

**AGENDA**  
**Regular Meeting of the Pierce County Library System Board of Trustees**  
**March 11, 2015**  
**3:30 - 5:56 pm**

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3:30 pm	01 min.	<b>Call to Order:</b> <i>Rob Allen, Chair</i>	
3:31 pm	05 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>	
3:36 pm	04 min.	<b>Consent Agenda</b>	<b>Action</b>
		<ol style="list-style-type: none"> <li>1. Approval of Minutes of the February 11, 2015 Regular Meeting</li> <li>2. Approval of February 2015 Payroll, Benefits and Vouchers</li> <li>3. Resolution 2015-01: To Declare Equipment Surplus to Public Service Needs</li> </ol>	
3:40 pm	05 min.	<b>Board Members Report</b>	
3:45 pm	25 min.	<b>Officers Reports</b>	
		<ol style="list-style-type: none"> <li>1. System Metrics, Georgia Lomax</li> <li>2. February 2015 Financial Report, Dale Hough</li> <li>3. PC Reads Update, Linda Farmer</li> <li>4. Executive Director Activities, Georgia Lomax</li> <li>5. StoryCorps Animated Short - Storm Reyes, Georgia Lomax</li> <li>6. WLA Presentations by Pierce County Library System, Georgia Lomax</li> <li>7. American Libraries Article by Kati Irons, Georgia Lomax</li> <li>8. Global Libraries Legacy Grants Process, Georgia Lomax</li> <li>9. Bright Ideas Award - Block Play, Linda Farmer</li> <li>10. Library Legislation, Georgia Lomax</li> </ol>	
4:10 pm		<b>Unfinished Business</b>	
	05 min.	1. Fife Library Update - Surrounding Development, Clifford Jo	<b>Action</b>
	20 min.	2. Leadership Competency/Development Update, Chereé Green	
	10 min.	3. Compensation Study, Chereé Green	
	10 min.	4. Employee Communications Work Plan, Linda Farmer	
4:55 pm		<b>New Business</b>	
	15 min.	1. Board Vacancy -Trustee Appointment Process, Georgia Lomax	
	10 min.	2. Employee Engagement Survey, Chereé Green	
	15 min.	3. 2015 Work Plan, Georgia Lomax	
5:35 pm	20 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 and personnel issues.</i>	
5:55 pm	01 min.	<b>Announcements</b>	
5:56 pm		<b>Adjournment</b>	

# Consent Agenda

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING, FEBRUARY 11, 2015**

**CALL TO ORDER**

Chair Rob Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:32 pm. Board members present were Allen Rose, Donna Albers, J.J. McCament, and Linda Ishem.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

1. Approval of Minutes of the January 14, 2015 Regular Meeting
2. January 2015 Payroll, Benefits and Vouchers
  - a. Payroll Warrants 3591-3594, dated 01/01/15 – 01/31/15 in the amount of \$2747.76
  - b. Payroll Disbursement Voucher dated 01/05/15 in the amount of \$620,646.66
  - c. Payroll Disbursement Voucher dated 01/19/15 in the amount of \$1,077,914.46
  - d. Accounts Payable Warrants 623798-623937 dated 01/01/15 – 01/31/15 in the amount of \$1,147,923.44

Ms. McCament requested grammatical changes to the January 14, 2015 Minutes. Ms. Albers requested additional details on the types of benefits to include in the analysis for the Comp Study.

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

**BOARD MEMBER REPORTS**

Ms. Ishem reported one of her students is writing a paper on homelessness and libraries. He is a page at the Kent library and interested in addressing this urban issue. Georgia Lomax, Executive Director, said Seattle and Olympia are dealing with issues on this topic and recommended he pursue a conversation with those libraries.

Ms. Albers reported she attended the Financial Executive of the Year awards ceremony and was pleased the Library got the exposure and recognition. She was very proud of the success of Clifford Jo, Finance and Business Director. She added it was fun to witness the event and enjoyed his acceptance speech.

Chair Allen noted the significance of the budget cut the Library took with no reduction of service was not lost on the crowd.

**OFFICER REPORTS**

Ms. Lomax noted that Anderson Island will now be included in the branch data reports.

Ms. Lomax introduced new Reading & Materials Director, Melinda Chesbro. Ms. Chesbro came from Ft. Vancouver Library District. She said she was excited to join PCLS. Ms. Chesbro has experience in tech services, materials collections, IT, finance and project management. Ms. Lomax said she will be a part of a strong team providing public services.

**December Dashboard** - Ms. Ishem asked whether other library organizations make predictions or forecasts on an annual basis. Ms. Lomax said libraries do not typically make predictions.

Ms. Lomax reported she is among six library leaders from around the country who have been appointed to the Gates Foundation Global Libraries legacy grant advisory board. Three organizations will be recipients of the legacy grants - the Public Library Association (PLA), Technology and Social Change group (TSCHA) and the International Federation of Library Associations and Institutions (IFLA).

**January 2015 Financial Reports** - Dale Hough reported the Library received approximately \$100,000 in revenue from delinquent property taxes.

**US Open Library Preview** - Judy Nelson, Customer Experience Manager, shared the Library card created in recognition of the US Open golf tournament and provided an overview of programs and activities planned for the event. Ms. Lomax said she attended a meeting at the City of University Place and noted staff were very excited about the event. The City of University Place newsletter will feature information on the event. Ms. Albers said she anticipated the Fircrest and Tacoma newsletters will do the same.

**2015 Library Legislative Day** - Ms. Lomax said a strong representation of staff attended the event in Olympia. Linda Farmer, Communications Director, reported sixteen staff members participated this year. Staff made good connections with the legislators. Mr. Rose was pleased to learn of Representative Laurie Jinkins' request for more information on the Library's web development and coding resources. He encouraged the Library to offer more programs like this. Ms. Lomax said the focus on tech literacy is part of the Library's continuing work to support students in their learning and prepare them to be wage earners by increasing their skills. Ms. Nelson noted the Digital Literacy grant would also allow the Library to conduct two geek camps where participants can learn coding for online gaming. Ms. McCament suggested creating a new category in the Our Own Expressions contest for coding.

Chair Allen said it was important to collect the Library's success stories to depict how it impacts the community. He said he was pleased to learn of Representative Wilcox's enthusiasm for the Library.

Ms. Lomax reported there has not been much legislation concerning libraries during this session yet. She noted libraries are watching a petition concerning firearms in libraries as well as legislation that appears to be focused on King County Library System, based on the population size designation.

**Executive Director Monthly Activities** - Ms. Lomax reported she is finishing staff meetings this month and has begun meetings with key community leaders. She said she is looking forward to developing strong relationships.

**Pierce County READS Preview** - Ms. Farmer provided Board members with PC READS buttons to wear March 1-April 24. The author event will be held at the McGavick Center on April 24, 2015. She noted the title of the book will be revealed on March 1, 2015, through the News Tribune. She said this year the Library is experimenting with a new promotion called Read and Release. Over 250 books will be released in the community and readers will be asked to read the book and then share it with someone else. They will also be asked to comment on the book on the Library's website.

**Financial Executive of the Year Award** - Mr. Jo, was selected as the Business Examiner's Financial Executive of the Year in the government sector. Ms. Lomax thanked Ms. Albers for nominating Mr. Jo for the award.

**American Leadership Forum Class XXII** - Ms. Lomax reported Mr. Jo has been accepted into the class which commences in June 2015.

#### UNFINISHED BUSINESS

**Board of Trustee Policy on Ethics, Conduct and Responsibility** - Ms. McCament recommended revising item #7 in the policy to read: *Trustees shall acknowledge and support the formal position of the Board after the Board has engaged in a full and open discussion, which may include casting of dissenting votes.*

Ms. McCament moved to approve the Board of Trustee Policy on Ethics, Conduct and Responsibility as revised. Ms. Ishem seconded the motion and it was passed.

#### NEW BUSINESS

**Strategic Action Planning Process** - Ms. Lomax said the strategic planning process is being developed. Mr. Jo will act as project manager. She said during the exploration phase, the Library will use work recently done by a variety of agencies and organizations in the county to aid in the process. The process will raise strategic questions and help the Library understand how to sustain operations when operating under the 1% cap. Ms. Lomax asked the Board to identify what they see as the Library's strengths, weaknesses, opportunities and threats to its stated mission.

Strengths identified were:

- Clarity of mission and vision and the way it has been articulated through the organization
- Creative and energetic staff
- Current geographic locations
- Approach to technology
- Service offerings
- Budget which leads to a balanced and strategic approach
- Recently upgraded facilities
- Strong support from the Foundation
- A history of excellence in its culture
- A deep and broad materials collection

Weaknesses identified included:

- What the Library needs in order to stay relevant
- Difficulty in predicting the future
- Space constraints
- Bandwidth - the capacity to serve
- Aging facilities

Threats identified were:

- Getting too far afield of its mission (mission creep)
- Lack of strong voter support
- Growing service area population but no way to grow the budget to operate new facilities or expand existing
- Utilization by reciprocal patrons
- Public perception and uncertainty as to why they need a library
- Aging population and aging facilities
- Availability and cost of land near the population centers (Ms. Albers said this can be viewed as an opportunity to share facilities.)
- Internal technology threats such as 'ransom ware'
- The 1% limit
- Devices are getting cheaper and access to material is easier with electronic media

Discussion ensued on the Library's need to reduce its per facility costs. Mr. Rose said the Library will need to ask how to get the vote to run the facilities the voters need and want. Chair Allen said there are two issues: 1) asking voters if they want a new or expanded library and 2) how the Library operates a facility if the voters say yes. He said a levy lid lift is a short term solution.

Opportunities identified were:

- New technology and new ways to reach and serve the public
- Being ready to fill the void and partner with other organizations in order to meet the needs of the community as other resources are reduced
- Intergenerational approach with library services through outreach and programming can positively impact the next generation of voters
- Special populations (people with special skills) are growing in the Library's service area
- Societal benefit of learning to read and having access to reading materials
- The Library's reputation can be capitalized on
- There are not many places to go that are free and allow people to connect
- Attracting young families who will become strong supporters/voters

Mr. Rose added that the rural poor can be better served with a portal to come in to gain skills needed in the new age. He said staff can lead, guide and direct customers to the place to go on the Internet and make more sense of what they are looking at. Chair Allen agreed, saying helping users find and sort through information and think critically through the data or any subject is a service libraries can provide.

Ms. Lomax thanked the Board for their thoughtful input.

**2015 Pierce County Library Foundation Agreement** - Ms. Lomax asked the Board for authorization to approve the agreement. She noted the agreement contained the additional data showing how much money was raised beyond the amount the Library supported it.

Chair Allen asked why annual costs are projected as \$242,093 but the agreement is for \$219,000. Ms. Lomax said the agreement does not reflect the full department operating costs because approximately 15% of Foundation time and costs are not related to operating the Foundation. He said the cost difference from distribution should not include that 15% and should be higher. Ms. Lomax said Mr. Jo would address the Board's concerns. The Board recommended grammatical corrections to the Addendum to the Foundation Agreement. Ms. McCament suggested using an 18-month contract to eliminate fiscal year alignment issues.

Ms. McCament moved to approve the 2015 Pierce County Library Foundation Agreement as presented. Ms. Ishem seconded the motion and it was passed.

Ms. McCament moved to approve the Addendum to the 2015 Pierce County Library Foundation Agreement as amended. Mr. Rose seconded the motion and it was passed.

Ms. Lomax said she would take the Agreement to the Foundation Board for approval at their next meeting.

**2014 Annual Branch Services Plan Evaluation** - Sally Porter Smith, Customer Experience Director, provided a review and evaluation of the plans used in 2014. She said the use of the plans gave staff a common vocabulary to assess the service level at their branch. Staff learned to create targeted participation and how to measure the impacts on their customers.

She added that an important goal in the first year of utilizing the plans was to understand the needs of the Library's customers. Jennifer Patterson, Customer Experience Manager, said many branch staff used existing services but reached the community in different ways, such as introducing Microsoft IT Academy to several local businesses. She added the use of the plans also resulted in a different collaboration with the Reading and Materials department. Branch staff worked with the department to develop the timing of annual collections.

A secondary focus of the plans was to increase community engagement by staff. She noted the Library is engaged with 71 different agencies in Pierce County.

Ms. Porter Smith provided an overview of the 2015 plans. She said there are more opportunities to improve the processes and outcomes. The plans gave staff opportunities to experiment with marketing segmentation testing. She noted staff learned that hands-on family intergenerational opportunities brings people to the Library in far greater numbers than other programs offered.

Chair Allen said it would be valuable to gather stories of how the Library is impacting people in its communities. Ms. Porter Smith said the StoryCorps project was instrumental in reaching out to members of the community asking for stories about the impact of the Library on their lives. Chair Allen encouraged staff to keep collecting the stories that communicate the Library's impact and importance to the community. Ms. Albers too said it would be useful to ask questions about how the Library's services made a difference to its customers and to track this information.

Ms. Nelson said several winners of the Our Own Expressions contest have found success and attributed this to the Library. She noted the Science to Go backpacks, as well as Digital Literacy and Workforce grants will have evaluation pieces built into them which would allow the Library to obtain more of this information. She noted researchers are interested in how digital literacy has changed as it pertains to writing. The Our Own Expressions submissions are being digitized in order to be used in this research.

#### **EXECUTIVE SESSION**

At 5:30 pm, Mr. Rose moved to recess into Executive Session, per RCW 42.30.110, for 10 minutes to discuss legal and personnel issues. Ms. Albers seconded the motion and it passed. The session was reopened to the public at 5:47 pm.

#### **ANNOUNCEMENTS**

There were no announcements.

**ADJOURNMENT**

The meeting was adjourned at 5:47 pm on motion by Ms. Ishem, seconded by Mr. Rose.

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**GEORGIA LOMAX, SECRETARY**

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**ROB ALLEN, CHAIR**

## February Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3595-3599	2/1/15-2/28/15	\$4,837.99
Electronic Payments - Payroll & Acct Payable		02/05/15	\$160,906.31
Electronic Paymentsr - Payroll & Acct Payable		02/19/15	\$557,974.05
Accounts Payable Warrants	623938-624052	2/1/15-2/28/15	\$1,236,363.14
<b>Total:</b>			<u><u>\$1,960,081.49</u></u>

**Check History Listing**  
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3595	pr	02/06/2015	BANK OF AMERICA			01/16/15 - 01/31/15	0.00	1,019.48
3596	pr	02/06/2015	CHARON, PENELOPE			01/16/15 - 01/31/15	0.00	380.26
3597	pr	02/20/2015	THOMPSON, ROSE			02/01/15 - 02/15/15	0.00	355.45
3598	pr	02/20/2015	LEE, ALISA			02/01/15 - 02/15/15	0.00	112.71
3599	pr	02/20/2015	CHESBRO, MELINDA			02/01/15 - 02/15/15	0.00	2,970.09
<b>Total:</b>							<b>0.00</b>	<b>4,837.99</b>

Checks in report: 5

**Grand Total: 0.00 4,837.99**

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 2/5/2015	
Acct. Action	Account Code							DESCRIPTION	AMOUNT	
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
	697	001	0000	237	00			FIT EE and EIC- Wire to IRS	\$64,528.93	
	697	001	0000	237	00			Fica EE and Medicare - Wire to IRS	\$45,514.80	
	697	001	0000	237	00			Fica ER and Medicare - Wire to IRS	\$45,514.70	
	697	001	0000	237	00			DIR DEP-file to Columbia Bank	\$429,438.30	
	697	001	0000	237	00					
	697	001	0000	237	00			dept of rev	\$0.00	
	697	001	0000	237	00					
	697	001	0000	237	00			Victoria White, supplemental FIT	\$106.71	
	697	001	0000	237	00			FICA/Med EE	\$46.05	
	697	001	0000	237	00			FICA/Med ER	\$46.05	
	697	001	0000	237	00			Deferred Comp. Program	\$10,244.50	
	697	001	0000	237	00			ING	\$2,712.00	
	697	001	0000	237	00			H.S.A. Employee deductions	\$1,504.27	
	697	001	0000	237	00			H.S.A. Employer Contribution correction	(\$438,750.00)	
	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>\$160,906.31</b>	
Bank No.	Check No.	Issued To			Bank No.	Check No.	Issued To			
		U.S. Treasury								
Prepared By:					Date:		Approved By:			
Christy Telling					2/5/2015		Christy Telling			2/5/2015

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 2/19/2015	
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	\$57,879.58
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$42,466.29
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$42,466.39
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$398,034.80
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$1,869.66
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	\$10,919.50
13	697	001	0000	237	00				VOYA	\$2,712.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$1,439.98
15	697	001	0000	237	00				H.S.A. Employer Contribution	
16	697	001	0000	237	00				H.S.A. fee	\$185.85
									please put the total amt below into PCLS payroll account	
									<b>TOTAL</b>	<b>\$557,974.05</b>
Bank No.	Check No.	Issued To			Bank No.	Check No.	Issued To			
		U.S. Treasury								
Prepared By:					Date:		Approved By:			
Christy Telling					2/19/2015		Christy Telling			2/19/2015

**Check History Listing**  
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
623938	02/03/2015	004022 US BANK		718.77
623939	02/03/2015	004022 US BANK		66,898.00
623940	02/03/2015	004022 US BANK		105,851.28
623941	02/03/2015	000184 CITY TREASURER		1,810.51
623942	02/03/2015	000093 PAYMENT PROCESSING CENTER EBSCO		57,259.00
623943	02/03/2015	000352 MIDWEST TAPE		75,000.00
623944	02/03/2015	000377 PUGET SOUND ENERGY		3,029.44
623945	02/03/2015	000506 UNIVERSITY PLACE REFUSE SERVIC		169.62
623946	02/06/2015	000828 AFSCME AFL-CIO		5,676.80
623947	02/06/2015	000175 ASSOCIATION OF WASHINGTON CITI		176,289.62
623948	02/06/2015	003985 PACIFCSOURCE ADMINISTRATORS		1,735.21
623949	02/06/2015	001181 PIERCE CTY LIBRARY FOUNDATION		371.53
623950	02/06/2015	004276 STATE CENTRAL COLLECTION UNIT		151.67
623951	02/06/2015	000823 UNITED WAY		38.00
623952	02/06/2015	004782 US DEPARTMENT OF EDUCATION		179.97
623953	02/06/2015	000827 WA STATE- DEPT OF RETIREMENT S		82,865.60
623954	02/06/2015	006165 ABINGTON LIBRARY		33.00
623955	02/06/2015	000895 COLUMBIA BANK		334.88
623956	02/06/2015	000895 COLUMBIA BANK		50.00
623957	02/06/2015	004779 CONVERGENT TECHNOLOGY SYS		671.72
623958	02/06/2015	001467 DATA SECURITY CORP		132.50
623959	02/06/2015	006164 INDIANA STATE UNIVERSITY		85.00
623960	02/06/2015	000266 KITSAP REGIONAL LIBRARY		16.57
623961	02/06/2015	004955 MEDCO SUPPLY COMPANY		66.13
623962	02/06/2015	001005 PETTY CASH CUSTODIAN		127.88
623963	02/06/2015	000370 PIERCE COUNTY		500.00
623964	02/06/2015	000857 PIERCE COUNTY RECYCLING		116.96
623965	02/06/2015	001290 REGIONAL BUILDING SVCS CORP		507.25
623966	02/06/2015	005485 S P IN SRL		1,357.17
623967	02/06/2015	000414 SACRAMENTO PUBLIC LIBRARY		20.00
623968	02/06/2015	004018 STAPLES INC		254.86
623969	02/06/2015	005692 BRENDA TANKSLEY		118.97
623970	02/06/2015	000497 TILlicum COMMUNITY SERVICE CEN		2,100.50
623971	02/06/2015	000534 WCP SOLUTIONS		637.94
623972	02/06/2015	004156 WHATCOM COMMUNITY COLLEGE		40.00
623973	02/09/2015	000242 BUCKLEY CITY OF		227.42
623974	02/09/2015	000184 CITY TREASURER		956.34
623975	02/09/2015	001643 IMPACT		52.31

**Check History Listing**  
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
623976	02/09/2015	004625 JOY KIM		726.20
623977	02/09/2015	000377 PUGET SOUND ENERGY		1,200.02
623978	02/09/2015	000460 STEILACOOM TOWN OF		803.38
623979	02/11/2015	001554 ANDREW'S FIXTURE CO INC		1,806.08
623980	02/11/2015	001792 BUCKLEY CHAMBER OF COMMERCE		55.00
623981	02/11/2015	000273 CARRILLO & ASSOCIATES		1,343.75
623982	02/11/2015	000895 COLUMBIA BANK		289.23
623983	02/11/2015	005272 GREEN EFFECTS INC		6,005.62
623984	02/11/2015	004674 MCHUGH MANAGEMENT CONSULTING		8,870.00
623985	02/11/2015	006041 PERMACARD		1,489.64
623986	02/11/2015	003719 UNIQUE MANAGEMENT SERVICES		2,168.19
623987	02/12/2015	000830 BAKER & TAYLOR		9,111.64
623988	02/12/2015	000189 BAKER & TAYLOR ENTERTAINMENT		116.37
623989	02/12/2015	000087 BLACKSTONE AUDIO BOOKS INC		39.00
623990	02/12/2015	000184 CITY TREASURER		523.20
623991	02/12/2015	000184 CITY TREASURER		58.08
623992	02/12/2015	006040 CREATIVE LIBRARY SALES		449.10
623993	02/12/2015	000243 INGRAM LIBRARY SERVICES		13,499.49
623994	02/12/2015	000352 MIDWEST TAPE		21,639.47
623995	02/12/2015	000377 PUGET SOUND ENERGY		3,647.54
623996	02/12/2015	000541 STATE OF WASHINGTON		360.51
623997	02/11/2015	004022 US BANK		49,212.29
623998	02/19/2015	000363 OVERALL LAUNDRY SERV. DBAARAMARI		16.41
623999	02/19/2015	005283 E-RATE EXPERTISE INC		1,737.30
624000	02/19/2015	001213 GIS INFORMATION SYSTEMS INC		4,624.71
624001	02/19/2015	006066 MERCEDES BENZ OF SPOKANE		48,223.10
624002	02/19/2015	001586 NORTHWEST DOOR INC		273.50
624003	02/19/2015	005498 JAIME PROTHRO		56.15
624004	02/19/2015	005485 S P IN SRL		1,357.17
624005	02/19/2015	000823 UNITED WAY		1,200.00
624006	02/19/2015	005679 CIVIC BUILDING UNIVERSITY PLACE		46,813.66
624007	02/19/2015	004022 US BANK		32,702.48
624008	02/19/2015	000534 WCP SOLUTIONS		395.78
624009	02/19/2015	000184 CITY TREASURER		6,114.33
624010	02/19/2015	000184 CITY TREASURER		1,239.20
624011	02/19/2015	006175 GRYPHON HOUSE INC		2,164.83
624012	02/19/2015	006170 CONRAD HUGHES		15.84
624013	02/19/2015	000352 MIDWEST TAPE		246.56
624014	02/19/2015	000362 ORTING CITY OF		1,734.42

**Check History Listing**  
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
624015	02/19/2015	000377 PUGET SOUND ENERGY		1,004.80
624016	02/19/2015	000463 SUMMIT WATER & SUPPLY CO		308.96
624017	02/20/2015	003778 AFLAC		6,285.36
624018	02/20/2015	000828 AFSCME AFL-CIO		5,470.42
624019	02/20/2015	000175 ASSOCIATION OF WASHINGTON CITI		1,659.46
624020	02/20/2015	001578 COLONIAL SUPPLEMENTAL INSURANC		562.24
624021	02/20/2015	003985 PACIFICSOURCE ADMINISTRATORS		1,735.21
624022	02/20/2015	001181 PIERCE CTY LIBRARY FOUNDATION		371.53
624023	02/20/2015	004276 STATE CENTRAL COLLECTION UNIT		151.67
624024	02/20/2015	000823 UNITED WAY		132.58
624025	02/20/2015	004782 US DEPARTMENT OF EDUCATION		165.86
624026	02/20/2015	000827 WA STATE- DEPT OF RETIREMENT S		78,183.07
624027	02/20/2015	004022 US BANK		2,645.76
624028	02/20/2015	004022 US BANK		181,600.37
624029	02/23/2015	000821 PIERCE COUNTY SUPERIOR COURT		468.45
624030	02/23/2015	000830 BAKER & TAYLOR		18,340.96
624031	02/23/2015	000189 BAKER & TAYLOR ENTERTAINMENT		62.06
624032	02/23/2015	000099 BRILLIANCE CORPORATION		39.15
624033	02/23/2015	000184 CITY TREASURER		1,121.87
624034	02/23/2015	000093 PAYMENT PROCESSING CENTER EBSCO		105.56
624035	02/23/2015	000243 INGRAM LIBRARY SERVICES		27,696.56
624036	02/23/2015	001011 LIVE OAK MEDIA		170.70
624037	02/23/2015	000352 MIDWEST TAPE		24,364.96
624038	02/23/2015	001651 PARACLETE PRESS		99.48
624039	02/23/2015	000451 SEATTLE TIMES SEATTLE PI		369.20
624040	02/25/2015	000895 COLUMBIA BANK		334.88
624041	02/25/2015	003311 DEPARTMENT OF LABOR & INDUSTRI		43.00
624042	02/25/2015	005862 ELITE PROPERTY INVESTMENTS LLC		8,643.46
624043	02/25/2015	001560 GRAHAM BUSINESS ASSOCIATION		150.00
624044	02/25/2015	001941 JUDY T NELSON		71.60
624045	02/25/2015	003985 PACIFICSOURCE ADMINISTRATORS		202.00
624046	02/25/2015	004397 SHKS ARCHITECTS PS INC		946.00
624047	02/25/2015	000534 WCP SOLUTIONS		362.20
624048	02/25/2015	004391 WRP SURPRISE LAKE LLC		8,050.05
624049	02/27/2015	000184 CITY TREASURER		1,239.20
624050	02/27/2015	001941 JUDY T NELSON		373.60
624051	02/27/2015	000377 PUGET SOUND ENERGY		3,874.51
624052	02/27/2015	000506 UNIVERSITY PLACE REFUSE SERVIC		174.74

**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>
			boa Total:	<u>1,236,363.14</u>
115 checks in this report			Total Checks:	<u>1,236,363.14</u>

**RESOLUTION Number 2015-01**

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

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

**WHEREAS**, each item has an estimated value of less than \$1050, now, therefore,

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

The items on the attached list be declared surplus and sold at public auction.

**PASSED AND APPROVED THIS 11th DAY OF March, 2015.**

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

Group equal to: IT  
 Inactive? equal to: N  
 Location containing: SURPLUS

<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E198FP 19	07-0100	CN0CN078728727BF26KL
MONITOR DELL E198FP 19	07-0148	CN0CN084742617BD578A
MONITOR DELL E198FP 19	07-0160	CN0CN084742617BD561A
MONITOR DELL E198FP 19	07-0172	CN0CN084742617BD56FA
MONITOR DELL E198FP 19	07-0226	CN0CN084742617BD575A
MONITOR DELL E198FP 19	07-0232	CN0CN084742617BD564A
MONITOR DELL E198FP 19	07-0274	CN0CN084742617BD56VA
MONITOR DELL E198FP 19	07-0280	CN0CN084742617BD56KA
MONITOR DELL E198FP 19	07-0304	CN0CN084742617BD55VA
MONITOR DELL E198FP 19	07-0322	CN0CN084742617BD568A
MONITOR DELL E198FP 19	07-0328	CN0CN084742617BD56CA
MONITOR DELL E198FP 19	07-0346	CN0CN084742617BD55WA
MONITOR DELL E198FP 19	07-0376	CN0CN084742617BD56TA
MONITOR DELL E198FP 19	07-0562	CN0CN078728727BF1HHL
MONITOR DELL E198FP 19	07-0634	CN0CN084742617AV05UA
MONITOR DELL E198FP 19	07-0802	CN0CN084742617AV054A
MONITOR DELL E198FP 19	07-0814	CN0CN084742617AV057A
MONITOR DELL E198FP 19	07-0826	CN0CN084742617AV056A
MONITOR DELL E198FP 19	07-0838	CN0CN084742617AV04YA
MONITOR DELL E198FP 19	07-0856	CN0CN084742617AV04VA
MONITOR DELL E198FP 19	07-0928	CN0CN084742617AV05FA
MONITOR DELL E198FP 19	07-0988	CN0CN084742617B169FA

## IT SURPLUS LIST

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<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E198FP 19	07-0994	CN0CN084742617AU31PU
MONITOR DELL E198FP 19	07-1000	CN0CN084742617AV04AA
MONITOR DELL E198FP 19	07-1072	CN0CN084742617BE9JVL
MONITOR DELL E198FP 19	07-1080	CN0CN084742617BE9JFL
MONITOR DELL E198FP 19	07-1110	CN0CN084742617AU6JFS
MONITOR DELL E198FP 19	07-1114	CN0CN084742617AU31VU
MONITOR DELL E198FP 19	07-1144	CN0CN084742617BE9JDL
MONITOR DELL E198FP 19	07-1146	CN0CN084742617BE9JLJ
MONITOR DELL E198FP 19	07-1156	CN0CN084742617BE9J7L
MONITOR DELL E198FP 19	07-1158	CN0CN084742617A46JCS
MONITOR DELL E198FP 19	07-1160	CN0CN084742617AU22NU
MONITOR DELL E198FP 19	07-1164	CN0CN084742617BE9L2L
MONITOR DELL E198FP 19	07-1191	CN0CN084742617AU205U
MONITOR DELL E198FP 19	07-1194	CN0CN084742617AU218U
MONITOR DELL E198FP 19	07-1195	CN0CN084742617BE93WL
MONITOR DELL E198FP 19	07-1200	CN0CN084742617AU30GU
PROJECTOR OPTOMA DV11 - DLP	07-1201	Q85E742AAA1C0703
PC LAPTOP R SERIES LENOVO	07-1219	L3A2093
PC LAPTOP R SERIES LENOVO	07-1223	L3A2089
PC SERVER DELL 2950	08-0004	47WMGH1
MONITOR HP L1910 TFT 19" LCD	08-0032	CNC830Q7GX
MONITOR HP L1910 TFT 19" LCD	08-0038	CNC828NYYR
MONITOR HP L1910 TFT 19" LCD	08-0065	SCNC829NYMC
MONITOR HP L1910 TFT 19" LCD	08-0070	

<u>Name</u>	<u>Asset Number</u>	
		SCNC829NY8C
PC DELL OPTIPLEX 755	08-0102	DR7WMH1
PC DELL OPTIPLEX 755	08-0176	GR7WMH1
MONITOR DELL 1908FP BLK	08-0209	CN0G313H7426187F3YFL
PC SERVER RX9258	09-0179	52-81349915
PRINTER HP LJ P2035N	09-0190	SCNB9X11584
PC LAPTOP ACER ASPIRE ONE NETBOOK	09-0211	LUS050B111837177EE2535
MONITOR DELL P190S BLK	09-0365	MX0D325J7426298K27CL
MONITOR DELL P190S BLK	09-0367	MX0D325J74262993102L
MONITOR DELL P190S BLK	09-0371	MX0D325J742629923N3L
MONITOR DELL P190S BLK	09-0429	CN09M62C7426198727YL
SWITCH NETGEAR JGS524	09-0606	1LK17A5800CC1
SWITCH NETGEAR JGS524	09-0608	1LK1815M008ED
PC DELL OPTIPLEX 760 SFF	09-0705	2V0J0L1
PC CYBERNET IONEGX ALL-IN-ONE	10-0191	LPC19B11021455
PRINTER EPSON TMT88V	10-0217	MXKF013876
PRINTER EPSON TMT88V	10-0223	MXKF018672
MONITOR DELL E190S 19"	10-0359	CN0F779N7426107S18NH
MONITOR DELL E190S 19"	10-0361	CN0F779N7426107S1A6H
MONITOR DELL E190S 19"	10-0369	CN0F779N7426107S1ARH
MONITOR DELL E190S 19"	10-0382	CN0F779N7426107S1C2H
MONITOR DELL E190S 19"	10-0384	CN0F779N7426107S1C1H
MONITOR DELL E190S 19"	10-0391	CN0F779N7426107R2M1H
MONITOR DELL E190S 19"	10-0392	CN0F779N7426107R2LPH

<u>Name</u>	<u>Asset Number</u>	
MONITOR DELL E190S 19"	10-0394	CN0F779N7426107R2LYH
MONITOR DELL E190S 19"	10-0407	CN0F779N7426107R2M9H
MONITOR DELL E190S 19"	10-0413	CN0F779N7426107R2MDH
MONITOR DELL E190S 19"	10-0419	CN0F779N7426107S1AVH
MONITOR DELL E190S 19"	10-0420	CN0F779N7426107T17RH
MONITOR DELL E190S 19"	10-0435	CN0F779N7426107R2LDH
MONITOR DELL E190S 19"	10-0438	CN0F779N7426107R2LFH
E-READER SONY	10-0503	14839937-1001444
PRINTER HP LASERJET P4014N	10-0507	SCNDX174357
PRINTER HP LASERJET P4014N	10-0509	SCNDX174346
PRINTER HP LASERJET P4014N	10-0515	SCNDX174353
PRINTER HP LASERJET P4014N	10-0530	SCNDX161252
PRINTER HP LASERJET P4014N	10-0531	SCNDX160412
PRINTER HP LASERJET P4014N	10-0538	SCNDX160416
MONITOR ACER 23 INCH LCD	10-0555	ETLJK0W0220340B1F84332
E-READER SONY	10-0563	14839937-1312245
PRINTER EPSON TMT88V	10-0687	MXKF008556
E-READER BARNES AND NOBLE NOOK	11-0013	3012250006043006
PC LAPTOP HP PROBOOK 4420	11-0027	CNF1091LHK
PRINTER ZEBRA TLP 2824 LABEL	11-0033	21J094500851
PRINTER ZEBRA TLP 2824 LABEL	11-0034	21J094500863
PRINTER ZEBRA TLP 2824 LABEL	11-0035	21J094500842
PRINTER ZEBRA TLP 2824 LABEL	11-0036	21J094500888
PRINTER ZEBRA TLP 2824 LABEL	11-0037	

<u>Name</u>	<u>Asset Number</u>	
		21J094500846
PRINTER HP DESKJET 6940	11-0328	MY16LCK1J1
PRINTER HP DESKJET 6940	11-0329	MY16LCK1J2
SCANNER WELCH ALLYN 3800LR-12	20017705	U-23-11907
MONITOR DELL E151FPP 15" LCD	20038572	LOBC
MONITOR DELL E152FP 15"	8732	MX0N2363483234242BVL
PRINTER STAR TSP600	9225	121750800151P
PRINTER STAR TSP600	9255	121751200318P
MONITOR LG 17" LCD	9454	604NTMX34835
MONITOR LG 17" LCD	9465	604NTNH34839
PRINTER HP LASERJET 4200N	20038489	CNDX303625
MONITOR GATEWAY LCD 15" FPD 15	8799	407015933
PRINTER HP LASERJET 2430N	9020	CNGJB93515
PRINTER STAR TSP600	9055	121141200358P
PRINTER STAR TSP600	9390	121760600335
PRINTER STAR TSP600	9394	121760600359P
PRINTER STAR TSP600	9397	121760600339P
PRINTER STAR TSP600	9402	121760600337P
PRINTER STAR TSP600	9405	121760600361P
PRINTER STAR TSP600	9410	121760600365P
PRINTER STAR TSP600	9414	121760600385P
PRINTER STAR TSP600	9418	121760600353P
PRINTER STAR TSP600	9450	121760600379P
MONITOR LG 17" LCD	9466	604NTUW34838

## IT SURPLUS LIST

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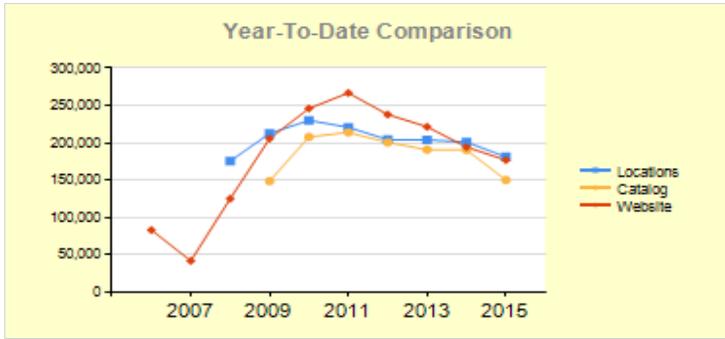
<u>Name</u>	<u>Asset Number</u>	
MONITOR LG 17" LCD	9486	604NTTQ34833
MONITOR LG 17" LCD	9521	604NTXR34914
PRINTER STAR TSP600	9628	121760600396P
MONITOR WIDE LCD 19" L19625Q	9714	703KGFJ2R067
PRINTER HP DESKJET 6940DT	9836	SMY7289R2HM
PRINTER HP DESKJET 6940DT	9845	SMY7149R0M3
PRINTER HP DESKJET 6940DT	9859	SMY71J9R17C
MONITOR FLATRON LCD 19" L1933	9929	703NDUN46478

124 records processed of 3952

# OFFICERS REPORT

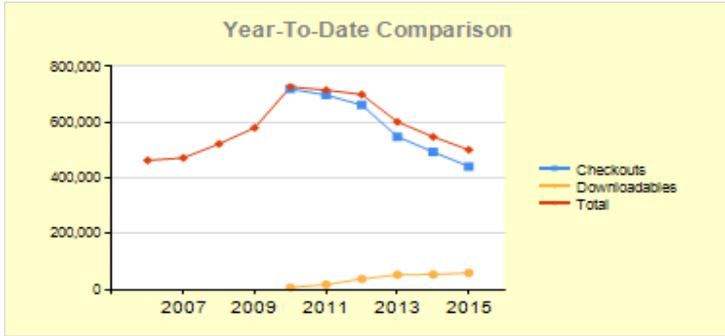
CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - JANUARY

VISITS



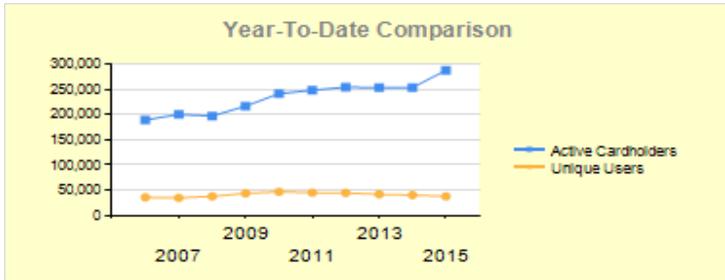
	January		
	2014	2015	% Change
Door Count	202,631	181,211	-10.57%
Catalog	190,302	150,065	-21.14%
Website	194,233	176,756	-9.00%
Job & Business Portal	2,733	2,263	-17.20%
Military Portal	67	66	-1.49%
<b>Total</b>	<b>589,966</b>	<b>510,361</b>	<b>-13.49%</b>

CHECKOUTS



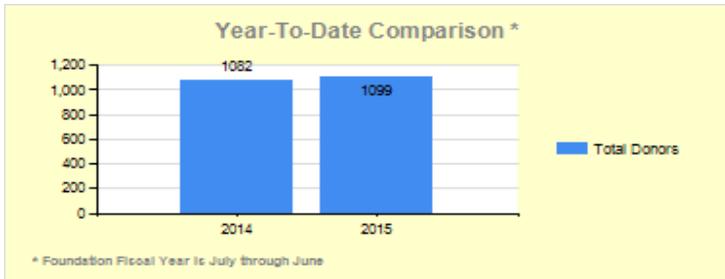
	January		
	2014	2015	% Change
Checkouts	495,561	445,243	-10.15%
Downloadables	54,241	59,571	9.83%
<b>Total</b>	<b>549,802</b>	<b>504,814</b>	<b>-8.18%</b>

CUSTOMERS



	January		
	2014	2015	% Change
Active Cardholders	254,187	288,639	13.55%
New Cards	4,227	3,602	-14.79%
Checkout Transactions	94,839	87,078	-8.18%
Unique Users	40,186	37,561	-6.53%

PHILANTHROPY



	January		
	2014	2015	% Change
FoundationDonors	138	84	-39.13%
NewFoundationDonors	27	20	-25.93%
\$ Raised by Foundation	\$30,515.00	\$11,199.00	-63.30%
\$ Provided by Friends	\$2,427.00	\$257.00	-89.41%

BRANCH CLOSURES

2012		
Location	Dates	Duration (days)
Various (Snow Closures)	1/17-23	7
Bonney Lake	2/13-26	13
Graham	3/21-4/5	15
South Hill	4/9-5/6	27
Tillicum	7/3-8/5	33
Sumner	7/30-9/3	35
Summit	9/17-30	13
Steilacoom	10/17-11/14	28
Bookmobile Ends	11/11	
Key Center	11/14-12/31	47

2013		
Location	Dates	Duration (days)
Key Center	1/1-2/3	34
Fife	9/24-25	2

2014		
Location	Dates	Duration (days)
Gig Harbor	5/19-6/1	13
Lakewood	9/2-21	19
Pkld/Span	10/3-26	13
South Hill	11/1-30	30

# MEMO



Date: March 4, 2015

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

From: Georgia Lomax, Executive Director

Subject: System Metrics

In 2014, a new system of metrics was created around fundamentally important measures to Pierce County Library System. These measures assist in driving key decisions. Below is a table of measures, that address the Balanced Scorecard's four areas (Run the Business, Serve the Customer, Manage Resources, and Skilled Staff). The chart below represents 2014 year-end data.

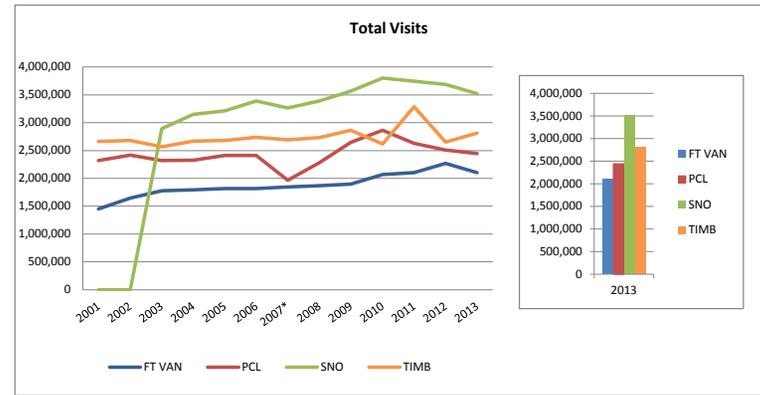
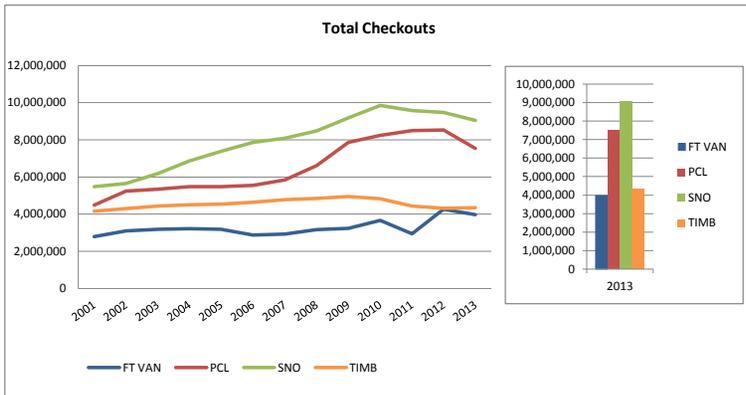
How well are we operating? (Run the Business)	How well are we being used? (Serve the Customer)	How well are we meeting the public's expectations of us? (Serve the Customer)	How well are we managing financial resources for sustainability? (Manage Resources)	How well are staff prepared to grow and innovate? (Skilled Staff)
% of actual to budgeted expenditures <b>102.0%</b>	Total checkouts <sup>1</sup> <b>6,906,394</b>	Rating overall customer satisfaction <b>NA<sup>4</sup></b>	Personnel <sup>2</sup> costs as percent of total operating budget <b>70.9%</b>	Staff turnover rate <b>2.42%</b>
Cost per checkout <b>\$3.79</b>	Total visits <sup>3</sup> <b>2,325,547</b>	Overall customer satisfaction with staff <b>NA<sup>4</sup></b>	Number of active donors <b>1,084</b>	% of training cost to payroll cost <sup>2</sup> <b>0.13%</b>
# of consecutive years without an audit finding <b>31</b>	Active cardholders as a percent of population <b>50.6</b>	% of customers who would recommend the Library to others <b>NA<sup>4</sup></b>	Contributions from gifts, grants, and giving <b>\$534,568</b>	% of customers rating customer service by staff as good or excellent <b>NA</b>
Total open hours per week <b>973</b>	Total annual unique users <b>113,405</b>	Total checkouts of downloadable items <b>632,167</b>	#of months of operational expenses in fund balance <b>4</b>	
Operating expenditures per capita <b>\$46.38</b>	Questions answered per capita <b>0.20</b>	# of minutes downtime of critical technology <b>NA<sup>5</sup></b>	# of years of capital improvement funding available <b>5+</b>	
Average age of facilities <b>24 years</b>				

Notes:

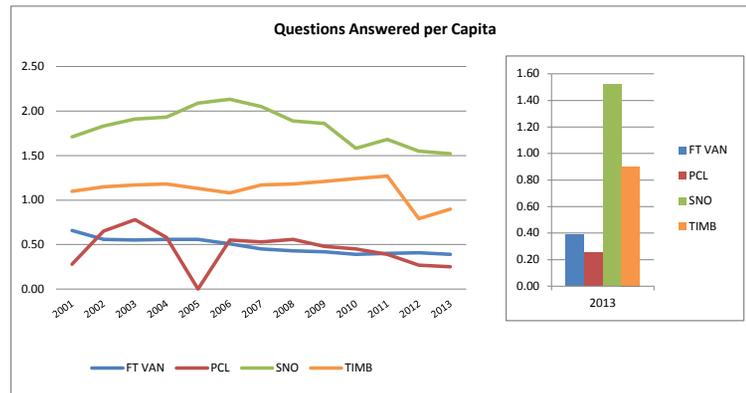
1. Includes checkouts of all types and categories, including eBooks.
2. Includes wages and benefits.
3. Includes visits of all types, including virtual visits.
4. No Customer survey conducted in 2014.
5. Data not available for 2014.

I have attached a selection of charts which depict a longitudinal view of how Pierce County Library System compares to Washington library systems with similar budgets and populations on the measures highlighted in red. Included in the charts is a snapshot benchmark chart showing how each system compared to PCLS in 2013.

We will be bringing you additional charts in the future.



	Population	Operating Revenue
<b>Ft. Vancouver</b>	455,115	20,105,837
<b>PCL</b>	559,210	24,069,085
<b>Sno-Isle</b>	687,999	36,454,268
<b>Timberland</b>	482,685	20,455,432



**Significant Events Impacting Data**

- 2006 - Self checkout
- 2007 - Levy lid lift revenue received
- 2007 - Changed door counters
- 2010 - Major budget cuts/layoffs
- 2010 - Service model designed ("Get Me Started...")
- 2013 - Materials budget cut

# Monthly Financial Reports February 28, 2015

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Pierce County Tax Revenue Data was not available at time of publication

*Interim Reports Prepared by  
Dale E. Hough PFO, CPFIM  
Finance Manager*

**Pierce County Library System  
Statement of Financial Position - Interim  
February 28, 2015  
All Funds**

	General Fund	Debt Service Fund	Capital Improvement Projects Fund
<b>Assets</b>			
<b>Current Assets - Cash</b>			
Cash	\$ 1,637,758	\$ 0.39	\$ 385,039
Investments	\$ 2,500,000	\$ 83,655	\$ 1,600,000
<b>Total Cash</b>	<b>\$ 4,137,758</b>	<b>\$ 83,655</b>	<b>\$ 1,985,039</b>
<b>Total Current Assets</b>	<b>\$ 4,137,758</b>	<b>\$ 83,655</b>	<b>\$ 1,985,039</b>
<b>Liabilities and Fund Balance</b>			
<b>Current Liabilities</b>			
Warrants Payable	\$ 50,941	\$ -	\$ -
Sales Tax Payable	\$ 4,297	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 41,786	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 97,024</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance</b>			
Reserve for Encumbrances	\$ 501,220	\$ -	\$ 241,748
Net Excess (Deficit)	\$ (4,131,552)	\$ 7	\$ (291,324)
Unreserved Fund Balance	\$ 7,671,066	\$ 83,649	\$ 2,034,615
<b>Total Fund Balance</b>	<b>\$ 4,040,734</b>	<b>\$ 83,655</b>	<b>\$ 1,985,039</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 4,137,758</b>	<b>\$ 83,655</b>	<b>\$ 1,985,039</b>
Anticipated Property Tax Revenue	\$ 27,468,688	\$ 12	\$ -

<b>Pierce County Library System</b>														
<b>Comparative Statement of Financial Position - Interim</b>														
<b>General Fund - Rolling Comparison</b>														
<i>(as of the listed date of the reported month)</i>														
	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>CURRENT</i>
	<b>2/28/2014</b>	<b>3/31/2014</b>	<b>4/30/2014</b>	<b>5/31/2014</b>	<b>6/30/2014</b>	<b>7/31/2014</b>	<b>8/31/2014</b>	<b>9/30/2014</b>	<b>10/31/2014</b>	<b>11/30/2014</b>	<b>12/31/2014</b>	<b>1/31/2015</b>	<b>1/31/2015</b>	<b>2/28/2015</b>
<b>Assets</b>														
<b>Current Assets - Cash</b>														
Cash	\$ 1,645,126	\$ 2,874,141	\$ 10,202,373	\$ 12,760,371	\$ 1,400,630	\$ 1,475,909	\$ 1,566,485	\$ 1,783,229	\$ 10,585,428	\$ 3,821,250	\$ 8,535,073	\$ 1,229,471	\$ 1,229,471	\$ 1,637,758
Investments	\$ 4,410,000	\$ 2,650,000	\$ 1,975,000	\$ -	\$ 9,492,593	\$ 7,500,000	\$ 5,580,000	\$ 3,768,000	\$ 1,800,000	\$ 8,255,000	\$ -	\$ 5,100,000	\$ 5,100,000	\$ 2,500,000
<b>Total Cash</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,535,073</b>	<b>\$ 6,329,471</b>	<b>\$ 6,329,471</b>	<b>\$ 4,137,758</b>
<b>Total Current Assets</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,535,073</b>	<b>\$ 6,329,471</b>	<b>\$ 6,329,471</b>	<b>\$ 4,137,758</b>
<b>Liabilities and Fund Balance</b>														
<b>Current Liabilities</b>														
Warrants Payable	\$ 283,545	\$ 242,745	\$ 156,099	\$ 219,223	\$ 237,131	\$ 279,472	\$ 352,429	\$ 416,700	\$ 450,616	\$ 454,093	\$ 686,402	\$ 501,406	\$ 501,406	\$ 50,941
Sales Tax Payable	\$ 4,285	\$ 3,438	\$ 3,657	\$ 4,896	\$ 6,057	\$ 4,000	\$ 4,295	\$ 3,683	\$ 4,930	\$ 5,293	\$ 6,955	\$ 3,879	\$ 3,879	\$ 4,297
Payroll Taxes and Benefits Payable	\$ 12,052	\$ 12,414	\$ 12,450	\$ 12,183	\$ 11,400	\$ 10,937	\$ 11,507	\$ 12,671	\$ 14,507	\$ 24,239	\$ 18,631	\$ 25,256	\$ 25,256	\$ 41,786
<b>Total Current Liabilities</b>	<b>\$ 299,882</b>	<b>\$ 258,596</b>	<b>\$ 172,206</b>	<b>\$ 236,303</b>	<b>\$ 254,588</b>	<b>\$ 294,408</b>	<b>\$ 368,230</b>	<b>\$ 433,053</b>	<b>\$ 470,053</b>	<b>\$ 483,624</b>	<b>\$ 711,988</b>	<b>\$ 530,541</b>	<b>\$ 530,541</b>	<b>\$ 97,024</b>
<b>Fund Balance</b>														
Reserve for Encumbrances	\$ 428,516	\$ 382,261	\$ 515,313	\$ 415,441	\$ 372,048	\$ 339,182	\$ 275,413	\$ 227,145	\$ 208,720	\$ 155,364	\$ -	\$ 482,779	\$ 482,779	\$ 501,220
Net Excess (Deficit)	\$ (3,706,199)	\$ (4,149,643)	\$ 2,456,926	\$ 3,075,700	\$ 1,233,659	\$ (690,609)	\$ (2,530,086)	\$ (4,141,897)	\$ 2,673,728	\$ 2,404,334	\$ 296,107	\$ (2,354,914)	\$ (2,354,914)	\$ (4,131,552)
Unreserved Fund Balance	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 7,526,977	\$ 7,671,066	\$ 7,671,066	\$ 7,671,066
<b>Total Fund Balance</b>	<b>\$ 5,755,244</b>	<b>\$ 5,265,545</b>	<b>\$ 12,005,167</b>	<b>\$ 12,524,068</b>	<b>\$ 10,638,635</b>	<b>\$ 8,681,501</b>	<b>\$ 6,778,254</b>	<b>\$ 5,118,176</b>	<b>\$ 11,915,375</b>	<b>\$ 11,592,625</b>	<b>\$ 7,823,084</b>	<b>\$ 5,798,931</b>	<b>\$ 5,798,931</b>	<b>\$ 4,040,734</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 6,055,126</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,535,073</b>	<b>\$ 6,329,471</b>	<b>\$ 6,329,471</b>	<b>\$ 4,137,758</b>
<b>Anticipated Property Tax Revenue</b>	<b>\$ 25,112,244</b>	<b>\$ 23,682,603</b>	<b>\$ 14,993,995.22</b>	<b>\$ 12,484,118</b>	<b>\$ 12,375,381</b>	<b>\$ 12,288,973</b>	<b>\$ 12,166,212</b>	<b>\$ 11,762,780</b>	<b>\$ 11,762,780</b>	<b>\$ 1,098,207</b>	<b>\$ -</b>	<b>\$ 27,468,688</b>	<b>\$ 27,468,688</b>	<b>\$ 27,468,688</b>

**PIERCE COUNTY LIBRARY SYSTEM**  
Statement of Revenue and Expenditures - INTERIM  
Year to Date February 28, 2015  
no pre-encumbrances

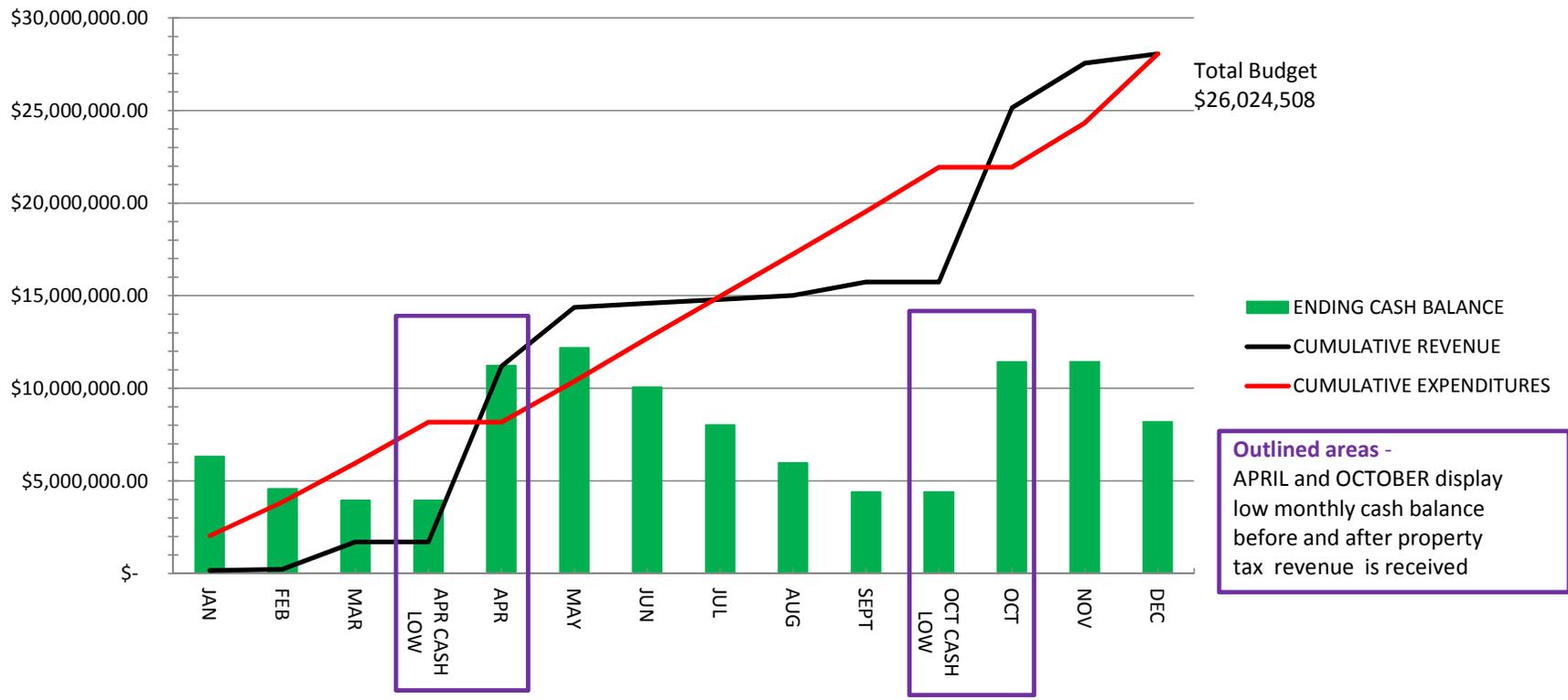
<u>General Fund</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ 26,645,748	\$ 95,977	\$ -	\$ 26,549,771	0%
Other Revenue	\$ 1,418,000	\$ 131,717	\$ -	\$ 1,286,283	9%
<b>Total Revenue</b>	<b>\$ 28,063,748</b>	<b>\$ 227,694</b>	<b>\$ -</b>	<b>\$ 27,836,054</b>	<b>1%</b>
Expenditures					
Personnel/Taxes and Benefits	\$ 19,897,279.00	\$ 3,180,865	\$ -	\$ 16,716,414	16%
Materials	\$ 3,555,073	\$ 337,695	\$ -	\$ 3,217,378	9%
Maintenance and Operations	\$ 3,769,484	\$ 339,466	\$ 501,220	\$ 2,928,798	22%
Transfers Out	\$ 841,912	\$ -	\$ -	\$ 841,912	0%
<b>Total Expenditures</b>	<b>\$ 28,063,748</b>	<b>\$ 3,858,027</b>	<b>\$ 501,220</b>	<b>\$ 23,704,501</b>	<b>16%</b>
Excess/(Deficit)		\$ (3,630,332)			
(less encumbrances)		(501,220)			
<b>Net Excess (Deficit)</b>		<b>\$ (4,131,552)</b>			

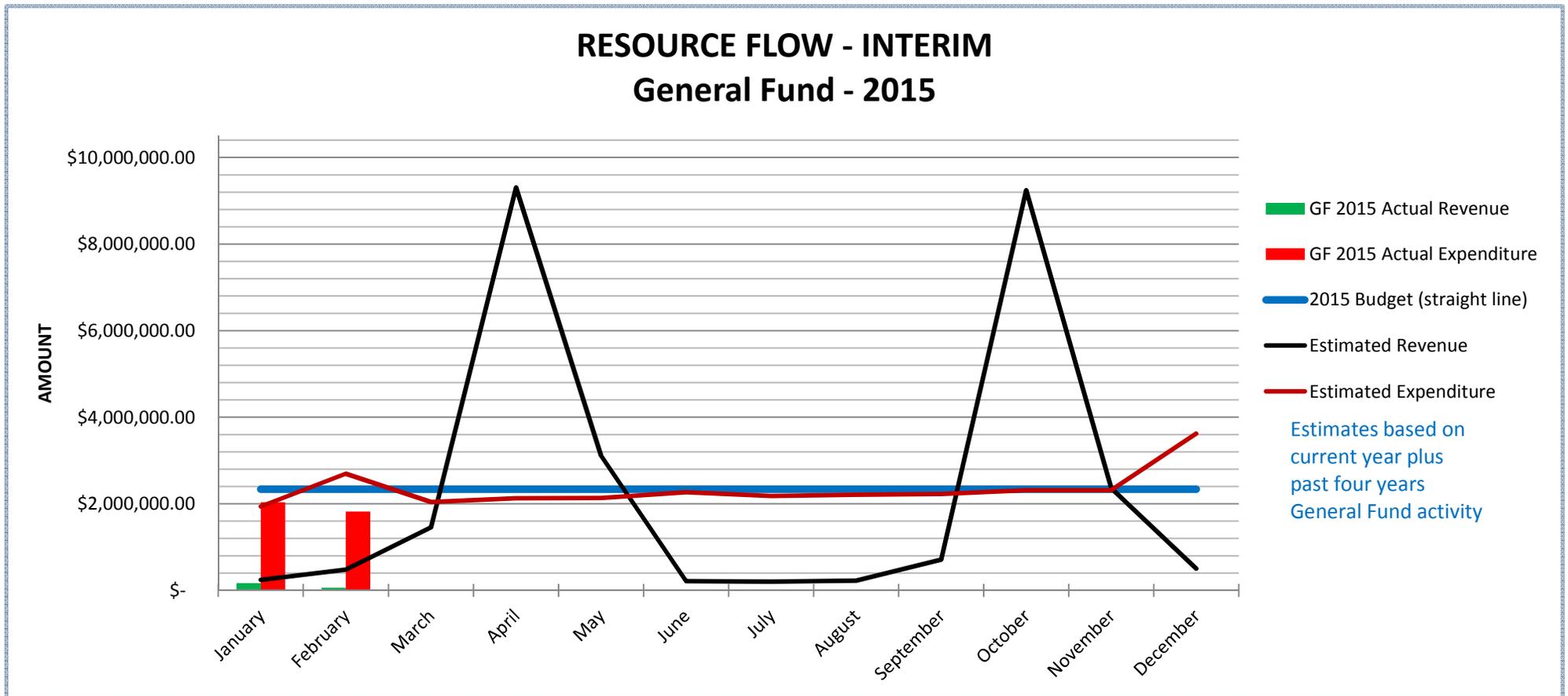
<u>Debt Service Fund</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 7	\$ -	\$ (7)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 7</b>	<b>\$ -</b>	<b>\$ (7)</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>\$ 7</b>			

**Capital Improvement Projects**

<u>Fund</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 1,027,588	\$ -	\$ -	\$ 1,027,588	0%
Other Revenue	\$ -	\$ 96,877	\$ -	\$ (96,877)	0%
Transfers In	\$ 841,912	\$ -	\$ -	\$ 841,912	0%
<b>Total Revenue</b>	<b>\$ 1,869,500</b>	<b>\$ 96,877</b>	<b>\$ -</b>	<b>\$ 1,772,623</b>	<b>5%</b>
Expenditures					
Maintenance and Operations	\$ 1,869,500	\$ 146,453	\$ 241,748	\$ 1,481,299	21%
<b>Total Expenditures</b>	<b>\$ 1,869,500</b>	<b>\$ 146,453</b>	<b>\$ 241,748</b>	<b>\$ 1,481,299</b>	<b>21%</b>
Excess/(Deficit)		\$ (49,576)			
(less encumbrances)		(241,748)			
<b>Net Excess (Deficit)</b>		<b>\$ (291,324)</b>			

### CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2015





Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 2/28/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	February Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31111 PROPERTY TAXES CURRENT	25,674,805.00	0.00	7,620.21	0.00	25,667,184.79	0.03
31112 PROPERTY TAXES DELINQUENT	872,943.00	0.00	87,201.18	0.00	785,741.82	9.99
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	0.00	0.00	3,000.00	0.00
31210 PRIVATE HARVEST/ FOREST EXCISE TAX	50,000.00	0.00	728.98	0.00	49,271.02	1.46
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	0.00	0.00	20,000.00	0.00
<b>TAXES:</b>	<b>26,620,748.00</b>	<b>0.00</b>	<b>95,550.37</b>	<b>0.00</b>	<b>26,525,197.63</b>	<b>0.36</b>
33872 CONTRACTS FEES - CITIES	0.00	810.00	810.00	0.00	(810.00)	0.00
34160 COPIER FEES	30,000.00	2,615.89	5,254.48	0.00	24,745.52	17.51
34161 GRAPHICS SERVICES CHARGES	0.00	10.50	42.00	0.00	(42.00)	0.00
34162 PRINTER FEES	105,000.00	10,641.73	21,561.08	0.00	83,438.92	20.53
34163 FAX FEES	21,000.00	1,709.88	3,617.71	0.00	17,382.29	17.23
34730 INTERLIBRARY LOAN FEES	0.00	0.00	18.95	0.00	(18.95)	0.00
35970 LIBRARY FINES	600,000.00	43,726.16	94,367.54	0.00	505,632.46	15.73
36110 INVESTMENT INCOME	10,000.00	0.00	426.38	0.00	9,573.62	4.26
36190 OTHER INTEREST EARNINGS	0.00	0.14	0.25	0.00	(0.25)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	339.68	0.00	(339.68)	0.00
36700 FOUNDATION DONATIONS	350,000.00	0.00	0.00	0.00	350,000.00	0.00
36710 FRIENDS' DONATIONS	0.00	0.00	257.01	0.00	(257.01)	0.00
36720 FRIENDS' REIMBURSEMENTS	0.00	317.55	317.55	0.00	(317.55)	0.00
36725 DONATIONS - OTHER	250,000.00	15.24	423.34	0.00	249,576.66	0.17
36920 BOOK SALE REVENUE	20,000.00	572.53	1,059.85	0.00	18,940.15	5.30
36990 MISCELLANEOUS REVENUE	0.00	(15.21)	21.06	0.00	(21.06)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	1,065.77	2,200.84	0.00	9,799.16	18.34
36994 UNCLAIMED PROPERTY	0.00	3.94	9.38	0.00	(9.38)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	260.00	0.00	(260.00)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	100.00	1,155.79	0.00	(1,155.79)	0.00
36999 REBATES - PROCUREMENT CARD	30,000.00	0.89	0.89	0.00	29,999.11	0.00
<b>CHARGES OTHER:</b>	<b>1,428,000.00</b>	<b>61,575.01</b>	<b>132,143.78</b>	<b>0.00</b>	<b>1,295,856.22</b>	<b>9.25</b>
39510 SALE OF FIXED ASSETS/TIMBER (GOV)	15,000.00	0.00	0.00	0.00	15,000.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>28,063,748.00</b>	<b>61,575.01</b>	<b>227,694.15</b>	<b>0.00</b>	<b>27,836,053.85</b>	<b>0.81</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	14,345,866.00	1,106,363.59	2,259,099.93	0.00	12,086,766.07	15.75
51105 ADDITIONAL HOURS	259,045.00	20,371.60	44,412.79	0.00	214,632.21	17.14
51106 SHIFT DIFFERENTIAL	151,607.00	13,992.53	25,437.30	0.00	126,169.70	16.78
51107 SUBSTITUTE HOURS	315,515.00	20,404.34	41,569.65	0.00	273,945.35	13.18
51109 TUITION ASSISTANCE PROGRAM	300.00	0.00	0.00	0.00	300.00	0.00
51200 OVERTIME WAGES	5,400.00	367.42	991.33	0.00	4,408.67	18.36
51999 ADJ WAGE/SALARY TO MATCH PLAN	(377,539.00)	0.00	0.00	0.00	(377,539.00)	0.00
52001 INDUSTRIAL INSURANCE	193,617.00	12,421.85	25,439.54	0.00	168,177.46	13.14
52002 MEDICAL INSURANCE	2,191,477.00	155,307.05	360,519.83	0.00	1,830,957.17	16.45
52003 F.I.C.A.	1,153,581.00	87,981.09	179,700.91	0.00	973,880.09	15.58
52004 RETIREMENT	1,508,392.00	100,836.89	206,292.00	0.00	1,302,100.00	13.68
52005 DENTAL INSURANCE	212,859.00	16,356.21	32,797.61	0.00	180,061.39	15.41
52006 OTHER BENEFIT	11,020.00	880.00	1,840.00	0.00	9,180.00	16.70
52010 LIFE AND DISABILITY INSURANCE	26,987.00	1,316.53	2,722.70	0.00	24,264.30	10.09
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	0.00	0.00	30,500.00	0.00

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 2/28/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	February Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
52200 UNIFORMS	1,300.00	41.63	41.63	0.00	1,258.37	3.20
52999 ADJ BENEFITS TO MATCH PLAN	(132,648.00)	0.00	0.00	0.00	(132,648.00)	0.00
<b>PERSONNEL</b>	<b>19,897,279.00</b>	<b>1,536,640.73</b>	<b>3,180,865.22</b>	<b>0.00</b>	<b>16,716,413.78</b>	<b>15.99</b>
53100 OFFICE/OPERATING SUPPLIES	164,400.00	8,316.23	16,666.52	46,386.42	101,347.06	38.35
53101 CUSTODIAL SUPPLIES	52,500.00	4,331.30	4,331.30	0.00	48,168.70	8.25
53102 MAINTENANCE SUPPLIES	60,200.00	2,305.76	2,465.98	0.00	57,734.02	4.10
53103 AUDIOVISUAL PROCESSING SUP	25,000.00	2,752.05	2,752.05	822.64	21,425.31	14.30
53104 BOOK PROCESSING SUPPLIES	20,000.00	70.85	70.85	0.00	19,929.15	0.35
53200 FUEL	47,000.00	0.00	7,131.01	33,618.99	6,250.00	86.70
53401 ADULT MATERIALS	806,000.00	30,620.80	55,935.16	0.00	750,064.84	6.94
53403 PERIODICALS	88,135.00	760.98	1,363.70	0.00	86,771.30	1.55
53405 JUVENILE BOOKS	544,279.00	16,176.96	30,155.20	0.00	514,123.80	5.54
53406 PROFESSIONAL COLLECTION	4,200.00	38.13	87.45	0.00	4,112.55	2.08
53407 INTERNATIONAL COLLECTION	60,000.00	127.03	487.67	0.00	59,512.33	0.81
53408 AUDIOVISUAL MATERIALS - ADULT	842,000.00	21,706.26	52,827.21	0.00	789,172.79	6.27
53409 AUDIOVISUAL MATERIALS - JUV	94,000.00	1,338.59	2,916.44	0.00	91,083.56	3.10
53411 ELECTRONIC INFO SOURCES	379,068.00	0.00	57,259.00	0.00	321,809.00	15.11
53412 REFERENCE SERIALS	18,000.00	0.00	0.00	0.00	18,000.00	0.00
53413 ELECTRONIC SERVICES	149,391.00	0.00	126,330.15	0.00	23,060.85	84.56
53414 ELECTRONIC COLLECTION	417,000.00	0.00	0.00	0.00	417,000.00	0.00
53464 VENDOR PROCESSING SERVICES	153,000.00	4,951.30	10,333.46	0.00	142,666.54	6.75
53500 MINOR EQUIPMENT	3,500.00	0.00	17.82	0.00	3,482.18	0.51
53501 FURNISHINGS	35,000.00	0.00	1,806.08	6,770.94	26,422.98	24.51
53502 IT HARDWARE	20,000.00	25,805.44	25,805.44	0.00	(5,805.44)	129.03
53503 PRINTERS	10,000.00	0.00	0.00	0.00	10,000.00	0.00
53505 SOFTWARE	13,500.00	2,171.67	2,171.67	0.00	11,328.33	16.09
54100 PROFESSIONAL SERVICES	437,884.00	22,054.62	24,009.75	39,318.94	374,555.31	14.46
54101 LEGAL SERVICES	30,000.00	0.00	882.00	0.00	29,118.00	2.94
54102 COLLECTION AGENCY	22,000.00	2,168.19	2,168.19	0.00	19,831.81	9.86
54161 RESOURCE SHARING SERVICES	19,000.00	20.00	20.00	0.00	18,980.00	0.11
54162 BIBLIOGRAPHICS SERVICES	33,000.00	0.00	0.00	0.00	33,000.00	0.00
54163 PRINTING AND BINDING	1,500.00	0.00	0.00	0.00	1,500.00	0.00
54165 ILL LOST ITEM CHARGE	2,800.00	174.57	151.62	0.00	2,648.38	5.42
54200 POSTAGE AND SHIPPING	35,000.00	0.00	27.20	0.00	34,972.80	0.08
54201 TELECOM SERVICES	461,300.00	710.82	7,778.33	0.00	453,521.67	1.69
54300 TRAVEL	42,100.00	719.20	1,212.28	0.00	40,887.72	2.88
54301 MILEAGE REIMBURSEMENTS	31,150.00	2,384.30	4,510.50	0.00	26,639.50	14.48
54400 ADVERTISING	43,000.00	1,620.02	1,620.02	0.00	41,379.98	3.77
54501 RENTALS/LEASES - BUILDINGS	389,950.00	64,058.65	97,385.27	82,173.91	210,390.82	46.05
54502 RENTALS/LEASES - EQUIPMENT	32,300.00	58.39	1,804.56	21,200.71	9,294.73	71.22
54600 INSURANCE	189,500.00	0.00	720.00	0.00	188,780.00	0.38
54700 ELECTRICITY	235,000.00	23,247.13	28,736.69	0.00	206,263.31	12.23
54701 NATURAL GAS	15,000.00	518.11	1,688.31	0.00	13,311.69	11.26
54702 WATER	20,000.00	1,020.71	1,502.72	0.00	18,497.28	7.51
54703 SEWER	36,000.00	582.26	607.90	0.00	35,392.10	1.69
54704 REFUSE	27,500.00	398.94	568.56	883.04	26,048.40	5.28
54800 GENERAL REPAIRS/MAINTENANCE	229,300.00	5,600.26	8,648.47	56,182.67	164,468.86	28.27

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 2/28/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	February Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
54801 CONTRACTED MAINTENANCE	788,000.00	9,209.44	43,952.37	194,131.72	549,915.91	30.21
54803 MAINT. TELECOM EQUIPMENT	31,000.00	0.00	0.00	0.00	31,000.00	0.00
54900 REGISTRATIONS	42,750.00	23,408.00	31,303.00	0.00	11,447.00	73.22
54901 DUES AND MEMBERSHIPS	35,170.00	804.00	11,533.00	19,730.02	3,906.98	88.89
54902 TAXES AND ASSESSMENTS	29,500.00	72.99	72.99	0.00	29,427.01	0.25
54903 LICENSES AND FEES	38,890.00	2,827.38	5,343.41	0.00	33,546.59	13.74
54904 MISCELLANEOUS	790.00	0.00	0.00	0.00	790.00	0.00
54905 WELLNESS EVENTS/REGISTRATION	2,000.00	0.00	0.00	0.00	2,000.00	0.00
55100 INTERGOVERNMENTAL	17,000.00	0.00	0.00	0.00	17,000.00	0.00
59700 TRANSFERS OUT	841,912.00	0.00	0.00	0.00	841,912.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>8,166,469.00</b>	<b>283,131.33</b>	<b>677,161.30</b>	<b>501,220.00</b>	<b>6,988,087.70</b>	<b>14.43</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>28,063,748.00</b>	<b>1,819,772.06</b>	<b>3,858,026.52</b>	<b>501,220.00</b>	<b>23,704,501.48</b>	<b>15.53</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(1,758,197.05)</b>	<b>(3,630,332.37)</b>	<b>(501,220.00)</b>	<b>4,131,552.37</b>	<b>0.00</b>

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

Object	2015 Budget	February Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.02	0.00	(0.02)	0.00
<b>TAXES:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.02</b>	<b>0.00</b>	<b>(0.02)</b>	<b>0.00</b>
36110 INVESTMENT INCOME	0.00	0.00	6.80	0.00	(6.80)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>0.00</b>	<b>6.80</b>	<b>0.00</b>	<b>(6.80)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>0.00</b>	<b>6.82</b>	<b>0.00</b>	<b>(6.82)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>0.00</b>	<b>6.82</b>	<b>0.00</b>	<b>(6.82)</b>	<b>0.00</b>

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

Object	2015 Budget	February Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	1,027,588.00	0.00	0.00	0.00	1,027,588.00	0.00
36110 INVESTMENT INCOME	0.00	0.00	127.00	0.00	(127.00)	0.00
36200 KEY PENINSULA SHARED COSTS	0.00	10,000.00	10,000.00	0.00	(10,000.00)	0.00
36700 FOUNDATION DONATIONS	0.00	86,750.00	86,750.00	0.00	(86,750.00)	0.00
<b>CHARGES OTHER:</b>	<b>1,027,588.00</b>	<b>96,750.00</b>	<b>96,877.00</b>	<b>0.00</b>	<b>930,711.00</b>	<b>9.43</b>
39700 TRANSFERS IN	841,912.00	0.00	0.00	0.00	841,912.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>1,869,500.00</b>	<b>96,750.00</b>	<b>96,877.00</b>	<b>0.00</b>	<b>1,772,623.00</b>	<b>5.18</b>
<b>EXPENSE ACCOUNTS</b>						
53100 OFFICE/OPERATING SUPPLIES	0.00	1,685.67	1,685.67	0.00	(1,685.67)	0.00
53501 FURNISHINGS	50,000.00	0.00	22,653.11	79,818.33	(52,471.44)	204.94
53502 IT HARDWARE	1,119,000.00	73,890.64	73,890.64	0.00	1,045,109.36	6.60
54100 PROFESSIONAL SERVICES	0.00	0.00	0.00	3,251.00	(3,251.00)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	0.00	0.00	10,000.00	0.00
54912 CONTINGENCY/RESERVE	37,000.00	0.00	0.00	0.00	37,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	271,000.00	0.00	0.00	120,001.00	150,999.00	44.28
56203 FLOORING	114,500.00	0.00	0.00	0.00	114,500.00	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	97,000.00	0.00	0.00	0.00	97,000.00	0.00
56400 MACHINERY & EQUIPMENT	16,000.00	0.00	0.00	0.00	16,000.00	0.00
56401 VEHICLES	0.00	48,223.10	48,223.10	38,677.89	(86,900.99)	0.00
56402 HVAC	155,000.00	0.00	0.00	0.00	155,000.00	0.00
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>1,869,500.00</b>	<b>123,799.41</b>	<b>146,452.52</b>	<b>241,748.22</b>	<b>1,481,299.26</b>	<b>20.76</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(27,049.41)</b>	<b>(49,575.52)</b>	<b>(241,748.22)</b>	<b>291,323.74</b>	<b>0.00</b>

# MEMO

Date: March 3, 2015

To: Members of the Board of Trustees

From: Linda Farmer, APR, Communications Director

Subject: Pierce County READS 2015 Successfully Launched!

Pierce County Library System's largest event—Pierce County READS 2015—was successfully launched on March 1, 2015. This is the 8<sup>th</sup> annual one-community one-book program that encourages everyone in the county to read the same book at the same time and then come together to talk about it.

This year's selection is "The Boys in the Boat" by Daniel James Brown. Pierce County READS titles are best-selling works by a living author that appeal to wide audiences, present relevant themes and provoke meaningful discussion. "The Boys in the Boat" meets that criteria and more. The No. 1 New York Times Best-Seller chronicles the 1936 University of Washington crew team and their epic quest for gold at the Berlin Olympics.

The library's co-presenter, The News Tribune, announced the selection (heretofore a secret) with a print and online story (attached). The partnership also includes print and online ads (online sample attached). The library did its own media push including an embargoed press release and Facebook posts (attached). The program is sponsored by Key Bank and the McGavick Conference Center @ Clover Park Technical College.

## **As in past years, Pierce County READS is more than just the book:**

- The library has put together 63 free events throughout Pierce County based on the book
- Enter to win a signed copy of the book
- Watch related movies, read related books
- Join the conversation on social media
- Enter the second annual Flash Fiction (or Not) writing contest.
- Daniel James Brown will speak and sign books at the McGavick Conference Center @ Clover Park Technical College on April 24

## **New this year**

- **Three signature events** fell into place this year at community venues and we are excited to see how they are received.
  - "Triumph of the Will" | The Grand Cinema | Tacoma | March 26, 6 p.m.
  - Books & Boats | Foss Waterway Seaport | Tacoma | April 12, 12-4 p.m.
  - Puyallup's Boy in the Boat | Puyallup Public Library | April 18, 10:30 a.m.
- Customers can get a **commemorative Boys in the Boat library card**. While supplies last.

- We have videotaped the author event in past years but this year we added **pre-event videos** to the lineup for added promotion in this digital age. We created a teaser video and an announcement video that were posted both on Facebook and YouTube and have received good attention.
- A stronger **social media push** on Facebook and Twitter is happening this year, including the use of hashtags for the first time: #pcreads, #boysintheboat, #danieljamesbrown
- **283 Read & Release books** were placed in the community for people to find and then pass along. We ask that the finder share on the library's Facebook page where they found the book and what they think. They can also email us or talk to a librarian about their find. Books were purchased by the Pierce County Library Foundation and distributed by the Board of Trustees, foundation members, library staff and others.
- Note to customers to consider using **Amazon Smile** if purchasing the book. Proceeds benefit the Pierce County Library Foundation (choose the foundation when setting up an account).

The library's Pierce County READS team is Kit Thompson, Jason Anderson, Lourie Kelly and Tami Masenhimer, and is co-chaired by Jaime Prothro and Linda Farmer.

#### Attachments

- PC READS Press Release
- PC READS launch story in the TNT
- PC READS online display ad sample
- PC READS Facebook post sample

# NEWS RELEASE



**Embargoed Until March 1, 2015\***

## Contact

[Linda Farmer, APR](#) | Communications Director | 253.548.3428 | 253.232.2891 (cell)

[Jaime Prothro](#) | Customer Experience Manager | 253.548.3425

## Get to know ‘The Boys in the Boat’ during Pierce County READS 2015

Be a part of the biggest reading event in Pierce County

“The Boys in the Boat” is the 2015 selection for Pierce County Library System’s 8th annual [Pierce County READS](#) program, presented in partnership with The News Tribune. Pierce County READS is a one-community, one-book program that encourages everyone in the county to read the same book at the same time and then come together to talk about it.

Pierce County READS is more than just reading the book. Extend your experience at 63 free events throughout Pierce County. Get a commemorative Boys in the Boat library card, enter to win a signed copy of the book, watch related movies, join the conversation on social media, or enter the Flash Fiction (or Not) writing contest. Cap off the journey with a visit from the author himself. Daniel James Brown will speak and sign books at the McGavick Conference Center @ Clover Park Technical College on April 24. Learn more at [www.piercecountyreads.org](http://www.piercecountyreads.org)

### About “The Boys in the Boat”

Pierce County READS titles are best-selling works by a living author that appeal to wide audiences, present relevant themes and provoke meaningful discussion. “The Boys in the Boat” meets that criteria and more. The No. 1 New York Times Best-Seller chronicles the 1936 University of Washington crew team and their epic quest for gold at the Berlin Olympics. Against the grim backdrop of the Great Depression, this nine-man crew of working class origins stormed the rowing world, transformed the sport and galvanized the attention of millions of Americans. The boys reaffirmed the American notion that hard work and merit outweighs birthright. They reminded the country of what can be done when everyone quite literally pulls together.\*\*

Told with an approachable style and skillfully woven with a cast of endearing characters, Brown’s book has something for everyone: personal redemption, local history, sports, the beauty of Puget Sound, and the challenges in America and abroad between the World Wars. “The Boys in the Boat” earned a 2014 Washington State Book Award and was the American Booksellers Association choice for 2014 Nonfiction Book of the Year. The Weinstein Company is working on a movie adaptation.

Reserve your copy [in the library catalog](#) or consider these buying options:

- 15% off at Tacoma’s King’s Books (the official Pierce County READS 2015 book seller)
- 15% off at Gig Harbor’s Mostly Books
- If using [Amazon Smile](#), a portion of the proceeds will benefit Pierce County Library Foundation (choose the foundation when setting up an account)

## Get to know ‘The Boys in the Boat’ during Pierce County READS 2015

### 63 free events

The library has put together 63 free events that cover various themes from “The Boys in the Boat” including boating, sports, the Olympics, the Depression era and more. Download the [event brochure \(PDF\)](#) or view on the library’s [interactive calendar](#). Events are free and open to all ages. Non-perishable food donations for the Emergency Food Network are accepted at all locations.

This year three major events have been scheduled in addition to the author event on April 24:

- **“Triumph of the Will” | The Grand Cinema | Tacoma | March 26, 6 p.m.**  
Attend a free screening of the controversial German propaganda film “Triumph of the Will.” Expert commentary follows with UW Tacoma’s Claudia Gorbman, Ph.D. No tickets required.
- **Books & Boats | Foss Waterway Seaport | Tacoma | April 12, 12-4 p.m.**  
Enjoy free admission to the museum and partake in family activities including rowing demonstrations, stories and more. At 1 p.m. Pierce County Library Executive Director Georgia Lomax interviews Judy Willman, daughter of UW crew member Joe Rantz. No tickets required.
- **Puyallup’s Boy in the Boat | Puyallup Public Library | April 18, 10:30 a.m.**  
The Puyallup Historical Society presents a history of local boy and UW crew member George “Shorty” Hunt, Jr., including race memorabilia and photographs. Cameo appearance by Hunt’s daughter, Kristin Cheney. Free event. No tickets required.
- **Author Event: Daniel James Brown | McGavick Conference Center | Lakewood | April 24, 7 p.m.**  
Author Daniel James Brown will speak and sign books during a free event at 7 p.m. on April 24 at the McGavick Conference Center @ Clover Park Technical College in Lakewood. Books will be available for purchase. No tickets required.

### Read & Release books

The Pierce County Library Foundation purchased 283 copies of “The Boys in the Boat” that will be distributed to Little Free Libraries, restaurants, community centers, city halls, bus stations and other public places in Pierce County. Stickers on the book instruct the finders to read and then release the book to a friend or stranger. And also to comment on the book at the [library’s Facebook page](#)—including where it was found. Use the hashtags #pcreads2015 and #boysintheboat. The books are free for the public to use and are meant to be kept circulating—even after Pierce County READS is over. If they are accidentally returned to the library, staff will place them back in the community. This is a one-year experiment designed to increase community conversation around the book.

### Commemorative library card, signed copies of the book and more

- **Library card.** Beginning March 1, people may pick up a limited edition Boys in the Boat library card at any [Pierce County Library](#). The free commemorative cards are available while supplies last.
- **Win a signed copy of the book.** Enter to win a signed copy of the book [online](#) or by picking up a paper entry form at your local library.
- **Booklists.** Hand-picked book and DVD [recommendations](#) related to “The Boys in the Boat.”

Find more information at [www.piercecountyreads.org](http://www.piercecountyreads.org). Pierce County READS 2015 is presented by Pierce County Library System and [The News Tribune](#), and sponsored by [KeyBank Foundation](#) and [McGavick Conference Center](#), along with more than 20 private and public [community partners](#).

(2 of 2)

### Editor’s Notes:

*\*Please embargo this information until Sunday morning, March 1. Pierce County Library co-presents Pierce County READS with The News Tribune. The paper will be announcing the 2015 book in its March 1 print edition.*

*\*\*Material from the [Daniel James Brown website](#) was used in this section of the release.*

# THE NEWS TRIBUNE

## Library names “The Boys in the Boat” its Pierce County Reads selection for 2015

BY ROSEMARY PONNEKANTI

Staff writer February 28, 2015



The 1956 reunion row of the 1936 gold-medallist U.S. Olympic rowing team.

The events might be 80 years old, but the themes ring true today: teamwork, sporting excellence and triumph over adversity.

“The Boys in the Boat,” a 2013 historical non-fiction book by Daniel James Brown about the 1936 Olympic gold medal rowing team from the University of Washington, is Pierce County Library’s book for the 8th Annual Pierce County Reads program, which launches today. And as with previous years’ books, this one is not only written by a regional author (Brown lives in Redmond) but it offers up plenty of food for community discussion, not to mention two months’ worth of workshops, film screenings and other events.

Currently being developed as a film by director Kenneth Branagh, “The Boys in the Boat” rose to the top of the New York Times bestseller list and spent more than 40 weeks on NPR’s bestseller list.

As the subtitle explains, “The Boys in the Boat” is an account of how the UW’s nine-man rowing crew made their way from poor, Depression-stricken homes to college, beating out reigning California crews and annoying East Coast institutions to become the American contenders for gold at the infamous 1936 Berlin Olympics, where Jesse Owens challenged Hitler’s racial stereotyping and the Nazi regime was successfully presented as benign to the rest of the

world. Weaving threads of European history with personal narratives and the quest for sporting excellence, Brown paints detailed scenes of the 1930s in both Seattle and Berlin.

Brown tells a gripping tale bookended by his own story of how he came to meet the last surviving crew member, Joe Rantz, just 10 months before Rantz died in his Seattle home.

The Pierce County Reads program chooses its books for their adaptability to both events and community discussion. Events throughout March and April at county libraries and other venues include jazz concerts, genealogy and boat-building information sessions, historical talks, film screenings (including vintage Nazi propagandist films). On April 18, the Puyallup Historical Society will give a presentation on rower George “Shorty” Hunt, Jr., a Puyallup boy who was part of the gold-winning crew. Hunt’s daughter Kristin Cheney will attend, and on April 12 library director Georgia Lomax will interview Rantz’s daughter Judy Willman.

On April 24, author Brown, who has two other historical non-fiction works under his belt, will speak and sign books at the closing event at Clover Park Technical College in Lakewood.

Brown spoke with The News Tribune about the genesis for “The Boys in the Boat,” how he does his research, and how much he found out about rowing.

**Q: You explain in the prologue how you came upon this story — rower Joe Rantz’s daughter Judy got in touch with you because of your books — and how you knew right away you wanted to tell it. Did you ever wonder if a book about rowing might be a hard sell?**

A: Yeah, I did wonder a lot about that. There’s a hump it has to overcome with every new reader; I get emails every day from people saying they almost didn’t read the book because they didn’t care about rowing. But it’s about so much more than that.

**Q: It does have a lot of themes: the underdog coming through, the rewards of persistence, the historical themes of war and propaganda, and how we find somewhere we can call home. For you, what is the big takeaway thread — the most important?**

A: I think the story of these nine young American boys who climbed into a boat to pull so strongly and beautifully together is a perfect metaphor for what that generation did: the Greatest Generation. It was all about trust, teamwork. The Depression really humbled them all, and they learned to build great teams. Rowing is a nice metaphor for that.

**Q: The sheer quantity and depth of research you did for this book is impressive. How long did all that research take you?**

A: Between four and four-and-a-half years. The first year was mostly research, the last year mostly writing with a bit of research.

**Q: Is it a well-documented period?**

A: Yes, it is. One of the things I had going for me was that because rowing was so enormously popular in the 1920s and '30s, every newspaper wrote about it. For any given race I could find dozens and dozens of articles, even mentioning details like what the coach was wearing.

**Q: Was any of it a challenge to research?**

A: It's a lot of drudgery, hauling a microphone around to find out this and that detail. But it's not a challenge — I revel in that kind of work.

**Q: This is your third historical non-fiction book. Why do you like that genre?**

A: I read a lot of that same genre; I enjoy it a lot to start with. But also, because it's non-fiction, I have the safety of a framework of fact. I'm not sure I have the imagination to write an entire fiction novel, but I can recognize a good story when I see it. And that framework does give me the freedom to develop characters and scenes. It's a nice halfway point between fiction and dry history.

**Q: Many reviews have compared “The Boys in the Boat” to “Chariots of Fire” and “Seabiscuit” because of the underdog theme and wartime setting. Did that similarity cross your mind while you were writing?**

A: Actually, the day after I met Joe, when I knew I had to write his story, I was traveling to Hawaii, and I had a paperback copy of “Seabiscuit” in my bag to read. I marked up every single page with notes, because it was the kind of book I knew I wanted to write. So yes, I do consciously study other people to see what writing decisions they make.

**Q: You also write in a very cinematic style. Given that you'd signed the film rights in 2011, way before you published, and that film plays a big part in “The Boys in the Boat,” was writing cinematically a deliberate decision?**

A: It is the way that I write anyway. I think of chunks as scenes, and divide them into chapters later on. Once I know what the scene is — like the opening scene of Joe and Roger walking down the UW campus to the boathouse — I get a sense of the beginning and the end of the scene. Then I do minute research on things like the weather, what people are wearing, I look at photographs. It gets developed in my head to the point where I have to write it all down or I'll forget it.

But the actual film came about when I was writing my book proposal, and my agent asked me to write a 17-page synopsis (that's really long for a synopsis!), scene by scene. And because it was so cinematic, that's how Hollywood got interested.

**Q: Do you know what stage the film is at right now?**

A: No, once I signed the rights off, a curtain came down! I only know they're working on a script. Really, I have no clue when it will come out.

**Q: What will you speak about when you appear for the Pierce County Reads program on April 24?**

A: People like to hear about how I wrote the book, how I met Joe. I talk about that gold medal, and often show a video clip with the presentation (in Berlin). I talk about what made those kids able to accomplish what they did.

**Q: In “The Boys in the Boat” you devote many pages to the essence of rowing itself: its philosophy, mental demands, existential nature. Have you ever rowed?**

A: Everyone asks that, and no, I haven’t done anything you could really call rowing. That was one of my big concerns, but I was lucky in that the crew at the University of Washington gave me access to their coaches and best rowers. . . . My schedule has been really busy, but sometime I think I may actually learn how to scull in a single boat. I’m past the time of life where I can climb in and row in a team. . . . I’m not very fit!

*Rosemary Ponnekanti: 253-597-8568 [rosemary.ponnekanti@thenewstribune.com](mailto:rosemary.ponnekanti@thenewstribune.com) [@rose\\_ponnekanti](https://twitter.com/rose_ponnekanti)*

## **READ AND RELEASE BOOK SHARING**

Anyone can sign up for a free Pierce County Library e-card online, even if you don’t live in the area, and download the e-version of “The Boys in the Boat” for free.

But if you’d rather hold a book in your hands, the library is experimenting with a system of sharing copies person to person called Read and Release.

Labelled with a sticker saying “Read and Release — Take This Book!,” 283 copies of “The Boys in the Boat” have been donated or purchased by the library foundation to be passed around the community by library board members, staff and city, town and county council members. Some will be put into Little Free Libraries, the mailbox-sized free lending boxes some folks put up in their front yards; others will be left in businesses or just passed between friends. Each comes with a brochure of the program’s events. Recipients are asked to read the book, share their thoughts on [piercecountyreads.org](http://piercecountyreads.org) or the library’s Facebook page, and then pass the book on.

## **PIERCE COUNTY READS EVENTS**

The Pierce County Library system has planned 63 free events to help readers digest “The Boys in the Boat” fully. Find the full events calendar at [piercecountyreads.org](http://piercecountyreads.org).

Participants are encouraged to bring a non-perishable food donation to each event to support the Emergency Food Network. Readers also can enter to win a signed copy of the book at county library locations or online.

The culminating event is an appearance by author Daniel James Brown at 7 p.m. April 24 at the McGavick Conference Center at Clover Park Technical College, 4500 Steilacoom Road SW, Lakewood. Brown will speak and sign books at the free event; books will be available for purchase.



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## News

### Washington state House to vote on \$12 minimum wage

The state House is expected to vote Tuesday on raising Washington's minimum wage to \$12 an hour.

READ STORY

## NEWS

### Local News

Nation/World State

Submit a News Tip

Weather

### NATIONAL

#### Sex offender who fled Canada for Seattle charged with rape

A high-risk sex offender who fled Canada for Seattle was being held on \$1 million bail after authorities charged him with raping a 69-year-old woman.



### LEGISLATURE

#### 2/3-for-taxes rule ruled unconstitutional in state Senate

Lt. Gov. Brad Owen said Monday he won't enforce a Senate rule making it harder to pass new taxes – ruling it violates the state Constitution.



### LOCAL NEWS

#### Gaelic football, hurling gain foothold in Tacoma

The Tacoma Rangers Hurling & Gaelic Football Club plays traditionally Irish sports against other Pacific Northwest teams.



### CHAMBERS BAY NEWS

#### U.S. Open drone ban, street vehicle restrictions enacted in University Place

The City Council unanimously approved the regulations Monday as preparations for the mid-June golf championship continue.

**PIERCE COUNTY READS 2015**  
Pierce County Library System  
read • discuss • connect  
March 1-April 24

Meet Daniel

**FREE talk and book signing**  
Friday, April 24, 7 p.m.  
McGavick Conference Center @ Clover Park Technical College

## MOST POPULAR STORIES

Tacoma doctor, palliative care expert Stuart Farber remembered as physician who listened

Identities released in homicide-suicide of Bonney Lake mother, daughter

Marshawn Lynch isn't sure we were ready for him to be "the face of the nation" from Super Bowl

Dining calendar: Bigger brew op at E9, Narrows Brewing chili cook-off and a new food truck festival

The Rev. Bill Bichsel, longtime weapons protester and Tacoma-born priest, dead at 86

2/3-for-taxes rule ruled unconstitutional in state Senate

## TOP PHOTOS & VIDEOS



Field sports the Irish way



Jermaine Kearsse reads Dr. Seuss





**Pierce County Library**  
Library

Create Call-to-Action Share

Timeline About Photos Likes More

**THIS WEEK**

32 Page Likes

58,331 Post Reach

UNREAD

0 Notifications

11 Messages

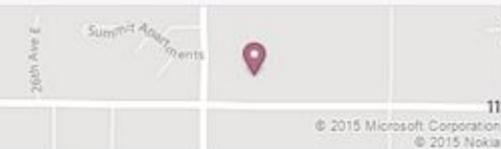
PEOPLE

★★★★★  
17,908 likes  
247 visits

**Promote Your Page**  
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ABOUT



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Tacoma, Washington

(253) 548-3300

Add Hours

Add Price Range

<http://www.piercecountylibrary.org/>

PHOTOS



Status Photo / Video Offer, Event +

What have you been up to?

1 Scheduled Post  
Scheduled for today at 1:00pm. See post.

Pierce County Library added 2 new photos.  
Posted by Linda Elliott Farmer · 13 hrs ·

Were you the lucky readers who found copies of *Boys in the Boat* on the new Sumner walking trail or at the Sumner McLendons on Sunday? 283 copies of the Pierce County READS 2015 book are out there somewhere in Pierce County waiting for you. These are Read & Release books. That means read them and set them free so others can enjoy the incredible story. If you find a Read & Release book, let us know where you found it and what you think! #pcreads2015 #boysintheboat



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  - 2013
  - 2012
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  - 2010
  - 2009
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Pierce County Library System's 18 locations bring people together, enrich lives and provid...

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# MEMO

Date: March 2, 2015

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Activities - February

In February, I attended Board meetings at the University of Washington iSchool and Tacoma Community House. I also attended a Board training session on fundraising at Tacoma Community House and a PCLS Foundation Executive Committee Retreat.

Also this month, I met individually with Board Chair Rob Allen.

Meetings with my internal community members are wrapping up. I attended five branch and department staff meetings (Bonney Lake, Parkland, South Hill, Steilacoom, University Place ) and had individual meetings with two site supervisors (Bonney Lake, Buckley). I also met with the Reading & Materials department Steering and Process Improvement teams and participated in a half-day training for all supervisors to introduce the new Leadership Competencies.

I am pleased to report that, as of the date of this memo, I have enjoyed 72 working days as Executive Director. During this time, I have met with approximately 291 staff members in an ambitious plan to connect with the Library's most valuable asset within my first 100 days.

Meetings with the "Community First 30" are continuing. I recently met with Helen McGovern-Pilant, Executive Director of the Emergency Food Network; Lakewood City Manager, John Caulfield; University Place City Manager, Steve Sugg; Bethel School District Superintendent, Tom Seigel and Jay Brower, Director of Community Connections and Assistant Supervisor, Ann Varkados; Shelley Schlumpf, President/CEO of the Puyallup/Sumner Chamber of Commerce and David Zeck and Karen Peterson, Publisher and Executive Editor of The News Tribune.

I continue to participate in weekly Legislative conference calls to stay abreast of any legislation affecting libraries. I also met with the Singer Group, who is conducting the Library's upcoming Compensation Study.

As of the date of this memo, fourteen meetings have been scheduled with key community leaders during the month of March.

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# MEMO

Date: February 25, 2015

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

From: Georgia Lomax, Executive Director

Subject: StoryCorps Animated Short - Storm Reyes

Storm Reyes, former Executive Assistant, recently informed me she has been contacted by the producers of StoryCorps, the radio broadcast heard on NPR. The producers indicated they would like to make an animated short film of her [story](#) featured last year in which she shared the immense impact the Library had on her life. The animated short will be aired on PBS, film festivals and on the web.

StoryCorps will be sending an animator to meet Ms. Reyes and visit areas in town that are an integral part of her story. Storm plans on taking them to the former migrant farm camps, as well as to Pierce County Library System.

# MEMO

Date: February 25, 2015

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

From: Georgia Lomax, Executive Director

Subject: WLA Presentations by Pierce County Library System

This year's Washington Library Association conference will be held April 15-17, 2015, in Marysville, WA. Several Pierce County Library System staff members are attending and/or presenting at the event.

Below is a list and brief description of presentations being given by staff:

**Further Down the Alphabet - Embracing the B Movies!** - *Kati Irons, Collection Management Librarian - Reading & Materials*

Finding A-list films and current blockbusters can be pretty straightforward, but there's a world of B, C & D movies out there that patrons will love, too. No need to hide in terror from requests for films about mutant vegetables! From *Mothra* to *Mother May I Sleep With Danger*, to *Sudden Death* to *Sharknado*, we will embrace the cheese and share with you some of our favorites!

**Using Paraprofessional Staff in Reference Triage** - *Adam Jackman, Librarian - Gig Harbor and Kate Savage, Librarian - Sumner*

In times of staff shortages, how do libraries continue to meet and exceed the information expectations of their community? One way is by implementing a one desk solution where more questions are answered by circulation staff, which frees the librarians for other activities. To preserve a high level of customer service, "Reference Triage" is used, a program where all non-librarian staff are trained to answer 80% of patrons questions. We will share how it is developed, taught, implemented and evaluated.

**Innovative Leadership Boot Camp** - *Members of the Reading & Materials Steering and Process Improvement Teams*

Improving Workflow: improve service and efficiency, and empower staff at every level to be problem solvers. Embrace improvement work as a series of experiments aimed at maximizing customer value using a step-by-step approach. Participants will learn "lean" philosophy and practical tools to optimize workflow processes, eliminate waste and help your library remain relevant and responsive to your community.

Building Internal Partnerships: Improve teamwork and eliminate miscommunication by building customer/supplier partnerships within your library. Participants will learn how each staff member is both "customer" and "supplier of service" to other staff, and understand their responsibilities in each role in order to eliminate silos and communicate and collaborate effectively to best serve the end customer.

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# MEMO

Date: February 25, 2015

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

From: Georgia Lomax, Executive Director

Subject: American Libraries Article by Kati Irons

I am pleased to share with you a recent article, "Screening Legally," published in the October issue of *American Libraries* magazine written by Kati Irons, Collection Management Librarian. Kati is no stranger to the publishing world. You may recall her book, "Film Programming for Public Libraries," was published last year.

Kati has written another article for *American Libraries* which will be published in an upcoming issue. I will share it with the Board when it becomes available.

# Screening Legally

## Film programming for public libraries

By Kati Irons | October 29, 2014

<http://americanlibrariesmagazine.dreamhosters.com/2014/10/29/screening-legally/>

Film programming is a natural fit for libraries. It's another tool in our arsenal of storytimes, book groups, and lectures to create educational, emotional, and silly programs for every age and interest group.

Film programming can seem more complicated than other kinds of programming. How do you choose films to show? What equipment should you use? How do you market your programs? Where do you begin? The most challenging part—but in many ways the most important—is to make sure you are in compliance with the law relating to public screenings of films. It's vital for a successful film program at your library.

DVDs and Blu-rays released by major studios are generally intended to be used only by an individual or family inside the home. Here is the official word from the Motion Picture Association of America:

"The Federal Copyright Act (Title 17 of the US Code) governs how copyrighted materials, such as movies, may be used. Neither the rental nor the purchase of a copy of a copyrighted work carries with it the right to publicly exhibit the work. No additional license is required to privately view a movie or other copyrighted work with a few friends and family or in certain narrowly defined face-to-face teaching activities. However, bars, restaurants, private clubs, prisons, lodges, factories, summer camps, public libraries, daycare facilities, parks and recreation departments, churches, and non-classroom use at schools and universities are all examples of situations where a public performance license must be obtained. This legal requirement applies regardless of whether an admission fee is charged, whether the institution or organization is commercial or nonprofit, or whether a federal or state agency is involved.

"Willful infringement of these rules is a federal crime carrying a maximum sentence of up to five years in jail and/or a \$250,000 fine. Even inadvertent infringement is subject to substantial civil damages."

So, there you have it. Public screenings, even by nonprofit or educational organizations, are not allowed unless you have purchased a film that comes with public performance rights (PPR) or obtained a public performance license (also referred to as a site license, umbrella license, or blanket license). The primary difference between them is that the former covers the film itself while the latter covers where you intend to screen the film.

## Public performance rights

When they are available, PPR are included with the film when you purchase it. These rights are usually attached to educational titles, although some entertainment films that are not associated with big studios offer them.

Purchasing films with PPR is a good option for libraries that don't want to get a site license but would still like to do film programming. Another benefit is that the performance rights are attached to the film itself, not the library's location. If a patron wishes to check out the film and show it to his or her Rotary Club or PTA, or if the library wishes to sponsor an offsite screening in conjunction with a local group, it is legal.

## Public performance licenses

Public performance licenses allow the purchasing organization, be it a school, church, or library, to show films from any of the studios covered by the license at a specific location.

A public performance license must be purchased for every location at which you would like to show films. If you are a library system or consortium, you will need to purchase a separate license for each location where you wish to have programming. You can show films only covered by the license at branches that have one.

Pricing depends on the population in your library's service area, ranging from \$100 to \$275 per year. Discounts are often available for libraries that purchase more than one license, and several licensing organizations provide licenses to libraries at reduced rates. For example, the Motion Picture Licensing Corporation charges \$115 per year for libraries serving less than 10,000 people; \$180 for 10,000–50,000; \$230 for 50,001–100,000; and \$280 for more than 100,000. Note: The service area is defined as the population of the city, county, or surrounding areas that a library serves, not the number of cardholders.

When considering whether to get a license, contact your state library or state library organization to see if you are eligible for a reduced rate.

### What does a license do, exactly?

The federal guidelines for copyright protection of motion pictures are very clear. Showing a movie in a public setting without studio permission is a violation of copyright. Now, every time a library wishes to show a film, it could, conceivably, contact the studio directly and request permission. The result would probably be frustrating and possibly expensive, since the answer could well be, "Sure, but that will cost \$2,000."

When you purchase a license, you are purchasing pre-negotiated permission from the studios that work directly with licensors to hammer out these permissions. Every studio covered has agreed to allow its films to be shown by license holders.

### The rules of the license

The most complicated rules of a public performance license have to do with promoting the film. Within your library, you can promote as much and however you wish. However, there are limits when it comes to public advertising. If advertising your program in newspapers, television, or radio—in other words, mediums that can reach people who are not cardholders in your system—you cannot use the title of the film, the studio name, or the names of the director or actors. Studios don't want libraries directly

competing with local movie theaters. They prevent that from happening by promising theaters they will be protected from market competition by license holders. If a library runs into trouble for violating the license agreement, it will almost certainly be because a local theater reported them to the studios. They are the ones who will see your publicity, and they are the ones who will—or will not—feel that you are crossing the line into direct competition with them.

If your library does run afoul of the marketing guidelines and you are reported to the studios or licensing company, you will not have violated federal law. You will have violated an agreement between yourself and the studios. Depending on the circumstances and how irritated the studios are, they may request you cancel your showing, pull your advertising, or, in extreme cases, revoke your license.

## Partnerships and fundraising

Film programming can offer opportunities to explore partnerships. When the Pierce County (Wash.) Library first began buying licenses, it was in cooperation with Friends groups at a few branches. The Friends groups paid for the licenses and were active in organizing and running the film programs.

As the programs became more successful, the library system received support from the library foundation to expand and buy licenses for the whole system. Eventually the library was able to absorb the cost of purchasing licenses for all the branches into the regular budget, but in the early years of the system's film programming, support from the Friends and foundation was invaluable.

Both PPR and public performance licenses are designed to cover free screenings and explicitly state that you cannot charge admission. There are still some options for fundraising that you can take advantage of and still remain within the rules of the license.

If you have a public performance license, you can sell tickets to film screenings up to the cost of the license. So if, for example, your library pays \$500 for a license, you can sell tickets to recoup up to \$500. Libraries cannot earn profits

from their programs. You are also in the clear if you wish to collect donations during a screening or indicate a suggested donation at the door.

Collecting donations also provides opportunities for community partnerships. The library can partner with local organizations that want to sponsor a movie night at the library. The group can raise funds via donations during the screening.

If you are showing a film with PPR rather than a license, I recommend contacting the film's supplier directly to ask about fundraising options.

### A word about ratings

Ratings are not a legal issue, but they are often interpreted as one. It is a complicated topic, especially for our patrons. Many of our patrons have erroneous assumptions about what ratings mean and the library's role in enforcing them.

Ratings are a tool, but I urge any librarian designing a film program to use them as a guide rather than a definer of what to show. Films of almost any rating can be appropriate for a film program, provided you have a supportive audience. It's important that you review any film yourself before screening it, even if it's a G-rated family film. I don't think reviewing the film would or should change your mind about showing it, but it allows you to be prepared for anything that arises, even scenes of children riding around in open cars without their seat belts.

### Rated R: Should you? Shouldn't you?

Many great films are rated R, and an R rating should not automatically disqualify a film for viewing. That said, it is very important that you honestly assess your own community before deciding what films to show, regardless of rating. Certain communities will not blink if the library screens an R-rated film, but others will. It's important to respect those tolerances.

Include the rating when promoting your program. Specify the library's intended audience for the film. Is it for children? All ages? Teens? Adults? The

more information you include, the less likely you will have a patron upset or angered by a film program experience. Remember that screening films is ultimately about creating an enjoyable, entertaining program for them.

*KATI IRONS is audiovisual collection development librarian for the Pierce County (Wash.) Library System in Tacoma.*

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# MEMO



Date: February 25, 2015

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

From: Georgia Lomax, Executive Director

Subject: Global Libraries Legacy Grants Advisory Board/Networking Summit

As you may recall, in May 2014, the Bill & Melinda Gates Foundation announced it is ending its Global Libraries (GL) initiative and exiting the library field. The process is expected to take 3-5 years.

GL has been working to identify how to achieve the Foundation's goal of leaving the library field stronger and more resilient through quantifying its impact on the field over the last twenty years in terms of individual lives improved, maximizing its influence on the field in its remaining tenure, and identifying legacy organizations to carry critical work forward.

GL has identified three lead, legacy partners to whom they expect to make limited-life, project support grants as part of its wind-down process. The grants will be developed throughout 2015 with a goal of awarding them in early 2016. The organizations selected are the Public Library Association (PLA), Technology and Social Change group (TSCHA) and the International Federation of Library Associations and Institutions (IFLA).

I have been invited to serve as one of six advisors to Global Libraries to help assess grant proposals and inform decisions about whether and how to proceed with projects.

Global Libraries is also convening a Networking Summit. As a member of the Advisory Board, I will be participating in this event from May 16-23, 2015, in Seattle. The purpose of the summit is to explore opportunities to build and strengthen the GL network with individuals from key libraries and library support organizations that currently serve as connectors within the library field. I look forward to this opportunity to develop and build stronger and deeper professional relationships and explore concrete ideas and strategies that can serve to strengthen Pierce County Library System as we face the future.

I will update you with further developments as they arise.

# MEMO

Date: March 3, 2015

To: Members of the Board of Trustees

From: Linda Farmer, APR, Communications Director

Subject: Bright Ideas Innovation Award for Block Play Program

In late February, Pierce County Library System's Block Play program was recognized as a 2015 Harvard Ash Center "Bright Idea in Government." The Ash Center for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government recognized 124 programs from all levels of government that are at the forefront of innovative government action.

As a Bright Idea, the Block Play program will be added to the Ash Center's Government Innovator's Network so other government leaders and educators can learn about ideas that work. Bright Idea winners are considered as possible contenders for the Ash Center's Innovations in American Government Award.

Children love playing with blocks. But is it all just play? Pierce County Library's Block Play is a research-based learning program that fosters curiosity, critical thinking and learning readiness for early learners. Research demonstrates that block play is instrumental in introducing STEM (Science, Technology, Engineering and Math) concepts to even the youngest kids. Open-ended block play helps children gain an understanding of shape, size, measurement and balance. They discover counting, patterns, mapping and spatial relations.

Research from Dr. Dimitri Christakis of Seattle Children's Hospital shows there is evidence to support open-ended block play in language development. In addition, open-ended block play in groups has been shown to build literacy skills, to foster social-emotional development and to create in children a greater awareness of the world they see around them.

Pierce County Library created the Block Play program in 2012. The library partnered with the Early Childhood Education Assistance Program (ECEAP) and HeadStart to develop the curriculum and program guidelines. Currently, 14 ECEAP and Head Start classes participate in Block Play, which represents well over 200 of our county's most at-risk children.

The program is successful. At the end of the first six months, classes exceeded the stated measurement goal of 80% in each state WaKIDS learning category, with the exception of mathematics. Yet, even math was at a higher level than the statewide measurement of proficiency of children entering kindergarten. Every day Pierce County librarians are helping prepare at-risk children for success in school and in life, especially as it relates to literacy and STEM skills.

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# MEMO



Date: March 2, 2015

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

From: Georgia Lomax, Executive Director

Subject: Library Legislation

Most library related legislation did not clear its committee of origin and is dead for this legislative season, including two bills that appeared to be directed at the King County Library System Trustee appointment process (HB 2145 and SB 6018).

One "title only" bill was submitted (HB 2158) regarding "an act relating to modifying taxing authority of special purpose taxing districts." Title only bills are, in essence, placeholders that allow legislators to move an issue forward past a cutoff date and develop the language later. There is no content in these bills, so we will be following the status of HB 2158 and I will keep you informed.

The next cutoff date is March 11, 2015.

# UNFINISHED BUSINESS

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# MEMO

Date: March 2, 2015

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

From: Clifford Jo, Finance & Business Director

Subject: Fife Library

We now have more information about the Fife Library and need your approval to proceed. We have a project estimate of \$300,000, which includes mandatory work on 20th street and an entrance/exit on the south side of our property, connected to the roundabout, and additional parking (we're looking into whether our property lines on the west side are sufficient, or whether we need to talk with City of Fife for an agreement).

SHKS Architects had originally estimated deferred street improvement work to be \$271,000. The revised estimate for deferred work is between \$210,000 and \$240,000. Additional parking was not a part of the original estimate, but we are fortunate to have this opportunity to improve parking, estimated to be \$60,000, which we recommend that if it meets branch needs in serving the community better, and its cost remains within budget, that we add more parking.

The last Fife financial update I provided to the Board was in early 2012. At that time we were under budget by \$79,825, after factoring in the cost for this deferred work. In 2013 we created a turnaround on the property for \$107,417, which greatly improved access and safety for customers, staff, and vendors. And we also had to perform additional work, including HVAC, which added \$18,562. By finally conducting deferred work, this \$300,000 project will put the overall Fife project above budget by around \$75,154, which invests in the value of the turnaround and additional parking.

Upon approval, we will go out to bid and select a contractor to begin work. During the mid-year, we will bring to you a revised Capital Improvement Plan, to include Fife and any necessary adjustments to ensure that funds are available for existing and other projects.

We will keep the Board apprised of progress.

A motion is needed to authorize the Library to create a \$300,000 capital project for the Fife Library and to approve a purchase order upon successful results of bidding. Although we've received two estimates, if the bids exceed the estimates given to us, we will bring back a revised proposal in April.

# M E M O

Date: March 4, 2015

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

From: Chereé Green, SPHR, Staff Experience Director

Subject: Leadership Competency/Development Update

As a continuation of our work with the leadership competencies, I am excited to report that we have completed our official roll out to all of PCLS' leaders (supervisors, managers, directors). On Monday, February 23<sup>rd</sup>, we gathered 50 of our leaders for the afternoon and facilitated a workshop to introduce the leadership competencies to our supervisor group and begin the work of understanding them. Catherine McHugh, Georgia Lomax, myself and a group of "leadership competency champions," (Joy Kim, Lorie Erickson, Meghan Sullivan and Jaime Prothro) worked through the fall of last year to design and facilitate the workshop for this audience.

The workshop included learning around:

- Context of "why" the leadership competencies are important to PCLS' future success and why now?
- The leadership pipeline and "accidental" manager concepts
- The difference between a job description (what you're tasked to do) and leadership competencies (how you should do it)
- The PCLS' leadership competencies and key actions with relevant examples given by leadership team members

The workshop also offered an opportunity for Georgia Lomax to introduce her expectations and leadership vision for the organization. Feedback from the participants has been overwhelmingly positive.

As a follow up to the workshop, we have assigned homework to each participant that will ask them to reflect on the leadership competencies and key actions that they embody as well as specific leaders in the organization that they admire and embody the competencies. They will share their reflections with their supervisor by March 20<sup>th</sup>.

We are committed to continuing our work within the leadership competencies and investing in leadership development as part of our normal business at PCLS. We believe that in order to get service done well and provide staff satisfaction it takes strong individual leadership. These competencies and our other aligned work are providing us the infrastructure and roadmap to get there.

# M E M O

Date: March 4, 2015  
To: Chair Rob Allen and Members of the Board of Trustees  
From: Chereé Green, SPHR, Staff Experience Director  
Subject: Compensation Study Update

Over the last few months we have officially kicked off the work for our Compensation Study. In our partnership with The Singer Group, we have completed the following work thus far:

- Developed project work plan
- Completed data request
- Began discussions/assessment of current state and our desired future state
- Completed on site visit with The Singer Group, gathering information regarding PCLS' compensation plan (and our benefits) from our administrative and leadership team, staff experience department and union leadership.
- Communicated to staff on a regular basis the status of the project

The on-site meetings and interviews were extremely helpful in helping The Singer Group better understand our current state as it relates to our compensation plan, processes and philosophy. Since the last comprehensive classification and compensation study for PCLS was conducted in 2007, this due diligence process has been an important exercise for us to complete.

Next steps for the project include:

- Finalize the survey to be sent to other organizations to gather market data
- Finalize participants for the survey
- Define benchmark jobs for comparison
- Finalize a staff webinar to be offered and recorded for education
- Finalize results of the survey
- Receive recommendations from The Singer Group regarding our compensation
- Analyze recommendations and begin discussions for implementation plan
- Continued ongoing communications with staff

We are looking forward to having an opportunity to review our competitiveness with compensation to other organizations in the market and better understand where we are placed. It also gives us an opportunity to review our current processes and procedures to ensure they meet our current needs. We will also complete a "mini" benefits survey as a part of this process to understand our competitiveness in that area.

# MEMO

Date: March 3, 2015  
To: Members of the Board of Trustees  
From: Linda Farmer, APR, Communications Director  
Subject: Employee Communications Work Plan

“At PCLS we need to communicate the right information  
to the right people at the right time in the right way.”  
—*Georgia Lomax*

That was Executive Director Georgia Lomax’s bottom line take-away from staff responses to the Employee Communications Survey that was finalized in January 2015. Communication should be clear and direct, and methods used should be as simple, intuitive, responsive and natural as possible.

She also believes that “communication” stands for being involved and engaged in doing our own work well, and in doing the work of the library well. Communication is the tool that gets us there, not an end result.

As a reminder, here is a quick summary of key items we heard in the Employee Communications Survey done by Tacoma public affairs firm JayRay. These are the points we are using to get started on a work plan.:

1. We have plenty of room to improve, but we aren’t doing completely horrible (80% said communication at PCLS is fair or good). The best communication comes from your direct supervisor.
2. The most important things to communicate are:
  - a. Information you need to do your job well
  - b. Decisions that affect you
3. Your general advice:
  - a. Listen to staff, explain how what we learned was used
  - b. Seek out and accept feedback and respond appropriately
  - c. Provide regular, thoughtful communication and be transparent about what’s going on and what’s ahead
  - d. Management should be more present and accessible.

## **Communications Work Plan**

Based on the survey results, and on Georgia's visits with branches over the past couple of months, the senior management team picked five things to work on right now. Existing resources will be used to make quick progress. It is not necessary to reinvent the wheel. More needs to be done in the future, but starting small and making progress is key.

1. Staff will identify the most important information staff need communicated, and clarify how (what, where, when, who) it is best communicated.
2. Staff will identify library-generated email that is not useful and we will eliminate it.
3. Staff will tell us what will "improve communication of policies/procedures" and we will do it.
4. Georgia will continue the Monday Message that is emailed to all PCLS staff.
5. Management will spend meaningful and regular time in branches and departments.

Management is working with senior leaders to further explore and understand the issues with all employees and recommend changes. It is proposed that once this work has been done, it take no longer than two months from exploration to implementation.

In addition, Georgia created a general feedback email and has received thoughtful comments and advice from staff regarding the plan so far, including offers to help shape the outcome which is exactly what the plan is designed to do.

# **NEW BUSINESS**

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# MEMO

Date: February 25, 2015

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

From: Georgia Lomax, Executive Director

Subject: Board Vacancy - Trustee Appointment Process

As you know, Al Rose's term as a member of the Board of Trustees expires July 2015. It is necessary to seek a new member to serve on the Board of Trustees. The Pierce County Executive appoints members to the Board and the appointment is ratified by the Pierce County Council.

A competitive vacancy process was developed in 1991. The basic steps in the process are:

1. Notice of vacancy posted in branches, online and in newspapers.
2. Interested individuals submit applications.
3. A Trustee Interview Committee is formed, comprised of two Board members, a representative from the Pierce County Executive's Office, a representative from the Pierce County Library Foundation, and a library user.
4. The Committee selects 5-7 candidates for interview.
5. Interviews are conducted by the interview committee.
6. The Committee reports its recommendation of the top candidate to the Board.
7. The recommendation is forwarded to the Pierce County Executive.
8. The Pierce County Executive makes the appointment and forwards it to the Pierce County Council for ratification.

Attached is a draft calendar outlining the process.

During the Board meeting, I would like you to review the process and recruitment materials and confirm this is the process you wish to use for filling this vacancy. I would also like you to select two Board members to serve on the Committee.

After the meeting I will confirm with Pat McCarthy, Pierce County Executive, that this is the process she would like to follow, and we will begin the process.

## 2015 TRUSTEE APPOINTMENT PROCESS CALENDAR

Date	Activity	Responsibility
March 11	Board of Trustees Meeting <ul style="list-style-type: none"> <li>◆ Discuss process</li> <li>◆ Select two members to serve on Interview Committee</li> <li>◆ Review application materials</li> </ul>	Georgia
March 12	Letter sent to Pierce County Executive reviewing process	Georgia
March 23	Application (PDF fill in) on Website with links to materials	Linda
March 27	Ad appears in Herald, Dispatch, Gateway, Dispatch, BL Courier Herald, Milton/Edgewood Signal, Fife Free Press and business/south sound section of The News Tribune. Ads run twice for weeklies.	Linda/Cassie
March 25	News release issued, posted on social media, article sent to Chambers of Commerce	Linda
March 25	Application packet distributed to branches <ul style="list-style-type: none"> <li>◆ Application form</li> <li>◆ Supporting information (agenda log, responsibilities, system overview, annual report)</li> </ul>	Georgia & Petra
March 25	Letters sent announcing vacancy (selected list)	Georgia & Petra
March 27	<ul style="list-style-type: none"> <li>◆ Trustee Interview Committee finalized <ul style="list-style-type: none"> <li>○ 2 Board Members (1 shall serve as Chair)</li> <li>○ Pierce County representative</li> <li>○ Foundation member</li> <li>○ Library customer</li> </ul> </li> <li>◆ Interview date set (no later than May 14)</li> </ul>	Georgia
April 8	Board of Trustees Meeting <ul style="list-style-type: none"> <li>◆ Discuss skills needed for filling position</li> <li>◆ Criteria for selection finalized and reviewed</li> <li>◆ Review criteria for screening</li> <li>◆ Review interview questions</li> </ul>	Board of Trustees
March 27 - April 24	Applications received; acknowledgement letters sent to all applicants, informing them of interview date	Georgia & Petra
April 24	Applications due	
April 29	Applications mailed to Interview Panel Interview committee screens applicants and selects 5 - 7 applicants to interview	Petra Interview Comm.
May 7	Names of candidates selected for interview due to Director	Interview Comm.
May 8	Candidates notified and scheduled for interviews Non-successful candidates notified	Petra
<b>May 13 or 14</b>	Interviews held & candidate selected Appointment request sent to Pierce County Executive	Interview Comm.
*	County Council committee reviews appointments	County Council
*	Resolution for submittal to full council prepared	County Council
*	County Council adopts Resolution	County Council
July 8	Board Meeting: New Trustee's first Board meeting	

\*Date dependent on Pierce County Council Actions

# WANTED

## New Board of Trustees member to help guide Pierce County Library System

*The Library helps people connect and provides children and adults with opportunities to learn and enrich their lives.*

### Wanted:

- Customer focused.
- Strategic thinker.
- Advocate for reading, learning and libraries.

If interested, please apply to be a member of Pierce County Library System's Board of Trustees, the governing board for the Library System.



### Volunteer Trustees:

- Set Library System goals and objectives.
- Approve annual budgets.
- Adopt policies.
- Study community needs and interests and ensure the Library is meeting them.
- Advocate for the Library.

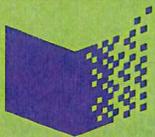
Trustees serve five-year terms and attend one two-and-a half hour meeting per month and other meetings as needed.

The Library System's service area is 1,800 square miles and serves a population of 560,000. With 17 libraries, three bookmobiles and online services, the Library System serves all of unincorporated Pierce County and 15 annexed cities and towns: Bonney Lake, Buckley, DuPont, Eatonville, Edgewood, Fife, Gig Harbor, Lakewood, Milton, Orting, South Prairie, Steilacoom, Sumner, University Place and Wilkeson.

Apply at any Pierce County Library or online @ [www.piercecountylibrary.org](http://www.piercecountylibrary.org), search site: trustee.

### Application deadline: May 27, 2011

More information @ Pierce County Library System, Processing and Administrative Center, 3005 112th St. E., Tacoma, WA 98466, 253-548-3441, [sreyes@piercecountylibrary.org](mailto:sreyes@piercecountylibrary.org).



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Photos by Chris Tumbusch

Washington Relay TTY 711 4/11 (2M)



**APPLICATION FORM FOR  
PIERCE COUNTY LIBRARY SYSTEM  
BOARD OF TRUSTEES**

Application Due: May 27, 2011  
Please attach resume if available.

Executive Director's Office  
Pierce County Library System  
3005 112th St. E., Tacoma, WA 98446  
Phone: 253-548-3441  
Email: sreyes@piercecountylibrary.org

Name: \_\_\_\_\_

Phone: Home: \_\_\_\_\_ Business: \_\_\_\_\_

Email: \_\_\_\_\_

Address: Please indicate preferred mailing address with an asterisk (\*).

Home: \_\_\_\_\_ Business: \_\_\_\_\_

\_\_\_\_\_

Pierce County Council District Number: \_\_\_\_\_

Occupation/volunteer work: \_\_\_\_\_

Education – Name of high school, college/university, degree: \_\_\_\_\_

Professional and community activities – Including experience serving on a board or commission:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please attach a short statement describing your interest in serving on the Board and your perspective on the role of the public library in our community.

Attach additional documentation/pages as needed.

Spouse and/or member of immediate family employee of Pierce County Library System?  Yes  No

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## LIBRARY TRUSTEE - ROLES AND RESPONSIBILITIES

Board of Trustees is the governing board of the Pierce County Library System. The Board assumes fiscal oversight and policy direction for the Library System. Management of the library is the responsibility of the Executive Director and administrative staff. The Board's duties include broad responsibilities required for the efficient management of a tax-funded institution and legal powers vested in the Board by Washington State law (RCW, Title 27.12).

### Primary responsibilities of the Board include:

- Adopting written policies to govern the operation and services of the Library.
- Approving and monitoring the Library's annual budget, and ongoing fiscal health.
- Planning for the future of the Library, setting long-term strategic direction and goals.
- Acting as an advocate for the Library and a liaison to the public, organizations, and public officials.
- Hiring the Executive Director and evaluating performance.
- Accepting gifts of money or property for library purposes.
- Obtaining land and buildings for library purposes, and insuring they are maintained.

### Additional responsibilities and principal activities

- Study the needs and interests of the community and insure they are addressed when considering library services and policies.
- Become familiar with library law, principles, standards, trends, and issues.
- Lend expertise to the Library.
- Ensure Library policy and practices are legal and maintain ethical integrity and public accountability.
- Attend when possible, American Library Association, Washington Library Association, or other appropriate conferences or learning opportunities related to providing effective library decision-making.
- Encourage and support Pierce County Library Foundation work and activities.
- Foster cooperation with other area libraries, agencies, governments, and organizations to maximize use of available resources.
- Ensure the Library and Board operate in accordance with state and local laws, including open meeting laws.
- Approve necessary contracts.
- Determine the need and authorize the library district to place levy or bond measures before the voter.

### Expectations:

- Serious commitment to the work of a library trustee.
- Dedication to the provision of high quality, contemporary library services.
- The ability to prepare for, attend, and actively participate in regularly scheduled board meetings, study sessions, and major library events.
- A commitment to freedom of expression and inquiry for all people.
- The ability to handle opposition and make decisions in the interest of library service to the community.
- An open mind, curiosity, respect for the opinions of others and ability to work cooperatively.

### Appointment/Term of Office:

The Pierce County Executive appoints trustees to serve a five-year term. A maximum of two terms may be served.

### Time Commitment:

The Pierce County Library Board of Trustee meetings are generally scheduled on the second Wednesday of the month from 3:30 – 6 p.m. at the Processing and Administrative Center in the Midland/Summit area. Special meetings or study sessions are called as necessary at times convenient to members.

# Urban Libraries Council

## LEADERSHIP BRIEF

### FIVE LEADERSHIP ROLES FOR LIBRARY TRUSTEES

**About this Leadership Brief** Library boards of trustees carry out governing, policy, and planning activities to guide public libraries in communities throughout the country. In these turbulent times—when libraries face shrinking resources, demands for new technology services, and changing community expectations—trustees are much more than members of a traditional governing body. They are strategic leaders who serve as visionaries, community connectors, fundraisers, public voices, ambassadors, and persistent champions.

While library services are sometimes considered discretionary when it comes to allocating limited public funds, today's library is an essential community resource that strengthens economic vitality, improves literacy, supports workforce development, and bridges the digital divide. As community leaders who understand the dimensions of modern library services, trustees can be the voice that shifts the library's position among decision makers and funders from discretionary to *essential*.

This Leadership Brief describes the five critical roles elected and appointed trustees play in shaping the 21st-century library. These roles emphasize how trustees help define the public library's place in the community, ensure that the library stays connected to community needs and interests, and generate support for the library's long-term future.

#### The 21st-century Library Trustee

Trustees come to their volunteer community roles with a range of experiences and backgrounds. The decision to become involved with the library might be rooted in a long-time connection as a library user or might be an outgrowth of involvement in other community agendas. But the bottom line is a desire to ensure the long-term vitality of the public library in the community.

Library boards have fundamental governing responsibilities, usually established by local code or state law, which are intended to ensure that the library operates from a solid and trusted governance base.

#### TRUSTEE GOVERNING ROLES

- Hire and evaluate the library director
- Monitor and evaluate the overall effectiveness of the library
- Set library policies
- Review and adopt the annual budget
- Develop long-term library plans
- Advocate for the library
- Communicate regularly with the library director
- Conduct the affairs of the board at regularly scheduled meetings

Just as the 21st-century library is broadening its impact, expanding its reach and deepening its community connections, library trustees must follow suit, both as a collective governing body and as individuals with community influence. Often it is the trustees' work outside the library—the spontaneous connections in non-library settings, the passionate commitment to the library every day, the visible support for the library and its director, the willingness to

talk about the library regularly—that offers the greatest value and the most promising results.

In addition to the traditional governing responsibilities, five leadership roles that trustees carry out to support the 21st-century public library are

1. **Visionary**—crafting and supporting implementation of a long-term vision to strategically position the library throughout the community;
2. **Connector**—expanding the library's circle of influence in the community by building relationships and creating productive partnerships;
3. **Fundraiser**—advocating for the library's budget with financial decision makers and acting as a force for fundraising;
4. **Voice**—being a visible, consistent, reliable, determined, and loud voice for the library in the community;
5. **Team Player**—working together to strengthen the influence of the library board and ensure representative participation when board vacancies occur.

## Library Trustee as Visionary

Working closely with the library director, trustees help craft and support implementation of a long-term vision that will strategically position the library throughout the community. A range of social, economic, environmental, and technological trends have influenced the services, direction, and vision for public libraries. A library's ability to anticipate and respond quickly to emerging trends will strengthen its position in the community and build sustained support.

Trustees help shape and implement the library's strategic vision by

- being familiar with and committed to long-term plans and strategies;
- paying attention to and sharing local trends with the board and staff to assess their potential impact on library services;
- supporting creative and visionary action plans recommended by the library director;
- listening to the community to connect emerging interests and needs with library services;
- talking about the library vision and strategic plan whenever and wherever possible to increase public awareness of the library's capacities, services, and long-term role as an essential—*not discretionary*—community asset;
- encouraging and supporting attention to both visionary planning and efficient day-to-day operations to ensure that the trustees and the library staff collectively keep an eye on the future.

### TRUSTEE STRATEGIC ROLES

- Strategically positioning the library in the community
- Expanding the library's circle of influence in the community
- Advocating for the library's budget and acting as a force for fundraising
- Being a visible, consistent, reliable, determined, and loud voice for the library
- Working together to strengthen the influence of the library board

## Library Trustee as Connector

Trustees help expand the library's circle of involvement and influence by serving as a bridge between the library and the community. Their broad knowledge of library services and capacities, combined with their deep professional and community connections, can bring new library users, supporters, and champions to the fold. Even more important, these connections will open doors and help the library director get to the tables where important community decisions are made.

Many community and government leaders have acknowledged that they did not recognize the library's potential to support major community initiatives until someone offered it as a resource. From supporting early literacy efforts to providing services to seniors—and everything in between—public libraries build their services and create their program agendas around the needs of the community.

Trustees help broaden the library's circle of influence by

- raising awareness of library services, capacities, plans, and place in the community;
- recognizing and promoting the public library as a resource that has expertise and capacity far beyond lending books;

- attending public meetings such as the city or county council to network with decision makers and learn about public priorities;
- recommending library leaders for positions on non-profit and government boards and commissions;
- creating partnerships with organizations that do not typically work with the library;
- identifying people who have community influence and who may be interested in library service and connections.

Positioning the library in the community is a constant challenge. When services were more traditional and competition more limited, the library's role in the community was simpler, clearer, and narrower. With library agendas and capacities that support larger community goals in education, public safety, economic development, the environment, and more, creating the connections that maximize potential and increase the library's value proposition requires systematic and strategic outreach.

Examples of community connections that help broaden the library's circle of influence include

- local elected officials—mayors, city council members, county executives, and county commissioners;
- school district leaders—superintendents of schools and boards of education chairs;
- key players in economic development;
- groups involved in workforce development/job services;
- health care providers;
- major regional employers;
- local media and communication experts to support library marketing efforts;
- philanthropic leaders;
- key business leaders such as bankers, financial and investment planners, and retail owners.

To be effective in this outreach role, library trustees need resources that support their work—practical information sheets that highlight what makes today’s library different, easy-to-remember messages that summarize the library’s desired role in the community, talking points that highlight current priorities and challenges, and business cards that identify the individual’s connection to the library and highlight library strategies. While seasoned library trustees are generally well-versed in themes and messages, staff can facilitate their effectiveness in diverse settings by providing simple tools and resources.

#### CHARACTERISTICS OF LIBRARY TRUSTEES

- Connected
- Committed
- Supportive
- Apolitical
- Passionate
- Willing to show up
- Dedicated
- Open-minded
- Curious
- Interested in community issues
- Visible

#### Library Trustee as Fundraiser

During tough economic times, the trustee role as financial advocate becomes paramount. Regardless of the library’s financial structure or sources of funding, trustees must be financial champions who can articulate the library’s value proposition clearly and confidently. With public budgets tighter than ever, private funding secured through library foundations is becoming essential to sustain library operations.

The network of supporters and community connections that trustees help build provides the foundation for

fundraising. Keys to success as a library financial champion include

- understanding and being able to explain the library’s financial structure; including sources of income and the status of those sources;
- being able to articulate the library’s value to the community;
- knowing what the current financial needs are;
- developing a clear outreach strategy that identifies the best contacts based on their financial capacity and their connection to the library;
- having a specific, well-defined, and well-supported “ask” for each potential funder.

It is important to separate the relationship building and fundraising processes so that it doesn’t appear that all relationships center around seeking financial support. The first contact should not be an “ask” for a donation. However, successful relationship-building processes that bring key stakeholders closer to the library will contribute to successful fundraising efforts.

#### Library Trustee as Voice

In an increasingly noisy and competitive market, the library voice must be louder. And library trustees can and should play a major role in that work by finding, defining, and exercising their individual and collective voices on behalf of the public library.

Trustees help raise the library’s profile by being a visible, consistent, reliable, determined, and amplified voice for the library in the community. The broad role libraries play in the community and the remarkable range of services provided are becoming better known. However, some library directors admit that marketing, branding and telling the library story can be difficult, therefore it is essential to have strong trustee voices to share the powerful story of the library.

Some trustees have acknowledged that their role and the work they do is often not visible outside the library. In an effort to meet this challenge, the library can include goals in its strategic plan in which the board’s impact can be broadened, their profile raised, and their voice defined.

Specific ways trustees can use their voice include

- talking about the library often and in diverse settings—rather than just in library-related meetings;
- supporting library marketing and branding, including allocating budget funds to marketing and participating personally in marketing work;
- identifying specific library services or capacities that will resonate with particular constituencies and connections and sharing that information;
- wearing a library hat at all times, not just when doing library business;
- being identified throughout the community as someone who is connected to, knowledgeable about, and dedicated to supporting the public library.

#### Library Trustee as Team Player

Trustees are both individuals with a commitment to the library’s success and members of a governing board. It is important to give equal attention to both roles. As members of a governing board, trustees work together—in partnership with the library staff—to ensure effective operations, monitor finances, assess user input, and develop a shared vision for the library’s future. As individuals, trustees leverage their personal and professional interests and connections to raise the library’s profile in the community and support the shared library vision.

**Continued on page 4**

## Library Trustee as Team Player

(continued)

Connecting the group and individual roles will increase the board's influence and credibility. For example, systematically cataloguing individual connections, developing coordinated outreach plans, sharing successful outreach and fundraising techniques, and monitoring results will broaden the impact of efforts to increase the library's circle of influence.

Because of the importance of the trustee's external role, ensuring that the board represents all sectors of the community will increase its credibility and influence. And board members can play an important role in identifying people to fill vacancies on the board to provide the best balance.

Trustees carry out their team member roles by

- participating in all board activities;
- communicating openly to build strong relationships with other board members and library staff;
- supporting team-building efforts to increase board effectiveness;
- participating enthusiastically in training and professional development opportunities designed to enhance trustee effectiveness;
- speaking and presenting regularly on behalf of the board as a collective community resource;
- working in partnership with other trustees on outreach and fundraising when multiple contacts will increase the likelihood of success;
- identifying with the board as a team.

### SERVING THE LIBRARY WELL

- Know the library
- Bring new people to the table
- Be there
- Open doors

## Strengthening the 21st-century Library

Trustees are essential to long-term library success. Their ability to connect with the community, work closely with the staff, and help raise funds to provide financial stability all contribute to stronger, more successful public libraries.

As with any volunteer commitment, serving on a library board of trustees is time consuming, demanding, and seemingly thankless. But the thanks comes from seeing the increasingly vital role that libraries play in communities

throughout North America. From the smile on a child's face when he or she first discovers the magic of the public library, to the intense focus of job seekers using public library Internet access to submit applications, to the relief of new immigrants who rely on the library to guide them in a strange new home, supporting successful public libraries provides incredible rewards.

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**Special Thanks** The Urban Libraries Council thanks the members of its board, the library board members, library directors and the public libraries from across the United States and Canada as well as our generous sponsor and corporate partner, Brodart, for creating the foundation for this Leadership Brief in Washington, DC, in June 2010.



Cleveland Public Library (OH)	Johnson County Library (KS)	East Baton Rouge Parish Library (LA)
New Haven Public Library (CT)	Carnegie Library Of Pittsburgh (PA)	Chattahoochee Valley Libraries (GA)
San Antonio Public Library (TX)	Cuyahoga County Library (OH)	Ottawa Public Library (ON)
Santa Clara County Library (CA)	New York Public Library (NY)	Jefferson County Library (CO)
Detroit Public Library (MI)	Toronto Public Library (ON)	

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**About ULC** The Urban Libraries Council (ULC) has worked to strengthen public libraries as an essential part of urban life since 1971. As a member organization of North America's leading public library systems, ULC serves as a forum for research widely recognized and used by public and private sector leaders. Its members are thought leaders dedicated to leadership, innovation and the continuous transformation of libraries to meet community needs. As ULC celebrates its forty year anniversary, its work focuses on assisting public libraries to identify and utilize skills and strategies that match the challenges of the 21st Century.

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# M E M O

Date: March 4, 2015  
To: Chair Rob Allen and Members of the Board of Trustees  
From: Chereé Green, SPHR, Staff Experience Director  
Subject: Employee Engagement Survey

Over the last few months we have officially kicked off the work for our Employee Engagement Survey. In our partnership with National Business Research Institute, we have completed the following work thus far:

- Developed project work plan
- Completed data request
- Began discussions/assessment of current state and our desired future state
- Completed a review of the survey questions from the NBRI's database with our administrative team, staff experience department and union leadership.
- Communicated to staff on a regular basis the status of the project

Working with NBRI's organizational psychologist throughout the process has been extremely helpful in identifying what areas we would like to solicit feedback from our staff and how it can be applied towards improving our workplace culture. We are working to formulate the survey questions so that they are based on 1) our desire to create a workplace culture that promotes the library's vision and goals, and 2) national standards by which we can benchmark our results. Since this is the library's first effort at an employee engagement survey, we have taken the time to ensure that the project plan, survey questions and the goals are thoughtful and help all of us understand the value in doing a survey like this.

Next steps for the project include:

- Finalize the survey questions
- Finalize benchmarks
- Finalize an implementation plan for the survey
- Launch the survey
- Finalize results of the survey
- Receive recommendations from National Business Research Institute
- Analyze recommendations and begin discussions for action plans
- Continued ongoing communications with staff

We are looking forward to having an opportunity better understand our staff's candid perspective and feedback on their workplace culture. We will deploy the survey this spring.

# MEMO

Date: March 2, 2015

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

From: Georgia Lomax, Executive Director

Subject: 2015 Work Plan and Strategic Planning Process

At my first Board meeting I shared with you that my priority for the first three months would be to begin building strong internal partnerships. I have been meeting with branch and department staff and approaching my new position with “fresh eyes”. I wanted to hear from staff about how they viewed the Library today and the work ahead. My goal was to use what I learned from those meetings to develop next steps for myself and for PCLS.

As of the end of February, I have met with staff in all branches and departments, and had one on one meetings with all site supervisors and department managers. I asked all staff to answer the 7 questions below, and supervisors to separately answer the 6 below:

Staff Questions	Supervisor Questions
What are you proud of and why?	What are the 5 most important things about PCLS that we must preserve and why?
What are the most important things about PCLS that we must preserve and why?	What are the top 3 things we need to change and why?
What do you wish would change and why?	What do you most hope I do?
What do you wish you could do and why?	What are you most concerned that I might do?
What do you want me to know?	What advice do you have for me?
At the end of the year, how will you judge my success?	Anything else you want to discuss or ask?
In two years, when I ask “What three words describe PCLS?” what do you want to be able to say?	

The past three months were well spent both in getting to know our talented staff and hearing what they have to say, and in thinking about the work to be done to insure we have a strong, innovative library and to position ourselves to best serve our communities and thrive in the future.

While I was engaged with staff, other work was happening that supported these same objectives. During this time, we began exploring what effective communication might look like at Pierce County Library System. We were preparing a process to understand how engaged staff are in their job and with the Library, and how they experience their work environment. We were launching a Compensation Study to help us determine how competitive we are within our market and how our wages, pay structure and benefits compare to other organizations.

I have two primary focuses in the next four months. First, engaging with our external community - key partners, community leaders and others who share our interests and can add to our understanding and connection with those we seek to serve.

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Second, is our strategic planning project which will include a strategic analysis and then development of an action plan. This work will take place in Quarters 2 and 3, to align with the 2016 budget planning and development process.

The Strategic Plan will address several key areas, including:

1. Services and priorities and their delivery for the next two to three years
2. Long-term fiscal strategies, including funding mechanisms for operations and facilities
3. Strategies for the workforce to support the Library's future

The Strategic Plan will define and direct the Library's near future and will set the stage for major future activities. I will be the sponsor of the project, while Cliff will lead it.

Our immediate need is clear guidance that allows us to focus and prioritize well. In the long term we need to look forward 7-10 years and project future service needs and the funding and infrastructure needed to achieve them.

Attached is senior management's 2015 Work Plan with key activities. Arrows show activities that drive or inform others. All connect into the budget planning process.

2015		Strategic Plan	Employee Communication Plan	Staff Engagement Study	Board Recruiting	Compensation Study	Budget	Collective Bargaining Agreement	Leadership/ Succession	Foundation Growth Plan	?	?	?	Internal Community Visits	External Community Visits
Jan	Qtr 1		Survey & Analysis			Planning - Deliver Docs to Consultant								Dec-Feb GOAL: 300 GOAL: 1 Wkly. Direct Comm. (Monday Message)	
Feb				Planning & Prep			Foundation Executive Committee Retreat		R&M Director Hired	Leadership Competencies Rollout to Supv.					GOAL: 10
Mar		Planning Process	First 5 Projects		Launch & Recruit					Leadership Academy Participants Appointed	Executive Committee Retreat				Staff Mtg.w/ Custodians & Final 2 LT Managers
Apr	Qtr 2		Recommendations	Survey		Conduct Study Q2			--	Q2 Plan Development				Begin Regular Branch & Dept. Visits  GOAL: Min. 1 Branch Visited Per month  GOAL: All Branches Visited at least once a year (not for regular meeting)	GOAL: 10
May			First 5 Actions Implemented	Results & Analysis	Interviews		Close out 2014 Budget (Annual Report Issued)	ID Library Team	Launch Leadership Academy		Dep. Director Position Posted -- Recruit -- Interview [ALA]				GOAL: 10
Jun			Choose Phase 2 Projects	Action Plan	Celebrate AI, Trustee Appointed		2015 Mid-Year Review	Q2 Planning/ Prep							GOAL: 10
Jul	Qtr 3	Action Plan	Evaluate First 5	Action Q3 & Q4	New Trustee Begins	(Results in Q3)									GOAL: 10
Aug			Phase 2 Projects Implemented							Early Q3 Begin Negotiations					GOAL: 10
Sept			Choose Phase 3 Projects												
Oct	Qtr 4		Evaluate Phase 2 Projects				2016 Budget Development								GOAL: 10
Nov			Phase 3 Projects Implemented				Q4 Fiscal Audit								GOAL: 10
Dec			Choose Phase 4 Projects						GOAL: 2016 - xx CBA Approved Prior to 12/31/15						GOAL: 10