

AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
October 16, 2013
3:30 – 6:00 pm

3:30 pm	02 min.	Call to Order: <i>Linda Ishem, Chair</i>	
3:32 pm	05 min.	Public Comment: <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please sign up at the time of the meeting to speak during the public Comment period, and limit your comments to three minutes.</i>	
3:37 pm	03 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of the September 11, 2013 Regular Meeting 2. Approval of September 2013 Payroll, Benefits and Vouchers 3. Approval of Holiday Policy 4. Approval of Programming Policy 	
3:40 pm	10 min.	Board Members Report	
3:50 pm	10 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. August Dashboard, <i>Georgia Lomax</i> 2. September 2013 Financial Report, <i>Dale Hough</i> 3. SEC Decision: Municipal Advisors, <i>Neel Parikh</i> 4. 2013 GFOA Distinguished Budget Award, <i>Cliff Jo</i> 5. 2011-12 Fiscal Audit, <i>Cliff Jo</i> 6. HVAC Rebate, <i>Lorie Erickson</i> 7. Fife Turnaround, <i>Lorie Erickson</i> 	
		Unfinished Business	
4:00 pm	25 min.	<ol style="list-style-type: none"> 1. Review of Regular 2014 Draft Revenue and Expenditure, <i>Clifford Jo</i> <ol style="list-style-type: none"> a. 2014 Preliminary Levy Certification b. 2013 Implicit Price Deflator (IPD) for 2014 Property Tax Levy c. Review of 2014 Revenue and Expenditures Draft d. Review of 2014 Capital Plan Draft e. 2014 - 2018 Cash Flow Chart 	Action
	45 min.	2. Succession Planning: Vision of the Library's Future Summary Report, <i>Catherine McHugh</i>	
	10 min.	3. Philosophy Policy, <i>Neel Parikh</i>	
		New Business	
5:20 pm	10 min.	1. Confidentiality Policy, <i>Neel Parikh</i>	Action
	5 min.	2. Set 2013 Board Meeting Schedule, <i>Neel Parikh</i>	Action
	10 min.	3. Affordable Care Act, <i>Jaime Prothro</i>	
	5 min.	4. Director Evaluation: Review Procedures, <i>Neel Parikh</i>	
5:50 pm	10 min.	Executive Session: <i>At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, to discuss personnel issues.</i>	
6:00pm	05 min.	Announcements	
6:05 pm		Adjournment	

CONSENT

AGENDA

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, SEPTEMBER 11, 2013**

CALL TO ORDER

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:30 pm. Board members present were J.J. McCament, Allen Rose and Robert Allen. Donna Albers was absent.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Minutes of the August 14, 2013 Regular Meeting of the Board of Trustees
2. August 2013 Payroll, Benefits and Vouchers in the total amount of \$2,232,342.64
 - a. Payroll Warrants 3453 - 3461, dated 08/01/13 – 08/31/13 in the amount of \$7,392.83
 - b. Payroll Disbursement Voucher dated 08/05/13 in the amount of \$557,370.05
 - c. Payroll Disbursement Voucher dated 08/20/13 in the amount of \$744,475.50
 - d. Accounts Payable Warrants 620920 - 621129 dated 08/01/13 – 08/31/13 in the amount of \$923,104.26
3. Approval of Purchase Order for PAC HVAC

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

BOARD MEMBERS REPORT

Rob Allen: Mr. Allen recently took a trip to Columbia, South America, near the Nevado del Ruiz volcano with a team of emergency managers and geologists. The intent of the trip was to study catastrophic events in preparation for possible similar situations with Mt. Rainier. One of the meetings he attended was held in the library of the local town of Armero. While inside, he noted a bookshelf along the wall and a row of children at every computer in the library. Mr. Allen is exploring the possibility of adopting a library or helping the mayor build his resources for the library.

Neel Parikh: Ms. Parikh reported that Clifford Jo, Director of Finance received the GFOA Distinguished Budget award for his 2013 budget.

The HVAC bid came in at \$711,000 with rebates estimated at \$79,000.

Linda Miller has accepted the position of Staff Experience Director. Interviews for the Marketing and Community Relations Director will be held on September 25, 2013.

Two PCLS Librarians, Susan Anderson Newham and Kati Irons, have published books which were advertised in a recent ALA publication. The Board expressed their congratulations to both Librarians.

OFFICERS REPORT

August 2013 Financial Report: The library has purchased two new hybrid vehicles, a Toyota Prius and Highlander. The total cost of the vehicles is approximately \$78,000. Mr. Jo reported that staff will be trained on how to operate the vehicles. The projected fuel savings will pay for the vehicles in five years.

Library Card Campaign: Ms. Parikh presented videos which will be used in the Library's Get the Card campaign. Bethel School District will be added to the Card in Every Hand campaign. Franklin Pierce School District is also ensuring that new students entering the district this year will receive a card. The plan is to add a new school district to the campaign each year.

Steilacoom Project: Ms. Parikh shared photos of the recently completed work at the branch. Jaime Prothro, Customer Experience Manager - Adult Services, reported the Friends are very pleased with the landscaping and felt it was in line with their vision.

Lakewood 50th Anniversary: Chair Ishem reported that she attended the event. She expressed pleasure with the variety of activities which ran over the span of two weeks, allowing different audiences to experience the anniversary. She noted that Marlene Tenzler's speech about the gift from her family was well-received. Ms. Parikh noted there is an exhibit of the former library on display inside the Lakewood branch.

Teen Summer Challenge Partnership: David Durante, Customer Experience Manager – Virtual Services, reported that although the program was not heavily advertised it was very successful, exceeding participation over last year by 50%. Mr. Allen was interested in metrics on the program's impact on reading. Mr. Durante noted this information is being collected and will be reported at a future Board meeting.

Acquiring and Retaining New Donors: Ms. McCament thanked Foundation Director Lynne Hoffman and her staff for their hard work. Ms. Hoffman noted 60% of donors are retained from the previous year. Her department's goal is 80% retention. Although it is more cost effective to retain current donors, Ms. Hoffman noted the importance of investing in acquiring new donors and treating them well. The Foundation Board members make personal phone calls and sign thank you cards to all new donors.

Urban Libraries Council Partners Conference: Ms. Parikh shared the agenda of the upcoming conference with the Board.

Seattle Public Library Incident: Ms. Parikh mentioned a recent story in the local news regarding Seattle Public Library and a customer concerned with another customer viewing "pornography" on a library computer. Often a news story will generate questions from our customers. Talking points were distributed. Georgia Lomax reminded the Board that they may direct any inquiries related to the story to her.

UNFINISHED BUSINESS

2014 Estimated Revenues and Expenditures: Mr. Jo shared the estimated budget with the Board. The preliminary tax certification has been received by the Assessor's office. Case-Schiller data on the national level estimated a 3.4% increase in property values. The actual increase in values was 3.11%. This is an indication the Case-Schiller data will be a valuable metric for use in future budgeting. Ms. Parikh noted the Library will be following the same program of approaching managers and department heads as last year, adding that the Library will be re-evaluating all departments before the entire economic crisis ends. The Reading & Materials department is currently being evaluated. A consultant also was hired to look closely at the IT department and is now working on a technology plan.

Mr. Jo also indicated it is too soon to know how much of the cash reserves will be used, but he does not expect the Library will use all of them. He noted that the Case-Schiller data shows that 2014 assessments for 2015 property taxes may be slightly higher.

Intellectual Freedom Policies: Ms. Lomax asked the Board to provide feedback and input on the Philosophy Statement. The statement was originally approved in 1974. It is intended to be a foundational statement which incorporates elements from several Library documents such as the Mission, Vision and Values, Confidentiality Policy, Intellectual Freedom Policy, Community Engagement/Partnerships, Reciprocal Borrowing and others. Ms. Lomax asked the Board whether they prefer to keep this standalone summary statement or prefer to have the concepts stand in their own separate policies.

Ms. Ishem was in favor of keeping the Philosophy Statement to serve as an umbrella policy. She noted that in the spirit of having a foundational document and thinking of various policy statements from different organizations and bodies of law, the beauty of having an umbrella statement captures what the Library has drawn from the underlying documents and how it articulates and expresses them. She suggested when a new policy is needed, the Library should revisit the umbrella policy to see how to craft its statement.

Ms. Lomax asked how well the document represents the Board philosophy today and what additional elements should be captured. Mr. Rose noted the nature of the debate has changed with the introduction of Internet access at libraries. Now that the libraries offer the Internet as a portal for the public to access information and imagination, the public expects them to become the police of what is good and bad in the marketplace, which is something libraries have not had to concern themselves with as much in the past.

Mr. Allen agreed, noting that libraries have to be a safe place for everyone and the only way to provide that is if people feel safe visiting their library. He added that as technology changes, libraries are challenged with balancing the needs of providing access to information and ideas while making material available to everyone.

Ms. McCament added that the statements made are an overarching tenet of the society in which we want to live and perpetuate. She stressed that the Board wants a document that makes this statement.

The Board made additional minor suggestions to the document in order to provide clarity. Ms. Lomax will present the revised document based on the Board's feedback at a future meeting.

Chair Ishem noted the Library has many excellent articulations of what it does and what it stands for. She expressed her thanks to Ms. Lomax for the work she has been doing the past few years on forming succinct and effective Library policies.

Ms. Lomax also shared other policy statements that were created by various library associations and asked the Board if they were in favor of endorsing these statements or would rather have their own and incorporate the values they wish to include. Ms. McCament suggested that since the examples provided have been vetted by large groups, the Board could endorse them and then address the issues in the Library's own documents and include their own caveats in the statements.

Ms. Parikh stressed the importance of differentiating between endorsing and adopting the policies. Ms. Lomax suggested reading one per month and endorsing them each separately.

Mr. Allen asked if the documents provided to the Board were merely a selection of statements and if there are more broad policy statements they should be seeing aside from these. Ms. Lomax confirmed these were the main documents found throughout libraries.

Ms. Lomax will begin working on a draft to present to the Board in a future meeting.

NEW BUSINESS

Paul Allen Grant Focus Group Report: Jennifer Patterson, Customer Experience Manager - Procedures and Community, reported on the focus group results from the Paul Allen Grant. The two focus groups polled were non-library users and library users. Ms. Patterson identified key findings that will help guide the development of the online rewards program. Results showed that people participated in things they are already doing. Another finding was that participants anticipated the program would be inclusive of their children and families.

The focus groups confirmed the direction of the content, indicating topics of interest were books, gardening, do-it-yourself, culture, health and nutrition and the local community. The groups also expressed a desire in rewards that were experiential rather than material. Of interest were tickets to movies, priority checkouts, fine forgiveness and invitations to library events.

It was clear the focus groups valued libraries and felt they played a critical role in the community. There was also interest in making the library environments more inviting by updating furnishings and adding coffee or refreshment areas.

The information gathered from the focus groups will be used to shape content for the program. Ms. Prothro is also working with Adult Services Librarians to develop useful content. Mr. Durante and the Virtual Services team are working with Learning Times, to create a gaming platform. The soft launch will be this fall with the public launch taking place in early 2014.

When asked how the focus group impacted the development of the project, Ms. Patterson stated it confirmed what her team was already thinking, but helped them to understand the learning motivations and incentives and informed them of activities the Library will consider in the future. Ms. Prothro added that a social element has been planned for the game and that seeing it in play with the focus group was exciting. Mr. Durante added that the real value from a development standpoint is the importance of starting from a basic entry point and guiding users to increase their use of the program as they gain interest.

Pierce County Capital Facilities Plan/Facilities Master Plan Standards: Ms. Lomax shared the Library's submission to the Pierce County 6-year Capital Facilities Plan with the Board and reviewed growth in its communities and changes in facilities. Population growth is surpassing the projections made at the writing of the Library's 2030 Facilities Master Plan. Half of the branches have met or are exceeding their 2015 population estimates.

The Board discussed the need to re-evaluate the proposed standards set in the 2030 plan before moving forward on it, based on changes in the community and the Library.

Proposed Holiday Policy Revision: Ms. Lomax provided an updated policy which incorporated wording related to paying prorated holiday pay to all part-time staff as a result of recent changes in the Collective Bargaining Agreement. She also removed the word legal from the policy name.

Ms. McCament moved to approve the Holiday Policy as written. Mr. Allen seconded the motion and it was passed.

Programming Policy: Ms. Lomax added language to reflect that the Library works with community partners. She changed the format and merged two policies into one. Ms. Lomax also suggested a revision to the definition of the policy.

Ms. McCament moved to approve the Programming Policy with edits. Mr. Allen seconded the motion and it passed.

EXECUTIVE SESSION

There was no Executive Session.

ANNOUNCEMENTS

The October Board Meeting will be held on the third Wednesday of the month.

ADJOURNMENT

The meeting was adjourned at 5:35 pm on motion by Mr. Allen, seconded by Ms. McCament.

Neel Parikh, Secretary

Linda Ishem, Chair

September 2013 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3462-3476	09/01/13-09/30/13	\$23,018.26
Disbursement Voucher - Payroll & Acct Payable		09/06/13	\$563,587.63
Disbursement Voucher - Payroll & Acct Payable		09/20/13	\$712,494.27
Accounts Payable Warrants	621130-621301	09/01/13-09/30/13	\$844,279.91
Total:			<u><u>\$2,143,380.07</u></u>

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3462	pr	09/06/2013	HUTCHINSON, JAMIE			08/16/13 - 08/31/13	0.00	377.85
3463	pr	09/06/2013	NUTH, SOPHY			08/16/13 - 08/31/13	0.00	271.00
3464	pr	09/06/2013	ORTMANN, DAWN			08/16/13 - 08/31/13	0.00	491.88
3465	pr	09/06/2013	BADERTSCHER, ALLISON			08/16/13 - 08/31/13	0.00	557.52
3466	pr	09/20/2013	CLAUSEN, ROBIN			09/01/13 - 09/15/13	1,500.00	4,369.09
3467	pr	09/20/2013	LINDSTROM, KAREN			09/01/13 - 09/15/13	0.00	1,029.70
3468	pr	09/20/2013	RUSSELL, GRETCHEN			09/01/13 - 09/15/13	0.00	2,659.88
3469	pr	09/20/2013	CLARK, NEILS			09/01/13 - 09/15/13	0.00	145.05
3470	pr	09/20/2013	ORABEY, ALEKSANDR			09/01/13 - 09/15/13	0.00	154.55
3471	pr	09/20/2013	KNUTSEN, LISA			09/01/13 - 09/15/13	0.00	1,250.93
3472	pr	09/20/2013	ALVORD, PAIGE			09/01/13 - 09/15/13	0.00	1,401.15
3473	pr	09/20/2013	HALL, SARA			09/01/13 - 09/15/13	667.58	74.17
3474	pr	09/20/2013	GETCHELL, MARY			09/01/13 - 09/15/13	0.00	8,268.21
3475	pr	09/20/2013	REYES, RICHARD			09/01/13 - 09/15/13	0.00	1,743.37
3476	pr	09/20/2013	LINDSTROM, KAREN			09/01/13 - 09/15/13	0.00	223.91
Total:							2,167.58	23,018.26

Checks in report: 15

Grand Total: 2,167.58 23,018.26

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 9/5/2013	
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	\$61,437.75
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$43,749.23
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$43,749.23
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$412,562.84
5	697	001	0000	237	00					-
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$0.00
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00					
13	697	001	0000	237	00					
14	697	001	0000	237	00					
15	697	001	0000	237	00				H.S.A. Employees deductions	\$2,088.58
16	697	001	0000	237	00				H.S.A. Employer Contributions	
									H.S.A Fee	
									BCC Sept	
									please put the total amt below into PCLS payroll account	
									TOTAL	\$563,587.63
Bank No.	Check No.	Issued To		Bank No.		Check No.		Issued To		
		U.S. Treasury								
Prepared By:				Date:		Approved By:				
Christy Telling				9/5/2013		Christy Telling				
						9/5/2013				

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 9/19/2013	

	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	\$60,253.95
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$42,057.03
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$42,057.03
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$376,947.69
5	697	001	0000	237	00					-
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$2,014.41
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					
13	697	001	0000	237	00					
14	697	001	0000	237	00					
15	697	001	0000	237	00				H.S.A. Employees deductions (2715.98 - .05)	\$2,715.93
16	697	001	0000	237	00				H.S.A. Employer Contributions	
									H.S.A Fee	\$224.20
									BCC Oct	\$186,224.03
									please put the total amt below into PCLS payroll account	
									TOTAL	\$712,494.27

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			
Prepared By:			Date:	Approved By:	
Christy Telling			9/19/2013	Christy Telling	
				9/19/2013	

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>
621130	09/03/2013	000363 ARAMARK UNIFORM SERVICES		16.41
621131	09/03/2013	001512 DAILY JOURNAL OF COMMERCE		245.70
621132	09/03/2013	004883 FIFE CITY OF	V	25.00
621133	09/03/2013	004709 HAAKENSEN GROUP INC		696.94
621134	09/03/2013	000534 WCP SOLUTIONS		741.36
621135	09/03/2013	005336 WECOMPLY INC		4,380.00
621136	09/03/2013	005416 WILMINGTON DRIVE HOLDINGS LLC		8,162.83
621137	09/04/2013	000895 COLUMBIA BANK		269.85
621138	09/04/2013	005080 QUIPU GROUP LLC		3,125.00
621139	09/04/2013	001290 REGIONAL BUILDING SVCS CORP		507.25
621140	09/04/2013	005417 RICOH USA INC		221.56
621141	09/04/2013	001506 SOUND SECURITY INC		5,407.36
621142	09/05/2013	001936 MARCELLA ADAMS		3.76
621143	09/05/2013	002061 SUSAN ANDERSON-NEWHAM		223.81
621144	09/05/2013	005453 DANA BROWNFIELD		31.64
621145	09/05/2013	000242 BUCKLEY CITY OF		244.92
621146	09/05/2013	000184 CITY TREASURER		475.14
621147	09/05/2013	000184 CITY TREASURER		36.49
621148	09/05/2013	000195 FIRGROVE MUTUAL WATER CO		326.25
621149	09/05/2013	000207 GIG HARBOR CITY OF		1,301.71
621150	09/05/2013	005055 CHRISTOPHER HAMILTON		44.52
621151	09/05/2013	005550 RAYMOND JOHNSON		62.72
621152	09/05/2013	000352 MIDWEST TAPE		10,256.45
621153	09/05/2013	005680 GRETCHEN NELSON		82.15
621154	09/05/2013	002023 KATHERINE NORBECK		73.22
621155	09/05/2013	005681 REBECCA PAUL		56.50
621156	09/05/2013	000377 PUGET SOUND ENERGY		1,015.18
621157	09/05/2013	002094 CHARLOTTE STRAIN		154.25
621158	09/05/2013	004867 JOSHUA WRIGHT		50.00
621159	09/06/2013	000828 AFSCME AFL-CIO		5,464.51
621160	09/06/2013	000898 DEPARTMENT OF RETIREMENT SYSTE		8,164.00
621161	09/06/2013	000825 ING-VC3371		1,955.00
621162	09/06/2013	003985 PACIFCSOURCE ADMINISTRATORS		2,091.00
621163	09/06/2013	001181 PIERCE CTY LIBRARY FOUNDATION		339.10
621164	09/06/2013	004276 STATE CENTRAL COLLECTION UNIT		151.67
621165	09/06/2013	000823 UNITED WAY		77.51
621166	09/06/2013	004782 US DEPARTMENT OF EDUCATION		172.18
621167	09/06/2013	000827 WA STATE- DEPT OF RETIREMENT S		79,180.02

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Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
621168	09/06/2013	000881 WASHINGTON STATE SUPPORT REGIS		612.50
621169	09/09/2013	000830 BAKER & TAYLOR		35,160.15
621170	09/09/2013	000234 BOUND TO STAY BOUND BOOKS INC		2,127.48
621171	09/09/2013	000161 CENGAGE LEARNING		674.38
621172	09/09/2013	000847 CENTER POINT PUBLISHING		893.94
621173	09/09/2013	005150 FUTURE US, INC		44.90
621174	09/09/2013	005171 INFOGROUP		345.00
621175	09/09/2013	000243 INGRAM LIBRARY SERVICES		19,383.86
621176	09/09/2013	003909 MCCALLS QUICK QUILTS		23.00
621177	09/09/2013	000352 MIDWEST TAPE		9,674.18
621178	09/09/2013	003398 MULTICULTURAL BOOKS & VIDEOS		1,017.60
621179	09/09/2013	000323 NEWS TRIBUNE		227.40
621180	09/09/2013	005685 OFFICIAL XBOX MAGAZINE		124.70
621181	09/09/2013	000380 QUALITY BOOKS		96.01
621182	09/09/2013	000406 RECORDED BOOKS LLC		5,554.08
621183	09/11/2013	005686 BERKLEE COLLEGE OF MUSIC		90.00
621184	09/11/2013	000273 CARRILLO & ASSOCIATES		7,218.75
621185	09/11/2013	000895 COLUMBIA BANK		50.00
621186	09/11/2013	001467 DATA SECURITY CORP		132.50
621187	09/11/2013	004622 DATABAR INC		783.36
621188	09/11/2013	003311 DEPARTMENT OF LABOR & INDUSTRI		86.00
621189	09/11/2013	005687 ELLEN PAYNE ODOM LIBRARY		7.12
621190	09/11/2013	001058 EVERGREEN STATE COLLEGE		31.91
621191	09/11/2013	005428 GRITTON BUILDING CO INC		26,956.16
621192	09/11/2013	005157 LOVSTED WORTHINGTON LLC		4,181.00
621193	09/11/2013	000323 NEWS TRIBUNE		6,867.00
621194	09/11/2013	005338 PHOENIX MECHANICAL INC		1,218.56
621195	09/11/2013	000857 PIERCE COUNTY RECYCLING		115.03
621196	09/11/2013	005259 RIM PUBLICATIONS LLC		235.00
621197	09/11/2013	000759 RTI		2,044.15
621198	09/11/2013	001379 SENTINEL PEST CONTROL INC		708.80
621199	09/11/2013	001137 SPOKANE COUNTY LIBRARY DISTRIC		18.00
621200	09/11/2013	003719 UNIQUE MANAGEMENT SERVICES		2,136.60
621201	09/11/2013	005688 WEST FRANKFORT PUBLIC LIBRARY		7.00
621202	09/11/2013	004022 US BANK		46,447.87
621203	09/13/2013	005369 BIRCH ELECTRIC LLC		1,213.25
621204	09/13/2013	004541 BUILDERS EXCHANGE OF WA INC		45.00
621205	09/13/2013	004933 NORTHWEST HEALTH & SAFETY INC		74.34
621206	09/13/2013	004397 SHKS ARCHITECTS PS INC		3,861.00

Check History Listing
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
621207	09/13/2013	004636 SUBURBAN TIMES		300.00
621208	09/13/2013	004022 US BANK		95,253.95
621209	09/13/2013	000534 WCP SOLUTIONS		1,024.28
621210	09/16/2013	005369 BIRCH ELECTRIC LLC		2,665.89
621211	09/16/2013	004883 FIFE CITY OF		15.00
621212	09/16/2013	001213 GIS INFORMATION SYSTEMS INC		6,624.00
621213	09/16/2013	000496 THYSSEN SOUND ELEVATOR		834.89
621214	09/16/2013	001637 WORKPLACE RESOLUTIONS LLC		1,400.00
621215	09/16/2013	000830 BAKER & TAYLOR		5,288.23
621216	09/16/2013	000243 INGRAM LIBRARY SERVICES		12,834.37
621217	09/16/2013	000352 MIDWEST TAPE	V	0.00
621218	09/16/2013	000352 MIDWEST TAPE	V	0.00
621219	09/16/2013	000352 MIDWEST TAPE		46,904.77
621220	09/16/2013	000406 RECORDED BOOKS LLC		1,814.38
621221	09/17/2013	005689 CHRISTI BACH		38.82
621222	09/17/2013	003423 ALEXANDER BYRNE		21.19
621223	09/17/2013	000161 CENGAGE LEARNING		304.96
621224	09/17/2013	000184 CITY TREASURER		886.59
621225	09/17/2013	003745 ROBIN CLAUSEN		50.31
621226	09/17/2013	000094 ELMHURST MUTUAL POWER & LIGHT		1,032.23
621227	09/17/2013	004157 MINDY EWING		29.66
621228	09/17/2013	003883 SUSAN FORDHAM		44.52
621229	09/17/2013	005226 DENNIS GOULD		43.89
621230	09/17/2013	001894 LYNNE HOFFMAN		65.10
621231	09/17/2013	002062 GEORGIA LOMAX		549.26
621232	09/17/2013	003737 TONIE MONTGOMERY		93.22
621233	09/17/2013	001886 NEEL PARIKH		156.87
621234	09/17/2013	005204 REBECCA PARKER		6.99
621235	09/17/2013	003497 TAMARA SAARINEN		28.39
621236	09/17/2013	002064 HOLLY L SMITH		109.04
621237	09/17/2013	005692 BRENDA TANKSLEY		61.01
621238	09/17/2013	004902 MELANIE TOBIN		22.09
621239	09/17/2013	001930 MARGARET VENEMON		22.60
621240	09/17/2013	000541 STATE OF WASHINGTON		394.72
621241	09/17/2013	004867 JOSHUA WRIGHT		152.55
621242	09/20/2013	005047 PATTY AMADOR		76.28
621243	09/20/2013	005100 JANET BARCLAY		13.56
621244	09/20/2013	004445 DOROTHY BARELLI		23.05
621245	09/20/2013	005683 ALEKSANDR BOYCHUK		23.80

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>
621246	09/20/2013	000184 CITY TREASURER		4,386.74
621247	09/20/2013	000184 CITY TREASURER		736.11
621248	09/20/2013	001956 PAM COLLIER		11.24
621249	09/20/2013	004091 CAROL DIKE		19.15
621250	09/20/2013	005682 CYNTHIA HAVERKAMP		10.10
621251	09/20/2013	004128 LISA HEYERDAHL		20.34
621252	09/20/2013	005703 CAROLYN KANE		10.73
621253	09/20/2013	005705 MEGHAN MITCHELL		15.25
621254	09/20/2013	001941 JUDY T NELSON		111.79
621255	09/20/2013	005684 CATHERINE OLSON		11.49
621256	09/20/2013	005044 KATHERINE SAVAGE		30.79
621257	09/20/2013	002038 ROSINA VERTZ		34.41
621258	09/20/2013	003433 MARY WORTINGER		21.70
621259	09/20/2013	000352 MIDWEST TAPE		1,579.66
621260	09/20/2013	005417 RICOH USA INC		1,181.45
621261	09/20/2013	004018 STAPLES INC		513.14
621262	09/20/2013	000541 STATE OF WASHINGTON		1,086.80
621263	09/20/2013	000534 WCP SOLUTIONS		644.71
621264	09/23/2013	004022 US BANK		51,498.56
621265	09/23/2013	003778 AFLAC		3,364.28
621266	09/23/2013	000828 AFSCME AFL-CIO		5,149.17
621267	09/23/2013	001578 COLONIAL SUPPLEMENTAL INSURANC		1,107.96
621268	09/23/2013	000898 DEPARTMENT OF RETIREMENT SYSTE		8,194.00
621269	09/23/2013	000825 ING-VC3371		1,955.00
621270	09/23/2013	003985 PACIFICSOURCE ADMINISTRATORS		2,091.00
621271	09/23/2013	001181 PIERCE CTY LIBRARY FOUNDATION		339.10
621272	09/23/2013	004276 STATE CENTRAL COLLECTION UNIT		151.67
621273	09/23/2013	000823 UNITED WAY		77.51
621274	09/23/2013	004782 US DEPARTMENT OF EDUCATION		157.76
621275	09/23/2013	001355 VOLUNTARY EMPLOYEES' BENEFICIA		13,336.47
621276	09/23/2013	000827 WA STATE- DEPT OF RETIREMENT S		75,683.68
621277	09/23/2013	000881 WASHINGTON STATE SUPPORT REGIS		612.50
621278	09/24/2013	000363 ARAMARK UNIFORM SERVICES		32.82
621279	09/24/2013	004038 ASSOCIATED BUSINESS SYSTEMS		319.64
621280	09/24/2013	000153 ASSOCIATED PETROLEUM PRODUCTS		10,465.09
621281	09/24/2013	005369 BIRCH ELECTRIC LLC		974.88
621282	09/24/2013	003522 CIVIC TECHNOLOGIES		5,500.00
621283	09/24/2013	000895 COLUMBIA BANK		204.05
621284	09/24/2013	005272 GREEN EFFECTS INC		4,234.48

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>
621285	09/24/2013	005428 GRITTON BUILDING CO INC		3,719.60
621286	09/24/2013	003985 PACIFICSOURCE ADMINISTRATORS		194.25
621287	09/26/2013	005704 ERIN ANTES		9.61
621288	09/26/2013	000184 CITY TREASURER		2,310.39
621289	09/26/2013	000377 PUGET SOUND ENERGY		3,012.97
621290	09/26/2013	000463 SUMMIT WATER & SUPPLY CO		410.60
621291	09/26/2013	000506 UNIVERSITY PLACE REFUSE SERVIC		166.87
621292	09/27/2013	001554 ANDREW'S FIXTURE CO INC		4,803.20
621293	09/27/2013	000895 COLUMBIA BANK		269.85
621294	09/27/2013	001875 LINDA ESKESEN		55.99
621295	09/27/2013	000106 GA JORGENSEN CO INC		89.71
621296	09/27/2013	005272 GREEN EFFECTS INC		393.84
621297	09/27/2013	001780 UNIVERSITY PLACE CITY OF		120,000.00
621298	09/27/2013	000827 WA STATE- DEPT OF RETIREMENT S		702.15
621299	09/27/2013	000534 WCP SOLUTIONS		309.76
621300	09/27/2013	005416 WILMINGTON DRIVE HOLDINGS LLC		8,781.83
621301	09/27/2013	004391 WRP SURPRISE LAKE LLC		7,643.07

boa Total: 844,279.91

172 checks in this report

Total Checks: 844,279.91

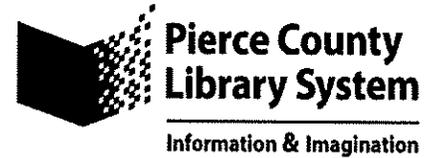
M E M O



Date: October 2, 2013
To: Chair Linda Ishem and Members of the Board
From: Georgia Lomax, Deputy Director
Subject: Holiday and Programming Policies - Consent Agenda

At the September 11 meeting, you were asked to approve the changes to the Holiday and Programming policies however, we did not announce them as action items on the agenda. Therefore, we have included the items for approval in the October 16 Consent Agenda.

M E M O



Date: September 11, 2013
To: Chair Linda Ishem and members of the Board of Trustees
From: Georgia Lomax, Deputy Director
Subject: PROPOSED HOLIDAY POLICY REVISION

Upon ratification of the 2013-2015 Collective Bargaining Agreement between the Library and Local 3787, regular part-time employees, regardless of number of regularly assigned hours worked per week, receive holiday benefits pro-rated in proportion to time worked.

Attached is a proposed revision to the Board's Holiday Policy to reflect this change. The current policy, Legal Holidays (October 5, 2007), is also attached. Other changes include updating it into the Library's policy format and reflecting the Library's practice of closing its facilities on the official date of the holiday regardless of which day of the week it falls on.

During the Board meeting we would like your input on the proposed revision and ask you to consider approving the update.

Holiday Board Policy

Policy Statement

Pierce County Library facilities will close for holidays established by the Board of Trustees.

Purpose

To identify the holidays of the Pierce County Library.

Policy

Paid holidays for eligible employees are established by the Board of Trustees.

All Library locations will be closed for holidays on the official date that the holiday is to be observed. On all other days, Pierce County Library facilities will open according to their regular schedules.

The Board of Trustees may negotiate or grant additional or fewer library district holidays as part of employee compensation.

The Board of Trustees may identify days to be recognized as unpaid holidays.

Paid Holidays

Holiday	Date to be Observed
New Year's Day	January 1
Martin Luther King Jr.	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
The Day after Thanksgiving	Friday after Thanksgiving
Christmas Eve	December 24
Christmas	December 25

Unpaid Holidays

All facilities will be closed as an unpaid holiday on Easter Sunday.

Adopted by the Board of Trustees of the Pierce County Rural Library District Board of Trustees, January 12, 1995 (Legal Holidays); revised October 4, 2007; revised and renamed XXXX 2013

DRAFT

Legal Holidays (95-01)

The following days shall be recognized as Pierce County Library District legal and paid holidays for all eligible employees who work twenty (20) or more hours per week:

Holiday	Date to be Observed
New Year's Day	January 1
Martin Luther King Jr.	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
The Day after Thanksgiving	Friday after Thanksgiving
Christmas Eve	December 24
Christmas	December 25

In addition, all facilities will be closed as an unpaid holiday on Easter Sunday.

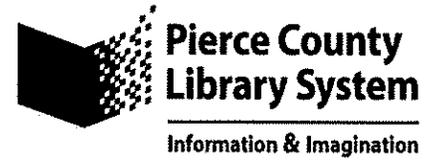
On all other days, Pierce County Library System facilities will open according to their regular schedules.

The Board of Trustees may negotiate or grant additional or fewer library district holidays as part of employee compensation.

Originally approved: January 12, 1995

Revised: October 4, 2007

MEMO



Date: September 11, 2013
To: Chair Linda Ishem and members of the Board of Trustees
From: Georgia Lomax, Deputy Director
Subject: Programming Policy

The Library's programming-related policies were last reviewed and updated in 2009. The two policies establish why the Library offers programs, guides staff in developing and providing this service, and ties programming to the mission of the library. The programming policies also connect to the Library's Intellectual Freedom role, providing another method of offering access to a variety of opinions, viewpoints and information.

Attached are the current "Programming Policy" and "Programming Procedures for Programming Policy", as well as a proposed revision for your review.

The revision combines the two policies into one, and adds a section to call out the Library's commitment to partnering and collaborating with others in the community in order to best serve customers.

During the Board meeting we would like your feedback on the proposal, and ask that you consider approving the "Programming Board Policy" that incorporates the two policies into one.

Board Policy



Programming Policy

Policy Statement

Pierce County Library System offers programs to support, enrich, and collaborate with communities.

Definition

Program: any group activity offered to the public that library staff have coordinated, planned, and/or presented.

Purpose of Programs

To provide information, promote social skills and language development, encourage curiosity and creativity, contribute to knowledge of self and the world, and to engage with residents. Programs allow the Library to promote and make accessible the Library's services and resources, as well as give residents opportunities for engagement, community involvement, collaboration and learning.

Programs Open to All

Programs are open to all people.

No Admission Fees

The Library will not charge admission fees to programs. However, at the discretion of the Executive Director the following may be permissible at programs:

- Fundraisers to benefit the Library, sponsored by the Friends of the Library groups, Pierce County Library Foundation, or other organizations.
- The sale of books or other related media by authors or other performers as part of a library program.

Variety of Viewpoints

The Library will strive to include a wide spectrum of opinions and viewpoints in Library-sponsored programs. Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by participants.

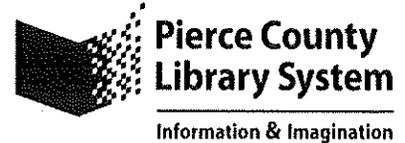
Reference to Related Policy

Sponsorships and Donations (Board Policy 1.12)

Board Policy 1.8

Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974. Revised May 8, 2002. Revised August 31, 2009.

Board Policy



Programming Procedure for Programming Policy (Board Policy: Philosophy (1.8))

Procedure

Programs Open to All

Programs are open to all people and every attempt will be made to accommodate all who wish to attend programs offered by the Library. However, when safety or the success of a program requires it, attendance may be limited. This will be accomplished on a first come, first served basis either with advanced registration or at the door.

The Library will endeavor to offer a wide variety of programs for children, teenagers, adults, and families to appeal to the range of interests and information needs to engage communities.

The Library will strive to offer programs to collaborate with individuals and organizations within communities.

Other Related Organizations

Friends of the Library groups, Pierce County Library Foundation, or other organizations and individuals may also provide programs.

Board Policy 1.8

Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974. Revised May 8, 2002. Revised August 31, 2009.

Programming Board Policy

POLICY STATEMENT

Pierce County Library System offers programs to support, enrich, and collaborate with communities.

DEFINITION

Program: any group activity offered to the public that library staff have coordinated, planned, and/or presented.

POLICY

Programming is offered that furthers the mission, vision, philosophy, goals and initiatives of the Library, and that meets the cultural, informational and educational needs and interests of the community.

Among the purposes that programs may fulfill are:

- To provide information,
- To promote social skills and language development,
- To encourage curiosity and creativity,
- To contribute to knowledge of self and the world,
- To draw target audiences into the Library,
- To provide opportunities that allow the library to engage with residents,
- To promote and make accessible the Library's services and resources, and,
- To give residents opportunities for engagement, community involvement, collaboration, and learning.

Programs may be offered in library facilities or offsite.

Access

All programs are open to the public.

Attendance may be limited due to space, or when safety or the success of a program requires it. Limits will be accomplished on a first come, first served basis either with advanced registration or at the door.

The Library will not charge admission fees to programs.

Fund Raising

At the discretion of the Executive Director, fund raising to benefit the Library may be permitted.

At the discretion of the Executive Director, sale of books or other materials by authors or performers may be permitted as part of a library program.

Variety of Viewpoints

The Library will strive to include a wide spectrum of opinions and viewpoints in Library-sponsored programs, as well as offer programs that appeal to a range of ages, interests and information needs in order to engage the community

Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by participants.

Partners and Community Collaboration

The Library encourages partnerships with non-profit and civic organizations, governments, commercial entities and other groups in order to support and enrich our communities, to reach new audiences and to create opportunities to meet the goals of programming.

Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974. Revised May 8, 2002. Revised August 31, 2009. Revised XXXXX2013

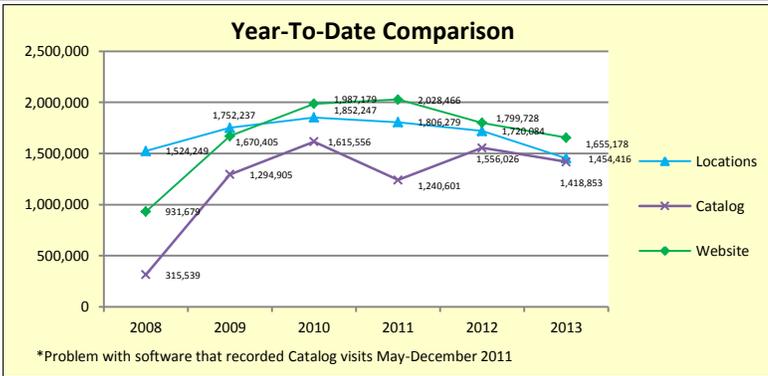
Related Policies

Mission/vision/values
Philosophy Statement
Partnerships

OFFICERS REPORT

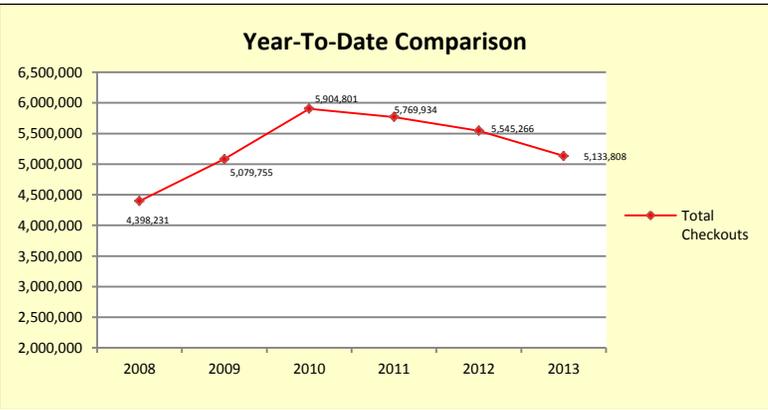
CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - AUGUST

VISITS



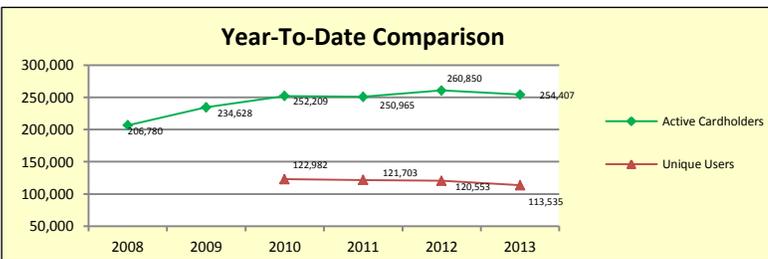
	August		
	2012	2013	% Change
Door Count	216,204	219,019	1.30%
Catalog	191,533	175,012	-8.63%
Website	215,909	196,606	-8.94%
Job & Business Portal	1,076	3,007	179.46%
Military Portal (launched 3/12)	205	144	-29.76%
Total	624,927	593,788	-4.98%

CHECKOUTS



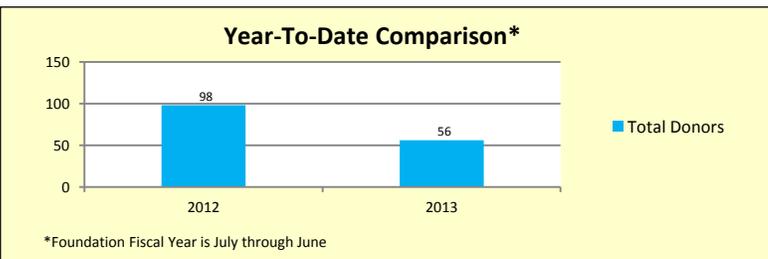
	August		
	2,012	2,013	% Change
Checkouts	641,493	608,466	-5.15%
eBook Downloads	46,513	51,860	11.50%
Total	688,006	660,326	-4.02%

CUSTOMERS



	August		
	2,012	2,013	% Change
Active Cardholders	260,850	254,407	-2.47%
New Cards	4,276	4,349	1.71%
Checkout Transactions	108,318	104,545	-3.48%
Unique Users	48,621	47,618	-2.06%

PHILANTHROPY



	August		
	2012	2013	% Change
Foundation Donors	367	146	-60.22%
New Foundation Donors	19	5	-73.68%
\$ Raised by Foundation	\$ 10,614	\$ 100,663	848.42%
\$ Provided by Friends	\$0	\$2,400	NA

BRANCH CLOSURES

2012

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

2013

- Key Center 1/1-2/3 (34 Days)

Monthly Financial Reports – September 2013

Pierce County Library System
Statement of Financial Position
September 30, 2013
All Funds



	General Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets			
Current Assets - Cash			
Cash	\$ 2,327,531	\$ 9	\$ 439,932
Investments	\$ 4,400,000	\$ 83,534	\$ 1,500,000
Total Cash	\$ 6,727,531	\$ 83,543	\$ 1,939,932
Total Current Assets	\$ 6,727,531	\$ 83,543	\$ 1,939,932
Liabilities and Fund Balance			
Current Liabilities			
Warrants Payable	\$ 214,897	\$ -	\$ 399,759
Sales Tax Payable	\$ 2,024	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 115,866	\$ -	\$ -
Total Current Liabilities	\$ 332,788	\$ -	\$ 399,759
Fund Balance			
Reserve for Encumbrances	\$ 441,712	\$ -	\$ 744,767
Net Excess (Deficit)	\$ (3,448,222)	\$ 99	\$ 24,352
Unreserved Fund Balance	\$ 9,401,254	\$ 83,444	\$ 771,054
Total Fund Balance	\$ 6,394,744	\$ 83,543	\$ 1,540,173
Total Liabilities and Fund Balance	\$ 6,727,531	\$ 83,543	\$ 1,939,932
Anticipated Property Tax Revenue	\$ 10,921,417	\$ 39	\$ -

PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures
Year to Date through September 30, 2013
no pre-encumbrances

<u>General Fund</u>	<u>2013 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	\$ 24,614,170	\$ 14,165,336	\$ -	\$ 10,448,834	58%
Other Revenue	\$ 932,400	\$ 710,195	\$ -	\$ 222,205	76%
Total Revenue	\$ 25,546,570	\$ 14,875,531	\$ -	\$ 10,671,039	58%
Expenditures					
Personnel/Taxes and Benefits	\$ 18,285,836.00	\$ 13,591,738	\$ 1,166	\$ 4,692,932	74%
Materials	\$ 3,304,075	\$ 2,180,358	\$ -	\$ 1,123,717	66%
Maintenance and Operations	\$ 3,460,970	\$ 2,109,945	\$ 440,546	\$ 910,479	74%
Transfers Out	\$ 495,689	\$ -	\$ -	\$ 495,689	0%
Total Expenditures	\$ 25,546,570	\$ 17,882,042	\$ 441,712	\$ 7,222,816	72%
Excess/(Deficit)		\$ (3,006,510)			
(less encumbrances)		(441,712)			
Net Excess (Deficit)		\$ (3,448,222.46)			

<u>Debt Service Fund</u>	<u>2013 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	\$ -	\$ 99	\$ -	\$ (99)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
Total Revenue	\$ -	\$ 99	\$ -	\$ (99)	0%
Expenditures					
Excess/(Deficit)	\$ -	\$ -	\$ -	\$ -	0%
Excess/(Deficit)		\$ 99			

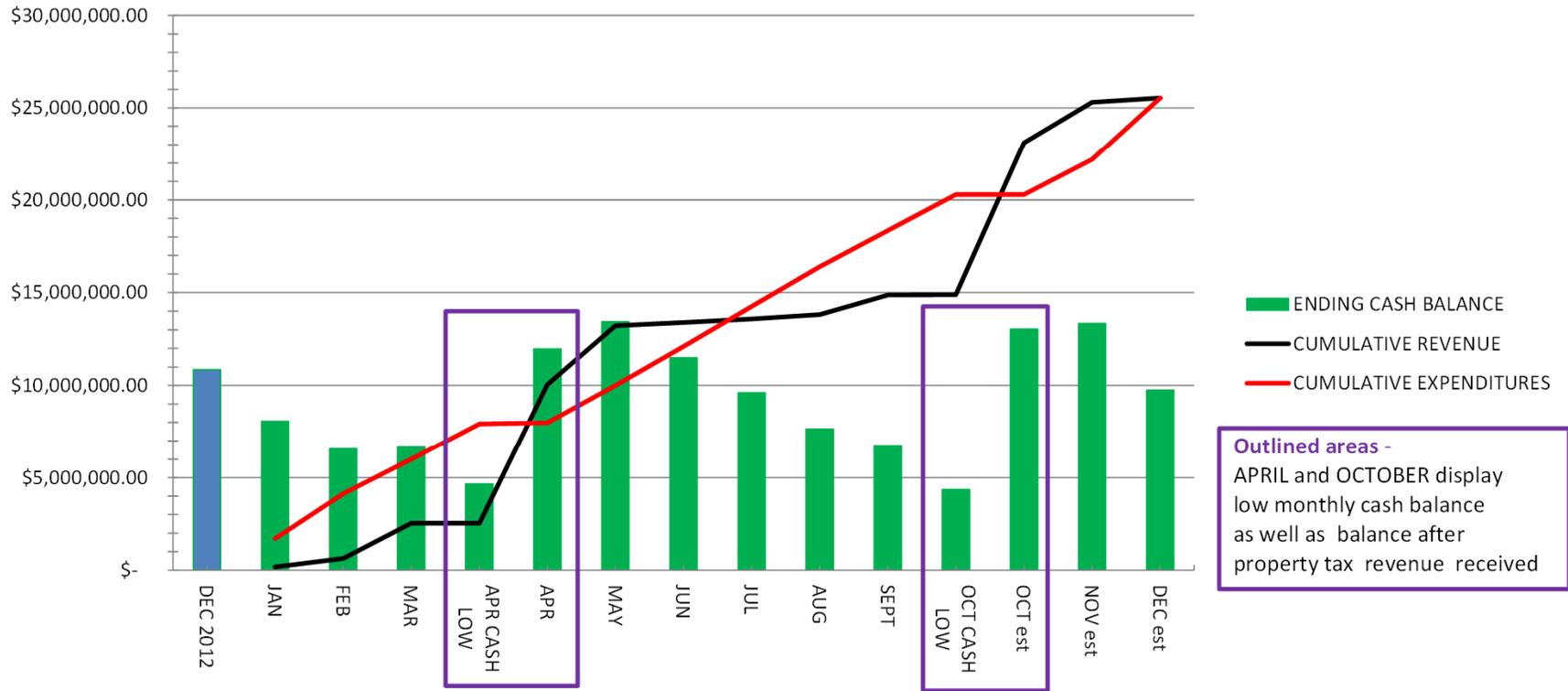
Capital Improvement Projects

<u>Fund</u>	<u>2013 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 1,793,411	\$ 1,793,411	\$ -	\$ -	100%
Other Revenue	\$ -	\$ 98,682	\$ -	\$ (98,682)	0%
Transfers In	\$ 495,689	\$ -	\$ -	\$ 495,689	0%
Total Revenue	\$ 2,289,100	\$ 1,892,093	\$ -	\$ 397,007	83%
Expenditures					
Maintenance and Operations	\$ 2,289,100	\$ 1,122,974	\$ 744,767	\$ 421,359	82%
Total Expenditures	\$ 2,289,100	\$ 1,122,974	\$ 744,767	\$ 421,359	82%
Excess/(Deficit)		\$ 769,119			
(less encumbrances)		(744,767)			
Net Excess (Deficit)		\$ 24,352			

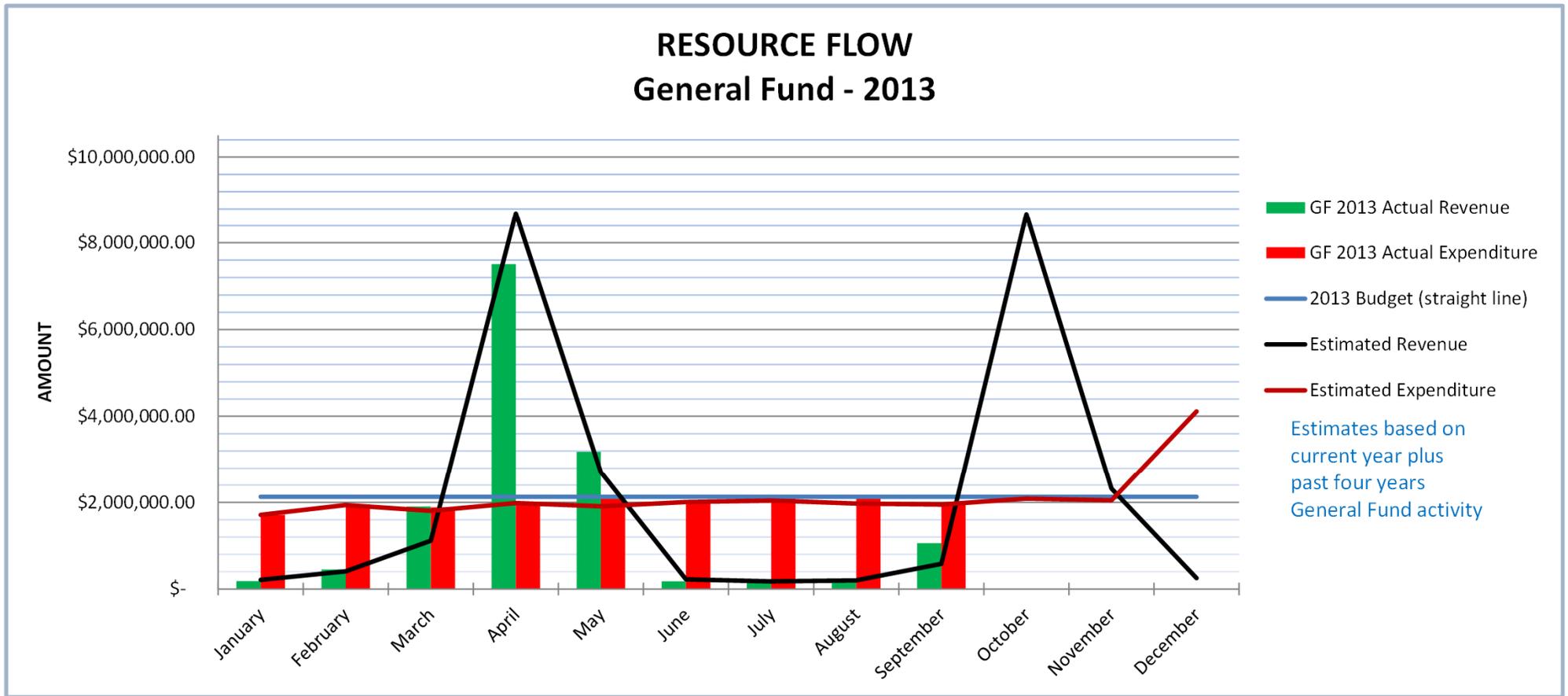
Pierce County Library System
Comparative Statement of Financial Position
General Fund - Rolling Comparison
(as of the listed date of the reported month)

	HISTORICAL	CURRENT											
	9/30/2012	10/31/2012	11/30/2012	12/31/2012	1/31/2013	2/28/2013	3/31/2013	4/30/2013	5/31/2013	6/30/2013	7/31/2013	8/31/2013	9/30/2013
Assets													
Current Assets - Cash													
Cash	\$ 2,027,981	\$ 10,666,037	\$ 2,577,504	\$ 10,858,588	\$ 959,998	\$ 1,261,690	\$ 2,797,368	\$ 8,648,366	\$ 4,759,718	\$ 1,697,396	\$ 1,759,564	\$ 1,741,018	\$ 2,327,531
Investments	\$ 4,200,000	\$ 2,764,114	\$ 11,123,000	\$ -	\$ 7,110,000	\$ 5,300,000	\$ 3,860,000	\$ 3,323,000	\$ 8,681,493	\$ 9,800,000	\$ 7,850,000	\$ 5,900,000	\$ 4,400,000
Total Cash	\$ 6,227,981	\$ 13,430,151	\$ 13,700,504	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531
Total Current Assets	\$ 6,227,981	\$ 13,430,151	\$ 13,700,504	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	\$ 272,110	\$ 306,737	\$ 355,677	\$ 1,190,010	\$ 290,600	\$ 309,158	\$ 384,525	\$ 182,186	\$ 307,368	\$ 201,001	\$ 61,424	\$ 255,774	\$ 214,897
Sales Tax Payable	\$ 4,927	\$ 7,019	\$ 4,142	\$ 2,986	\$ 3,869	\$ 1,519	\$ 2,496	\$ 2,527	\$ 2,361	\$ 1,500	\$ 1,861	\$ 2,076	\$ 2,024
Payroll Taxes and Benefits Payable	\$ 76,507	\$ 75,204	\$ 76,155	\$ 79,154	\$ 59,580	\$ 98,196	\$ 114,830	\$ 91,874	\$ 99,447	\$ 117,325	\$ 118,009	\$ 95,641	\$ 115,866
Total Current Liabilities	\$ 353,544	\$ 388,959	\$ 435,974	\$ 1,272,150	\$ 354,048	\$ 408,872	\$ 501,851	\$ 276,587	\$ 409,176	\$ 319,826	\$ 181,293	\$ 353,490	\$ 332,788
Fund Balance													
Reserve for Encumbrances	\$ 248,074	\$ 235,508	\$ 223,152	\$ -	\$ 463,130	\$ 465,957	\$ 452,172	\$ 474,946	\$ 399,459	\$ 483,361	\$ 470,718	\$ 461,818	\$ 441,712
Net Excess (Deficit)	\$ (2,987,926)	\$ 4,191,395	\$ 4,427,089	\$ 786,965	\$ (1,991,920)	\$ (3,492,470)	\$ (3,461,979)	\$ 2,054,493	\$ 3,231,322	\$ 1,292,956	\$ (443,701)	\$ (2,575,544)	\$ (3,448,222)
Unreserved Fund Balance	\$ 8,614,289	\$ 8,614,289	\$ 8,614,289	\$ 8,799,473	\$ 9,244,740	\$ 9,179,330	\$ 9,165,324	\$ 9,165,341	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254	\$ 9,401,254
Total Fund Balance	\$ 5,874,437	\$ 13,041,192	\$ 13,264,529	\$ 9,586,438	\$ 7,715,950	\$ 6,152,818	\$ 6,155,517	\$ 11,694,779	\$ 13,032,035	\$ 11,177,570	\$ 9,428,271	\$ 7,287,528	\$ 6,394,744
Total Liabilities and Fund Balance	\$ 6,227,981	\$ 13,430,151	\$ 13,700,504	\$ 10,858,588	\$ 8,069,998	\$ 6,561,690	\$ 6,657,368	\$ 11,971,366	\$ 13,441,211	\$ 11,497,396	\$ 9,609,564	\$ 7,641,018	\$ 6,727,531
Anticipated Property Tax Revenue	\$ 12,847,984	\$ 3,712,600	\$ 1,537,464	\$ 1,349,456	\$ 24,973,702	\$ 24,554,434	\$ 22,817,140	\$ 15,377,335	\$ 15,377,335	\$ 12,250,392	\$ 10,921,417	\$ 11,930,745	\$ 10,921,417

CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2013



Outlined areas -
 APRIL and OCTOBER display low monthly cash balance as well as balance after property tax revenue received



Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	September Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	762,126.00	0.00	0.00	0.00	762,126.00	0.00
31111 PROPERTY TAXES CURRENT	22,831,773.00	981,776.15	13,421,518.65	0.00	9,410,254.35	58.78
31112 PROPERTY TAXES DELINQUENT	913,271.00	19,416.46	673,773.95	0.00	239,497.05	73.78
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	853.49	0.00	2,146.51	28.45
31210 PRIVATE HARVEST TAX	70,000.00	0.00	34,360.11	0.00	35,639.89	49.09
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	21,372.02	0.00	(1,372.02)	106.86
TAXES:	24,600,170.00	1,001,192.61	14,151,878.22	0.00	10,448,291.78	57.53
33533 STATE FOREST FUNDS	4,000.00	0.00	1,869.51	0.00	2,130.49	46.74
33872 CONTRACTS FEES - CITIES	3,400.00	0.00	2,430.00	0.00	970.00	71.47
33890 GOVERNMENTAL GRANTS	0.00	(175.13)	5,200.20	0.00	(5,200.20)	0.00
34160 COPIER FEES	28,000.00	2,183.01	21,477.67	0.00	6,522.33	76.71
34161 GRAPHICS SERVICES CHARGES	4,400.00	10.00	4,830.35	0.00	(430.35)	109.78
34162 PRINTER FEES	70,000.00	6,067.11	56,034.35	0.00	13,965.65	80.05
34730 INTERLIBRARY LOAN FEES	0.00	0.00	143.87	0.00	(143.87)	0.00
35970 LIBRARY FINES	580,000.00	41,265.30	436,265.41	0.00	143,734.59	75.22
36110 INVESTMENT INCOME	10,000.00	489.15	8,526.09	0.00	1,473.91	85.26
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.47	0.00	(0.47)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.61	5.18	0.00	(5.18)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	419.12	0.00	(419.12)	0.00
36700 FOUNDATION DONATIONS	150,000.00	0.00	50,882.00	0.00	99,118.00	33.92
36710 FRIENDS' DONATIONS	0.00	0.00	2,762.11	0.00	(2,762.11)	0.00
36720 FRIENDS' REIMBURSEMENTS	12,000.00	0.00	11,510.58	0.00	489.42	95.92
36725 DONATIONS - OTHER	1,000.00	12.80	2,639.15	0.00	(1,639.15)	263.92
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	151.00	0.00	(151.00)	0.00
36920 BOOK SALE REVENUE	6,000.00	4.00	3,195.61	0.00	2,804.39	53.26
36990 MISCELLANEOUS REVENUE	30,000.00	2,854.97	41,356.50	0.00	(11,356.50)	137.86
36991 PAYMENT FOR LOST MATERIALS	17,000.00	1,038.58	12,048.23	0.00	4,951.77	70.87
36994 UNCLAIMED PROPERTY	0.00	0.75	947.57	0.00	(947.57)	0.00
36995 COLLECTION AGENCY REVENUE	0.00	50.00	603.98	0.00	(603.98)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	40.00	270.00	0.00	(270.00)	0.00
36997 PRIOR YEAR'S REFUNDS	1,600.00	1,573.26	3,838.99	0.00	(2,238.99)	239.94
36998 E RATE REIMBURSEMENT	6,000.00	0.00	12,936.29	0.00	(6,936.29)	215.60
36999 REBATES - PROCUREMENT CARD	19,500.00	0.00	21,820.86	0.00	(2,320.86)	111.90
CHARGES OTHER:	942,900.00	55,414.41	702,165.09	0.00	240,734.91	74.47
39510 SALE OF FIXED ASSETS	0.00	0.00	18,061.60	0.00	(18,061.60)	0.00
39520 INSURANCE RECOVERIES - CAPITAL	3,500.00	0.00	3,426.32	0.00	73.68	97.89
TOTAL FOR REVENUE ACCOUNTS	25,546,570.00	1,056,607.02	14,875,531.23	0.00	10,671,038.77	58.23
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,310,332.00	1,079,452.55	9,760,790.73	0.00	3,549,541.27	73.33
51105 ADDITIONAL HOURS	240,200.00	29,830.13	203,354.05	0.00	36,845.95	84.66
51106 SHIFT DIFFERENTIAL	147,872.00	13,241.11	101,747.57	0.00	46,124.43	68.81
51107 SUBSTITUTE HOURS	316,350.00	27,355.28	219,186.99	0.00	97,163.01	69.29
51109 TUITION ASSISTANCE PROGRAM	3,000.00	0.00	1,410.35	0.00	1,589.65	47.01
51200 OVERTIME WAGES	7,100.00	193.32	3,287.08	0.00	3,812.92	46.30
51999 ADJ WAGE/SALARY TO MATCH PLAN	(259,227.00)	0.00	0.00	0.00	(259,227.00)	0.00
52001 INDUSTRIAL INSURANCE	165,787.00	13,130.37	122,708.32	0.00	43,078.68	74.02

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	September Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52002 MEDICAL INSURANCE	2,077,991.00	150,556.21	1,483,044.97	1,166.10	593,779.93	71.43
52003 F.I.C.A.	1,085,861.00	85,829.80	773,720.81	0.00	312,140.19	71.25
52004 RETIREMENT	994,557.00	98,305.59	739,208.55	0.00	255,348.45	74.33
52005 DENTAL INSURANCE	217,822.00	16,942.40	152,172.53	0.00	65,649.47	69.86
52006 OTHER BENEFIT	10,620.00	640.00	6,600.00	0.00	4,020.00	62.15
52010 LIFE AND DISABILITY INSURANCE	24,185.00	1,901.49	17,628.80	0.00	6,556.20	72.89
52020 UNEMPLOYMENT COMPENSATION	20,000.00	0.00	6,877.30	0.00	13,122.70	34.39
52200 UNIFORMS	1,300.00	0.00	0.00	0.00	1,300.00	0.00
52999 ADJ BENEFITS TO MATCH PLAN	(77,914.00)	0.00	0.00	0.00	(77,914.00)	0.00
PERSONNEL	18,285,836.00	1,517,378.25	13,591,738.05	1,166.10	4,692,931.85	74.34
53100 OFFICE/OPERATING SUPPLIES	158,300.00	14,425.01	126,304.25	22,547.73	9,448.02	94.03
53101 CUSTODIAL SUPPLIES	56,100.00	4,682.62	45,028.61	0.00	11,071.39	80.26
53102 MAINTENANCE SUPPLIES	60,200.00	7,429.33	46,834.50	0.00	13,365.50	77.80
53103 AUDIOVISUAL PROCESSING SUP	30,000.00	5,318.02	24,756.11	4,352.65	891.24	97.03
53104 BOOK PROCESSING SUPPLIES	25,000.00	0.00	13,159.61	0.00	11,840.39	52.64
53200 FUEL	58,000.00	10,465.09	37,574.80	0.00	20,425.20	64.78
53401 ADULT MATERIALS	847,684.00	68,629.22	566,986.84	0.00	280,697.16	66.89
53402 SERIALS	0.00	0.00	1,369.18	0.00	(1,369.18)	0.00
53403 PERIODICALS	80,000.00	874.80	71,114.34	0.00	8,885.66	88.89
53405 JUVENILE BOOKS	496,458.00	41,380.83	314,469.95	0.00	181,988.05	63.34
53406 PROFESSIONAL COLLECTION	20,000.00	868.13	16,607.79	0.00	3,392.21	83.04
53407 INTERNATIONAL COLLECTION	76,000.00	3,430.26	43,601.91	0.00	32,398.09	57.37
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	101,151.12	688,290.85	0.00	127,709.15	84.35
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	5,633.38	64,035.77	0.00	38,004.23	62.76
53411 ELECTRONIC INFO SOURCES	170,355.00	0.00	8,899.26	0.00	161,455.74	5.22
53412 REFERENCE SERIALS	36,414.00	463.25	8,657.69	0.00	27,756.31	23.78
53413 ELECTRONIC SERVICES	244,124.00	0.00	84,369.90	0.00	159,754.10	34.56
53414 ELECTRONIC COLLECTION	255,000.00	5,554.08	179,234.54	0.00	75,765.46	70.29
53464 VENDOR PROCESSING SERVICES	153,000.00	16,538.17	127,224.89	0.00	25,775.11	83.15
53490 COLLECTION PROJECTS	6,000.00	0.00	5,155.64	0.00	844.36	85.93
53499 GIFTS - MATERIALS	1,000.00	0.00	339.68	0.00	660.32	33.97
53500 MINOR EQUIPMENT	8,300.00	0.00	2,027.07	3,457.04	2,815.89	66.07
53501 FURNISHINGS	60,000.00	651.00	27,960.45	7,912.93	24,126.62	59.79
53502 IT HARDWARE	296,200.00	6,399.88	125,591.99	23,825.14	146,782.87	50.44
53503 PRINTERS	20,000.00	0.00	6,380.55	0.00	13,619.45	31.90
53505 SOFTWARE	33,500.00	6,509.78	24,154.56	0.00	9,345.44	72.10
54100 PROFESSIONAL SERVICES	362,450.00	32,773.31	231,168.09	95,944.44	35,337.47	90.25
54101 LEGAL SERVICES	105,000.00	126.00	65,988.40	0.00	39,011.60	62.85
54102 COLLECTION AGENCY	30,000.00	2,136.60	15,891.22	0.00	14,108.78	52.97
54161 RESOURCE SHARING SERVICES	25,000.00	14.12	9,545.75	0.00	15,454.25	38.18
54162 BIBLIOGRAPHICS SERVICES	40,000.00	0.00	13,487.97	0.00	26,512.03	33.72
54163 PRINTING AND BINDING	2,000.00	0.00	820.67	0.00	1,179.33	41.03
54165 ILL LOST ITEM CHARGE	3,000.00	104.91	1,221.69	0.00	1,778.31	40.72
54200 POSTAGE	42,000.00	0.00	34,229.62	0.00	7,770.38	81.50
54201 TELEPHONE/DATA LINES	161,300.00	747.25	108,339.61	0.00	52,960.39	67.17
54300 TRAVEL	29,140.00	549.26	13,718.49	0.00	15,421.51	47.08
54301 MILEAGE REIMBURSEMENTS	31,050.00	1,998.87	23,347.13	0.00	7,702.87	75.19

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 9/30/2013

FUND: GENERAL FUND (01)

Object	2013 Budget	September Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54400 ADVERTISING	28,920.00	7,167.00	13,662.95	6,435.52	8,821.53	69.50
54501 RENTALS/LEASES - BUILDINGS	197,000.00	12,973.90	129,745.66	66,830.44	423.90	99.78
54502 RENTAL/LEASE - EQUIPMENT	32,000.00	2,564.81	22,952.19	6,110.36	2,937.45	90.82
54600 INSURANCE	189,500.00	4,181.00	4,901.00	0.00	184,599.00	2.59
54700 ELECTRICITY	220,000.00	14,323.81	170,966.74	0.00	49,033.26	77.71
54701 NATURAL GAS	17,000.00	269.78	6,988.18	0.00	10,011.82	41.11
54702 WATER	20,200.00	1,476.59	19,579.83	0.00	620.17	96.93
54703 SEWER	21,700.00	1,782.00	20,478.41	0.00	1,221.59	94.37
54704 REFUSE	22,500.00	377.15	17,762.70	0.00	4,737.30	78.95
54800 GENERAL REPAIRS/MAINTENANCE	204,300.00	11,748.51	148,011.99	28,701.19	27,586.82	86.50
54801 CONTRACTED MAINTENANCE	703,800.00	29,633.99	448,192.09	169,904.44	85,703.47	87.82
54803 MAINT. TELECOM EQUIPMENT	30,200.00	0.00	21,214.45	3,981.19	5,004.36	83.43
54805 VEHICLE REPAIR - MAJOR	0.00	0.00	8,406.65	0.00	(8,406.65)	0.00
54900 REGISTRATIONS	21,700.00	3,462.50	22,589.40	0.00	(889.40)	104.10
54901 DUES AND MEMBERSHIPS	31,320.00	0.00	4,450.00	543.00	26,327.00	15.94
54902 TAXES AND ASSESSMENTS	30,500.00	51.33	13,976.82	0.00	16,523.18	45.83
54903 LICENSES AND FEES	37,750.00	2,059.63	23,153.61	0.00	14,596.39	61.33
54904 MISCELLANEOUS	1,040.00	0.00	118.44	0.00	921.56	11.39
54905 EVENT REGISTRATION	0.00	0.00	1,151.15	0.00	(1,151.15)	0.00
54906 INTERNAL TRAINING	0.00	0.00	4,380.00	0.00	(4,380.00)	0.00
55100 INTERGOVERNMENTAL	15,000.00	1,086.80	1,086.80	0.00	13,913.20	7.25
56400 MACHINERY & EQUIPMENT	0.00	0.00	8,645.04	0.00	(8,645.04)	0.00
59700 TRANSFERS OUT	495,689.00	0.00	0.00	0.00	495,689.00	0.00
ALL OTHER EXPENSES	7,260,734.00	432,013.09	4,290,303.47	440,546.07	2,529,884.46	65.16
TOTAL FOR EXPENSE ACCOUNTS	25,546,570.00	1,949,391.34	17,882,041.52	441,712.17	7,222,816.31	71.73
NET SURPLUS / DEFICIT	0.00	(892,784.32)	(3,006,510.29)	(441,712.17)	3,448,222.46	0.00

FUND: DEBT SERVICE FUND (20)

Object	2013 Budget	September Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.01	0.15	0.00	(0.15)	0.00
TAXES:	0.00	0.01	0.15	0.00	(0.15)	0.00
36110 INVESTMENT INCOME	0.00	7.79	98.70	0.00	(98.70)	0.00
CHARGES OTHER:	0.00	7.79	98.70	0.00	(98.70)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	7.80	98.85	0.00	(98.85)	0.00
NET SURPLUS / DEFICIT	0.00	7.80	98.85	0.00	(98.85)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 9/30/2013

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2013 Budget	September Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	1,793,411.00	0.00	1,793,411.00	0.00	0.00	100.00
36110 INVESTMENT INCOME	0.00	163.05	1,781.99	0.00	(1,781.99)	0.00
36700 FOUNDATION DONATIONS	0.00	0.00	96,900.26	0.00	(96,900.26)	0.00
CHARGES OTHER:	1,793,411.00	163.05	1,892,093.25	0.00	(98,682.25)	105.50
39700 TRANSFERS IN	495,689.00	0.00	0.00	0.00	495,689.00	0.00
TOTAL FOR REVENUE ACCOUNTS	2,289,100.00	163.05	1,892,093.25	0.00	397,006.75	82.66
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	679.75	0.00	(679.75)	0.00
53102 MAINTENANCE SUPPLIES	0.00	0.00	397.28	0.00	(397.28)	0.00
53500 MINOR EQUIPMENT	2,500.00	0.00	3,952.57	0.00	(1,452.57)	158.10
53501 FURNISHINGS	0.00	2,684.87	33,111.85	984.60	(34,096.45)	0.00
53502 PC HARDWARE	0.00	0.00	20,303.68	0.00	(20,303.68)	0.00
53505 SOFTWARE	14,000.00	0.00	0.00	0.00	14,000.00	0.00
54100 PROFESSIONAL SERVICES	161,900.00	4,096.00	103,469.45	47,263.66	11,166.89	93.10
54101 LEGAL SERVICES	0.00	0.00	1,110.00	0.00	(1,110.00)	0.00
54400 ADVERTISING	0.00	45.00	45.00	0.00	(45.00)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	745.01	0.00	9,254.99	7.45
54912 CONTINGENCY/RESERVE	67,000.00	0.00	0.00	0.00	67,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	510,000.00	122,188.13	209,253.64	160,320.19	140,426.17	72.47
56201 CONSTRUCTION	227,600.00	0.00	112,227.18	19,199.70	96,173.12	57.74
56202 ELECTRICAL	17,100.00	2,665.89	48,226.78	4,022.29	(35,149.07)	305.55
56203 FLOORING	0.00	0.00	24,350.15	0.00	(24,350.15)	0.00
56204 PAINTING AND WALL TREATMENTS	3,000.00	0.00	0.00	0.00	3,000.00	0.00
56400 MACHINERY & EQUIPMENT	66,000.00	0.00	48,993.15	0.00	17,006.85	74.23
56401 VEHICLES	160,000.00	(30.00)	72,119.76	0.00	87,880.24	45.07
56402 HVAC	1,050,000.00	415,873.16	443,988.96	512,976.60	93,034.44	91.14
TOTAL FOR EXPENSE ACCOUNTS	2,289,100.00	547,523.05	1,122,974.21	744,767.04	421,358.75	81.59
NET SURPLUS / DEFICIT	0.00	(547,360.00)	769,119.04	(744,767.04)	(24,352.00)	0.00

M E M O

Date: October 3, 2013
To: Chair Linda Ishem and Members of the Board
From: Neel Parikh, Executive Director
Subject: SEC Decision Regarding Municipal Advisors

I received an email from Linda Glenicki, Finance Director for King County Library System, informing me of the final outcome of a process involving many library systems, including ours, that began in 2011.

At that time the SEC was collecting feedback on a proposed rule regarding municipal advisors, related to the Dodd-Frank Act. The proposed rule included appointed trustees of state and local government districts such as ours within the definition of municipal advisors, which would have involved a requirement for our trustees to register with the SEC and be subject to the full set of municipal advisor regulations. The SEC received over 1000 comments on the proposed rule, including the letter that we sent, which attorney Dan Gottlieb drafted on our behalf. I have attached a copy of our comment letter.

Last week, the SEC voted on the final language of the rule, which now exempts appointed officials of governmental entities from the definition of municipal advisor. This is great news, and we all helped to make it happen.

Here is a link to the final rule. Our comment letter is cited in a footnote on page 134.

<http://www.sec.gov/rules/final/2013/34-70462.pdf>

February 11, 2011

Ms. Elizabeth M. Murphy, Secretary
Securities and Exchange Commission
100 F Street, NE
Washington, DC 20549-1090

Re: File Number S7-45-10

Dear Ms. Murphy:

We, the trustees of the undersigned public library districts located in the state of Washington, write to comment on Rule 15Ba1-1 (the "Proposed Rule") under the Securities Exchange Act of 1934, as amended (the "Exchange Act), proposed by the Securities and Exchange Commission (the "Commission") pursuant to its Release No. 34-63576 (the "Release").

Each of the undersigned library districts is a municipal corporation established and organized to provide free public library services within its jurisdiction pursuant to the laws of the state of Washington. Each of the undersigned has the power to levy general property taxes within its jurisdiction, both with and without a public referendum, and each has the power to incur indebtedness.

By law, each of the undersigned library districts is governed by a five or seven member board of trustees, all of whom are appointed to staggered five or seven year terms by the elected legislative bodies of the sponsoring county (or counties).¹ No trustee may serve more than two consecutive terms. By statute, all such trustees may be removed for "just cause" by the appointing legislative bodies after a public hearing upon a written complaint stating the grounds for removal.² In addition, all such trustees are subject to the State's statutory code of ethics for municipal officers, violations of which are grounds for forfeiture of office.³

Washington library district trustees have the statutory power and directive to take all actions necessary for the orderly and efficient management and control of the library district, such as employing librarians, acquiring library materials and acquiring and maintaining facilities and controlling the finances of the library district.⁴ This latter function includes, among other things, the power to authorize the issuance of municipal securities in evidence of library district indebtedness, when appropriate.

¹ Revised Code of Washington ("RCW") 27.12.190.

² Id.

³ See chapter 42.23 RCW.

⁴ RCW 27.12.210.

Ms. Elizabeth M. Murphy, Secretary
Securities and Exchange Commission
February 11, 2011
File No. S7-45-10

As noted in the Release, the Commission intends the Proposed Rule to give effect to amendments to the Exchange Act resulting from provisions of the recently enacted Dodd-Frank Wall Street Reform and Consumer Protection Act requiring registration of municipal advisors with the Commission. According to such legislation, a “municipal advisor” means, in pertinent part:

a person (who is not a municipal entity or an employee of a municipal entity)—that provides advice to or on behalf of a municipal entity or obligated person with respect to municipal financial products or the issuance of municipal securities, including advice with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues...⁵

A “municipal entity” is defined in the legislation as:

any State, political subdivision of a State, or municipal corporate instrumentality of a State, including – (A) any agency, authority or instrumentality of the State, political subdivision, or municipal corporate instrumentality; (B) any plan, program, or pool of assets sponsored or established by the State, political subdivision, or municipal corporate instrumentality or any agency, authority, or instrumentality thereof; and (C) any other issuer of municipal securities.⁶

The term “employee of a municipal entity” is not defined in the legislation.

Pursuant to the Release, the Commission proposes to interpret the exclusions from the definition of municipal advisor for municipal entities and their employees to encompass only actual municipal employees, as well as those members of the governing body of a municipal entity who are either directly elected to that position or who are serving in that capacity *ex officio* by virtue of holding another elective office. In the Release, the Commission articulates its belief that appointed members of a governing body of a municipal entity are specifically not to be excluded from the definition of a municipal advisor, reasoning that employees and elected members are accountable to the municipal entity for their actions, but appointed members are not.⁷ At the invitation of the Commission, we respectfully dispute the appropriateness of this distinction.

We believe that, at least in the case of the appointed trustees of Washington library districts, the Commission’s underlying conclusion that we are somehow less accountable to our respective library districts than we might be if we were actual employees or were elected to our positions is incorrect. We are accountable to the electorate by virtue of our appointment by directly elected county legislative bodies. Those elected officials also have the specific legal authority to remove us at any time for “just cause.”⁸ We submit that this removal remedy is substantially similar to the means by which we, as governing body members, might hold our own municipal employees

⁵ 15 U.S.C. 78o-4(e)(4)(A)

⁶ 15 U.S.C. 78o-4(e)(8)

⁷ Release, Section II.A.1.c.

⁸ RCW 27.12.190.

Ms. Elizabeth M. Murphy, Secretary
Securities and Exchange Commission
February 11, 2011
File No. S7-45-10

(who are clearly excluded from the definition of “municipal advisor”) accountable for their actions, and it is even more effective than the more cumbersome procedures by which directly elected officials are held accountable, such as infrequent elections or the extraordinary procedures for impeachment or recall. Given that the mechanisms by which we may be held accountable are at least as accessible as those that apply to our employees or our elected brethren it would be illogical to require us, or those others like us who are appointed members of the governing bodies of other municipal entities, to submit to greater federal regulation when we perform those of our statutory duties that relate to the issuance of municipal securities.

The reason that we are so concerned about the Commission’s proposal is that it would result in a significant administrative burden on the appointed members of the governing bodies of municipal entities, most of whom, like us, are community-minded volunteers. In our case, we volunteered to become library district trustees because we are dedicated to the establishment and provision of free public library services and free access to information to promote an informed and educated citizenry. While the issuance of municipal securities is among our statutory powers, for most of us, it is an infrequent part of our duties. Given that reality, the Commission’s proposal to subject us to regulation as municipal advisors when that issue arises and the resulting need to complete the lengthy and burdensome proposed Form MA-I and pay any associated fees will most certainly work to dissuade qualified future candidates from volunteering for this important work.

We respectfully request that the Commission acknowledge that appointed members of the governing bodies of municipal entities, such as our public library districts, are equally accountable to the citizens of those entities, and for that reason, should be exempted together with the employees and directly elected or elected *ex officio* governing body members of municipal entities, from any regulation as “municipal advisors” under the Proposed Rule. Thank you for your consideration.

Respectfully submitted,

Board of Trustees
King County Rural Library District

Board of Trustees
Fort Vancouver Intercounty Rural Library District

Board of Trustees
Pierce County Rural Library District

Board of Trustees
LaConner Rural Partial-County Library District

Board of Trustees
Sno-Isle Intercounty Rural Library District

Board of Trustees
Spokane County Rural Library District

Board of Trustees
Walla Walla County Rural Library District

Board of Trustees
Whitman County Rural Library District

M E M O



Date: October 7, 2013
To: Chair Linda Ishem and Members of the Board of Trustees
From: Clifford Jo, Finance & Business Director
Subject: 2013 Distinguished Budget Award

In April 2013 we submitted the 2013 budget narrative to Government Finance Officers Association (GFOA) for review and consideration as a distinguished budget. GFOA assigned three voluntary and anonymous peers of mine from somewhere in the United States or Canada to review our budget document.

Neel and I received the results right before last month's Board meeting. We are happy to announce that the Library's budget received the 2013 Distinguished Budget Award from the GFOA. Attached are the review composite ratings form that 3 reviewers submitted upon reviewing the 2013 budget narrative.

We will be spending some time between now and November to review the comments. While we were planning to provide the Board a more thorough analysis of the report, we won't be able to do so until the November Board meeting, so we thought it would be good for the Board to see the raw results.

BUDGET REVIEW COMPOSITE RATING FORM
GFOA Distinguished Budget Presentation Awards Program

fiscal period beginning January 2013

document number B9930468 620

At least two of the three reviewers must rate the document proficient or outstanding ratings on all four overall categories and all mandatory criteria in order for the document to receive the award.

Information	Does Not		
Not Present	Satisfy	Proficient	Outstanding
(1)	(2)	(3)	(4)

		✓	✓	✓	*
		✓	✓	✓	
		✓	✓	✓	*
		✓	✓	✓	*

Introduction and Overview

- C1 Table of contents (mandatory)
- P1 Strategic goals & strategies
- P2 Short-term organization-wide factors influencing decisions
- P3 Priorities and issues (mandatory)
- C2 Budget Overview (mandatory)

		✓	✓	✓	*
		✓	✓	✓	
		✓	✓	✓	
		✓	✓	✓	*
		✓	✓	✓	*

Financial Structure, Policy, and Process

- O1 Organization chart (mandatory)
- F1 Fund descriptions and fund structure
- O2 Department/fund relationship
- F2 Basis of Budgeting
- P4 Financial policies (mandatory)
- P5 Budget process (mandatory)

		✓	✓	✓	*
		✓	✓	✓	*
		✓	✓	✓	*
		✓	✓	✓	*
		✓	✓	✓	

Financial Summaries

- F3 Consolidated financial schedule (mandatory)
- F4 Three (four) year consolidated and fund financial schedules (mandatory)
- F5 Fund balance (mandatory)
- F6 Revenues (mandatory)
- F7 Long-range financial plans

		✓	✓	✓	*
	✓	✓	✓	✓	*
		✓	✓	✓	*

Capital & Debt

- F8 Capital expenditures (mandatory)
- F9 Impact of capital investments on operating budget
- F10 Debt (mandatory)

		✓	✓	✓	*
		✓	✓	✓	*
		✓	✓	✓	
	✓	✓	✓	✓	

Departmental Information

- O3 Position summary schedule (mandatory)
- O4 Department descriptions (mandatory)
- O5 Unit goals and objectives
- O6 Performance measures

		✓	✓	✓	
		✓	✓	✓	
		✓	✓	✓	
		✓	✓	✓	

Document-wide Criteria

- C3 Statistical/supplemental section
- C4 Glossary
- C5 Charts and graphs
- C6 Understandability and usability

		✓	✓	✓	
		✓	✓	✓	
		✓	✓	✓	
		✓	✓	✓	

- Overall as a policy document
- Overall as a financial plan
- Overall as an operations guide
- Overall as a communications device

yes no

SPECIAL CAPITAL RECOGNITION - outstanding ratings by all three reviewers on F#8 & F#9

SPECIAL PERFORMANCE MEASURE RECOGNITION - outstanding ratings by all three reviewers on O#6

Reviewer ID
Name of Entity
Record Number

R28
Pierce County Library System
300156434

Document Number
State/Province
Order Rec'd Number

B9930468
WA
620

1 = Information not present, 2= Does not satisfy criterion, 3=Proficient, 4= Outstanding

Please rate each criterion and each overall category

	Policy	Financial	Operations	Communications
* C1				3
P1	3			
P2	3			
* P3	3			
* C2				3
* O1			3	
F1		3		
O2			3	
F2		3		
* P4	3			
* P5	4			
* F3		3		
* F4		3		
* F5		3		
* F6		3		
F7		3		
* F8		4		
F9		3		
* F10		3		
* O3			3	
* O4			3	
O5			3	
O6			3	
C3				3
C4				3
C5				4
C6				3
	3			
		3		
			3	
				3

Criteria Description

Introduction and Overview

- Table of contents (mandatory)**
Strategic goals & strategies
- Short-term organization-wide factors influencing decisions
- Priorities and issues (mandatory)**
- Budget Overview (mandatory)**

Financial Structure, Policy, and Process

- Organization chart (mandatory)**
Fund descriptions and fund structure
- Department/fund relationship
- Basis of Budgeting
- Financial policies (mandatory)**
- Budget process (mandatory)**

Financial Summaries

- Consolidated financial schedule (mandatory)**
- Three (four) year consolidated and fund financial schedules (mandatory)**
- Fund balance (mandatory)**
- Revenues (mandatory)**
- Long-range financial plans

Capital & Debt

- Capital expenditures (mandatory)**
Impact of capital investments on operating budget
- Debt (mandatory)**

Departmental Information

- Position summary schedule (mandatory)**
- Department descriptions (mandatory)**
Unit goals and objectives
- Performance measures

Document-wide Criteria

- Statistical/supplemental section
- Glossary
- Charts and graphs
- Understandability and usability

- Overall as a policy document**
- Overall as a financial plan**
- Overall as an operations guide**
- Overall as a communications device**

Name of Entity: Pierce County Library System
Reviewer ID R28
Fiscal Year: 2013

State/Province: WA
Document Number: B9930468
Record Number: 300156434

Introduction and Overview

- C1. **Mandatory:** The document shall include a table of contents that makes it easier to locate information in the document. **Proficient.** Please consider adding bookmarks or hyperlinks for easier navigation.
- P1. The document should include a coherent statement of organization-wide, strategic goals and strategies that address long-term concerns and issues. **Proficient.** Overall organizational strategies are discussed.
- P2. The document should describe the entity's short-term factors that influence the decisions made in the development of the budget for the upcoming year. **Proficient.** The economic realities impacting the Library's budget are discussed as well as the 2013 priorities. These challenges were drivers for the budget.
- P3. **Mandatory:** The document shall include a budget message that articulates priorities and issues for the upcoming year. The message should describe significant changes in priorities from the current year and explain the factors that led to those changes. The message may take one of several forms (*e.g., transmittal letter, budget summary section*). **Proficient.** The addition of page 13 fully meets the criteria. The transmittal letters collectively provide valuable information about the Library but the inclusion of the additional page adds total budget amount to the mix. Please consider adding FTE stats to 13 for a more comprehensive piece.
- C2. **Mandatory:** The document should provide an overview of significant budgetary items and trends. An overview should be presented within the budget document either in a separate section (*e.g., executive summary*) or integrated within the transmittal letter or as a separate budget-in-brief document. **Proficient.** Well done in a single page!

Financial Structure, Policy, and Process

- O1. **Mandatory:** The document shall include an organization chart(s) for the entire entity **Proficient.**
- F1. The document should include and describe all funds that are subject to appropriation. **Proficient.** Funds are clearly described.
- O2. The document should provide narrative, tables, schedules, or matrices to show the relationship between functional units, major funds, and nonmajor funds in the aggregate. **Proficient.** Nice job!
- F2. The document shall explain the basis of budgeting for all funds, whether cash, modified accrual, or some other statutory basis. **Proficient.**
- P4. **Mandatory:** The document should include a coherent statement of entity-wide long-term financial policies. **Proficient.** Please indicate if any/all of the policies are formally adopted by the Board.
- P5. **Mandatory:** The document shall describe the process for preparing, reviewing, and adopting the budget for the coming fiscal year. It also should describe the procedures for amending the budget after adoption. **Outstanding.** The narrative explaining the processes and steps involved are comprehensive and informative.

Financial Summaries

- F3. **Mandatory:** The document shall present a summary of major revenues and expenditures, as well as other financing sources and uses, to provide an overview of the total resources budgeted by the organization. **Proficient.**
- F4. **Mandatory:** The document must include summaries of revenues and other financing sources and of expenditures and other financing uses for the prior year actual, the current year budget and/or estimated current year actual, and the proposed budget year. **Proficient.**
- F5. **Mandatory:** The document shall include projected changes in fund balances, as defined by the entity in the document, for appropriated governmental funds included in the budget presentation (fund equity if no governmental funds are included in the document). **Proficient.** Criteria met. The conclusion at the end of the fund balance section is an important component of prudent management. Nice job!
- F6. **Mandatory:** The document shall describe major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends. **Proficient.** Revenues are well described and the assumption information is comprehensive.
- F7. The document should explain long-range financial plans and its affect upon the budget and the budget process. **Proficient.** You include the steps taken in 2012. Are there planned steps for the out years to avoid the shortfalls indicated in the Cash Flow Summary?

Capital & Debt

- F8. **Mandatory:** The document should include budgeted capital expenditures, whether authorized in the operating budget or in a separate capital budget. **Outstanding.** The reference to the overall organizational goals warrants this rating. Well done!
- F9. The document should describe if and to what extent significant nonrecurring capital expenditures will affect the entity's current and future operating budget and the services that the entity provides. **Proficient-marginal.** The capital spending section makes reference to potential savings or potential on-going operational costs but none of these are quantified. There should be an identification of these costs and they should be included.
- F10. **Mandatory:** The document shall include financial data on current debt obligations, describe the relationship between current debt levels and legal debt limits, and explain the effects of existing debt levels on current operations. **Proficient.** Enviaible position!

Departmental Information

- O3. **Mandatory:** A schedule or summary table of personnel or position counts for prior, current and budgeted years shall be provided. **Proficient.**
- O4. **Mandatory:** The document shall describe activities, services or functions carried out by organizational units. **Proficient.** Departments/areas of service are clearly described.
- O5. The document should include clearly stated goals and objectives of organizational units (*e.g., departments, divisions, offices or programs*). **Proficient.** The departmental objectives contain related measures and (upon checking) link to overall organizational goals. You might want to consider restating the overall goal that links to each objective rather than expect the reader to flip back to these initiatives. Please take a look at the following budgets for varying approaches in presenting related overall goals, departmental objectives and measures: 2013 Albany, GA page E 13; 2013 Lake Havasu, AZ page 103; and, the overall Morrisville, NC budget (this

document meets many criteria with an outstanding manner, especially the performance component.)

- O6. The document should provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific units and programs. **Proficient.** Measures clearly link to departmental objectives. Missing are the projections for 2013.

Document-wide Criteria

- C3. The document should include statistical and supplemental data that describe the organization, its community, and population. It should also furnish other pertinent background information related to the services provided. **Proficient.** The profile is well done. Generally, it is important to locate this piece early in the book to provide background for the reader prior to reading the budget. In your case, please consider moving pages 147, 148, and 151 to become part of the Pierce County Library System section that precedes the budget information. The balance of the statistics can be maintained in the current location.
- C4. A glossary should be included for any terminology (including abbreviations and acronyms) that is not readily understandable to a reasonably informed lay reader. **Proficient.**
- C5. Charts and graphs should be used, where appropriate, to highlight financial and statistical information. Narrative interpretation should be provided when the messages conveyed by the graphs are not self-evident. **Outstanding.** Graphics are liberally used, relevant, and well placed. The addition of the arts pieces adds a great deal to the presentation. (Please consider adding a graphic to the cover.)
- C6. The document should be produced and formatted in such a way as to enhance its understanding by the average reader. It should be attractive, consistent, and oriented to the reader's needs. **Proficient.**

The budget as a policy document:	Overall	proficient
The budget as a financial plan:	Overall	proficient
The budget as an operations guide:	Overall	proficient
The budget as a communication device:	Overall	proficient

General comments:

You have produced an informative document. Congratulations!

My comments include references to some excellent examples of budgets that meet specific criteria. There are certainly other good samples. My goal in directing you to these examples is to give you an idea of the extent of the information that is needed to fully meet the criteria. Please take time to look at these budgets. Our budget improved by doing this exercise and adapting the presentations to our needs.

Suggested priorities for improving the budget presentation:

Please add location and state name to the cover.

Noteworthy pages or unique item/presentation

The inclusion and identification of the artistic pieces by students. (Personal favorite- Grandma's Piano page 38)

Changes for Efficiencies- entire section

1 = Information not present, 2= Does not satisfy criterion, 3=Proficient, 4= Outstanding

Please rate each criterion and each overall category

	<u>Policy</u>	<u>Financial</u>	<u>Operations</u>	<u>Communications</u>	<u>Criteria Description</u>
<u>Introduction and Overview</u>					
* C1				3	Table of contents (mandatory)
P1	3				Strategic goals & strategies
P2	3				Short-term organization-wide factors influencing decisions
* P3	3				Priorities and issues (mandatory)
* C2				3	Budget Overview (mandatory)
<u>Financial Structure, Policy, and Process</u>					
* O1			3		Organization chart (mandatory)
F1		3			Fund descriptions and fund structure
O2			3		Department/fund relationship
F2		3			Basis of Budgeting
* P4	3				Financial policies (mandatory)
* P5	3				Budget process (mandatory)
<u>Financial Summaries</u>					
* F3		3			Consolidated financial schedule (mandatory)
* F4		3			Three (four) year consolidated and fund financial schedules (mandatory)
* F5		3			Fund balance (mandatory)
* F6		3			Revenues (mandatory)
F7		3			Long-range financial plans
<u>Capital & Debt</u>					
* F8		3			Capital expenditures (mandatory)
F9		3			Impact of capital investments on operating budget
* F10		3			Debt (mandatory)
<u>Departmental Information</u>					
* O3			3		Position summary schedule (mandatory)
* O4			3		Department descriptions (mandatory)
O5			3		Unit goals and objectives
O6			3		Performance measures
<u>Document-wide Criteria</u>					
C3				3	Statistical/supplemental section
C4				3	Glossary
C5				3	Charts and graphs
C6				3	Understandability and usability
	3				Overall as a policy document
		3			Overall as a financial plan
			3		Overall as an operations guide
				3	Overall as a communications device

**Review Comments - GFOA Distinguished Budget Presentation Award
City of Wildwood, MO - FY 2013**

Overall Grading

This budget meets the standard for "Proficient" in all four elements of budget excellence and should receive the GFOA Distinguished Budget Presentation Award.

Budget as a Policy Document

PD5 (Proficient) - Budget process explanation is sufficient, but could be better organized. Consider providing information tied to this requirement in consecutive fashion (together, not separated by other content).

Budget as a Financial Plan

FP2 (Proficient) - Basis of budgeting is implied in explanation of "basis of accounting," but it helps if the explanation is more explicit.

FP7 (Outstanding) - Long range financial plans include a multi-year forecast, which is very informative and reflective of comprehensive planning efforts.

Budget as an Operations Guide

OG6 (Proficient) - Performance measures should be directed toward operational and strategic outcomes, not just measures of workload.

Budget as a Communication Device

CD5 (Proficient) - Eliminate use of pie charts; replacing these examples with 2-dimensional charts, preferably horizontal bar to effectively show comparisons and contrasts across time and departments/functions.

CD6 (Proficient) - Format all tables and pages in portrait page setting, and avoid use of landscape format. If necessary, expand tables to 2-page format to accommodate necessary width (i.e., forecast).

From:

Sent:

To:

Subject:

Attachments:

PIERCE COUNTY LIBRARY SYSTEM REVIEW

budgetawards@gfoa.org

Pierce County Library

Pierce County Library System reviewed August 2013.docx

B9930468 - 620

C1	3	Table of contents (mandatory)
P1	4	Strategic goals & strategies
P2	4	Short-term organization-wide factors influencing decisions
P3	4	Priorities and issues (mandatory)
C2	3	Budget Overview (mandatory)
		Financial Structure, Policy, and Process
O1	3	Organization chart (mandatory)
F1	3	Fund descriptions and fund structure
O2	3	Department/fund relationship
F2	3	Basis of Budgeting
P4	3	Financial policies (mandatory)
P5	4	Budget process (mandatory)
		Financial Summaries
F3	3	Consolidated financial schedule (mandatory)
F4	3	Three (four) year consolidated and fund financial schedules (mandatory)
F5	4	Fund balance (mandatory)
F6	4	Revenues (mandatory)
F7	3	Long-range financial plans
		Capital & Debt
F8	4	Capital expenditures (mandatory)
F9	2	Impact of capital investments on operating budget
F10	4	Debt (mandatory)
		Departmental Information

O3	3	Position summary schedule (mandatory)
O4	3	Department descriptions (mandatory)
O5	3	Unit goals and objectives
O6	2	Performance measures
		Document-wide Criteria
C3	4	Statistical/supplemental section
C4	3	Glossary
C5	4	Charts and graphs
C6	4	Understandability and usability
	4	Overall as a policy document
	3	Overall as a financial plan
	3	Overall as an operations guide
	4	Overall as a communications device

Pierce County Library System

Document: B9930468

Order: 620

Reviewer: S510, Todd J. Piantedosi

C1: fine; easy to read

P1: your mission and values are well stated on pages 18-19. I like the chart depicting the way values have evolved. I am really impressed with the discussion around the Balanced Scorecard approach and its accompanying diagrams. In comprehensive and detailed fashion, you lay out the strategies that guide PCLS.

P2: excellent discussion of the short-term factors that most impacted the budget, especially the detailed explanation of why revenues are falling and exactly what services are being cut (bookmobile, entertainment DVDs and e-books).

P3: extremely impressive budget message. You deal candidly with the revenue shortfall and your response to it. It has a very sincere tone. Finally, I like the fact that you included a short statement of revenues and expenses.

C2: what you have is good, but you can improve by telling me a bit about the areas in which you are spending resources, especially on new projects or initiatives.

O1: nice charts, especially in color. You might consider adding each department's total expenses to the boxes (unless that involves revealing any one individual's salary).

F1: solid descriptions

O2: what you have is fine, but I think a pie chart is a better visual representation

F2: well explained

P4: the policies you have are well written, but I would like to see a broader cross-section. For instance, you might include more policies related to capital expenditures or the investment policy.

P5: excellent explanation, including charts, although the amendment process could be made more explicit

F3: page 66 has the best chart

F4: all of the required information is contained in the chart on page 66. I like the fact that you included 2012 actuals.

F5: terrific charts. The calculations are extremely easy to follow (I like the curvy arrow on page 93).

F6: the property tax revenue is exceptionally well explained, as are most other revenue sources. With a couple of sources, you could be more explicit about which methodology you're using to forecast.

F7: effective

F8: great job discussing capital planning, capital funding and capital projects. Your explanations of each project are succinct but effective.

F9: you need specific estimates, especially on the vehicles and the HVAC system. You're surely anticipating savings in fuel costs from the hybrids and gas or electric costs from the HVAC system.

F10: terrific job explaining the debt parameters and policies and forecasting debt into the future (very few entities forecast bond obligations).

O3: good chart and solid explanations of changes

O4: simple but effective descriptions of departments

O5: some of the objectives are a bit vague and more could be quantifiable, but you have the information required

O6: work in progress, as you note

C3: great work. I like the mix of library statistics and data about the population and area you serve. I also like the history of the library.

C4: good, especially the table of acronyms

C5: great charts and graphs throughout the document. They are well incorporated into the text and supplement, not replace narrative. Color is used well. The "change" columns clearly label what is being compared.

C6: extremely well prepared document; nicely formatted; terrific pictures; written for an average taxpayer, not a specialist; warm tone throughout; it conveys plenty of detail without boring the reader; comprehensive

M E M O



Date: October 7, 2013

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

From: Clifford Jo, Finance & Business Director

Subject: 2011-12 Fiscal Audit

Chris Ruiz, our newly assigned auditor, has already begun work on our 2011-12 fiscal audit. We will schedule an entrance interview either later this month or early next month. Neel, Dale, and I will report to the Board next month on the summary of this interview.

M E M O

Date: October 4, 2013

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

From: Lorie Erickson, Facilities Director

Subject: HVAC rebate

As part of the Pierce County Library HVAC replacement project at the Processing and Administrative Center, a rebate was applied for from Tacoma Power. The project meets the Custom Retrofit Incentive Program criteria. The Tacoma Power incentive payment = \$0.23 per estimated annual (first year) kWh savings or 70% of the Estimated ECM (energy conservation measure) incremental cost, whichever is less. The final incentive payment after installation of the project shall be based on this formula using the final verified annual first-year energy savings as determined in the Measurement and Verification Plan along with the final approved project cost. The maximum amount Tacoma Power will be required to pay will not exceed 70% of the project cost or up to \$79,279.00. The Measurement and Verification Plan consists of Commissioning, Verifying the energy savings, Baseline Energy Use, Post-Installation Energy Use, and Actual Energy Savings. The Conservation Resources Management Group at Tacoma Power shall conduct a site visit after all ECM's are installed, fully functioning, and after all M&V activities are completed.

M E M O



Date: October 4, 2013

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

From: Lorie Erickson, Facilities Director

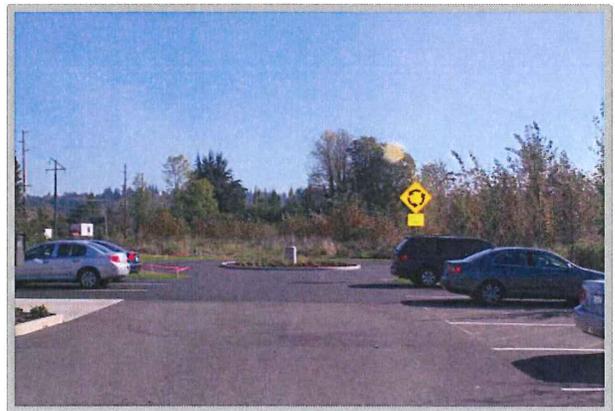
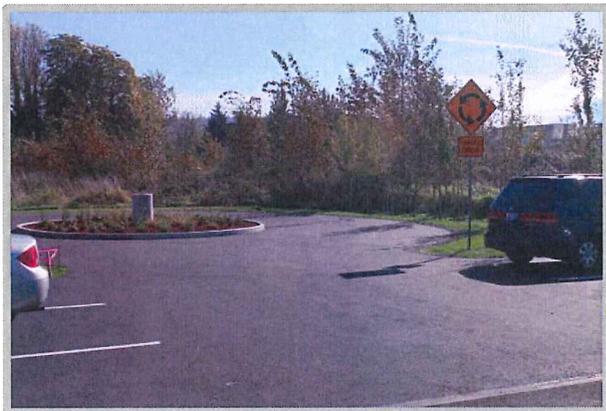
Subject: Fife Turnaround

The Fife turnaround project is complete, except for the installation of two exterior light fixtures. These two fixtures have a long lead time and are scheduled to arrive in mid-December. The installation of these fixtures will take one day to complete. The project increased the number of parking spaces by 6, added a turnaround to ease congestion experienced during peak times of library usage, and added drought tolerant landscaping to the area impacted. The project was projected to take two months and was completed, with the exception of the light poles, in three weeks on budget. Attached please find photos of the additional parking and turnaround.

FIFE LIBRARY

TURN-AROUND PROJECT

SEPTEMBER 2013





Date: September 17, 2013

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

From: Jeffri Walters, Diverse Communities Coordinator

Subject: Tacoma Community House Citizenship and Integration Grant Partnership

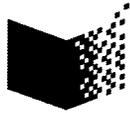
I am pleased to announce that Tacoma Community House (TCH) has been awarded a two-year **\$250,000** Citizenship and Integration grant from the United States Citizenship and Immigration Services (USCIS).

Pierce County Library System will be partnering in the following ways:

- Through an existing partnership with the **Pierce County Library System**, TCH will strategically locate classes in libraries based on the percentage of foreign-born persons living near the library and library participation data. We will evaluate the success of each location on a quarterly basis. Citizenship classes in the libraries will be 10-weeks long. **Pierce County Library System** will provide space for classes and outreach assistance.
- Flyers will be distributed through all 18 branches of **Pierce County Library System**, PCLS website, local college's ESL programs and resource fairs.
- TCH will partner with the **Pierce County Library System** to ensure that the capacity to offer citizenship classes at a frequency and in locations that will reduce the barriers to access.
- Information sessions will be held at TCH and **Pierce County Libraries**.

Pierce County Library System's participation in this grant will begin in January 2014. The grant continues through September 2015.

For further information please see the following link: <http://1.usa.gov/6cxiOe>



**Pierce County
Library Foundation**

**Pierce County Library Foundation
Board of Directors Annual Meeting
June 25, 2013**

President Michael Gordon called to order the **annual meeting** of the Pierce County Library Foundation Board of Directors on Tuesday, June 25, 2013 at 7:37 a.m. at the Processing and Administration Center.

Attendance 65% Present: Joan Cooley, Caireen Gordon, Michael Gordon, Keri Kennard, Janice Ludwig, Jane O'Neal, Jill Purdy, Adam Small, Molly Stuen, Curtis Thiel, Shelia Winston, Mary Ann Woodruff. Excused: Cyndi Chaney, Jack Conway, Larry Faulk, Lisa Korsmo, Stacy Topping, Doug Whitton.

Staff Members: Lynne Hoffman, Foundation Director; Julie Kramer, Development Associate; Georgia Lomax, Deputy Director.

Annual Summary: 2012-13 President Michael Gordon presented a review of the past year. He noted that there are seven new/returning board members. The board actively participated in donor recognition events such as A Literary Evening, which brought board members together with around 50 of our major donors and the Pierce County READs reception. Our Own Expressions is another great community event. The Foundation met or exceeded its fundraising goals including our expectations for Summer Reading sponsorships. Other notable accomplishments include the increase in grant funding from Paul G. Allen Family Foundation and others. Going into next year, the Foundation will focus on "minding the gap" in Early Learning and Senior Services. Michael thanked the board for all their hard work.

Nomination of 2013-14 Officers: Mary Ann Woodruff, Board Development Chair, nominated the following slate of officers for the 2013-14 Executive Committee: Michael Gordon, President; To-be-determined, Vice President; Molly Stuen, Secretary; Kari Kennard, Treasurer; Janice Ludwig, Member-at-Large. Mary Ann Woodruff moved and Jill Purdy seconded the motion to approve the nomination of officers. The slate of officers passed unanimously.

Nomination of New and New Term Board Members: Mary Ann Woodruff moved and Janice Ludwig seconded to approve board members who are new or are returning for a new term in 2013-14. The list includes Jack Conway, Joan Cooley, Kathryn Galbraith, Kim Heggerness, Craig Richmond, Tim Sherry, Stacy Topping, and Shelia Winston. The motion passed unanimously.

Retiring Board Members: The Board thanked members Lisa and John Korsmo who are retiring from the Board after serving nine years, Theo Graves, Curtis Thiel and Jane O'Neal for their service to the Foundation.

Annual Meeting adjourned.

President, Michael Gordon called to order the **regular meeting** of the Pierce County Library Foundation Board of Directors.

Approval of Minutes: Janice Ludwig moved and Mary Ann Woodruff seconded the motion to approve the minutes of the May 25, 2012. It was passed unanimously.

Financial Report: Kari Kennard informed the board that there is \$182,533 in the checking accounts. So far in May, approximately \$10,000 was raised in unrestricted revenue and \$15,000 was received from Summer Reading sponsors. Overall, we are close to our budgeted projections for the year. Adam Small moved and Mary Ann Woodruff seconded the motion to approve the May financial reports. It was passed unanimously.

Development Report: Lynne Hoffman reported on end of the fiscal year solicitations the results of which are reflected in the Development Report. Solicitations include an acquisition mailing, year-end reminder

letter to donors who gave last year but not yet this year (LYBUNTY), and the excellent response by Leadership donors in renewing their donation this year. Julie Kramer informed the board that there is \$300,000 pending in grant requests primarily focusing on early learning and senior outreach. Michael Gordon asked the board to let Julie know if there is a potential grantor that they are involved with or know and felt that she should approach for funds.

Board Development Survey Results: Mary Ann Woodruff said that there were seven responses to the board survey. Those responding said that the meeting time of 7:30am was good and felt that the information presented at the board meetings was important information and the fundraising goals were good and appreciated and that they felt being involved with the board was a good use of their time. Forty-three percent said that the meeting schedule was fine as-is but another 43% thought the board should meet every month. Mary Ann encouraged those who have not completed the survey to please take part.

Budget Recommendations 2013-14: Janice Ludwig moved and Joan Cooley seconded the motion to approve the 2013-14 budget recommendations. Lynne Hoffman stated that there was one change from last month's presentation: the restricted budget in Books and Resources was reduced from \$20,000 to \$10,000. The budget was passed unanimously.

Review of Preliminary Distributions: Lynne discussed the distribution of 2012-13 funds. The Executive Committee will meet this summer to finalize the Foundation's distribution to the Library system. This will be brought to the full board for approval in September.

Board of Trustees: Georgia Lomax, Deputy Director, talked about the responsibilities of the Board of Trustees. The Trustees are appointed by the Pierce County Executive to serve for five years, with a maximum of two terms. The Trustees set Library policy, approve the budget, ensure we are focused on the community's needs, hire a Director and ensure that the Library is a good steward of the taxpayer's money. It is not a political position; potential Trustees are interviewed and a committee screens applicants which includes trustees, foundation members, and citizens.

Georgia asked the Foundation board members how the Trustees can support them, what can they do to encourage them, and what role should they be playing? Suggestions from the Foundation included asking the Trustees for names of potential donors. The Trustees are currently working on a strategic framework which incorporates the work of the Foundation.

Library Directors Report

Negotiations have been completed with the union which includes a small COLA. The union seemed pleased with it.

Georgia thanked the board for "minding the gap". She said the staff really appreciates that support. It helps keep things going. The hope is that major cuts are done and things are settling down. It looks like there will be a smaller cut to revenue in 2014 than anticipated; 1.7 million appears to be the accurate figure not 3.5 million.

The Library is receiving an award from Urban Libraries Council for management of the Reading and Materials budget. The manner in which PCLS reduced spending but maintained the selection of materials was considered innovative.

The meeting adjourned at 9:06 a.m.

The next regular board meeting is scheduled for Tuesday September 24, at 7:30 a.m.

LOCAL 3787

LOCAL3787.COM



The Organizer

SUMMER 2013

Good, Better, Bust (and Hmmm): A Look at Our New Labor Agreement

By Elise DeGuseppi

After nine months of negotiations and ratification by you, our members, we now have a Labor Agreement spanning the years 2013-2015. My thanks go to my dedicated, intensely involved colleagues on our Negotiation Team—Michelle Angell, Yuri Button, Patti Cox, Steve Holmes and Aisha Womack. Their participation was integral to our successes. Often, our team members negotiated on their non-work time. Our Council 2 Staff Rep, Dylan Carlson, provided excellent guidance, writing and organizational skills. And we are indebted to our Advisory Team for its helpful input: Thank you, Christi Bach, Annabel Guimont, Arlecia Hanson, JT Isch and Tamara Saarinen.

Good. There's a lot to like about this Agreement. We were successful in negotiating a new transfer process that allows workers to indicate their desire to work in specific locations and in classifications that they currently hold or (if lower) have formerly held. The previous contract placed all the power regarding transfer with Management. Now, hiring managers with vacancies to fill must first consult the transfer list. Our hope is that the new process will work well for both the Library and our members seeking

to work closer to home, school, childcare—or just looking for new challenges throughout our 1800 square-mile system. We also clarified and strengthened language governing shift exchanges and schedule swaps. (See Yuri's "Know Your Contract" feature in this issue.)

Another good thing is the new opt out incentive pay for eligible members who already have health care coverage with a spouse, partner or other family member. The Library saves money when members with health insurance elsewhere opt out. We convinced the Library that sharing some of the cost savings with members would result in an increased use of the opt out feature. More than 35 staff members have been able to take advantage of this option in 2013.

Better. One of our team's goals was to achieve gains for our part time workers, especially the one-third of our Page staff working fewer than 20 hours per week. We won holiday pay for **all** workers, regardless of the number of hours worked, for PCLS's 11 paid holidays plus one floating holiday. Holiday pay is pro-rated according to a worker's average daily hours, and the Contract provides several options for compensation if the holiday falls on your day off.

Bust. We were unsuccessful in further strengthening our

Discipline article. The Library retains the right to place a worker on "disciplinary probation" (which is in itself inadequately defined for represented employees in the Agreement) if two written (or higher) disciplinary actions are bestowed within a year. This is unprecedented language in **any** of the labor agreements that we have reviewed in AFSCME locals around the state, because it legitimizes the Employer's ability to then terminate an employee once they've been placed on disciplinary probation.

Progressive discipline—which the Agreement **does** lay out coherently in Article 31—is imperative, and is both **your right** as a Union worker and **your obligation** if you're a supervisor. Contact an officer or steward if you have questions or concerns about discipline.

Hmmm. As you know, the Library, throughout negotiations, telegraphed that the forecast for 2014 spelled a revenue shortfall ranging from \$1.7 million to \$3.5 million. While we pointed out that Pierce Coun-

(Continued on page 2)

Upcoming
Membership
Meeting Dates:

September 27—
7pm at PAC

November 15—
7pm at PAC

(Continued from page 1)

ty's economy was improving, with fewer foreclosures, rising housing prices and rising sales, the Library maintained that upticks in property tax revenue for PCLS typically lagged several years behind a general recovery. 2015 looked pretty good, but 2014?—Not good at all, as the Library's team saw it.

In acknowledgement of the Library's unwavering position on revenue problems, our team revised our wage proposal by structuring a COLA of 50% of the CPIU for 2014, instead of the more customary 90%. For 2014, the minimum COLA will be 1%, and the maximum, 2%.

Recently released data from the Bureau of Labor Statistics for the June 2012-June 2013 CPIU—the data we use within the Labor Agreement to calculate COLAs—indicates the rate of inflation as 1.4%. As negotiated, 50% of this rate for 2014 would reflect a COLA of .7%. However, our negotiated *minimum* COLA for 2014 is 1%. Therefore, our members will receive a COLA of 1% in January of 2014. Not bad!

<http://www.bls.gov/ro9/cpiseat.htm>

Our members ratified the Labor Agreement with a 97% "Yes" vote tallied on June 28, 2013. On July 3, Management indicated to staff that the revenue shortfall had been adjusted down to between \$700,000 and \$1.5 million.

We'll be watching closely as the Library concludes its Midyear Budget process in August, and then finalizes its 2014 budget with revenue actuals from Pierce County in September.

What compensation will Management and other non-represented staff receive in 2014? How will the Library configure the many so-called "temporary" positions—that perform needed labor and should be reinstated as the regular Bargaining Unit jobs they really are? And will 2013's \$1 million cut to materials and electronic resources be sustained, or amended?

Stay tuned—and please, stay in touch with your officers, stewards and trustees. Your questions and input about on-the-job issues fuel our ability to represent you. Make an effort to attend our membership meetings, held every other month. We look forward to seeing you then!



The Union's Executive Board at the Biennial Council 2 Convention. From left: Elise DeGuisseppi, Yuri Button, Aisha Womack, Michelle Angell, and Patti Cox

Brave Girl: Clara and the Shirtwaist Makers' Strike of 1909 - E331.8928

Arriving in America, Clara Lemlich's dreams of education meet up with the ugly reality of garment factory work to help support her family. In horrid working conditions, "There are two filthy toilets, one sink, and three towels for three hundred girls to share", Clara urges the other workers to speak up and strike with the male workers who "don't think the ladies are tough enough". At a general union meeting, Clara's speech "starts the largest walkout of women in workers in U.S. History". When the strike ends the workers have gained higher-pay and a shorter work week. The illustrations are combination of water color and collage, with swatches of fabric and stitches providing the background. The end section, "More About the Garment Industry" provides more information on the early industry, the Triangle Waist Factory Fire, and other female labor leaders. A Selected Bibliography is also included.

-Tamara Saarinen

It was the labor movement that helped secure so much of what we take for granted today. The 40-hour work week, the minimum wage, family leave, health insurance, Social Security, Medicare, retirement plans. The cornerstones of the middle-class security all bear the union label.

President Barack Obama

Student Loan Debt: the Final Frontier

While at the AFSCME Next Wave conference I had the chance to go to a workshop about student loan reform put on by the folks at the Consumer Financial Protection Bureau. The CFPB, formed when the Dodd-Frank Wall Street Reform and Consumer Protection Act was signed by the President, is a shiny new government agency dedicated to helping consumers by providing information and jumping on financial institutions who employ abusive practices. Have you been hounded by overly aggressive debt collectors? Do you get the run around, sitting on hold forever, whenever you try to contact your loan servicer? You can file a complaint with the CFPB and they will investigate on your behalf. According to our workshop leader, after filing a formal complaint, you may find that the paperwork your servicer 'lost' magically appears.

The most exciting topic discussed, which produced furious note taking by all, was the prospect of Public Service Loan Forgiveness. In this instance public service can mean working for a state, county, city, public hospital, school district, or even a non-profit organization. The Public Service Loan Forgiveness program allows the remainder of federal direct loans to be forgiven after 10 years or 120 qualifying payments. However, because federal loans are intended to be repaid in 10 years, you would receive the most savings if you are enrolled in the Income-Based Repayment plan (IBR).

The CFPB's website (www.ConsumerFinance.gov), is very informative, incredibly helpful, and surprisingly pretty for a .gov. In addition to information about student loans, they also have a lot of resources for learning about credit cards and mortgages that help you understand how to work your way out of a tough situation and set yourself up for success. Out here in the wild frontier of financial independence this makes the pitter-pat of my indebted little heart beat a bit more calmly-- by which I mean, it's worth a look.

-Meghan Mitchell

Coming Together, Seizing the Moment

I recently returned from the biennial AFSCME Next Wave conference in Detroit, Michigan. In our opening plenary, we heard about different labor struggles across the nation – Emergency Medical Service workers in California who were told to leave their ambulances and turn in their badges in a union busting attempt, city employees from Philadelphia who are fighting even more attacks, and the student support staff of The Evergreen State College, a tiny bargaining unit of less than 30 members.

Friday, we started with an inspiring speech from AFSCME President Lee Saunders acknowledging the differences between generations of labor. His passion is palpable and he **knows** how to rally a crowd, shouting to end his speech..

It was a perfect lead-in to our direct action. The governor of Michigan, Rick Snyder, during his campaign claimed to be "One Tough Nerd". He claimed to be for the people, until he instated an Emergency Manager who now has carte blanche over the entire city. In response, we had our revenge.

As we left the hall, they handed out black plastic glasses, pocket protectors, and of course, green AFSCME shirts. Five hundred Next Wavers, many in their best nerd gear, first held a press conference, and then went on to storm city hall, filling the lobby and then circling the block chanting. I saw a staff member in city hall chanting **with** us. Many drivers (and some police!) honked their horns in solidarity. We made such an impression, we made the nightly news. Check out the video at:

www.youtube.com/watch?v=0eliTtedV30

-Aisha Womack

So, uh, where do my union dues go?:

Dues are equal to 1.4% of your monthly base salary. There is a minimum of \$15.20 and maximum of \$48.15 per month.

\$0.23	Life Insurance. This is an automatic part of membership, and consists of a \$1000 death benefit and a \$1000 accidental death benefit.
\$12.30	AFSCME. This goes to the International Union. AFSCME coordinates efforts across the country, which includes research, education, trainings, and congressional lobbying*. There are more than 1.6 million members of AFSCME.
\$0.45	County Labor Council. The county labor council represents you, the members, in dealings with city and county officials in matters which involve organized labor. (County/councils establish their own dues structures.)
\$2.90	This amount is returned to our Local to be spent as we wish, within the restrictions of our constitution and AFSCME's Financial Code. We use this money to send delegates to conventions and conferences, and to do other things, like print The Organizer.
BALANCE	COUNCIL 2: The balance goes to Council 2 which coordinates 300 (!) locals throughout the state. The Council represents you at the bargaining table and enforces the negotiated provisions of our contract. Council 2 also employs Staff Representatives who are available to assist you directly.

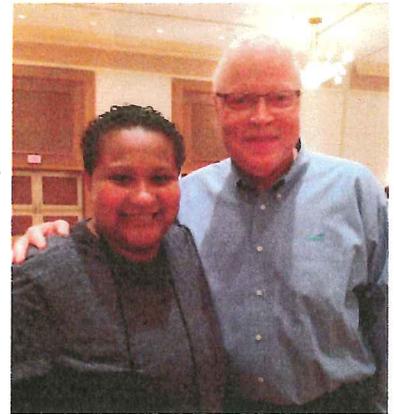
*A portion of dues is used by AFSCME for lobbying on Union issues. AFSCME's PAC, PEOPLE, is funded by contributions (NOT dues). Here's a quote from the PEOPLE website: Politics is part of AFSCME's DNA. Federal election law and some state laws prohibit using dues for campaign contributions and other political activities. AFSCME PEOPLE enables our union to be strong politically and help enact legislative programs that protect our jobs.

Upcoming Steward Training Dates:

September 7 – Everett – Advanced
 September 28 – Olympia – Advanced
 October 12 – Spokane – Advanced
 November 2 – Seattle/King – Basic
 November 16 – Renton – Basic

What is being a Steward all about?

"The job of a steward is the most challenging, most rewarding and most important job in our union. That's because you are on the front lines of our fight to protect our members' rights and bring fair and decent treatment to the workplace." — Former AFSCME President Gerald McEntee and former Secretary-Treasurer William Lucy



Aisha Womack and AFSCME President
Lee Saunders

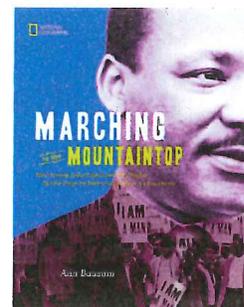
Sanitation Strikers at Next Wave Conference

Over the July 12th-14th weekend, Michelle Angell (LWD), Meghan Mitchell (FIF), and myself attended the AFSCME Next Wave conference in Detroit for union activists 35-ish and under.

In our opening plenary, Brothers Baxter Leach and Alvin Turner were present. When they went on strike in 1968, they were 21 and 34, respectively – and would have been Next Wavers. They were among the 1,300 sanitation workers who were on strike in 1968.

These workers were so poorly paid many were on food stamps and welfare. People died on the job due to the unsafe working conditions. The sanitation workers of Local 1733 in Memphis were on strike for 65 days, and it was an illegal strike, but their community rallied behind them and they effectively stopped the city and won a fair contract.

As the strike continued, Dr. Martin Luther King, Jr. made several trips to Memphis to help assure the strike would remain peaceful and nonviolent. On April 3rd, he gave an impassioned speech to a packed church in support of the workers and their plight. On April 4th, Dr. King was assassinated. There have been a number of books written on this subject – [Going Down to Jericho](#) and [Marching to the Mountaintop](#) are simply two. They're both fantastic introductions to the labor movement and AFSCME and are filled with pictures, memorabilia and tons of great information, and they're available in your local Library System!



-Aisha Womack

Know Your Contract:

Article 24: Vacancies and the new Transfer process

Prior to posting an opening, the library will first open the position for internal transfer. To be eligible for transfer, you must submit a transfer request form to Staff Experience. This form can be submitted/updated at any time. On it you will indicate the location(s) and/or hours that you are interested in. Keep in mind that you can only transfer into a position that you currently hold or you can voluntarily demote into a lower classification in which you hold seniority. Also keep in mind that you can transfer into a position that has more (or fewer) hours than you currently hold. The position will be posted for transfer for at least five (5) days.

The library will submit a list of employees that are interested in transferring to the open position to the hiring authority of that position. The hiring authority will then have the choice of picking someone from the list, interviewing the people on the list and making an offer, or posting the job for application. If they decide not to go with anyone on the list, they will notify you by e-mail. You are highly encouraged to apply, even if you do not get selected from the list (they may want to open the list to the outside, but that does not necessarily mean that they won't pick a current employee). You can also turn down a transfer offer without having it count against you.

The best part of this process is that you do NOT have to use the current application software to apply for a transfer! For more information see Article 24 of the new Collective Bargaining Agreement.

-Yuri Button

Weingarten Rights

Know your rights

Employee's Right to Union Representation

I have reason to believe that this investigatory interview may lead to disciplinary action against me; therefore, in accordance with my rights under Federal and State Statutes, I respectfully request that this interview not begin until (1) my Union Representative is present, (2) I am advised of the subject and purpose of the interview, and (3) I have had opportunity to consult with my Union Representative.

Upcoming Events...

It's the 50th Anniversary of the March on Washington!

The Coalition of Black Trade Unionists (Pierce County and Puget Sound Chapters) will be hosting a commemorative march and rally on Saturday, August 17th because "It's Still About Jobs and Freedom". They invite the labor community to join them, and what better place to celebrate Dr. King's most famous speech than at Martin Luther King, Jr. Memorial Park on Martin Luther King, Jr. Way in Seattle...which is located in Martin Luther King, Jr. County!

Labor Day Picnic, Monday September 2nd

Sponsored by Pierce County Central Labor Council at Ft. Steilacoom Park. There will be a great menu including ribs, chicken, and hot dogs.

Volunteers are needed. Call Rick at: 253-576-3864 if you're interested!

Sunday, September 8 is

Solidarity Day 2013

Free and reduced price Zoo access for Union members and families. I'll send you more information as it comes...hey, did you know the Point Defiance Zoo and Aquarium are unionized?

LOCAL 3787 OFFICERS AND TRUSTEES

President – Elise DeGuseppi, PAC

Vice-President – Yuri Button, LWD

Secretary – Aisha Womack, UP

Treasurer – Michelle Angell, LWD

Chief Shop Steward – Patti Cox, STL

Council 2 Staff Representative – Dylan Carlson

Trustees –

Steve Holmes, PAC

Cynthia Parido, SH

Irene Poshtkouhi, DPT/TIL

Shop Stewards

DPT/TIL - Irene Poshtkouhi

GIG - Tamara Saarinen & Terri May

LWD - Yuri Button & Michelle Angell

ORT - Susan Rigley

OUT - Cat Taylor

PAC - Cathy O'Donnell & Mark Siltala

PKS - Annabel Guimont

SH - Dianne Ellis & Cynthia Parido

STL - Patti Cox

UP - Malia Tui & Aisha Womack

UNFINISHED BUSINESS



Date: October 9, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: 2014 Proposed Budget

Since 2009, Library revenues have decreased by \$5 million and the Library has reduced operating expenditures by \$6.4 million. 2014 marks the first year that property values have increased for our taxing district since 2009. Based on the preliminary certification of revenues received on September 13, property values increased by +2.94% contributing to a revenue increase of \$809,114 or +3.7%. However, this increase in revenue does not offset increases in operating expenses and the impact of budgeting \$807,000 in cash in order to balance the 2013 budget. As a result, the 2014 budget shortfall was \$1.1 million or a -4.3% reduction in our operating budget.

It is management's goal to come out of the economic downturn stronger than when we started and ready to sustain operations in what we anticipate to be minimal growth in future years. Based on these assumptions it is clear that the Library needs to continue to manage its operations and services cost effectively, while as much as possible maintaining the strength of our core services. Budget decisions must reflect the long-term interests of the taxpayers and maintain their confidence in the decisions and services of the Library.

In the past three years the Library has been focused on ensuring that library operations are organized efficiently to effectively meet contemporary needs and continue to serve the customer. The Library has systematically evaluated each department's staffing and services in order to reorganize or streamline operations to provide better service for our customers and operate more efficiently. The first such reorganization took place in 2010, when the Customer Experience department reconfigured branch staffing and services to reflect the impact of changing customer demands and the capabilities of new technology such as express checkout. The Staff Experience department totally reorganized in 2011. At the end of 2012 Library management was restructured to flatten the organization and more effectively manage decision making. The Branch Services department created a new management team which strengthened support and collaboration for branch services and key service initiatives: youth, adults and virtual services. Also in 2012, the Library commissioned a study of the Information Technology department in order to determine the capabilities of that department and begin to examine steps needed to move technology forward in the future. As a result of that study the Library embarked on a technology planning process which will guide future development and should result in the examination of the effectiveness of the IT department structure. During 2013 we completed an analysis of the Finance department and began an analysis of the Reading and Materials department. The Facilities department underwent management changes and operations were completely overhauled.

In past years, our four priorities were:

- 1. Maintain the Levy Promises:** When the 2006 levy was passed, we promised to maintain services for 6 years. 2012 marked the 6th year since the levy. Although it is our goal to maintain the levy promises as much as possible, in 2012 we looked closely at one of the four key areas of the levy: books and materials. We are proud that we maintained the promises for the 6 year period. We feel confident that our \$1 million materials budget reduction in 2013 maintains the levy promises and continues to ensure service excellence for our customers.
- 2. Good Stewardship of the Taxpayer's Dollar:** This continues to be a driving force in the budget. In the past three years we have realized benefits from implementation of operational and workflow efficiencies. We are creating a culture of continuously evaluating services, using judicious expenditures to reduce long-term operational costs and examining the return on investment and cost benefit of any of our services.
- 3. Ensure That We Provide Up To Date and Future-Oriented Services:** The Library must maintain up to date and relevant services. In the past year and in the next year, we continue this focus, particularly for digital services.
- 4. Build a Customer Base for the Future:** This recognizes that we must continue to increase Library use, expand community investment in the Library and prepare young customers to use the Library.

Department managers were asked to evaluate their operations and propose reductions and efficiencies where possible.

Notable changes are:

Facilities Management - The condominium fees for the University Place Library were finally determined. A management firm evaluated the building and identified the annual fees of \$137,570. This is a significant increase.

We are experiencing the challenges of aging buildings. Over the past few years we have increased contracted maintenance for general repairs. This year we have increased expenditures to replace worn furnishings and degraded floors in some locations. Bathrooms in seven branches are in need of significant overhaul. The Capital Improvements budget includes \$210,000 to upgrade bathrooms in some of our oldest facilities, \$50,000 for furnishings, \$50,000 for seal coating and re-striping parking lots and \$26,000 for the replacement of entry doors at the Lakewood and Bonney Lake branches. Also, this year maintenance will begin a project to install energy efficient lighting using power rebates.

Reading and Materials - There were many changes in Reading and Materials this year. At the end of 2013 we plan to hire a consultant to study the department to ensure it operates efficiently to deliver results in the current digital environment. This budget includes preliminary changes to the department based on recent analysis: conversion of a Cataloging Specialist to a Librarian-level and some minor reorganization of the current staffing pattern. In addition, we have made a

\$20,000 reduction in the materials budget. With the decision by some publishers to make eBooks available, the materials collection budget will be reduced in some areas in order to increase eBooks purchases. We continue to study the effects of the \$1 million materials budget cut in 2013. At this point it appears that the collection is functioning well.

Volunteer Coordinator - During 2013 we created a plan for improving the use of volunteers. However, with the retirement of the Volunteer Coordinator, we decided not to fill the vacant position this year and maintain the volunteer program through clerical support. As revenues increase we will reestablish the program and the position and implement a plan to improve volunteer opportunities.

Technology Planning - Library staff has invested significant time in a careful analysis and investigation of anticipated technology needs and opportunities in the future. The resulting technology plan will be implemented by a new Digital Experience Director, combining the current Virtual Services and Information Technology departments. We anticipate that implementing the plan will require additional expenditures. We have placed \$250,000 in the Capital Improvements budget as “a placeholder” for these expenses. This money will not be expended without approval from myself or after a clear plan during the mid-year budget.

Foundation: Minding the Gap - Anticipating the continued revenue decline, the Library Foundation has stepped up this year to support our revenue needs. The budget shows \$75,000 additional revenue from the Foundation intended to help us to continue programs such as Early Learning, Senior Outreach and to support the materials collection. This strategy was developed by the Board this year as a way to support the Library and mind the gap between our revenues and operating expenses.

Two Strategies Introduced in 2012 are Suggested Again for 2014:

1. **Budgeting Personnel Costs to Match Projected Costs:** Reduction of \$582,609: In 2012, for the first time the personnel budget estimates were matched to projected costs. This meant calculating the full cost of personnel the year before and projecting the budget at 2% less. At the end of 2012, personnel expenditures were still below this budgeted number, and we determined we could reduce the projections by another 1% for a total of 3%. At the end of 2013 projected personnel expenditures are slightly below the budgeted amount. We therefore feel confident that we can use the same 3% estimate in the 2014 budget for a total savings of \$582,609.
2. **Using Cash Reserves:** In 2012 for the first we budget \$175,000 from our cash reserves based on the concept that we did not need to build up our cash reserves since the cash required to operate is actually reducing. We saw that using money from the cash reserves will not jeopardize our financial stability. In the year 2011, we saved \$807,000 from budget expenditures at the end of the year. In 2013 we used that ‘savings’ to meet part of the budget shortfall. It appears we will use most of this in 2013. We propose using the projected difference of \$127,663 for the 2014 budget. This use does not impact our cash position (see cash flow chart).

Other changes or additions in the budget reflect actual use and current expenditures.

M E M O



Date: October 7, 2013
To: Chair Linda Ishem and Members of the Board of Trustees
From: Clifford Jo, Finance & Business Director
Subject: 2014 Preliminary Levy Certification

Attached is the property tax levy preliminary levy certification. Compared to the final levy certificate received on December 21, 2013, property values in the library's taxing district increased by 2.94%. We continue to be at our statutory limit of 50 cents per \$1,000 of assessed values in the taxing district. Gross property tax revenues will increase from the December 21, 2012 revised 2013 certification of \$23,783,096.90 to \$24,482,044.07, an increase of \$698,947.17.

Note that the starting calculation for the Levy Certificate reflects 2010 original revenues; it's not going to show the property levy issued for 2013. 2010 is the first year we were at 50 cents, so the County does not calculate subsequent years' original revenues until we drop below the statutory limit.

Revenues for 2014 can increase over the statutory limit of 1% because we are under our maximum levy capacity, last recorded in 2010. In 2011 and 2012, the Library experienced substantial reductions in property taxes. Property values in 2013 increased appreciably such that we are now recovering the revenues lost since 2010.

For purposes of estimating property value changes, we used the Case-Schiller data (an index created and maintained by Moody's) extensively in 2013 to improve our projections of property values, recognizing that it wouldn't be exactly the same as what Pierce County assesses for our taxing district. Originally the Case-Schiller data showed an increase of 3.13%. The margin of difference between 3.13% and 2.94% is low enough that we can continue to use the Cash-Schiller data for near-term future predictions.

The Board will need to approve the Levy Certification during the November Board meeting. Usually, we receive an updated Certification in mid- to late December, which includes final adjustments to property tax revenues for the following fiscal year.



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

Mike Lonergan
Assessor-Treasurer

MEMORANDUM

DATE: September 13, 2013
TO: Pierce County Taxing Districts
FROM: Mike Lonergan, Assessor-Treasurer
RE: **Preliminary Certification of Assessed Values/Levy Limit Factor**

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

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

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

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

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

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

Preliminary Values Are Subject to Change.

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

Deliver Amended Levy Certifications to the Pierce County Assessor-Treasurer by Friday, December 27, 2013.

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

- The dollar amount from the previous year's levy equals the actual levy received, including refunds.
- The dollar amount of increase reflects the difference between the previous year's actual levy and this year's highest lawful levy the district can receive.
- The percent of increase equals the change over the prior year's actual levy plus the dollar amount of increase equal to the district's highest lawful levy for this year.

See reverse for answers to frequently asked questions.

Levy FAQs

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

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

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

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

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

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

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

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

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

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

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

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

Fire districts must also provide a Full Time Paid Employee letter.

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



Pierce County

Mike Lonergan, Assessor-Treasurer

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

September 13, 2013

OFFICIAL NOTIFICATION TO: PIERCE COUNTY RURAL LIBRARY-PIERCE

RE: 2013 PRELIMINARY ASSESSED VALUES

FOR REGULAR LEVY

Total Taxable Regular Value	48,964,088,146
Highest lawful regular levy amount since 1985	28,026,013.05
Last year's actual levy amount	23,783,096.90
Additional revenue from current year's NC&I	332,434.10
Additional revenue from annexations (RCW 84.55)	0
Additional revenue from administrative refunds (RCW 84.69)	0.00
<i>No additional revenue from administrative refunds will be allowed if you are limited by your statutory rate limit.</i>	
Last year's additional revenue from increase in state-assessed property	26,836.97

FOR EXCESS LEVY

Taxable Value	48,489,848,117
Timber Assessed Value	not available
Total Taxable Excess Value	48,489,848,117

2013 New Construction and Improvement Value 664,868,196

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



Pierce County

Mike Lonergan, Assessor-Treasurer

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TAX LEVY LIMIT 2013 FOR 2014

RURAL LIBRARY
> 10,000

REGULAR TAX LEVY LIMIT:

	2010
A. <u>Highest</u> regular tax which could have been lawfully levied beginning with the 1985 levy [refund levy not included] times limit factor (as defined in RCW 84.55.005).	28,026,013.05 1.01 28,306,273.18
B. Current year's assessed value of new construction, improvements and wind turbines in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).	664,868,196 0.500000000000 332,434.10
C. Current year's state assessed property value in original district if annexed less last year's state assessed property value. The remainder to be multiplied by last year's regular levy rate (or the rate that should have been levied).	742,903,418 742,903,418 0.00 0.500000000000 0.00
D. REGULAR PROPERTY TAX LIMIT (A + B + C)	28,638,707.28

ADDITIONAL LEVY LIMIT DUE TO ANNEXATIONS:

E. To find rate to be used in F, take the levy limit as shown in Line D above and divide it by the current assessed value of the district, excluding the annexed area.	28,638,707.28 48,964,088,146 0.584892078315
F. Annexed area's current assessed value including new construction and improvements times rate found in E above.	0.00 0.584892078315 0.00
G. NEW LEVY LIMIT FOR ANNEXATION (D + F)	28,638,707.28

LEVY FOR REFUNDS:

H. RCW 84.55.070 provides that the levy limit will not apply to the levy for taxes refunded or to be refunded pursuant to Chapters 84.68 or 84.69 RCW. (D or G + refund if any)	28,638,707.28 0.00 28,638,707.28
I. TOTAL ALLOWABLE LEVY AS CONTROLLED BY THE LEVY LIMIT (D,G,or H)	28,638,707.28
J. Amount of levy under statutory rate limitation.	48,964,088,146 0.500000000000 24,482,044.07
K. LESSER OF I OR J	24,482,044.07



Levy Certification

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

In accordance with RCW 84.52.020, I, _____ ,
(Name)

_____, for _____, do hereby certify to
(Title) (District Name)

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

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

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

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

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

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

Signature: _____

Date: _____

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

**EXAMPLE OF ORDINANCE/RESOLUTION
REQUESTING HIGHEST LAWFUL LEVY**

**Ordinance/Resolution No. _____
RCW 84.55.120**

WHEREAS, the _____ of **RURAL LIBRARY** has met and considered
(Governing body of the taxing district) (Name of the taxing district)
its budget for the calendar year _____; and,

WHEREAS, the districts actual levy amount from the previous year was \$ **23,783,096.90** and,
(Previous Year's Levy Amount)

WHEREAS, the population of this district is more than or less than 10,000; and now, therefore,
(Check One)

BE IT RESOLVED by the governing body of the taxing district that an increase in the regular property tax levy
is hereby authorized for the levy to be collected in the **2014** tax year.
(Year of Collection)

The dollar amount of the increase over the actual levy amount from the previous year shall be \$ **4,523,176.28**
which is a percentage increase of **19.0185%** from the previous year. This increase is exclusive of
(Percentage Increase)

additional revenue resulting from new construction, improvements to property, newly constructed wind turbines,
any increase in the value of state assessed property, any annexations that have occurred and refunds made.

Adopted this _____ day of _____,

SAMPLE

If additional signatures are necessary, please attach additional page.

This form or its equivalent must be submitted to your county assessor prior to their calculation of the property tax levies. A certified budget/levy request, separate from this form is to be filed with the County Legislative Authority no later than November 30th. As required by RCW 84.52.020, that filing certifies the total amount to be levied by the regular property tax levy. The Department of Revenue provides the "Levy Certification" form (REV 64 0100) for this purpose. The form can be found at: <http://dor.wa.gov/docs/forms/PropTx/Forms/LevyCertf.doc>.

For tax assistance, visit <http://dor.wa.gov/content/taxes/property/default.aspx> or call (360) 570-5900. To inquire about the availability of this document in an alternate format for the visually impaired, please call (360) 705-6715. Teletype (TTY) users may call 1-800-451-7985.

INFORMATION TO TAXING DISTRICTS

ADMINISTRATIVE REFUNDS:

Due to recent legislative changes affecting RCW 84.69.180, administrative refund amounts will be reported to all districts with the final levy limit worksheets in December. At that time, Districts will have an opportunity to amend their levy certification forms to include any administrative refund amounts they wish to re-levy for. For more information regarding Substitute Senate Bill 5705 please see the Washington State Legislature website. <http://apps.leg.wa.gov/billinfo> If you have questions about the process for administrative refunds, please call Kim Fleshman at 253/798-7114

LEVY WORKSHOP NOW AVAILABLE ON THE WEB (www.piercecountywa.org/atr):

Need a refresher of the levy process? Have new personnel or board members you want to provide levy process information to? The Pierce County Assessor-Treasurer's office has updated their website to include the complete District Levy Workshop presentation with narration. On the Assessor-Treasurer's website choose the topic ***Tax & Assessment Information*** in the left margin of the page, then choose ***Levies***. The Levy Workshop link can be found at the bottom of the page under the heading **Information to Taxing Districts**. Districts can also send email notification of levy contact changes to the Assessor-Treasurer through a quick link in the same area.

M E M O



Date: October 7, 2013

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

From: Clifford Jo, Finance & Business Director

Subject: 2013 Implicit Price Deflator (IPD) for 2014 property tax levy

For June 2012 to June 2013, the IPD was reported as 1.314%. The IPD is used for calculating tax levies under Initiative 747. Anything less than 1% means the Board of Trustees must approve property taxes to be levied at the statutory limit of 1%. Anything 1% and higher means the library may tax the full levy rate of 1%.

Because this year's IPD is higher than 1%, and because we are significantly under our maximum statutory authority established in 2010, no Board action is required. In any case, because the Library has hit its statutory limit of 50 cents per \$1,000 assessed value in the taxing district, neither the 1% increase nor the IPD is an issue.

Attached is MRSC's message and table on the Implicit Price Deflator.

Updated 09/2013

Implicit Price Deflator

Historical Increases in the July Implicit Price Deflator for Personal Consumption Expenditures

Dates	Percent
July 1996 to July 1997	1.9*
July 1997 to July 1998	0.85
July 1998 to July 1999	1.42
July 1999 to July 2000	2.61
July 2000 to July 2001	1.89
July 2001 to July 2002	1.16
July 2002 to July 2003	1.84
July 2003 to July 2004	2.387
July 2004 to July 2005	2.541
July 2005 to July 2006	3.419
July 2006 to July 2007	2.084
July 2007 to July 2008	4.527
July 2008 to July 2009	-0.848
July 2009 to July 2010	1.539
July 2010 to July 2011	2.755
July 2011 to July 2012	1.295
June 2012 to June 2013**	1.314

*The Bureau of Economic Analysis uses anywhere from one to three decimal places.

**July data was not available for 2013 and June was used instead.

Source: Table B-1 of *The Survey of Current Business*

M E M O



Date: October 7, 2013
To: Chair Linda Ishem and Members of the Board of Trustees
From: Clifford Jo, Finance & Business Director
Subject: 2014 Revenues and Expenditures

REVENUES

See the first page of the attached 2014 budget. 2014 revenues are set overall at +3.7% from the final levy certificate as provided by the County on December 21, 2012 (after Board approval of the final budget on December 12, 2012). Property values increased by 2.94% when compared to what the County is reporting to us (but by +3.42% when compared to the original budget). We increased several other line items, including the Foundation; Neel and I will talk about this during the Board meeting.

Note that per our practice, we don't budget for revenues that we generally cannot predict, such as Friends reimbursements. These revenues are recognized cautiously during the mid-year budget process.

EXPENDITURES

Beginning page 2 of the first attachment is the table of expenditures. It is presented as unbalanced, showing a shortfall of \$127,663. We are proposing that this amount be covered by use of cash reserves. We are anticipating about this much not being used out of the \$807,000 of cash reserves budgeted for 2013. We are still looking for reductions to offset the need for cash reserves. We will discuss this during the Board meeting (also see Neel's memo).

Personnel Costs

Total net increase is 1.58%, approximately +\$302,000. This is after including Labor Agreement COLA of 1% to staff, estimated 2014 health care contributions, retirement increases, and other adjustments. Also included is a -3% subtotal reduction in salaries planning budget to match projections, at -\$583,000. This was begun in 2012 and is now in its third year.

Maintenance & Operations

Total net increase is +6.3%, approximately +\$194,000. The majority of the increase is due to:

- Adding UP's shared costs with the City of University Place; and
- Additions to contracted maintenance, in particular for more movie towers.

Materials

The materials budget is set at 2013's budget less \$20,000. This calculates to 12.84% of new

M E M O



revenues. In 2012 the Library conducted an extensive study of the materials budget that eliminated the historically used 16% budget and proposed a zero-based process and budget for materials. To help balanced the budget, we are proposing a modest reduction to materials.

Set-Asides

Because we have at least 2% of unrestricted cash reserves, we are not adding to that balance. We are also proposing reducing the CIP transfer to 1% to fund Capital Improvement fund balance.

**PIERCE COUNTY LIBRARY SYSTEM
- 2014 ESTIMATED -**

GENERAL FUND ANNUAL BUDGET COMPILED AS OF 10/7/2013	2013 Final (12/12/12)	2014 Compiled	% Change 2013 Final to 2014 Com	2014 FISCAL YEAR Notes
Use of Fund Balance/Cash Reserves	807,172	127,663	-84.18%	Estimated cash unused from 2013's \$807,000 to be applied to 2014
----- REVENUES -----				
31110 Property Taxes Refunded				
31111 Property Taxes Current	22,724,764	23,502,762	3.42%	2.94% AV change (671k) compared to 12/21/12 levy certif.
31112 Property Taxes Delinquent	908,991	940,110	3.42%	2.94% AV change (27k) compared to 12/21/12 levy certif.
31130 Sale of Tax Title Property	3,000	3,000		
31210 Private Harvest Tax	50,000	50,000		
31720 Leasehold Excise Tax	15,000	20,000	33.33%	Increased to anticipated receipts
34160 Copier Fees	25,000	25,000		
34162 Printer Fees	60,000	60,000		
35970 Library Fines	615,000	615,000		
36110 Investment Income	10,000	10,000		
36700 Foundation Donations	150,000	225,500	50.33%	Includes \$75,500 for the Foundation's "Minding the Gap"
36920 Book Sale Revenue	20,000	20,000		
36991 Payment for Lost Materials	25,000	25,000		
36999 Rebates - Procurement Card	10,000	15,000	50.00%	Increased to anticipated receipts
39510 Sale of Fixed Assets		15,000	new	Increased to anticipated receipts
TOTAL REVENUES	\$24,616,755	\$25,526,372	3.70%	
Increase/decrease over previous		909,617 (3.70%)		Compared to 2013 Original budget (passed 12/12/2012)
		741,928 (2.99%)		Compared to 2013 Mid-Year budget (passed 7/10/2013)
TOTAL FUNDING SOURCES	\$25,423,927	\$25,654,035	0.91%	
Increase/decrease over previous		230,108 (.91%)		Compared to 2013 Original budget (passed 12/12/2012)
		62,419 (.24%)		Compared to 2013 Mid-Year budget (passed 7/10/2013)

**PIERCE COUNTY LIBRARY SYSTEM
- 2014 ESTIMATED -**

GENERAL FUND ANNUAL BUDGET COMPILED AS OF 10/7/2013	2013 Final (12/12/12)	2014 Compiled	% Change 2013 Final to 2014 Com	2014 FISCAL YEAR Notes
----- EXPENDITURES -----				
PERSONNEL				
51100 Salaries & Wages	13,681,285	13,709,535	0.21%	Includes 1% COLA and steps, and staffing adjustments
51105 Additional Hours	230,600	247,100	7.16%	Funds allocated from substitute hours
51106 Shift Differential	160,175	161,206	0.64%	Follows Salaries & Wages
51107 Substitute Hours	299,600	284,500	-5.04%	Funds allocated to additional hours
51109 Tuition Assistance Program	3,000	300	-90.00%	Reduced to match current balance of funds remaining
51200 Overtime Wages	7,500	5,800	-22.67%	Reduced
52001 Industrial Insurance	167,861	165,707	-1.28%	Slight anticipated reduction
52002 Medical Insurance	2,139,809	2,268,400	6.01%	Estimated increase, pending renewal costs
52003 FICA	1,094,384	1,102,241	0.72%	Follows Salaries & Wages
52004 Retirement	1,039,773	1,167,555	12.29%	Based on Department of Retirement Services increases
52005 Dental Insurance	227,556	241,326	6.05%	Estimated increase, pending renewal costs
52006 Other Benefit (Cell Phone Allowance)	9,580	9,580		
52010 Life and Disability Insurance	25,631	25,245	-1.51%	Slight anticipated reduction
52020 Unemployment Compensation	30,500	30,500		
52200 Uniforms	1,300	1,300		
Total Personnel	19,118,554	19,420,295	1.58%	
Reduction in salaries planning budget to match projections ((573,557)	(582,609)	-1.58%	Set at 3% of personnel costs
Net Personnel	18,544,997	18,837,686	1.58%	
MAINTENANCE & OPERATIONS				
53100 Office/Operating Supplies	152,300	155,400	2.04%	Increased to anticipated needs due to more supply needs
53101 Custodial Supplies	41,000	52,100	27.07%	Increased to anticipated needs (budget was reduced in 2013)
53102 Maintenance Supplies	40,000	60,200	50.50%	Increased to anticipated needs (budget was reduced in 2013)
53103 A/V Processing Supplies	25,000	20,000	-20.00%	Reduced to match anticipated costs
53104 Book Processing Supplies	20,000	20,000		
53200 Fuel	58,000	40,750	-29.74%	Less budgeted due to hybrids and overall less fuel usage
53500 Minor Equipment	15,300	6,500	-57.52%	Reduced to match anticipated costs
53501 * Furnishings	50,000	35,000	-30.00%	Reduced due to capital project to replace aging furnishings
53502 * PC Hardware	196,200	216,300	10.24%	Includes more mobile devices for staff serving customers
53503 Printers	20,000	20,000		
53505 Software	33,500	17,000	-49.25%	Reduced to match anticipated costs; tech plan will drive needs
54100 * Professional Services	251,500	256,200	1.87%	Includes more coaching and training for staff
54101 Legal Services	30,000	30,000		
54102 Collection Agency	33,400	24,000	-28.14%	Children no longer sent to collections
54161 Resource Sharing Services	25,000	22,000	-12.00%	Reduced to match anticipated costs
54162 Bibliographics Services	40,000	38,000	-5.00%	Reduced to match anticipated costs
54163 Printing and Binding	2,000	2,000		

**PIERCE COUNTY LIBRARY SYSTEM
- 2014 ESTIMATED -**

GENERAL FUND ANNUAL BUDGET COMPILED AS OF 10/7/2013	2013 Final (12/12/12)	2014 Compiled	% Change 2013 Final to 2014 Com	2014 FISCAL YEAR Notes
54165 Inter Library Loan Lost Item Charges	3,000	3,000		
54200 Postage	42,000	38,000	-9.52%	Reduced to match anticipated costs (less mailed; more electronic)
54201 Telephone/Data Lines	161,300	161,300		
54300 * Travel	28,600	29,200	2.10%	Slight increase anticipated
54301 Mileage Reimbursements	31,050	30,250	-2.58%	Reduced to match anticipated costs
54400 * Advertising	28,920	29,000	0.28%	Slight increase anticipated
54501 * Rentals/Leases - Buildings	195,300	377,700	93.39%	Includes UP agreement
54502 * Rentals/Leases - Equipment	27,800	23,600	-15.11%	Reduced due to copiers being purchased instead of leased
54600 Insurance	189,500	189,500		
54700 Electricity	229,000	220,000	-3.93%	Reduced due to anticipated usage
54701 Natural Gas	17,500	15,000	-14.29%	Reduced due to anticipated usage
54702 Water	24,500	26,000	6.12%	Increase due to anticipated usage and costs
54703 Sewer	21,000	21,700	3.33%	Increase due to anticipated usage and costs
54704 Refuse	22,500	22,500		
54800 * General Repairs/Maintenance	204,300	198,300	-2.94%	Some costs moved to Rentals/Leases (NNN/CAM)
54801 * Contracted Maintenance	659,200	709,200	7.58%	Includes costs for more media bank/towers & Polaris site license
54803 Maint. Telecomm Equipment	35,000	31,000	-11.43%	Reduced due to less need anticipated
54900 * Registrations	21,700	23,250	7.14%	Includes PLA
54901 * Dues and Memberships	31,200	34,620	10.96%	Increased to anticipated needs (budget was reduced in 2013)
54902 Taxes and Assessments	30,500	30,500		
54903 Licenses and Fees	36,550	53,150	45.42%	Includes costs for ePay & banking fees (offset by revenues)
54904 Miscellaneous	900	790	-12.22%	Reduced
55100 Intergovernmental	15,000	1,000	-93.33%	Bulk of fiscal audit will end in 2013.
Total Maintenance & Operations	3,089,520	3,284,010	6.30%	
* Items that are asterisked required department heads to list specific costs				
MATERIALS				
534xx Materials	3,297,075	3,277,075	-0.61%	Reduced by \$20,000 (based on 2013 budget)
Total Materials	3,297,075	3,277,075	-0.61%	= 12.84% of revenues
54912 CONTINGENCY	0	0		Cash reserves are adequate
59700 TRANSFERS TO CIP	492,335	255,264	-48.15%	Set at 1% of revenues
Total Transfers	492,335	255,264	-48.15%	
TOTAL EXPENDITURES	<u>\$25,423,927</u>	<u>\$25,654,035</u>	<u>0.91%</u>	
REVENUES LESS EXPENDITURES	<u>(\$807,172)</u>	<u>(\$127,663)</u>	<u>84.18%</u>	

**PIERCE COUNTY LIBRARY SYSTEM
- 2014 ESTIMATED -**

GENERAL FUND ANNUAL BUDGET COMPILED AS OF 10/7/2013	2013 Final (12/12/12)	2014 Compiled	% Change 2013 Final to 2014 Com	2014 FISCAL YEAR Notes
BUDGET SUMMARY				
Use of Fund Balance/Cash Reserves	807,172	127,663	-84.18%	
REVENUES				
Taxes	23,701,755	24,515,872	3.43%	96.04% of revenues
Intergovernmental	0	0		0.00% of revenues
Charges for Services	85,000	85,000		0.33% of revenues
Fines	615,000	615,000		2.41% of revenues
Miscellaneous	215,000	310,500	44.42%	1.22% of revenues
TOTAL REVENUES	24,616,755	25,526,372	3.70%	100.00% of revenues
Increase/decrease over previous year		909,617 (3.7%)		
TOTAL AVAILABLE FUNDING SOURCES	25,423,927	25,654,035.00	0.91%	
Increase/decrease over previous year		230,108 (.91%)		
EXPENDITURES				
Personnel	18,544,997	18,837,686	1.58%	73.43% of expenditures
Maintenance & Operations	3,089,520	3,284,010	6.30%	12.80% of expenditures
Materials	3,297,075	3,277,075	-0.61%	12.77% of expenditures
Subtotal	24,931,592	25,398,771	1.87%	99.00% of expenditures
Increase/decrease over previous year		467,179 (1.87%)		
CONTINGENCY	0	0		0.00% of expenditures
TRANSFERS TO CIP	492,335	255,264	-48.15%	1.00% of expenditures
Subtotal	492,335	255,264	-48.15%	1.00% of expenditures
TOTAL EXPENDITURES	25,423,927	25,654,035	0.91%	100.00% of expenditures
Increase/decrease over previous year		230,108 (.91%)		
NET OF REVS & EXPS	\$0	\$0		BALANCED BUDGET

M E M O



Date: October 7, 2013
To: Chair Linda Ishem and Members of the Board of Trustees
From: Clifford Jo, Finance & Business Director
Subject: 2014 Capital Improvement Plan—DRAFT

Attached please find the 2014-18 Capital Improvement Plan draft. We wanted to share this with you prior to creating the budget narrative and the first reading of the budget for November. In this you'll see some changes and ideas we would like to talk to you about. In particular, there are several large projects:

- Upgrading restrooms that are in sore need of restoration and improvement.
- Technology plan implementation that would occur in 2014 and 2015. Costs are estimated at this time. When we are done with the plan in December, we will have a better understanding of the costs.
- Automatic Materials Handling system. We are treating this project carefully by thoroughly understanding the needs and costs associated with implementing these systems.
- Replacing aging furnishings. Considerable furniture exists in the branches that are from the system expansion project and are over 20 years old. We are proposing a three year project to replace old and beaten furnishings in many locations.
- Sealcoating parking lots. Parking lots need to be coated and striped for safety and usability concerns.

2014-18 Capital Improvements

DRAFT

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	
Beginning Fund Balance (estimated)	2,000,000	1,191,114	1,033,096	1,220,682	1,422,174	
REVENUES						
General Fund Transfer	255,114	529,982	554,586	582,492	596,324	
Energy rebates (PAC) — anticipated	79,000					
Carpet reimbursement from manufacturer (SH)	81,000					
Other Revenues						
Total Inflows	415,114	529,982	554,586	582,492	596,324	
Total Funding Available	2,415,114	1,721,096	1,587,682	1,803,174	2,018,498	
PROJECTS						
Commitments						
UP 5,000 sq feet expansion (10-year contractual)	120,000	120,000	120,000	120,000	120,000	
Service Improvement Projects						
Restroom upgrades (PKS, SH, GH, SMT, KC, LWD, PAC)	210,000					New project
Replace Aging Furnishings	50,000	50,000	50,000			New project
UP Teen area accoustical treatments	15,000					New project
Automatic Materials Handling (AMH) systems*	*	*		*	*	
*The Library will research AMH systems in 2014 and recommend a comprehensive study be performed by a professional consultant in 2015. Costs for 2017 and 2018 are estimated to be bewteen \$300k and \$600k each year.						
Major Maintenance						
HVAC Replacements						
LWD Air Handler Unit Replacement	32,000					Up from \$25k
TIL	13,000					Down from \$15k
Roof Replacements						
SMT						
KC	71,000					Up from \$65k
STL	80,000					Up from \$72k
BLK				200,000		
Exterior Painting						
KC	7,000					New project
Interior Painting						
PKS	40,000					Down from \$41k
GHM		20,000				
Carpet Replacements						
GIG		110,000				
SH (defect carpet with warranty replacement)	81,000					New project
TIL				26,000		
Miscellaneous Major Maintenance/Improvements						
Lighting energy efficiencies (GH, PAC, KC, LWD)	78,000					New project
Replace exterior doors (LWD entryway, BLK staff)	26,000					New project
Sealcoat all parking lots	50,000	48,000	52,000			New project
IT Closet Cooling	0	0				Eliminated (\$64k 2014 & 2015)
PCLS Rekey of doors	55,000					Up from \$40k
KC sign replacement (partial cost offset by KPHC)		20,000				New project
Vehicles						
Contingency for major repairs	10,000	10,000	10,000	10,000	10,000	
Replace Passenger car #1 with Hybrid Car		35,000				
Replace Maintenance van #1			30,000			
Sprinter replacement			80,000			
Equipment and Technology						
Technology Plan Implementation**	250,000	250,000				New project
**This costs of implementing this plan are still being worked on. The plan is set to finish in December and we will come back to the Board with an updated Capital Improvement Plan						
Virtual Desktop Infrastructure	0					Eliminated (\$235k 2014)
Network Equipment Upgrades		0				Eliminated (\$200k 2015)
Total Capital Project Budget	1,188,000	663,000	342,000	356,000	130,000	
Contingency Needs (3% CIP budget, min \$25,000)	36,000	25,000	25,000	25,000	25,000	
Ending Fund Balance (estimated)	1,191,114	1,033,096	1,220,682	1,422,174	1,863,498	

M E M O



Date: October 7, 2013
To: Chair Linda Ishem and Members of the Board of Trustees
From: Clifford Jo, Finance & Business Director
Subject: 2014-18 Cash Flow Chart

Attached is the cash flow chart for 2014-18.

As presented in the operating budget, it remains balanced after using \$127,663 of cash reserves, which is the anticipated amount unused from the 2013 cash reserves of \$807,000. We are still working on our budget to find reductions so that we don't use cash reserves. We are recommending that the Board approve the use of cash reserves to help close the gap to a balanced budget. \$127,663 represents about 5.1% of our available cash reserves.

We don't anticipate much savings for 2013, but any that do occur will automatically flow to cash reserves. We will have an estimate in December but the final number will be determined in April when we report to the State Auditor.

At current projections, we anticipate not needing to budget the set-aside to build up unrestricted cash reserves until 2022. The goal is to maintain 2% in the unrestricted cash reserves. Given our current balance of \$2.5 million, available funds are sufficient to continue to postpone budgeting a set-aside to build up the unrestricted cash reserves.

2014 CASH PLANNING CHART

REVENUES & EXPENDITURES					CASH											
Year	Budgeted Revenues	%/ \$ Rev Change	Budgeted Expenditures	Budget Shortfall	Total CIP Transfer	1/1 Beginning Cash Reserves (est)	Operating Reserves (approx 4mos)	=	1/1 Beginning Unrestricted Cash Rsrvs (est)	Cash Use	=	12/31 Ending Unrestricted Cash Rsrvs (est)	% of Next FY Revenues	Strategy for Reductions		
2009	29,120,826	-	29,120,826	0	572,555	10,402,808	-	8,936,418	=	1,466,390	-	0	=	1,466,390	5.12%	
2010	28,634,961	-1.67% -485,865	28,634,961	0	1,872,699	12,726,334	-	8,181,720	=	4,544,614	-	0	=	4,544,614	15.91%	
2011	28,564,891	-0.24% -70,070	28,564,891	0	856,947	13,393,738	-	7,800,367	=	5,593,370	-	0	=	5,593,370	20.60%	
2012 Mid-Year	27,152,095	-4.95% -1,412,796	27,152,095	0	814,563	9,763,237	-	7,729,276	=	2,033,961	-	0	=	2,033,961	8.21%	Reduce bookmobile service; shift processing fees; personnel budget savings; salary freeze managers; other reductions (total \$1.7 million)
2013	24,784,444	-8.72% -2,367,651	25,546,570	762,126	495,689	10,600,972	-	7,298,448	=	3,302,524	-	807,172	=	2,495,352	9.78%	-\$1m on Materials; use \$807,172 from 2011 savings; increase to 3% salary savings; decrease CIP to 2% transfer; other reductions
2014	25,526,372	2.99% 741,928	25,654,035	127,663	255,264	9,838,846	-	7,327,636	=	2,511,210	-	127,663	=	2,383,547	8.99%	3% personnel cost projection adjustment; decrease CIP to 1% transfer; other reductions
2015	26,514,088	PROJECTED 3.87% 987,716	TBD	TBD	530,282	9,711,183	-	7,561,226	=	2,149,957	-	TBD	=	TBD	TBD	TBD
2016	27,744,276	4.64% 1,230,188	TBD	TBD	554,886	9,711,183	-	7,895,345	=	1,815,838	-	NONE EXPECTED	=	1,815,838	6.23%	TBD
2017	29,139,596	5.03% 1,395,320	TBD	TBD	582,792	9,711,183	-	8,274,314	=	1,436,869	-	NONE EXPECTED	=	1,436,869	4.82%	TBD
2018	29,831,214	2.37% 691,618	TBD	TBD	596,624	9,711,183	-	8,462,158	=	1,249,025	-	NONE EXPECTED	=	1,249,025	4.11%	TBD

M E M O



Date: October 8, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: Succession Planning: Vision of the Library's Future Summary Reports

Identifying a vision for the Library's future is the first phase of the Board succession planning activity. Attached is the summary report which ties together the input gathered from each of the three stakeholder groups interviewed about the Library's future.

During the August meeting, the Board discussed Catherine McHugh's summary based on interviews with each Board member. Also in August, senior management staff participated in a facilitated discussion.

Catherine completed her conversations with the third and final stakeholder group as identified in her initial report to the Board. She spoke with nine local community leaders in order to get their perspective on several thought-provoking questions about the state of Pierce County, their community and their industry. The results of those conversations are incorporated in the summary report and attached.

During the Board meeting, Catherine will lead a discussion of her findings.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

OVERVIEW

This report summarizes input gathered from three stakeholder groups regarding the vision of Pierce County Library System's likely future. Stakeholder groups included: staff members (Administrative Team and Customer Experience Team); the Board of Trustees; and a cross-section of Pierce County community leaders. In total, 24 individuals participated in telephone interviews or a facilitated brainstorming session.

Trustees (5) and staff members (10) were asked the same 5 questions:

1. How is PCLS strategically positioned to meet the current needs of its customers and communities?
2. Which aspects of strategy and / or the external environment do you expect to remain more or less constant?
3. What shifts / developments / scenarios in the external environment could affect PCLS in the next 5 years? (This might include but not be limited to: demographics, financial climate, technology, political matters, etc.)
4. What critical operational / organizational / leadership issues and challenges are facing PCLS in the next 5 years?
5. What critical priorities (external and internal) are on PCLS's horizon?

A total of 9 community leaders were interviewed; they represented county level public service organizations (health, safety, and schools), for-profit technology service and manufacturing organizations, city government, for-profit media / publishing, philanthropy, and the Tacoma / Pierce County Chamber of Commerce. These participants were asked to respond to the following questions / prompts:

1. Please share an overview of some of the hot issues facing Pierce County today.
2. Would you say on the whole, people living in Pierce County are better, worse off, or about the same today than five to ten years ago? Why?
3. As someone who is a leader in Pierce County, what's your sense of the pulse of the community?
4. Given the community's past and current state, what do you predict the 'state of the county' will be in 5 to 10 years?
5. Where do you see your industry headed in the next 5 years?

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

FINDINGS

The following factors in the **external environment** are expected to affect PCLS in the next 5 years:

1. A *constrained budget environment* will persist due to continuing economic uncertainty, despite recent and modest upticks in the national and local economy. Tax revenues are expected to remain flat or grow very slowly, while the population and demand for library service will grow. A stagnant or reduced tax base is predicted as a growing number of Pierce County residents commute to King County for jobs and JBLM draws down its troops. The public's attitude toward government and taxes will challenge PCLS to provide more high quality service while maintaining or reducing costs. The public will expect ever-increasing fiscal responsibility of public entities and leaders.
2. Dynamic *technological changes* and advances will continue, requiring PCLS to respond and nimbly adapt its delivery of library service in a limited revenue environment. Digital technologies are likely to change at an even greater pace than today, creating ever-increasing customer demand for digital media, mobile access, virtual service, and technological support. Limited resources will need to be reallocated quickly to serve emerging needs of individual library users as well as communities. The PCLS culture will need to embrace and drive change using innovative technologies and methodologies.
3. Continuing *demographic shifts* will broaden and increase customer needs and expectations for service, products, and programs. Demand for a diverse collection will grow, across the system as well as within individual branches. PCLS will be challenged to become more of a valued community center and resource, providing more meeting facilities and forums for community engagement in already tight capital facilities. Economic insecurity will continue for parts of the population struggling to find work, feed and house themselves, and deal with transportation issues, increasing the demand for public services. This will create increasing economic disparity between segments of the population, further diversifying the need for services. Additionally, changes in the size and nature of the JBLM population are expected to result in an increasing need for services as soldiers return from combat duty and military cuts increase the number of veterans and families who choose to return to civilian life in Pierce County. Given expected increases in the diversity and volume of customer and community needs, it will be essential that PCLS continue to actively solicit feedback from its constituents.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

4. PCLS will need to further expand and deepen its web of *relationships and partnerships* with city government officials, business groups, other library directors, philanthropic organizations, and other public and non-profit entities to innovatively provide library service to the public. As revenues decline and operating budgets tighten, creative collaboration between organizations will become more of a necessity, particularly across boundaries that currently appear impervious. Public entities will be tasked with learning from other organizations, pooling resources, and focusing collaboratively on more systems-oriented solutions. PCLS will need to remain relevant in its efforts to provide value as technology and culture change, as budgets tighten, and as customer and community expectations change. The Library Director as well as staff engaged will need to continue to articulate the PCLS's relevance to library users, non-users, and communities, broadening its base of support amongst its varied constituencies.

The following **internal issues and challenges** are expected to affect PCLS in the next 5 years:

1. PCLS staff will need to understand and address *capital facilities maintenance and improvements / expansions* related to the age of current capital assets and the county's growing / changing needs for library service. As the public's need and use of library space changes, PCLS will need to update and implement its Capital Facilities Plan as well as address any needs for funding that arise from emerging customer and community needs. Economic factors may drive public entities such as schools and communities to partner with PCLS to share and / or relocate facilities to maximize the use of public dollars.
2. Maintaining the quality, caliber, and continuity of the *senior leadership team's DNA* will provide a challenge given the ~50% turnover the Administrative Team is experiencing. It is crucial for this senior leadership team to form and build effective teamwork as it incorporates its new members.
3. Developing *leadership talent and bench strength* throughout the organization will be crucial. An aging workforce and turnover of talented individuals necessitates focused leadership development and succession planning below the Administrative Team level. Additionally, technological change will drive the need to build additional competencies into the organization.

Vision of PCLS Future

Summary Report: Staff, Board of Trustees, & Community Leader Input

4. Maintaining, deepening, and evolving the organization's *cultural integrity* and mindset will be crucial. PCLS's strong strategic focus, grounded in its core values, has been a key driver of success. Positive relationships between managers and staff, management and the union, and between various departments / cross-functional teams has supported excellent customer service and innovation and nurtured an ethos of organizational learning. Effective and aligned communication will be essential as the pace of change accelerates and the vision of PCLS evolves. Finally, technological impacts will require that leaders support the organization in becoming increasingly adaptable, flexible, and innovative.

SUMMARY

Senior leaders, trustees, and community leaders imagine a changing and challenging environment for PCLS leadership in the next 5 years. Fortunately, all stakeholder groups believe that the organization is well positioned to address the expected budgetary, technological, demographic, capital facilities, and cultural / organizational demands of the future. The stakeholders who provided input in this process suggest that the incoming Director provide leadership aimed at:

- Developing collaborative relationships and partnerships in the community
- Maintaining and communicating PCLS's relevance to its constituents
- Exercising fiscal responsibility
- Understanding and meeting customer's needs / expectations
- Undertaking technological and operational innovations to meet changing customer and community needs
- Developing cultural leaders throughout the organization
- Developing a positive, innovative, team-oriented culture

‘Vision of PCLS Future’

Summary Report: Community Leader Perspectives

Interviewees: Anthony Chen, PC Health Department
Brian Forth, Sitecrafting
Craig Richmond, Simpson Tacoma Kraft
Dave Enslow, Mayor of Sumner
David Zeeck, Tacoma News Tribune
Ken Ristine, Cheney Foundation
Tom Pierson, Tacoma/PC Chamber
Debbie LeBeau, Clover Park Superintendent
Andrew Neiditz, South Sound 911

‘Hot issues’ facing Pierce County today

1. Economic Uncertainty / Difficulty
 - A sense of economic insecurity still abounds, affecting all aspects of life. People have lost jobs, income, homes, cars, and more struggle to feed themselves
 - Housing affordability is reduced
 - There is a growing disparity between poor and well-to-do; this creates economic polarization
2. Business Development / Tax Revenues
 - The tax base remains low because PC is more of a residential than business community; many residents work outside of the county, while the need for public services is growing
 - Businesses are still in recovery from the economic downturn; economic development / expansion is slow in coming
 - Public organizations that rely on tax revenues are challenged to reduce spending and services
3. Education
 - K-12 school performance in need of improvement; early learning a continuing need to set children up for success in life
 - The quality of education is continually questioned by the public and potential employers; good schools attract business
 - College is too expensive, and college graduates are struggling to find jobs commensurate with their education; this drives unemployment and underemployment
 - There is a growing need in the workforce for community college / technical / vocational school graduates
 - As more students attend community college for cost reasons, the handoffs to 4-year universities become more critical
4. Transportation
 - Traffic congestion, north to Seattle / south to JBLM, is untenable, driven by the large number of residents that commute to work outside of the county
 - Pierce Transit is under economic pressure, resulting in public transportation cuts

‘Vision of PCLS Future’

Summary Report: Community Leader Perspectives

- Transit improvement levies have failed; there is little public support given economic insecurity and lack of trust in government
 - Infrastructure investments lag needs for transportation improvements
5. Military / JBLM
- JBLM creates transient as well as diverse populations within PC
 - The physical / psychological / social stressors related to combat experience of JBLM soldiers and their families is immense; this increases the number of families requiring public services
 - Federal government cutbacks, sequester, and troop drawdowns are likely to change the size of JBLM dramatically with a potentially sizable impact on related businesses and the broader PC economy
 - Greater numbers of veterans are transitioning out of the military and remaining in PC; this creates adjustment issues and greater demand for jobs, affordable housing, education, and public services
6. Rapid Technological Change
- Access to information is shifting dramatically from print to internet to mobile platforms
 - Digital technology is impacting people’s thinking, interactions, and relationships

People living in Pierce County are better off, worse off, or about the same today

1. Worse off
- Blue collar / middle class citizens were hit hard by the economic downturn
 - More mental health / school behavior / crime problems exist
 - Combat duty negatively affects soldiers, veterans, and their families
 - There are less income safety nets and services; economic security has been decreased as pensions are eliminated
 - People who have lost jobs and homes are still struggling despite some glimmers of broader economic improvement
 - The employment rate hasn’t grown in 10 years
 - Because of urban sprawl and scarce jobs, people are commuting further to work
 - The numbers of homeless children, free-and-reduced lunch recipients, and multiple families living together has increased; use of food banks is climbing steadily
2. About the same as 5 years ago
- Given the recent uptick in the economy, housing starts and home values are on the rise
 - Employers are hiring again, albeit cautiously
 - In the last 3 to 6 months, there is a general sense that the economy is rebounding

‘Vision of PCLS Future’

Summary Report: Community Leader Perspectives

3. Better versus 10 years ago
 - Cultural, arts, lifestyle options are expanded and more sophisticated (museums, golf courses, downtown condos, waterfront venues, restaurants, hotels)
 - In some areas, the community net worth is higher due to 2 working parents with higher incomes and housing
 - The economy is positioned better: it is more dynamic, diversified, strategic, and focused
 - UW Tacoma is expanding from a 2-year to 4-year program; UPS and PLU endowment drives are underway
 - Public transportation opportunities are greatly expanded; the Narrows Bridge has been rebuilt
 - JBLM has expanded, created growth in related businesses
 - We have the right County leadership that’s working on the 30,000 foot level

Sense of the pulse of the community

1. Business Community, Public Officials – Wary Optimism
 - State Farm is coming to Tacoma following Russell Investments’ departure
 - Construction is rebounding
 - Housing starts and car sales are rising
 - Tacoma is growing culturally and economically
 - Port traffic is at pre-recession levels
 - Housing values and stock portfolios are rebounding
 - PC is developing a greater sense of an independent identity as it differentiates itself from Seattle and sheds the ‘2nd city’ syndrome
 - Collaboration between companies and community organizations is deepening; collaboration between public entities (public schools /Boys and Girls Clubs) as well as nonprofit organizations is more common
 - Cooperation between charitable organizations is increasing; joint focus on community goals is more common
 - Cities such as Tacoma, Sumner, & Lakewood are increasing their sense of identity
 - Institutional donors are increasingly supporting nonprofits (as less individuals donate)
 - Partnering is becoming part of the collective organizational parlance
2. Public – Apprehensive
 - People are still worried about economic security, particularly job stability; a sense of vulnerability pervades
 - There is less trust in local and federal government
 - People remain impacted by funding and public service reductions
 - Segments of the population remain polarized
 - People are weary: many are still scraping by, hanging on, feeling pressured by insecurity

‘Vision of PCLS Future’

Summary Report: Community Leader Perspectives

Predictions of the ‘state of the county’ in 5 to 10 years

1. In 5 years
 - The economy will be much improved
 - Fiscal responsibility will have increased in government with streamlining and focus on efficiency and effectiveness
 - Young leaders will continue the trend to engage in activism, politics, community service, and nonprofit work
 - Collaboration between leaders and organizations will be the norm
 - JBLM will be downsized and the community will be challenged to meet needs of veterans and families
 - Community Colleges and universities will be working to respond to the needs of the economy, with greater focus on technical / vocational / certification programs
 - Public health will be improved in some arenas (obesity), potentially challenged with legalization of marijuana

2. In 10 years
 - The economy will be largely recovered
 - The PC economy will be robust with solid technology and trade sectors
 - Tacoma will have forged a solid identity distinct from Seattle

Where your industry is headed in the next five years

Interviewees represent county level public service organizations (health, safety, and schools); for-profit technology service and manufacturing organizations; local government; for-profit media / publishing; philanthropy; and city / county Chamber of Commerce. While industry-related specific forecasts were diverse, a number of themes emerged:

1. Public funding and resources will continue to decline, driving public service organizations to learn from business, find efficiencies, and focus on more systems-oriented solutions. Public entities will increasingly need to innovate, collaborate with each other (across boundaries that currently seem impervious), and routinely partner with other community, county, and business organizations.
2. Regardless of the sector or industry, the only constant will be change. Technologies will change at a dramatic pace and impact all industries. We can predict a continued destruction and reformation of a number of industries due to constant changes in digital technologies. Innovation is occurring at such a pace that specifics are difficult to predict; all that is certain is that industries will be vastly different over increasingly shorter spans of time.
3. For-profit businesses will, by necessity, continue to automate, improve training and operating methodologies, and focus on optimization of all processes. Continued cost-reduction throughout the supply chain will be the norm.
4. Public and community organizations will continually struggle with relevance: becoming and remaining relevant to the community will be absolutely essential.

‘Vision of PCLS Future’

Summary Report: Community Leader Perspectives

Unsolicited Thoughts about PCLS and the future of libraries

- “Libraries need to help people understand the importance of libraries. Interlibrary agreements and access online for searches and lending electronic resources is critical. Long term, making libraries visible to those in the community that are non-users is key. How can libraries be places to engage mentors for youth, job seekers, etc. How can the library be more of a community resource versus just a place to lend books? What are all the ways libraries can reach the most users, including those who don’t see themselves as library users. Perhaps envisioning a different purpose for libraries, including a name change to include ‘resource center’?”
- “Libraries cannot stand still. For instance, communities have always spent a lot of money on facilities. Now that virtual access is part of the landscape, how should resources be allocated? I suggest that the library create a task force related to innovation and its impacts. Sharp people at PCLS are already working on this kind of thing, and I encourage them to continue. How should we allocate resources? How do monies get spent? For example, formats have shifted from encyclopedias to CD’s to electronic books. What’s next? We need to make sure PCLS has a clear purpose, sense of direction, and strategy regarding services. For example, as more people have internet capability at home, do they still come to library buildings? How else can service be provided, particularly if there are transportation issues that keep people from being able to visit library facilities physically?”
- “How will the Library provide value in the future? Now, parents are teaching children; there are more eBooks and digital media. Immigrants are learning tons of stuff. Who is the audience? How to keep the constituency? Why do we need libraries? Why fund libraries? PCLS does a fantastic job now; how to remain relevant as technology and culture change?”
- “How can public schools and public libraries collaborate and partner? Every school has a library; newer schools include library media centers. Students are learning how to access library resources in school. How can we make the best use of public dollars related to library engagement? For instance, Tillicum is looking to build a new school; it’s a very isolated community. Could the school and public library create a community partnership when it’s time to build? This would be similar to partnering with the Boys and Girls Club to share space in school facilities.”
- “Locating library facilities in town centers is vital. We could create an integrated approach and destination where the library, city hall, community centers, job centers are located in close proximity. In Lakewood, the Master Facilities Plan calls for relocating the library branch to the town center; I’m all for that!”

M E M O



Date: October 16, 2013

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

From: Georgia Lomax, Deputy Director

Subject: Draft Philosophy Policy

During the September 11, 2013, Board meeting, you spent time discussing the content of the existing Philosophy Policy adopted in 1974, and your thoughts about the role it plays for the Library, what is current with the Board and Library's philosophy and what needs to be added to reflect changes since it was adopted.

Attached is a draft that tries to capture your ideas and give you a place to continue your discussion. Please pay special attention to the Policy Statement and Purpose of the policy, as I tried to summarize some of the core elements I heard, but want to ensure it reflects your philosophy accurately. Under the policy section I have included elements from the original policy as well as those from your discussion and those that have driven decisions over recent years.

During the meeting we would like to hear your continued discussion, and thoughts on this draft. We will use the discussion to further revise the policy, or ask that you consider its approval.

Board Policy

Philosophy Board Policy

Policy Statement

Pierce County Library listens to and engages with its community, partners with those with common goals, and offers resources and access to up-to-date services and experiences that support successful individuals and thriving communities.

Purpose

To serve as a foundational document describing principles that support and guide Pierce County Library's operations, services and decisions.

Policy

Pierce County Library is a tax-supported public library established by State law as part of the State's provision of public education. As such, the Library seeks to fulfill the role of a library in a democracy by supporting an individual's access to the information they seek and the privacy to explore ideas, form opinions and make decisions on issues affecting their lives. It is both a place and a portal that allows individuals to pursue their own interests, further their own education, and stimulate their own imagination on an unstructured basis and without bias.

The Library provides access to a wide variety of ideas, information and entertainment, and creates an environment and experience that allows individuals to accomplish their goals. The Library offers innovative and evolving operations and services that are guided by listening to the community and what it needs and values.

The following principles are foundational in guiding the work and decisions of the Board of Trustees and the staff of the Pierce County Library:

The Library:

- Offers current, up-to-date, customer-focused service, experiences, technology and resources
- Actively engages its communities and residents about what they value and want from the Library and uses this input to inform its actions and choices.
- Cooperates, collaborates and partners with agencies, community groups, organizations and others to achieve common goals and to effectively and efficiently support, provide and deliver the resources and services its community needs and values.
- Operates as a System in order to provide equitable service for all communities in its service area, and in recognition that the best use of money and resources is achieved by

sharing materials and resources, professional skills and knowledge, and administrative support

- Creates an environment through facilities, services, staff and philosophy that allows each individual or family to explore and make choices within their personal values and interests
- Acts as a good steward of the taxpayer's dollar and makes decisions that best serve the community
- Seeks to serve its residents where they want, when they want and how they want, including in Library facilities, in the community and online.

Adopted by the Pierce County Rural Library District Board of Trustees, July 17, 1974, revised XXXX2013

NEW BUSINESS

MEMO



Date: October 16, 2013

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

From: Georgia Lomax, Deputy Director

Subject: Draft Confidentiality of Library Records and Customer Files Policy

To continue the Board's review of Intellectual Freedom-related policies, we are attaching a draft of a revised policy on Confidentiality of Library Records and Customer Files. During the Board meeting we would like to hear your thoughts on the draft, and ask you to consider adopting the revised policy. There are additional confidentiality policies, primarily administrative, that will be revised as needed following review of this Board policy.

Background

RCW 42.56.310 Library records, states:

“Any library record, the primary purpose of which is to maintain control of library materials, or to gain access to information, that discloses or could be used to disclose the identity of a library user is exempt from disclosure under this chapter.”

In addition, a core principle of public libraries is to create an environment that supports an individual in the pursuit of knowledge, education and ideas in order to form opinions and make decisions on issues affecting their lives. Protecting customers from law enforcement “fishing expeditions”, from allowing another person to judge or make assumptions regarding the purpose an individual might want information for, and to provide the privacy for an individual to learn about ideas that are different from their own.

Revision

The revised draft incorporates the policy format now in use at the Library, adding an overall policy statement and purpose statement for your review and discussion.

Content changes are expanding the list of confidential records to specifically include web and computer-based records with personally identifiable information, and adding a section that states that we will delete or dispose of library records when retention is no longer necessary.

Attachments

Policy statements from the American Library Association are attached.

Board Policy



Confidentiality of Library Records and Customer Files Board Policy

Policy Statement

Information and usage records with personally identifiable customer information are maintained for the purpose of effectively managing library resources and providing library services, and are considered confidential in accordance with State and Federal law and library policy.

Purpose

Confidentiality is an essential component of Intellectual Freedom, and an important foundation of library service that supports the idea that a democracy can only succeed if individuals have access to the information necessary to form opinions and make decisions on issues affecting their lives without having their interests examined or judged by others.

Policy

The Pierce County Library System holds library records and personally identifiable customer information confidential in accordance with State and Federal law and library policy.

The Library collects information about library users for the purpose of carrying out the mission of the library and providing library services

Confidential Records

Records that contain personally identifiable information, such as registration information, or information about content explored or used such as circulation records, websites visited and computer use, are confidential.

Exceptions for release of library records and customer files

Exceptions may be made in accordance with Library policies and procedures. Personally identifiable information from library records and customer files may be released under the following circumstances:

- For legitimate purposes, law enforcement will receive access to confidential library records upon receipt of process, order or subpoena in proper form and with a showing of good cause for its issuance. The Library will consult with its legal counsel before release of information to law enforcement.

- Titles of overdue items checked out by a customer under the age of 18 will be released to the customer's custodial parents or legal guardians upon request.
- The Library, for the purpose of conducting user surveys or to notify users of programs, services or changes in policy may use names, addresses, email addresses or other contact information from customer files from time to time. The Library Executive Director will approve such use in advance
- Contact information of adult library users ages 18 and older may be used from time to time by the Pierce County Library Foundation for the sole purpose of notifying users of upcoming events or to invite users to participate in or to monetarily support Foundation activities. The Library Executive Director will approve such use in advance.

Records disposal

Library records containing personally identifiable information will be disposed of unless needed for efficient operation of the library, public records retention requirements, system backups, or other reasons related to effectively managing library resources or providing services.

**Adopted by the Pierce County Rural Library District Board of Trustees, June 11, 1975.
Revised February 14, 1985, August 19, 1992, May 9, 2005, and XXXXXX 2013**

4.1

Policy on Confidentiality of Library Records

The Council of the American Library Association strongly recommends that the responsible officers of each library, cooperative system, and consortium in the United States:

1. Formally adopt a policy that specifically recognizes its circulation records and other records identifying the names of library users to be confidential. (See also “ALA Code of Ethics,” Article III, “We protect each library user’s right to privacy and confidentiality with respect to information sought or received, and resources consulted, borrowed, acquired or transmitted” and “Privacy: An Interpretation of the *Library Bill of Rights*.”)
2. Advise all librarians and library employees that such records shall not be made available to any agency of state, federal, or local government except pursuant to such process, order, or subpoena as may be authorized under the authority of, and pursuant to, federal, state, or local law relating to civil, criminal, or administrative discovery procedures or legislative investigative power.
3. Resist the issuance of enforcement of any such process, order, or subpoena until such time as a proper showing of good cause has been made in a court of competent jurisdiction.¹

Note

1. Point 3, above, means that upon receipt of such process, order, or subpoena, the library’s officers will consult with their legal counsel to determine if such process,

order, or subpoena is in proper form and if there is a showing of good cause for its issuance; if the process, order, or subpoena is not in proper form or if good cause has not been shown, they will insist that such defects be cured.

Adopted January 20, 1971, by the ALA Council; revised July 4, 1975; and July 2, 1986.
www.ifmanual.org/confidentialitypolicy.

Privacy

AN INTERPRETATION OF THE LIBRARY BILL OF RIGHTS

Introduction

Privacy is essential to the exercise of free speech, free thought, and free association. The courts have established a First Amendment right to receive information in a publicly funded library.¹ Further, the courts have upheld the right to privacy based on the Bill of Rights of the U.S. Constitution.² Many states provide guarantees of privacy in their constitutions and statute law.³ Numerous decisions in case law have defined and extended rights to privacy.⁴

In a library (physical or virtual), the right to privacy is the right to open inquiry without having the subject of one's interest examined or scrutinized by others: Confidentiality exists when a library is in possession of personally identifiable information about users and keeps that information private on their behalf.⁵

Protecting user privacy and confidentiality has long been an integral part of the mission of libraries. The ALA has affirmed a right to privacy since 1939.⁶ Existing ALA policies affirm that confidentiality is crucial to freedom of inquiry.⁷ Rights to privacy and confidentiality also are implicit in the *Library Bill of Rights*'⁸ guarantee of free access to library resources for all users.

Rights of Library Users

The *Library Bill of Rights* affirms the ethical imperative to provide unrestricted access to information and to guard against impediments to open inquiry.

Article IV states: “Libraries should cooperate with all persons and groups concerned with resisting abridgement of free expression and free access to ideas.” When users recognize or fear that their privacy or confidentiality is compromised, true freedom of inquiry no longer exists.

In all areas of librarianship, best practice leaves the user in control of as many choices as possible. These include decisions about the selection of, access to, and use of information. Lack of privacy and confidentiality has a chilling effect on users’ choices. All users have a right to be free from any unreasonable intrusion into or surveillance of their lawful library use.

Users have the right to be informed what policies and procedures govern the amount and retention of personally identifiable information, why that information is necessary for the library, and what the user can do to maintain his or her privacy. Library users expect and in many places have a legal right to have their information protected and kept private and confidential by anyone with direct or indirect access to that information. In addition, Article V of the *Library Bill of Rights* states: “A person’s right to use a library should not be denied or abridged because of origin, age, background, or views.” This article precludes the use of profiling as a basis for any breach of privacy rights. Users have the right to use a library without any abridgement of privacy that may result from equating the subject of their inquiry with behavior.⁹

Responsibilities in Libraries

The library profession has a long-standing commitment to an ethic of facilitating, not monitoring, access to information. This commitment is implemented locally through development, adoption, and adherence to privacy policies that are consistent with applicable federal, state, and local law. Everyone (paid or unpaid) who provides governance, administration, or service in libraries has a responsibility to maintain an environment respectful and protective of the privacy of all users. Users have the responsibility to respect each other’s privacy.

For administrative purposes, librarians may establish appropriate time, place, and manner restrictions on the use of library resources.¹⁰ In keeping with this principle, the collection of personally identifiable information should only be a matter of routine or policy when necessary for the fulfillment of the mission of the library. Regardless of the technology used, everyone who collects or accesses personally identifiable information in any format has a legal and ethical obligation to protect confidentiality.

Conclusion

The American Library Association affirms that rights of privacy are necessary for intellectual freedom and are fundamental to the ethics and practice of librarianship.

Notes

1. Court opinions establishing a right to receive information in a public library include *Board of Education v. Pico*, 457 U.S. 853 (1982); *Kreimer v. Bureau of Police for the Town of Morristown*, 958 F.2d 1242 (3d Cir. 1992); and *Reno v. American Civil Liberties Union*, 117 S.Ct. 2329, 138 L.Ed.2d 874 (1997).
2. See in particular the Fourth Amendment’s guarantee of “[t]he right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures,” the Fifth Amendment’s guarantee against self-incrimination, and the Ninth Amendment’s guarantee that “[t]he enumeration in the Constitution, of certain rights, shall not be construed to deny or disparage others retained by the people.” This right is explicit in Article 12 of the Universal Declaration of Human Rights: “No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.” See www.un.org/Overview/rights.html. This right has further been explicitly codified as Article 17 of the “International Covenant on Civil and Political Rights,” a legally binding international human rights agreement ratified by the United States on June 8, 1992. See www2.ohchr.org/english/law/ccpr.htm.
3. Ten state constitutions guarantee a right of privacy or bar unreasonable intrusions into citizens’ privacy. Forty-eight states protect the confidentiality of library users’ records by law, and the attorneys general in the remaining two states have issued opinions recognizing the privacy of users’ library records. See “State Privacy Laws,” www.ifmanual.org/stateprivacylaws.
4. Cases recognizing a right to privacy include *NAACP v. Alabama*, 357 U.S. 449 (1958); *Griswold v. Connecticut*, 381 U.S. 479 (1965); *Katz v. United States*, 389 U.S. 347 (1967); and *Stanley v. Georgia*, 394 U.S. 557 (1969). Congress recognized the right to privacy in the Privacy Act of 1974 and Amendments (5 U.S.C. § 552a), which addresses the potential for government’s violation of privacy through its collection of personal information. The Privacy Act’s “Congressional Findings and Statement of Purpose” state in part: “the right to privacy is a personal and fundamental right protected by the Constitution of the United States.” See www.ifmanual.org/cfsp.
5. The phrase “personally identifiable information” was established in ALA policy in 1991. See the “Policy concerning Confidentiality of Personally Identifiable Information about Library Users.” Personally identifiable information can include many types of library records, for instance: information that the library requires an individual to provide in order to be eligible to use library services or borrow materials, information that identifies an individual as having requested or obtained specific materials or materials on a particular subject, and information that is provided by an individual to assist a library staff member to answer a specific question or provide information on a particular subject. Personally identifiable information does not include information that does not identify any individual and that is retained only for the purpose of studying or evaluating the use of a library and its materials and services. Personally identifiable information does include any data that can link choices of taste, interest, or research with a specific individual.

6. Article 11 of the “Code of Ethics for Librarians” (1939) asserted that “It is the librarian’s obligation to treat as confidential any private information obtained through contact with library patrons.” Article III of the current code (2008) states: “We protect each library user’s right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.”
7. See these ALA policies: “Access for Children and Young Adults to Nonprint Materials”; “Free Access to Libraries for Minors”; “The Freedom to Read”; “Libraries: An American Value”; “Principles for the Networked World”; “Policy concerning Confidentiality of Personally Identifiable Information about Library Users”; “Policy on Confidentiality of Library Records”; “Suggested Procedures for Implementing ‘Policy on Confidentiality of Library Records.’”
8. Adopted June 19, 1939, by the ALA Council; amended June 18, 1948; February 2, 1961; June 27, 1967; and January 23, 1980; inclusion of “age” was reaffirmed January 23, 1996.
9. Existing ALA policy asserts, in part, that “The government’s interest in library use reflects a dangerous and fallacious equation of what a person reads with what that person believes or how that person is likely to behave. Such a presumption can and does threaten the freedom of access to information.” “Policy concerning Confidentiality of Personally Identifiable Information about Library Users.”
10. See “Guidelines for the Development and Implementation of Policies, Regulations, and Procedures Affecting Access to Library Materials, Services, and Facilities.”

Adopted June 19, 2002, by the ALA Council. www.ifmanual.org/privacyinterp.

Related Documents

Questions and Answers on Privacy and Confidentiality, www.ifmanual.org/privacyqa

See also Policies and Statements Related to Confidentiality, Privacy, and Governmental Intimidation” (part 3, section 4)

M E M O



Date: October 7, 2013

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: 2014 Schedule of Meetings

Attached for your consideration is a draft schedule of 2014 Board of Trustee meetings. As is past practice, the meetings would be held on the second Wednesday of the month, from 3:30 - 6:00 pm. However, due to budget development, the October meeting would be held on the third Wednesday of the month.

If you approve the 2014 schedule of meetings, it must be accepted by motion and formally approved by Resolution during the November meeting.

PIERCE COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES

2014 Meeting Schedule

Meetings are regularly scheduled from 3:30 – 6:00 on the second Wednesday of the month, with the exception of the October meeting, to be held on the third Wednesday of the month. The dates of the 2014 Board of Trustee meetings are as follows:

January 8
 February 12
 March 12¹
 April 9
 May 14
 June 11
 July 9
 August 13
 September 10
 October 15²
 November 12
 December 10

2014 Conferences	
January 24 - 28	American Library Association Midwinter, Philadelphia, PA
March 12 - 16	PLA, Indianapolis, IN
April 30 - May 2	Oregon Library Association/Washington Library Association, Wenatchee, WA
June 26 - July 1	American Library Association Annual, Las Vegas, NV

¹ May want to move due to PLA

² 3rd week of the month due to budget development

M E M O



Date: October 8, 2013

To: Chair Linda Ishem and Members of the Board

From: Jaime Prothro, Customer Experience Manager

Subject: Affordable Care Act

A recent IMLS study indicates that 37% of library users' nationwide (approx. 28 million people) access computers at the library and seek help from librarians for health and wellness questions. This study has helped to inform Pierce County Library System about the significant impact the Affordable Care Act (ACA) will have on under-insured and uninsured residents in the county. An estimated 109,000 residents of Pierce County are uninsured and the expansion of Medicaid coverage will now reach vulnerable adult populations where coverage had previously been unavailable.

To prepare for the open enrollment period (October 1, 2013 – March 31, 2014), PCLS staff has become knowledgeable about the ACA on both a national and local level and has developed a partnership with the Tacoma-Pierce County Health Department, the lead agency for ACA endeavors in the county. This partnership has been critical for the library to support local efforts to disseminate information and ensure that residents are informed about their options.

In order to meet anticipated community needs, the library has developed a robust service plan:

- Public computers are available to help customers enroll in a healthcare plan.
- Public information programs are scheduled in seventeen library locations.
- Washington certified in-person assisters are scheduled to help customers with the enrollment process at Eatonville, Lakewood, Parkland, and Tillicum (other locations may be added in the upcoming months).
- A PCLS webpage has been created to link customers to resources available for researching their insurance options (<http://www.piercecountylibrary.org/services/research-corner/library-created-resources/affordable-care-act.htm>).
- Information and training has been provided to staff, and two staff members have completed in-person assister training in order to know the enrollment software.
- Library staff is participating in weekly partner meetings with the Tacoma-Pierce County Health Department.
- PCLS has joined the National Network of Libraries of Medicine – Pacific Northwest Region.

Adult Services staff is exploring other potential influences the ACA will have on services to adults, such as health literacy, and is monitoring the questions and information needs expressed by customers to plan additional service priorities for 2014.

M E M O



Date: October 2, 2013

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

From: Neel Parikh, Executive Director

Subject: Director Evaluation Procedures

Each fall the Board of Trustees evaluates my performance as an Executive Director. For the November Board meeting, I will prepare a report of accomplishments in 2013.

Attached for your information are evaluation procedures, the evaluation form and my revised job description.

EXECUTIVE DIRECTOR EVALUATION PROCESS

Timeline	Activity
October Board Meeting	<ul style="list-style-type: none"> ▪ Board Packet: Board members receive copy of the evaluation form and job description ▪ Executive Session: Board members discuss the process and deadlines
November Board Packet	<ul style="list-style-type: none"> ▪ Board Packet includes a report of the Executive Director's accomplishments during the previous year and spreadsheet re: salary and responsibilities for Executive Director's peer group in WA State.
Prior to November Board Meeting	<ul style="list-style-type: none"> ▪ Board members fill out the evaluation form as individuals from their own perspective ▪ Executive Assistant sends evaluation form to Board Members via email.
November Board Meeting	<ul style="list-style-type: none"> ▪ Executive Session: Board members bring completed evaluation form to the meeting and discuss the overall evaluation.
Prior to December Board Meeting	<ul style="list-style-type: none"> ▪ The Chair compiles comments from the Board members and creates a draft evaluation¹
December Board Meeting	<ul style="list-style-type: none"> ▪ Executive Session: Board members review draft evaluation and set salary ▪ Chair is authorized by Board to negotiate an agreement with the Executive Director
After December Board Meeting	<ul style="list-style-type: none"> ▪ Chair gives evaluation to the Executive Director ▪ Chair informs Director of salary ▪ Chair and Director sign a compensation contract

¹ Executive Assistant available to type evaluations

PIERCE COUNTY LIBRARY SYSTEM PERFORMANCE REVIEW KEY

Use the following performance categories as a guide when recording the appraisal rating.

RATING KEY:

- 0 OUTSTANDING:** Employee excels in all aspects of job, having reached the ultimate in job performance on a sustained basis. Exceptionally high quantity and quality of work. Outstanding performers are generally individuals who repeatedly make contributions that are far above requirements for the position. (Few employees will qualify for this rating.)

- EE EXCEEDS EXPECTATIONS:** Employee performs even the difficult and complex parts of the job competently and thoroughly, including extra or unique tasks assigned. Employee often initiates, plans for and accomplishes worthwhile objectives, whether self-initiated or established by others.

- ME MEETS EXPECTATIONS:** Performance is steady, reliable and competent, and maintained with a minimum of supervision. Decisions and recommendations are usually sound. Employee is generally able to accomplish established objectives.

- BE BELOW EXPECTATIONS:** Meets performance criteria for only part of the work. Job objectives are frequently not met or are met with only a minimum level of acceptability. Decisions and recommendations are not sound. Employees in this category are to be placed on a developmental program to improve performance.

- U UNACCEPTABLE:** A level of performance that needs immediate attention. Continuation of current performance cannot be tolerated, and continued employment is at risk.

**PIERCE COUNTY LIBRARY SYSTEM
PERFORMANCE REVIEW CRITERIA**

**Neel Parikh, Library Director
Review Date:
For Year: 2013**

O	EE	ME	BE	U
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**Key Result Area:
MANAGEMENT**

- Develop and implement a progressive library program based on System community needs and library resources. Program includes:
 - Innovative methods of service delivery
 - Knowledge of state-of-the-art programs and technology

- Maintenance of current facilities and construction of new facilities
 - Ongoing program to upgrade facilities
 - Construction of new facilities within budget
 - Safe, clean, attractive facilities

- Supervision and Union Relations
 - Attracts, develops, motivates and retains key management personnel
 - Adheres to federal laws in hiring practices and other personnel policies
 - Attracts and selects staff that mirror the ethnic diversity of System library communities whenever possible
 - Develops positive working relations with union representatives and unionized employees
 - Prompt, effective handling of grievances
 - Effective utilization of staff to accomplish library's missions and goals
 - Communications expectations clearly to staff and employees

Comments:

O	EE	ME	BE	U
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**Key Result Area:
BOARD OF TRUSTEE RELATIONS**

- Accurate and timely record maintenance for all Board business
- Timely implementation of Board decisions
- Support of Board position once decisions are made
- Well thought out management policy recommendations with alternatives brought to the Board which are proactive and contribute to a smooth running operation

Comments:

O	EE	ME	BE	U
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**Key Result Area:
GOVERNMENT/COMMUNITY RELATIONS**

- Develops and maintains proactive community communications program about library services, adequately determining needs and translating needs into services
- Develops and maintains network of people who have influence in legislature about library issues
- Develops and maintains effective working relationships with key county, annexed city, community and organizations' leaders
- Develops and implements active, effective Friends groups
- Develops and maintains active and effective library Foundation

Comments:

O	EE	ME	BE	U
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**Key Result Area:
PLANNING - STRATEGIC AND LONG RANGE**

- Develops a long range strategic plan for presentation to the Board of Trustees which meets or exceeds Board's long-term plan for the library
- Communicates to Board and staff about plan implementation, revisions and changes based on circumstances
- Tailors annual operating priorities to dovetail with strategic plan

Comments:

O	EE	ME	BE	U
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**Key Result Area:
FINANCE**

- Responsible for the overall financial operation of the library system and cost effective utilization of System resources
- Completes thorough annual operating budget and capital budget for Board of Trustees
- Monitors actual performance against budget and reports significant variances to Board
- Innovative in exploring revenue funding opportunities through grants, bonds, legislation, contributions and other avenues

Comments:

SUMMARY:



EXECUTIVE DIRECTOR

Classification #:	2399	Date Created:	October 2012
FLSA Status:	Exempt	Date Revised:	10/8/2012, 8/6/2013
Union Status:	Non-Represented	Revised By:	H. Gorski

Position Summary:

The Executive Director plans, develops, directs, and administers all operations and activities of the Library System; implements and/or administers Board of Trustees policy; and provides administrative support to the Board of Trustees. Represents the Library System to local governments, civic and community organizations, professional associations and the general public. Assures a program of service that meets the needs of Pierce County customers and community members. Accomplishes short-term and long-range planning. Implements and maintains sound organizational practices to assure the effective and efficient use of tax-supported resources.

Supervisory Relationships:

Reports to the Board of Trustees; supervises senior management and office support personnel.

Essential Functions:

Class specifications are intended to provide a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

Leadership/Management (40%)

- Provides leadership and strategic direction for the Library System.
- Responsible and accountable for the effective performance of all aspects of the Library System in conformance with budgets, plans, and policies, and for providing related library services that meet the needs of customers in the System's service area.
- Operates with significant latitude for independent administrative action and decision, with the Library Board of Trustees' approval in matters requiring major deviation from established Library System policies and operating objectives.
- Measures effectiveness through appraisals of results achieved in relation to Library System policies, budgets, and objectives.
- Applies thorough and full-scope knowledge of modern library principles, concepts, methods and practices, and sound management and administrative principles and techniques.
- Ensures the delivery of high-quality, customer-focused services that appropriately meet the needs of the community.

**Pierce County Library System
Executive Director Job Description 100812.doc (continued)**

- Acts as Secretary to the Board of Trustees and maintains records of Board business, as well as directs the preparation of all department reports. Oversees the proper maintenance of all records pertaining to Library business.
- Oversees management's interpretation and administration of the Library System's collective bargaining agreement; sets the Library's strategic priorities for union negotiations; resolves grievances brought forward under the agreement.
- Acts on matters of public concern regarding waste, inefficiency, corruption, discrimination, and safety brought forward by Library staff or the public, working with the Board of Trustees on issues as needed.
- Hires, trains, supervises, and evaluates the performance of assigned personnel; ensures staff compliance with the Library's policies and procedures.
- Positively reflects Pierce County Library's mission, vision, and values to members of the public and to staff.
- Demonstrates punctuality and regular and consistent attendance.

Government and Community Relations (30%)

- Effectively represents the Library System to and maintains cooperative relationships with local, county, and state governments and community groups in Pierce County so as to maintain and increase support for the System.
- Maintains cooperative working relationship with the Library Foundation Board to ensure the Foundation understands the Library System's strategic goals and objectives and to help identify fund-raising priorities.
- Represents the Library to outside agencies, the media, community organizations, and members of the general public; participates in community activities and events.
- Monitors legislative action which could affect the Library System.
- Accurately communicates the Library's policies to members of the public in all contacts.

Strategic and Long-Range Planning (20%)

- Leads strategic and long-range planning for the operation and future development of the Library System. Ensures such plans are implemented.
- Leads the Library's executive teams; provides guidance and advice regarding Library operations and policies; explores future directions and positioning for the Library.

Finance (10%)

- Oversees and directs the Library's short- and long-term fiscal strategies.
- Ensures the Library's long-term financial position is economically sound and responsible in its services to the taxing district.
- Guides and oversees the preparation of an annual budget for Board approval and supervises its administration.
- Guides and oversees the planning of all capital development projects of the System.

Required Knowledge of:

- Library Science theory, principles, and practices and their application to library operations.
- Up-to-date, proven successful business management practices.
- Public library operations, programs, and services.
- Principal issues and trends in library technology.

**Pierce County Library System
Executive Director Job Description 100812.doc (continued)**

- Budget, financial planning, bond, levy, and special elections, and legislation affecting library revenue and financing mechanisms.
- Principals of supervision, training, and performance appraisal.
- Long- and short-range planning.
- Principals of labor relations, negotiations, and contract administration.
- The role of a library system in communities, and its relationship with other governmental agencies.

Required Skill in:

- Managing, directing, and coordinating the Library's operations.
- Leading and inspiring staff, the Library's Board of Trustees, and community supporters to deliver high-quality, customer-focused library services to the community.
- Establishing and maintaining effective working relationship with the Library Board, the Foundation Board, the management team, government and community groups, leaders and local officials, Friends groups, and the general public.
- Developing and implementing library plans, policies, and procedures.
- Representing the Library to outside agencies and the general public.
- Directing the development of the Library's budget and monitoring expenditure.
- Leading, supervising, coaching, and delegating tasks and authority.
- Communicating effectively verbally and in writing.

Minimum Qualifications:

- Master's Degree in Library and Information Science (MLS/MLIS) is required.
- Extensive (minimum 10 years) library administrative management and direct supervisory experience in a multi-location library system, preferably in a public library environment; OR
- Any combination of additional (beyond MLS/MLIS) education and experience which would provide the required knowledge and skills and allows successful performance of the job.

Licenses, Certifications, and Special Requirements:

- State of Washington Librarian Certification is required (must be obtained within 30 days of hire).
- A valid Washington State Driver's License is required.
- Must pass local police and Washington State Adult/Child Abuse records check prior to hire.
- The ability to work evenings and weekends on a rotating schedule and to adapt to schedule changes on short notice is required.

Working Environment and Physical Requirements:

- Work is performed in a standard office environment.
- Subject to sitting for extended periods of time, standing, walking, bending, reaching, and occasional lifting of objects weighing up to 10 - 15 pounds.