

**AGENDA**

**Regular Meeting of the Pierce County Library System Board of Trustees  
January 13, 2021 | 3:30 PM**

This is a Virtual Meeting. Attendees may join via either:

- **Phone:** Dial+1.253.215.8782 | Webinar ID: 977 6052 7787| Passcode: 106659; or
- **Web browser** (Zoom user account is required to join via web browser):  
<https://zoom.us/j/97760527787?pwd=T1VGT0ZvbEhhRWVmSXdOTEFwQndrQT09>; or
- **App** (Zoom user account is NOT required if joining by app) (Windows App | iPad / iPhone App | Android App)  
<https://zoom.us/j/97760527787?pwd=T1VGT0ZvbEhhRWVmSXdOTEFwQndrQT09>

3:30 pm	02 min.	<b>Call to Order:</b> Pat Jenkins, Chair	
3:32 pm	05 min.	<b>Public Comment:</b> <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. <b>Please submit comments in writing (including your Name, Address and Topic) to <a href="mailto:pmcbride@piercecountylibrary.org">pmcbride@piercecountylibrary.org</a> by 2 pm on January 9. Comments will be read aloud to the Board. Time limit for comments is three minutes.</b></i>	
3:37 pm	03 min.	<b>Consent Agenda</b>	<b>Action</b>
		<ol style="list-style-type: none"> <li>1. Approval of Minutes of December 9, 2020, Regular Meeting</li> <li>2. Approval of December 2020 Payroll, Benefits and Vouchers</li> <li>3. ACL Underground Storage Tank Decommissioning</li> <li>4. Capital Fundraising Campaign Consulting Contract</li> <li>5. Resolution 2021-01: To Declare Furnishings and Equipment Surplus to Public Service Needs</li> </ol>	
3:40 pm	05 min.	<b>Board Member Reports</b>	
3:45 pm	10 min.	<b>Routine Reports</b>	
		<ol style="list-style-type: none"> <li>1. Fundraising Performance Report, Dean Carrell</li> <li>2. Metrics Dashboard, Melinda Chesbro</li> <li>3. November Financial Report, Cliff Jo</li> <li>4. Branch Services Report, Jaime Prothro</li> </ol>	
3:55 pm	30 min.	<b>Board Education and Service</b>	
		<ol style="list-style-type: none"> <li>1. Capital Fundraising Campaign Overview with the Barsness Group</li> </ol>	
4:25 pm	20 min.	<b>New Business</b>	
		<ol style="list-style-type: none"> <li>1. Diversity, Equity, Inclusion, Anti-Racism (DEIA) <ol style="list-style-type: none"> <li>a. Policies Update: EEO, Non-Discrimination and Anti-Harassment, Diversity and Inclusion</li> <li>b. DEIA Consultant RFQ</li> </ol> </li> <li>2. Trustee Vacancy Process, Georgia Lomax</li> <li>3. 2021 Foundation Agreement, Cliff Jo and Dean Carrell</li> </ol>	<b>Action</b>
4:45 pm	05 min.	<b>Officers Reports</b>	
		<ol style="list-style-type: none"> <li>1. 2021 Annual Work Plan Summary</li> <li>2. 2021 Marketing and Communications Plan</li> <li>3. Q1 Marketing Focus – Get Hired</li> <li>4. Library Curbside Marketing Results</li> <li>5. Department of Revenue Services Audit</li> <li>6. Teen Volunteer League</li> <li>7. COVID-19 Update: Phase 2.5 Library Readiness</li> </ol>	
4:50 pm	01 min.	<b>Announcements</b>	
4:51 pm		<b>Adjournment</b>	

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
MEETING MINUTES – JANUARY 13, 2021**



**CALL TO ORDER**

Chair Pat Jenkins called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were Rob Allen and Brian Thomason. Jamilyn Penn and Daren Jones joined the meeting at 3:40 pm. The meeting was conducted virtually due to the Safe Start Washington Reopening Plan to slow the transmission of the coronavirus.

**CONSENT AGENDA**

1. Approval of Minutes of December 9, 2020, Regular Meeting
2. Approval of December 2020 Payroll, Benefits and Vouchers
3. ACL Underground Storage Tank Decommissioning
4. Capital Fundraising Campaign Consulting Contract
5. Resolution 2021-01: To Declare Furnishings and Equipment Surplus to Public Service Needs

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

**BOARD MEMBER REPORTS**

Chair Jenkins noted he was having technical issues preventing him from attending via video and expects this to be resolved by the February meeting.

**ROUTINE REPORTS**

Fundraising Performance Report – Foundation Director Dean Carrell noted the donations received in 2020 were \$493,252.00. Ms. Lomax thanked Mr. Carrell and the Foundation for their efforts.

**BOARD EDUCATION AND SERVICE**

Capital Fundraising Campaign Overview– Kristin Barsness and Natalie Lamberjack of the Barsness Group provided an overview of the elements for a successful capital fundraising campaign and shared the Foundation and Library's plan to meet their fundraising goal of \$2 million.

Due to the pandemic, the scope of the original Future Libraries project, which was based on public engagement and the results of the fundraising feasibility study conducted in 2019, has been revised to focus on relocating one library and exploring innovations to increase serving communities, especially those experiencing poverty or that have been disadvantaged or marginalized.

The Capital Fundraising Campaign for the Sumner Pierce County Library and innovative projects begins this quarter.

Chair Jenkins thanked the Barsness Group on behalf of the Board.

**NEW BUSINESS**

Equal Employment Opportunity, Non-Discrimination and Anti-Harassment, Diversity and Inclusion Policies Update – Staff Experience Director Cheree Green reviewed the recommended updates to the policies for legal compliance and asked the Board for comments.

Ms. Green will bring updated policy drafts based on the feedback to the next meeting for consideration for approval.

DEIA Consultant Request for Qualifications – Ms. Lomax noted the Library will create a Diversity, Equity, Inclusion and Anti-Racism strategic plan in 2021 that will build on the staffing strategy and focus on the organization as a whole, and consider applying an EDI lens to both internal and external work. How the Library designs services and how it engages with the community will also be a focus.

Seven applications were received and finalists will be interviewed in January. The goal is to have the plan completed by July.

Trustee Vacancy Process – Mr. Allen is nearing the end of his term. Ms. Lomax shared preliminary information on the trustee vacancy process and asked the trustees for input to guide the Library as it prepares for recruitment.

The Board considered knowledge and expertise that could strengthen the Board. These include project management, fundraising experience, legal background, a strong commitment to DEI, ecology of landscape (growth and development of libraries across the region), lens to work collaboratively with the community regarding safety and health in light of the pandemic, and a true passion and appreciation for the role libraries play in our community.

2021 Foundation Agreement – *Mr. Allen moved to authorize Ms. Lomax to sign the 2021 Foundation Agreement. Ms. Penn seconded the motion and it was passed.*

The 2021 addendum to the agreement will be presented next month.

#### **OFFICERS REPORTS**

2021 Annual Work Plan Summary – Customer Experience Manager Jaime Prothro noted work is underway to form a rapid response team to provide information on high-interest and rapidly evolving topics of interest to the community.

Q1 Marketing Focus – Get Hired – Mr. Allen noted the need for small business operators to learn more about how to use data in order to better understand their business.

#### **ANNOUNCEMENTS**

There were no announcements.

#### **ADJOURNMENT**

The meeting was adjourned at 5:05 pm on motion by Mr. Allen, seconded by Ms. Penn.

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Georgia Lomax, Secretary

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Pat Jenkins, Chair

**AGENDA**

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4:51 pm		<b>Adjournment</b>	

# Consent Agenda

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
MEETING MINUTES – DECEMBER 9, 2020**



**CALL TO ORDER**

Chair Daren Jones called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were Pat Jenkins, Rob Allen, Jamilyn Penn and Brian Thomason. The meeting was conducted virtually due to the Safe Start Washington Reopening Plan to slow the transmission of the coronavirus.

**CONSENT AGENDA**

1. Approval of Minutes of November 18, 2020, Regular Meeting
2. Approval of November 2020 Payroll, Benefits and Vouchers
3. 2021 Insurance Renewal
4. 2021 Phone System Maintenance Renewal
5. 2021 Microsoft Premier Support Renewal
6. 2021 MUNIS/EDEN Support renewal

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

**BOARD MEMBER REPORTS**

There were no Board member reports.

**UNFINISHED BUSINESS**

Ms. Lomax noted there were no changes to the draft budget presented at last month's meeting. She noted the 2021 budget is designed to be flexible and will be monitored and reviewed as the coming year unfolds. The Library is prepared to adjust as needed to provide services within available funding parameters and as allowed under pandemic restrictions.

Mr. Allen acknowledged the Library's efforts to maintain a steady budget level for next year while still meeting its long-term strategic goals.

Ms. Lomax expressed gratitude to the taxpayers for passing the levy in 2018 which allowed development of the multiyear fiscal stability strategy that provides for consistent operations over a period of time.

**PUBLIC HEARING: 2021 BUDGET OF REVENUE AND EXPENDITURES**

*Mr. Allen moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2020 property tax levies for collection in 2021. Mr. Jenkins seconded the motion and it passed.*

Chair Jones then asked if there was anyone in the audience who wished to comment on the 2021 budget. There being no further comments, *Ms. Penn moved to close the public hearing on the 2021 budget of revenue and expenditures. Mr. Allen seconded the motion and it passed.*

**UNFINISHED BUSINESS (CONT.)**

*Mr. Allen moved for approval of Resolution 2020-08: To Adopt the 2021 General Fund Budget. Mr. Thomason seconded the motion and it was passed.*

*Mr. Allen moved for approval of Resolution 2020-09: To Adopt the 2021 Capital Improvement Fund Budget. Mr. Thomason seconded the motion and it was passed.*

*Mr. Allen moved for approval Resolution 2020-10: To Adopt the 2021 Special Purpose Fund Budget. Mr. Thomason seconded the motion and it was passed.*

*Mr. Allen moved for approval Resolution 2020-11: To Adopt the 2021 Levy Sustainability Fund Budget. Mr. Thomason seconded the motion and it was passed.*

*Mr. Allen moved for approval Resolution 2020-12: To Transfer Set-Asides in the General Fund Balance to the Capital Improvement Fund. Ms. Penn seconded the motion and it was passed.*

*Mr. Allen moved for approval Resolution 2020-13: To Transfer Set-Asides in the General Fund Balance to the Special Purpose Fund. Ms. Penn seconded the motion and it was passed.*

*Mr. Allen moved for approval Resolution 2020-14: To Record a Portion of Property Tax Revenues to the Levy Sustainability Fund. Ms. Penn seconded the motion and it was passed.*

Graham Property Update – Ms. Lomax noted the County approved the resolution to commence design and construction of the project.

*Mr. Jenkins moved to authorize the Library to execute the necessary statutory warranty deeds, property sales, and easements between Pierce County Library System and Pierce County, which in their entirety represent the transactions required for the County's project CRP 5819. Mr. Thomason seconded the motion and it was passed.*

#### **NEW BUSINESS**

2021 Election of Officers – *Mr. Allen moved to approve the slate of officers for 2021 with Mr. Jenkins as Chair and Ms. Penn as Vice-Chair. Mr. Thomason seconded the motion and it was passed.*

#### **ANNOUNCEMENT**

Ms. Lomax thanked Mr. Jones and Mr. Jenkins for serving as Chair and Vice Chair during 2020 and thanked all trustees for their support and commitment to the Library throughout the year.

#### **ADJOURNMENT**

The meeting was adjourned at 4:03 pm on motion by Mr. Allen, seconded by Mr. Jenkins.

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Georgia Lomax, Secretary

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Daren Jones, Chair

**Pierce County Library System  
Payroll, Benefits and Vouchers  
December 2020**

	<u>Source</u>	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	EDEN	3921 - 3923	12/7/2020	\$ 2,994.96
Electronic Payments - Payroll & Acct Payable	EDEN		12/7/2020	884,593.56
Electronic Payments - Payroll & Acct Payable	EDEN		12/21/2020	886,207.48
Accounts Payable Warrants*	EDEN	631680 - 631687	12/4/2020 - 12/21/2020	259,571.48
Accounts Payable Warrants	MUNIS	700887 - 701012	12/7/2020 - 12/28/2020	2,560,912.49
<b>Total:</b>				<b>\$ 4,594,279.97</b>

*\* AP Out of Eden is occurring for Payroll-related payments, only (e.g., Employee contributions to additional insurance, Foundation donations, and Union dues)*

As of 12.31.2020

**Check History Listing**  
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3921	key	12/07/2020	KeyBank N.A. VANOUS, KATIE	C	12/11/2020	11/16/20 - 11/30/20	0.00	1,397.86
3922	key	12/07/2020	KeyBank N.A. HERRERA, ISAIAH	C	12/09/2020	11/16/20 - 11/30/20	0.00	1,069.68
3923	key	12/07/2020	KeyBank N.A. WHITE, JUSTIN	C	12/29/2020	11/16/20 - 11/30/20	0.00	527.42
<b>Total:</b>							<b>0.00</b>	<b>2,994.96</b>

Checks in report: 3

**Grand Total: 0.00 2,994.96**

# Ad-hoc bank transaction (Withdrawal)

## PCL\_Company

ACH Template Name in KTT : RLIBRARY  
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos  
 Contact Phone: 253-548-3451  
 Contact e-mail: [sdkarabotsos@piercecountylibrary.org](mailto:sdkarabotsos@piercecountylibrary.org)  
 Comments: 12/7/20 Payroll

Withdrawal Date: 12/7/2020

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	67,869.19
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	55,348.63
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	55,348.63
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	529,339.82
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,697.23
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	58,966.28
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	96,496.34
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	6,922.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,434.99
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,170.45
<b>Total Deposit</b>						<b>\$ 884,593.56</b>

Certification:

Stacy Karabotsos  
 Signature ( Department Designee)

12/3/2020  
 Date

Comments:

# Ad-hoc bank transaction (Withdrawal)

## PCL\_Company

ACH Template Name in KTT : RLIBRARY  
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos  
 Contact Phone: 253-548-3451  
 Contact e-mail: [sdkarabotsos@piercecounyalibrary.org](mailto:sdkarabotsos@piercecounyalibrary.org)  
 Comments: 12/21/20 Payroll

Withdrawal Date: 12/21/2020

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	67,370.25
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	54,395.04
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	54,395.04
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	529,627.31
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,912.97
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	59,114.53
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	97,089.06
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	8,785.82
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,434.99
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	212.20
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	699.82
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,170.45
<b>Total Deposit</b>						<b>\$ 886,207.48</b>

Certification:

Stacy Karabotsos  
 Signature ( Department Designee)

12/17/2020  
 Date

Comments:

**Check History Listing**  
 Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
631680	12/04/2020	000828 AFSCME AFL-CIO	C	12,947.28
631681	12/04/2020	003985 PACIFICSOURCE ADMINISTRATORS	C	2,158.69
631682	12/04/2020	001181 PIERCE CTY LIBRARY FOUNDATION	C	805.99
631683	12/07/2020	000175 ASSOCIATION OF WASHINGTON CITI	C	235,268.95
631684	12/21/2020	003778 AFLAC		5,259.32
631685	12/21/2020	001578 COLONIAL SUPPLEMENTAL INSURANC		217.62
631686	12/21/2020	003985 PACIFICSOURCE ADMINISTRATORS	C	2,107.64
631687	12/21/2020	001181 PIERCE CTY LIBRARY FOUNDATION	C	805.99
			<b>key Total:</b>	<b>259,571.48</b>
8 checks in this report			<b>Total Checks:</b>	<b>259,571.48</b>

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
700887	12/07/2020	PRINTED	341	BAKER & TAYLOR	0.00	40,235.17	12/14/2020
700888	12/07/2020	PRINTED	642	BUILDINGWORK LLC	0.00	750.00	12/10/2020
700889	12/07/2020	PRINTED	657	CENGAGE LEARNING	0.00	280.93	12/14/2020
700890	12/07/2020	PRINTED	998	CINTAS CORPORATION	0.00	952.96	12/21/2020
700891	12/07/2020	PRINTED	688	COMMUNICO LLC	0.00	34,000.00	12/15/2020
700892	12/07/2020	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	0.00	11,642.44	12/14/2020
700893	12/07/2020	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	716.11	12/14/2020
700894	12/07/2020	PRINTED	704	INNOVATIVE INTERFACES INC	0.00	6,585.93	12/14/2020
700895	12/07/2020	PRINTED	1013	METROPOLITAN PARKS DISTRICT OF TACOMA	0.00	150.00	12/17/2020
700896	12/07/2020	PRINTED	211	MIDWEST TAPE	0.00	21,955.21	12/14/2020
700897	12/07/2020	PRINTED	1081	NASIM & SONS INC	0.00	3,685.82	12/14/2020
700898	12/07/2020	PRINTED	241	TACOMA NEWS INC.	0.00	9,589.64	12/14/2020
700899	12/07/2020	PRINTED	552	PENINSULA LIGHT CO	0.00	2,277.06	12/10/2020
700900	12/07/2020	PRINTED	771	PUBLIC LIBRARIES OF WASHINGTON	0.00	5,951.28	12/14/2020
700901	12/07/2020	PRINTED	776	PUGET SOUND ENERGY	0.00	2,217.09	12/10/2020
700902	12/07/2020	PRINTED	776	PUGET SOUND ENERGY	0.00	3,188.83	12/10/2020
700903	12/07/2020	PRINTED	61	RICOH USA INC	0.00	1,178.35	12/15/2020
700904	12/07/2020	PRINTED	249	SMITH FIRE SYSTEMS INC	0.00	4,244.04	12/14/2020
700905	12/07/2020	PRINTED	269	SPRAGUE PEST SOLUTIONS	0.00	335.84	12/14/2020
700906	12/07/2020	PRINTED	290	SURPRISE LAKE SQUARE LLC	0.00	12,014.25	12/11/2020
700907	12/07/2020	PRINTED	1031	TUMBLEWEED PRESS INC	0.00	24,700.00	12/24/2020
700908	12/07/2020	PRINTED	595	TYLER TECHNOLOGIES INC	0.00	2,560.00	12/15/2020
700909	12/07/2020	PRINTED	603	UNIVERSITY PLACE CIVIC BUILDING	0.00	29,282.20	12/11/2020
700910	12/07/2020	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	0.00	2,292.39	12/11/2020
700911	12/11/2020	PRINTED	341	BAKER & TAYLOR	0.00	22,016.51	12/22/2020
700912	12/11/2020	PRINTED	432	CITY OF BONNEY LAKE , WA	0.00	265.30	12/23/2020
700913	12/11/2020	PRINTED	638	CITY OF BUCKLEY	0.00	265.45	12/22/2020
700914	12/11/2020	PRINTED	662	CENTURYLINK	0.00	791.67	12/22/2020
700915	12/11/2020	PRINTED	371	ELMHURST MUTUAL POWER & LIGHT CO	0.00	611.33	12/18/2020
700916	12/11/2020	PRINTED	725	KCDA PURCHASING COOPERATIVE	0.00	434.40	12/18/2020
700917	12/11/2020	PRINTED	26	LINGO	0.00	104.57	12/23/2020
700918	12/11/2020	PRINTED	216	CITY OF MILTON	0.00	604.18	12/21/2020
700919	12/11/2020	PRINTED	224	MORNINGSTAR INC	8,417.00	0.00	
700920	12/11/2020	PRINTED	522	OVERDRIVE INC	0.00	89,979.55	12/24/2020
700921	12/11/2020	PRINTED	540	PARKLAND LIGHT & WATER	0.00	1,676.78	12/18/2020
700922	12/11/2020	PRINTED	774	PUGET SOUND CLEAN AIR AGENCY	0.00	140.00	12/18/2020
700923	12/11/2020	PRINTED	776	PUGET SOUND ENERGY	0.00	4,414.07	12/21/2020
700924	12/11/2020	PRINTED	792	WASHINGTON WATER SERVICE	302.91	0.00	
700925	12/11/2020	PRINTED	61	RICOH USA INC	0.00	1,837.48	12/22/2020
700926	12/11/2020	PRINTED	272	STATE AUDITORS OFFICE	0.00	282.75	12/24/2020

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
700927	12/11/2020	PRINTED	273	TOWN OF STEILACOOM	0.00	592.39	12/17/2020
700928	12/11/2020	PRINTED	285	CITY OF SUMNER	0.00	1,044.20	12/18/2020
700929	12/11/2020	PRINTED	581	TILlicum COMMUNITY SERVICE CEN	0.00	1,419.07	12/18/2020
700930	12/11/2020	PRINTED	590	TRI-TEC COMMUNICATIONS INC	0.00	925.34	12/22/2020
700931	12/11/2020	PRINTED	606	VALUE LINE PUBLISHING	0.00	21,500.00	12/29/2020
700932	12/11/2020	PRINTED	811	WCP SOLUTIONS	0.00	1,279.07	12/17/2020
700933	12/21/2020	PRINTED	116	4G APPAREL & PROMOTIONS	0.00	1,188.46	12/30/2020
700934	12/21/2020	PRINTED	341	BAKER & TAYLOR	0.00	9,671.47	12/28/2020
700935	12/21/2020	PRINTED	998	CINTAS CORPORATION	0.00	891.24	12/31/2020
700936	12/21/2020	PRINTED	688	COMMUNICO LLC	0.00	5,483.33	12/31/2020
700937	12/21/2020	PRINTED	124	CONSOLIDATED TECHNOLOGY SERVICES	0.00	585.00	12/28/2020
700938	12/21/2020	PRINTED	1001	DATA QUEST LLC	45.00	0.00	
700939	12/21/2020	PRINTED	185	DWYER PEMBERTON & COULSON PC	0.00	3,250.00	12/29/2020
700940	12/21/2020	PRINTED	363	TOWN OF EATONVILLE	0.00	621.83	12/24/2020
700941	12/21/2020	PRINTED	405	NORTHWEST CASCADE INC	5,975.41	0.00	
700942	12/21/2020	PRINTED	445	GHA TECHNOLOGIES INC	0.00	16,599.31	12/28/2020
700943	12/21/2020	PRINTED	460	GRAY MEDIA PRODUCTIONS LLC	0.00	750.00	12/30/2020
700944	12/21/2020	PRINTED	470	GUARDIAN SECURITY	0.00	213.14	12/30/2020
700945	12/21/2020	PRINTED	497	HUB INTERNATIONAL NORTHWEST LLC	0.00	266,919.43	12/29/2020
700946	12/21/2020	PRINTED	700	INFOBASE PUBLISHING	0.00	8,183.16	12/29/2020
700947	12/21/2020	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	442.24	12/28/2020
700948	12/21/2020	PRINTED	710	IRON MOUNTAIN INC	0.00	534.45	12/24/2020
700949	12/21/2020	PRINTED	211	MIDWEST TAPE	125,439.41	0.00	
700950	12/21/2020	PRINTED	1081	NASIM & SONS INC	0.00	7,677.34	12/28/2020
700951	12/21/2020	PRINTED	241	TACOMA NEWS INC.	7,650.36	0.00	
700952	12/21/2020	PRINTED	510	OCLC INC	0.00	4,107.34	12/29/2020
700953	12/21/2020	PRINTED	512	OETC	9,191.87	0.00	
700954	12/21/2020	PRINTED	520	CITY OF ORTING	0.00	257.66	12/29/2020
700955	12/21/2020	PRINTED	522	OVERDRIVE INC	606,602.43	0.00	
700956	12/21/2020	PRINTED	531	PAN ASIAN PUBLICATIONS (USA) INC.	0.00	2,987.53	12/30/2020
700957	12/21/2020	PRINTED	552	PENINSULA LIGHT CO	0.00	1,746.54	12/24/2020
700958	12/21/2020	PRINTED	563	PIERCE COUNTY RECYCLING	279.18	0.00	
700959	12/21/2020	PRINTED	1037	PIERCE COUNTY SEWER	0.00	798.82	12/28/2020
700960	12/21/2020	PRINTED	762	PRINT NW LLC	0.00	1,626.36	12/29/2020
700961	12/21/2020	PRINTED	1853	PRINTING CONCEPTS LLC	2,980.00	0.00	
700962	12/21/2020	PRINTED	764	PRONUNCIATOR	4,995.00	0.00	
700963	12/21/2020	PRINTED	769	PTM DOCUMENTS SYSTEMS	0.00	259.34	12/30/2020
700964	12/21/2020	PRINTED	776	PUGET SOUND ENERGY	0.00	703.82	12/28/2020
700965	12/21/2020	PRINTED	782	QUALITY BUSINESS SYSTEMS INC	0.00	1,961.03	12/28/2020
700966	12/21/2020	PRINTED	782	XEROX CORPORATION	0.00	136.31	12/28/2020

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
700967	12/21/2020	PRINTED	796	RECORDED BOOKS INC	0.00	408.00	12/29/2020
700968	12/21/2020	PRINTED	61	RICOH USA INC	0.00	2,396.80	12/29/2020
700969	12/21/2020	PRINTED	61	RICOH USA INC	0.00	1,725.73	12/28/2020
700970	12/21/2020	PRINTED	91	SCHOLASTIC INC	6,035.27	0.00	
700971	12/21/2020	PRINTED	249	SMITH FIRE SYSTEMS INC	0.00	2,681.21	12/24/2020
700972	12/21/2020	PRINTED	269	SPRAGUE PEST SOLUTIONS	0.00	295.69	12/31/2020
700973	12/21/2020	PRINTED	284	SUMMIT WATER & SUPPLY CO	0.00	313.22	12/29/2020
700974	12/21/2020	PRINTED	892	SUNDOWNER LLC	10,054.71	0.00	
700975	12/21/2020	PRINTED	590	TRI-TEC COMMUNICATIONS INC	0.00	56,947.43	12/24/2020
700976	12/21/2020	PRINTED	595	TYLER TECHNOLOGIES INC	0.00	65,535.72	12/28/2020
700977	12/21/2020	PRINTED	672	CITY OF UNIVERSITY PLACE	0.00	14.64	12/29/2020
700978	12/21/2020	PRINTED	605	US BANK	0.00	579,050.24	12/28/2020
700979	12/23/2020	PRINTED	341	BAKER & TAYLOR	32,373.69	0.00	
700980	12/23/2020	PRINTED	1870	BURIAL GROUNDS COFFEE COLLECTIVE	150.00	0.00	
700981	12/23/2020	PRINTED	998	CINTAS CORPORATION	891.24	0.00	
700982	12/23/2020	PRINTED	379	E-RATE EXPERTISE INC	412.50	0.00	
700983	12/23/2020	PRINTED	369	EHS-INTERNATIONAL INC	0.00	24,018.82	12/31/2020
700984	12/23/2020	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	11,191.10	0.00	
700985	12/23/2020	PRINTED	405	NORTHWEST CASCADE INC	1,714.92	0.00	
700986	12/23/2020	PRINTED	1871	HILTON M BRIGGS LIBRARY	168.00	0.00	
700987	12/23/2020	PRINTED	701	INFOUSA MARKETING INC	407.74	0.00	
700988	12/23/2020	PRINTED	703	INGRAM LIBRARY SERVICES	232.21	0.00	
700989	12/23/2020	PRINTED	211	MIDWEST TAPE	32,753.02	0.00	
700990	12/23/2020	PRINTED	227	MOUNTAIN MIST	0.00	6.56	12/30/2020
700991	12/23/2020	PRINTED	228	MULTICULTURAL BOOKS & VIDEOS	7,950.00	0.00	
700992	12/23/2020	PRINTED	522	OVERDRIVE INC	170,432.09	0.00	
700993	12/23/2020	PRINTED	535	PAPERROLLS-N-MORE.COM	877.09	0.00	
700994	12/23/2020	PRINTED	762	PRINT NW LLC	2,318.89	0.00	
700995	12/23/2020	PRINTED	61	RICOH USA INC	0.00	536.11	12/31/2020
700996	12/23/2020	PRINTED	249	SMITH FIRE SYSTEMS INC	0.00	538.07	12/30/2020
700997	12/23/2020	PRINTED	1857	ISABELLA SOUZA	150.00	0.00	
700998	12/23/2020	PRINTED	269	SPRAGUE PEST SOLUTIONS	171.73	0.00	
700999	12/23/2020	PRINTED	272	STATE AUDITORS OFFICE	4,659.72	0.00	
701000	12/23/2020	PRINTED	595	TYLER TECHNOLOGIES INC	112.73	0.00	
701001	12/23/2020	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	1,196.90	0.00	
701002	12/23/2020	PRINTED	1869	NYILAH N WHITAKER	150.00	0.00	
701003	12/28/2020	PRINTED	341	BAKER & TAYLOR	4,019.71	0.00	
701004	12/28/2020	PRINTED	1789	BARSNESS GROUP	28,800.00	0.00	
701005	12/28/2020	PRINTED	427	BLACKSTONE PUBLISHING	47.88	0.00	
701006	12/28/2020	PRINTED	146	DAILY JOURNAL OF COMMERCE	302.40	0.00	

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
701007	12/28/2020	PRINTED	703	INGRAM LIBRARY SERVICES	1,400.88	0.00	
701008	12/28/2020	PRINTED	1520	MELISSA & DOUG LLC	5,582.31	0.00	
701009	12/28/2020	PRINTED	530	PACIFCSOURCE ADMINISTRATORS	370.00	0.00	
701010	12/28/2020	PRINTED	114	SILKROAD TECHNOLOGY INC	1,651.50	0.00	
701011	12/28/2020	PRINTED	290	SURPRISE LAKE SQUARE LLC	12,014.25	0.00	
701012	12/28/2020	PRINTED	373	VERTIV SERVICES INC	7,408.40	0.00	
					1,117,879.45	1,443,033.04	2,560,912.49

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# MEMO



Date: January 6, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: ACL Underground Storage Tanks (UST)

During a routine inspection of the two fuel tanks at ACL, we discovered that various components were considerably worn and required replacement, which would be expensive. We reviewed our needs for self-fueling systems and concluded that it is time to retire the two tanks. Subsequently, we had the remaining fuel completely removed and began plans for the tanks themselves to be fully decommissioned in 2021. We have not detected any leaks.

In its stead, we will implement a fuel-card program with support for fueling vehicles at local fuel stations and reuse the actual UST area for other purposes.

We will abide by all regulations required for safe and effective decommissioning, and will apprise the Board as major activity occurs. The cost is already included in the 2021 capital project budget.

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# MEMO



Date: January 4, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director  
Dean Carrell, Foundation Director

Subject: Capital Fundraising Campaign Counsel Contract

The Library and Barsness Group have been working on revising the contract for additional work to be performed in 2021 as the Library moves from research and planning for a capital fundraising campaign into conducting the actual campaign, which is anticipated to be a two to three year project. The existing contract has provisions in it that limit the amount of additional work beyond the contract value, which would require Board approval.

Instead of conducting an RFQ for the services we need, we remain satisfied with their services and recommend continuing to work with them on the Libraries Reimagined capital fundraising campaign for the Sumner Library, as well as system-wide innovative projects. This requires that the Board approve a sole-source engagement with the firm.

During the Board meeting we will provide more details on the project and our next steps, as well as answer any questions you may have.

**Action: Move to approve the Library to “sole source” to Barsness Group for continued research related to fundraising opportunities, and for campaign counsel and support to a capital fundraising campaign and to approve a purchase order in the amount not to exceed \$78,000.**

**RESOLUTION NO. 2021-01**

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

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

**WHEREAS**, unless otherwise noted, each item has an estimated value of less than \$100, now, therefore,

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

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

**PASSED AND APPROVED THIS 13TH DAY OF JANUARY, 2021.**

<b>BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT</b>	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Rob Allen, Member	_____
Daren Jones, Member	_____
Brian Thomason, Member	_____

## FACILITIES SURPLUS INVENTORY LISTING AS OF 08 DECEMBER 2020

### Surplus at \$1,900 in estimated value

QTY	ITEM	DESCRIPTION
1	1996 Dodge Caravan	Over 155,000 miles. Valued at \$1900 if in working condition but has over \$4000 worth of repairs needed to operate safely.

### Surplus UNDER \$100 in estimated value

QTY	ITEM	DESCRIPTION
1	DESK	2 DRAWER, SMALL WOODEN
4	SEAT	MOON SHAPED
2	CHAIR	GREEN, TASK
13	CHAIR	GREEN FABRIC
1	CHAIR	BLUE, TASK
4	CHAIR	BLACK, TASK
7	CHAIR	BLUE FABRIC
3	CHAIR	RED, TASK
2	CHAIR	BLACK & BLUE TASK
3	CHAIR	CLOTH LOUNGE
4	CHAIR	GREY & BLUE TASK
1	CHAIR	GREY & GREEN TASK
1	CHAIR	GREEN & BLACK TASK
4	CHAIR	RED CLOTH
3	CHAIR	SMALL CLOTH/ WOODEN
1	OTTOMAN	STORAGE, SMALL
3	OTTOMAN	STORAGE, LARGE
7	CABINET	3 DRAWER METAL FILE
1	CART	ROLLING PRINTER
1	CLOSET	6 FT SMALL COAT
1	SHELVING UNIT	12X36 SMALL SHELF
1	TABLETOP	24X48 BLUE WOODEN
2	DESK	36X48 LOCKING PARTITION
2	CABINET	48 INCH METAL 4 DRAWER FILE
1	SHELVING UNIT	48X12 SHELVING UNIT
2	DESKTOP	PARTITION FIXTURED
1	DISPLAY	MAGAZINE
1	DESK	ELECTRONIC ADJUSTABLE WORK DESK
2	SHELVES	HALF ROUND DISPLAY
4	SHELVES	HANGING CUBBY SHELF SPACE
2	TABLETOP	LARGE OVAL SHAPED
1	TABLE	SMALL WOODEN
1	TABLE	LARGE WHITE WOODEN
1	TABLE	WOODEN END
5	TABLE	LARGE, COMPUTER
2	BENCH	CLOTH
4	DESK	LARGE WOODEN
1	REFRIGERATOR	MEDIUM FRIDGEDAIR

7	CABINET	METAL UNDER DESK FILE
16	PARTITION WALLS	9 LIGHT GREY, 7 DARK GREY
8	WORK STATIONS	PRIVACY COMPUTER STATIONS
2	TABLES	WORKROOM STAFF TABLE, RED
2	STOOLS	METAL WOODEN
1	MICROWAVE	SANYO
1	REFRIGERATOR	HALER, SMALL
1	REFRIGERATOR	MAGIC SHELF, SMALL
1	TABLE	WOODEN, WHITE
1	PODIUM	WOODEN
51	8" shelf	VARIOUS COLORS
369	9" shelf	VARIOUS COLORS
232	10" shelf	VARIOUS COLORS
103	11" shelf	VARIOUS COLORS
8	12" shelf	VARIOUS COLORS
9	Magazine shelf	VARIOUS COLORS
71	9" single bottom shelf	VARIOUS COLORS
1	11" single bottom shelf	VARIOUS COLORS
8	12" single bottom shelf	VARIOUS COLORS
9	9" double bottom shelf	VARIOUS COLORS
12	11" double bottom shelf	VARIOUS COLORS
11	9" divider shelf	VARIOUS COLORS
19	10" divider shelf	VARIOUS COLORS
12	11" divider shelf	VARIOUS COLORS
17	12" divider shelf	VARIOUS COLORS
7	12x30 shelf	VARIOUS COLORS
5	child bar shelf	VARIOUS COLORS
25	8" shelf bracket	L=31, R=30
1300	9" shelf bracket	L=645, R= 655
437	10" shelf bracket	L=220, R= 217
229	11" shelf bracket	L=109, R=120
614	12" shelf bracket	L=361, R=253
92	magazine bracket sets	VARIOUS COLORS
49	9" single feet	L=24, R=25
68	9" double feet	VARIOUS COLORS
4	10" single feet	L=2, R=2
198	11" single feet	L=98, R=101
3	11" double feet	VARIOUS COLORS
4	12" single feet	VARIOUS COLORS
250	Kick plates	VARIOUS COLORS
1	Endcap	VARIOUS COLORS
2	straps	earthquake
59	crossmembers 34"	VARIOUS COLORS
296	crossmembers 34 1/4"	VARIOUS COLORS
37	wall anchors(uprights)	VARIOUS COLORS
19	anchors(uprights)	VARIOUS COLORS
20	center plates	VARIOUS COLORS

12	end panel bracket single	VARIOUS COLORS
139	end panel bracket double	VARIOUS COLORS
16	wood top bracket 10"	L=8, R=8
54	wood top bracket 12"	L=37, R=17
4	8" double canopy	VARIOUS COLORS
18	9" single canopies	VARIOUS COLORS
23	9" double canopies	VARIOUS COLORS
243	10" single canopies	VARIOUS COLORS
16	11" single canopies	VARIOUS COLORS
102	12" single canopies	VARIOUS COLORS
101	10" canopy brackets/arms	L=52, R=49
212	10" center canopy brackets	VARIOUS COLORS
65	12" canopy bracket/arms	L=32, R=33
96	12" center canopy bracket	VARIOUS COLORS
2	30" Frame	VARIOUS COLORS
13	42" Frame	VARIOUS COLORS
8	54" Frame	VARIOUS COLORS
16	66" Frame	VARIOUS COLORS
32	78" Frame	VARIOUS COLORS
1	84" Frame	VARIOUS COLORS
5	90" Frame	VARIOUS COLORS
7	42" single upright x12	VARIOUS COLORS
48	42" double upright x12	VARIOUS COLORS
4	48" double upright x12	VARIOUS COLORS
7	54" single upright x8	VARIOUS COLORS
14	55" double upright x12	VARIOUS COLORS
1	62" single upright x12	VARIOUS COLORS
2	65" single upright x12	VARIOUS COLORS
45	66" double upright x10	VARIOUS COLORS
14	66" double upright x12	VARIOUS COLORS
14	66" 16x16	VARIOUS COLORS
29	78" double upright x10	VARIOUS COLORS
24	78" double upright x12	VARIOUS COLORS
1	78" single upright x10	VARIOUS COLORS
4	78" single upright x12	VARIOUS COLORS
1	83" single upright x12	VARIOUS COLORS
24	83" double upright x12	VARIOUS COLORS
16	84" single upright x10	VARIOUS COLORS
3	84" single upright x12	VARIOUS COLORS

# Routine Reports

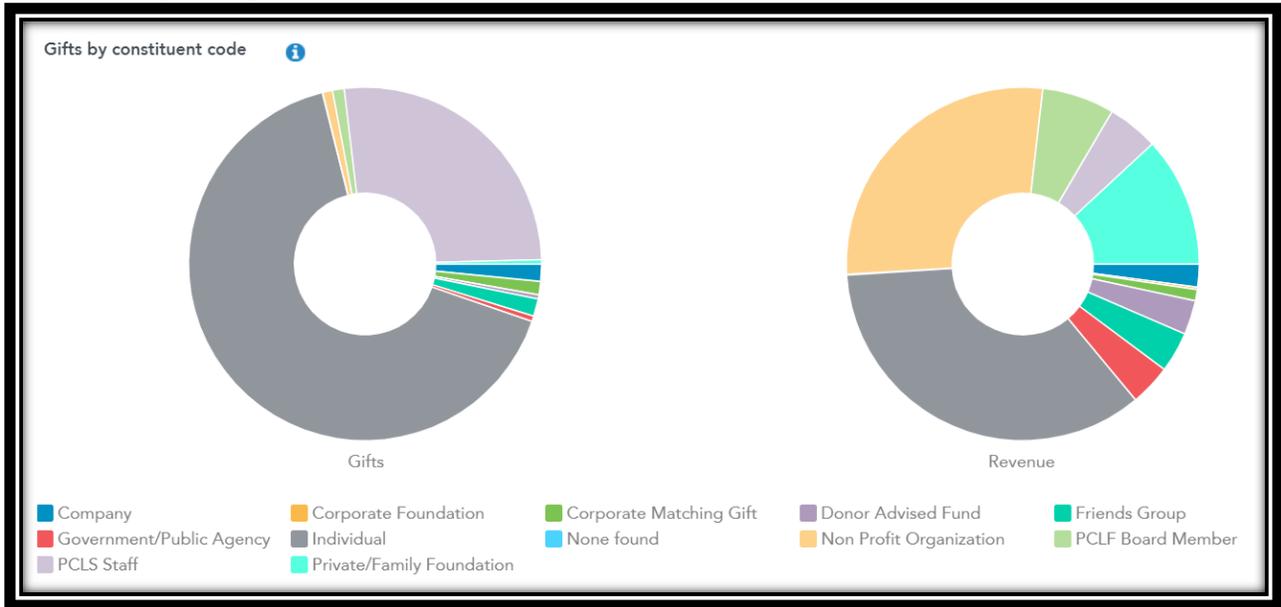
# Pierce County Library Foundation Fundraising Performance Report FY2020: January – December \*

(\* gifts still being counted at date of report, January 4, 2021)

Total Committed Revenue: \$488,359

- Impact Revenue: \$388,287 (Goal: \$300,000) (29% over goal)
- Community Support Revenue: \$100,022 (no goal)

## Constituency Giving



### Acquired Donors (YTD)

- Donors 352+
- Rate 11.14%
- Revenue \$78,672+
- Rate 328.23%

### Recaptured Donors (YTD)

- Donors 92+
- Rate 6.83%
- Revenue \$10,766+
- Rate 27.4%+

### Retained Donors (YTD)

- Donors 731
- Rate 45.78%
- Revenue \$265,342+
- Rate 93.5%+

### LYBUNT Donors (YTD)

- Donors NA
- Revenue \$NA

### Retained Donors (1<sup>st</sup> Year)

- Donors 333
- Rate 18.65%+
- Revenue \$21,035+
- Rate 63.52%+

### LYBUNT Donors (1<sup>st</sup> Year)

- Donors NA
- Revenue \$NA

In Kind Gifts \$91,539

## What's going well

- Year-end giving was exceptionally strong, with many donors making additional donations
- Preparations for Annual Board retreat in January
- Establishing processes in support of capital campaign

## Areas to capitalize on

- Begin fundraising activities early in 2021
- Cultivate foundation and corporate funding partners for 2021, for annual campaign and capital campaign

## Fundraising Performance Report: Terms Defined

### Total Committed Revenue

- All cash gifts + pledges

### Impact Revenue

- Funds which PCLF Board commit to PCLS for agreed upon programs/services during fiscal year

### Community Support Revenue

- Designated funds (typically) from sources like Friends groups, GTCF, etc., in support of priority and/or special PCLS projects

### Constituency

- A group of donors/prospects categorized to ensure more personalized, meaningful engagement

### Constituency Gifts

- The number of gifts, not necessarily number of donors, from each donor constituency

### Constituency Revenue

- All committed revenue from each donor constituency

### Acquired Donor Rate (YTD)

- How the total number of new donors acquired in the current fiscal year compares to the number of constituents who gave over the previous five years

### Acquired Revenue Rate (YTD)

- How much newly acquired donors gave — in total — during the current fiscal year

### Retained Donor Rate (YTD)

- How the total number of donors from the previous year — as a percentage — gave again during current year

### Retained Revenue Rate (YTD)

- How retained revenue amount compares to previous year's overall giving from retained donors

### Retained Donors (1<sup>st</sup> Year)

- A donor who gave their first gift last fiscal year and gave again in the current fiscal year

### Recaptured Donor Rate (YTD)

- How the total number of donors who lapsed in their giving last year and have given again this year compares to everyone who gave two to five years ago but not last year

### Recaptured Revenue Rate (YTD)

- How recaptured revenue amount compares to the previous fiscal year's recaptured revenue

### LYBUNT (YTD)

- Gifts which came in Last Year But Unfortunately Not This year

### LYBUNT (1<sup>st</sup> Year) – a subset of LYBUNTS

- First time gifts which came in Last Year But Unfortunately Not This year

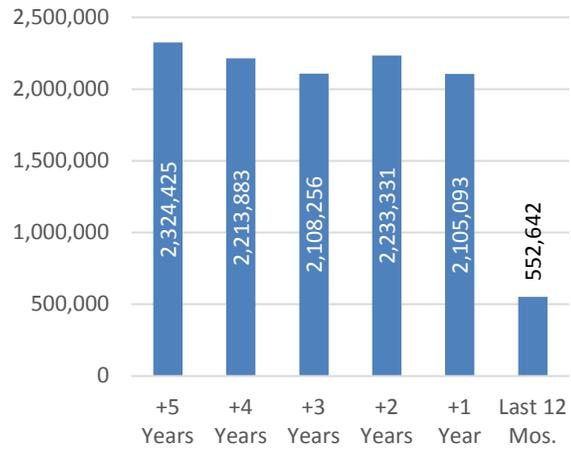
# PCLS Statistics During COVID-19 and Severe Weather Conditions

Month	Item Checkouts			In-Person Service				Online Service					PCLS COVID-19 Response & Severe Weather Timeline		
	Online e-book and audiobook (Overdrive)	Physical books and items	Online magazines	Curbside appointments (scheduled)	Visitors (appointments & walk-up)	Print jobs picked up	Wi-Fi	Overdrive visits (e-books and audiobooks)	Website visits	Catalog visits	Reference calls & emails	My Next Read (reading recommendations)	Action Taken	Date	Locations
Apr	144,549	793	10,346	n/a	n/a	n/a	181	23,218	54,621	48,970	400	5	PCLS closed to the public	3/14/2020	All PCLS Locations
May	157,580	988	10,482	n/a	n/a	n/a	118	23,212	48,615	45,185	801	64	Wi-Fi service restored for outside of building use	6/15/2020	All PCLS Locations
Jun	154,276	561	8,907	n/a	n/a	n/a	4,657	23,128	58,876	46,877	912	27	Bookdrops opened at select library locations	6/15/2020	FIF, GIG, LWD, PKS, SH, SUM, SMT, UP
Jul	156,335	51,744	9,757	6,702	5,436	159	15,737	23,011	78,303	66,545	1,149	56	Bookdrops opened at additional library locations	6/30/2020	Previous + ACL, BLK, BUC, DPT, EAT, GHM, KC, MIL, ORT, STL & TIL
Aug	155,337	121,246	9,972	11,046	14,613	274	19,688	23,075	94,957	91,879	792	28	Curbside pickup begins at eight library locations	7/20/2020	FIF, GIG, LWD, PKS, SH, SUM, SMT & UP
Sep	148,405	134,873	10,994	9,689	10,691	253	20,284	22,954	101,504	110,178	588	51	Curbside pickup expands to fifteen library locations	8/3/2020	Previous + BUC, DPT, EAT, KC, MIL, ORT & TIL
Oct	150,499	152,931	11,766	13,857	14,422	442	21,905	22,936	101,095	95,785	540	45	Curbside pickup expands to sixteen library locations	8/10/2020	Previous + GHM
Nov	149,897	142,549	10,458	13,182	14,496	578	18,723	22,894	88,702	93,389	497	52	Curbside pickup expands to eighteen library locations	8/17/2020	Previous + BLK, STL
Dec	161,011	147,023	9,053	14,416	15,547	624	16,367	23,232	81,091	90,478	456	59	Wildfires cause partial system closure	9/8/2020	BLK, BUC, ORT & SUM
													Wildfires cause partial system closure, late curbside start	9/9/2020	BLK, BUC, ORT & SUM closed Remaining Curbside start at 1 PM
													Wildfires cause partial system closure	9/10/2020	BLK, BUC & ORT
													Wildfires cause partial system closure, late curbside start	9/11/2020	BLK, BUC & ORT curbside start at 1 PM. All other locations closed.
													Poor air quality: No curbside services, only internal branch & remote work	9/12/2020	All PCLS Locations
													Poor air quality: No curbside services, only internal branch & remote work	9/13/2020	All PCLS Locations
													Poor air quality: No curbside services, only internal branch & remote work	9/14/2020	All PCLS Locations
													Poor air quality: No curbside services, only internal branch & remote work	9/15/2020	All PCLS Locations
													Poor air quality: Modified curbside service available, no deliveries	9/16/2020	All PCLS Locations
													Poor air quality: Modified curbside service available, no deliveries	9/17/2020	All PCLS Locations
													Poor air quality: Modified curbside service available, no deliveries	9/18/2020	All PCLS Locations
													New fall hours for curbside pickup	10/11/2020	All PCLS Locations except Administrative Center Library
													Curbside pickup expands to nineteen library locations	10/14/2020	All previous + Anderson Island library locations

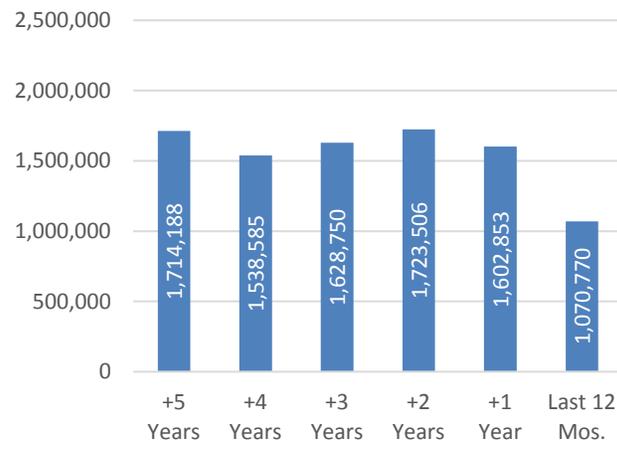
In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13th 2020. All branches remained closed to the public for the remainder of the month of March, and have remained closed through November. Curbside service is now available at all branches except the Administrative Center.

# Customers / Visits - November 2020

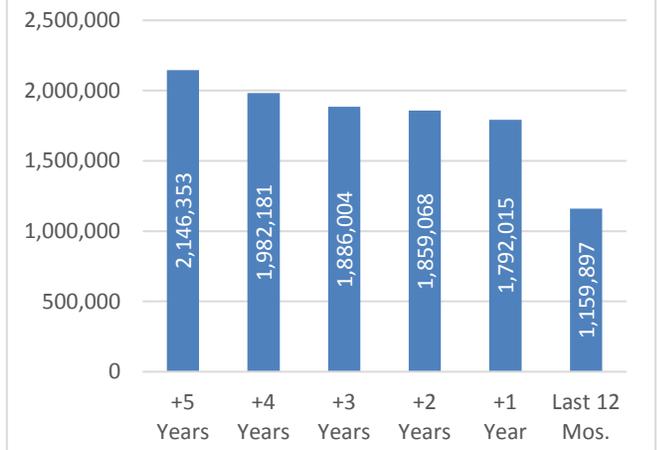
## Branch Visits



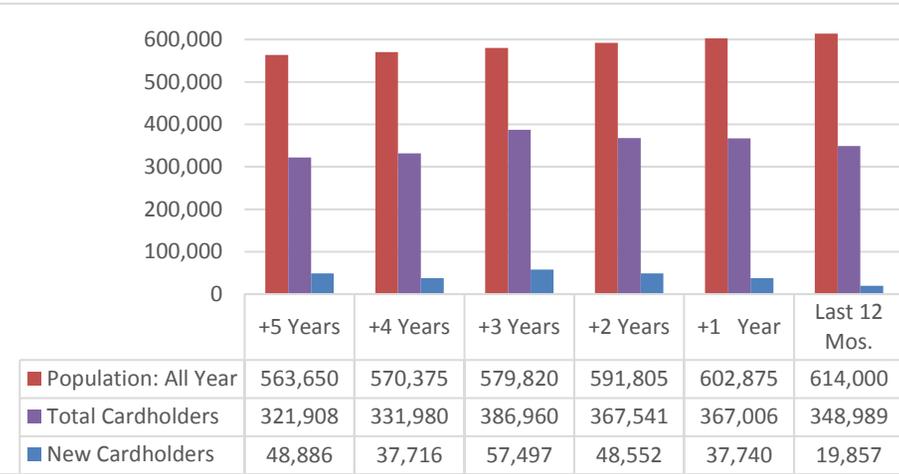
## Catalog Visits



## Website Visits



## PCLS Cardholder Statistics



## November and Rolling 12-Month Comparison

	November 2020	November 2019	% Change Nov. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
Branch Visits	0	154,829	-100.0%	552,642	2,105,093	-73.7%
Catalog Visits	93,389	122,026	-23.5%	1,070,770	1,602,853	-33.2%
Public Website Visits	88,702	132,590	-33.1%	1,159,897	1,792,015	-35.3%

## Technology

	November 2020	November 2019	% Change Nov. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
PC/Laptop Sessions	0	21,737	-100.0%	69,959	321,291	-78.2%
Wi-Fi Sessions	18,723	72,927	-74.3%	345,908	991,252	-65.1%

## Public Spaces Usage

	November 2020	Rolling Last 12 Months	Rolling Last 12 Months	% Change Year Over Year
# of Public Meeting Uses	0	3,401	11,244	-69.8%
# of Attendees	0	39,246	137,027	-71.4%

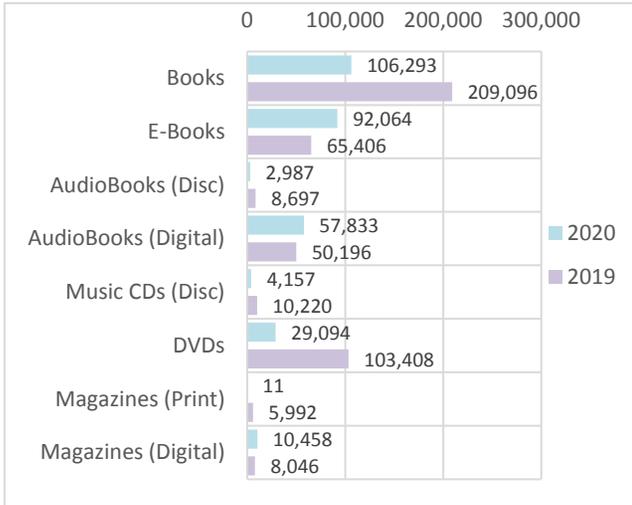
In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13th 2020. All branches remained closed to the public for the remainder of the month of March, and have remained closed through November. Curbside service is now available at all branches except the Administrative Center. Data Tables Note: New columns were introduced to the above data tables in August to show the year over year change between the current month in 2020 and 2019.

Wi-Fi Sessions Note: Public Wi-Fi was restored in June for customer use outside of the buildings. Branches remain closed to the public.

Branch Visits Note: Branches remain closed to the public.

# Collection Use - November 2020

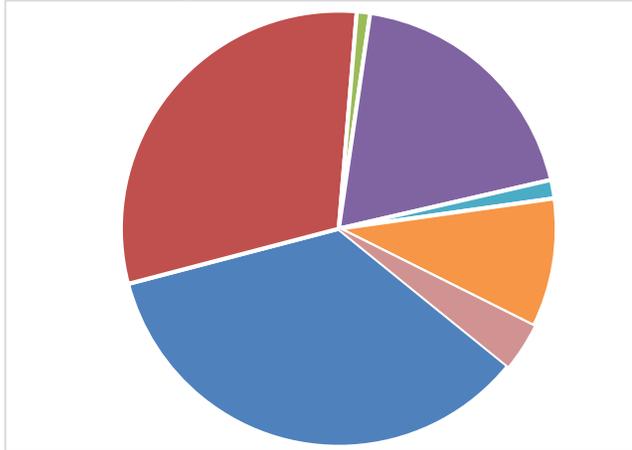
## Nov. 2020 vs Nov. 2019 Checkouts



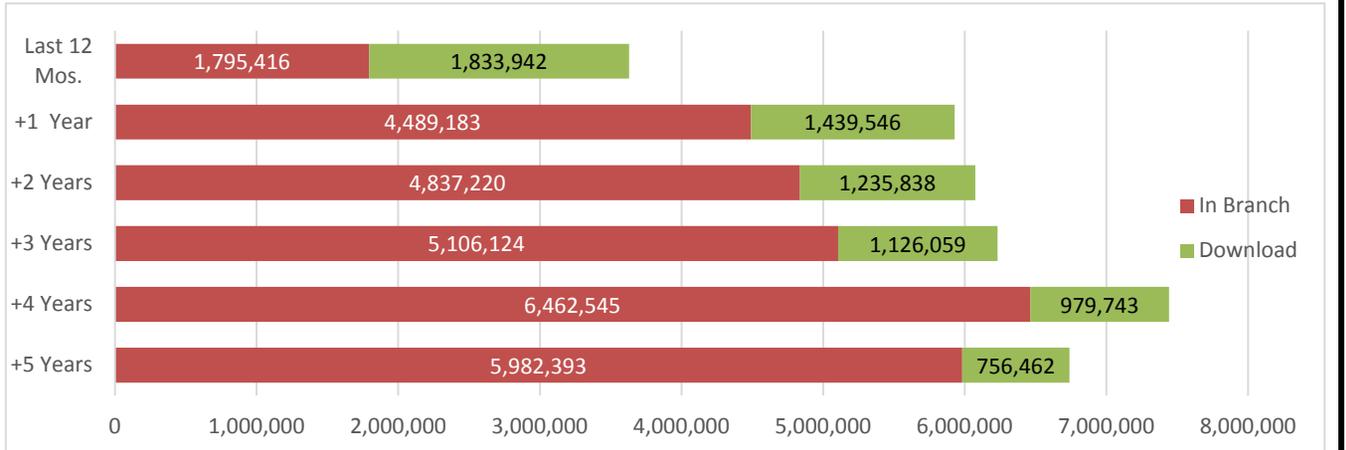
## Data Table

Categories	October 2020	November 2020	November 2019	% Change of Nov. Year Over Year	% of Total Nov. 2020 Checkouts	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change 12 Months Year Over Year
Books	113,952	106,293	209,096	-49.17%	35.09%	1,189,253	2,767,460	-57.03%
E-Books	92,074	92,064	65,406	40.76%	30.39%	1,044,728	786,847	32.77%
AudioBooks (Disc)	3,527	2,987	8,697	-65.65%	0.99%	44,437	126,026	-64.74%
AudioBooks (Digital)	58,425	57,833	50,196	15.21%	19.09%	675,523	565,759	19.40%
Music CDs (Disc)	4,848	4,157	10,220	-59.32%	1.37%	53,202	128,765	-58.68%
DVDs	30,387	29,094	103,408	-71.86%	9.61%	479,286	1,364,173	-64.87%
Magazines (Print)	167	11	5,992	-99.82%	0.00%	20,171	73,077	-72.40%
Magazines (Digital)	11,766	10,458	8,046	29.98%	3.45%	113,691	86,940	30.77%
<b>Totals:</b>	<b>315,146</b>	<b>302,897</b>	<b>461,061</b>	<b>-34.30%</b>	<b>100.00%</b>	<b>3,620,291</b>	<b>5,899,047</b>	<b>-38.63%</b>

## Checkouts By Format - November 2020



## Collection Checkouts



### Continued change in data reporting

In order to highlight the impact that the system closure had had on collection use, new columns were added to the Data Table in August to show the difference between the current month, and the same month last year. A new chart was also added to visualize this difference.

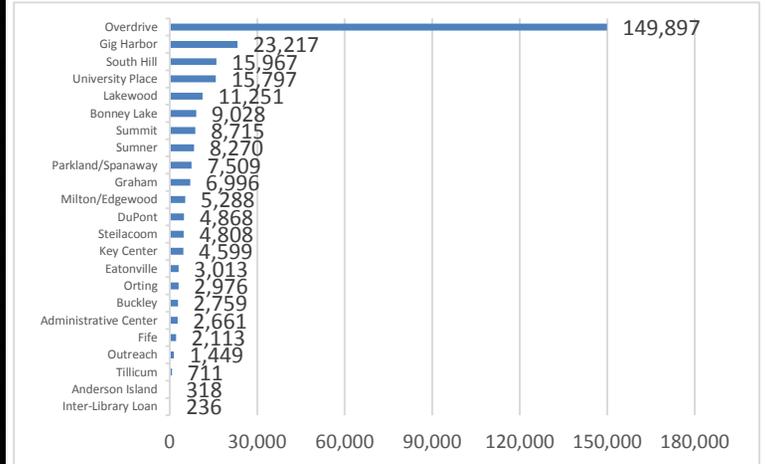
While checkouts of physical media are still historically low due to the system closure, we have seen an increase in circulation thanks to the high demand for curbside pickup services. Use of digital resources also continues to be strong.

In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13th 2020, and have remained closed to the public through November.

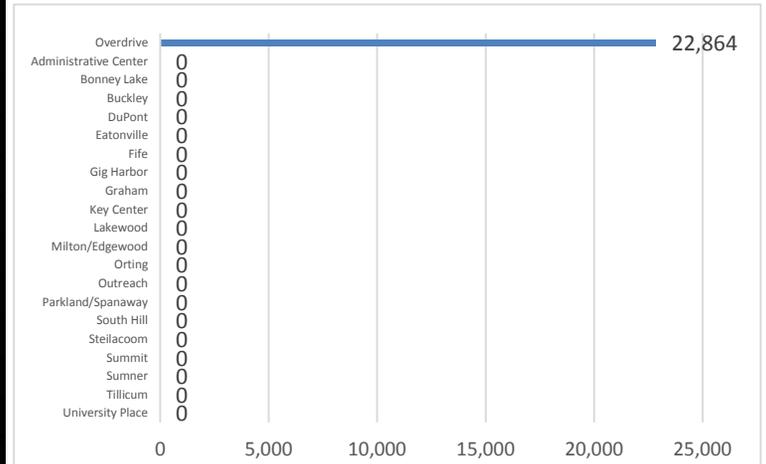
# Activity - November 2020

Location	Checkouts				Visitors			
	Nov. 2020	Last 12 Mo.	+1 Year	% Change	Nov. 2020	Last 12 Mo.	+1 Year	% Change
Administrative Center	2,661	26,497	64,779	-59.1%	0	7,138	30,566	-76.6%
Anderson Island	318	3,609	13,304	-72.9%	No Door Counter for Anderson Island			
Bonney Lake	9,028	103,995	269,766	-61.4%	0	28,035	109,775	-74.5%
Buckley	2,759	34,264	88,606	-61.3%	0	11,605	47,123	-75.4%
DuPont	4,868	51,466	119,040	-56.8%	0	12,777	52,147	-75.5%
Eatonville	3,013	36,980	103,464	-64.3%	0	18,430	78,302	-76.5%
Fife	2,113	30,149	66,098	-54.4%	0	9,086	39,065	-76.7%
Gig Harbor	23,217	266,666	622,094	-57.1%	0	56,958	226,408	-74.8%
Graham	6,996	90,485	239,332	-62.2%	0	26,207	94,771	-72.3%
Inter-Library Loan	236	1,835	4,760	-61.4%	No "visitors" for Inter-Library Loan			
Key Center	4,599	60,927	155,743	-60.9%	0	15,351	67,413	-77.2%
Lakewood	11,251	165,685	441,880	-62.5%	0	72,502	266,010	-72.7%
Milton / Edgewood	5,288	59,176	145,370	-59.3%	0	20,668	77,138	-73.2%
Orting	2,976	35,317	89,696	-60.6%	0	12,029	45,667	-73.7%
Overdrive	149,897	1,720,251	1,352,606	27.2%	22,864	273,157	266,514	2.5%
Outreach	1,449	21,963	51,764	-57.6%	0	4,023	12,286	-67.3%
Parkland / Spanaway	7,509	129,907	369,202	-64.8%	0	75,981	244,694	-68.9%
South Hill	15,967	209,849	541,620	-61.3%	0	45,156	174,677	-74.1%
Steilacoom	4,808	47,124	117,188	-59.8%	0	25,525	86,006	-70.3%
Summit	8,715	98,064	225,231	-56.5%	0	22,204	88,304	-74.9%
Sumner	8,270	103,627	232,120	-55.4%	0	31,880	122,933	-74.1%
Tillicum	711	11,656	32,147	-63.7%	0	9,053	33,320	-72.8%
University Place	15,797	206,175	495,979	-58.4%	0	48,034	208,488	-77.0%
<b>Total</b>	<b>292,446</b>	<b>3,515,667</b>	<b>5,841,789</b>	<b>-39.8%</b>	<b>22,864</b>	<b>825,799</b>	<b>2,371,607</b>	<b>-65.2%</b>

### November Checkouts



### November Visitors



### Branch Closure Information - Last 12 Months

Location	Start Date	End Date	Duration	Location	Start Date	End Date	Duration
Full System Closure	3/14/2020	System closure continued through November.					

In response to the COVID-19 outbreak, all PCLS locations closed to the public at 6:00 PM on Friday, March 13th 2020, and have remained closed to the public through November, even though curbside pickup services have started at all locations except the Administrative Center.

Visitor Counts Note: Branches remain closed to the public.

## Monthly Financial Reports November 30, 2020

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**All bold notes refer to current month activity or updates to prior months**

### General Fund

**On December 31, the Library recorded \$294,800 of property tax and other County distributed revenue, which thus far confirms a repeating of the pattern from the first half of the year. The amount yet to be collected is about \$523,000, most of which is expected to be received by February.**

#### **November**

- **On November 30, the Library recorded \$2,751,600 of property tax and other County distributed revenue. While this amount is short of the remaining \$800,000 million for total 2020 receipts, we anticipate that it will be recovered over the next several months.**
- **36999. Includes final quarterly disbursement from US Bank, averaging nearly \$19,000 per quarter.**
- **54998. The US Bank Clearing balance through August 2020 is complete and \$2,194,875 in total was distributed to the appropriate line items. September will be completed in December, with the remaining months to be processed prior to yearend closure.**

#### **October**

- **On October 31, the Library recorded \$14,618,000 of property tax and other County distributed revenue. While this amount is short of the remaining \$3.47 million for total 2020 receipts, we anticipate that it will be recovered over the next several months, with the largest being received in November.**
- **36998. Final E-Rate distribution received for 2020.**
- **53506. Includes Microsoft software annual renewals (SQLserver and Office 365).**
- **54501. Includes a one-time reconciliation for 2019 CAM charges that the Milton/Edgewood Library leasing office provided to us.**
- **54998. The US Bank Clearing balance through July 2020 is complete and \$1,890,084 in total was distributed to the appropriate line items. August will be completed in early December, with the remaining months to be processed prior to yearend closure.**

#### **July – September (Quarter 3)**

- **On September 30, the Library recorded \$708,000 of property tax revenue, which is the typical pattern for property tax payments leading up to the October 31 due date.**

- 36790. Includes LSTA Cares Grant Reimbursement for \$20,000.
- 53450. We have canceled several newspaper subscriptions due to non-use, and have received refunds.
- 54998. The majority of the balance through June 2020 is complete and \$1,229,487 in total was distributed to the appropriate line items. July - September will be completed next month.
- On August 31, the Library recorded \$283,000 of property tax revenue, which catches up to nominal levels expected for the first half of a fiscal year's property tax distributions.
- 36920. All of the monies are due to depositing all cash residing at the branches, less the authorized amount. The balance is due to coins discharged from the coin operating machines.
- 36990. Accounts for Reimbursement from Clover Park Technical College and fixing the netting of bank fees.
- 54120. Includes \$27,500 payment to Print NW for curbside promotion.
- 54210, 54211, 54212. Budget amounts are corrected.
- 54501. Includes semi-annual payment of \$57,000 to University Place for Library share of condominium costs.
- 54998. The majority of March 2020 is complete and \$567,301 was distributed to the appropriate line items. April and May will be completed next month.
- A new table is added to this report on the last page, which shows the distributions of the US Bank clearing amounts posted to the General Fund and Capital Fund
- On July 31, the Library recorded \$270,000 of property tax revenue, which in total for the first half of the year amounts to about a combined 0.5% delay, which is about 2020's cash flow at nominal levels.
- 54200. Include significant postage for mailing curbside announcements to residents.
- 54211 & 54212. The report is incorrect due to the transfer of data from Munis to Eden. The total amounts are correct, however their allocation to the specific line items are not. This will be fixed for the next month's report. Also, most telecommunication payments are being made by US Bank Purchase Card so they will not be reflected in their line items until later this year.
- 54998. Continued spreading the US Bank clearing charges to the line items. February 2020 is nearly complete. Once totally caught up, this line item will be \$0 and all charges will be in their correct line items.

#### April – June (Quarter 2)

- On June 30, the Library recorded nearly \$1.9 million of property tax revenue, which in total for the first half of the year amounts to about a combined 1% delay, which restores 2020's cash flow to near nominal levels.
- Added an "Accrued Revenue on Interest" balance sheet line item and began reconciling to the counterpart account in the County's system. This change is for reconciliation purposes only and does not affect the total amount of assets.
- 53505. Includes the renewal for Polaris.
- 54120. Includes contract for "LEAN" consulting services.
- 54501. Includes 6 month lease payment to the City of Orting for the Orting Library building.

- 54998. Began spreading the US Bank clearing charges to the line items. January 2020 is nearly complete. Once totally caught up, in October, this line item will be \$0 and all charges will be in their correct line items.
- On May 31, the Library recorded \$3.7 million of property tax revenue, which in total for the first half of the year amounts to about a 10% reduction, an improvement over the previous month.
- 54120. Includes Microsoft Premier Support annual renewal.
- By April 30 (prior to the large receipts of property tax deposits), the Library's General Fund balance was at \$1.1 million. The Library began to implement cash flow management pre-Levy Lid Lift in anticipation of significant reductions or deferrals of revenue.
- On April 30, the Library recorded \$13.7 million of property tax revenue, which in total for the first half of the year amounts to about a 20% reduction.
- 35970. Fines and Fees have dropped considerably amounting to a permanent loss in revenue for the fiscal year.
- 54998. US Bank payments have not yet been distributed to their object codes.

#### January – March (Quarter 1)

- 54998. US Bank payments have not yet been distributed to their object codes.
- In the US Bank clearing, over half of the added \$567,000 for the month is in IT purchases that will be moved to the Capital Fund.
- Due to the Governor's Stay at Home order, significant cash was not reinvested in case emergency funds were needed, as approved by the Board of Trustees.
- Accounts Payable is now fully utilizing Munis to pay significantly more invoices and are catching up on the backlog of payments to utilities and materials vendors.
- Most activity was personnel only, due to transitioning to Munis for Accounts Payable.
- 54998. US Bank payments have not yet been distributed to their object codes.

### Capital Improvement Projects Fund

#### November

- **56201. Includes payments for the Parkland/Spanaway Library interior refresh project.**

#### October

- 56200. Includes the 9th payment (out of 10) for the University Place 5,000 square feet additional space.
- 56201. Includes payments for the Parkland/Spanaway Library interior refresh project.

#### July – September (Quarter 3)

- 54120. Includes EHS-I's continued work on the Buckley Library property.
- 56270. Includes reworking PCLS share of cost to retrofit UP common area doors to be motion activated in order to reduce contact of doors and knobs.

- 56430. Includes significant Dell equipment purchases.

April – June (Quarter 2)

- 56430. Dell networking equipment and training purchased through Xiologix, LLC (\$192,595) was part of the implementation of the 5-year technology plan. 85% of this amount was approved for E-Rate reimbursement, to occur later this year.
- A significant drop continued in planned activity occurred as a result of the Governor’s Stay at Home order.

January – March (Quarter 1)

- A significant drop in planned activity occurred as a result of the Governor’s Stay at Home order.
- 56280. Furnishings purchased for various projects.

### **Special Purpose Fund**

**November**

- **No significant activity.**

October

- No significant activity.

July – September (Quarter 3)

- No significant activity.

April – June (Quarter 2)

- No significant activity.

January – March (Quarter 1)

- \$5.45 million transferred to Levy Sustainability Fund in January

### **Levy Sustainability Fund**

**November**

- **No significant activity.**

October

- No significant activity.

July – September (Quarter 3)

April – June (Quarter 2)

- No significant activity.

January – March (Quarter 1)

- Fund was created and Board-approved amounts transferred from set-aside of \$5.45 million temporarily carried in the Special Purpose Fund.

**Debt Service Fund**

January – October (YTD)

- No significant activity.

**US BANK Clearing Distributions**

<u>Fiscal Month</u>	<u>Original Payment</u>	<u>General Fund Posting</u>	<u>Capital Fund Posting</u>	<u>Outstanding*</u>
January 2020	\$ 221,615.20	\$ 223,341.64	\$ 1,510.73	-\$ 3,237.17
February 2020	186,701.71	173,398.39	12,709.94	- 593.38
March 2020	567,102.64	567,301.22	- 0 -	- 198.58
April 2020	235,086.31	237,643.74	- 0 -	- 2,557.43
May 2020	141,073.33	144,680.38	- 0 -	- 3,607.05
June 2020	262,358.49	265,446.11	- 0 -	- 3,087.62
July 2020	258,448.61	227,767.80	36,283.86	- 5,603.05
August 2020	355,253.45	355,295.62	- 0 -	42.17
September 2020	445,691.25			
October 2020	188,005.75			
November 2020	664,331.58			
December 2020	TBD			
YTD	\$ 3,525,668.32	\$ 2,194,874.90	\$ 50,504.43	-\$ 18,842.11

\* Outstanding items from processed months are credits or transactions that require additional work, which will be completed by yearend. We have developed a process involving journal entries that will resolve the outstanding items as noted, which will begin to be applied in November.

**PIERCE COUNTY LIBRARY SYSTEM  
STATEMENT OF FINANCIAL POSITION  
November 30, 2020**

	GENERAL FUND	SPECIAL PURPOSE FUND	LEVY SUSTAINABILITY FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash	\$ 293,860	\$ 2,000	\$ 2,695,000	\$ 100	\$ 170,768
Investments	\$ 17,617,730	\$ 2,137,099	\$ 5,482,328	\$ 88,505	\$ 1,178,883
Accrued Interest on Investments	\$ 3,607	\$ (1,351)	\$ 191	\$ 7	\$ (1,916)
<b>Total Current Assets</b>	<b>\$ 17,915,197</b>	<b>\$ 2,137,748</b>	<b>\$ 8,177,519</b>	<b>\$ 88,612</b>	<b>\$ 1,347,735</b>
<b>TOTAL ASSETS</b>	<b>\$ 17,915,197</b>	<b>\$ 2,137,748</b>	<b>\$ 8,177,519</b>	<b>\$ 88,612</b>	<b>\$ 1,347,735</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Warrants Payable*	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ (11)	\$ -	\$ -	\$ -	\$ -
Payroll Payable	\$ 149,867	\$ -	\$ -	\$ -	\$ -
US Bank Payable*	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 149,856</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 149,856</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FUND BALANCE</b>					
Reserve for Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -
Election Set-Aside		\$ 940,451	\$ -		
Land/Property/Facility Set-Aside		\$ 1,130,117	\$ -		
Unreserved Fund Balance	\$ 17,765,341	\$ 67,181	\$ 8,177,519	\$ 88,612	\$ 1,347,735
<b>TOTAL FUND BALANCE</b>	<b>\$ 17,765,341</b>	<b>\$ 2,137,748</b>	<b>\$ 8,177,519</b>	<b>\$ 88,612</b>	<b>\$ 1,347,735</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$ 17,915,197</b>	<b>\$ 2,137,748</b>	<b>\$ 8,177,519</b>	<b>\$ 88,612</b>	<b>\$ 1,347,735</b>
<b>BEGINNING FUND BALANCE, 01/01/20</b>					
	\$ 9,042,172	\$ 2,124,482	\$ 5,450,000	\$ 88,086	\$ 2,182,967
YTD Revenue	\$ 38,709,816	\$ 13,266	\$ 2,727,519	\$ 526	\$ 12,518
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (29,986,647)	\$ -	\$ -	\$ -	\$ (847,749)
<b>ENDING FUND BALANCE, 11/30/20</b>	<b>\$ 17,765,341</b>	<b>\$ 2,137,748</b>	<b>\$ 8,177,519</b>	<b>\$ 88,612</b>	<b>\$ 1,347,735</b>
<b>TAXES RECEIVABLE</b>	<b>\$ 1,058,458</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Does not include Munis payables  
These will be applied to each month  
prior to closing the fiscal year.

**PIERCE COUNTY LIBRARY SYSTEM  
COMPARATIVE STATEMENT OF FINANCIAL POSITION  
General Fund as of November 30, 2020**

	HISTORICAL 11/30/2019	HISTORICAL 12/31/2019	HISTORICAL 1/31/2020	HISTORICAL 2/29/2020	HISTORICAL 3/31/2020	HISTORICAL 4/30/2020	HISTORICAL 5/31/2020	HISTORICAL 6/30/2020	HISTORICAL 7/31/2020	HISTORICAL 8/31/2020	HISTORICAL 9/30/2020	HISTORICAL 10/31/2020	CURRENT 11/30/2020
<b>ASSETS</b>													
<b>Current Assets</b>													
Cash	\$ 2,526,528	\$ 9,222,405	\$ 878,667	\$ 1,823,571	\$ 3,212,353	\$ 14,272,498	\$ 3,713,947	\$ 1,702,067	\$ 538,305	\$ 457,547	\$ 14,759,992	\$ 14,759,992	\$ 293,860
Investments	\$ 10,390,000	\$ -	\$ 5,850,000	\$ 3,150,000	\$ 650,000	\$ 650,000	\$ 12,280,000	\$ 13,582,000	\$ 12,457,858	\$ 10,210,283	\$ 6,216,051	\$ 6,216,051	\$ 17,617,730
Accrued Interest on Investments								\$ 388	\$ 3,597	\$ 3,589	\$ 3,577	\$ 3,577	\$ 3,607
Deposits Refundable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Assets</b>	<b>\$ 12,916,528</b>	<b>\$ 9,222,405</b>	<b>\$ 6,728,667</b>	<b>\$ 4,973,571</b>	<b>\$ 3,862,353</b>	<b>\$ 14,922,498</b>	<b>\$ 15,993,947</b>	<b>\$ 15,284,455</b>	<b>\$ 12,999,761</b>	<b>\$ 10,671,418</b>	<b>\$ 20,979,620</b>	<b>\$ 20,979,620</b>	<b>\$ 17,915,197</b>
<b>TOTAL ASSETS</b>	<b>\$ 12,916,528</b>	<b>\$ 9,222,405</b>	<b>\$ 6,728,667</b>	<b>\$ 4,973,571</b>	<b>\$ 3,862,353</b>	<b>\$ 14,922,498</b>	<b>\$ 15,993,947</b>	<b>\$ 15,284,455</b>	<b>\$ 12,999,761</b>	<b>\$ 10,671,418</b>	<b>\$ 20,979,620</b>	<b>\$ 20,979,620</b>	<b>\$ 17,915,197</b>
<b>LIABILITIES</b>													
<b>Current Liabilities</b>													
Warrants Payable*	\$ 122,483	\$ (491)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ 2,909	\$ 6,893	\$ 8,388	\$ 9,747	\$ 10,306	\$ 10,306	\$ 787	\$ 790	\$ 790	\$ 790	\$ (11)	\$ (11)	\$ (11)
Payroll Payable	\$ 152,520	\$ 172,006	\$ 131,287	\$ 154,329	\$ 174,402	\$ 130,122	\$ 146,218	\$ 166,532	\$ 129,080	\$ 151,695	\$ 131,399	\$ 131,399	\$ 149,867
<b>Total Current Liabilities</b>	<b>\$ 277,912</b>	<b>\$ 178,407</b>	<b>\$ 139,676</b>	<b>\$ 164,077</b>	<b>\$ 184,708</b>	<b>\$ 140,427</b>	<b>\$ 147,005</b>	<b>\$ 167,321</b>	<b>\$ 129,870</b>	<b>\$ 152,484</b>	<b>\$ 131,388</b>	<b>\$ 131,388</b>	<b>\$ 149,856</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 277,912</b>	<b>\$ 178,407</b>	<b>\$ 139,676</b>	<b>\$ 164,077</b>	<b>\$ 184,708</b>	<b>\$ 140,427</b>	<b>\$ 147,005</b>	<b>\$ 167,321</b>	<b>\$ 129,870</b>	<b>\$ 152,484</b>	<b>\$ 131,388</b>	<b>\$ 131,388</b>	<b>\$ 149,856</b>
<b>FUND BALANCE</b>													
Reserve for Encumbrance	\$ 292,123	\$ (1,861)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	\$ 12,346,493	\$ 9,045,858	\$ 6,588,991	\$ 4,809,495	\$ 3,677,645	\$ 14,782,070	\$ 15,846,942	\$ 15,117,133	\$ 12,869,891	\$ 10,518,934	\$ 20,848,232	\$ 20,848,232	\$ 17,765,341
<b>TOTAL FUND BALANCE</b>	<b>\$ 12,638,616</b>	<b>\$ 9,043,998</b>	<b>\$ 6,588,991</b>	<b>\$ 4,809,495</b>	<b>\$ 3,677,645</b>	<b>\$ 14,782,070</b>	<b>\$ 15,846,942</b>	<b>\$ 15,117,133</b>	<b>\$ 12,869,891</b>	<b>\$ 10,518,934</b>	<b>\$ 20,848,232</b>	<b>\$ 20,848,232</b>	<b>\$ 17,765,341</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$ 12,916,528</b>	<b>\$ 9,222,405</b>	<b>\$ 6,728,667</b>	<b>\$ 4,973,571</b>	<b>\$ 3,862,353</b>	<b>\$ 14,922,498</b>	<b>\$ 15,993,947</b>	<b>\$ 15,284,455</b>	<b>\$ 12,999,761</b>	<b>\$ 10,671,418</b>	<b>\$ 20,979,620</b>	<b>\$ 20,979,620</b>	<b>\$ 17,915,197</b>
<b>PROPERTY TAXES RECEIVABLE</b>	<b>\$ 887,773</b>	<b>\$ 709,314</b>	<b>\$ 41,259,626</b>	<b>\$ 40,435,226</b>	<b>\$ 38,840,000</b>	<b>\$ 25,069,543</b>	<b>\$ 21,464,956</b>	<b>\$ 19,590,710</b>	<b>\$ 19,322,607</b>	<b>\$ 19,038,022</b>	<b>\$ 3,750,424</b>	<b>\$ 3,750,424</b>	<b>\$ 1,058,458</b>

\* Does not include Munis payables  
These will be applied to each month  
prior to closing the fiscal year.

**PIERCE COUNTY LIBRARY SYSTEM**  
**STATEMENT OF REVENUE & EXPENDITURES**  
For the Period Ending November 30, 2020

<b>GENERAL FUND - 01</b>	<b>2020 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Property Tax & Related Income	\$ 37,683,500	\$ 37,779,172	\$ -	\$ (95,672)	100%
Other Revenue	\$ 1,188,500	\$ 930,644	\$ -	\$ 257,856	78%
<b>TOTAL REVENUE</b>	<b>\$ 38,872,000</b>	<b>\$ 38,709,816</b>	<b>\$ -</b>	<b>\$ 162,184</b>	<b>100%</b>
<b>EXPENDITURES</b>					
Personnel/Taxes and Benefits	\$ 25,262,900	\$ 22,950,954	\$ -	\$ 2,311,946	91%
Materials	\$ 3,971,800	\$ 1,980,988	\$ -	\$ 1,990,812	50%
Maintenance and Operations	\$ 6,707,300	\$ 5,054,705	\$ -	\$ 1,652,595	75%
Transfers Out & Reserves	\$ 2,930,000	\$ -	\$ -	\$ 2,930,000	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 38,872,000</b>	<b>\$ 29,986,647</b>	<b>\$ -</b>	<b>\$ 8,885,353</b>	<b>77%</b>
Excess/(Deficit)		\$ 8,723,169			
Additional Transfers Out		-			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 8,723,169</b>			

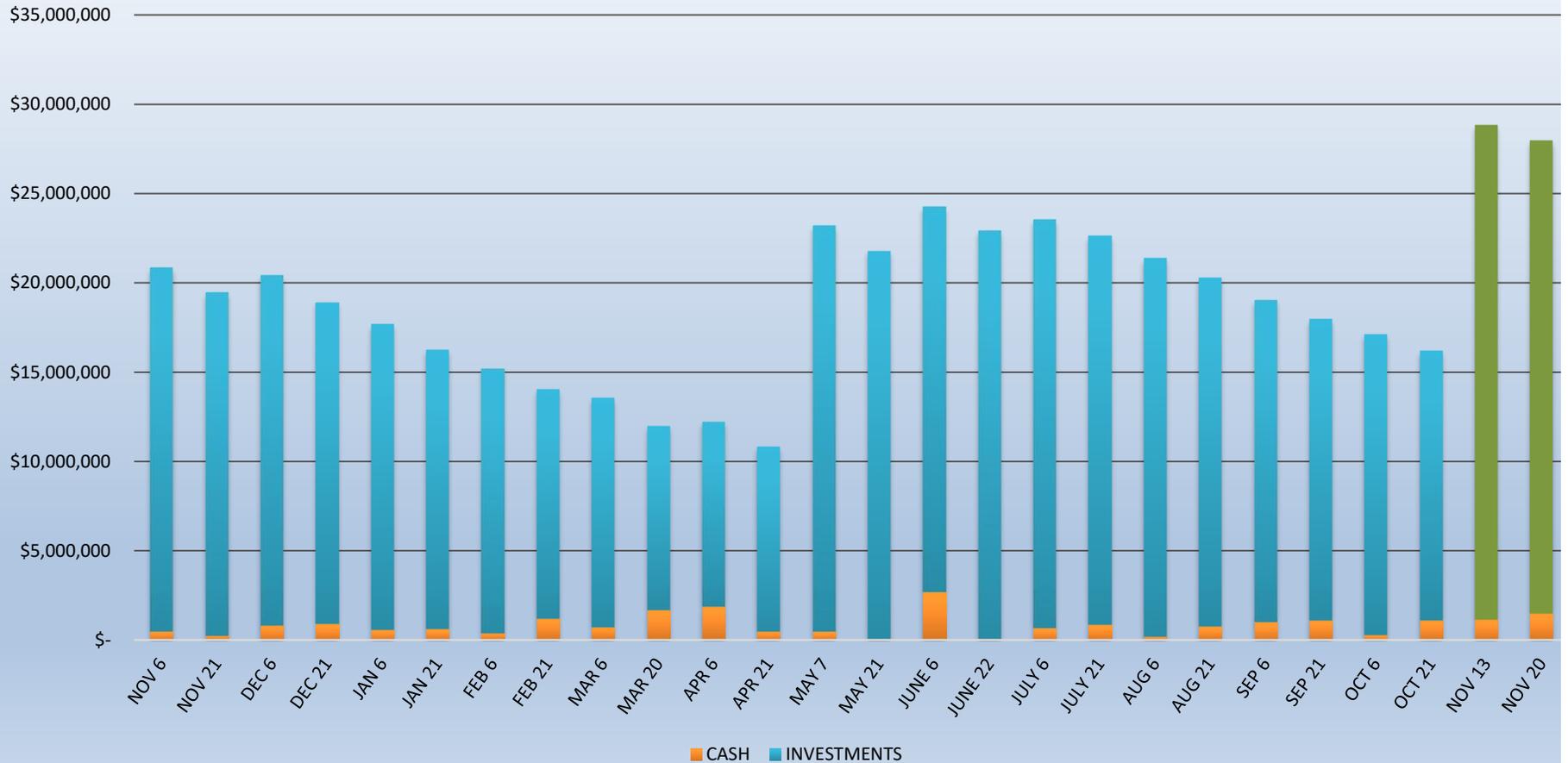
<b>SPECIAL PURPOSE FUND - 15</b>	<b>2020 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 13,266	\$ -	\$ (13,266)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 13,266</b>	<b>\$ -</b>	<b>\$ (13,266)</b>	<b>-</b>
<b>EXPENDITURES</b>					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ 13,266			
Additional Transfers In		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 13,266</b>			

<b>LEVY SUSTAINABILITY FUND - 16</b>	<b>2020 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 33,519	\$ -	\$ (33,519)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 33,519</b>	<b>\$ -</b>	<b>\$ (33,519)</b>	<b>-</b>
<b>EXPENDITURES</b>					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ 33,519			
Additional Transfers In		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 33,519</b>			

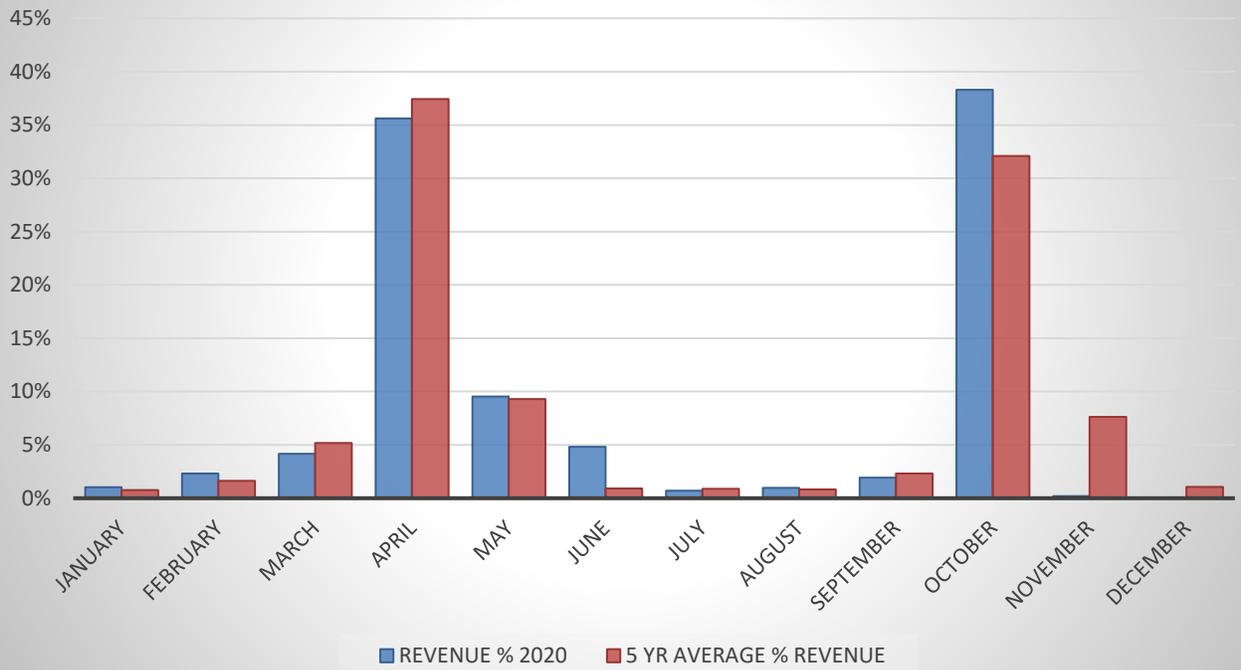
<b>DEBT SERVICE FUND - 20</b>	<b>2020 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Property Tax & Related Income	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$ -	\$ 526	\$ -	\$ (526)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 526</b>	<b>\$ -</b>	<b>\$ (526)</b>	<b>-</b>
<b>EXPENDITURES</b>					
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 526</b>			

<b>CAPITAL IMPROVEMENT PROJECTS FUND - 30</b>	<b>2020 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ 845,000	\$ -	\$ -	\$ 845,000	0%
Transfers In	\$ 1,350,000	\$ -	\$ -	\$ 1,350,000	0%
Other Revenue	\$ 150,000	\$ 12,518	\$ -	\$ 137,482	8%
<b>TOTAL REVENUE</b>	<b>\$ 2,345,000</b>	<b>\$ 12,518</b>	<b>\$ -</b>	<b>\$ 2,332,482</b>	<b>1%</b>
<b>EXPENDITURES</b>					
Capital Improvement Projects	\$ 2,345,000	\$ 847,749	\$ -	\$ 1,497,251	36%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,345,000</b>	<b>\$ 847,749</b>	<b>\$ -</b>	<b>\$ 1,497,251</b>	<b>36%</b>
Excess/(Deficit)		\$ (835,232)			
Additional Transfers In		-			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ (835,232)</b>			

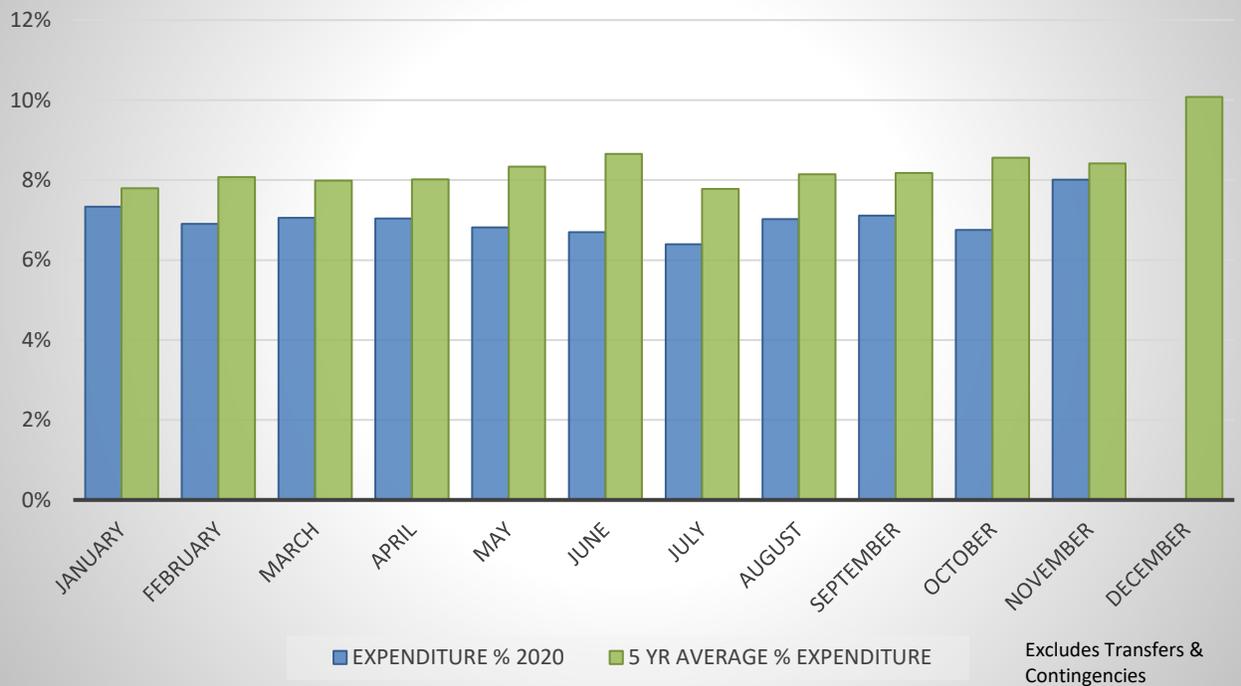
**CASH & INVESTMENTS - SEMI-MONTHLY  
2020 - ALL FUNDS COMBINED (EXCLUDES DEBT SERVICE FUND)  
- 13 MONTHS MOVING -**



### GENERAL FUND - REVENUE TREND (%) THROUGH NOVEMBER 2020



### GENERAL FUND - EXPENDITURE TREND (%) THROUGH NOVEMBER 2020



**FUND: GENERAL FUND (01)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31111 PROPERTY TAX--CURRENT	37,000,400.00	16.24	37,134,533.03	0.00	(134,133.03)	100.36
31112 PROPERTY TAX--DELINQUENT	469,100.00	41.12	398,960.14	0.00	70,139.86	85.05
31113 PROPERTY TAX--KING COUNTY	60,000.00	26,658.06	78,920.76	0.00	(18,920.76)	131.53
31130 SALE OF TAX TITLE PROPERTY	6,000.00	0.00	597.31	0.00	5,402.69	9.96
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	20,898.46	0.00	(898.46)	104.49
31740 TIMBER EXCISE TAX	63,000.00	28,016.35	69,972.10	0.00	(6,972.10)	111.07
<b>TAXES:</b>	<b>37,618,500.00</b>	<b>54,731.77</b>	<b>37,703,881.80</b>	<b>0.00</b>	<b>(85,381.80)</b>	<b>100.23</b>
33469 STATE GRANT FROM OTHER STATE AGEN	0.00	0.00	5,000.00	0.00	(5,000.00)	0.00
33533 ST FOREST FUNDS/DNR TIMB TRST	15,000.00	0.00	30,763.25	0.00	(15,763.25)	205.09
34160 COPIER FEES	7,000.00	0.00	6,719.34	0.00	280.66	95.99
34161 GRAPHICS SERVICES CHARGES	7,500.00	0.00	4,300.00	0.00	3,200.00	57.33
34162 PRINTER FEES	24,000.00	50.95	24,102.27	0.00	(102.27)	100.43
34163 FAX FEES	5,000.00	52.96	5,303.22	0.00	(303.22)	106.06
34170 SALE OF MERCHANDISE: BOOKS	0.00	0.00	9.10	0.00	(9.10)	0.00
34730 LIBRARY SERVICES FEES--ILL	0.00	0.00	90.00	0.00	(90.00)	0.00
35970 LIBRARY FINES	85,000.00	2,084.38	95,931.89	0.00	(10,931.89)	112.86
36110 INVESTMENT EARNINGS	50,000.00	3,407.64	39,524.56	0.00	10,475.44	79.05
36140 INTEREST INCOME--CONTRACTS & N	0.00	0.00	2.00	0.00	(2.00)	0.00
36200 RENTS AND LEASES--KPHC	1,000.00	0.00	1,843.21	0.00	(843.21)	184.32
36290 BOOK SALES {{OLD ACCT}}	0.00	0.00	1,727.06	0.00	(1,727.06)	0.00
36700 DONOR PROCEEDS--FOUNDATION	268,000.00	0.00	117.47	0.00	267,882.53	0.04
36720 DONOR REIMBURSEMENTS--FRIENDS	0.00	0.00	75,000.00	0.00	(75,000.00)	0.00
36725 DONATIONS--OTHER	0.00	0.00	682.54	0.00	(682.54)	0.00
36726 REIMBURSEMENTS--OTHER	0.00	0.00	6,420.81	0.00	(6,420.81)	0.00
36790 OPPORTUNITY DONATIONS	160,000.00	0.00	55,346.00	0.00	104,654.00	34.59
36910 SALE OF SURPLUS--GENERAL	2,000.00	0.00	0.00	0.00	2,000.00	0.00
36915 SALE OF SURPLUS--MATERIALS	10,000.00	2,574.49	18,281.32	0.00	(8,281.32)	182.81
36920 FOUND MONEY	0.00	0.00	1,267.64	0.00	(1,267.64)	0.00
36990 MISCELLANEOUS OTHER	0.00	54.46	11,533.68	0.00	(11,533.68)	0.00
36991 PAYMENT FOR LOST MATERIALS	10,000.00	36.81	2,014.97	0.00	7,985.03	20.15
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	120.00	0.00	(120.00)	0.00
36998 ERATE REIMBURSEMENT	530,000.00	0.00	540,924.70	0.00	(10,924.70)	102.06
36999 PROCUREMENT CARD REBATES	75,000.00	15,936.52	75,245.79	0.00	(245.79)	100.33
<b>CHARGES OTHER:</b>	<b>1,249,500.00</b>	<b>24,198.21</b>	<b>1,002,270.82</b>	<b>0.00</b>	<b>247,229.18</b>	<b>80.21</b>
39520 INSURANCE RECOVERIES--CAPITAL	4,000.00	0.00	3,663.31	0.00	336.69	91.58
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>38,872,000.00</b>	<b>78,929.98</b>	<b>38,709,815.93</b>	<b>0.00</b>	<b>162,184.07</b>	<b>99.58</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	18,352,200.00	1,487,358.46	16,589,067.86	0.00	1,763,132.14	90.39
51105 ADDITIONAL HOURS	136,200.00	3,112.21	65,901.47	0.00	70,298.53	48.39
51106 SHIFT DIFFERENTIAL	174,600.00	16,416.35	112,017.93	0.00	62,582.07	64.16
51107 SUBSTITUTE HOURS	145,900.00	1,486.12	69,474.25	0.00	76,425.75	47.62
51109 TUITION ASSISTANCE	10,000.00	0.00	4,256.20	0.00	5,743.80	42.56
51200 OVERTIME WAGES	22,800.00	2,430.45	14,819.33	0.00	7,980.67	65.00
51999 ADJ WAGE/SALARY TO MATCH PLAN	(471,000.00)	0.00	0.00	0.00	(471,000.00)	0.00
52001 INDUSTRIAL INSURANCE	183,700.00	9,447.01	101,032.34	0.00	82,667.66	55.00
52002 MEDICAL INSURANCE	2,658,500.00	191,175.45	2,248,673.86	0.00	409,826.14	84.58

**FUND: GENERAL FUND (01)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
52003 FICA	1,440,500.00	111,136.53	1,257,310.07	0.00	183,189.93	87.28
52004 RETIREMENT	2,421,800.00	191,150.82	2,129,572.90	0.00	292,227.10	87.93
52005 DENTAL INSURANCE	244,500.00	18,675.13	209,407.91	0.00	35,092.09	85.65
52006 OTHER BENEFIT	9,900.00	2,260.00	23,520.00	0.00	(13,620.00)	237.58
52010 LIFE AND DISABILITY INSURANCE	80,000.00	7,014.35	77,469.54	0.00	2,530.46	96.84
52020 UNEMPLOYMENT/ PAID FML INSURANCE	30,000.00	2,174.08	48,430.29	0.00	(18,430.29)	161.43
52999 ADJ BENEFITS TO MATCH PLAN	(176,700.00)	0.00	0.00	0.00	(176,700.00)	0.00
<b>PERSONNEL</b>	<b>25,262,900.00</b>	<b>2,043,836.96</b>	<b>22,950,953.95</b>	<b>0.00</b>	<b>2,311,946.05</b>	<b>90.85</b>
53100 OFFICE/OPERATING SUPPLIES--DEP	146,300.00	4,002.92	156,174.92	0.00	(9,874.92)	106.75
53104 OFFICE/OPERATING SUPPLIES--PUB	0.00	0.00	236.13	0.00	(236.13)	0.00
53110 CUSTODIAL SUPPLIES	76,500.00	10,729.87	70,812.00	0.00	5,688.00	92.56
53120 MAINTENANCE SUPPLIES	30,000.00	0.00	15,639.97	0.00	14,360.03	52.13
53130 MATERIAL PROCESSING SUP	16,000.00	0.00	6,115.70	0.00	9,884.30	38.22
53140 TRAINING SUPPLIES	0.00	0.00	79.83	0.00	(79.83)	0.00
53200 FUEL	20,000.00	0.00	12,221.41	0.00	7,778.59	61.11
53400 MATERIALS COLLECTION	52,000.00	0.00	0.00	0.00	52,000.00	0.00
53401 ADULT AV - CDS	800,000.00	3,041.15	34,878.85	0.00	765,121.15	4.36
53402 ADULT AV - DVD	92,000.00	22,357.61	184,322.62	0.00	(92,322.62)	200.35
53403 PERIODICALS {{OLD}}	0.00	0.00	(15.02)	0.00	15.02	0.00
53404 ADULT AV AUDIOBOOKS	0.00	394.77	7,528.82	0.00	(7,528.82)	0.00
53405 ADULT BOOK CLUB KITS	60,000.00	601.40	1,047.17	0.00	58,952.83	1.75
53406 ADULT FICTION	675,000.00	17,110.15	102,255.93	0.00	572,744.07	15.15
53407 INTERNATIONAL COLLECTION {{OLD}}	0.00	0.00	(158.76)	0.00	158.76	0.00
53408 ADULT LARGE PRINT	1,160,800.00	2,065.84	17,704.67	0.00	1,143,095.33	1.53
53409 ADULT LUCKY DAY	0.00	0.00	10,499.32	0.00	(10,499.32)	0.00
53410 ADULT NONFICTION	393,000.00	18,006.33	98,838.54	0.00	294,161.46	25.15
53411 ADULT PAPERBACKS	0.00	117.65	5,543.73	0.00	(5,543.73)	0.00
53412 ADULT PC READS	170,000.00	0.00	375.44	0.00	169,624.56	0.22
53413 ADULT REFERENCE	0.00	181.82	856.16	0.00	(856.16)	0.00
53414 ADULT YA FICTION	0.00	1,823.30	13,324.16	0.00	(13,324.16)	0.00
53415 ADULT YA GRAPHIC NOVELS	0.00	1,494.56	11,563.22	0.00	(11,563.22)	0.00
53416 ADULT YA NONFICTION	0.00	2,021.94	2,698.77	0.00	(2,698.77)	0.00
53417 ADULT AV - DVDNF	487,000.00	6,620.53	22,268.22	0.00	464,731.78	4.57
53418 ADULT GRAPHIC NOVELS	82,000.00	1,513.97	5,533.12	0.00	76,466.88	6.75
53422 CHILDREN'S BOOK CLUB KITS	0.00	115.01	1,868.10	0.00	(1,868.10)	0.00
53423 CHILDREN'S COMIC BOOKS	0.00	0.00	2,475.31	0.00	(2,475.31)	0.00
53424 CHILDREN'S EARLY LEARNING	0.00	395.51	2,596.78	0.00	(2,596.78)	0.00
53425 CHILDREN'S FICTION	0.00	12,385.56	69,769.95	0.00	(69,769.95)	0.00
53426 CHILDREN'S GRAPHIC NOVELS	0.00	2,339.07	10,750.09	0.00	(10,750.09)	0.00
53427 CHILDREN'S NONFICTION	0.00	16,002.66	48,347.53	0.00	(48,347.53)	0.00
53428 CHILDREN'S SCIENCE TO GO	0.00	98.47	1,312.50	0.00	(1,312.50)	0.00
53429 CHILDREN'S STORYTIME	0.00	0.00	914.85	0.00	(914.85)	0.00
53430 DATABASES	0.00	123,268.47	327,990.67	0.00	(327,990.67)	0.00
53440 EBOOK - REFERENCE	0.00	0.00	2,561.98	0.00	(2,561.98)	0.00
53441 EBOOKS	0.00	0.00	429,430.27	0.00	(429,430.27)	0.00
53442 EDOWNLOADABLE AUDIO	0.00	0.00	359,075.92	0.00	(359,075.92)	0.00
53443 ESTREAMING BOOKS	0.00	0.00	17,200.00	0.00	(17,200.00)	0.00

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 11/30/2020

**FUND: GENERAL FUND (01)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
53444 EHOSTING FEES	0.00	0.00	13,200.00	0.00	(13,200.00)	0.00
53445 EMAGAZINES	0.00	0.00	65,567.00	0.00	(65,567.00)	0.00
53450 MAGAZINES	0.00	15.88	9,295.25	0.00	(9,295.25)	0.00
53460 VENDOR PROCESSING	0.00	7,100.28	52,150.31	0.00	(52,150.31)	0.00
53464 VENDOR CATALOGING	0.00	0.00	275.30	0.00	(275.30)	0.00
53470 WORLD - ADULT SPANISH	0.00	0.00	38.28	0.00	(38.28)	0.00
53471 WORLD - CHILDREN'S SPANISH	0.00	1,608.83	3,034.63	0.00	(3,034.63)	0.00
53472 WORLD - CHINESE	0.00	0.00	2,673.03	0.00	(2,673.03)	0.00
53473 WORLD - DVD	0.00	0.00	2,694.71	0.00	(2,694.71)	0.00
53475 WORLD - JAPANESE	0.00	555.89	1,992.17	0.00	(1,992.17)	0.00
53476 WORLD - KOREAN	0.00	973.07	6,825.61	0.00	(6,825.61)	0.00
53477 WORLD - TAGALOG	0.00	1,729.09	1,729.09	0.00	(1,729.09)	0.00
53478 WORLD - VIETNAMESE	0.00	0.00	1,072.62	0.00	(1,072.62)	0.00
53479 WORLD - RUSSIAN	0.00	0.00	3,226.66	0.00	(3,226.66)	0.00
53481 YOUTH CHILDREN'S AUDIO BOOKS	0.00	987.32	10,888.43	0.00	(10,888.43)	0.00
53482 YOUTH DVD - FTY	0.00	4,349.11	12,811.87	0.00	(12,811.87)	0.00
53483 YOUTH YA AUDIO BOOKS	0.00	0.00	137.81	0.00	(137.81)	0.00
53495 GIFT FUNDS	0.00	15.97	15.97	0.00	(15.97)	0.00
53500 MINOR EQUIPMENT	49,800.00	429.71	12,870.53	0.00	36,929.47	25.84
53502 TECHNOLOGY HARDWARE--PUBLIC	717,500.00	0.00	179,332.18	0.00	538,167.82	24.99
53503 TECHNOLOGY HARDWARE--STAFF	0.00	4,478.43	113,457.52	0.00	(113,457.52)	0.00
53505 SOFTWARE/LICENSES/HOST--APPS	841,300.00	3,692.64	300,830.12	0.00	540,469.88	35.76
53506 SOFTWARE/LICENSES/HOST--INFRA	0.00	0.00	112,114.83	0.00	(112,114.83)	0.00
53509 MISC ONLINE SUBSCRIPTIONS	0.00	0.00	526.47	0.00	(526.47)	0.00
53510 FURNISHINGS--PUBLIC	49,500.00	0.00	0.00	0.00	49,500.00	0.00
53515 FURNISHINGS--STAFF	0.00	0.00	51,389.93	0.00	(51,389.93)	0.00
54100 INDEPENDENT CONTRACTORS	343,400.00	1,387.50	18,935.13	0.00	324,464.87	5.51
54110 PERFORMER SERVICES	0.00	(275.00)	19,546.04	0.00	(19,546.04)	0.00
54120 CONTRACTUAL SERVICES	281,100.00	12,159.27	263,313.59	0.00	17,786.41	93.67
54130 COLLECTION AGENCY SERVICES	0.00	0.00	3,982.75	0.00	(3,982.75)	0.00
54140 DATA SERVICES	8,500.00	0.00	1,429.00	0.00	7,071.00	16.81
54150 LEGAL SERVICES	40,000.00	0.00	17,133.00	0.00	22,867.00	42.83
54162 BIBLIOGRAPHIC & RELATED SERVIC	0.00	4,107.34	49,288.08	0.00	(49,288.08)	0.00
54163 PRINTING AND BINDING	52,000.00	0.00	0.00	0.00	52,000.00	0.00
54165 ILL LOST ITEM CHARGE	2,500.00	141.99	853.87	0.00	1,646.13	34.15
54200 POSTAGE	73,000.00	0.00	66,334.58	0.00	6,665.42	90.87
54201 SHIPPING	0.00	0.00	1,807.95	0.00	(1,807.95)	0.00
54210 TELECOM SERVICES--PHONES	47,700.00	1,500.26	67,829.90	0.00	(20,129.90)	142.20
54211 TELECOM SERVICES--CELLPHONES	7,500.00	0.00	25,160.73	0.00	(17,660.73)	335.48
54212 TELECOM SERVICES--INTERNET	595,800.00	0.00	375,613.35	0.00	220,186.65	63.04
54300 TRAVEL AND TOLLS	70,500.00	0.00	15,922.19	0.00	54,577.81	22.58
54301 MILEAGE REIMBURSEMENTS	47,300.00	3,526.63	41,371.89	0.00	5,928.11	87.47
54400 ADVERTISING	81,800.00	0.00	37,772.45	0.00	44,027.55	46.18
54501 RENTALS/LEASES--BUILDINGS	474,700.00	28,139.87	464,000.33	0.00	10,699.67	97.75
54502 RENTALS/LEASES--EQUIPMENT	140,900.00	4,753.93	90,475.90	0.00	50,424.10	64.21
54600 INSURANCE	270,000.00	0.00	265,809.95	0.00	4,190.05	98.45
54700 ELECTRICITY	265,000.00	3,276.38	183,520.92	0.00	81,479.08	69.25
54701 NATURAL GAS	12,000.00	141.19	6,606.86	0.00	5,393.14	55.06

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 11/30/2020

**FUND: GENERAL FUND (01)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
54702 WATER	30,000.00	5,094.42	37,667.83	0.00	(7,667.83)	125.56
54703 SEWER	34,000.00	3,403.57	35,403.86	0.00	(1,403.86)	104.13
54704 REFUSE	36,000.00	298.05	29,177.55	0.00	6,822.45	81.05
54800 GENERAL REPAIRS/MAINTENANCE	231,500.00	21,848.65	212,924.39	0.00	18,575.61	91.98
54801 CONTRACTED MAINTENANCE	411,300.00	38,842.57	202,014.18	0.00	209,285.82	49.12
54803 TELECOM EQUIPMENT MAINTENANCE	0.00	70.34	70.34	0.00	(70.34)	0.00
54805 VEHICLE REPAIR AND MAINTENANCE	65,000.00	359.31	16,102.84	0.00	48,897.16	24.77
54810 IT SYSTEMS MAINTENANCE--APPS	73,100.00	0.00	0.00	0.00	73,100.00	0.00
54811 IT SYSTEMS MAINTENANCE--INFRA	0.00	0.00	59,261.89	0.00	(59,261.89)	0.00
54900 INDIVIDUAL REGISTRATIONS	79,300.00	0.00	16,486.55	0.00	62,813.45	20.79
54901 ORGANIZATIONAL REGISTRATIONS	1,000.00	0.00	1,400.00	0.00	(400.00)	140.00
54902 DUES AND MEMBERSHIPS	52,000.00	0.00	32,841.05	0.00	19,158.95	63.16
54903 LICENSES AND FEES {{OLD}}	0.00	212.20	2,367.50	0.00	(2,367.50)	0.00
54904 LICENSES	11,500.00	0.00	3,268.97	0.00	8,231.03	28.43
54905 FEES	58,000.00	881.72	14,564.10	0.00	43,435.90	25.11
54906 TAXES AND ASSESSMENTS	44,000.00	0.00	41,535.64	0.00	2,464.36	94.40
54911 FOUNDATION IMPACT PROJECTS	0.00	0.00	117.47	0.00	(117.47)	0.00
54912 CONTINGENCY	820,000.00	0.00	0.00	0.00	820,000.00	0.00
54930 OPPORTUNITY DONATIONS/GRANTS	0.00	4,000.00	4,000.00	0.00	(4,000.00)	0.00
54998 US BANK CLEARING	0.00	664,331.58	1,296,236.01	0.00	(1,296,236.01)	0.00
54999 MISCELLANEOUS	0.00	0.00	500.00	0.00	(500.00)	0.00
56241 PAINTING--INTERIOR	0.00	0.00	211.34	0.00	(211.34)	0.00
56280 FURNITURE AND FIXTURES	0.00	0.00	43.95	0.00	(43.95)	0.00
59711 TRANSFERS OUT--FUTURE ELECTION	80,000.00	0.00	0.00	0.00	80,000.00	0.00
59712 TRANSFERS OUT--FUTURE LAND, PR	1,000,000.00	0.00	0.00	0.00	1,000,000.00	0.00
59730 TRANSFERS OUT--CAPITAL PROJECT	1,350,000.00	0.00	0.00	0.00	1,350,000.00	0.00
59799 ANNUAL SUSTAINABILITY SETASIDE	500,000.00	0.00	0.00	0.00	500,000.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>13,609,100.00</b>	<b>1,070,826.55</b>	<b>7,035,693.11</b>	<b>0.00</b>	<b>6,573,406.89</b>	<b>51.70</b>
<b>NEED A CATEGORY</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>38,872,000.00</b>	<b>3,114,663.51</b>	<b>29,986,647.06</b>	<b>0.00</b>	<b>8,885,352.94</b>	<b>77.14</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(3,035,733.53)</b>	<b>8,723,168.87</b>	<b>0.00</b>	<b>(8,723,168.87)</b>	<b>0.00</b>

**FUND: SPECIAL PURPOSE FUND (15)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	283.57	13,265.53	0.00	(13,265.53)	0.00
CHARGES OTHER:	0.00	283.57	13,265.53	0.00	(13,265.53)	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>283.57</b>	<b>13,265.53</b>	<b>0.00</b>	<b>(13,265.53)</b>	<b>0.00</b>
<b>EXPENSE ACCOUNTS</b>						
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>283.57</b>	<b>13,265.53</b>	<b>0.00</b>	<b>(13,265.53)</b>	<b>0.00</b>

**FUND: LEVY SUSTAINABILITY FUND (16)**

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31111 PROPERTY TAX--CURRENT	0.00	2,663,800.00	2,663,800.00	0.00	(2,663,800.00)	0.00
31112 PROPERTY TAX--DELINQUENT	0.00	30,200.00	30,200.00	0.00	(30,200.00)	0.00
<b>TAXES:</b>	<b>0.00</b>	<b>2,694,000.00</b>	<b>2,694,000.00</b>	<b>0.00</b>	<b>(2,694,000.00)</b>	<b>0.00</b>
36110 INVESTMENT EARNINGS	0.00	727.44	33,518.64	0.00	(33,518.64)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>727.44</b>	<b>33,518.64</b>	<b>0.00</b>	<b>(33,518.64)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>2,694,727.44</b>	<b>2,727,518.64</b>	<b>0.00</b>	<b>(2,727,518.64)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>2,694,727.44</b>	<b>2,727,518.64</b>	<b>0.00</b>	<b>(2,727,518.64)</b>	<b>0.00</b>

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

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
36110 INVESTMENT EARNINGS	0.00	11.18	526.08	0.00	(526.08)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>11.18</b>	<b>526.08</b>	<b>0.00</b>	<b>(526.08)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>11.18</b>	<b>526.08</b>	<b>0.00</b>	<b>(526.08)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>11.18</b>	<b>526.08</b>	<b>0.00</b>	<b>(526.08)</b>	<b>0.00</b>

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

Object	2020 Budget	November Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	845,000.00	0.00	0.00	0.00	845,000.00	0.00
36110 INVESTMENT EARNINGS	0.00	174.11	12,517.58	0.00	(12,517.58)	0.00
36998 ERATE REIMBURSEMENT	150,000.00	0.00	0.00	0.00	150,000.00	0.00
<b>CHARGES OTHER:</b>	<b>995,000.00</b>	<b>174.11</b>	<b>12,517.58</b>	<b>0.00</b>	<b>982,482.42</b>	<b>1.26</b>
39700 TRANSFERS IN	1,350,000.00	0.00	0.00	0.00	1,350,000.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>2,345,000.00</b>	<b>174.11</b>	<b>12,517.58</b>	<b>0.00</b>	<b>2,332,482.42</b>	<b>0.53</b>
<b>EXPENSE ACCOUNTS</b>						
53100 OFFICE/OPERATING SUPPLIES--DEP	0.00	0.00	62.36	0.00	(62.36)	0.00
53503 TECHNOLOGY HARDWARE--STAFF	0.00	0.00	164.85	0.00	(164.85)	0.00
53505 SOFTWARE/LICENSES/HOST--APPS	0.00	0.00	7,970.88	0.00	(7,970.88)	0.00
54100 INDEPENDENT CONTRACTORS	460,000.00	0.00	1,885.00	0.00	458,115.00	0.41
54120 CONTRACTUAL SERVICES	0.00	10,106.59	100,459.11	0.00	(100,459.11)	0.00
54160 ARCHITECTURAL/ENGR SERVICES	0.00	3,210.00	6,008.45	0.00	(6,008.45)	0.00
54300 TRAVEL AND TOLLS	0.00	0.00	7,721.65	0.00	(7,721.65)	0.00
54400 ADVERTISING	0.00	0.00	310.80	0.00	(310.80)	0.00
54912 CONTINGENCY	250,000.00	0.00	0.00	0.00	250,000.00	0.00
56200 BUILDINGS ACQUISITIONS	120,000.00	0.00	120,000.00	0.00	0.00	100.00
56201 BUILDING IMPROVEMENTS/REFRESHE	260,000.00	0.00	108,411.40	0.00	151,588.60	41.70
56202 LAND & PROPERTY IMPROVEMENTS	230,000.00	0.00	0.00	0.00	230,000.00	0.00
56270 DOORS	0.00	0.00	8,250.00	0.00	(8,250.00)	0.00
56280 FURNITURE AND FIXTURES	200,000.00	44,740.58	126,249.75	0.00	73,750.25	63.12
56300 OTHER IMPROVEMENTS--NONBUILDIN	10,000.00	0.00	0.00	0.00	10,000.00	0.00
56400 MACHINERY & MAJOR EQUIPMENT	100,000.00	0.00	0.00	0.00	100,000.00	0.00
56430 TECHNOLOGY EQUIPMENT	715,000.00	0.00	360,254.86	0.00	354,745.14	50.39
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>2,345,000.00</b>	<b>58,057.17</b>	<b>847,749.11</b>	<b>0.00</b>	<b>1,497,250.89</b>	<b>36.15</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(57,883.06)</b>	<b>(835,231.53)</b>	<b>0.00</b>	<b>835,231.53</b>	<b>0.00</b>

# MEMO

Date: December 29, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Jaime Prothro, Customer Experience Director

Subject: Branch Services Report

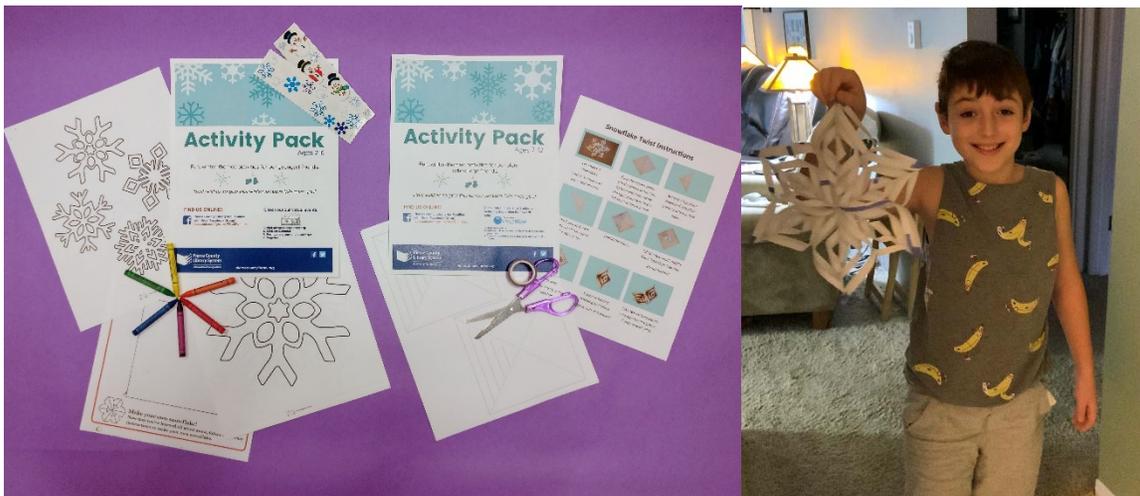
## Customer Experiences

Customers continue to be delighted by staff-selected Grab Bags!

As identified in the Curbside Marketing board memo, Customer Experience staff re-engaged with approximately 1800 customers who have been missed since the pandemic began. A customer specifically answered her phone as staff was leaving a message as soon as she learned it was the library and was delighted to learn about accessing library service.

PCLS received a thank you video for the contributions of Parkland/Spanaway staff time in planning support and the connection of resources and book giveaways for the annual Franklin Pierce School District's Winterfest: [https://franklinpierceschools-my.sharepoint.com/:v:/g/personal/jzylstra\\_fpschools\\_org/EXzmIqF7HoZGqNycknkXsDEB\\_Y6nCfDMTnUZhw7vBvCzqA](https://franklinpierceschools-my.sharepoint.com/:v:/g/personal/jzylstra_fpschools_org/EXzmIqF7HoZGqNycknkXsDEB_Y6nCfDMTnUZhw7vBvCzqA)

This month, Youth Services strategized how to translate the tradition of gingerbread houses into a take-and-make activity that could be enjoyed by families at home. As a result, 2140 snowflake activity kits were prepared and distributed curbside. Many locations mentioned running out of the supplies quickly.



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An Adult Services team has met with SCORE (Service Core of Retired Executives) to discuss a potential partnership.

# **Board Education and Service Reports**

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# MEMO



Date: January 6, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Capital Fundraising Campaign Overview

In 2021 the Library will launch a capital fundraising campaign to raise \$2 million to support relocating the aging Sumner Library to a new location in the center of town on Main Street, and to pilot innovative, non-bricks and mortar approaches to providing access to library services in communities.

This continues work begun in 2019 with a public engagement process and capital fundraising feasibility study that originally envisioned three potential library buildings in two cities. This work was paused in 2020 due to the COVID-19 pandemic, and was relaunched in late 2020 at a smaller scale, as the Library explores how the pandemic will change public expectations of Library facilities and services.

The revised project is estimated to cost \$6.5 million and will take approximately two years. Key work this year will:

- Update and build on the public engagement and fundraising feasibility studies to finalize a smaller scoped project focused on relocating the Sumner Library and piloting non-building service innovations in the Library's service area.
- Launch the capital fundraising campaign, with a 2021 goal of raising \$1.25 million.
- Create a PCLS Building Program for small and medium-sized libraries.
- Conduct a public engagement process focused on a new Sumner Library building and potential system-wide innovations.
- Develop preliminary design and detailed costs for Sumner library.

While the Pierce County Library Foundation has a 50-year history of annual fundraising to support service enhancements, it has been building its capacity to fundraise over the past three years and this will be its largest fundraising effort to date. (In 2006-2011, the Foundation conducted a \$500,000 capital campaign to fund enhancements for the new University Place Pierce County Library.)

During the Board meeting, Foundation Director Dean Carrell and his team, along with Kristin Barsness and Natalie Lamberjack of the Barsness Group, the campaign counsel for the project, will introduce you to capital fundraising campaigns and what to expect and answer your questions as we begin this work.

# New Business

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# MEMO



Date: December 28, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Cheree Green, SHRM-SCP, Staff Experience Director

Subject: Board Policies: Equity, Diversity and Inclusion, Equal Employment Opportunity and Anti-Harassment

As a part of our Staff Diversity and Inclusion plan, we have begun the process to review our related Board policies. We have reviewed these internally and our legal counsel has provided us with some changes to the following policies: Equity, Diversity and Inclusion, Equal Employment Opportunity and Anti-Harassment. Attached you'll find our current (watermarked as "original") and proposed revisions (two versions – one with changes tracked and a clean copy watermarked as "revision") of the policies. I have included the legal comments as well for context of their suggested changes.

We are interested in your review of these policies and are seeking any feedback, revisions or input that you may have. During the Board meeting I will be available answer your questions.

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# Board Policy



## **Diversity and Inclusion Policy**

### **Policy Statement**

Pierce County Library System welcomes, values, and celebrates the differences inherent in its employees and members of its communities.

### **Purpose**

At Pierce County Library System, diversity lays a foundation for creativity and innovation and provides for a more multi-dimensional approach to problem solving and decision making. It enhances a culture of collegiality and respect, collaboration, sensitivity and thoughtful interaction among and between our staff and our customers.

### **Policy**

The Library is committed to a culture of inclusion and mutual respect that welcomes the vibrant differences and variety of backgrounds, perspectives, interests and talents represented by the residents served and its staff members.

All employees are expected to contribute to creating and maintaining a workplace modeled on these principles, which are embedded and reflected in key Library documents, including:

- The Library's Mission, Vision and Values
- Core Skills and Qualities
- Leadership Descriptors
- Library Rules of Conduct
- Foundations of a Learning Organization

### **Related Policies:**

- Equal Employment Opportunity Policy
- Nondiscrimination and Anti-harassment Policy
- Access to Library Services for Persons with Disabilities
- Washington Library Association's Intellectual Freedom Statement

**Board Policy 4.17 Adopted by the Pierce County Library System Board of Trustees June 13, 2012.**

### **First Revision:**

# Board Policy



## ~~Diversity~~, Equity, Diversity and Inclusion Policy

### Policy Statement

Pierce County Library System welcomes, values, and celebrates the differences **inherent** in its employees and members of its communities. The Library actively commits its programs and resources to ensure that barriers to access by staff and the public are eliminated, by supporting broader public access to Library programs and services, and providing the public and staff equitable opportunities for growth through employment and education. The Library is actively committed to attracting and retaining a diverse workforce that broadly reflects the communities we serve.

### Purpose

At Pierce County Library System, diversity lays a foundation for creativity and innovation and provides for a more multi-dimensional approach to problem solving and decision making. It enhances a culture of collegiality and respect, collaboration, sensitivity and thoughtful interaction among and between our staff and our customers.

### Policy

The Library is committed to a culture of inclusion and mutual respect that welcomes the vibrant differences and variety of backgrounds, perspectives, interests and talents represented by the residents served and its staff members. The Library has a vision of equity, diversity and inclusion for every community member we serve as well as for our staff.

All employees are expected to contribute to creating and maintaining a workplace modeled on these principles, which are embedded and reflected in key Library documents, including:

- The Library's Mission, Vision and Values
- Core Skills and Qualities
- Leadership ~~Descriptors~~ Competencies
- Library Rules of Conduct
- Foundations of a Learning Organization

Key principles of this policy include:

- Making a system wide commitment;
- Eliminating barriers to equity, diversity, and inclusion in Library services, programs, policies, and practices;
- Affirmatively supporting programs to achieve these ends; and
- Providing equitable access to skills training, resources and employment opportunities for staff and the public.

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# Board Policy



- Actively committing to cultural responsiveness for staff and the public.
- Actively incorporating suggestions and recommendations from the community into organizational plans.
- Actively committing to collecting and analyzing data and incorporating accountability within the organizational goals and leadership.

## Related Policies:

- Equal Employment Opportunity Policy
- ~~Nondiscrimination and~~ Anti-harassment Policy
- Access to Library Services for Persons with Disabilities
- Washington Library Association's Intellectual Freedom Statement

**Adopted by the Pierce County Library System Board of Trustees June 13, 2012.**

**First Revision:**

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# Board Policy



## Equity, Diversity and Inclusion Policy

### Policy Statement

Pierce County Library System welcomes, values, and celebrates the differences in its employees and members of its communities. The Library actively commits its programs and resources to ensure that barriers to access by staff and the public are eliminated, by supporting broader public access to Library programs and services, and providing the public and staff equitable opportunities for growth through employment and education. The Library is actively committed to attracting and retaining a diverse workforce that broadly reflects the communities we serve.

### Purpose

At Pierce County Library System, diversity lays a foundation for creativity and innovation and provides for a more multi-dimensional approach to problem solving and decision making. It enhances a culture of collegiality and respect, collaboration, sensitivity and thoughtful interaction among and between our staff and our customers.

### Policy

The Library is committed to a culture of inclusion and mutual respect that welcomes the vibrant differences and variety of backgrounds, perspectives, interests and talents represented by the residents served and its staff members. The Library has a vision of equity, diversity and inclusion for every community member we serve as well as for our staff.

All employees are expected to contribute to creating and maintaining a workplace modeled on these principles, which are embedded and reflected in key Library documents, including:

- The Library's Mission, Vision and Values
- Core Skills and Qualities
- Leadership Competencies
- Library Rules of Conduct
- Foundations of a Learning Organization

Key principles of this policy include:

- Making a system wide commitment;
- Eliminating barriers to equity, diversity, and inclusion in Library services, programs, policies, and practices;
- Affirmatively supporting programs to achieve these ends; and
- Providing equitable access to skills training, resources and employment opportunities for staff and the public.

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# Board Policy



- Actively committing to cultural responsiveness for staff and the public.
- Actively incorporating suggestions and recommendations from the community into organizational plans.
- Actively committing to collecting and analyzing data and incorporating accountability within the organizational goals and leadership.

## **Related Policies:**

- Equal Employment Opportunity Policy
- Anti-harassment Policy
- Access to Library Services for Persons with Disabilities
- Washington Library Association's Intellectual Freedom Statement

**Adopted by the Pierce County Library System Board of Trustees June 13, 2012.**

## **First Revision:**

REVISION

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# Board Policy



## **Equal Employment Opportunity**

### **Policy Statement**

It is the policy of the Pierce County Library System to provide equal opportunity to all employees and applicants for employment.

### **Purpose**

This policy confirms the Library's commitment to providing equal employment opportunity and to comply with the laws of the United States and the State of Washington.

### **Policy**

All personnel practices, such as recruitment, hiring, promotions, training, discipline and privileges of employment, shall be administered in a manner which does not discriminate against an employee or job applicant on the basis of: race, color, creed, religion, ancestry, citizenship, national origin, sex, age, presence of HIV or hepatitis C infection (except where sex or age or presence of HIV or hepatitis C infection is a bona fide occupational qualification as defined by the Washington State Human Rights Commission), marital or family status (including pregnancy), sexual orientation, gender or gender identity, presence of any sensory or mental or physical disability (unless such disability effectively prevents the performance of the essential functions required of the position and which cannot be accommodated without undue hardship), honorably discharged veteran or military status, use of a trained dog guide or service animal by a person with a disability, or genetic information.

The Library's legal obligations under equal employment opportunity statutes are not expanded or diminished by adoption of these policies. Legal obligation shall be determined solely by the law in effect at the time of any legal action.

#### Related Policies:

- Anti-Discrimination/Anti-Harassment Policy
- Diversity and Inclusion Policy

**Board Policy 4.1 Adopted by the Pierce County Library System Board of Trustees June 17, 1999 (Replacing the Affirmative Action Policy).**

**Revised by the Pierce County Library System Board of Trustees June 13, 2012.**

#### **Second Revision:**

# Board Policy



## Equal Employment Opportunity

### Policy Statement

It is the policy of the Pierce County Library System to provide equal opportunity to all employees and applicants for employment.

### Purpose

This policy confirms the Library's commitment to providing equal employment opportunity and to comply with state and federal ~~the laws of the United States and the State of Washington.~~

### Policy

All personnel practices, such as recruitment, hiring, firing, promotions, layoffs, training, wages, benefits, discipline, and other terms and conditions of ~~privileges of~~ employment, shall be administered in a manner which does not discriminate against an employee or job applicant on the basis of: age, sex, marital or family status, pregnancy, sexual orientation, race, creed, color, national origin, religion, military or honorably discharged veteran status, gender identity, ancestry, disability, genetic information, citizenship or immigration status, or any other basis prohibited by law, ~~race, color, creed, religion, ancestry, citizenship, national origin, sex, age, presence of HIV or hepatitis C infection (except where sex or age or presence of HIV or hepatitis C infection is a bona fide occupational qualification as defined by the Washington State Human Rights Commission), marital or family status (including pregnancy), sexual orientation, gender or gender identity, presence of any sensory or mental or physical disability (unless such disability effectively prevents the performance of the essential functions required of the position and which cannot be accommodated without undue hardship), honorably discharged veteran or military status, use of a trained dog guide or service animal by a person with a disability, or genetic information.~~

~~The Library's legal obligations under equal employment opportunity statutes are not expanded or diminished by adoption of these policies. Legal obligation shall be determined solely by the law in effect at the time of any legal action.~~

Complaint Procedure. The Library will not tolerate discrimination. Any employee who believes he/she they have been subjected to unlawful discrimination, or any employee who becomes aware of such conduct directed at someone else, should report it to his/her their supervisor, any Library manager, or Human Resources the Staff Experience Department. The Library encourages employees to use this policy without worrying about whether the conduct involved is considered discrimination in a legal sense. Any manager who receives such a complaint should report it to Human Resources the Staff Experience Department immediately. Upon receipt of a complaint, the Library will investigate and take appropriate corrective action as may be warranted, up to and including termination. The Library prohibits retaliation or adverse action against employees because of their good faith report of discrimination, or participation in an investigation regarding the same.

**Commented [A1]:** I aligned the language between this policy and your anti-discrimination policy

**Commented [A2]:** This is not necessarily a protected status under federal or state law for employment purposes (per the EEOC, and RCW 49.60.180). However, it gets a bit tricky, because the EEOC seems to have a liberal approach to this issue, and may construe "caregiver" status under the lens of gender or disability discrimination. Therefore, since you have it in your policy already, I kept it in here.

**Commented [A3]:** I separated out pregnancy, since a separate law applies to pregnancy discrimination.

**Commented [A4]:** This is a new addition to the Washington Law Against Discrimination, as of June 11.

**Commented [A5]:** I included this as a "catch all" provision to accommodate changes in anti-discrimination law.

**Commented [A6]:** I did not include this statement in your new policy for a couple of reasons. First, it's encompassed within ADA/disability law framework already, and second, it is unlikely that HIV, hepatitis C, age, or sex, would create a bona fide occupational qualification, but even if it did, this is already discussed in the human rights commission statutes.

**Commented [A7]:** I recommend removing this because a legal obligation with respect to equal opportunities is statutory and based on case law, not policy, and it may not always be the case that your legal obligations are determined solely by the law in effect at the time of an event or lawsuit.

**Commented [A8]:** I recommend having a clear process for how an employee may file a complaint. This is sample language that you can use.

Having a clear process for complaints alleviates confusion, promotes accountability, and provides guidance and consistency in how complaints are handled (and by whom). You will want to make sure there is a process in place to keep careful records of any complaints of discrimination, harassment, or retaliation. Some employers even have a complaint form that employees may use, which provides some general questions that can assist in an investigation and provide a record of what happened, when, involving whom, etc. I also recommend having more than one point of contact for complaints other than just a supervisor, in the event that the supervisor is the person who is engaging in the inappropriate conduct.

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# Board Policy



Related Policies:

- ~~Anti-Discrimination~~/Anti-Harassment Policy
- Diversity and Inclusion Policy

**Board Policy 4.1 Adopted by the Pierce County Library System Board of Trustees June 17, 1999 (Replacing the Affirmative Action Policy).**

**Revised by the Pierce County Library System Board of Trustees June 13, 2012.**

**Second Revision:**

DRAFT REVISION

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# Board Policy



## Equal Employment Opportunity

### Policy Statement

It is the policy of the Pierce County Library System to provide equal opportunity to all employees and applicants for employment.

### Purpose

This policy confirms the Library's commitment to providing equal employment opportunity and to comply with state and federal laws.

### Policy

All personnel practices, such as recruitment, hiring, firing, promotions, layoffs, training, wages, benefits, discipline, and other terms and conditions of employment, shall be administered in a manner which does not discriminate against an employee or job applicant on the basis of: age, sex, marital or family status, pregnancy,, sexual orientation, race, creed, color, national origin, religion, military or honorably discharged veteran status, gender identity, ancestry, disability, genetic information, citizenship or immigration status, or any other basis prohibited by law.

Complaint Procedure. The Library will not tolerate discrimination. Any employee who believes they have been subjected to unlawful discrimination, or any employee who becomes aware of such conduct directed at someone else, should report it to their supervisor, any Library manager, or the Staff Experience Department. The Library encourages employees to use this policy without worrying about whether the conduct involved is considered discrimination in a legal sense. Any manager who receives such a complaint should report it to the Staff Experience Department immediately. Upon receipt of a complaint, the Library will investigate and take appropriate corrective action as may be warranted, up to and including termination. The Library prohibits retaliation or adverse action against employees because of their good faith report of discrimination, or participation in an investigation regarding the same.

### Related Policies:

- Anti-Harassment Policy
- Diversity and Inclusion Policy

**Board Policy 4.1 Adopted by the Pierce County Library System Board of Trustees June 17, 1999 (Replacing the Affirmative Action Policy).**

**Revised by the Pierce County Library System Board of Trustees June 13, 2012.**

### Second Revision:

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# Board Policy



## **Non-Discrimination and Anti-Harassment Policy**

### **Policy Statement**

Pierce County Library System commits to promoting a workplace environment that reflects the diversity of its community, and is free of unlawful discriminatory or harassing behaviors.

### **Purpose**

It is the Pierce County Library System's goal to provide a work environment that promotes mutual respect and is free from all forms of discrimination and harassment because it damages the workplace and negatively affects morale, motivation, and job performance.

This policy affirms the Library's commitment to equal employment opportunities and to the elimination of unlawful discrimination or harassment which limits human potential, or impedes communication, understanding or access to information. The Library complies with the laws of the United States and the State of Washington.

### **Definitions**

**Discrimination:** unlawful discrimination in employment occurs when an employer makes employment decisions about employees (or potential employees) based on race, color, creed, ancestry, national origin, gender, gender identity, marital or family status, religion, age, sexual orientation, citizenship, honorably discharged veteran or military status, disability, genetic information, or other class protected by federal, state, or local laws. This applies to all types of employment decisions, including hiring, firing, promotions, layoffs, training, wages, benefits, or other terms and conditions of employment.

**Sexual Harassment:** is defined as a form of unlawful discrimination under Title VII of the Civil Rights Act of 1964 and the Washington Law Against Discrimination. It is repeated, unwanted conduct of a sexual nature, including unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that interferes with work performance, affects employment decisions, or is serious and frequent enough to create a hostile, intimidating, or offensive work environment or requires submission to sexual conduct in exchange for job related benefits.

Examples of conduct that may give rise to Sexual Harassment include, but are not limited to:

- Repeated sexual comments or innuendoes
- Displays, jokes, or kidding of a sexual nature
- Offensive comments about a specific gender
- Unwelcome physical contact
- Unwanted sexual advances

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# Board Policy

- Stating or implying that a job or job benefits are dependent upon compliance with sexual requests.

Workplace Harassment: is defined by the U.S. Equal Employment Opportunity Commission as repeated, inappropriate, unwelcome, or offensive conduct or speech directed toward individuals – or their relatives, friends, or associates – because of their race, color, national origin, gender, gender identity, sexual orientation, religion, disability, or age. The conduct or speech must be serious and frequent enough to create a hostile, intimidating, or offensive work environment; unreasonably interfere with an employee’s work performance; or negatively affect a person’s employment opportunities, benefits, or rights. Such harassment is prohibited by Library policy, whether it occurs on or off the work site, while the employee engaging in the behavior is performing work related duties or representing the Library as the Library’s employee.

Examples of Workplace Harassment include, but are not limited to:

- Offensive or derogatory jokes, cartoons, pictures, or graffiti.
- Mimicking language or accents.
- Racial or ethnic slurs.
- Unwelcome comments about religious garments.
- Threats.
- Intimidating or hostile acts.
- Posting offensive materials on physical or online walls, staff bulletin boards, or system email that denigrate or show hostility toward a person or group because of their membership in a protected class.
- Engaging in behavior that would be highly offensive to a person who is a member of a protected class with the intent to cause embarrassment or offense.

## Policy

The Library will not tolerate actions, words, jokes, comments, or employment decisions based on an individual’s race, color, creed, national origin, religion, gender, gender identity, sexual orientation, marital or family status, age, citizenship, veteran’s status, disability, or genetic information.

All employees shall act in a professional, respectful manner that promotes diversity and maintains a harassment-free work environment.

It is the responsibility of all staff members to:

- Not engage in behavior that constitutes unlawful discrimination or harassment.
- Fully cooperate in carrying out this policy.
- Communicate any concerns regarding discrimination, harassment, or retaliation to the Staff Experience Director or a Human Resources Generalist.

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# Board Policy



It is the Library's responsibility to take investigatory steps if there are allegations of discrimination, harassment, or retaliation, and to take corrective action if misconduct occurs.

**Board Policy 4.4 Adopted by the Pierce County Library System Board of Trustees June 13, 2012.by the Pierce County Library System Board of Trustees June 13, 2012.**

**First Revision:**

ORIGINAL

# Board Policy



## ~~Non-Discrimination and Anti-Harassment Policy~~

### Policy Statement

Pierce County Library System commits to promoting a workplace environment that reflects the diversity of its community, and is free of unlawful ~~discriminatory or~~ harassing behaviors.

### Purpose

It is the Pierce County Library System's goal to provide a work environment that promotes mutual respect and is free from all forms of ~~discrimination and~~ harassment because it damages the workplace and negatively affects morale, motivation, and job performance.

This policy affirms the Library's commitment ~~to equal employment opportunities and~~ to the elimination of unlawful ~~discrimination or~~ harassment which limits human potential, or impedes communication, understanding or access to information. The Library complies with state and federal law, ~~the laws of the United States and the State of Washington.~~

### Definitions

~~Discrimination: unlawful discrimination in employment occurs when an employer makes employment decisions about employees (or potential employees) based on race, color, creed, ancestry, national origin, gender, gender identity, marital or family status, religion, age, sexual orientation, citizenship, honorably discharged veteran or military status, disability, genetic information, or other class protected by federal, state, or local laws. This applies to all types of employment decisions, including hiring, firing, promotions, layoffs, training, wages, benefits, or other terms and conditions of employment.~~

Sexual Harassment: is defined as a form of unlawful discrimination. Unwelcome sexual advances, requests for sexual favors, and other physical, verbal, or visual conduct based on sex constitute sexual harassment when (1) submission to the conduct is an explicit or implicit term or condition of employment, (2) submission to or rejection of the conduct is used as the basis for an employment decision, or (3) the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. ~~It is repeated, unwanted conduct of a sexual nature, including unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that interferes with work performance, affects employment decisions, or is serious and frequent enough to create a hostile, intimidating, or offensive work environment or requires submission to sexual conduct in exchange for job related benefits.~~

~~Examples of conduct that may give rise to Sexual Harassment include, but are not limited to:~~

- ~~• Repeated sexual comments or innuendoes~~
- ~~• Displays, jokes, or kidding of a sexual nature~~
- ~~• Offensive comments about a specific gender~~

**Commented [A1]:** The EEO policy and the non-discrimination portion of this policy are duplicative, and both policies encompass the same behavior. This could be confusing for managers and employees. For this reason, I recommend having one policy that incorporates both discrimination and harassment.

For purposes of amending this policy, I left the EEO policy separate, but deleted references to "discrimination" here.

# Board Policy



- ~~Unwelcome physical contact~~
- ~~Unwanted sexual advances~~  
~~Stating or implying that a job or job benefits are dependent upon compliance with sexual requests.~~

Workplace Harassment: is defined by the U.S. Equal Employment Opportunity Commission as repeated, inappropriate, unwelcome, or offensive conduct or speech directed toward individuals—or their relatives, friends, or associates—because of their race, color, national origin, gender, gender identity, sexual orientation, religion, disability, or age. The conduct or speech must be serious and frequent enough to create a hostile, intimidating, or offensive work environment; unreasonably interfere with an employee’s work performance; or negatively affect a person’s employment opportunities, benefits, or rights. Harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based upon a person’s protected status, such as age, sex, marital or family status, pregnancy, sexual orientation, race, creed, color, national origin, religion, military or honorably discharged veteran status, gender identity, ancestry, disability, genetic information, citizenship or immigration status, or other protected group status. The Library will not tolerate harassing conduct that affects tangible job benefits, that interferes unreasonably with an individual’s work performance, or that creates an intimidating, hostile, or offensive working environment. Such harassment is prohibited by Library policy, ~~whether it occurs on or~~ even if it occurs off the work site, while the employee engaging in the behavior is performing work related duties or representing the Library as the Library’s employee.

Examples of Harassment. Workplace Harassment include, but are not limited to: Library employees are expected to exercise good judgment and avoid engaging in conduct that could be perceived by others as harassment. Examples of harassment include, but are not limited to:

- Verbal: repeated sexual comments or innuendoes, racial or sexual epithets, derogatory slurs, off-color jokes, propositions, threats or suggestive or insulting sounds;
- Visual/Non-verbal: derogatory posters, cartoons, drawings or emails; suggestive objects or pictures; graphic commentaries; leering; or obscene gestures;
- Physical: unwanted physical contact including touching, interference with an individual’s normal work movement or assault; and
- Other: making or threatening reprisals as a result of a negative response to harassment.

- ~~Offensive or derogatory jokes, cartoons, pictures, or graffiti.~~
- ~~Mimicking language or accents.~~
- ~~Racial or ethnic slurs.~~
- ~~Unwelcome comments about religious garments.~~
- ~~Threats.~~
- ~~Intimidating or hostile acts.~~

# Board Policy



- ~~• Posting offensive materials on physical or online walls, staff bulletin boards, or system email that denigrate or show hostility toward a person or group because of their membership in a protected class.~~
- ~~• Engaging in behavior that would be highly offensive to a person who is a member of a protected class with the intent to cause embarrassment or offense.~~

## Policy

The Library will not tolerate any form of harassing conduct that affects tangible job benefits, that interferes unreasonably with an individual's work performance, or that creates an intimidating, hostile, or offensive work environment. ~~actions, words, jokes, comments, or employment decisions based on an individual's race, color, creed, national origin, religion, gender, gender identity, sexual orientation, marital or family status, age, citizenship, veteran's status, disability, or genetic information.~~

All employees ~~shall~~ are expected to act in a professional ~~and~~ respectful manner that promotes diversity and maintains a harassment-free work environment.

It is the responsibility of all staff members to:

- Not engage in behavior that constitutes unlawful ~~discrimination or~~ harassment.
- Fully cooperate in carrying out this policy.
- Communicate any concerns regarding ~~discrimination,~~ harassment, or retaliation to the Staff Experience Director or a Human Resources Generalist.

Complaint Procedure. The Library will not tolerate harassment by employees or of Library employees by anyone, including any co-worker, contractor, vendor, member of the public, or other third party. Any employee who believes that he or she has been discriminated against should report it to his/her supervisor, any Library manager, or Human Resources the Staff Experience Department. The Library encourages employees to use this policy without worrying about whether the conduct involved is considered harassment in a legal sense. Any manager who receives such a complaint should report it to Human Resources the Staff Experience Department immediately. Upon receipt of a complaint, the Library will investigate and take appropriate corrective action as may be warranted, up to and including termination. The Library prohibits retaliation or adverse action against employees because of their good faith report of harassment or participation in an investigation regarding the same.

~~It is the Library's responsibility to take investigatory steps if there are allegations of discrimination, harassment, or retaliation, and to take corrective action if misconduct occurs.~~

**Board Policy 4.4 Adopted by the Pierce County Library System Board of Trustees June 13, 2012.**

**First Revision:**

**Commented [A2]:** I recommend having a clear process for how an employee may file a complaint. This is sample language that you can use.

Having a clear process for complaints alleviates confusion, promotes accountability, and provides guidance and consistency in how complaints are handled (and by whom). You will want to make sure there is a process in place to keep careful records of any complaints of discrimination, harassment, or retaliation. Some employers even have a complaint form that employees may use, which provides some general questions that can assist in an investigation and provide a record of what happened, when, involving whom, etc. I also recommend having more than one point of contact for complaints other than just a supervisor, in the event that the supervisor is the person who is engaging in the inappropriate conduct.

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# Board Policy



## Anti-Harassment Policy

### Policy Statement

Pierce County Library System commits to promoting a workplace environment that reflects the diversity of its community, and is free of unlawful harassing behaviors.

### Purpose

It is the Pierce County Library System's goal to provide a work environment that promotes mutual respect and is free from all forms of harassment because it damages the workplace and negatively affects morale, motivation, and job performance.

This policy affirms the Library's commitment to the elimination of unlawful harassment which limits human potential, or impedes communication, understanding or access to information. The Library complies with state and federal law.

### Definitions

Sexual Harassment: is defined as a form of unlawful discrimination. Unwelcome sexual advances, requests for sexual favors, and other physical, verbal, or visual conduct based on sex constitute sexual harassment when (1) submission to the conduct is an explicit or implicit term or condition of employment, (2) submission to or rejection of the conduct is used as the basis for an employment decision, or (3) the conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Workplace Harassment: Harassment consists of unwelcome conduct, whether verbal, physical, or visual, that is based upon a person's protected status, such as age, sex, marital or family status, pregnancy,, sexual orientation, race, creed, color, national origin, religion, military or honorably discharged veteran status, gender identity, ancestry, disability, genetic information, citizenship or immigration status, or other protected group status. The Library will not tolerate harassing conduct that affects tangible job benefits, that interferes unreasonably with an individual's work performance, or that creates an intimidating, hostile, or offensive working environment. Such harassment is prohibited by Library policy, even if it occurs off the work site while the employee engaging in the behavior is performing work related duties or representing the Library as the Library's employee.

Examples of Harassment. Library employees are expected to exercise good judgment and avoid engaging in conduct that could be perceived by others as harassment. Examples of harassment include, but are not limited to:

- Verbal: repeated sexual comments or innuendoes, racial or sexual epithets, derogatory slurs, off-color jokes, propositions, threats or suggestive or insulting sounds;

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# Board Policy



- Visual/Non-verbal: derogatory posters, cartoons, drawings or emails; suggestive objects or pictures; graphic commentaries; leering; or obscene gestures;
- Physical: unwanted physical contact including touching, interference with an individual's normal work movement or assault; and
- Other: making or threatening reprisals as a result of a negative response to harassment.

## Policy

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All employees are expected to act in a professional and respectful manner that promotes diversity and maintains a harassment-free work environment.

It is the responsibility of all staff members to:

- Not engage in behavior that constitutes unlawful harassment.
- Fully cooperate in carrying out this policy.
- Communicate any concerns regarding harassment, or retaliation to the Staff Experience Director or a Human Resources Generalist.

Complaint Procedure. The Library will not tolerate harassment by employees or of Library employees by anyone, including any co-worker, contractor, vendor, member of the public, or other third party. Any employee who believes that they have been discriminated against should report it to their supervisor, any Library manager, or the Staff Experience Department. The Library encourages employees to use this policy without worrying about whether the conduct involved is considered harassment in a legal sense. Any manager who receives such a complaint should report it to the Staff Experience Department immediately. Upon receipt of a complaint, the Library will investigate and take appropriate corrective action as may be warranted, up to and including termination. The Library prohibits retaliation or adverse action against employees because of their good faith report of harassment or participation in an investigation regarding the same.

**Board Policy 4.4 Adopted by the Pierce County Library System Board of Trustees June 13, 2012.**

**First Revision:**

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# MEMO



Date: January 6, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Diversity, Equity, Inclusion and Anti-Racism (DEIA) Consultant

In 2021 the Library will develop an overall strategic and action plan for Diversity, Equity, Inclusion and Anti-Racism to advance the Library's commitment to and to integrate equity, diversity, inclusion, and anti-racism (DEIA) within the Library and in providing library services to and engaging with the community. This builds upon our work that started in 2017 with our staff diversity and inclusion plan.

In December 2020, the Library issued a request for qualifications for a consultant to assist the Library in assessing current culture, structures, and organizational readiness and in developing a long-term plan, priorities, and tools for a comprehensive DEIA program, to ensure a diverse and culturally responsive staff, to strengthen the Library's role in the communities served, and to better serve and engage with customers. The application deadline is January 5, 2021.

The plan will bring the Library's Diversity and Inclusion Staffing Strategy into a comprehensive plan to guide the Library in advancing equity, diversity, inclusion, and anti-racism in its internal and external organizational structures, policies, processes, services, and actions, and will result in:

- Building shared and foundational understandings of key concepts of diversity, equity, inclusion, and antiracism from the context of our organization and the work of libraries.
- Integrating and embedding diversity, equity, inclusion, and anti-racism into all Library systems and services, and community engagement.
- Creating a positive and inclusive environment that supports and engages a diverse and culturally responsive staff.
- Increase cultural competency and ability to engage with community members so that lived experience and community needs and priorities inform and drive services offered and how they are delivered.

The request for qualifications was developed by a project team, based on input gathered from staff. The project team is:

Aisha Womack, Customer Experience Assistant, Sumner

Alice Darnton, Branch Manager, South Hill

Ashley Calixto, Customer Experience Coordinator – Technology

Cheree Green, Staff Experience Director

Elise Bodell, Librarian, Lakewood

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Gabby Fuentes, Supervising Librarian, Fife  
Georgia Lomax, Executive Director  
Kayce Austin, Customer Experience Manager – Staff Operations  
Kristina Cintron, Facilities Manager  
Realia Harris, Customer Experience Clerk, Parkland/Spanaway

We anticipate development of the plan will be completed in July 2021.

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# MEMO



Date: January 4, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: 2021 Trustee Vacancy Process

In August, Rob Allen will complete his second and final term on the Pierce County Library System’s Board of Trustees. His last board meeting will be July 14.

Prior to launching the recruitment and selection process this spring, the Board discusses desired skills, knowledge, diversity and other representation to strengthen the Board’s ability to provide governance, fiscal oversight, and policy and strategic direction in order to best serve residents of the District. During the meeting we’d like to hear your thoughts, which will be used to design the process and materials, which you will review prior to the Library advertising the vacancy. As you have discussed over the past months, recruitment efforts that reach and encourage a diverse applicant pool will be a priority.

Some questions to consider:

What key skills, knowledge, diversity, etc.:

- contribute to an individual being successful as a trustee?
- will be important to have on the Board for the Library’s success over the next five years?
- would further enhance the Board’s ability to govern the Library District?

How can we better reach and encourage people of diverse backgrounds and experiences to apply?

Attached is a copy of the Trustee Roles and Responsibilities.

## Vacancy Process Timeline

Advertise vacancy	March
Interviews	April/May
Recommendation to County Executive	May/June
County Appointment Process	June
Orientation	July
New Trustee term begins	August

## **LIBRARY TRUSTEE – SKILLS, QUALIFICATIONS, ROLES, AND RESPONSIBILITIES**

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

### **Desired skills and qualifications:**

- Experience with finance and management.
- Knowledge and interest in public policy and legal issues.
- Knowledge and interest in real property acquisition and development.
- Understanding of government legislation/legislative process.
- Understanding of strategy development.
- Familiarity with organizational diversity and inclusion.
- Cultural awareness.

### **Primary responsibilities of the Board include:**

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

### **Additional responsibilities and principal activities:**

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

**Expectations:**

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

**Appointment/Term of office:**

- The Pierce County Executive appoints Trustees to serve a five-year term. A maximum of two terms may be served.
- Leadership positions on the Board rotate.
- Trustees must live in the Library's service area.

**Time commitment:**

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

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# MEMO



Date: January 4, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Dean Carrell, Foundation Director  
Clifford Jo, Finance & Business Director

Subject: 2021 Foundation/Library Agreement

Each year the Foundation and Library enter into an agreement that allows the Library to fund staff and resources for Foundation-related work and in turn, the Library receives benefits from those activities. The purpose of this memo is to (1) report on the performance of the expiring agreement and (2) introduce the new agreement for approval by both Library Board of Trustees and Foundation Board of Directors.

## 2020 Results

The 2020 agreement stated that the Library would provide \$273,000 in value of support by funding the Development Office, space, and equipment, and that the Foundation would provide benefits to the Library through its fundraising efforts and other promotional activities.

Foundation distributions: .....	\$ 273,146
Agreement: .....	<u>273,000</u>
Net: .....	\$ 146

The Agreement includes an Addendum to promote and communicate significant benefits to the Library that are non-monetary. It has been updated to reflect the changes the Foundation made in the approach to determining the programs to fundraise and also mirrors the Library’s strategic plan.

Provided on the following page is a historical table of actual distributions compared to supporting costs identified in the agreement, which is based on an auditor-approved formula that accounts for a proportion of staff time on Foundation work, along with prorated technology costs and facility uses. 2017 distributions were lower, due to the Foundation’s 6 month fiscal year change to align with the calendar year. Fundraising still continued in 2017 and the results were distributed in 2018.

**Record of Actual Distributions Compared to Agreement for Supporting Costs**

Library Fiscal Year	Actual Distributions	Agreement for Supporting Costs	Difference from Distributions
2021	Recorded at yearend	\$ 392,000	Recorded at yearend
2020	\$ 273,146	273,000	\$ 146
2019	271,451	265,000	6,451
2018	350,000	278,000	72,000
2017 <sup>1</sup>	211,008	251,000	<u>-39,992</u>
			2017-18: 32,008
2016	287,081	228,000	59,081
2015 <sup>2</sup>	438,771	219,000	219,771
2014 <sup>3</sup>	537,093	216,000	321,093
2013	266,982	185,000	81,982
2012 <sup>4</sup>	252,257	208,000	44,257

<sup>1</sup> 2017 included only 6 months due to fiscal year transition.

<sup>2</sup> Includes WorkForce Central funding (\$137,068).

<sup>3</sup> Includes Interactive Development Platform and Science to Go (\$204,066).

<sup>4</sup> First year of Addendum.

**2021 Agreement**

In 2021, the value of staffing, services, space, and equipment which the Library provides for the Development Office working on the Foundation’s Annual Development Plan is estimated at \$392,000 and distributions are projected to meet or exceed the agreement value. The increase is due to investments in significantly increasing the department’s capacity for future fundraising efforts.

The 2021 Agreement is attached. The 2021 Addendum is being updated to reflect the upcoming capital fundraising campaign and will be brought to the Trustees at the February meeting. We recommend that the Board pass the following motion:

***Motion: Authorize Georgia Lomax to sign the Foundation Agreement as presented.***

**AGREEMENT**

THIS AGREEMENT is made and entered into this \_\_\_\_\_ of \_\_\_\_\_, \_\_\_\_\_ by and between the Pierce County Rural Library District, a municipal corporation herein after referred to as “Library”, and the Pierce County Library Foundation, a non-profit corporation designed to provide assistance and aid in the development, maintenance, and promotion of growth and preservation of the Library and its staff, herein after referred to as “Foundation”.

WHEREAS, pursuant to RCW 27.12.210(5), the Library Board of Trustees is authorized to control the finances of the Library; and

WHEREAS, pursuant to RCW 27.12.210(6), the Library Board of Trustees is authorized to accept gifts of money or property for Library purposes; and

WHEREAS, pursuant to RCW 27.12.210(10), the Library Board of Trustees is authorized to all acts necessary for the orderly and efficient management and control of the Library; and

WHEREAS, the Library Board of Trustees desires to have a Foundation as a tax-exempt non-profit corporation organized and operated exclusively to receive and administer property for the benefit of the Library and to make contributions, grants, gifts, bequests, trusts, and property to the Library; and

WHEREAS, the Foundation is empowered to provide services to the Library related to the solicitation of contributions, grants, gifts, bequests, trusts, and property for the benefit of the Library and other fundraising activities; and

WHEREAS, the purpose of the Foundation is to support the mission of the Library; and

WHEREAS, the Foundation desires to provide certain financial services for the Library as described in this Agreement in furtherance of its corporate purpose;

NOW, THEREFORE, in consideration of the mutual exchange of services and the other covenants and agreements hereinafter mentioned, the parties hereto covenant and agree as follows:

**A. THE FOUNDATION AGREES TO:**

1. Encourage continuous philanthropic support and development of relationships for the benefit of the Library.
2. Establish rules, regulations, and procedures for the necessary management of all affairs of the Foundation in consonance with the laws and regulations described in section 501(c)(3) of the Internal Revenue Code as now enacted or hereafter amended or supplemented.

3. Accept, hold, administer, invest, and disperse such funds and properties in accordance with its purpose as established within the Foundation Articles of Incorporation and Bylaws.

4. Use all assets and earnings of the Foundation exclusively for Library purposes.

5. Engage in and disperse all parts of its funds for any and all lawful activities permitted by the laws and regulations governing tax exempt charitable corporations at the time of dispersal, and which may be necessary or incidental to the furtherance of the purposes of the Foundation.

6. Use reasonable portions of its funds and income to pay the administrative expenses of the Foundation.

7. Pursuant to RCW 27.12.300, tender to the Library donations and instruments deemed by the Foundation as gifts it may receive for which may be forwarded to the Library in accordance to the distribution plans the Foundation and Library agree to.

8. Be responsible for and account for, in its own records, all donations and instruments deemed gifts where the donor names the Foundation as the recipient. In the event the Library receives a check and it appears to be a gift intended for the Foundation to receive, confirmation will be made with the donor regarding their intent. If confirmed as a gift to the Foundation, the Library will endorse the check over to the Foundation.

9. Maintain its stated purposes of existence as set forth herein and in its Articles and Bylaws during the lifetime of this Agreement.

10. Provide such other services and undertake such other activities for the benefit of the Library as the Foundation and the Library shall identify from time to time by written addenda to this Agreement.

**B. THE LIBRARY AGREES TO:**

1. Provide professional staff and services to Foundation, consistent with the Library Board-approved Library budget, including without limiting the generality of the foregoing a Foundation Director, including necessary office space, clerical support, utilities, equipment and furniture, consumable office supplies, telephone service, office equipment including but not limited to photocopiers and facsimile machines, computer hardware, software, productivity tools, network connectivity, printers, and other computer peripherals, all in partial payment for Library services as described herein. The Library further agrees to maintain proper accounting records of the costs of such services.

2. Establish the value of the aforementioned services, space, and equipment which the Library provides to the Foundation, not to exceed the total amount of \$392,000 during the Library fiscal year 2021. The Library, pursuant to its budgeting and fiscal policies, shall review the actual costs to assure that this agreement's value of services is not exceeded or will be

adjusted accordingly in subsequent agreements. Such reports and information shall be made available to the Foundation.

3. Purchase any items, including but not limited to food, gifts, and honorariums specifically funded by the Foundation and for the benefit of the Library. Pass through purchases shall be periodic in nature and properly recorded. Time spent to make said purchases shall be “de minimis” in nature, unless otherwise agreed to by the Library Executive Director.

C. ANNUAL EVALUATION AND REVIEW

The Foundation and the Library shall annually identify the specific services that the Foundation will provide and the specific activities that the Foundation will undertake for the benefit of the Library, which shall be described in addenda to this Agreement signed by the parties. The Foundation shall provide the Library with a written report annually, which shall confirm that it has fully complied with its obligation to expend its best efforts to seek to accrue gifts, grants, donations, endowments for the benefit of the Library, and set forth its progress in furtherance of the identified activities and services, and list its other accomplishments for the preceding year. For this purpose, the Foundation will share with the Library its revenue and expense statements for the preceding year and its end-of-year balance sheet.

D. TERM OF AGREEMENT

The initial term of this Agreement shall be one year, but such term shall be automatically extended on each anniversary date hereof for an additional one year period unless either party shall have given written notice to the other, at least 30 days prior to the next anniversary date hereof, of its desire not to extend this Agreement.

E. MODIFICATION

No alteration or modification of any terms of this Agreement shall be valid unless made in writing and signed by the parties.

F. TERMINATION

Notwithstanding the provisions of Term of Agreement, either party may terminate this Agreement effective at the end of any Library fiscal year, with or without cause, upon 30 days written notice to the other party.

G. ASSIGNMENT

Neither party may assign or transfer this Agreement.

H. GOVERNING LAW AND DISPUTES

This agreement shall be construed and enforced in accordance with, and the validity and performance hereof shall be governed by the laws of the State of Washington. Venue for all litigation arising out of this Agreement shall be Pierce County, Washington.

Pierce County Library Foundation

Pierce County Rural Library District

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

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Date

\_\_\_\_\_  
Date

# Officers Reports

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# MEMO



Date: December 29, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Melinda Chesbro, Deputy Director, and Jaime Prothro, Customer Experience Director

Subject: 2021 Annual Work Plan Summary

Pierce County Library System will celebrate 75 years of innovation and service delivery in 2021! Preparing for this milestone in the midst of the COVID pandemic has resulted in several exciting plans for the community. Our service roadmap for 2021 will remain flexible in order for services to pivot as necessary to respond to changing community needs.

In October, we shared with the Board of Trustees several Learning, Enjoyment, and Community impact statements that are central to our reimagining of public services. These statements are aspirational in nature and will take several years to actualize. They are the basis of the 2021 service direction so that all library services support our communities in ways so that people's life and health outcomes are no longer predicted by race, income, gender, sexual orientation, or where they were born.

## 2021 Project Summary

### *Community*

Impact statements:

1. People have knowledge and resources to determine the course of their life, define their identity, make confident choices, and access needed services
2. Newcomers, immigrants, and individuals in transition in Pierce County feel welcome, valued, and able to reorient to their new realities
3. People feel a sense of hope and possibility about their lives

Supporting Activities:

- Celebrate PCLS' 75 years a bilingual storywalk will be available in each of our twenty communities in April and May. This will feature *The Big Umbrella*, a picture book by Amy June Bate, which centers on diversity and inclusion. Each branches will work with community partners to find locations to host the storywalk.
- Branch staff will explore and integrate strategies for community engagement within their service roles and use their understanding of community needs to guide their work.
- The Priority Audience Steering Team will conduct a Community Needs Analysis to understand the technological needs of specific demographics in the county.
- Redesign services for homebound customers to eliminate the wait list for this service.
- Revamp the Card in Every Hand program, which delivers library cards to Pierce County students, to move from physical cards to electronic cards for students to use immediately and throughout their school years.
- Explore alternative service delivery mechanisms like Mifi device checkouts through partnerships and service lockers for holds pickup.

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- Provide staff with Outreach Popup Kits to support staff visits to community spaces and enable them to make new connections with community members.
  - Provide grant-funded give-away books to at-risk youth and teens and eliminate due dates as a barrier to reading.
  - Continue our ongoing commitment to building relationships with teens through Teen Volunteer League.

## **Learning**

### Impact Statements

1. Parents and caregivers have the resources and knowledge to raise thriving children
2. Youth and adults are fluent in reading and STEAM literacies (science, technology, engineering, art and math) to ensure success in life
3. Teens and adults possess life skills, including digital, business, and financial literacies, to ensure stable and productive lives

### Supporting Activities

- Identify library technology services for youth to set the course for multi-year investments in public technology.
- Improve management of our public access database investments through a newly-established E-Source Steering Team.

## **Enjoyment**

### Impact Statements

1. Reading for pleasure creates powerful possibilities, transforms lives and enriches communities
2. Reading for pleasure becomes a natural part of people's everyday life and they are inspired to share their joy of reading with others
3. People discover outlets to offset the pressure of daily life and relax

### Supporting Activities

- Continue Our Own Expressions and Summer Reading programs.
- Introduce two additional reading programs: *Spring into Reading* and *Fall into Reading* to establish year-round reading challenges for all ages.
- Improve the online browsing experience in the Polaris catalog and the public website.
- Implement service enhancements to My Next Read and Book Club Kits.

## **Operations**

- Restore the full range of on-site library services will be our major focus for 2021, phased reopening plans are underway.
- Rebuild and launch the public website using the Communico software that also manages the Library app and meeting room booking.
- Continue virtual Youth, Teen and Adult programming.
- Build on the launch of Virtual Book a Librarian service to provide customers with personal assistance from library staff.
- Examine fees that customers pay to use some library services through the Fines and Fees Study project.
- Research a new system to provide chat service and manage public email communications.
- Expand WiFi access beyond the building walls at all locations for customer use in parking lots.
- Conduct a Collection Diversity audit for children's picture books, and create a plan for auditing other collections.
- Capital improvements and interior refreshes for the Graham and Bonney Lake libraries.
- Deploy updated public and staff technology to ensure that all devices are under warranty and on a regular replacement schedule.

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- Establish The Big Idea, a structure to develop staff ideas into pilots for innovative, new and exciting customer services or programs.
  - Implement the second part of our new Finance, Payroll and Employee management system.
  - Gather business requirements and improve current processes for a staff Learning Management System
  - Identify an updated Facilities management system for tracking facilities assets and work orders.
  - Implement Cloud Project recommendations for computer storage and assess and provide recommendations on other identified priorities such as server room HVAC, connectivity vendors and Wi-Fi equipment.
  - Continue implementation of Cyber Security recommendations to reduce cybersecurity risks.
  - Create overall equity, diversity and inclusion strategy incorporating the existing diversity and inclusion staffing strategy into a larger organizational and service strategy.
  - Launch capital fundraising campaign for relocating the Sumner Library and to pilot innovations.
  - Public engagement and preliminary design process for Sumner Library and pilot innovations.

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# MEMO



Date: December 29, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: 2021 Pierce County Library System Marketing and Communications Plan

The Pierce County Library System offers a variety of services and programs to support individuals' learning, enjoyment, and community, and the Library System's 2021 Marketing and Communications Plan is brimming with strategic tactics and assets to inform and engage target audiences. The 2021 Marketing and Communications Plan builds on the Library System's 2020 Marketing and Communications Plan, which along with all other 2020 plans encountered pivoting and redirecting in 2020 due to the COVID-19 pandemic. Even then, the Library System implemented a significant portion of the 2020 plan and rerouted it into COVID-19 related marketing and communications.

In 2021, the Library System will focus its marketing and communications efforts to promote and advance knowledge and use of the Library's key benefits and services, while showing the value the Library System delivers to communities. The Library's 2021 Marketing and Communications Plan relies on all staff to accomplish comprehensive results. The plan describes multiple communication channels to reach target audiences. The Library System will market priorities that focus on its overall communication goals, based upon the Library's goals. The Marketing and Communications Plan also builds upon the Strategic Framework and Plan the Library launched in 2017. Strategic marketing and communications is integral to build and grow customers and their use and enjoyment of the Library's valued resources as well as gaining public awareness of the Library's services.

Communications goals include the following:

1. Inspire excitement and build support for and use of the Library's services.
2. Position Pierce County Library as a trusted organization to spark success for residents.
3. Bolster the Library's visibility in Pierce County communities.
4. Enhance brand awareness and preference for the Pierce County Library System.
5. Engage communities and community leaders in support of the Library's value, contributions, and achievements.

Key audiences, defined as target markets include the following, with people who are asset limited being the primary audience. The Library System is confident in providing services for people who are asset limited; it is also providing services of value to people throughout its service area.

- Customers and potential customers, with specific emphasis to reach the following:
  - Individuals and families who are asset limited or Asset Limited, Income Constrained, and Employed (ALICE).
  - Older segment of Generation Z (born 1995-2009) in 2021, ages 18-24.

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- Black, Indigenous, and people of color (BIPOC).
  - Military personnel and families.
  - Community leaders.

The plan includes communications with internal and external audiences, with an emphasis to improve internal communications. The plan focuses the Library's marketing and communications efforts to gain attention and in some cases action by target audiences. Based upon the Library's 2021 Work Plan and further input from the Library's department heads, the plan selects focused projects and services to market and communicate. The overall marketing and communications strategy encompasses:

- Building from the 2017-2018 public opinion market research.
- Using communication channels aligned with target audiences.
- Establishing a regular pattern of communications.
- Generating quarterly marketing and communications campaigns using a variety of channels to reach and engage target audiences and attain communications goals.
  - Quarter 1—Get Hired
  - Quarter 2—The Big Umbrella/75<sup>th</sup> Anniversary
  - Quarter 3—Summer Reading program
  - Quarter 4—Online e-books and audiobooks
- Meeting target audiences—community leaders, customers/potential customers— where they are; participate in established community venues/forums/events, when applicable given the COVID-19 pandemic.

The plan aligns most public facing activities with gold, silver, or bronze tactics:

- Gold Premium: includes tactics such as paid advertising and/or news media.
- Silver Intermediate: includes tactics such as homepage ads and/or news media.
- Bronze Standard: includes tactics such as flyers and/or social media marketing.

Following is an abbreviated version of the Library's 2021 Marketing and Communications Plan.

# PIERCE COUNTY LIBRARY SYSTEM

## 2021 Marketing and Communications Plan

### Plan Overview

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- Opportunity
- Background
- Communications Goals
- Brand Position, Promise, and Personality
- Audiences
- Strategy
- Primary Messengers
- Messages/Message Elements
- Activities/Tactics
- Overview of External Channels/Tactics
- Overview of Internal Channels/Tactics
- Overall Evaluation Measures

### Abstract

The marketing and communications plan directs the Pierce County Library System's marketing and communications efforts to gain attention, engagement, and action by target audiences. The plan outlines a variety of communications channels and activities to inform and engage audiences to enhance brand awareness and build support for and use of the Library's services.

## Opportunity

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Building upon the Pierce County Library System's 2020 Marketing and Communications Plan, the Library System has an opportunity to further its marketing and communications goals aligned to help achieve the Library's overall vision to be the community's choice for the discovery and exchange of information and ideas. With the public's investment, the Library System is committed to support residents' growth and curiosity, offer excellent reading choices, and connect and strengthen growing and changing communities as we continue to serve residents during the COVID-19 pandemic. The Library is dedicated to demonstrating and delivering value to community members, and to earn the public's continued confidence and trust. Strategic marketing and communications is integral to build and grow customers and their use and enjoyment of the Library's valued resources as well as gaining public awareness of the Library's services.

In 2021, the Library System will focus its marketing and communications efforts to promote and advance knowledge and use of the Library's key benefits and services, while showing the value the Library System delivers to communities. The Library's 2021 Marketing and Communications Plan relies on all staff to accomplish comprehensive results. The plan describes multiple communication channels to reach target audiences. The Library System will market priorities that focus on its overall communication goals, which are based upon the Library's goals. The Marketing and Communications Plan also builds upon the Strategic Framework and Plan the Library launched in 2017. The living framework of the Strategic Plan created a multi-year strategy to meet the library needs of Pierce County residents and spark success for Pierce County.

The plan strives to balance the desire to communicate and market new services and programs with the need to develop communications as the Library reimagines services and ideally reopens library buildings in 2021.

## Background

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The Strategic Plan focuses on the Library System igniting the spark for the many successes for residents and communities. The Strategic Plan continues and enhances the Library's primary services, while placing a specific focus on learning, enjoyment, and community—its three focus areas.

Based upon the public's interests and resulting Library's Strategic Plan, community interests include:

- Services and skill training to help people get living wage jobs, which is of increasing importance given the economic downturn in 2020, which is projected to continue in 2021.
- Learning resources to prepare students to be successful in school and adults successful in life, also this is of increasing importance as the majority of students in Pierce County are learning remotely to help reduce the spread of the COVID-19 virus.
- Materials to read and view for enjoyment and to help offset daily pressures of life.
- Community connections with a neutral convener, welcoming all for dialogue on community issues: example areas—growth and development, homelessness, drugs and crime, social and racial equity—examples need to align with community programs/events the Library is convening. Some respondents said they felt isolated in their communities and with efforts to help reduce the spread of COVID-19, isolation is even more prevalent.

To help reduce the spread of COVID-19, the Library System closed its buildings to the public and staff on March 14, 2020. The Library focused on communicating its online e-books and audiobooks and other online services March-June. In May, staff began creating videos from home and the Library posted those on YouTube and promoted the videos via social media, email marketing, and news media. In June, the Library launched its Virtual Library with online events and classes and promoted them via social media, email marketing, and news media. On July 20, 2020, the Library offered curbside service at seven locations and by August 17, 2020, 18 libraries offered curbside service, with Anderson Island offering service beginning in October. By the end of 2020, the Library plans to offer technology service in Fife and Lakewood Pierce County Libraries' public meeting rooms, dependent on COVID-19 cases in Pierce County and guidance and information from state and local health officials.

## **Communications Goals**

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1. Inspire excitement and build support for and use of the Library's services.
2. Position Pierce County Library as a trusted organization to spark success for residents.
3. Bolster the Library's visibility in Pierce County communities.
4. Enhance brand awareness and preference for the Pierce County Library System.
5. Engage communities and community leaders in support of the Library's value, contributions, and achievements.

## **Brand Position, Promise, and Personality**

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The Library System's position is to ignite the spark for the many successes of Pierce County residents and communities. Its value and benefit to the public is free, convenient, and welcoming access to learning, enjoyment through books, movies and events, and connecting and strengthening communities.

The Library's brand promise is to be a valued asset and partner with communities and be a leader to foster the love of reading and lifelong learning.

The Library's personality is smart, fun, friendly, and open to new ideas.

The Library will market itself in venues and with messages showing how this valued, trusted community asset collaborates to bring people and ideas together in a smart, fun, and friendly manner.

## **Audiences**

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- Public-Pierce County residents
- Community leaders
- Friends of the Library
- Local government elected officials and administrators
- News media
- Partners
- Pierce County Library Foundation Board of Directors, donors, and prospects
- Pierce County Library staff
- Pierce County Library's Board of Trustees

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

**Key Audiences/Target Markets**

- Customers and potential customers, with specific emphasis to reach the following:
  - Individuals and families who are asset limited or Asset Limited, Income Constrained, and Employed (ALICE). United Ways of the Pacific Northwest’s 2020 “ALICE in Washington: A Financial Hardship Study” showed 12% (36,274 households) lived in poverty and 22% (66,503 households) were ALICE. These numbers include Tacoma and all of Pierce County, not just the Library’s service area.
  - Older segment of Generation Z (born 1995-2009) in 2021, ages 18-24 (per definition this generation’s full age span in 2021 is 12-26).
  - Black, Indigenous, and people of color (BIPOC). Pierce County data shows 10% Hispanic, 7% Black, and 6% Asian race and ethnicity. These numbers include Tacoma and all of Pierce County, not just the Library’s service area.
- Military personnel and families
- Community leaders

<b>Key Audiences</b>	<b>Real or Perceived Values</b>	<b>Example Services</b>
Asset Limited	Affordable housing Job opportunities Financial stability	Technical Certifications Get Hired Books and materials
Generation Z (Born 1995-2009)	Easy access Technology Entrepreneurial Digital natives Education	Technical Certifications Get Hired Books and materials
BIPOC	Equity Inclusion Cultural richness Economic vitality	Technical Certifications Get Hired Books and materials Classes and events

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

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Adults, 18-74	Family time/single life Community services Busy, stressed lives; commuters Leisure time, to include reading for pleasure Attaining and maintaining good health Interest in lifelong learning Recreation Giving back to community Free, easily accessible services	Technical Certifications Tax Help Cultural and ethical celebrations Tools for Students Books and materials Digital Literacy Volunteerism My Next Read ENJOY Books! Author events Get Hired workshops Job + Business resources Summer Reading Voter Points of Assistance
Millennial (Born 1981-1996)	Flexibility Materialistic Frugal/free access	
Generation X (Born 1961-1980)	Independence Work/life balance Bargains/free access	
Baby Boomers (Born 1946-1960)	Strong work ethic Competitive Sense of community	

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This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## Strategy

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The plan includes communications with internal and external audiences.

The plan includes an emphasis to improve internal communications and includes exploring new tactics for internal communications. One tactic is to explore creating an Internal Communications Team as ambassadors for internal communications.

The marketing and communications plan focuses the Library's marketing and communications efforts to gain attention and in some cases action by target audiences. Based upon the Library's 2021 Work Plan and further input from the Library's department heads, the plan selects focused projects and services to market and communicate. Marketing those projects and services is balanced between seeking the attention of target audiences, community leaders, and news media with the competition of attention-seeking/market share being sought by other entities and the public's probable attention.

The overall marketing and communications strategy encompasses:

- Building from the 2017-2018 public opinion market research.
- Using communication channels aligned with target audiences.
- Establishing a regular pattern of communications.
- Generating quarterly marketing and communications campaigns using a variety of channels to reach and engage target audiences and attain communications goals.
- Meeting target audiences—community leaders, customers/potential customers—where they are; participate in established community venues/forums/events, when applicable given the COVID-19 pandemic.

The plan employs a variety of communications channels to inform and engage audiences. Also, it uses multiple marketing tactics to engage audiences and feature individual(s) benefiting from services. The plan aligns most public facing activities with gold, silver, or bronze tactics:

- Gold Premium: includes tactics such as paid advertising and/or news media.
- Silver Intermediate: includes tactics such as homepage ads and/or news media.
- Bronze Standard: includes tactics such as flyers and/or social media marketing.

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## Primary Messengers

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- Leadership Team
- Supervisors
- All Staff
- Seek messenger ambassadors, outside of Library System

## Messages/Message Elements

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Messages/message elements written in third person.

### General

1. The Pierce County Library System sparks success for Pierce County residents and communities.
2. With 20 libraries and online services, the Library provides learning resources for all ages; delivers books, materials, and classes for enjoyment; and offers welcoming places and spaces for diverse communities to connect (latter statement included, as applicable, given COVID-19).
3. The Library is the region's leader in providing free books, e-books, audiobooks, online audiobooks, movies, and other materials.
4. From creating tools for the earliest learners to supporting skills to get people jobs, the Library serves 620,000 people.
5. The Library is committed to demonstrating and delivering value to community members and to earn the public's continued confidence and trust.
6. With the public's investment, the Library System will continue to support residents' growth and curiosity, offer excellent reading choices, and work to connect and strengthen growing and changing communities.
7. The Library will hold the majority of the additional funding from the restored levy in an account to manage projected budget deficits in years to come—possibly up to 10 years in the future (2029).

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## **Core Services**

1. The Pierce County Library is updating choices of books and materials—on shelves and online—technology services, and the spaces inside some of its 20 libraries.
2. It routinely streamlines its overall operations to continue to invest taxpayers' dollars efficiently.

**Learning:** The Library System supports growth and curiosity.

1. It prepares preschoolers, babies and toddlers to learn, so children enter kindergarten ready to learn. The Pierce County Library is a leader in early learning.
2. The Library System supports school and career success for people of all ages, with an emphasis on STEAM services and robust online services to support remote learning.
3. The Library System strengthens the practical skills and knowledge of Pierce County residents, so people can navigate the real world and meet their goals.

**Enjoyment:** The Library System helps people enjoy their free time.

1. The Pierce County Library inspires imaginations through an extensive and diverse selection of books, movies and other materials, so people discover outlets to offset the pressures of daily life and relax.
2. The Library fosters a love of reading, as well as supports and encourages people to read more and ENJOY Books!
3. The Pierce County Library creates opportunities to help people discover new interests and pursue passions, so they can live balanced lives and find joy.

**Community:** The Library System connects and strengthens communities.

1. The Library brings people together around shared interests and activities, so people are engaged in their thriving community and optimistic about their community's future.
2. The Library System activates Pierce County communities with welcoming, inclusive civic buildings and online spaces, so people have a sense of belonging and embrace the diversity of their community. (Alter, as appropriate while the majority of building spaces are closed to the public to help reduce the spread of COVID-19).

3. The Library connects people with information and community resources to help navigate life's challenges.

**Strategic Plan Directions for 2021:**

1. Based upon substantial public input, the Library System developed its Strategic Framework in 2017, which guides the Library System's strategic planning to help spark success in Pierce County.
2. The Strategic Framework is comprised of three focus areas: learning, enjoyment, and community.

To further serve communities in these focus areas, in 2021, the Library System plans to establish three strategic directions to direct its work for the coming years.

3. The strategic directions include:
  - Establishing asset limited residents as a priority service audience and provide services and literacy work to strengthen financially individuals and communities. The Library aims to be a spark for success for asset-limited individuals—people who are employed and earn above the poverty level, yet are financially unstable, often working multiple jobs or scarcely living paycheck to paycheck.
  - Focusing on organizational growth and excellence. The Library System plans to define and begin to use a model that allows it to assess current and future levels of organizational maturity of technology, policies, staff, processes, and data.
  - Managing capital investments in spaces and technology. The Library System plans to explore opportunities to update or improve buildings and technology to support growing communities and projected service needs, as well as create a sense of place in communities.

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## **2021 Projects with Marketing and Communications Activities**

### **Strengthen core services.**

#### **Materials**

1. Expanding international/world language choices of books to reflect the interests and needs of our diverse communities.
2. Improving many reading and viewing choices to foster a further love of reading. Plan to add streaming educational and entertainment movies and documentaries (pending Leadership Team approval), including "Sesame Street."

#### **Staff**

1. Supporting its skilled and knowledgeable staff through training opportunities.
2. Further, implement the Library's Diversity and Inclusion Strategy so the Library's workforce reflects the diverse communities it serves.
3. Recognizing and celebrating staff with a renewed employee recognition/celebration program.

#### **Spaces**

1. Improving technology and spaces in its libraries, which includes updating furniture and making minor improvements to some of its aging facilities, as well as investing in technology for youth. To meet its revenue gap in recent years, the Library has deferred maintenance at most of its buildings.
2. Engaging residents in Sumner for facility planning in a potential new Sumner Pierce County Library.
3. Refreshing children, teen, and adult spaces at Bonney Lake Pierce County Library to improve access to books and movies and better use the overall space in the library for quiet reading and studying as well as noisier group activities.
4. Update Graham Pierce County Library's parking lot to align with the county's nearby road improvements, which is projected to improve access to the library.

#### **Technology**

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This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

Updating the Library's public website with consistent branding; informative, interesting, and accurate content; clear pathways to services; and excellent customer-driven experiences.

### **Partnerships**

1. Library Giving Day highlights critical library services and individuals' opportunities to support the Pierce County Library.
2. Celebrate the significant contributions of the Pierce County Library System as it recognizes 75 years of bringing the world of information and imagination to all people.

### **Business Processes**

1. Developing business processes and improving operations to most effectively use taxpayers' investment.
2. Studying and laying the groundwork for organizational growth and excellence, by defining and assessing a model for organizational maturity of technology, policies, staff, processes, and data.

### **Focus on Learning**

1. Get Hired will continue to offer an array of workshops and opportunities for people to find jobs and build careers. By pulling together more partners in the WorkForce team, the Library will explore new options to target community needs.
2. The Library System offers Technical Certifications and other resources to help people get jobs and improve their career opportunities.

### **Focus on Enjoyment**

1. The Pierce County Library continues to offer services to promote reading, which offsets the pressures of daily life and helps people relax. From online author visits and personal reading shoppers to online help through the My Next Read service, with reading recommendations emailed to customers, and other ways the Library engages and connects people with reading.
2. ENJOY Books! will launch with three series – spring, summer, and winter to bring residents together to read, engage, and talk about great books to build and grow a community of readers.

3. Part of ENJOY Books! includes the Summer Reading Program, which inspires imaginations with an extensive and diverse selection of books and materials and fun online classes, events, and challenges. The program encourages people to read more.

### **Focus on Community**

1. From Voter Points of Assistance and other services, the Library System is a leader to strengthen and support diverse communities.

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### **Activities/Tactics**

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<b>Q1-Q4</b>
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### Community Engagement

**Sumner Potential New Library:** Conduct public engagement to gain community input in facility plans for a potential new library and possible innovative service access methods. Adjust scope in response to impacts of COVID-19.

**Comprehensive Capital Campaign:** Support communications.

**Voter Point of Assistance:** Implement communications.

**Ongoing Voter Information:** Silver intermediate tactics: social linking to booklist, homepage ad, homepage button, posters in libraries. Implement communications to support ongoing voter information for voter registration and updating address information.

**Foundation e-Newsletters:** Quarterly. Highlight: I didn't know my library had... (May curtail with system-wide e-newsletter.)

**Foundation Mailing:** Letter, envelope, return envelopes printing. Fall and end of year.

### Marketing

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

**Digital E-Sources:** Bronze standard tactics: event calendars (when fully in library service), email marketing messages/e-newsletter, social media posts, Facebook and Instagram ads, and Cover to Cover. Foundation funded.

**Curbside Bag Materials:** With Jaime Prothro, determine monthly inserts.

**Library Curbside:** Silver intermediate tactics: Continue promotions with exterior banners, yard signs, posters, email marketing messages/e-newsletter, social media posts, Facebook and Instagram ads, videos, web pages. Get fresh video, photos, testimonials to run posts and email/e-newsletter content twice a month. In Q3 2020, conducted silver intermediate; Q4 2020 conducted gold premium tactics.

**Reopening Libraries:** Silver intermediate tactics: Continue implementing communications plan as libraries open-homepage ad, web pages, talking points, posters, retractable banners, social distance decals, capacity signs, buttons, news releases, email marketing messages/e-newsletter, social media, local government information sharing.

**Digital Signage:** Coordinate digital signage to run website homepage ads.

### Operational Communications

**Budget:** Message saving money from levy for anticipated future years of revenue deficit. Q1-budget documents for 2021 budget. Q3-4 preparation for and development of 2022 budget.

**Risk Management/Crisis Communications:** Through Risk Management Committee, continue to conduct crisis communications, in particular for COVID-19 pandemic.

### Infrastructure/Channel Development

**Website:** Redevelop and redesign with website team.

**Photos:** Develop shot sheet and get photos.

**Photo Morgue/Catalog:** Update.

**Portfolio Management:** Meet quarterly with department heads to review Marketing and Communications Plan.

**Email Communications:** Update MailChimp email subscriber list by removing addresses for non-use, after first informing subscribers. Implement strategies to meet and exceed

industry opens and click through standards. Remove subscribers after three to six months of non-opening messages.

### **Internal Communications**

**Finance and HR System Replacement:** Participate in and support internal communications. Create communications kit for presentations.

**Diversity and Inclusion Strategy:** Through internal communications channels inform and promote with staff.

**Supervisors' Communications:** Continue to support and grow supervisors' communications.

**Reminder on Communication Expectations:** As part of Risk Management Committee, include in "Cover to Cover" articles:

- Staff is accountable for checking in on communication channels, understanding information and asking questions.
- Supervisors regularly share information with staff about incidents.

**Employee Recognition/Celebration:** Provide communications support.

**Cover to Cover:** Manage weekly internal communications e-newsletter.

**Staff Experience Products:** Support staff experience with communications materials.

## Q1

### Community Engagement

**Begin evaluation of community expectations:** Learn community's hopes/anticipations for library services/buildings/service delivery methods in order to re-imagine library services and facility master plan for a COVID-19 world. Create research methods such as surveys, focus groups to learn from residents.

**Black History Month:** Silver intermediate tactics: bookmark and flyer for curbside bags and guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar.

### Marketing Services

**Quarter 1 Marketing Focus—New Year/New You/Technical Certifications/Get Hired.** Develop (Q4 2020-Q1 2021) and conduct marketing (Q1 2021). Gold premium tactics: flyers for curbside bags and guerrilla marketing, bookmarks for curbside bags, posters for stand-up displays in meeting rooms, public web homepage ad, Staff Web image, Polaris-generated email message, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, email marketing message/e-newsletter, library event script (introduction only), Google My Business profile for free, Spanish radio, bus ads, bus shelter ads, Facebook and Instagram advertising, demographically targeted direct mail to asset limited households, banners-external, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., Fife/Milton/DuPont Library posters in windows, YouTube ad, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, etc. Foundation sponsored. Note: proctoring for Technical Certifications is remote currently

**RBdigital/Zinio magazines Migrate to the OverDrive Platform:** Bronze standard. Talking points for staff. Ideally direct communications with RBdigital/Zinio magazine customers. Customers will have access to more than 3,000 popular magazines. All magazines will be available for unlimited use with no holds queue or wait. With a Pierce County Library card, customers can download from OverDrive on their computer or with the Libby app on their mobile device. Foundation funded.

**Expanding Wi-Fi:** Bronze standard tactics: Facebook and Twitter posts, email marketing message/e-newsletter.

### Internal Communications

**Communicate Marketing and Communications Plan:** Include in Board Packet, Staff Web, Cover to Cover. Give an overview at ACL and Customer Experience Supervisor Meetings.

**Staff Web Pages:** Update pages Communications manages.

### Infrastructure/Channel Development

**Website Pages:** Update content of web pages Communications manages.

**Social Media Team:** Welcome new members to social media team and establish commitment.

**Community Engagement Pop-up:** Coordinate with team to develop always and every time kits for each library.

**Document Communications Department procedures for Incident Responses closures:** Create and submit to Risk Management Committee the actions needed for short- and long-term closures. Create closing/re-opening checklist for building spaces, systems, and services for department.

**Define communications channels for Incident Responses** (grid showing channel and type of information per channel) for communicating critical incidents information internally. Share this channel plan with staff.

### Internal Communications

**Incident Response Staff Communications Template:** To provide easy to see new information, updated information, and still important information.

## Q1-Q2

### Community Engagement

**Teen Volunteer League:** Bronze standard tactics: information/application flyer for curbside bags, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar.

**Tax Help:** Bronze standard tactics: Facebook, Twitter.

### Marketing Services

**Quarter 2 Marketing Focus—The Big Umbrella/75<sup>th</sup> Anniversary.** Develop (Q1-Q2) and conduct marketing (Q2). Gold premium tactics: flyers for curbside bags and guerrilla marketing, bookmarks for curbside bags, posters for stand-up displays in meeting rooms, public web homepage ad, Staff Web image, Polaris-generated email message, identify 75 year/longest term customers to feature in news pitch, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, email marketing message/e-newsletter, library event script (introduction only), Google My Business profile for free, print advertising (TNT), digital advertising, KNKX advertising, Spanish radio, print advertising and digital (ParentMap), Facebook and Instagram advertising, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., Fife/Milton/DuPont Library posters in windows, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, etc.

**ENJOY Books! Reading Series 1-Spring series-Spring into Reading:** Silver intermediate tactics: information/application brochure, flyer for curbside bags, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar. Program will be online via Beanstack and print with three features: Nature Reads, Rainy Day Reads, and New Year Reads.

**Checkout Washington:** Bronze standard tactics: flyer for curbside bags, posters in libraries, Facebook and Twitter posts.

## Q1-Q3

### Community Engagement

**Board Recruitment:** For Rob Allen’s vacancy. Gold premium tactics with advertising to include reaching diverse communities: Hubbard Radio and Spanish radio ads and guerrilla marketing to nonprofit partners such as food banks, Sound Outreach, Goodwill, etc., email from Executive Director Georgia Lomax to partners such as Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc. January: Discuss process with Board. January-March: Develop recruitment materials. March: Review recruitment materials with Board. April: Launch recruitment. May: Interview candidates. June: Select trustee. July-August: Announce and welcome new trustee.

**Our Own Expressions:** Silver intermediate tactics: celebrate 25 years of OOX and recognize and celebrate winner from first writing/art contest from 1996/previous winners for news pitch, information/application brochure-online and curbside bags, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar.

### Marketing Services

**Quarter 3 Marketing Focus—ENJOY Books! Reading Series 2-Summer Reading-Reading Colors Your World:** Develop (Q1-Q2) and conduct marketing (End of Q2-Q3). Gold premium tactics: brochure of events, poster for stand-up displays in meeting rooms, public web homepage ad, Staff Web image, Polaris-generated email message, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, email marketing message/e-newsletter, library event script (introduction only), Google My Business profile for free, print advertising and digital (ParentMap), KNKX advertising, Facebook and Instagram advertising, banner, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way’s Centers for Strong Families, etc., Fife/Milton/Edgewood Library posters in windows, Peachjar, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc.

Community Engagement

**2021 Strategic Plan:** Create plan based upon 2021 public-facing projects.

**Annual Report:** Create report with focus on 2020 achievements. Include testimonials.

**Library Giving Day:** April 7, 2021 is Library Giving Day. Silver tactics: Facebook, Twitter posts, email marketing message/e-newsletter, poster for stand-up displays and window acrylics (if building open), public web homepage ad.

**Equity/Diversity/Inclusion:** Implement initial equity, diversity, and inclusion action plan for the Communications Department, based upon the Library’s action plan.

**Asian Pacific Islander Month:** Silver intermediate tactics: bookmark and flyer for curbside bags and guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way’s Centers for Strong Families, etc., posters in libraries, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc.

**LGBTQIA Pride Day:** Silver intermediate tactics: bookmark for curbside bags and guerrilla marketing, posters in libraries, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar.

Marketing Services

**International/World Language Collection:** Bronze standard tactics: flyer for curbside bags, Facebook and Twitter posts, email marketing message/e-newsletter.

## Infrastructure/Channel Development

**Equity/Diversity/Inclusion:** Implement initial equity, diversity, and inclusion action plan for the Communications Department, based upon the Library's action plan.

**Update Style Guide for Equity Language:** Research equity and anti-racist language and update Writing Style Guide. Review Associated Press and other credible resources (e.g. <https://www.racialequityalliance.org/wp-content/uploads/2018/05/1-052018-GARE-Comms-Guide-v1-1.pdf> ) for content.

## Internal Communications

**Cybersecurity Awareness:** inform staff.

Q2-Q3
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## Community Engagement

**Public Opinion Awareness/Preference Poll:** Build upon 2017/2018 polls, learn value and customer service. To support brand awareness and preference and address raising awareness, consider conducting market research to include the following:

- Determine baseline for brand awareness and preference
- Learn preferred communication channels, by target demographic
- Determine trusted channels/messengers
- Discern barriers to awareness and use
- Test messages, perhaps include fines and fee

**Fines and fees study:** support team, especially on survey, messaging with public. Perhaps include in public opinion poll.

**E-card in every hand:** cards in schools with communications with teachers, students and parents. Possible pilot in quarter one with one school.

**Hispanic History Month:** Silver intermediate tactics: bookmark and flyer for curbside bags and guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., posters in libraries, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, etc.

### Internal Communications

**Open enrollment:** Create September; launch October.

## Q3

### Marketing Services

**Technology and Space Improvements/Building Refresh for Bonney Lake Library, including:** Bronze standard tactics: curbside sandwich board posters, flyer for curbside Bonney Lake bags, Facebook, Twitter posts, email marketing message/e-newsletter, news release. Communicate updates, pre-building updates and associated curbside/technology meeting room service changes; communicate post-building update. Make internal signs with building refresh. Acknowledge funding from restored levy helped to address deferred maintenance and update services to serve the growing and changing community better.

**Parking lot update Graham Library:** Bronze standard tactics: curbside sandwich board posters, flyer for curbside Graham bags, Facebook, Twitter posts, email marketing message/e-newsletter, news release. Communicate updates, pre-building updates and associated curbside/technology meeting room service changes; communicate post-building update.

**Tools for Students:** Silver intermediate tactics: rack card for curbside bags, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar. Foundation funded.

**Checkout Washington Passes:** Bronze standard tactics: Posters in libraries, Facebook and Twitter posts.

**Career Connected Learning Fair:** Silver standard tactics: Posters in libraries, flyers in libraries and shared with partners, news release, home page ad, Facebook and Twitter posts. Foundation funded.

### Internal Communications

**Internal Communications Team/Ambassadors:** Explore and implement, if plausible.

<b>Q3-Q4</b>
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### Community Engagement

**Cybersecurity Awareness:** inform public and staff.

**Meet with City/County Councils/Executive:** Create generic presentation with 2020 annual report and 2021 strategic plan. Schedule Executive Director to meet and present.

**Meet with School Superintendents:** Create generic presentation with 2020 annual report and 2021 strategic plan. Schedule Executive Director to meet and present.

### Marketing Services

**Quarter 4 Marketing Focus—Streaming Movies/E-books/Audiobooks:** Develop Q3 and conduct marketing Q4. Gold premium tactics: flyers for curbside bags and guerrilla marketing, bookmarks for curbside bags, posters for stand-up displays in meeting rooms, public web homepage ad, Staff Web image, Polaris-generated email message, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, email marketing message/e-newsletter, library event script (introduction only), Google My Business profile for free, print advertising (TNT), digital advertising, Pandora advertising, bus ads, bus shelter ads, Facebook and Instagram advertising, system-wide direct mail, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., Fife/Milton/DuPont Library posters in windows, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, etc. Foundation sponsored.

**ENJOY Books! Reading Series 3-Winter series:** Silver intermediate tactics: information/application brochure, flyer for curbside bags or in-library, public web

homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar. Program will be online via Beanstack and print.

**Reopening Libraries fully:** Silver intermediate tactics: Homepage ad, web pages, talking points, posters, news releases, email marketing messages/e-newsletter, social media, local government information sharing.

**Hold pickup lockers:** Silver intermediate tactics: flyer for curbside bags, posters for meeting rooms, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter.

### Infrastructure/Channel Development

**E-newsletter:** Implement and produce per study project.

**2022 Marketing & Communications Plan:** Develop.

**Signs:** Update DuPont and Orting internal signs.

### Internal Communications

**Internal Communications Team/Ambassadors:** Explore and implement, if plausible.

<b>Q4</b>
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### Community Engagement

**Monthly Event Calendars:** Highlight events and services, with rotating schedule to feature digital/e-sources and other services. (Dependent on in-library events.)

**Email subscribers:** Encourage people to join email list; make subscribing more visible. Put on communications pieces, website homepage, story time, events, class sign-in sheets add a column for sign ups, etc. (if in-library)

**Foundation Trivia Bee:** November 13, 2021, in correlation with Trivia BEE. Silver intermediate tactics: flyer for in-library curbside bags, in-library poster if in-libraries fully, public web homepage ad, Facebook and Twitter posts, email marketing message/e-newsletter, direct mail to donor list.

**Native American Month:** Silver intermediate tactics: bookmark and flyer for curbside bags and guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc., posters in libraries, public web homepage ad, news release, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar, direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, etc.

### Infrastructure/Channel Development

**File Nomenclature:** Study file nomenclature to develop plan to create improved structure in 2022.

### Internal Communications

**Staff Experience Survey:** support communications.

**Staff Monitors Screensaver Messages:** Explore and implement channel, if plausible. Include Quarterly Marketing Focus on staff desktop screens/monitors.

## Overview of External Channels/Tactics

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Following is an overview of channels and tactics, which the Library System will use with various activities:

### Owned

- Collateral in/on libraries/point of service (POS): rack cards, posters, flyers, brochures, banners, sandwich boards
- Website
- Checkout screens
- Video
- Email blasts/e-newsletter: A/B Testing/Split Testing email marketing/newsletters for subject line, from name, content, images, and send time.
- Guerrilla marketing
- Checkout receipt
- Social media marketing (SMM): Social Media Team determines content. Facebook posts are boosted/paid digital SMM; demographic marketing with SMM boost. Best practice per algorithm for Facebook—three to five posts per week (the Library generally does seven posts per week, which does not include event posts or shares.) Twitter—two posts/per day. YouTube. LinkedIn. Yelp (manage reviews). A/B Testing social media for content, images, and send time.
- Streaming/recorded events
- Direct mail: demographic marketing
- Banners, external to libraries (New Year-New You-Get Hired, Summer Reading, Strategic Plan-generic)
- Email taglines
- PowerPoint presentations, presentations
- Window marketing: DuPont, Fife, Milton/Edgewood
- Digital signs interior libraries: Communico potential platform.

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## **Paid**

- Print advertising-The News Tribune, ParentMap
- Digital advertising- The News Tribune, ParentMap, web pages, search engines
- Pandora advertising
- Facebook advertising
- Instagram advertising
- Radio advertising-Bustos Radio (Spanish)
- Radio sponsorship advertising-NPR-KNKX
- Bus advertising-internal and external
- YouTube Advertising

## **Earned**

- Media relations: News releases, pitches, story cultivation, editorial boards, guest editorials
- Community relations: Community events, presentations to organizations; word of mouth/viral
- Testimonials
- Peachjar-limited, free community-school-family channel
- Bus shelters

## **Overview of Internal Channels/Tactics**

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Following is an overview of channels and tactics, which will the Library will use with various activities:

- Staff Web: pages, bulletin board messages, images
- Cover to Cover
- Monday Messages
- Staff Meetings with cascade communications, talking points
- Staff Huddles
- Supervisors Communications Toolkit
- Screensaver messages (to be explored)
- Internal communications team/ambassadors (to be explored)

For various Pierce County Library projects, a toolkit will be prepared, using these communications channels and tactics.

This plan is the proposed blueprint. Actual materials produced will reflect final marketing and communications.

## Overall Evaluation Measures

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For various activities, the Library System may develop individual marketing and communications plans, with specific evaluation measures.

### **Enhance brand awareness and preference for the Pierce County Library System.**

- With public opinion poll.
  - Maintain or exceed respondents familiarity/awareness with Pierce County Library, with 82% (2017) and 85% (2018) of respondents noting very familiar (40%-2017; 45%-2018) or somewhat familiar (42%-2017; 40%-2018).
  - Maintain or exceed respondents belief in getting a good value for library service commiserate with what they pay in property taxes with 72% (2017) and 75% (2018) saying yes to “In general do you receive a good value in Pierce County Library services for what you pay in current property taxes?”

### **Position Pierce County Library as the spark for success for residents.**

- Maintain number of customers.
- Maintain number of checkouts.

### **Bolster the Library’s visibility in Pierce County communities.**

#### **Inspire excitement and build support for and use of the Library’s services.**

- **News Media Stories.** Goal: Maintain or exceed 2020 news coverage.
  - News stories/editorials, Sumner Library – Goal: 1
- **Social Media Marketing.** Goal: Maintain 2020 engagement rate.
- **Email marketing.** Goal: Meet or exceed industry standard.
- **Digital Advertising.** Goal: Meet industry standard.
- **Work Order Satisfaction.** Goal: 90% Very Satisfied.

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# MEMO



Date: December 17, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Marketing and Communications Quarter 1 2021 Focus: Job + Business Center

As part of the Pierce County Library System's 2021 Marketing and Communications Plan, the Library selects one primary service to focus the public's attention each quarter. In the first quarter of 2021, the Library System will develop and deploy a variety of marketing and communications tactics to increase the public's awareness and grow use of its Get Hired and Job+Business Center services. The Library offers robust services to help people develop their technology skills, improve their marketability, and offer them resources to start or advance their small business.

For decades, Pierce County Library has provided services to help people find and get jobs, as well as start and grow small businesses. With the COVID-19 pandemic in 2020 and resulting economic downturn, the Library System continues to offer these robust services to career-focused customers, while endeavoring to find and deliver new tools and resources. As a result of the closures brought on by the public health crisis, the Library System completely revamped its technology certification program in the fall of 2020; now giving people access to the learning resources online from their homes, as well as access to remote proctoring for the final exams. Thank you to the Pierce County Library Foundation and its donors as well as the Washington State Library for helping to fund these important services.

The marketing and communications focus will highlight the following Job + Business Center services:

- Earning technology certifications.
- Get Hired.
- Small businesses support.

Communications and Marketing Goals:

1. Inform audiences of the Library's Job + Business Center services.
2. Strategically position the Library as a leader in providing free resources to strengthen the practical skills and knowledge of Pierce County residents, so they can navigate the world and meet their goals.
3. Help support people with proven tools for career success.
4. Inspire excitement and build support for the use of these services.

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With a variety of marketing and communications tactics, the Library will inform audiences about the Job + Business services and encourage people to use them. Using mass marketing tactics such as printed and online products, including Spanish radio to reach Spanish speaking people, bus ads and direct mailing to reach asset limited individuals, and YouTube advertising, one of the number one methods to reach Generation Z. In addition, the plan calls for direct marketing tactics including guerrilla marketing to reach asset limited households through nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families. It also includes a direct ask to reach Black, Indigenous, and people of color via direct requests to share information via partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Asia Pacific Cultural Center, and Black Collective.

## **Opportunity**

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- As of October 2020, the Washington State Employment Security Department reported nearly 32,000 (31,910) people were unemployed in Pierce County, which is nearly 7% (6.9%) of the county's workforce. This is up from October 2019, when the county showed 20,000 (20,177) people as unemployed, which was 4.5% of the county's workforce. (Will update with December 2020 – end of year comparisons, when available.)
- The Pierce County Library System offers robust services to help people develop their technology skills, improve their career marketability for getting jobs, and give them resources to start or advance their small business.
- In the first quarter of 2021, the Library System will develop and deploy a variety of marketing and communications tactics to increase the public's awareness and grow use of these services.
- **Marketing and communications timeframe:**
  - **Develop materials:** December 2020-January 2021.
  - **Implement:** February-March 2021.

## **Background**

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For decades, Pierce County Library has provided services to help people find and get jobs, as well as start and grow small businesses. With the economic downturn from 2007 to 2009 after the U.S. housing bubble burst and the global financial crisis, people turned to the Library for even more assistance.

In 2010-2011, the Library increased its services to respond to the demand for job and career help, strengthening online, in-library, and in community resources. The Library significantly added to those services and created Job and Business Centers in six of its now 20 libraries. The centers help people improve job skills, search for and get jobs, as well as start and retain small businesses. In addition, the Library took classes for job seekers and small business entrepreneurs on the road via mobile computer labs.

For the past decade, the Library has enhanced these services with a focus on helping people Get Hired.

With the COVID-19 pandemic in 2020 and resulting economic downturn, in late 2020, the Library System updated its technology certifications giving people access to the service online from their homes, as well as getting proctored exams remotely.

Today, Pierce County Library continues to offer an array of robust services to help people improve their career marketability and get hired. With the economic downturn brought on by the COVID-19 pandemic, people need new tools and resources to improve their opportunities to gain employment.

Technology certifications are simple and free to earn through the Pierce County Library. Through June 2021, people can get the certifications online from their home with CertiPort online proctors giving individuals exams. In 2019, 232 people earned certifications through the Library System.

Another Get Hired service is help with resumes. The Library offers numerous resources to help people write winning resumes. The Library contracts with professional resume writers and reviewers who can provide real-time help directly to job seekers.

The Library offers small businesses online resources to start or grow a small business. From how to start a business and keep it going to learning more about the market a business wants to attract, the Library System has many online resources to help entrepreneurs.

### **Communications Goals**

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1. Inform audiences of the Library's Get Hired/Job + Business Center services.
2. Strategically position Pierce County Library as a leader in providing free resources to strengthen the practical skills and knowledge of Pierce County residents, so people can navigate the changing economic climate and meet their goals.”
3. Help support people with proven tools for career success, especially during the economic downturn.
4. Inspire excitement and build support for and use of these services.

## Target Audiences

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- Pierce County Library's Board of Trustees
- Pierce County Library staff
- Public-Pierce County residents, age 18-60, especially job seekers
  - Millennial (Born 1981-1996)
  - Generation X (Born 1961-1980)
  - Younger Baby Boomers (Born 1946-1960)
  - Individuals who are asset limited or Asset Limited, Income Constrained, and Employed (ALICE). United Ways of the Pacific Northwest's 2020 "ALICE in Washington: A Financial Hardship Study" showed 12% (36,274 households) lived in poverty and 22% (66,503 households) were ALICE. These numbers include Tacoma and all of Pierce County, not just the Library's service area.
  - Older segment of Generation Z (born 1995-2009) in 2021, ages 18-24 (per definition this generation's full age span in 2021 is 12-26)
  - Black, Indigenous, and people of color (BIPOC). Pierce County data shows 10% Hispanic, 7% Black, and 6% Asian race and ethnicity. These numbers include Tacoma and all of Pierce County, not just the Library's service area.
- Military personnel
- News media
- Partners, such as:
  - Food banks
  - Sound Outreach
  - Goodwill
  - South Sound 2-1-1
  - United Way's Centers for Strong Families,
  - Tacoma Urban League
  - Korean Women's Association
  - Centro Latino
  - Black Collective
  - Asia Pacific Cultural Center

## Strategy

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The marketing and communications activities and tactics focus on the Library's Strategic Plan Initiative of Learning, with an emphasis on inspiring life-long learning. The marketing and communications plan leads residents to the Library's services to help people find and get jobs in response to the economic downturn from the COVID-19 pandemic, resulting in approximately tens of thousands of people seeking employment in Pierce County. The marketing and communications will reflect the following:

- Pierce County Library is a leader in inspiring people to strengthen their practical skills and knowledge, so they can navigate the real world and meet their goals.
- The Library is a leader in providing free resources to help people build their technology skills and get jobs.
- The Library's services support for small businesses to start and grow.

With a variety of marketing and communications tactics, the Library will inform audiences about the Get Hired/Job + Business services and encourage people to use them. Using mass marketing tactics such as printed and online products, including Spanish radio to reach Spanish speaking people, bus ads and direct mailing to reach asset limited individuals, and YouTube advertising, which is one of the number one methods to reach Gen Z. In addition, the plan calls for direct marketing tactics including guerrilla marketing to reach asset limited households through nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families. It also includes a direct ask to reach BIPOC individuals via direct requests to share information via partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Asia Pacific Cultural Center, and Black Collective.

## Primary Messengers

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- All Staff

## Messages/Message Elements

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Note: Primarily third person voice used below.

1. The Pierce County Library System's Get Hired services help people develop their technology skills, improve their career marketability to get jobs, and give them resources to start or grow their small business.
2. As of October 2020, the Washington State Employment Security Department reported nearly 32,000 (31,910) people were unemployed in Pierce County, which is nearly 7% (6.9%) of the county's workforce. This is up from October 2019, when the county showed 20,000 (20,177) people as unemployed, which was 4.5% of the county's workforce. (Will update with December 2020 – end of year comparisons, when available.)
3. Now, more than ever, people need the free, high quality, credible resources of the Library System to help them improve their job skills and get jobs.
4. An individual would pay hundreds of dollars to purchase these quality career resources and services.
5. The certifications are simple and free to earn through the Pierce County Library.
6. The Library offers certifications in more than 30 programs, including expert level certifications in Microsoft Office Specialist (MOS), Microsoft Technology Associate (MTA) and numerous other programs, including Adobe and QuickBooks.
7. The certifications build confidence, improve job skills, and help advance careers or get new jobs.
8. Applicants with technology certification s show they take initiative and are self-starters.
9. Employers report the certifications give job seekers an edge in this highly competitive job market, with tens of thousands of people seeking jobs in Pierce County.
10. Hiring managers see technology certifications as a validation of job candidates' knowledge and the certifications link to increased earning power for job seekers or employees looking to move ahead in their current workplaces.
11. In general, each module takes three hours.

12. The Library System also offers online resume templates and online live expert help to build a solid, standout resume as well as live interview coaches from professional career coaches.
13. With the economic downturn, more people may turn to starting their own business. The Library System offers high quality, free online resources to start or ignite a small business.
14. Some people have always dreamed of owning their own business, with the economic downturn and fewer job opportunities, now is the time to make business ownership dreams come true.
15. From writing a business plan and getting financing to finding out more about the demographics of a market a business is trying to reach, the Library System offers an array of robust services.
16. Thank you to the Pierce County Library Foundation and its donors for helping to fund these important services.
17. For any of the services all a person needs is a Pierce County Library card, computer and internet access.
18. Get started at [jbc.mypcls.org](http://jbc.mypcls.org).

**Prepared by Mary Getchell**

**Activities/Tactics**

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<b>Tactic</b>	<b>Audience</b>	<b>Lead Staff</b>	<b>Target Date</b>
Staff Web image	Staff	Carol Sheehan	Jan. 21, 2021 live
Create and distribute talking points to supervisors for staff use with customers	Customers	Mary Somer put on Staff web, talking points page	Jan. 21
Cover to Cover Articles	Staff	Mary/Somer	Jan. 22, ongoing-March 31
Public web home page ad	Public	Mary/Carol/Nicole Milbradt/IT post	Feb. 1, live
JBC web pages, review to determine any needed updates to align with marketing and communications plan	Public	Nicole	Feb. 1, live
Flyers for curbside bags and guerrilla marketing with QR code Translated into Spanish and Korean	Customers Potential customers Pierce County residents, age 18-	Mary writes/Carol designs Troy prints, distributes and puts in stores	Feb. 1, live

Tactic	Audience	Lead Staff	Target Date
	60, especially job seekers <ul style="list-style-type: none"> <li>▪ Asset Limited</li> <li>▪ Gen Z</li> <li>▪ BIPOC</li> <li>▪ Military personnel</li> </ul>		
Bookmarks for curbside bags and guerrilla marketing	Customers Potential customers Pierce County residents, age 18-60, especially job seekers <ul style="list-style-type: none"> <li>▪ Asset Limited</li> <li>▪ Gen Z</li> <li>▪ BIPOC</li> <li>▪ Military personnel</li> </ul>	Mary updates copy/Carol updates design Troy prints, distributes and puts in stores	Feb. 1, live
Polaris-generated email message	Customers	Nicole	Feb. 1, live
Library event script (introduction only)	Customers	Nicole	Feb. 1, live
Google My Business profile	Public	Nicole	Feb. 1, live
Guerrilla marketing of flyer with QR code in particular to reach asset limited households-nonprofit partners such as food banks,	Customers Potential customers Pierce County	Mary/Customer Experience Supervisors	February

Tactic	Audience	Lead Staff	Target Date
Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, et.	residents, age 18-60, especially job seekers <ul style="list-style-type: none"> <li>▪ Asset Limited</li> <li>▪ Gen Z</li> <li>▪ BIPOC</li> <li>▪ Military personnel</li> </ul>		
News release – email message, social media content will be based off of news release	News media/public	Mary	Feb. 1, issue
Seek information sharing with local governments	Public	Mary	Feb. 1
Email marketing message	Public	Somer	Feb. 3 features all 3 featured services, weekly-March 31 highlighting each service
Social media messages	Public	Nicole	Feb. 3, features all 3 featured services, weekly-March 31 highlighting each service—moving

Tactic	Audience	Lead Staff	Target Date
			to bi-weekly as needed
Make home page ad Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers pages	Public	Nicole	Feb. 1- March 31
Direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc. Share flyer with QR code, ask to share social media posts, information via e-newsletters, posting flyer at locations	BIPOC	Blythe Summers/Lori Ries	February
Spanish radio ads	Public BIPOC	Mary	February, live
Bus ads	Public Customers Potential Customers Asset Limited BIPOC	Mary/Carol	February-March
Bus shelter ads	Public Customers Potential Customers Asset Limited BIPOC	Mary/Carol	February-March+

Tactic	Audience	Lead Staff	Target Date
YouTube ad	Gen Z	Nicole	February
Facebook and Instagram advertising	Pierce County residents, age 18-60, especially job seekers <ul style="list-style-type: none"> <li>▪ Asset Limited</li> <li>▪ Gen Z</li> <li>▪ BIPOC</li> <li>▪ Military personnel</li> </ul>	Nicole/Carol	February-March, live
Demographically targeted direct mail to asset limited households	Asset Limited	Mary/Carol	February
Banners-external on buildings (same size as Strategic Plan-generic/Summer Reading program)	Public	Mary/Carol	Feb. 1-May 31, live
Fife/Milton/DuPont Library posters in windows	Customers Potential customers	Mary/Carol	February-March

## Evaluation

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1. Plan implemented on time and on budget
2. Social media engagement:
  - Reach: meet or exceed industry standard
  - Engaged: Goal: meet or exceed industry standard
3. Marketing email open rate: meet or exceed industry standard
4. YouTube advertising: Goal meet or exceed industry standard for views
5. Inspire excitement and build support for and use of the Library's services.
6. Job + Business website visits – Goal: 2% increase compared with February 2019 (1,134 visits)

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# MEMO



Date: December 17, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Library Curbside Marketing Plan Demonstrated Great Success

The Pierce County Library System's Curbside Marketing Plan resulted in significant success with both marketing measures and customer use outcomes. The plan realized an increase of 32% of Library curbside customers making appointments and a 52% increase in the number of holds customers placed on books and other materials for curbside pickup. The Library implemented its Library Curbside Marketing Plan October-November, with the primary focus October 15-November and some marketing continuing into 2021.

Mass marketing results showed significant impacts in almost every marketing asset. Staff made great progress with guerrilla marketing of flyers and are making strides in placing calls to customers welcoming them to curbside service and checking in on these valued members of the Library System during this worldwide public health crisis. The calls to customers was a first for this type of connection to reach out to customers and talk with them about how they are doing during the pandemic, letting them know their Library System is here for them, and to share with them about services, especially curbside. In nearly every encounter, staff had rewarding conversations and excellent connections with people who miss their Library and, of course, some who were very happy to learn about curbside service.

The marketing plan included a mix of mass marketing and direct marketing, using a combination of owned, paid, and earned marketing assets. Some of the mass media owned and earned assets included lawn banners at the largest libraries and window posters at libraries facing public corridors. Some of the mass media paid channels included ads/sponsorships in The News Tribune, Pandora, NPR-KNKX, and Spanish radio stations. The earned direct marketing included guerrilla marketing with demographically targeted flyers with QR codes and direct phone calls to customers. In late December, we rolled out an animated video on YouTube showing people how to place holds and make curbside appointments. We are promoting the video via social media and email marketing messages.

The Library executed its communications plan for curbside service in July and continues to communicate about the new service. In addition to the marketing campaign, the Library continues to use a variety of communications channels to communicate the service: public website-home page ad and pages, talking points, sandwich boards, lawn signs, email marketing messages, and social media marketing.

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**Overall, the plan was a success in many evaluation mass marketing and communications measures:**

- Digital advertising: 963,480 impressions, 810 clicks, and 0.08% click throughs, exceeding industry standard of 0.05%. Through geofencing ads, targeted ads to individuals geographically as they enter various locales the ad appeared on mobile devices (for the Library System, the ads appeared in the person's search engine), we earned 997 conversions (people who visited the Library's curbside related web pages and received the geofencing ad), at a rate of 0.09%, nearly doubling the industry standard.
- Pandora advertising: 277,933 impressions served to 171,402 listeners in Pierce County, resulting in 320 clicks on the digital ad accompanying the online radio ad.
- Facebook posts reach: 24,664, with an average of 3,553 per post.
- Facebook posts engagement (likes, shares, comments): 1,904, with an average of 272 per post at a rate of 7.72% -- exceeding industry standard of 5.4%.
- Facebook advertisement reach: 34,968.
- Facebook advertisement engagement: 1,799, at a rate 5.14% -- slightly below industry standard.
- Twitter posts reach: 4,526, with an average of 647 per post.
- Twitter posts engagement: 84, with an average of 12 per post, at a rate of 1.86% -- exceeding industry standard of 0.062%.
- Twitter advertisement reach: 28,766
- Twitter advertisement engagement: 305, at a rate of 1.06% -- exceeding industry standard.
- Email marketing message open rate: we issued four email marketing messages to an average of 82,751 recipients in each transmittal, resulting in 63,442 opens (average of 15,861 per message), for an open rate of 19.2%, which is below industry standard of 25.17%. The messages garnered 1,261 click throughs for a 0.38% click rate, which is below industry standard of 2.79%.
- Web page visits to reimagined and curbside pages: 48,734 visits during October 15-November 15, with 40,749 of those unique visits, an increase of 13% (21% unique visits) compared with 42,991 visits, with 33,706 unique views in September.

**Direct marketing made a solid impact:**

- As of December 11, guerrilla marketing results showed: flyers posted in 71 locations throughout Pierce County.
- As of December 11, staff calls to customers results showed: 1,787 calls.

**The mass marketing and direct marketing inspired excitement and built support for and use of Library Curbside with remarkably strong results.**

- From October 15-November 15, 18,615 customers made curbside appointments, an increase of 32% more customers than the 14,131 appointments in September, far exceeding our goal of a 5% increase.

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- From October 15-November 15, customers placed 13,480 holds on books and other materials to pick up curbside, an increase of 52% more holds than the 8,883 customers placed in September, far exceeding our goal of a 5% increase.
  - Overall the number of Pierce County Library cardholders grew slightly in October (348,047) and November (348,989), compared with September (346,899).

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# MEMO



Date: January 4, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: Department of Retirement Systems (DRS) Audit

In November, we received notification that the Washington State pension system will be conducting a routine audit of our records regarding our employees that are registered with DRS. The audit period is July 1, 2018 through June 30, 2019. The last time this occurred was in 2004.

We have already submitted the data requested by DRS, which including a list of all employees, their wages, and retirement credits reported during the audit period. DRS will then audit those records to ensure we have been in compliance. Their next request for information, if any, will be in February. We anticipate the audit will not take a lot of time from Finance and Staff Experience staff.

Unlike a fiscal audit, no entrance conference will be held. The draft report will likely be in the late spring to early summer time period, and we'll keep the Board apprised.

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# MEMO



Date: December 30, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Anna Shelton, Community Initiative Manager and Sandra Rosa Bryant, Librarian

Subject: Teen Volunteer League 2020

The first all-virtual Teen Volunteer League (TVL) concluded at the end of November. Combined, 26 teen volunteers contributed over 470 volunteer hours through their participation in Teen Volunteer League. Teens ranged in age from 14-18 years old, and joined us from communities across the county including Graham, Puyallup, Spanaway, University Place, Buckley, Orting, Gig Harbor, Fife, Lakewood, and Bonney Lake.

Over the span of 8 weeks from late September through late November, teen volunteers met twice per week for virtual sessions and received mailed packets of resources and activities to support their participation. TVL participants were also able to connect with each other and with teen services staff outside of regular meetings through an asynchronous platform, where they strengthened personal connections and reached out for help with school assignments.

TVL participants learned together about meeting facilitation, creating book reviews and book talks, resume and job searching, voter and civic engagement, library resources, and tips for successful interviews (including virtual interviews). Teen volunteers also met virtually with guest speakers including a local poet, leaders at Workforce Central, Pierce County Auditor Julie Anderson, and a teen author. Teens actively used their facilitation skills during their virtual meetings to elicit media shares and lead their own meeting check-ins.

Over the course of the fall, teens worked together to identify, plan, and produce a shared team project, launching a website that shares some of their book lists, book reviews, writing, art, and videos: <https://teenvolunteerleagu.wixsite.com/mysite>. TVL participants also contributed valuable insight and input to inform current and future plans for programs and experiences that will best respond to needs and interests of Pierce County teens.

Though 2020 TVL has ended, participants continue to use the asynchronous platform to connect with their peers and check in with library staff.

Based on input shared by teen participants, TVL made an important difference in their lives. All respondents (21) to an anonymous exit survey reported that as a result of the program they were better able to use library resources and services; they know someone they can reach out to for support; they understand workplace expectations; and they can take steps toward college and career goals. All respondents also reported leaving the program with new relationships with library staff, awareness of community resources, having received job skills resources and support, and having learned about options and resources for college and career paths. Many participants also responded leaving the programs with new friends.

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In open-ended response about their learning and key takeaways from the program, participants offered that they had learned important life skills including how to take more initiative, how to take care of your mental health, how to work with and communicate with a team, and how to register to vote. Participants also highlighted new technical and professional skills including how to use apps and resources to create booklists and Instagram posts; how to work and get things done over the internet; how to better use library resources, how to participate in a professional environment; how to do a job interview, and awareness of community opportunities.

Respondents shared these statements about their experience with Teen Volunteer League 2020:

- “I just want to say this has been an amazing experience.”
- “I learned not to be scared of sharing my work and opinions, and also to speak out when I want to.”
- “I am taking away a sense of community and unity with the library, and relationships with library staff.”
- “TVL was a place where I could show my creativity, while learning important skills for life.”
- “I’m taking away a better understanding of what it means to volunteer. I learned it’s not just picking trash off the side of the road or organizing files... it can actually be fun and engaging, and you can learn and benefit from it.”
- “I have learned that I need to stop being so nervous to talk to people, because they most likely are going to be very sweet.”
- I found a place where I can feel supported. I found a group of friends who I know will be there to help me out and to be there when I have something to share. Most importantly, I found friends with whom I am going to stay connected for a long time!
- “I am taking away some amazing relationships, life skills, and knowledge. I have learned how to share in an online setting and use the library’s resources. Even more valuable than that, though, I have had the chance to be part of a fantastic community.”
- “A way to step out into the world by seeing and obtaining the valuable experience given to me.”

We look forward to planning for Teen Volunteer League in 2021, building on the learning and success of the first all-virtual offering of the program.

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# MEMO



Date: December 29, 2020

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Jaime Prothro, Customer Experience Director

Subject: COVID-19 Update: Phase 2.5 Library Readiness

Throughout this year, staff across the library system collaborated in a service recovery and design project that identified safe ways to manage public spaces – including restrooms, lobbies, meeting spaces, collections, service points, and public technology services. Although this plan was intended to be used for use of the entire library space, the external pandemic climate and changing regulations have resulted in PCLS strategizing a more focused and scaled service plan to address the unmet technology needs of residents as another step in our service recovery efforts.

PCLS is deep into the implementation steps that will expand library services at the Lakewood and Fife library locations as technology hubs, which will operate alongside curbside services. Branch Operations staff, Meghan Sullivan and Kayce Austin, are project managers for this unprecedented service project, and staff teams at Fife and Lakewood, as well as IT, Facilities, and Communications are meeting regularly to build out the service. They are also building out the documentation and steps needed to be able to replicate at additional libraries soon after launching service.

A study of county demographics, public technology and WiFi use, the presence of technology at home, languages spoken at home, and median income levels helped to select the two pilot locations. In parallel to opening the technology hubs, PCLS will be expanding and strengthening WiFi access outside of library buildings so customers can access the internet outdoors.

The opening date for Lakewood and Fife remains undetermined, but the project team has placed all purchase orders, installation dates have been set for seating and technology, and customer services are being reimagined for customer and staff safety as well as ease of use.

Once logistics are in place, staff are trained on new protocols for socially distanced technology circulation and support, and the external conditions indicate readiness, we will announce a launch date to the public. The Lakewood and Fife teams will spend approximately three weeks learning, providing feedback, and making tweaks to the service in order to inform any changes that are needed.

We are so much looking forward to being able to restore needed services and will provide the Board with updates as we launch the service.

**Pierce County Library FYI Packet**  
**Link List**  
**January 13, 2021**

**Pierce County Library in the News**

- [KP Students Win First Place in Teen Writing and Art Contests](#) – Key Pen News
- [Self-Help Webinar Series Family Law](#) – Pierce County Law Library
- [On the Move Trustee Brian Thomason](#) – South Sound Business (October 2020)
- [Lakewood Celebrates 25th Anniversary With Art Contest](#) – Pierce County Patch
- [Lakewood hosting 25th Anniversary Art Contest](#) – Suburban Times