographics Services	38,000	12,186.74	<b>33,000</b>	32.07%	-13.16%	Reduced to match anticipated costs
54163 Printing and Binding	2,000	-	<b>2,000</b>	0.00%		
54165 Inter Library Loan Lost Item Charges	3,000	842.35	<b>3,000</b>	28.08%		
54200 Postage	38,000	713.14	<b>33,000</b>	1.88%	-13.16%	Reduced to match anticipated costs (less mailed; more electronic)
54201 Telephone/Data Lines	161,300	126,771.97	<b>305,000</b>	78.59%	89.09%	Offset by Erate reimbursements (which occur this and next year)
54300 * Travel	29,200	18,149.29	<b>129,200</b>	62.16%	342.47%	Includes Executive Director recruitment costs
54301 Mileage Reimbursements	30,250	12,364.75	<b>30,150</b>	40.88%	-0.33%	Slight reduction
54400 * Advertising	29,000	7,467.20	<b>68,000</b>	25.75%	134.48%	Includes 2014 public opinion survey, and grant costs
54501 * Rentals/Leases - Buildings	377,700	152,298.79	<b>377,700</b>	40.32%		
54502 * Rentals/Leases - Equipment	23,600	23,656.71	<b>23,600</b>	100.24%		
54600 Insurance	189,500	22,183.25	<b>189,500</b>	11.71%		
54700 Electricity	220,000	98,706.75	<b>240,000</b>	44.87%	9.09%	Increase due to anticipated usage and costs

**PIERCE COUNTY LIBRARY SYSTEM  
- 2014 MID-YEAR -**

GENERAL FUND MID-YEAR BUDGET PROPOSED AS OF 6/30/2014	2014 Final (12/11/13)	2014 As of 5/31	2014 Mid-Year	% used as of 5/31	% Change 2014 Final to 2014 MY	2014 FISCAL YEAR Notes
54701 Natural Gas	15,000	5,900.23	15,000	39.33%		
54702 Water	26,000	6,769.26	26,000	26.04%		
54703 Sewer	21,700	13,200.53	32,000	60.83%	47.47%	Increase due to anticipated usage and costs
54704 Refuse	22,500	8,601.81	22,500	38.23%		
54800 * General Repairs/Maintenance	198,300	204,517.87	198,300	103.14%		
54801 * Contracted Maintenance	709,200	212,960.95	729,200	30.03%	2.82%	Cost increases from groundskeeping & HVAC contracts
54803 Maint. Telecomm Equipment	31,000	21,012.46	31,000	67.78%		
54900 * Registrations	23,250	11,189.16	26,450	48.13%	13.76%	Increased slightly
54901 * Dues and Memberships	34,620	21,678.95	42,120	62.62%	21.66%	Includes two payments for ULC
54902 Taxes and Assessments	30,500	14,688.04	30,500	48.16%		
54903 Licenses and Fees	53,150	14,245.05	34,850	26.80%	-34.43%	Reduced to reflect more accurate fees for Envisionware
54904 Miscellaneous	790	2,153.64	790	272.61%		
54905 Event Registration	0	1,730.50	0	new		
55100 Intergovernmental	1,000	-	0	0.00%	-100.00%	Fiscal audit ended in 2013; no carry over funding needed
<b>Total Maintenance &amp; Operations</b>	<b>3,284,010</b>	<b>1,480,135.74</b>	<b>3,870,314</b>	<b>45.07%</b>	<b>17.85%</b>	
* Items that are asterisked required department heads to list specific costs						
<b>MATERIALS</b>						
534xx Materials	3,277,075	911,437.70	3,333,375	27.81%	1.72%	Includes grant purchases
53401 Adult Materials	827,684	253,463.97	841,184	30.62%	1.63%	Includes grant purchases
53403 Periodicals	80,000	6,727.98	80,000	8.41%		
53405 Juvenile Books	496,458	160,063.43	535,258	32.24%	7.82%	Includes grant purchases
53406 Professional Collection	20,000	1,605.32	20,000	8.03%		
53407 International Collection	76,000	6,047.49	76,000	7.96%		
53408 Audiovisual Materials - Adult	816,000	260,345.29	816,000	31.91%		
53409 Audiovisual Materials - Juvenile	102,040	20,584.68	102,040	20.17%		
53411 Electronic Info Sources	170,355	4,404.49	170,355	2.59%		
53412 Reference Serials	36,414	487.01	36,414	1.34%		
53413 Electronic Services	244,124	84,762.55	244,124	34.72%		
53414 Electronic Collection	255,000	67,713.37	259,000	26.55%	1.57%	Includes grant purchases
53464 Vendor Processing Services	153,000	45,232.12	153,000	29.56%		
53499 Gifts - Materials	-	2,161.29	0	new		
<b>Total Materials</b>	<b>3,277,075</b>	<b>913,598.99</b>	<b>3,333,375</b>	<b>27.88%</b>	<b>1.72%</b>	= 12.81% of revenues
54912 CONTINGENCY	0	-	0			Cash reserves are adequate
59700 TRANSFERS TO CIP	255,264	-	260,245	0.00%	1.95%	Set at 1% of revenues
<b>Total Transfers</b>	<b>255,264</b>	<b>-</b>	<b>260,245</b>	<b>0.00%</b>	<b>1.95%</b>	
<b>TOTAL EXPENDITURES</b>	<b><u>\$25,654,035</u></b>	<b><u>\$10,092,330.37</u></b>	<b><u>\$26,024,508</u></b>	<b><u>39.34%</u></b>	<b><u>1.44%</u></b>	
<b>REVENUES LESS EXPENDITURES</b>	<b><u>(\$127,663)</u></b>	<b><u>\$1,071,231.71</u></b>	<b><u>\$0</u></b>	<b><u>-839.11%</u></b>	<b><u>100.00%</u></b>	

**PIERCE COUNTY LIBRARY SYSTEM  
- 2014 MID-YEAR -**

GENERAL FUND MID-YEAR BUDGET PROPOSED AS OF 6/30/2014	2014 Final (12/11/13)	2014 As of 5/31	2014 Mid-Year	% used as of 5/31	% Change 2014 Final to 2014 MY	2014 FISCAL YEAR Notes
<b>BUDGET SUMMARY</b>						
Use of Fund Balance/Cash Reserves	127,663	0.00	0	0.00%	-100.00%	
<b>REVENUES</b>						
Taxes	24,515,872	10,609,493.38	<b>24,644,808</b>	43.28%	0.53%	94.70% of revenues
Intergovernmental	0	3,885.61	<b>9,300</b>	new	new	0.04% of revenues
Charges for Services	85,000	70,777.09	<b>160,000</b>	83.27%	88.24%	0.61% of revenues
Fines	615,000	248,994.84	<b>600,000</b>	40.49%	-2.44%	2.31% of revenues
Miscellaneous	310,500	230,411.16	<b>610,400</b>	74.21%	96.59%	2.35% of revenues
<b>TOTAL REVENUES</b>	<b>25,526,372</b>	<b>11,163,562.08</b>	<b>26,024,508</b>	<b>43.73%</b>	<b>1.95%</b>	100.00% of revenues
Increase/decrease over previous year		-14,362,810 (-56.27%)	498,136 (1.95%)			
<b>TOTAL AVAILABLE FUNDING SOURCES</b>	<b>25,654,035</b>	<b>11,163,562.08</b>	<b>26,024,508.00</b>	<b>43.52%</b>	<b>1.44%</b>	
Increase/decrease over previous year		-14,490,473 (-56.48%)	370,473 (1.44%)			
<b>EXPENDITURES</b>						
Personnel	18,837,686	7,698,595.64	<b>18,560,574</b>	40.87%	-1.47%	71.32% of expenditures
Maintenance & Operations	3,284,010	1,480,135.74	<b>3,870,314</b>	45.07%	17.85%	14.87% of expenditures
Materials	3,277,075	913,598.99	<b>3,333,375</b>	27.88%	1.72%	12.81% of expenditures
Subtotal	<b>25,398,771</b>	<b>10,092,330.37</b>	<b>25,764,263</b>	<b>39.74%</b>	<b>1.44%</b>	99.00% of expenditures
Increase/decrease over previous year		-15,306,441 (-60.26%)	365,492 (1.44%)			
CONTINGENCY	0	0.00	<b>0</b>			0.00% of expenditures
TRANSFERS TO CIP	255,264	0.00	<b>260,245</b>	0.00%	1.95%	1.00% of expenditures
Subtotal	<b>255,264</b>	<b>0.00</b>	<b>260,245</b>	<b>0.00%</b>	<b>1.95%</b>	1.00% of expenditures
<b>TOTAL EXPENDITURES</b>	<b>25,654,035</b>	<b>10,092,330.37</b>	<b>26,024,508</b>	<b>39.34%</b>	<b>1.44%</b>	100.00% of expenditures
Increase/decrease over previous year		-15,561,705 (-60.66%)	370,473 (1.44%)			
<b>NET OF REVS &amp; EXPS</b>	<b>\$0</b>	<b>\$1,071,231.71</b>	<b>\$0</b>	<u>new</u>		<b>BALANCED BUDGET</b>

# M E M O



Date: July 2, 2014  
To: Chair Linda Ishem and Members of the Board of Trustees  
From: Clifford Jo, Director of Finance & IT  
Subject: 2014 Mid-Year Capital Improvement Plan

As part of the mid-year adjustment, the Capital Improvement Plan was reviewed and revised. Several changes are recommended on the attachment. Major changes are noted below.

- Accounted for payments made in 2014 towards 2013 projects that ended up having some activity in 2014, whether for work or payments (this is especially for Fife turnaround and HVAC work, Customer Print Enhancements, and PAC HVAC). Those are noted as “CARRY FORWARD”.
- For the remainder of 2014, we have revised the Tillicum HVAC cost.
- New proposals include:
  - PAC Emergency Backup Generator. We are receiving bids and believe the cost will come in lower, but there may need to be a contingency for unanticipated work.
  - The Senior Van, a project moved from late 2013 and is entirely funded by grants.
  - Outreach to school vans, a new project that is entirely funded by the Foundation.
- The Rekey project is moved out to a future year.
- The Technology Planning funding was reduced for the remainder of the year.

We are requesting the Board to increase the budget by \$653,100, the majority of which accounts for carry forward payments for 2012 projects (\$347,000) and the increase in cost to the PAC HVAC system (\$286,000).

A resolution is required to approve the change to the capital improvement budget (attached).

2015 projects will be fully developed beginning in August and proposed in November as part of the fiscal year budgeting. Further refinements will be made to 2016-2019 projects.

Note that available cash in the CIP has decreased considerably. During the economic downturn, we strategically decreased CIP funding to offset further reductions to services and staff. During upcoming months we are strategizing methods to rebuild the CIP fund and will bring that to the Board.

## 2014 Mid-Year Capital Improvements

	2014		
	Final	Mid-Year	
<b>Beginning Fund Balance (estimated)</b>	<b>2,000,000</b>	<b>1,388,580</b>	Mid-year reflects 2013 fiscal year results (original \$2m was estimate)
<b>REVENUES</b>			
General Fund Transfer	255,114	260,245	Slight increase due to change in general fund revenues (1% GF revs)
Energy rebates (PAC)	79,000	79,000	No change; on budget
Carpet reimbursement from manufacturer (SH)	81,000	81,000	No change; on budget
Foundation Funding (for Senior Vans/Outreach Vans)		175,000	Funding for vans
<b>Total Inflows</b>	<b>415,114</b>	<b>595,245</b>	
<b>Total Funding Available</b>	<b>2,415,114</b>	<b>1,983,825</b>	
<b>PROJECTS</b>			
<b>Commitments</b>			
UP 5,000 sq feet expansion (10-year contractual)	120,000	120,000	No change; on budget
Customer Print Enhancements		7,500	Carry forward of 2013 costs paid in 2014
Fife follow up work (Parking Lot & HVAC)		20,500	Carry forward of 2013 costs paid in 2014
<b>Service Improvement Projects</b>			
Restroom upgrades (PKS, SH, GH, SMT, KC, LWD, PAC)	210,000	210,000	No change; on budget
Replace Aging Furnishings	50,000	50,000	No change; on budget
UP Teen area accoustical treatments	15,000	15,000	No change; on budget
<b>Major Maintenance</b>			
<b>HVAC Replacements</b>			
PAC (Offset by energy grants)		75,200	Carry forward of 2013 costs paid in 2014
LWD Air Handler Unit Replacement	32,000	32,000	No change; on budget
TIL	13,000	18,000	Up from \$13k
<b>Roof Replacements</b>			
KC	71,000	71,000	No change; on budget
STL	80,000	80,000	No change; on budget
<b>Exterior Painting</b>			
KC	7,000	7,000	No change; on budget
<b>Interior Painting</b>			
PKS	40,000	40,000	No change; on budget
<b>Carpet Replacements</b>			
SH (defect carpet with warranty replacement)	81,000	81,000	No change; on budget
<b>Miscellaneous Major Maintenance/Improvements</b>			
Lighting energy efficiencies (GH, PAC, KC, LWD)	78,000	78,000	Not doing PAC/KC/LWD
Replace exterior doors (LWD entryway, BLK staff)	26,000	26,000	No change; on budget
Sealcoat all parking lots	50,000	50,000	No change; on budget
PCLS Rekey of doors	55,000	0	Moved to future year
PAC Power Generator Replacement		198,000	New project - emergency replacement
<b>Vehicles</b>			
Contingency for major repairs	10,000	15,000	Up from \$10k to cover Delivery Van repairs
Senior Van (Grant funded)		75,000	Project moved from 2013
Outreach to School Vans (Grant funded)		100,000	New Project
<b>Equipment and Technology</b>			
Technology Plan Implementation**	250,000	150,000	Reduced to cover anticipated projects through year end
<b>Total Capital Project Budget</b>	<b>1,188,000</b>	<b>1,519,200</b>	
Contingency Needs (3% CIP budget, min \$25,000)	36,000	46,000	
Gig Harbor/KC Garden Project (Foundation funded)		4,000	
<b>Ending Fund Balance (estimated)</b>	<b>1,191,114</b>	<b>418,625</b>	

**RESOLUTION NO. 2014-04**

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE  
PIERCE COUNTY RURAL LIBRARY DISTRICT  
TO REVISE THE CAPITAL IMPROVEMENTS FUND BUDGET OF  
ESTIMATED EXPENDITURES FOR 2014**

**WHEREAS**, the Board of Trustees of the Pierce County Rural Library District on December 11, 2013 approved a Capital Improvements Budget of \$1,224,000, and

**WHEREAS**, in June 2014, the Pierce County Rural Library District conducted a midyear budget analysis to determine if any adjustments were warranted, including to account for payments made in 2014 towards 2013 projects, and

**WHEREAS**, in the year 2014 several unscheduled capital improvement projects needed immediate attention and adjustments needed to be made to existing or new projects, now, therefore

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

The 2014 Capital Improvements Budget of Estimated Expenditures be revised this date to the total amount of \$1,565,200 an increase of \$341,200 from the December 11, 2013 budget, to reflect the additions to, deletions from, modifications to, and/or the rescheduling of projects outlined in the overall Capital Improvements Plan.

**PASSED AND APPROVED THIS 9TH DAY OF JULY, 2014.**

<b>BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT</b>	
Linda Ishem, Chair	_____
Robert Allen, Vice-Chair	_____
Donna Albers, Member	_____
Al Rose, Member	_____
J. J. McCament, Member	_____



Date: June 25, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Lisa Bitney, Reading & Materials Director and Sally Porter Smith, Customer Experience Director

Subject: Circulation Report

In 2013 the Library reported a 6.1% loss in circulation while implementing a 23.34% reduction in materials budget. A review of prior year data provides a broader perspective in understanding circulation loss. This report identifies specific areas of circulation loss, the administrative decisions impacting circulation, as well as other contributing factors to declining circulation for specific types of materials.

**2013 Circulation Gains and Loss:**

+167,521 Downloadable eBooks, eAudio and Music (39% increase from 2012)

-556,363 Print and AV Materials (7.9% loss from 2012)

Print and AV collections continued to decline in 2013 with the exception of Large Print and Juvenile Fiction. The most notable contributor to circulation loss (-556,363) was in the circulation of DVDs (49% of loss) and music CDs (11% of loss). Of the Adult print reading, including fiction, non-fiction, paperback and periodical declined 20.08 and talking books declined 8.01%. The chart summarizes how each collection contributed to circulation loss (-556,363) by collection.

Circulation Change Report PRINT and AV: 2011 to 2013	2011	2012	% Change 2011 to 2012	2013	% Change 2012 to 2013	% Change 2011 to 2013	% of 2013 Circulation Loss
Adult Fiction	621,577	587,106	-5.55	558,740	-4.83	-10.11	-5.10%
Adult Non Fiction	937,365	874,931	-6.66	820,414	-6.23	-12.48	-9.80%
CD	531,200	447,736	-15.71	386,605	-13.65	-27.22	-10.99%
DVD	2,458,406	2,385,389	-2.97	2,112,249	-11.45	-14.08	-49.09%
Easy	893,836	875,163	-2.09	864,519	-1.22	-3.28	-1.91%
International	94,066	81,286	-13.59	71,746	-11.74	-23.73	-1.71%
J Fiction	192,777	206,991	7.37	226,551	9.45	17.52	3.52%
J Non Fiction	248,453	240,907	-3.04	231,097	-4.07	-6.99	-1.76%
J Paperback	324,354	282,115	-13.02	260,751	-7.57	-19.61	-3.84%
Large Print	144,022	138,117	-4.1	140,710	1.88	-2.3	0.47%
Paperback	179,239	155,783	-13.09	131,391	-15.66	-26.7	-4.38%
Periodical	158,780	151,798	-4.4	120,006	-20.94	-24.42	-5.71%
TKCD Fiction	253,617	246,664	-2.74	233,880	-5.18	-7.78	-2.30%
TKCD Non Fiction	57,469	51,342	-10.66	46,212	-9.99	-19.59	-0.92%
YA Fiction	200,065	194,555	-2.75	176,273	-9.4	-11.89	-3.29%
YA Non Fiction	42,276	36,494	-13.68	29,312	-19.68	-30.67	-1.29%
YA Paperback	71,999	56,141	-22.03	44,933	-19.96	-37.59	-2.01%
<b>Total</b>	<b>7,420,290</b>	<b>7,043,375</b>	<b>-5.08</b>	<b>6,487,012</b>	<b>-7.90</b>	<b>-12.58</b>	
<b>Circulation Loss</b>			<b>-376,915</b>		<b>-556,363</b>		

\*Polaris Report, does not include 112,000 items not assigned a collection code.

All branches experienced declines in print and AV circulation in 2013. Downloadable circulation is not attributed to locations but rather to the system. The chart below shows percentage change in circulation by location from 2010 to 2013. University Place Library with an overall positive percentage change experienced an 8% decline in print and AV circulation in 2013. The libraries with lowest decline are new libraries: UP, Fife and Milton. Each showed significant increases with the opening of their new libraries followed by a decline and leveling off in circulation. Sumner's circulation changed, as was expected, with the opening of the Milton and Fife libraries. Key Center decline in circulation occurred during a closure for renovation when limited services were offered. In 2014, Key Center's circulation has increased 159% year to date. Buckley's largest decline in circulation occurred in 2012 at 16% and slowed in 2013 at 11%. The largest percentage change was experienced by Outreach (COS), representing a 51% decline from 2010 to 2013. Significant reductions in service provided with bookmobiles combined with introducing a new service model dramatically impacted branch circulation. 2013 was the transition year to the new Outreach service model and in 2014 the new service continues to build. Outreach has added over 6,000 new customers and increased circulation by 13% in the first five months of 2014. While declines in circulation were reflected across branches, Outreach's 2013 circulation loss represented 8% of the total circulation loss of 2013 (-556,363).

Percentage Change in Circulation, 2010 - 2013	
University Place	9% In 2013, -8% decline from high in 20%
Milton	-3%
Gig	-9%
Tillicum	-16%
Eatonville	-21%
Steilacoom	-21%
Bonney Lake	-22%
Graham	-22%
DuPont	-23%
Fife	-24%
South Hill	-24%
Orting	-25%
Summit	-26%
Lakewood	-27%
Parkland	-28%
Sumner	-29%
Buckley	-30%
Key Center	-37% Closure
COS	-51%

### Impact of DVD Dispensing Units on Circulation and Changes in How People View Movies

- 49% of 2013 Circulation Loss
- 30% of collection in movie machines
- 33% of 2013 Total Circulation
- 24% of 2013 Materials Budget
- 22% of registered cardholders borrowed DVDs in 2013
- 9.37% decline in DVD customers in 2013
- 22% percentage decline in DVD customers since 2010
- 10% further decline in DVD customers YTD 2014 with continuing, steady decline in circulation
- 42,000 active DVD holds by 8,000 unique customers (monthly average)

Dispensing units piloted in 2011 and implemented in 2012 and 2013 changed how people chose and checked out DVDs. High demand DVDs as well as popular, high theft titles are now available through the machines or by hold in all but two locations (sequestered collections). Customers are limited to 7 DVDS and copies from machines cannot be renewed. For non-machine DVDs not on request, the renewal rate is 21%. It is difficult to calculate the impact of limiting circulation as many of the materials are high demand and would not be eligible for renewal. In addition, these titles should turnover more as items are not traveling from library to library and held on shelves waiting for pickup.

While we know less people are checking out fewer DVDs because of movie machines, all loss in DVD circulation cannot be attributed to machines alone. In spring 2013, Kati Irons distributed a public survey regarding how people watch movies and TV. When asked how people got their movies, 40% said they got most

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of their movies from the Library, 37% selected streaming with the remaining people choosing grocery store (6.75%), mail (11%) and video store (5.52%). For people who stream movies, 56.52% use Netflix, 14% Hulu, 7% Amazon Prime and 21% other. We anticipate ongoing decline in DVD circulation as more people access movies through convenient digital methods such as streaming. In 2014 PCLS introduced Hoopla and streaming movies. Year to date, Hoopla customers (3,300) have streamed 1,495 TV series segments and 5,315 movies.

### **Declining CD Music Circulation (11% of 2013 circulation loss)**

The growth in digital music has dramatically altered the music industry and sales have declined since 2007. Kati Irons survey included how people listen to music. 42% get CDs from a store as well as 45% surveyed said they got CDs from the Library. 24% said they streamed music online using PCLS *Freegal*. In 2014, PCLS shifted from *Freegal* to *Hoopla*. Year to date, 7,125 albums have been streamed through Hoopla.

Another impact on CD circulation is coming from the auto industry. Apple now has CarPlay, which brings the owner's phone, music, and books through the car's dashboard. CarPlay has been picked up by Volvo, Hyundai, Honda, Jaguar, Ferrari and Mercedes-Benz. Partnerships with BMW, Subaru, Toyota and Ford are in process. Google is partnering with Audi, GM, Honda and Hyundai to integrate its Android operating system into cars starting this year. Many cars no longer provide CD players.

### **Changes in how people read and listen to audio books (29% of circulation loss for adult reading collections, including talking books)**

The use of Adult Fiction and NF is declining while use of Ebooks and downloadable audio is increasing. While the circulation of Ebooks offsets losses in both of these categories, customers' choice of format matters. A 2014 Pew Report (<http://www.pewinternet.org/2014/01/16/e-reading-rises-as-device-ownership-jumps/>) states that while 28% of adults read an e-book (up 5%) in the last year, seven in ten Americans reported also reading a book in print, up 4 percentage points over 2012 and 14% of adults listened to an audiobook. While readers want print, e-book and audiobook the Library is also seeing a reduction in the circulation of TKCD (audiobooks on CD) of 5.36% (represents 1.69% of the total circulation loss). Large print reading increased slightly from 2012 to 2013. Periodical circulation does not reflect in library use of print nor ProQuest and EBSCO database access to periodical articles.

Evaluation of the changes in the format readers chose as well as how different marketing segments read are being evaluated by Selectors, Customer Experience Managers and branch staff as we strive to better understand our customers' choices. Highest circulation of hardback and trade fiction reading occurs at Gig Harbor (15%), South Hill (11%), Lakewood & Parkland (10%), UP (9%, not including reciprocal borrowing) with the lowest reading percentage at Tillicum (1%), Fife (1%) and Key Center (1%). Adult hardback NF reading ranges from high percentage: Gig Harbor and South Hill (13%), Parkland (12%), Lakewood and UP (9%) and lowest percentage at Fife and Tillicum, both at 1%. More detailed research in process.

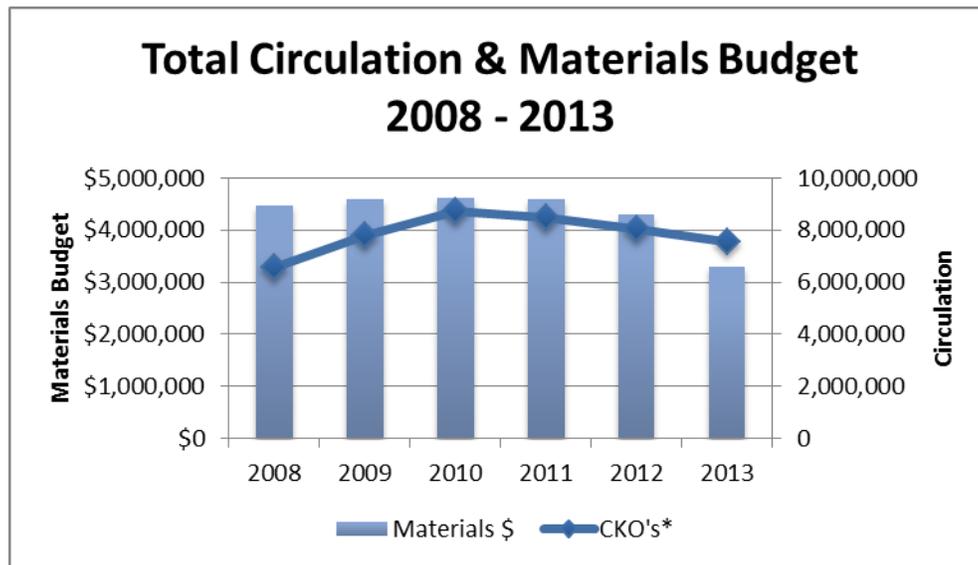
### **Customers**

Overall number of registered borrowers has been relatively stable for three years. This follows national trends reported in the 2013 Public Library Data Service Statistical Report for libraries serving populations 250,000 to 4999,999. A concern is that in 2013 the number of new customers fell 14.7%. This appears to be turning around as the Library has added 23,987 customers as of May 31, 2014 as compared to 15,588 new customers added at the end of May, 2013. At the end of May 2014 after deleting inactive customers the Library has a 1.64% increase in cardholders.

	2010	2011	2012	2013
Customers	244,650	250,290	251,034	250,091
New Customers	50,566	55,775	55,495	47,318
% Change New Customers		10.30%	-0.50%	-14.73
% Change Total customers		2.30%	0.30%	-0.37%

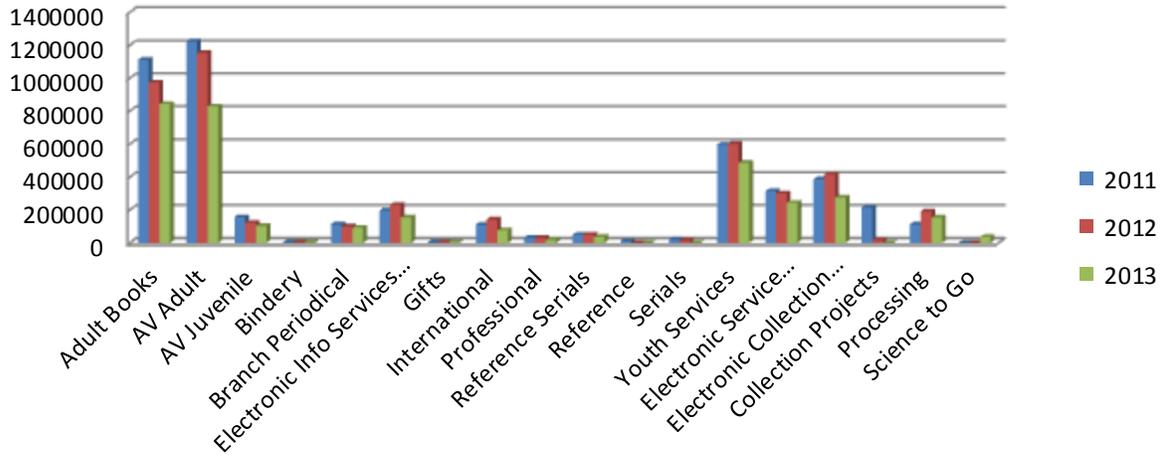
## Circulation, Collection Size and Materials Allocation

In 2008 PCLS allocated \$4,464,008 to materials following the Levy Lid lift, strong materials budgets continued through 2011 with 0.26% reduction in 2011. Circulation declined 2.79% the same year. In 2012 the materials budget was reduced an additional 6.5% as the Library continued to experience declining revenues and circulation declined 5.49%. In 2012 following a collection review, the materials budget was cut \$1,004,086. in 2013 budget. A contributing factor in cutting the 2013 eBook budget was the limited availability of eBooks to libraries; the Library could not spend the budget allocated. By the end of 2013 the industry increased purchasing options for libraries and utilizing encumbered funds not expended; the Library bought an additional \$30,000 in eBooks at year end and increased that budget in 2014. Given the high performance of downloadable materials and the change in availability of eBooks and other downloadable materials, this collection should increase in 2015. Overall Materials Expenditures per Capita was reduced from \$7.64 to \$5.94. Comparison with other libraries is included later in report.

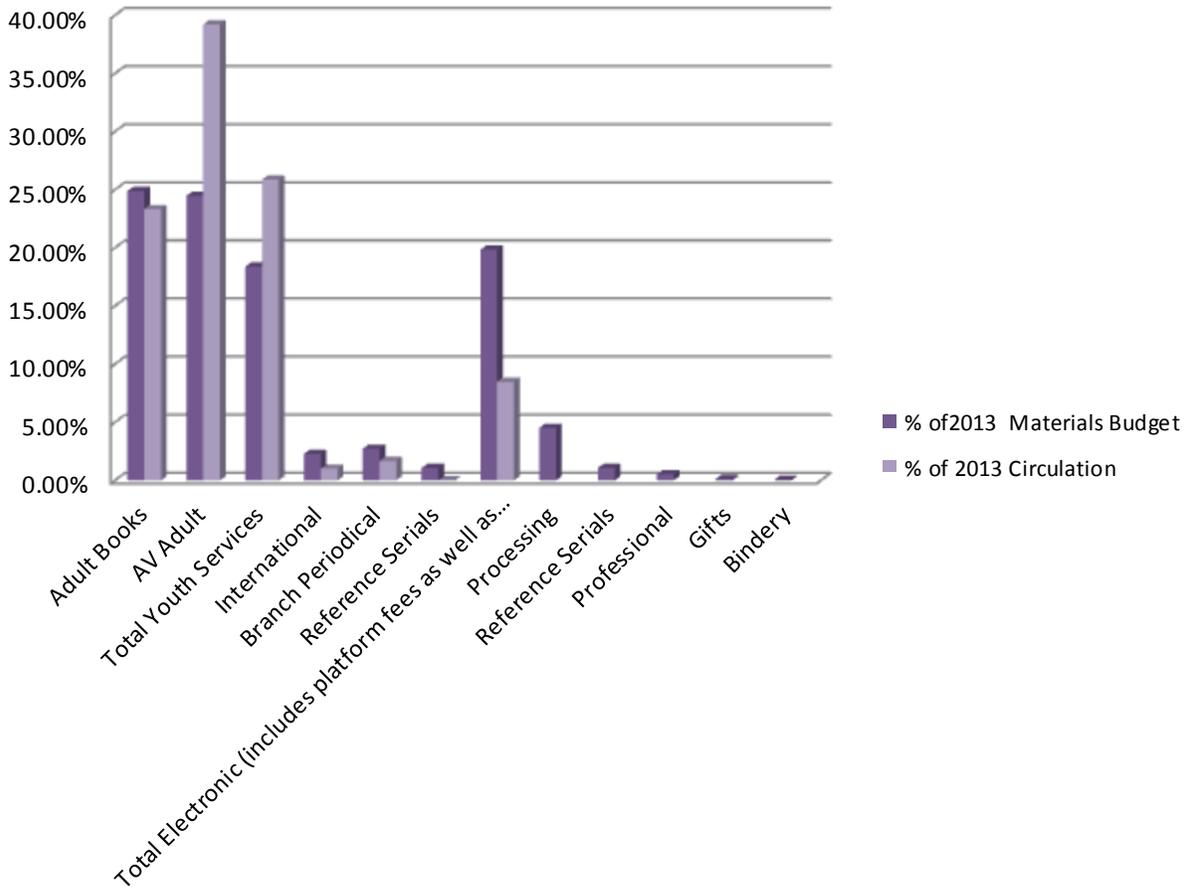


	2008	2009	2010	2011	2012	2013
CKO's*	6,581,238	7,785,477	8,738,850	8,495,215	8,028,553	7,538,951
Materials \$	\$4,464,008	\$4,589,910	\$4,612,291	\$4,600,383	\$4,301,161	\$3,297,075
% CKO Change		18.29	12.25	-2.79	-5.49	-6.1
% Materials Change		2.82%	0.49%	-0.26%	-6.50%	-23.34%

## Comparison of Materials Budget Allocations, 2011 - 2013



## 2013 Materials Budget Allocation & Circulation



Print, AV, Downloadables	2012		2013	
	% of Total Collection Size 2012	% of Circulation 2012	% of Total Collection Size 2013	% of Circulation 2013
<b>Collection Size &amp; Circulation % 2012 - 2013 Comparison</b>				
Adult Fiction	10.22%	7.85%	11.98%	8.00%
Adult Non Fiction	15.96%	11.70%	18.02%	11.74%
CD	4.31%	5.99%	4.86%	5.53%
Device	0.04%	0.41%	0.06%	0.45%
DVD	10.73%	31.90%	13.17%	30.23%
Easy	10.06%	11.70%	11.89%	12.37%
International	1.43%	1.09%	1.79%	1.03%
J Fiction	2.86%	2.77%	3.53%	3.24%
J Non Fiction	5.73%	3.22%	6.63%	3.31%
J Paperback	3.61%	3.77%	4.34%	3.73%
Large Print	2.43%	1.85%	2.88%	2.01%
Paperback	2.03%	2.08%	2.11%	1.88%
Periodical	2.97%	2.03%	3.14%	1.72%
TKCD Fiction	17.16%	3.30%	3.01%	3.35%
TKCD Non Fiction	0.59%	0.69%	0.64%	0.66%
YA Fiction	2.48%	2.60%	3.08%	2.52%
YA Non Fiction	0.94%	0.49%	0.98%	0.42%
YA Paperback	1.20%	0.75%	1.27%	0.64%
Downloadable e- Books	3.20%	4.20%	3.87%	5.08%
Downloadable AudioEbooks	2.06%	1.60%	2.74%	2.07%

DVD is the highest performing collection, Easy collection is performing well, and Juvenile Non-fiction is underperforming for collection size as are Adult Fiction and Non-fiction collections. How the implementation of *Common Core* will impact Juvenile Non-fiction is being considered.

### National and Regional Comparisons

While the Washington State report for Public Libraries has not been released, other libraries provided circulation statistics. Nationally, circulation is beginning to rise, with 1-2% increases for libraries serving populations over 250,000 (PLA Data Report 2013).

Regional circulation comparison	Pierce County	KCLS	Kitsap	Seattle	Sno-Isle	Timberland
2009	18.30%			6%	8.28%	
2010	12.25%	1.05%		-5%	7.41%	-4%
2011	-2.79%	-1.02%	-6%	2%	-2.78%	-5%
2012	-5.49%	1.01%	2%	-1%	-1.14%	-1%
2013	-6.10%	-0.30%	6%	4%	-4.51%	1%

WSL 2012 Public Libraries, 250,000 - 499,999 except as noted	2012 Circulation Per Capita	2012 Materials Expenditures Per Capita	2012 Turnover	2012 Holdings Per Capita (print only)	2012 e-Books		2013 Circulation Per Capita	2013 Materials Expenditures Per Capita
Fort Vancouver*	\$9.44	\$7.38	5.65	1.45	12,144			
King County Library* (over 500,000)	14.90	\$9.06	4.55	2.66	98,948			
Kitsap Regional Library*	6.96	\$4.60	3.49	1.71	7,833			
North Central Regional*	7.55	\$8.86	2.48	2.52	7,052			
Pierce County Library*	15.37	\$7.64	6.84	1.62	40,766		13.49	5.94
Seattle Public Library* over 500,000	15.65	\$7.35	4.00	3.07	122,215			
So-Isle Libraries* over 500,000	13.90	\$7.11	7.54	1.36	27,491			
Timberland Regional*	9.02	\$6.45	4.16	1.80	13,000			
WA Average	12.78	\$7.00	4.86					
National Average, PLDS	8.89		3.63	2.65				
National Mean, PLDS		\$5.90						
National Median, PLDS		\$4.82						

The Library will need to experiment and prototype to determine effective strategies in serving customers who have so many options beyond the library. In 2014 with the Annual Branch Services Plan, the Library will implement community specific collection adjustments in light of community asset mapping and marketing segmentation work and direct system wide targeted marketing for materials and electronic resources.

Furthermore, the Library will:

- Increase eBook and Downloadable options for customers.
- Review DVD materials budget allocation.
- Address space and display limitations and increase rotation of selected materials to provide greater variety and turnover in branch collections.
- Monitor marketplace, social, cultural and public policy shifts.
- Engage customers in providing us actionable feedback to improve collections.

We continue to review data, collect information and analyze usage patterns as we prepare for 2015 in building a collection that meets customer needs, supports our Strategic Focus as well as system initiatives.