

AGENDA

**Regular Meeting of the Pierce County Library System Board of Trustees
December 8, 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.	Call to Order: Pat Jenkins, Chair	
3:32 pm	05 min.	Public Comment: <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please submit comments in writing (including your Name, Address and Topic) to pmcbride@piercecounitylibrary.org by 2 pm on December 8. Comments will be read aloud to the Board. Time limit for comments is three minutes.</i>	
3:37 pm	03 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of November 10, 2021, Regular Meeting 2. Approval of November 2021 Payroll, Benefits and Vouchers 3. Approval of Insurance Policy 4. Tri-Care Managed Support Renewal 5. Tyler Support Renewal 	
3:40 pm	05 min.	Board Member Reports	
3:45 pm	10 min.	Routine Reports	
		<ol style="list-style-type: none"> 1. Fundraising Performance Report, Dean Carrell 2. Metrics Dashboard, Melinda Chesbro 3. October Financial Report, Cliff Jo 4. Customer Experience Services Report, Connie Behe and Kayce Austin 	
3:55 pm	15 min.	Unfinished Business	
		<ol style="list-style-type: none"> 1. Executive Director Recruitment Update, Cheree Green 2. 2021 Fund Transfers <ol style="list-style-type: none"> a. Resolution 2021-18: To Transfer Set-Asides in the General Fund Balance to the Capital Facilities Fund b. Resolution 2021-19: To Record All Deposited Property Tax Revenues To The Levy Sustainability Fund 3. 2022 Budget and Service Plans: Second Reading and Discussion, Georgia Lomax 	Action Action
4:10 pm	05 min.	Public Hearing: 2022 Budget of Revenue and Expenditures 2022 Revenue Sources and 2022 Expense Budget: Consideration of increases in property tax revenues, regarding the 2021 property tax levies for collection in 2022 (per RCW 84.55.120)	
4:15 pm	10 min.	Unfinished Business (cont.)	
		<ol style="list-style-type: none"> 4. 2022 Budget and Service Plan, Georgia Lomax, Melinda Chesbro, Cliff Jo and Connie Behe <ol style="list-style-type: none"> a. Resolution 2021-20: To Adopt The 2022 General Fund Budget b. Resolution 2021-21: To Adopt The 2022 Capital Improvement Fund Budget c. Resolution 2021-22: To Adopt The 2022 Election Fund Budget d. Resolution 2021-23: To Adopt The 2022 Levy Sustainability Fund Budget e. Resolution 2021-24: To Adopt The 2022 Property and Facility Fund Budget f. Resolution 2021-25: To Set Wages and Benefits for Non-Represented Employees for 2022 	Action Action Action Action Action Action
4:25 pm	15 min.	New Business	
		<ol style="list-style-type: none"> 1. 2022 Election of Officers, Pat Jenkins 2. 2022 Board Calendar of Work, Georgia Lomax 	Action
4:40 pm	05 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. Trivia Bee Update 2. Future Libraries 2022 3. Q3-4 Staff Training & Participation Report 4. 2022 Marketing and Communications Plan 5. Staff Engagement Survey Results 6. 2021 General Election Results 	
4:45 pm	15 min.	Executive Session <i>At this time on the agenda, the Board of Trustees will recess to Executive Session per RCW 42.30.110, to discuss collective bargaining matters.</i>	
5:00 pm	01 min.	Announcements	
5:01 pm		Adjournment	

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – DECEMBER 8, 2021**



CALL TO ORDER

Chair Pat Jenkins called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:34 pm. Board members present were Neesha Patel and Abby Sloan. Jamilyn Penn joined the meeting at 3:55 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 November 10, 2021, Regular Meeting
2. Approval of November 2021 Payroll, Benefits and Vouchers
3. Approval of Insurance Policy
4. Tri-Care Managed Support Renewal
5. Tyler Support Renewal

Trustee Sloan moved for approval of the consent agenda. Trustee Patel seconded the motion and it was passed.

BOARD MEMBER REPORTS

There were no Board member reports.

ROUTINE REPORTS

October Financial Report –Executive Director Georgia Lomax reported the final tax levy was received today. Official details will be presented in January.

Customer Experience Services Report – Customer Experience Deputy Director Connie Behe reported on recent public behavior issues at the Lakewood and Graham libraries. The Risk Management Team will be addressing the concerns and working toward solutions.

The Board shared their concern for staff and thanked them for their ongoing commitment to serving the Library's customer.

UNFINISHED BUSINESS

Executive Director Recruitment Update – Staff Experience Director Cheree Green reported the Executive Director position has been posted and will be open through mid-January. Interviews for semi-finalist are scheduled for February and finalists will be interviewed in March.

2021 Transfers

Trustee Patel moved to approve Resolution 2021-18: To Transfer Set-Asides in the General Fund Balance to the Capital Facilities Fund. Trustee Sloan seconded. Motion carried.

Trustee Patel moved to approve Resolution 2021-19: To Record All Deposited Property Tax Revenues to the Levy Sustainability Fund. Trustee Sloan seconded. Motion carried.

2022 Budget and Service Plans – Executive Director Lomax reported the Library is budgeting for full operations and use levels in order to be prepared despite the ongoing pandemic. The Capital fund is larger than previous years to allow for additional maintenance planned for several locations. The Levy Sustainability fund is projected to reach its target goal of \$15 million in 2024. Projections reflect that revenue will balance with the budget in 2025, and in

following years, costs to provide library services and operate buildings will exceed revenue. At that time funds will be drawn from the Levy Sustainability fund to balance the budget.

Chair Jenkins commented the budget is well received and represents excellent stewardship of the public trust. Trustee Penn commended the Library for its outstanding navigation of the budgeting process. Trustees Sloan and Patel concurred.

Public Hearing: 2022 Budget of Revenue and Expenditures

Trustee Sloan moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2021 property tax levies for collection in 2022. Trustee Patel seconded the motion. Motion carried.

Chair Jenkins then asked if there was anyone in the audience who wished to comment on the 2022 budget. There being no further comments, Trustee Penn moved to close the public hearing on the 2022 budget of revenue and expenditures. Trustee Patel seconded the motion. Motion carried.

UNFINISHED BUSINESS (CONT.)

Trustee Sloan moved for approval of:

- *Resolution 2021-20: To Adopt the 2022 General Fund Budget*
- *Resolution 2021-21: To Adopt the 2022 Capital Improvement Fund Budget*
- *Resolution 2021-22: To Adopt the 2022 Election Fund Budget*
- *Resolution 2021-23: To Adopt the 2022 Levy Sustainability Fund Budget*
- *Resolution 2021-24: To Adopt the 2022 Property and Facility Fund Budget*
- *Resolution 2021-25: To Set Wages and Benefits for Non-Represented Employees for 2022*

Trustee Penn seconded the motion. Motion carried.

NEW BUSINESS

2022 Election of Officers –

Trustee Patel moved to approve the slate of officers for 2022 with Trustee Penn as Chair and Trustee Jenkins as Vice-Chair. Trustee Sloan seconded the motion. Motion carried.

2022 Board Calendar of Work – Director Lomax presented an overview of the major work expected to come before the Board next year.

OFFICERS REPORTS

Future Libraries 2022 – The Sumner project will move into a more active phase in 2022 as design begins. Building assessments will take place for all locations with special focus on the Lakewood and Tillicum libraries. The Library will explore new and innovative ways to deliver library services that do not have a building.

EXECUTIVE SESSION

At 4:34 pm, Trustee Patel moved to recess to Executive Session, per RCW 42.30.110, to discuss collective bargaining matters for approximately 15 minutes. Trustee Penn seconded the motion. Motion carried.

The session ended at 4:47 pm.

ANNOUNCEMENTS

Director Lomax thanked the Board for another great year and extended wishes for a happy and safe holiday.

ADJOURNMENT

The meeting was adjourned at 4:47 pm on motion by Trustee Sloan seconded by Trustee Patel.

Georgia Lomax, Secretary

Pat Jenkins, Chair

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5:00 pm	01 min.	Announcements	
5:01 pm		Adjournment	

Consent Agenda

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – NOVEMBER 10, 2021**



CALL TO ORDER

Chair Pat Jenkins called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:30 pm. Board members present were, Daren Jones, Neesha Patel, Jamilyn Penn, and Abby Sloan. Neesha Patel was excused from the meeting at 4:10 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 October 13, 2021, Regular Meeting
2. Approval of October 2021 Payroll, Benefits and Vouchers
3. 2022 Communico Renewal
4. Resolution 2021-14: 2021 Schedule of Recurring Meetings
5. Resolution 2021-15: To Declare Furnishings and Equipment Surplus to Public Service Needs

Trustee Patel moved for approval of the consent agenda. Trustee Penn seconded the motion and it was passed.

BOARD MEMBER REPORTS

There were no Board member reports.

ROUTINE REPORTS

Finance and Business Director Cliff Jo introduced new Finance Manager Mary Stimson.

UNFINISHED BUSINESS

Executive Director Recruitment Update – Staff Experience Director Cheree Green reported the dates for recruitment activities are being finalized. Advertisements and job postings will begin at the end of November.

Sumner Library Update – The property purchase on Main Street has officially closed and has been recorded at the County.

2022 Budget and Service Plans – Executive Director Lomax reported the 2022 proposed budget is similar to 2021. The Library will be prepared to adjust as needed and to remain flexible again in 2022. Director Lomax highlighted key themes in the budget, which include listening to what customers identify as importance post pandemic, offering great service and continuing to adapt as needed or required. Additional areas of focus are the Sumner Library project and testing new ways to deliver library services. The Library's equity, diversity, and inclusion framework and action plan are also being built to ensure that the Library is a place everyone feels they belong.

Trustees agreed that the budget covers the needs of the community and the Library's ongoing commitment to be a good steward of public tax funds.

Public Hearing: 2022 Draft Budget of Revenue and Expenditures

Trustee Jones moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2021 property tax levies for collection in 2022. Trustee Patel seconded the motion and it passed.

Chair Jenkins then asked if there was anyone in the audience who wished to comment on the 2022 draft budget. There being no further comments, Trustee Patel moved to close the public hearing on the 2022 budget of estimated revenue and expenditures. Trustee Jones seconded the motion and it passed.

UNFINISHED BUSINESS (CONT.)

Trustee Patel moved for approval of Resolution 2021-16: To Request Highest Lawful Levy and Levy Certification. Trustee Sloan seconded the motion and it was passed.

Trustee Jones moved for approval of Resolution 2021-17: To Release Banked Levy Capacity. Trustee Patel seconded the motion and it was passed.

Buckley Library Site Evaluation Update – Director Jo reported that the site characterization work is complete and the next step is coordinating with the Department of Ecology on the remediation investigation and feasibility study report.

OFFICERS REPORTS

2021 Fiscal Year Budget Status – Director Lomax reported the 2021 budget will not need to be amended.

EXECUTIVE SESSION

At 4:07 pm, Trustee Sloan moved to recess to Executive Session, per RCW 42.30.110, to discuss collective bargaining matters for approximately 15 minutes. Trustee Jones seconded the motion and it was passed. Due to technical difficulties, at 4:38 pm, the 15 minute session was restarted on motion to recess by Trustee Sloan and seconded by Trustee Penn. The session ended at 4:52 pm.

ANNOUNCEMENTS

The 3rd annual Trivia Bee will be held November 13, 2021 at 7 pm. The event will be virtual. Information can be found on the Foundation’s website.

ADJOURNMENT

The meeting was adjourned at 4:55 pm on motion by Trustee Penn, seconded by Trustee Jones.

Georgia Lomax, Secretary

Pat Jenkins, Chair

**Pierce County Library System
Payroll, Benefits and Vouchers
November 2021**

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	10036 - 10042	11/5/2021	\$ 10,762.95
Payroll Warrants	10043 - 10050	11/22/2021	\$ 9,288.98
Electronic Payments - Payroll & Acct Payable		11/5/2021	\$ 898,819.57
Electronic Payments - Payroll & Acct Payable		11/22/2021	\$ 930,858.64
Accounts Payable Warrants	702126 - 702232	11/5/2021 - 11/29/2021	\$ 1,414,738.42
Total:			<u><u>\$ 3,264,468.56</u></u>

As of 12.1.2021

CURRENT CHECK REGISTER - SEMI MONTH

WARRANT: 110521 10/16/2021 to 10/31/2021 CHECK DATE: 11/05/2021

EMP #	NAME	TYP	NET PAY	CHECK #	LOC	CHECK DATE	SPECIAL
1361	BLAKESLEE, DAVID	CK	749.87	000010036	GIG	11/05/2021	
1368	DUCHESNEAU, DAVID	CK	1,924.50	000010037	ACL	11/05/2021	
1366	HARTENSTINE, JESSICA	CK	2,694.61	000010038	ACL	11/05/2021	
1360	LA MOTTE, INDIA	CK	300.42	000010039	GIG	11/05/2021	
1362	MEYER, MARIE	CK	967.64	000010040	SH	11/05/2021	
1369	WITTHUHN, ADAM	CK	2,235.19	000010041	GIG	11/05/2021	
1353	YEATMAN, ZENA	CK	1,890.72	000010042	GHM	11/05/2021	
7 ** TOTAL CHECK(S)			10,762.95				

** END OF REPORT - Generated by STACY KARABOTSOS **

CURRENT CHECK REGISTER - SEMI MONTH

WARRANT: 112221 11/01/2021 to 11/15/2021 CHECK DATE: 11/22/2021

EMP #	NAME	TYP	NET PAY	CHECK #	LOC	CHECK DATE	SPECIAL
1376	BRADEN, LESLEY	CK	1,362.01	000010043	ACL	11/22/2021	
1375	BRESSEL, HAILEY	CK	1,120.80	000010044	ACL	11/22/2021	
401	GALLAGHER, DONNA M.	CK	1,423.53	000010045	SMT	11/22/2021	
1374	GERBAULET-VANASSE, C	CK	1,243.56	000010046	ACL	11/22/2021	
1373	GOSS, STEPHANIE	CK	1,156.69	000010047	STL	11/22/2021	
1377	LEHR, AMANDA	CK	1,145.77	000010048	ACL	11/22/2021	
1372	LOPEZ, AMELIA I.	CK	625.46	000010049	ACL	11/22/2021	
1378	MAYERS, SEVERINE	CK	1,211.16	000010050	ACL	11/22/2021	
8	** TOTAL CHECK(S)		9,288.98				

** END OF REPORT - Generated by STACY KARABOTSOS **

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
 Comments: 11/05/21 Payroll

Withdrawal Date: 11/5/2021

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	71,020.70
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	58,507.32
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	58,507.32
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	555,419.03
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,903.65
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	53,010.21
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	80,221.83
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	6,124.17
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,382.57
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	1,500.00
PCL_Company	Pennsylvania Dept of Revenue	237100	CC_Library_District	697-00	5100000	222.77
PCL_Company	Columbia Bank Balance Adjustment	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 898,819.57

Certification:

Stacy Karabotsos
 Signature (Department Designee)
 Board Agenda Packet 12-08-2021 Page 7

11/3/2021
 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
 Comments: 11/22/21 Payroll

Withdrawal Date: 11/22/2021

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	73,870.38
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	60,164.88
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	60,164.88
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	577,830.89
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,372.45
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	54,605.36
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	82,873.15
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	6,107.50
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,382.57
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	250.00
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	736.58
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	1,500.00
PCL_Company	Pennsylvania Dept of Revenue	237100	CC_Library_District	697-00	5100000	
Total Deposit						\$ 930,858.64

Certification:

Stacy Karabotsos
 Signature (Department Designee)
 Board Agenda Packet 12-08-2021 Page 8

11/18/2021
 Date

Comments:

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
702126	11/05/2021	PRINTED	314	AFSCME AFL-CIO	0.00	13,303.93	11/15/2021
702127	11/05/2021	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	2,243.39	11/09/2021
702128	11/05/2021	PRINTED	562	PIERCE COUNTY LIBRARY SYSTEM	0.00	525.16	11/15/2021
702129	11/05/2021	PRINTED	341	BAKER & TAYLOR	0.00	20,573.35	11/15/2021
702130	11/05/2021	PRINTED	432	CITY OF BONNEY LAKE	0.00	277.96	11/15/2021
702131	11/05/2021	PRINTED	638	CITY OF BUCKLEY	0.00	274.60	11/17/2021
702132	11/05/2021	PRINTED	642	BUILDINGWORK LLC	0.00	14,120.45	11/15/2021
702133	11/05/2021	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	295.30	11/15/2021
702134	11/05/2021	PRINTED	662	CENTURYLINK	0.00	243.54	11/15/2021
702135	11/05/2021	PRINTED	663	CERTIF A GIFT CO	0.00	12,548.82	11/17/2021
702136	11/05/2021	PRINTED	998	CINTAS CORPORATION	0.00	446.27	11/15/2021
702137	11/05/2021	PRINTED	685	COLUMBIA BANK	0.00	368.73	11/18/2021
702138	11/05/2021	PRINTED	1001	DATA QUEST LLC	0.00	427.00	11/22/2021
702139	11/05/2021	PRINTED	387	EVERGREEN STATE COLLEGE	0.00	22.29	11/18/2021
702140	11/05/2021	PRINTED	474	HANBOOKS.COM	0.00	1,355.34	11/15/2021
702141	11/05/2021	PRINTED	482	HERMANSON COMPANY LLP	0.00	26,162.66	11/15/2021
702142	11/05/2021	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	342.28	11/15/2021
702143	11/05/2021	PRINTED	26	LINGO	0.00	245.67	11/30/2021
702144	11/05/2021	PRINTED	211	MIDWEST TAPE	0.00	10,230.25	11/15/2021
702145	11/05/2021	PRINTED	216	CITY OF MILTON	0.00	483.26	11/15/2021
702146	11/05/2021	PRINTED	227	MOUNTAIN MIST	0.00	25.28	11/17/2021
702147	11/05/2021	PRINTED	228	MULTICULTURAL BOOKS & VIDEOS	0.00	1,590.00	11/17/2021
702148	11/05/2021	PRINTED	1081	NASIM & SONS INC	0.00	7,684.76	11/16/2021
702149	11/05/2021	PRINTED	512	OETC	0.00	118.67	11/16/2021
702150	11/05/2021	PRINTED	552	PENINSULA LIGHT CO	0.00	427.29	11/12/2021
702151	11/05/2021	PRINTED	776	PUGET SOUND ENERGY	0.00	1,442.88	11/12/2021
702152	11/05/2021	PRINTED	776	PUGET SOUND ENERGY	0.00	654.33	11/12/2021
702153	11/05/2021	PRINTED	782	XEROX CORPORATION	0.00	179.33	11/15/2021
702154	11/05/2021	PRINTED	61	RICOH USA INC	0.00	1,762.85	11/15/2021
702155	11/05/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	0.00	370.12	11/22/2021
702156	11/05/2021	PRINTED	273	TOWN OF STEILACOOM	0.00	978.02	11/12/2021
702157	11/05/2021	PRINTED	672	CITY OF UNIVERSITY PLACE	0.00	143.20	11/12/2021
702158	11/05/2021	PRINTED	604	URBAN LIBRARIES COUNCIL	0.00	5,000.00	11/22/2021
702159	11/05/2021	PRINTED	811	WCP SOLUTIONS	0.00	564.27	11/12/2021
702160	11/05/2021	PRINTED	2015	WEX BANK	0.00	3,062.81	11/09/2021
702161	11/09/2021	VOID	335	ASSOCIATION OF WASHINGTON CITI	0.00	0.00	
702162	11/09/2021	PRINTED	335	ASSOCIATION OF WASHINGTON CITI	0.00	247,459.77	11/17/2021
702163	11/12/2021	PRINTED	341	BAKER & TAYLOR	0.00	32,576.78	11/22/2021
702164	11/12/2021	PRINTED	998	CINTAS CORPORATION	0.00	446.27	11/24/2021
702165	11/12/2021	PRINTED	363	TOWN OF EATONVILLE	0.00	556.38	11/19/2021

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
702166	11/12/2021	PRINTED	365	EBSCO	0.00	48,966.52	11/23/2021
702167	11/12/2021	PRINTED	399	CITY OF FIFE	0.00	1,201.33	11/19/2021
702168	11/12/2021	PRINTED	402	FIRGROVE MUTUAL WATER COMPANY	439.95	0.00	
702169	11/12/2021	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	406.86	11/24/2021
702170	11/12/2021	PRINTED	211	MIDWEST TAPE	0.00	568.52	11/22/2021
702171	11/12/2021	PRINTED	228	MULTICULTURAL BOOKS & VIDEOS	0.00	2,024.00	11/24/2021
702172	11/12/2021	PRINTED	520	CITY OF ORTING	0.00	374.33	11/23/2021
702173	11/12/2021	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	120.00	11/19/2021
702174	11/12/2021	PRINTED	531	PAN ASIAN PUBLICATIONS (USA) INC.	0.00	3,720.00	11/24/2021
702175	11/12/2021	PRINTED	1037	PIERCE COUNTY SEWER	0.00	890.94	11/19/2021
702176	11/12/2021	PRINTED	752	RESERVE ACCOUNT	0.00	10,000.00	11/23/2021
702177	11/12/2021	PRINTED	776	PUGET SOUND ENERGY	0.00	819.88	11/18/2021
702178	11/12/2021	PRINTED	792	WASHINGTON WATER SERVICE	0.00	203.68	11/19/2021
702179	11/12/2021	PRINTED	61	RICOH USA INC	0.00	618.70	11/22/2021
702180	11/12/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	366.56	0.00	
702181	11/12/2021	PRINTED	284	SUMMIT WATER & SUPPLY CO	0.00	438.56	11/19/2021
702182	11/12/2021	PRINTED	581	TILlicum COMMUNITY SERVICE CEN	0.00	1,604.73	11/26/2021
702183	11/12/2021	PRINTED	605	US BANK	0.00	558,469.19	11/18/2021
702184	11/15/2021	PRINTED	2117	LARSON MOTORS	0.00	60,280.12	11/24/2021
702185	11/19/2021	PRINTED	341	BAKER & TAYLOR	0.00	23,518.67	11/26/2021
702186	11/19/2021	PRINTED	341	BAKER & TAYLOR	0.00	2,955.44	11/26/2021
702187	11/19/2021	PRINTED	632	BRODART	0.00	4,954.05	11/24/2021
702188	11/19/2021	PRINTED	998	CINTAS CORPORATION	0.00	446.27	11/29/2021
702189	11/19/2021	PRINTED	163	DEPT OF LABOR & INDUSTRIES	268.20	0.00	
702190	11/19/2021	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	0.00	12,048.05	11/29/2021
702191	11/19/2021	PRINTED	390	FAIRVEGA LIBRARY SERVICES	0.00	1,805.10	11/23/2021
702192	11/19/2021	PRINTED	497	HUB INTERNATIONAL NORTHWEST LLC	0.00	272.00	11/23/2021
702193	11/19/2021	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	391.00	11/29/2021
702194	11/19/2021	PRINTED	710	IRON MOUNTAIN INC	0.00	630.69	11/24/2021
702195	11/19/2021	PRINTED	2115	JORDAN LINDSAY	250.00	0.00	
702196	11/19/2021	PRINTED	1013	METROPOLITAN PARKS DISTRICT OF TACOMA	75.00	0.00	
702197	11/19/2021	PRINTED	211	MIDWEST TAPE	0.00	17,176.21	11/26/2021
702198	11/19/2021	PRINTED	241	MCCLATCHY COMPANY LLC	0.00	412.50	11/29/2021
702199	11/19/2021	PRINTED	520	CITY OF ORTING	0.00	10,200.00	11/26/2021
702200	11/19/2021	PRINTED	2063	PACIFICA LAW GROUP LLP	0.00	9,500.00	11/24/2021
702201	11/19/2021	PRINTED	782	QUALITY BUSINESS SYSTEMS INC	0.00	1,155.94	11/30/2021
702202	11/19/2021	PRINTED	61	RICOH USA INC	0.00	2,622.47	11/26/2021
702203	11/19/2021	PRINTED	91	SCHOLASTIC INC	0.00	9,877.81	11/23/2021
702204	11/19/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	306.74	0.00	
702205	11/19/2021	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	0.00	29.04	11/24/2021

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
702206	11/19/2021	PRINTED	811	WCP SOLUTIONS	0.00	782.60	11/23/2021
702207	11/22/2021	PRINTED	313	AFLAC	4,113.20	0.00	
702208	11/22/2021	PRINTED	684	COLONIAL SUPPLEMENTAL INSURANC	200.36	0.00	
702209	11/22/2021	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	2,213.39	11/30/2021
702210	11/22/2021	PRINTED	562	PIERCE COUNTY LIBRARY SYSTEM	0.00	525.16	11/26/2021
702211	11/24/2021	PRINTED	341	BAKER & TAYLOR	0.00	29,798.71	11/29/2021
702212	11/24/2021	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	1.63	11/30/2021
702213	11/24/2021	PRINTED	669	CHUCKALS INC	0.00	1,563.76	11/30/2021
702214	11/24/2021	PRINTED	998	CINTAS CORPORATION LOC 461	446.27	0.00	
702215	11/24/2021	PRINTED	2112	CRUCIAL LEARNING	0.00	16,775.00	11/30/2021
702216	11/24/2021	PRINTED	2118	NATALIE DAVENPORT	250.00	0.00	
702217	11/24/2021	PRINTED	446	CITY OF GIG HARBOR	1,280.19	0.00	
702218	11/24/2021	PRINTED	2116	TARA GOEDJEN	150.00	0.00	
702219	11/24/2021	PRINTED	703	INGRAM LIBRARY SERVICES	81.99	0.00	
702220	11/24/2021	PRINTED	11	LAKEWOOD WATER DISTRICT	231.94	0.00	
702221	11/24/2021	PRINTED	1908	LAST MILE GEAR	5,461.31	0.00	
702222	11/24/2021	PRINTED	211	MIDWEST TAPE	0.00	321.68	11/30/2021
702223	11/24/2021	PRINTED	552	PENINSULA LIGHT CO	0.00	1,413.01	11/30/2021
702224	11/24/2021	PRINTED	776	PUGET SOUND ENERGY	2,328.82	0.00	
702225	11/24/2021	PRINTED	776	PUGET SOUND ENERGY	1,782.40	0.00	
702226	11/24/2021	PRINTED	61	RICOH USA INC	5,883.68	0.00	
702227	11/24/2021	PRINTED	91	SCHOLASTIC INC	0.00	2,898.88	11/30/2021
702228	11/24/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	488.63	0.00	
702229	11/24/2021	PRINTED	301	TACOMA RUBBER STAMP	0.00	77.94	11/30/2021
702230	11/24/2021	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	0.00	1,195.58	11/30/2021
702231	11/29/2021	PRINTED	2132	TOYOTA OF TACOMA	54,679.64	0.00	
702232	11/29/2021	PRINTED	810	WAYNES ROOFING INC	79,850.34	0.00	
					158,935.22	1,255,803.20	1,414,738.42

MEMO



Date: November 19, 2021

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

From: Clifford Jo, Finance & Business Director

Subject: 2022 Insurance Renewal

This year's insurance policies coverages remain the same as the expiring ones. No major changes to the policies were made.

The policies are increasing from a total of \$278,000 to \$296,000, which reflects general rate increases experienced across the nation.

We encountered an issue with the cybercrime policy in which they require the Library to have implemented multi-factor authentication for all people who externally access the library's network. They have agreed to provide coverage for one more year while we work on implementing both the policies and technologies for authorized users.

On a positive note, we are not renewing the Underground Storage Tank (UST) insurance policy for this building, as we have removed the tanks and received a No Further Action letter from Department of Ecology.

The Board has consistently rejected terrorism coverage for board members, which costs over \$19,000 per year. Unless the Board directs me otherwise, I will continue to reject terrorism coverage automatically.

We ask the Board to approve payment of the Library's 2022 insurance policy renewals, not to exceed the budgeted amount of \$296,000. Should anything change with the policies, we will inform the Board in January.

ACTION: Move to approve the 2022 insurance renewal policy package premium, not to exceed the amount of \$296,000, and reject terrorism coverage.

MEMO



Date: November 24, 2021

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

From: Stephanie Ratko, IT Manager

Subject: 2022 Tri-Care Managed Support renewal

The Library needs to renew Tri-Care Managed Support. Tri-Care Managed Support provides managed support for the Library's Mitel phone system. Tri-Care Managed Support helps the Pierce County Library System (PCLS) implement and support Mitel phone systems and devices. The Mitel phone systems are essential components of the Library's public services.

Background

This is a planned purchase identified and budgeted for in the PCLS Five Year Technology Roadmap. The IT Department recommends renewing Tri-Care Managed Support at an estimated cost of \$60,000.00.

Currently the Library's Mitel phone systems are under managed support from the vendor. The Library's Tri-Care Managed Support agreement expires on December 31, 2021.

Purchasing Mechanism

With the Board's approval, we will renew the Tri-Care Managed Support with an authorized Mitel vendor.

ACTION: Move to approve the purchase of Tri-Care Managed Support not to exceed \$60,000.00.

MEMO



Date: November 24, 2021

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

From: Stephanie Ratko, IT Manager

Subject: 2022 Tyler Support renewal

The Library needs to renew our support and licenses from Tyler Technologies for 2022. The renewal provides the licenses, support, and Disaster Recovery Service for the Library's MUNIS and EDEN systems. Tyler Support provides managed support for the Library's financial, payroll and benefits system. Tyler Support helps the Pierce County Library System (PCLS) maintain and support our MUNIS and EDEN systems and devices. The MUNIS and EDEN systems are essential components of the Library services.

Background

This is a planned purchase identified and budgeted for in the PCLS Five Year Technology Roadmap. The IT Department recommends renewing Tyler Support and License renewal and Tyler Disaster Recovery Service at an estimated cost of \$82,000.00.

Currently the Library's MUNIS and EDEN systems are under managed support from the vendor. The Library's Tyler Support agreement expires on December 31, 2021.

Purchasing Mechanism

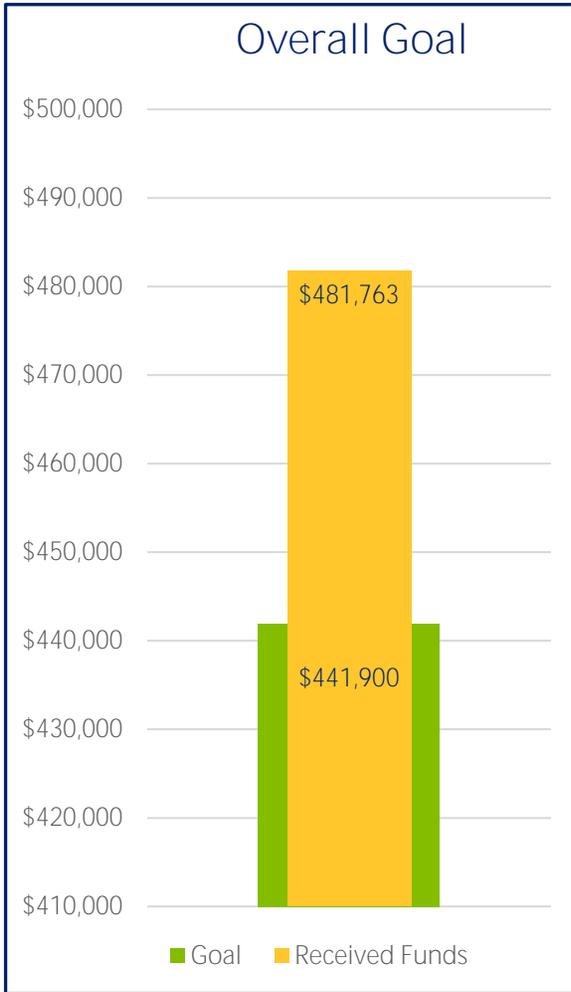
With the Board's approval, we will renew the Tyler Support and License renewal and Tyler Disaster Recovery Service with an authorized vendor.

ACTION: Move to approve the purchase of Tyler Support not to exceed \$82,000.00.

Routine Reports

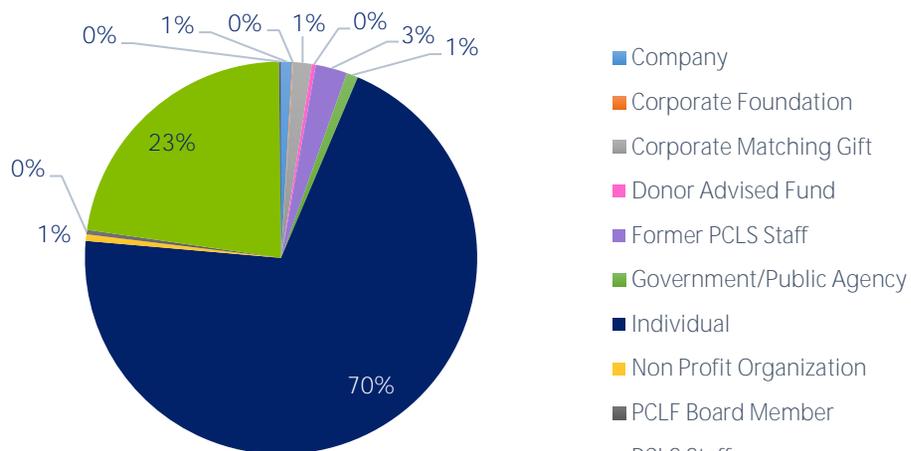


Fundraising Performance Dashboard

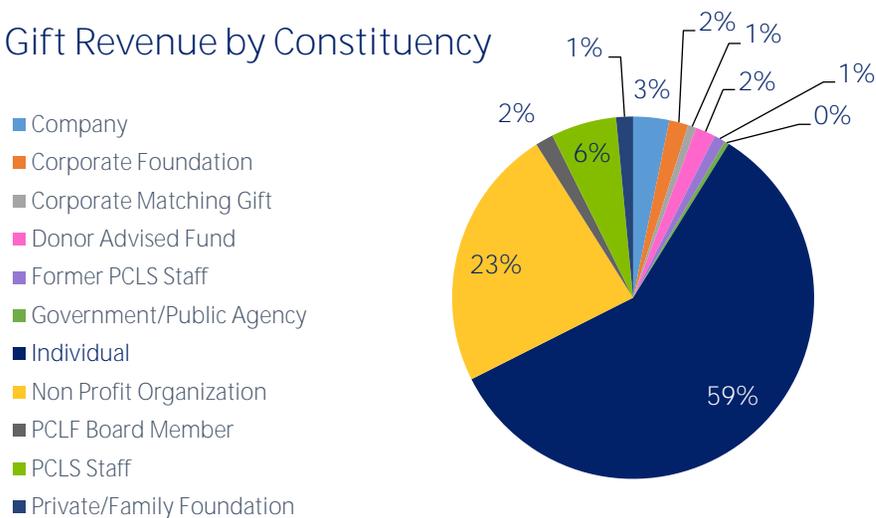


Annual Campaign Statistics

Number of Gifts by Constituency



Gift Revenue by Constituency



Revenue by Type



Annual Campaign Donors by Lifecycle Status

Continuing donors - Year to date

Continuing donors	Continuing donor rate	Continuing donor revenue	Continuing donor revenue rate	LYBUNT donors	LYBUNT revenue
588	50.60%	\$307,291.00	139.93%	574	\$145,093.00

Continuing donors - First year donor

Continuing donors	Continuing donor rate	Continuing donor revenue	Continuing donor revenue rate	LYBUNT donors	LYBUNT revenue
110	31.70%	\$50,900	70.06%	237	\$45,405.00

New donors - Year to date

New donors	New donor rate	New donor revenue	New donor revenue rate
201	6.26%	\$149,309	127.74%

Returning donors - Year to date

Returning donors	Returning donor rate	Returning donor revenue	Returning donor revenue rate
298	16.50%	\$40,103	120.00%

Updates

What's going well

- Annual Campaign is on target to meet/exceed goal of \$275,000
- Trivia BEE generated slightly more participation and revenue as FY2020

Areas to capitalize on

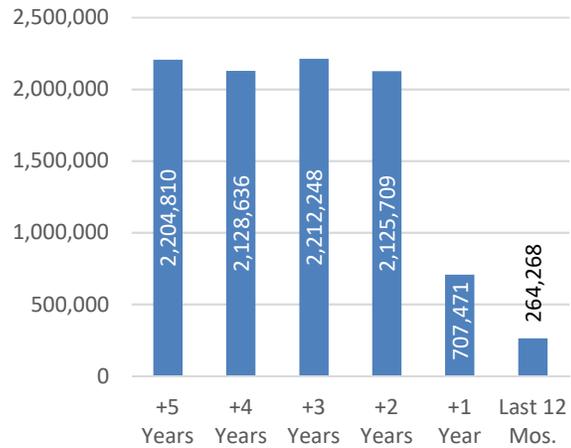
- Calendar year-end direct mail & email solicitations for Annual Campaign
- Board member identification and recruitment for future board members

Terms Defined

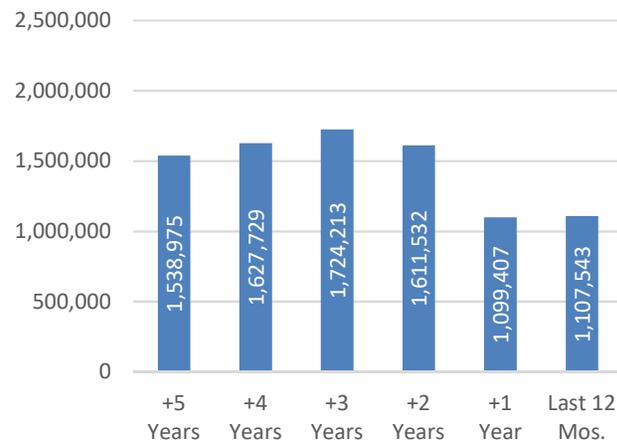
- Total Committed Revenue: All cash gifts + pledges
- Unrestricted Revenue: Undesignated funds which PCLF Board can commit all or a portion to PCLS for agreed upon programs/services in fiscal year
- Temporarily Restricted Revenue: Designated funds (typically) from sources like Friends groups, GTCF, etc., 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
- New 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
- New Donor Revenue Rate (YTD): How much new donors gave - in total - during the current fiscal year
- Continuing Donor Rate (YTD): How the total number of donors from the previous year - as a percentage - gave again during current year
- Continuing Donor Revenue Rate (YTD): How retained revenue amount compares to previous year's overall giving from retained donors
- Continuing Donors (1st year): A donor who gave their first gift in the previous fiscal year and again in the current fiscal year
- Returning 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
- Returning Donor Revenue Rate (YTD): How returning donor revenue amount compares to the previous fiscal year's returning donor revenue
- LYBUNT (YTD): All gifts received in the Last Year But Unfortunately Not yet received In this year
- LYBUNT (1st year): A subset of LYBUNTs, all first time gifts received in the Last Year But Unfortunately Not yet received In this year

Customers / Visits - October 2021

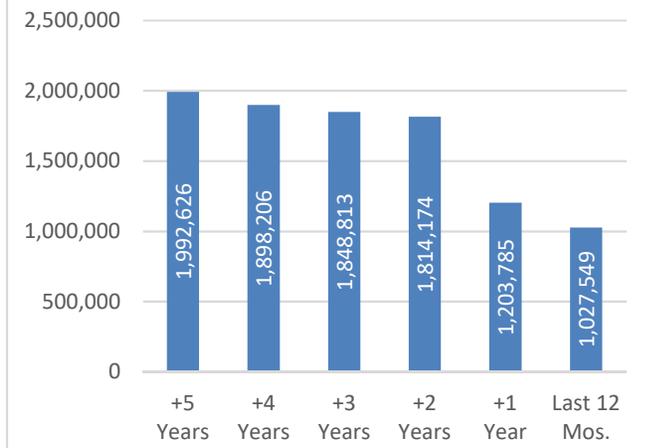
Branch Visits



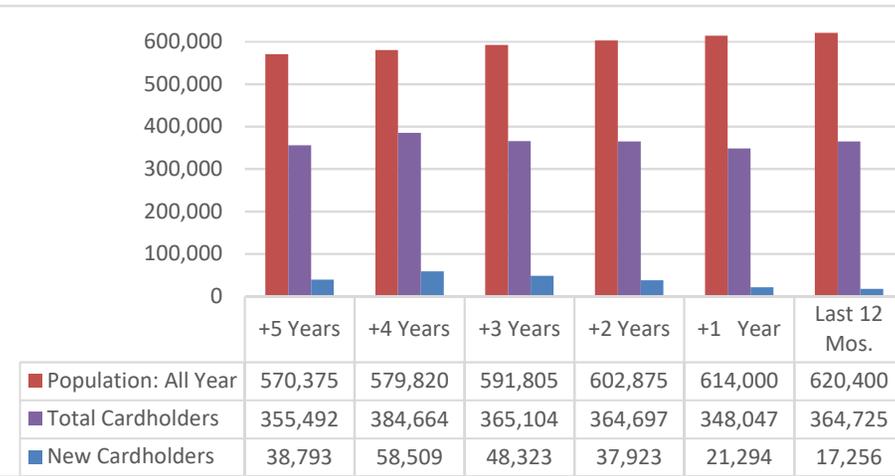
Catalog Visits



Website Visits



PCLS Cardholder Statistics



October and Rolling 12-Month Comparison

	October 2021	October 2020	% Change Oct. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
Branch Visits	78,182	0	-	264,268	707,471	-62.6%
Catalog Visits	97,578	95,785	1.9%	1,107,543	1,099,407	0.7%
Public Website Visits	83,612	101,095	-17.3%	1,027,549	1,203,785	-14.6%

Technology

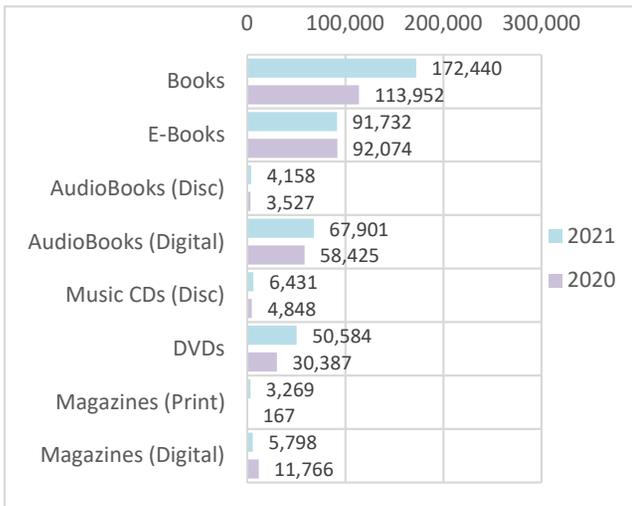
	October 2021	October 2020	% Change Oct. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
PC/Laptop Sessions	7,686	0	-	23,513	91,696	-74.4%
Wi-Fi Sessions	54,131	21,905	147.1%	356,024	400,112	-11.0%

Public Spaces Usage

	2021	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
# of Public Meeting Uses	0	0	4,331	-100.0%
# of Attendees	0	0	52,192	-100.0%

Collection Use - October 2021

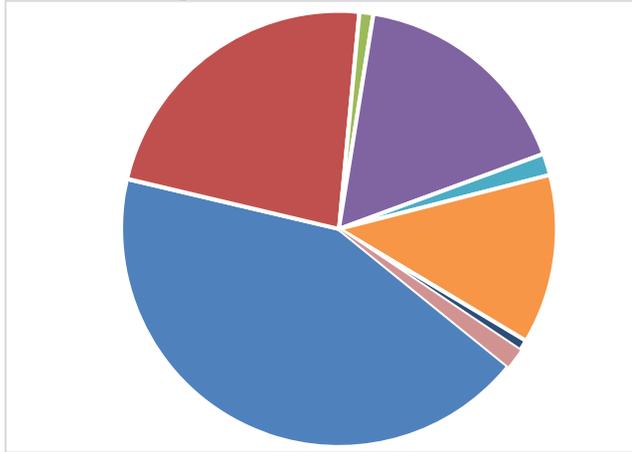
October 2021 vs October 2020 Checkouts



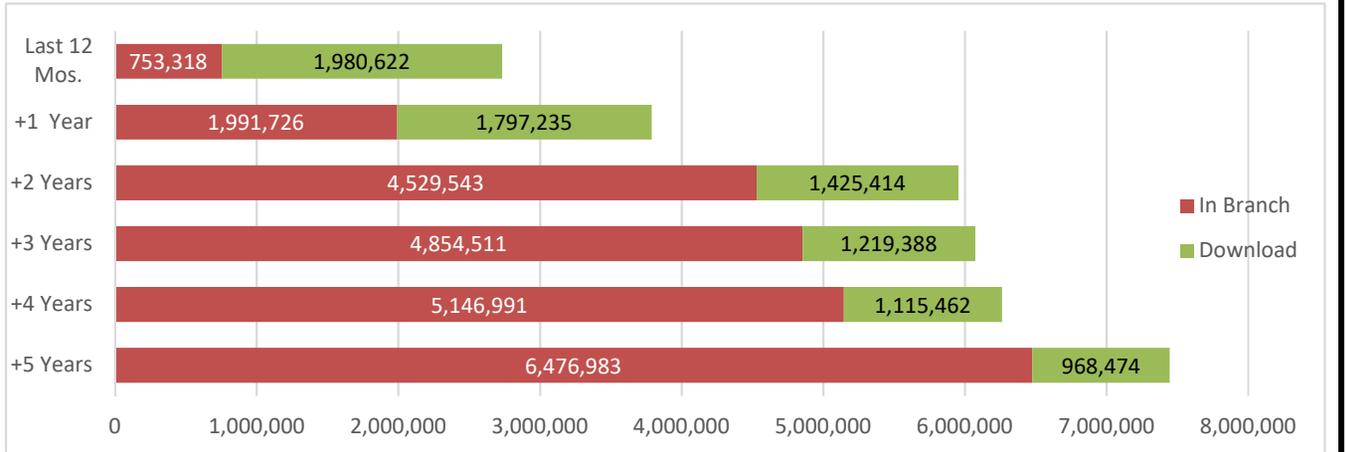
Data Table

Categories	September 2021	October 2021	October 2020	% Change of Oct. Year Over Year	% of Total Oct. 2021 Checkouts	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change 12 Months Year Over Year
Books	163,103	172,440	113,952	51.33%	42.86%	1,471,880	1,292,056	13.92%
E-Books	88,651	91,732	92,074	-0.37%	22.80%	1,134,111	1,018,070	11.40%
AudioBooks (Disc)	4,066	4,158	3,527	17.89%	1.03%	40,152	50,147	-19.93%
AudioBooks (Digital)	65,850	67,901	58,425	16.22%	16.88%	776,567	667,886	16.27%
Music CDs (Disc)	6,170	6,431	4,848	32.65%	1.60%	55,756	59,265	-5.92%
DVDs	49,059	50,584	30,387	66.47%	12.57%	406,527	553,600	-26.57%
Magazines (Print)	3,517	3,269	167	1857.49%	0.81%	16,920	26,152	-35.30%
Magazines (Digital)	4,856	5,798	11,766	-50.72%	1.44%	69,944	111,279	-37.15%
Totals:	385,272	402,313	315,146	27.66%	100.00%	3,971,857	3,778,455	5.12%

Checkouts By Format - October 2021



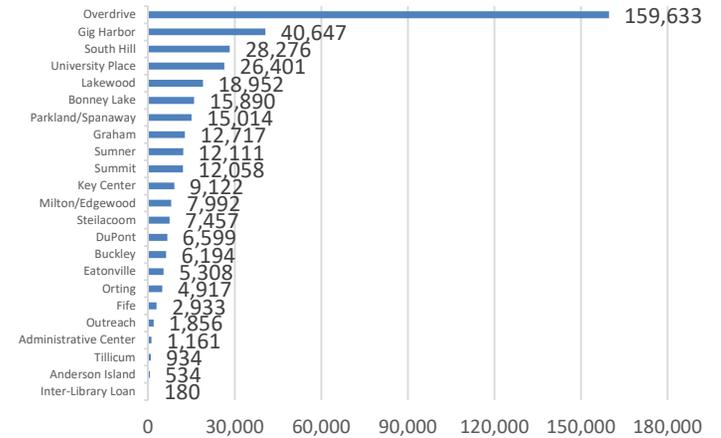
Collection Checkouts



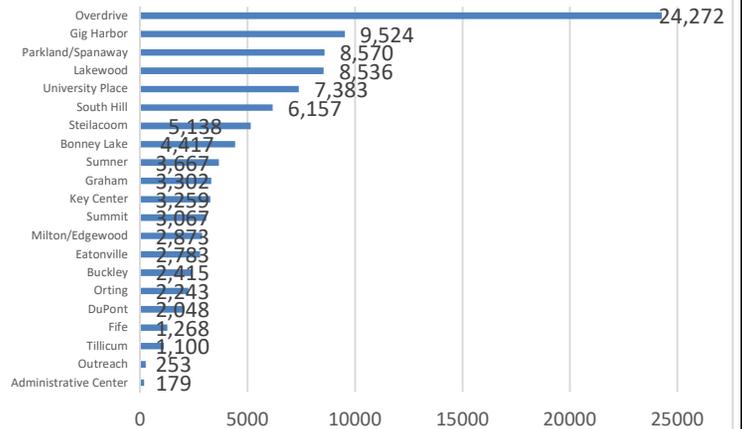
Activity - October 2021

Location	Checkouts				Visitors			
	Oct. 2021	Last 12 Mo.	+1 Year	% Change	Oct. 2021	Last 12 Mo.	+1 Year	% Change
Administrative Center	1,161	29,384	26,841	9.5%	179	645	5,193	-87.6%
Anderson Island	534	5,356	3,730	43.6%	No Door Counter for Anderson Island			
Bonney Lake	15,890	57,637	115,652	-50.2%	4,417	16,660	24,722	-32.6%
Buckley	6,194	45,739	37,748	21.2%	2,415	8,900	24,248	-63.3%
DuPont	6,599	63,229	55,295	14.3%	2,048	8,869	16,045	-44.7%
Eatonville	5,308	43,210	41,492	4.1%	2,783	10,328	20,018	-48.4%
Fife	2,933	25,876	33,261	-22.2%	1,268	4,197	17,664	-76.2%
Gig Harbor	40,647	331,431	290,183	14.2%	9,524	32,902	47,551	-30.8%
Graham	12,717	102,313	102,414	-0.1%	3,302	12,446	50,508	-75.4%
Inter-Library Loan	180	2,820	1,956	44.2%	No "visitors" for Inter-Library Loan			
Key Center	9,122	74,153	67,981	9.1%	3,259	11,153	24,766	-55.0%
Lakewood	18,952	145,208	189,740	-23.5%	8,536	25,858	61,878	-58.2%
Milton / Edgewood	7,992	73,389	64,730	13.4%	2,873	10,043	54,611	-81.6%
Orting	4,917	41,980	39,337	6.7%	2,243	6,093	20,786	-70.7%
Overdrive	159,633	1,910,678	1,685,956	13.3%	24,272	286,029	278,826	2.6%
Outreach	1,856	19,565	25,443	-23.1%	253	1,002	9,733	-89.7%
Parkland / Spanaway	15,014	117,665	150,012	-21.6%	8,570	26,710	57,366	-53.4%
South Hill	28,276	231,807	233,842	-0.9%	6,157	21,218	74,980	-71.7%
Steilacoom	7,457	62,902	51,110	23.1%	5,138	15,556	43,119	-63.9%
Summit	12,058	106,693	106,931	-0.2%	3,067	10,147	29,125	-65.2%
Sumner	12,111	107,509	112,496	-4.4%	3,667	12,780	34,626	-63.1%
Tillicum	934	8,778	13,342	-34.2%	1,100	3,248	24,881	-86.9%
University Place	26,401	226,657	228,190	-0.7%	7,383	25,513	39,187	-34.9%
Total	396,886	3,833,979	3,677,682	4.2%	102,454	550,297	959,833	-42.7%

October Checkouts



October 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 May 2021					

Visitors: October 2021 counts are included in the Last 12 Mo. count for the branch locations.

Monthly Financial Reports October 31, 2021

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

General Fund

On November 30, the Library recorded \$2,676,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$165,000, of which up to \$26,000 will be collected in December 2021. The remaining balance will be collected over the next 18 years, with most of it coming in within 2 years.

October

- **On October 31, the Library recorded \$14,821,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$182,000, of which \$8,000 to \$43,000 will be collected throughout 2021. In December, we will propose adding the received amounts from 2020 to be added into the Levy Sustainability Fund.**
- **36998. Final E-rate reimbursement distribution was approved and received.**

July - September

- On September 30, the Library recorded \$644,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$194,000, of which \$20,000 to \$51,000 will be collected throughout 2021.
- 36998. Significant E-rate reimbursement distributions were approved and received. There will be one or two more distributions for the remainder of the year, which will put us near \$1 million in reimbursements for FY2021. A portion of these additional reimbursements will be transferred to other funds, as recommended in December.
- On August 31, the Library recorded \$224,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$202,000, of which \$28,000 to \$59,000 will be collected throughout 2021.
- August 2021 was the first full month of payroll processed in Munis; Eden is now being used for recording accounts receivables and historical reports.
- On June 30, the Library recorded \$160,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$217,000, of which \$43,000 to \$74,000 will be collected throughout 2021.

- 54501. Includes a \$23,800 catchup payments to the City of Orting for the lease of the facility (they were sending invoices to a non-existent email account, which has since been corrected on their end).

April - June

- On June 30, the Library recorded \$355,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$232,000, of which \$57,000 to \$87,000 will be collected throughout 2021.
- No other significant activity to note outside of normal monthly operations.
- On May 31, the Library recorded \$2,824,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$255,000, of which \$80,000 to \$110,000 will be collected throughout 2021.
- 54998. The US Bank Clearing balance for all of 2021 has been reconciled fully to the cent through May. We are now fully caught up.
- 53505. Includes the annual renewal license of \$206,000 for Polaris.
- On April 30, the Library recorded \$16,438,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$288,000, of which \$100,000 to \$150,000 will be collected throughout 2021.
- 54998. The US Bank Clearing balance for all of 2020 has been reconciled fully to the cent. We are now working on 2021. The reconciliation process largely involves the manual processing of credits that occurred on the US Bank statements.
- No other significant activity to note outside of normal monthly operations.

January - March

- On April 30, the Library recorded \$16,438,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$341,000, of which \$150,000 to \$200,000 will be collected throughout 2021.
- 54998. The US Bank Clearing balance for all of 2020 is no being reconciled. An estimated total of \$3,275 will be worked on through April prior to filing the annual report. The reconciliation process largely involves the manual processing of credits that occurred on the US Bank statements.
- No other significant activity to note outside of normal monthly operations.
- On February 28, the Library recorded \$887,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$393,000, of which \$200,000 to \$250,000 will be collected throughout 2021.
- 54998. The US Bank Clearing balance for all of 2020 is now complete and the reconciliation process commences. An estimated total of \$3,275 will be worked on through April prior to filing the annual report. The reconciliation process largely involves the manual processing of credits that occurred on the US Bank statements.
- On January 31, the Library recorded \$91,000 of property tax and other County distributed revenue. While this amount is short of the remaining \$440,000 for total 2020 receipts, most will be recovered throughout 2021 and then applied to the Levy Sustainability Fund.

- 54120. Includes annual renewal for Microsoft services.
- 54501. Includes semi-annual payment for UP shared costs.
- 54998. The US Bank Clearing balance through October 2020 is complete and \$2,872,611.81 in total was distributed to the appropriate line items in the General and Capital Funds. November-December will be completed in March.

Capital Improvement Projects Fund

October

- **56100. Recorded the purchase of the new Sumner Library properties.**
- **56200. Recorded the 10th and final payment for the University Place Library expansion unit.**

July - September

- 54160. Includes architectural work conducted for the Bonney Lake Library.
- 39520. Received insurance payment for a totaled vehicle that occurred earlier this year.
- 54120. Includes \$12,000 payment to EHS-I for continuing work at the Buckley Library for site assessment.
- 56410. Includes Board-approved purchases for two vehicles totaling \$76,700.

April - June

- 54120. Includes ACL UST removal costs (budget will be corrected from Independent Contractors).

January - March

- 54120. Includes payment to the Barsness Group for the 2021 Libraries Reimagined work.
- 54120. Also includes EHS-I continued work at the Buckley Library.
- 56280. Includes payment for Parkland/Spanaway Library furnishings.

Special Purpose Fund

October

- **All contents of the fund have been transferred to the new created Election Fund and Property and Facility Fund.**

July - September

- The contents of the fund are being separated out into two separate funds, per Auditor recommendations (the financial tables will be separated out for the October report).

January - August

- No significant activity.

Election Fund (formerly part of Special Purpose Fund)

October

- The fund has been created and funds from the Election Set-Aside in the Special Purpose Fund have been transferred separated out. October is the first month in which the financials have been posted in the new fund.

Property & Facility Fund (formerly part of Special Purpose Fund)

October

- The fund has been created and funds from the Land and Property Set-Aside in the Special Purpose Fund have been transferred separated out. October is the first month in which the financials have been posted in the new fund.

Levy Sustainability Fund

January - September

- No significant activity.

Debt Service Fund

January - September

- 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 2021	\$ 157,475.26	\$ 157,475.26	\$ - 0 -	\$ - 0 -
February 2021	270,285.27	270,285.27	- 0 -	- 0 -
March 2021	248,778.36	248,778.36	- 0 -	- 0 -
April 2021	321,388.23	321,388.23	- 0 -	- 0 -
May 2021	344,914.94	344,914.94	- 0 -	- 0 -
June 2021	194,606.26	194,606.26	- 0 -	- 0 -
July 2021	297,195.81	297,195.81	- 0 -	- 0 -
August 2021	354,613.24	354,613.24	- 0 -	- 0 -
September 2021	502,549.55	497,664.21	4,885.34	- 0 -
October 2021	350,962.30	351,283.53	363.77	(685.00)
2021 YTD	\$ 3,042,769.22	\$ 3,038,205.11	\$ 5,249.11	\$ (685.00)

* 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
October 31, 2021**

	GENERAL FUND	SPECIAL PURPOSE FUND	LEVY SUSTAINABILITY FUND	ELECTION FUND	PROPERTY AND FACILITY FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND	TOTAL ALL FUNDS
ASSETS								
Current Assets								
Cash	\$ 15,190,579	\$ -	\$ 9,402	\$ 1,401	\$ 4,144	\$ 175	\$ 132,042	\$ 15,337,743
Investments	\$ 5,701,546	\$ -	\$ 8,465,152	\$ 1,037,356	\$ 3,067,266	\$ 88,516	\$ 2,129,117	\$ 20,488,953
Accrued Interest on Investments	\$ 3,599	\$ -	\$ 187	\$ (342)	\$ (1,011)	\$ 7	\$ (1,917)	\$ 523
Total Current Assets	\$ 20,895,724	\$ -	\$ 8,474,741	\$ 1,038,415	\$ 3,070,399	\$ 88,698	\$ 2,259,242	\$ 35,827,219
TOTAL ASSETS	\$ 20,895,724	\$ -	\$ 8,474,741	\$ 1,038,415	\$ 3,070,399	\$ 88,698	\$ 2,259,242	\$ 35,827,219
LIABILITIES								
Current Liabilities								
Warrants Payable*	\$ 2,533	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,533
Sales Tax Payable*	\$ 111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111
Payroll Payable	\$ (1,286)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,286)
US Bank Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 1,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,358
TOTAL LIABILITIES	\$ 1,358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,358
FUND BALANCE								
Reserve for Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Election Set-Aside		\$ -	\$ -	\$ 1,021,347	\$ -			\$ 1,021,347
Land/Property/Facility Set-Aside		\$ -	\$ -	\$ -	\$ 3,019,930			\$ 3,019,930
Unreserved Fund Balance	\$ 20,894,366	\$ -	\$ 8,474,741	\$ 17,069	\$ 50,469	\$ 88,698	\$ 2,259,242	\$ 31,784,585
TOTAL FUND BALANCE	\$ 20,894,366	\$ -	\$ 8,474,741	\$ 1,038,415	\$ 3,070,399	\$ 88,698	\$ 2,259,242	\$ 35,825,861
TOTAL LIABILITIES & FUND BALANCE	\$ 20,895,724	\$ -	\$ 8,474,741	\$ 1,038,415	\$ 3,070,399	\$ 88,698	\$ 2,259,242	\$ 35,827,219
<hr/>								
BEGINNING FUND BALANCE, 01/01/21	\$ 9,743,461	\$ 3,918,105	\$ 8,467,339	\$ -	\$ -	\$ 88,623	\$ 3,240,090	\$ 25,457,618
YTD Revenue	\$ 39,610,062	\$ 190,709	\$ 7,402	\$ 1,038,415	\$ 3,070,399	\$ 75	\$ 50,985	\$ 43,968,048
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (28,459,158)	\$ (4,108,814)	\$ -	\$ -	\$ -	\$ -	\$ (1,031,833)	\$ (33,599,805)
ENDING FUND BALANCE, 10/31/21	\$ 20,894,366	\$ -	\$ 8,474,741	\$ 1,038,415	\$ 3,070,399	\$ 88,698	\$ 2,259,242	\$ 35,825,861
TAXES RECEIVABLE	\$ 3,570,533	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,570,533

* 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 October 31, 2021**

	<i>HISTORICAL</i> 11/30/2020	<i>HISTORICAL</i> 12/31/2020	<i>HISTORICAL</i> 1/31/2021	<i>HISTORICAL</i> 2/28/2021	<i>HISTORICAL</i> 3/31/2021	<i>HISTORICAL</i> 4/30/2021	<i>HISTORICAL</i> 5/31/2021	<i>HISTORICAL</i> 6/30/2021	<i>HISTORICAL</i> 7/31/2021	<i>HISTORICAL</i> 8/31/2021	<i>HISTORICAL</i> 9/30/2021	<i>CURRENT</i> 10/31/2021
ASSETS												
Current Assets												
Cash	\$ 293,860	\$ 2,247,241	\$ 105,897	\$ 417,734	\$ 2,350,277	\$ 16,720,235	\$ 3,643,079	\$ 777,789	\$ 208,546	\$ 376,285	\$ 1,229,914	\$ 15,190,579
Investments	\$ 17,617,730	\$ 7,619,546	\$ 6,620,411	\$ 4,790,917	\$ 2,401,546	\$ 1,601,546	\$ 14,451,546	\$ 14,955,189	\$ 12,757,233	\$ 10,057,963	\$ 7,558,580	\$ 5,701,546
Accrued Interest on Investments	\$ 3,607	\$ 3,599	\$ 3,599	\$ 3,596	\$ 3,599	\$ 3,599	\$ 3,599	\$ 3,608	\$ 3,602	\$ 3,600	\$ 3,598	\$ 3,599
Deposits Refundable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Assets	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907	\$ 5,212,248	\$ 4,755,422	\$ 18,325,379	\$ 18,098,224	\$ 15,736,585	\$ 12,969,382	\$ 10,437,848	\$ 8,792,092	\$ 20,895,724
TOTAL ASSETS	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907	\$ 5,212,248	\$ 4,755,422	\$ 18,325,379	\$ 18,098,224	\$ 15,736,585	\$ 12,969,382	\$ 10,437,848	\$ 8,792,092	\$ 20,895,724
LIABILITIES												
Current Liabilities												
Warrants Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,723	\$ 2,533	\$ 2,533	\$ 2,533	\$ 2,533	\$ 2,533	\$ 2,533
Sales Tax Payable*	\$ (11)	\$ (11)	\$ (11)	\$ 98	\$ 98	\$ 98	\$ 98	\$ 98	\$ 98	\$ 110	\$ 106	\$ 111
Payroll Payable	\$ 149,867	\$ 176,335	\$ 137,220	\$ 157,023	\$ 175,831	\$ 136,354	\$ 156,680	\$ 174,002	\$ (1,286)	\$ (1,286)	\$ (1,286)	\$ (1,286)
Total Current Liabilities	\$ 149,856	\$ 176,324	\$ 137,209	\$ 157,121	\$ 175,929	\$ 139,175	\$ 159,311	\$ 176,633	\$ 1,344	\$ 1,356	\$ 1,353	\$ 1,358
TOTAL LIABILITIES	\$ 149,856	\$ 176,324	\$ 137,209	\$ 157,121	\$ 175,929	\$ 139,175	\$ 159,311	\$ 176,633	\$ 1,344	\$ 1,356	\$ 1,353	\$ 1,358
FUND BALANCE												
Reserve for Encumbrance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	\$ 17,765,341	\$ 9,694,062	\$ 6,592,697	\$ 5,055,127	\$ 4,579,493	\$ 18,186,204	\$ 17,938,913	\$ 15,559,953	\$ 12,968,038	\$ 10,436,491	\$ 8,790,739	\$ 20,894,366
TOTAL FUND BALANCE	\$ 17,765,341	\$ 9,694,062	\$ 6,592,697	\$ 5,055,127	\$ 4,579,493	\$ 18,186,204	\$ 17,938,913	\$ 15,559,953	\$ 12,968,038	\$ 10,436,491	\$ 8,790,739	\$ 20,894,366
TOTAL LIABILITIES & FUND BALANCE	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907	\$ 5,212,248	\$ 4,755,422	\$ 18,325,379	\$ 18,098,224	\$ 15,736,585	\$ 12,969,382	\$ 10,437,848	\$ 8,792,092	\$ 20,895,724
PROPERTY TAXES RECEIVABLE	\$ 1,058,458	\$ 765,929	\$ 41,978,393	\$ 41,104,721	\$ 39,044,457	\$ 22,601,596	\$ 19,774,356	\$ 19,417,369	\$ 19,256,366	\$ 19,012,622	\$ 18,384,256	\$ 3,570,533

* 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 October 31, 2021



GENERAL FUND - 01	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ 38,353,400	\$ 38,617,271	\$ -	\$ (263,871)	101%
Other Revenue	\$ 1,044,500	\$ 992,791	\$ -	\$ 51,709	95%
TOTAL REVENUE	\$ 39,397,900	\$ 39,610,062	\$ -	\$ (212,162)	101%
EXPENDITURES					
Personnel/Taxes and Benefits	\$ 27,623,800	\$ 21,129,582	\$ -	\$ 6,494,218	76%
Materials	\$ 4,582,200	\$ 3,094,188	\$ -	\$ 1,488,012	68%
Maintenance and Operations	\$ 6,811,900	\$ 4,235,387	\$ -	\$ 2,576,513	62%
Transfers Out & Reserves	\$ 380,000	\$ -	\$ -	\$ 380,000	0%
TOTAL EXPENDITURES	\$ 39,397,900	\$ 28,459,158	\$ -	\$ 10,938,742	72%
Excess/(Deficit)		\$ 11,150,905			
Additional Transfers Out		-			
NET EXCESS (DEFICIT)		\$ 11,150,905			

CAPITAL IMPROVEMENT PROJECTS FUND - 30	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ 2,095,000	\$ -	\$ -	\$ 2,095,000	0%
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$ -	\$ 50,985	\$ -	\$ (50,985)	-
TOTAL REVENUE	\$ 2,095,000	\$ 50,985	\$ -	\$ 2,044,015	2%
EXPENDITURES					
Capital Improvement Projects	\$ 2,095,000	\$ 1,031,833	\$ -	\$ 1,063,167	49%
TOTAL EXPENDITURES	\$ 2,095,000	\$ 1,031,833	\$ -	\$ 1,063,167	49%
Excess/(Deficit)		\$ (980,848)			
Additional Transfers In		-			
NET EXCESS (DEFICIT)		\$ (980,848)			

DEBT SERVICE FUND - 20	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Investment Income	\$ -	\$ 75	\$ -	\$ (75)	-
TOTAL REVENUE	\$ -	\$ 75	\$ -	\$ (75)	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
NET EXCESS (DEFICIT)		\$ 75			

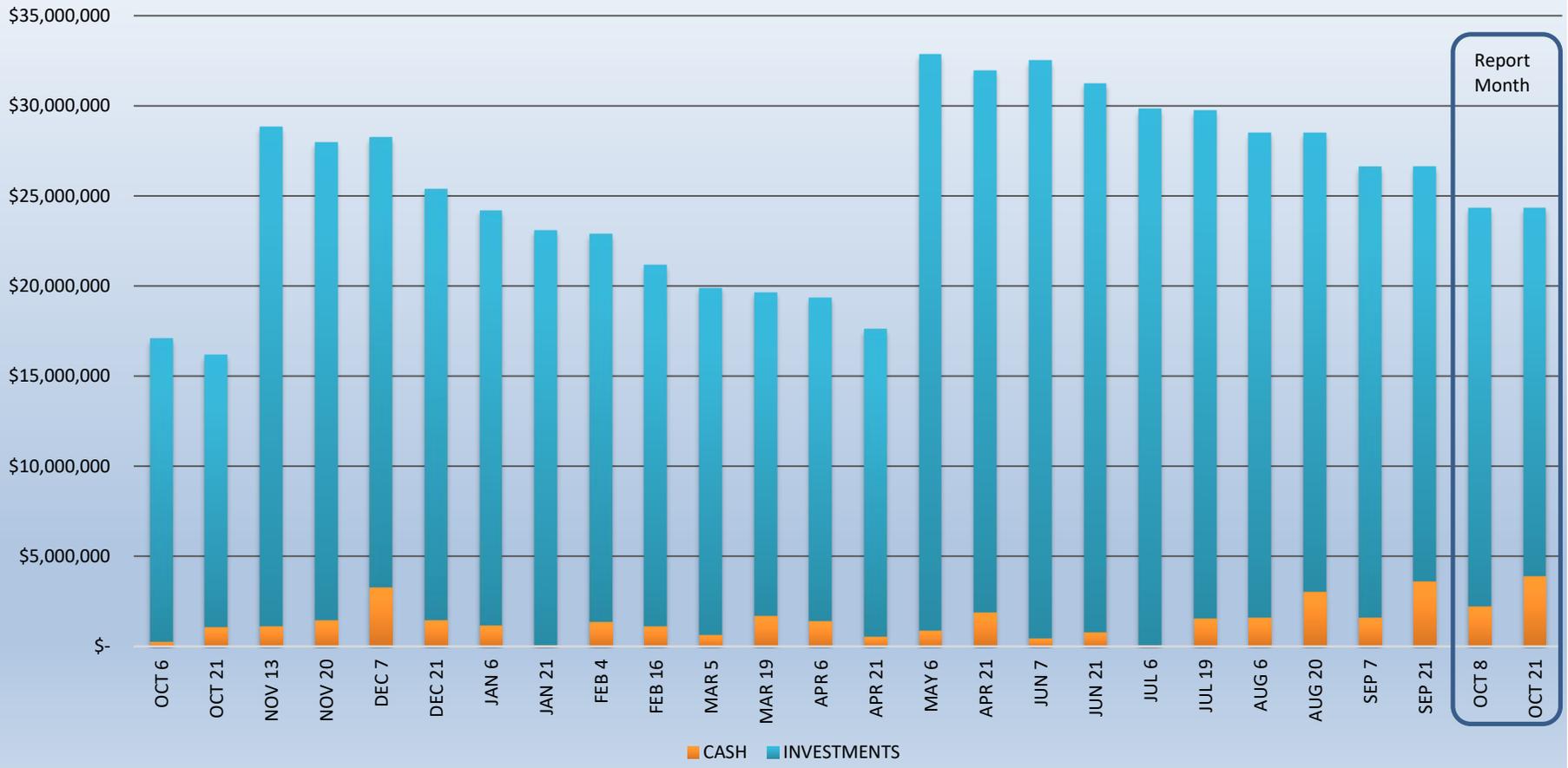
SPECIAL PURPOSE FUND - 15	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 3,545	\$ -	\$ (3,545)	-
TOTAL REVENUE	\$ -	\$ 3,545	\$ -	\$ (3,545)	-
EXPENDITURES					
Special Purpose Programs & Projects	\$ -	\$ 4,108,814	\$ -	\$ (4,108,814)	-
TOTAL EXPENDITURES	\$ -	\$ 4,108,814	\$ -	\$ (4,108,814)	-
Excess/(Deficit)		\$ (4,105,269)			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ (4,105,269)			

LEVY SUSTAINABILITY FUND - 16	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 7,402	\$ -	\$ (7,402)	-
TOTAL REVENUE	\$ -	\$ 7,402	\$ -	\$ (7,402)	-
EXPENDITURES					
Levy Sustainability Transfers	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 7,402			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 7,402			

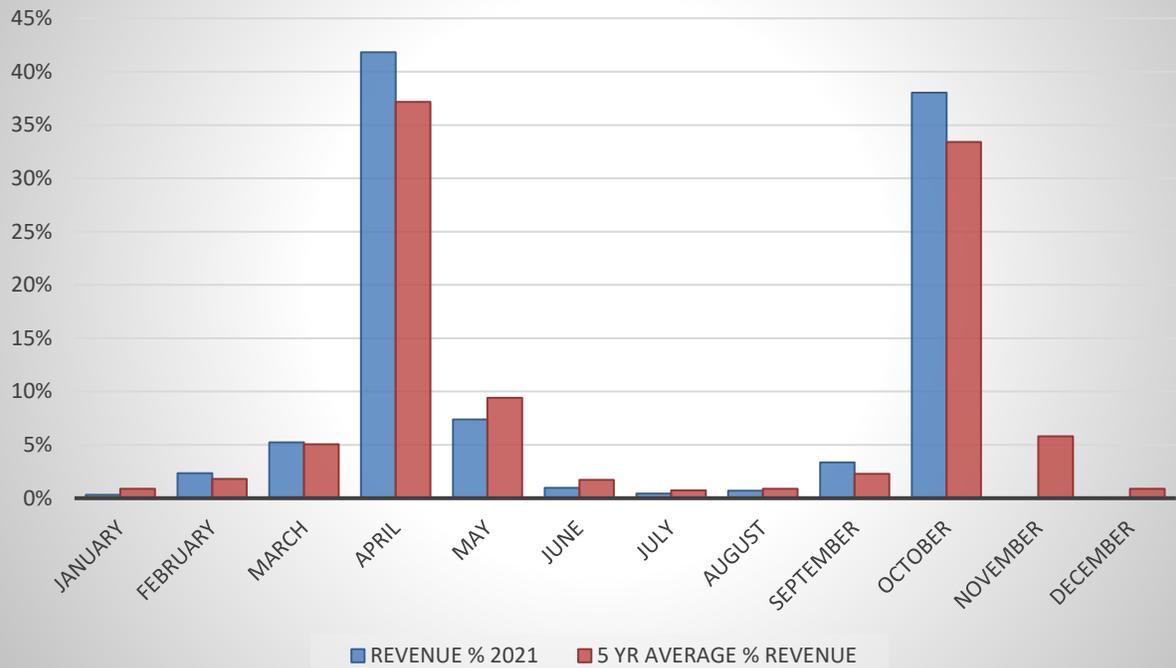
ELECTION FUND - 17	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ 1,038,415	\$ -	\$ (1,038,415)	-
Investment Income	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUE	\$ -	\$ 1,038,415	\$ -	\$ (1,038,415)	-
EXPENDITURES					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 1,038,415			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 1,038,415			

PROPERTY AND FACILITY FUND - 18	2021 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ 3,070,399	\$ -	\$ (3,070,399)	-
Investment Income	\$ -	\$ -	\$ -	\$ -	-
TOTAL REVENUE	\$ -	\$ 3,070,399	\$ -	\$ (3,070,399)	-
EXPENDITURES					
Property and Facilities	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 3,070,399			
Additional Transfers Out		\$ -			
NET EXCESS (DEFICIT)		\$ 3,070,399			

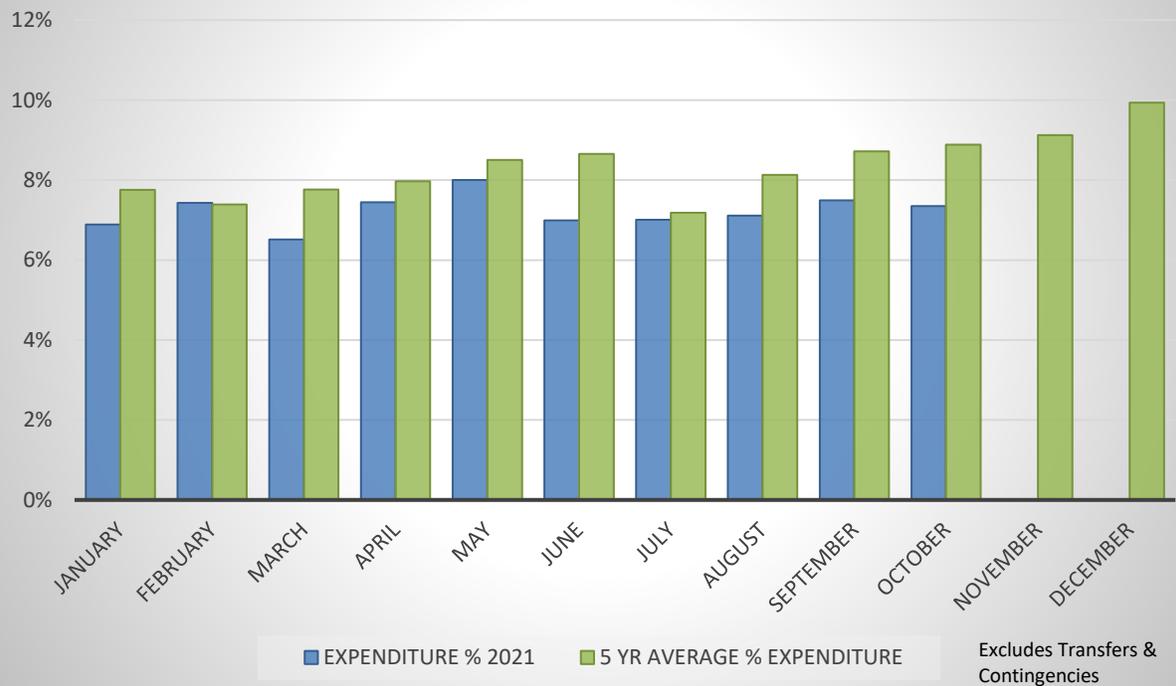
**CASH & INVESTMENTS - SEMI-MONTHLY
2021 - ALL FUNDS COMBINED (EXCLUDES DEBT SERVICE FUND)
- 13 MONTHS MOVING -**



GENERAL FUND - REVENUE TREND (%) THROUGH OCTOBER 2021



GENERAL FUND - EXPENDITURE TREND (%) THROUGH OCTOBER 2021



FUND: GENERAL FUND (01)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAX--CURRENT	37,701,400.00	14,795,728.62	38,019,632.33	0.00	(318,232.33)	100.84
31112 PROPERTY TAX--DELINQUENT	478,000.00	22,779.31	468,761.43	0.00	9,238.57	98.07
31113 PROPERTY TAX--KING COUNTY	60,000.00	1,001.95	53,056.17	0.00	6,943.83	88.43
31130 SALE OF TAX TITLE PROPERTY	6,000.00	0.00	7,456.27	0.00	(1,456.27)	124.27
31720 LEASEHOLD EXCISE TAX	20,000.00	277.08	21,352.78	0.00	(1,352.78)	106.76
31740 TIMBER EXCISE TAX	63,000.00	0.00	39,545.60	0.00	23,454.40	62.77
TAXES:	38,328,400.00	14,819,786.96	38,609,804.58	0.00	(281,404.58)	100.73
33533 ST FOREST FUNDS/DNR TIMB TRST	15,000.00	0.00	0.00	0.00	15,000.00	0.00
34161 GRAPHICS SERVICES CHARGES	7,500.00	0.00	0.00	0.00	7,500.00	0.00
34162 PRINTER FEES	0.00	131.37	333.75	0.00	(333.75)	0.00
34730 LIBRARY SERVICES FEES--ILL	0.00	0.00	58.98	0.00	(58.98)	0.00
35970 LIBRARY FINES	10,000.00	2,478.79	21,342.25	0.00	(11,342.25)	213.42
36110 INVESTMENT EARNINGS	10,000.00	476.68	7,466.74	0.00	2,533.26	74.67
36200 RENTS AND LEASES--KPHC	1,000.00	0.00	1,169.86	0.00	(169.86)	116.99
36700 DONOR PROCEEDS--FOUNDATION	275,000.00	0.00	0.00	0.00	275,000.00	0.00
36725 DONATIONS--OTHER	0.00	0.00	14.96	0.00	(14.96)	0.00
36726 REIMBURSEMENTS--OTHER	0.00	0.00	1,875.00	0.00	(1,875.00)	0.00
36790 OPPORTUNITY DONATIONS	160,000.00	0.00	0.00	0.00	160,000.00	0.00
36910 SALE OF SURPLUS--GENERAL	2,000.00	268.61	3,787.19	0.00	(1,787.19)	189.36
36915 SALE OF SURPLUS--MATERIALS	4,000.00	0.00	31,259.91	0.00	(27,259.91)	781.50
36920 FOUND MONEY	0.00	12.15	49.75	0.00	(49.75)	0.00
36990 MISCELLANEOUS OTHER	0.00	0.00	47.10	0.00	(47.10)	0.00
36991 PAYMENT FOR LOST MATERIALS	5,000.00	14.47	72.30	0.00	4,927.70	1.45
36996 JURY DUTY REIMBURSEMENT	0.00	10.00	100.00	0.00	(100.00)	0.00
36998 ERATE REIMBURSEMENT	530,000.00	158,479.79	851,756.56	0.00	(321,756.56)	160.71
36999 PROCUREMENT CARD REBATES	50,000.00	0.00	67,270.53	0.00	(17,270.53)	134.54
CHARGES OTHER:	1,069,500.00	161,871.86	986,604.88	0.00	82,895.12	92.25
39520 INSURANCE RECOVERIES--CAPITAL	0.00	0.00	13,652.91	0.00	(13,652.91)	0.00
TOTAL FOR REVENUE ACCOUNTS	39,397,900.00	14,981,658.82	39,610,062.37	0.00	(212,162.37)	100.54
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	20,616,500.00	1,603,584.07	15,480,742.68	0.00	5,135,757.32	75.09
51105 ADDITIONAL HOURS	152,000.00	1,852.52	21,062.53	0.00	130,937.47	13.86
51106 SHIFT DIFFERENTIAL	186,800.00	13,375.04	113,124.11	0.00	73,675.89	60.56
51107 SUBSTITUTE HOURS	155,000.00	0.00	5,322.81	0.00	149,677.19	3.43
51109 TUITION ASSISTANCE	10,000.00	1,028.98	8,963.49	0.00	1,036.51	89.63
51200 OVERTIME WAGES	19,100.00	0.00	6,490.86	0.00	12,609.14	33.98
51999 ADJ WAGE/SALARY TO MATCH PLAN	(739,900.00)	0.00	0.00	0.00	(739,900.00)	0.00
52001 INDUSTRIAL INSURANCE	200,400.00	10,191.66	96,359.33	0.00	104,040.67	48.08
52002 MEDICAL INSURANCE	2,811,800.00	191,616.66	2,065,702.17	0.00	746,097.83	73.47
52003 FICA	1,616,500.00	118,830.48	1,161,521.85	0.00	454,978.15	71.85
52004 RETIREMENT	2,453,200.00	161,388.02	1,839,502.52	0.00	613,697.48	74.98
52005 DENTAL INSURANCE	255,800.00	19,014.75	186,390.36	0.00	69,409.64	72.87
52006 OTHER BENEFIT	30,800.00	2,734.40	23,604.65	0.00	7,195.35	76.64
52010 LIFE AND DISABILITY INSURANCE	87,800.00	7,427.20	72,067.01	0.00	15,732.99	82.08
52020 UNEMPLOYMENT/ PAID FML INSURANCE	30,000.00	6,962.61	40,657.51	0.00	(10,657.51)	135.53
52021 PAID FML INSURANCE	0.00	2,348.58	8,070.11	0.00	(8,070.11)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 10/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
52999 ADJ BENEFITS TO MATCH PLAN	(262,000.00)	0.00	0.00	0.00	(262,000.00)	0.00
PERSONNEL	27,623,800.00	2,140,354.97	21,129,581.99	0.00	6,494,218.01	76.49
53100 OFFICE/OPERATING SUPPLIES--DEP	121,900.00	10,070.36	96,131.72	0.00	25,768.28	78.86
53102 OFFICE/OPERATING SUPPLIES--SUP	77,400.00	0.00	11.83	0.00	77,388.17	0.02
53104 OFFICE/OPERATING SUPPLIES--PUB	67,600.00	5,375.68	38,989.22	0.00	28,610.78	57.68
53110 CUSTODIAL SUPPLIES	76,500.00	10,986.06	84,213.28	0.00	(7,713.28)	110.08
53120 MAINTENANCE SUPPLIES	30,000.00	3,407.58	29,516.43	0.00	483.57	98.39
53130 MATERIAL PROCESSING SUP	16,000.00	402.06	14,266.20	0.00	1,733.80	89.16
53140 TRAINING SUPPLIES	0.00	0.00	1,634.96	0.00	(1,634.96)	0.00
53200 FUEL	35,000.00	3,062.81	29,571.60	0.00	5,428.40	84.49
53400 MATERIALS COLLECTION	41,000.00	0.00	0.00	0.00	41,000.00	0.00
53401 ADULT AV - CDS	50,000.00	2,549.93	30,080.47	0.00	19,919.53	60.16
53402 ADULT AV - DVD	490,000.00	25,599.38	222,528.97	0.00	267,471.03	45.41
53403 PERIODICALS {{(OLD)}}	0.00	0.00	(298.52)	0.00	298.52	0.00
53404 ADULT AV AUDIOBOOKS	40,000.00	673.73	21,396.62	0.00	18,603.38	53.49
53405 ADULT BOOK CLUB KITS	3,500.00	1,484.46	2,538.84	0.00	961.16	72.54
53406 ADULT FICTION	240,000.00	32,356.42	260,275.20	0.00	(20,275.20)	108.45
53408 ADULT LARGE PRINT	80,000.00	2,243.90	44,610.65	0.00	35,389.35	55.76
53409 ADULT LUCKY DAY	80,000.00	5,945.78	6,977.69	0.00	73,022.31	8.72
53410 ADULT NONFICTION	315,000.00	25,139.34	260,485.05	0.00	54,514.95	82.69
53411 ADULT PAPERBACKS	35,000.00	679.53	5,821.81	0.00	29,178.19	16.63
53412 ADULT PC READS	0.00	0.00	442.24	0.00	(442.24)	0.00
53413 ADULT REFERENCE	11,500.00	1,975.94	5,260.97	0.00	6,239.03	45.75
53414 ADULT YA FICTION	70,000.00	6,960.40	32,526.90	0.00	37,473.10	46.47
53415 ADULT YA GRAPHIC NOVELS	25,000.00	1,103.40	22,962.29	0.00	2,037.71	91.85
53416 ADULT YA NONFICTION	20,000.00	1,434.65	10,658.94	0.00	9,341.06	53.29
53417 ADULT AV - DVDNF	50,000.00	3,830.03	44,526.79	0.00	5,473.21	89.05
53418 ADULT GRAPHIC NOVELS	15,000.00	527.23	13,010.30	0.00	1,989.70	86.74
53421 CHILDREN'S STANDING ORDERS	35,000.00	1,432.08	14,481.39	0.00	20,518.61	41.38
53422 CHILDREN'S BOOK CLUB KITS	1,500.00	0.00	718.39	0.00	781.61	47.89
53423 CHILDREN'S COMIC BOOKS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53424 CHILDREN'S EARLY LEARNING	7,500.00	528.93	7,984.26	0.00	(484.26)	106.46
53425 CHILDREN'S FICTION	170,000.00	33,744.20	198,045.46	0.00	(28,045.46)	116.50
53426 CHILDREN'S GRAPHIC NOVELS	35,000.00	2,817.70	29,739.51	0.00	5,260.49	84.97
53427 CHILDREN'S NONFICTION	160,000.00	5,635.42	159,950.81	0.00	49.19	99.97
53428 CHILDREN'S SCIENCE TO GO	4,000.00	195.69	6,941.55	0.00	(2,941.55)	173.54
53429 CHILDREN'S STORYTIME	5,000.00	562.55	5,955.75	0.00	(955.75)	119.12
53430 DATABASES	440,000.00	0.00	234,213.50	0.00	205,786.50	53.23
53440 EBOOK - REFERENCE	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53441 EBOOKS	745,000.00	68,115.55	528,121.65	0.00	216,878.35	70.89
53442 EDOWNLOADABLE AUDIO	700,000.00	74,125.97	399,220.56	0.00	300,779.44	57.03
53443 ESTREAMING BOOKS	21,900.00	0.00	0.00	0.00	21,900.00	0.00
53444 EHOSTING FEES	13,900.00	0.00	1,200.00	0.00	12,700.00	8.63
53445 EMAGAZINES	75,000.00	0.00	45,000.00	0.00	30,000.00	60.00
53446 ONLINE BOOK CLUBS	15,000.00	996.23	45,682.29	0.00	(30,682.29)	304.55
53450 MAGAZINES	52,000.00	718.68	69,674.96	0.00	(17,674.96)	133.99
53460 VENDOR PROCESSING	0.00	9,651.29	92,004.52	0.00	(92,004.52)	0.00

FUND: GENERAL FUND (01)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
53464 VENDOR PROCESSING SERVICES	160,000.00	812.20	6,640.73	0.00	153,359.27	4.15
53466 VENDOR CATALOGING	10,000.00	0.00	0.00	0.00	10,000.00	0.00
53467 OCLC BIBLIOGRAPHIC SERVICES	35,000.00	0.00	0.00	0.00	35,000.00	0.00
53468 OCLC RESOURCE SHARING SERVICES	17,000.00	0.00	0.00	0.00	17,000.00	0.00
53470 WORLD - ADULT SPANISH	14,000.00	0.00	9,311.64	0.00	4,688.36	66.51
53471 WORLD - CHILDREN'S SPANISH	14,000.00	0.00	3,929.05	0.00	10,070.95	28.06
53472 WORLD - CHINESE	5,000.00	0.00	10,107.57	0.00	(5,107.57)	202.15
53473 WORLD - DVD	0.00	0.00	4,245.79	0.00	(4,245.79)	0.00
53474 WORLD - GERMAN	5,000.00	2,173.60	8,275.20	0.00	(3,275.20)	165.50
53475 WORLD - JAPANESE	5,000.00	0.00	2,160.00	0.00	2,840.00	43.20
53476 WORLD - KOREAN	19,000.00	0.00	21,895.73	0.00	(2,895.73)	115.24
53477 WORLD - TAGALOG	14,000.00	1,623.60	10,850.91	0.00	3,149.09	77.51
53478 WORLD - VIETNAMESE	10,000.00	0.00	10,582.47	0.00	(582.47)	105.82
53479 WORLD - RUSSIAN	14,000.00	1,795.20	22,678.24	0.00	(8,678.24)	161.99
53480 WORLD - SAMOAN	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53481 YOUTH CHILDREN'S AUDIO BOOKS	40,000.00	1,373.44	25,151.41	0.00	14,848.59	62.88
53482 YOUTH DVD - FTY	45,000.00	1,934.82	25,082.65	0.00	19,917.35	55.74
53483 YOUTH YA AUDIO BOOKS	3,000.00	0.00	137.21	0.00	2,862.79	4.57
53490 FOUNDATION FUNDED	110,400.00	0.00	0.00	0.00	110,400.00	0.00
53495 GIFT FUNDS	0.00	0.00	110,400.00	0.00	(110,400.00)	0.00
53500 MINOR EQUIPMENT	34,000.00	656.71	35,287.91	0.00	(1,287.91)	103.79
53502 TECHNOLOGY HARDWARE--PUBLIC	200,000.00	24,698.36	155,748.05	0.00	44,251.95	77.87
53503 TECHNOLOGY HARDWARE--STAFF	300,000.00	32,560.49	191,054.35	0.00	108,945.65	63.68
53504 TECHNOLOGY HARDWARE--GENERAL	40,000.00	0.00	0.00	0.00	40,000.00	0.00
53505 SOFTWARE/LICENSES/HOST--APPS	510,800.00	11,085.90	315,608.21	0.00	195,191.79	61.79
53506 SOFTWARE/LICENSES/HOST--INFRA	423,000.00	30,791.61	237,233.75	0.00	185,766.25	56.08
53510 FURNISHINGS--PUBLIC	95,000.00	62.59	60,850.99	0.00	34,149.01	64.05
53515 FURNISHINGS--STAFF	97,500.00	14,139.48	42,721.08	0.00	54,778.92	43.82
54100 INDEPENDENT CONTRACTORS	179,700.00	7,488.90	43,549.66	0.00	136,150.34	24.23
54104 INDEPENDENT CONTRACTORS--INFRA	25,000.00	0.00	0.00	0.00	25,000.00	0.00
54110 PERFORMER SERVICES	28,000.00	275.00	8,262.50	0.00	19,737.50	29.51
54120 CONTRACTUAL SERVICES	339,100.00	55,808.52	311,235.06	0.00	27,864.94	91.78
54140 DATA SERVICES	4,500.00	0.00	5,530.36	0.00	(1,030.36)	122.90
54150 LEGAL SERVICES	55,000.00	9,132.50	37,036.96	0.00	17,963.04	67.34
54162 BIBLIOGRAPHIC & RELATED SERVIC	0.00	0.00	74,792.24	0.00	(74,792.24)	0.00
54163 PRINTING AND BINDING	25,800.00	0.00	0.00	0.00	25,800.00	0.00
54165 ILL LOST ITEM CHARGE	3,000.00	246.23	696.15	0.00	2,303.85	23.21
54200 POSTAGE	73,200.00	22,128.79	42,877.20	0.00	30,322.80	58.58
54201 SHIPPING	0.00	484.62	13,440.40	0.00	(13,440.40)	0.00
54210 TELECOM SERVICES--PHONES	50,000.00	1,859.83	69,682.25	0.00	(19,682.25)	139.36
54211 TELECOM SERVICES--CELLPHONES	76,200.00	15,548.89	72,120.70	0.00	4,079.30	94.65
54212 TELECOM SERVICES--INTERNET	668,000.00	13,770.00	481,175.83	0.00	186,824.17	72.03
54300 TRAVEL AND TOLLS	53,100.00	341.22	3,731.72	0.00	49,368.28	7.03
54301 MILEAGE REIMBURSEMENTS	58,500.00	2,454.26	32,038.52	0.00	26,461.48	54.77
54400 ADVERTISING	138,000.00	15,525.64	89,109.11	0.00	48,890.89	64.57
54501 RENTALS/LEASES--BUILDINGS	492,900.00	24,590.98	473,000.24	0.00	19,899.76	95.96
54502 RENTALS/LEASES--EQUIPMENT	188,900.00	9,388.43	115,451.79	0.00	73,448.21	61.12
54600 INSURANCE	270,000.00	1,381.00	1,381.00	0.00	268,619.00	0.51

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 10/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54700 ELECTRICITY	265,000.00	16,011.16	219,642.11	0.00	45,357.89	82.88
54701 NATURAL GAS	12,000.00	11.80	7,837.57	0.00	4,162.43	65.31
54702 WATER	30,000.00	5,427.73	34,147.55	0.00	(4,147.55)	113.83
54703 SEWER	34,000.00	1,054.82	24,249.01	0.00	9,750.99	71.32
54704 REFUSE	36,000.00	3,545.91	37,732.55	0.00	(1,732.55)	104.81
54800 GENERAL REPAIRS/MAINTENANCE	381,500.00	37,230.05	365,270.94	0.00	16,229.06	95.75
54801 CONTRACTED MAINTENANCE	475,300.00	6,637.41	126,387.72	0.00	348,912.28	26.59
54805 VEHICLE REPAIR AND MAINTENANCE	65,000.00	1,145.01	30,060.39	0.00	34,939.61	46.25
54810 IT SYSTEMS MAINTENANCE--APPS	6,200.00	0.00	0.00	0.00	6,200.00	0.00
54811 IT SYSTEMS MAINTENANCE--INFRA	70,000.00	0.00	0.00	0.00	70,000.00	0.00
54900 INDIVIDUAL REGISTRATIONS	76,300.00	1,014.00	25,778.78	0.00	50,521.22	33.79
54901 ORGANIZATIONAL REGISTRATIONS	1,500.00	0.00	661.82	0.00	838.18	44.12
54902 DUES AND MEMBERSHIPS	54,000.00	2,693.00	28,717.37	0.00	25,282.63	53.18
54903 LICENSES AND FEES {{OLD}}	0.00	0.00	1,271.70	0.00	(1,271.70)	0.00
54904 LICENSES	5,500.00	0.00	2,255.38	0.00	3,244.62	41.01
54905 FEES	80,500.00	1,629.66	10,306.04	0.00	70,193.96	12.80
54906 TAXES AND ASSESSMENTS	0.00	20,651.69	44,978.27	0.00	(44,978.27)	0.00
54911 FOUNDATION IMPACT PROJECTS	95,500.00	10,548.52	68,117.71	0.00	27,382.29	71.33
54912 CONTINGENCY	270,000.00	0.00	0.00	0.00	270,000.00	0.00
54999 MISCELLANEOUS	0.00	0.00	21.00	0.00	(21.00)	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	300,000.00	0.00	0.00	0.00	300,000.00	0.00
ALL OTHER EXPENSES	11,774,100.00	756,066.53	7,329,575.59	0.00	4,444,524.41	62.25
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	39,397,900.00	2,896,421.50	28,459,157.58	0.00	10,938,742.42	72.24
NET SURPLUS / DEFICIT	0.00	12,085,237.32	11,150,904.79	0.00	(11,150,904.79)	0.00

FUND: SPECIAL PURPOSE FUND (15)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	316.30	3,545.14	0.00	(3,545.14)	0.00
CHARGES OTHER:	0.00	316.30	3,545.14	0.00	(3,545.14)	0.00
39511 SALE OF CAPITAL ASSETS (PCLS)	0.00	0.00	187,164.00	0.00	(187,164.00)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	316.30	190,709.14	0.00	(190,709.14)	0.00
EXPENSE ACCOUNTS						
59711 TRANSFERS OUT--FUTURE ELECTION	0.00	4,108,814.15	4,108,814.15	0.00	(4,108,814.15)	0.00
ALL OTHER EXPENSES	0.00	4,108,814.15	4,108,814.15	0.00	(4,108,814.15)	0.00
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	0.00	4,108,814.15	4,108,814.15	0.00	(4,108,814.15)	0.00
NET SURPLUS / DEFICIT	0.00	(4,108,497.85)	(3,918,105.01)	0.00	3,918,105.01	0.00

FUND: LEVY SUSTAINABILITY FUND (16)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	652.33	7,401.62	0.00	(7,401.62)	0.00
CHARGES OTHER:	0.00	652.33	7,401.62	0.00	(7,401.62)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	652.33	7,401.62	0.00	(7,401.62)	0.00
NET SURPLUS / DEFICIT	0.00	652.33	7,401.62	0.00	(7,401.62)	0.00

FUND: ELECTION FUND (17)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
CHARGES OTHER:	0.00	0.00	0.00	0.00	0.00	0.00
39700 TRANSFERS IN	0.00	1,038,415.38	1,038,415.38	0.00	(1,038,415.38)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	1,038,415.38	1,038,415.38	0.00	(1,038,415.38)	0.00
NET SURPLUS / DEFICIT	0.00	1,038,415.38	1,038,415.38	0.00	(1,038,415.38)	0.00

FUND: PROPERTY AND FACILITY FUND (18)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
CHARGES OTHER:	0.00	0.00	0.00	0.00	0.00	0.00
39700 TRANSFERS IN	0.00	3,070,398.77	3,070,398.77	0.00	(3,070,398.77)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	3,070,398.77	3,070,398.77	0.00	(3,070,398.77)	0.00
NET SURPLUS / DEFICIT	0.00	3,070,398.77	3,070,398.77	0.00	(3,070,398.77)	0.00

FUND: DEBT SERVICE FUND (20)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
36110 INVESTMENT EARNINGS	0.00	6.70	75.44	0.00	(75.44)	0.00
CHARGES OTHER:	0.00	6.70	75.44	0.00	(75.44)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	6.70	75.44	0.00	(75.44)	0.00
NET SURPLUS / DEFICIT	0.00	6.70	75.44	0.00	(75.44)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2021 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	2,095,000.00	0.00	0.00	0.00	2,095,000.00	0.00
36110 INVESTMENT EARNINGS	0.00	212.31	2,654.68	0.00	(2,654.68)	0.00
CHARGES OTHER:	2,095,000.00	212.31	2,654.68	0.00	2,092,345.32	0.13
39511 SALE OF CAPITAL ASSETS (PCLS)	0.00	0.00	30,000.00	0.00	(30,000.00)	0.00
39520 INSURANCE RECOVERIES--CAPITAL	0.00	0.00	18,330.35	0.00	(18,330.35)	0.00
TOTAL FOR REVENUE ACCOUNTS	2,095,000.00	212.31	50,985.03	0.00	2,044,014.97	2.43
EXPENSE ACCOUNTS						
54100 INDEPENDENT CONTRACTORS	450,000.00	522.50	522.50	0.00	449,477.50	0.12
54120 CONTRACTUAL SERVICES	225,000.00	15,244.68	171,942.30	0.00	53,057.70	76.42
54150 LEGAL SERVICES	0.00	5,800.00	12,337.50	0.00	(12,337.50)	0.00
54160 ARCHITECTURAL/ENGR SERVICES	0.00	14,120.45	44,033.75	0.00	(44,033.75)	0.00
54904 LICENSES	0.00	40.75	40.75	0.00	(40.75)	0.00
54912 CONTINGENCY	250,000.00	0.00	0.00	0.00	250,000.00	0.00
56100 LAND & PROPERTY ACQUISITION	0.00	527,391.57	570,174.53	0.00	(570,174.53)	0.00
56200 BUILDINGS ACQUISITIONS	120,000.00	120,000.00	120,000.00	0.00	0.00	100.00
56201 BUILDING IMPROVEMENTS/REFRESHE	350,000.00	0.00	0.00	0.00	350,000.00	0.00
56280 FURNITURE AND FIXTURES	0.00	323.02	26,442.93	0.00	(26,442.93)	0.00
56410 VEHICLES	200,000.00	0.00	86,338.54	0.00	113,661.46	43.17
56430 TECHNOLOGY EQUIPMENT	500,000.00	0.00	0.00	0.00	500,000.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	2,095,000.00	683,442.97	1,031,832.80	0.00	1,063,167.20	49.25
NET SURPLUS / DEFICIT	0.00	(683,230.66)	(980,847.77)	0.00	980,847.77	0.00

MEMO



Date: November 17, 2021

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

From: Customer Experience Deputy Director Connie Behe, Customer Experience Manager Kayce Austin

Subject: Customer Experience Report – November

Customer Experiences

An Eatonville Library customer stopped by on his way to the airport to print his boarding pass and ticket. He thanked staff for being open, having computers available, and helping him print his materials. He could not believe it was all free.

Excerpt from a thank you card sent to the Tillicum Library: *“Your service to the community is priceless.”*

One Milton customer came in to see if she could use a computer. She was delighted to learn that she was able to print for free, then hesitantly asked about scanning. Every time she asked about a different service, she was excited to learn that the library offered it. She told us she was going to be here all the time and that she was amazed the library “does everything!” She also couldn’t wait to tell other people about the services available at the library.

Serving ALICE Households (Asset Limited, Income Constrained, Employed)

From a Tillicum customer experiencing homelessness: *“I can’t thank you enough for the service you provided and the information. I was able to find someone to help me through the information you gave. You also treated me with kindness and respect.”*

Initiatives Highlights

A long-time DuPont customer and active community member called about the Library’s Voter Point of Assistance program so she could share the information on the DuPont Community Facebook page. She also expressed appreciation for the staff and their support of the community especially through the pandemic.

South Hill and Key Center Libraries hosted Tacoma pro bono and Pierce County Human Services for a Housing Help Pop-Up event. Over 30 customers received direct assistance from the Library’s community partners.

Staff at Key Center Library have been working with the local Community Health Center where one pediatrician’s goal is to have a positive impact on childhood literacy by giving a book to all her young visitors.

Youth services staff at Key Center have been compiling titles for a new booklist geared for kindergarteners after identifying an absence of male BIPOC (Black, Indigenous and people of color) main characters in this particular age range.

We have been supporting “A Step Ahead” with their drive-through family events. We have often provided free books and activity sheets to go along with what A Step Ahead is providing. (A Step Ahead is an early intervention services organization for families with children with special needs ages 0-3) Here is a response from the organizer of the event:

“Book giveaways are responsible for one of my Spanish speaking children learning new words inspired by the books. Her mom reads to her daily from the assortment of 3-4 new books. This has really improved her vocabulary and her understanding of words. We know that this strengthens bonds and promotes lifelong love of stories but to see these effects happen is really exciting. This child now requests books daily. Right before my eyes, I have witnessed this child increase her awareness of language through stories being read to her daily by her mom. Her mom reports that she asks for books by the name of a character in them such as “dinosaur.” This child is working on learning new words but what I have noticed besides her language development is her vastly improved attention skills. I attribute this to mom engaging her with both stories and play packet materials. This of course also makes a very limited income mom even more empowered to work with her child.”

Community Engagement Highlights

To better accommodate customers’ family school and work schedules, Milton staff switched a virtual Read to a Dog program to a Saturday. Three certified dogs (with their volunteer handlers) tuned in attentively as children read aloud to them, including one child who began reading their book in Chinese.

Fife staff attended the Harvest Festival and met with 889 people, handing out Origami “take and makes” and also some books provided by the Library’s Foundation.

Youth Services Librarian Catherine O’Brien delivered books from the Library’s Outreach Department to Prairie Ridge for their annual Trunk-or-Treat event on Halloween.

Unfinished Business

MEMO



Date: November 24, 2021

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

From: Cheree Green, Staff Experience Director

Subject: Executive Director Recruitment

We are continuing our work with Bradbury Miller Associates as our executive search firm in the search process. They will be our collaborative partners with this important work. We have finalized our contract with them. The search committee has completed its launch meeting and finalized the timeline listed below. I am available to answer any questions or provide any additional updates in the Board Meeting.

Activity	Status
Initial meeting with Search Committee + Board and Consultant to review timeline and set schedule	Completed
Discovery meetings with select library staff and outgoing administrator	In process
Feedback surveys open	In process
Advertisement is approved by Search Committee	Friday, November 26
Post ads, actively recruit candidate pool	November 29 – January 16
Applications Close	Sunday, January 16
All candidate documents sent to Search Committee	Wednesday, January 19
Meet with Search Committee and present the pool of candidates; select 6-8 semifinalists-2-hour meeting (consultant meets with Committee virtually via Zoom)	January 28
Semifinal Interviews via Zoom w/ Search Committee	February 10 (Wed) & 11 (Thu)
Reference Reports to Board	Wednesday, February 23
Final Interviews	March 7 (Wed) & 8 (Thu)
Negotiations Completed	Roughly a week
New Library Director Start Date	TBD

MEMO



Date: December 1, 2021

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

From: Melinda Chesbro, Deputy Director

Subject: 2021 Fund Transfers

Last month we provided you with information on the 2021 Fiscal Year budget status. As reported, expenditure and revenue projects for the remainder of 2021 are complete and we have calculated the final two transfers for the 2021 year.

Attached are resolutions to:

1. Transfer up to \$3,500,000 from the General Fund to the Capital Improvement Fund when 2021 general fund expenditures are completed. The exact amount will be set at that time. It will include some unspent funds from the materials budget which will be used in 2022 to begin purchasing materials that will be part of the opening day collection for the relocated and expanded Sumner Library.'
2. Deposit \$2,651,000 into the Levy Sustainability Fund.



PIERCE COUNTY

Property Tax/Special Assessment Fund Activity

From 11-01-2021 To 11-30-2021

District: RURAL LIBRARY PIERCE COUNTY

Year	Account Number	Beginning Balance	Certification Adjustments	Receipts and Adjustments	Ending Balance
Fund:	6970010000	PIERCE COUNTY LIBRARY SYSTEM			
2021	697001000012110	\$3,295,708.87	(\$1,228.22)	\$2,622,855.42	\$671,625.23
2020	697001000012110	\$181,340.21	(\$816.60)	\$15,565.88	\$164,957.73
2019	697001000012110	\$73,428.49	\$31.62	\$9,492.71	\$63,967.40
2018	697001000012110	\$5,128.92	\$89.22	\$1,480.76	\$3,737.38
2017	697001000012110	\$1,090.87	\$0.00	\$411.83	\$679.04
2016	697001000012110	\$516.83	\$0.00	\$191.76	\$325.07
2015	697001000012110	\$393.87	\$0.00	\$236.13	\$157.74
2014	697001000012110	\$273.10	\$0.00	\$181.35	\$91.75
2013	697001000012110	\$231.13	\$0.00	\$186.03	\$45.10
2012	697001000012110	\$277.10	\$0.00	\$183.09	\$94.01
2011	697001000012110	\$40.84	\$0.00	\$98.70	(\$57.86)
2010	697001000012110	\$444.44	\$0.00	\$0.00	\$444.44
2009	697001000012110	\$540.78	\$0.00	\$0.00	\$540.78
2008	697001000012110	\$555.87	\$0.00	\$0.00	\$555.87
2007	697001000012110	\$442.14	\$0.00	\$0.00	\$442.14
2006	697001000012110	\$32.77	\$0.00	\$0.00	\$32.77
2005	697001000012110	\$15.77	\$0.00	\$0.00	\$15.77
2004	697001000012110	\$43.35	\$0.00	\$0.00	\$43.35
2003	697001000012110	\$27.69	\$0.00	\$0.00	\$27.69
Fund Total:		\$3,560,533.04	(\$1,923.98)	\$2,650,883.66	\$907,725.40
District Total:		\$3,560,533.04	(\$1,923.98)	\$2,650,883.66	\$907,725.40

FUND TRANSFER RESOLUTIONS

2021

2021-18: TO TRANSFER SET-ASIDES IN THE GENERAL FUND BALANCE TO THE CAPITAL FACILITIES FUND

2021-19: TO RECORD ALL DEPOSITED PROPERTY TAX REVENUES TO THE LEVY SUSTAINABILITY FUND

The Board may either (1) approve each resolution separately or (2) choose to approve all resolutions with a single motion using the following wording:

Action: Move to Approve Resolutions 2021-18 through 2021-19 as presented.

In either case, each resolution needs to be signed.

RESOLUTION NO. 2021-18

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT (“LIBRARY”)
TO TRANSFER SET-ASIDES IN THE GENERAL FUND BALANCE
TO THE CAPITAL IMPROVEMENT FUND**

WHEREAS, the Pierce County Rural Library District has an established Capital Improvement Fund to receive financial support from transfers from the General Fund budget, Foundation funds, and other identified sources of revenue, and

WHEREAS, \$0 was set-aside in the 2021 General Fund budget for transfer to the Capital Improvement Fund for proposed capital projects, due to funding the Capital Fund Balance using 2020 unspent funds, and

WHEREAS, the Library’s Fiscal Management Policy allows the Board of Trustees to transfer unanticipated revenues and savings to the Capital Fund and make adjustments for current year capital project needs, and

WHEREAS, on November 18, 2021, as part of the final fiscal year review determined that unspent funds from personnel costs, additional E-rate reimbursements, unspent contingency set-asides, and other factors allow the Library to revise the transfer from \$0 to up to \$3,500,000, now, therefore

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

Up to \$3,500,000 be transferred from the General Fund to the Capital Improvement Fund for current and upcoming capital projects.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-19

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT (“LIBRARY”)
TO RECORD ALL DEPOSITED PROPERTY TAX REVENUES
TO THE LEVY SUSTAINABILITY FUND**

WHEREAS, the Pierce County Rural Library District Board of Trustees has established Special Revenue Fund called the Levy Sustainability Fund for purposes of accumulating and distributing committed funds during the funding cycle, and

WHEREAS, the Levy Sustainability Fund receives financial support funded by a variety of revenue sources, such as direct tax receipts, General Fund transfers, and any other sources designated for fiscal sustainability, and

WHEREAS, the Library estimated as part of the 2021 fiscal year budget that approximately \$3,000,000 in property tax revenue receipts would be available to deposit into the Levy Sustainability fund, and

WHEREAS, \$2,650,884 in property tax revenue was recorded on November 30, 2021 as available revenue for fiscal sustainability, and

WHEREAS, the Library anticipates a substantial portion of the balance of \$671,625 that remains to be collected will be distributed to the Library in 2022, and along with other delinquent receipts, will be sufficient to create a final deposit of \$349,100 into the Levy Sustainability Fund, which the Board may conduct to complete its 2021 commitment to deposit the full amount of \$3,000,000, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

\$2,651,000 be recorded as revenue into the Levy Sustainability Fund and that all current balances contained herein be “committed” as said set-aside to be accumulated for future fiscal sustainability needs and budgeted accordingly.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

MEMO



Date: November 29, 2021

To: Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: Proposed 2022 Final Budget

During the November Board of Trustees meeting, Trustees reviewed the first draft budget and held a public hearing. During the December Board meeting, the Board reviews the final proposed budget, holds the second public hearing, and approves resolutions to adopt the 2022 budget.

The final proposed budget reflects an additional \$200,000 for Personnel, as well as minor modifications within Maintenance and Operations though no change to the total allocation. There were no changes to the Materials budget or to Transfers.

The final proposed budget total is \$42,853,700, which represents a 2021 to 2022 increase of \$3,455,800, reflecting projected costs for returning to full service operations and the impacts of inflation. In November the Board approved resolutions requesting the Library District’s highest lawful levy for 2022 and setting property tax collections at the full amount allowed by law. The Board also approved releasing all banked capacity.

As a result, we project that the 2022 mill rate will be approximately 39.5 cents per \$1,000 of assessed property value.

2022	Average assessed value	2022 Library taxes
Residential property	\$443,700	\$175
Business Property	\$1,525,000	\$602

During December, project and service charters and work plans are developed and we’ll review key activities with the Trustees in January.

BUDGET SUMMARIES

2022

FUND ALLOCATIONS

GENERAL FUND (OPERATING BUDGET)

CAPITAL FUND

ELECTION FUND

LEVY SUSTAINABILITY FUND

LEVY SUSTAINABILITY FUND CASH FLOW

PROPERTY AND FACILITY FUND

FUND ALLOCATIONS
- FY2022 FINAL -

	2022		
Total Revenue (all sources)	\$ 42,853,700		
Fund Allocations			
General			
Personnel	\$ 28,919,400		
M&O	7,353,600		
Materials	4,307,500		
Cash flow Set Aside	-	Fully Funded	
Total General	\$ 40,580,500		
Capital Improvement*	1,100,000		
Property & Facilities	1,173,200		
Elections	-	Fully Funded	
Levy Sustainability	-	TBD at end of 2022	
Grand total Allocations	\$ 42,853,700		
Net of Revenue & Allocations	\$ -		

* Conducted via GF transfer

GENERAL FUND

FINAL NOVEMBER 17, 2021	2021 Approved 12/2020	2022 Final	Change (\$)	Change (%)	Notes
-- REVENUE --					
Property Taxes	\$ 38,245,400	\$ 41,526,200	\$ 3,280,800	8.58%	
Excise Taxes	83,000	83,000	-		
Timber Taxes	15,000	15,000	-		
Fees (Printer, Fax, Copier)	7,500	17,500	10,000	133.33%	Very little revenue is anticipated in 2021
Fines	10,000	10,000	-		Some coming in through online payments
Investment Income	10,000	20,000	10,000	100.00%	Return rates remain at historic lows
Sales of Goods/Services	1,000	1,000	-		
Donors & Reimbursements	435,000	460,000	25,000	5.75%	Includes ARPA grant
Other (Erate, P-card Rebates, Unclaimed Property)	591,000	621,000	30,000	5.08%	
TOTAL REVENUE	\$ 39,397,900	\$ 42,753,700	\$ 3,355,800	8.52%	
-- EXPENDITURES --					
PERSONNEL					
Salaries & Wages	\$ 20,380,400	\$ 21,613,200	\$ 1,232,800	6.05%	
Overtime Wages	19,100	19,100	-		
Employee Benefits	7,224,300	7,287,100	62,800	0.87%	Includes reduction in DRS rates
TOTAL PERSONNEL	\$ 27,623,800	\$ 28,919,400	\$ 1,295,600	4.69%	
MAINTENANCE & OPERATIONS					
Supplies and Consumables	\$ 389,400	\$ 571,600	\$ 182,200	46.79%	Costs for curbside & COVID safety measures
Fuel	35,000	50,000	15,000	42.86%	
Equipment (Computers, Software, Furnishings)	1,507,800	1,497,500	(10,300)	-0.68%	
Professional, Legal, Other Services	852,600	847,000	(5,600)	-0.66%	
Networking, Phones, Postage	867,400	898,500	31,100	3.59%	
Travel & Mileage	111,600	92,500	(19,100)	-17.11%	
Advertising	138,000	135,000	(3,000)	-2.17%	
Rentals & Leases	681,800	683,100	1,300	0.19%	
Insurance	270,000	300,000	30,000	11.11%	
Utilities	377,000	377,000	-		
Repairs & Maintenance, Maintenance Contracts	998,000	907,500	(90,500)	-9.07%	
Registrations	77,800	88,500	10,700	13.75%	
Dues, Taxes, Licenses, Fees, Misc Expenses	140,000	136,500	(3,500)	-2.50%	
Initiative/Impact Projects	95,500	368,900	273,400	286.28%	Funded by Foundation donors
Contingency	270,000	300,000	30,000	11.11%	
TOTAL MAINTENANCE & OPERATIONS	\$ 6,811,900	\$ 7,253,600	\$ 441,700	6.48%	
MATERIALS					
Books, DVDs, Music, eBooks, Databases	\$ 4,582,200	\$ 4,307,500	\$ (274,700)	-5.99%	Some set aside for future library materials
SET-ASIDES & TRANSFERS					
Capital Fund Transfer	\$ -	1,100,000	\$ 1,100,000		new
Election Fund Transfer	80,000	-	(80,000)	-100.00%	Fully funded
Property and Facility Fund Transfer	300,000	1,173,200	873,200	291.07%	
Set Aside for Future Sustainability	-	-	-		To be determined at end of year
Set Aside for Apr/Oct Cashflow	-	-	-		Fully funded
TOTAL SET-ASIDES AND TRANSFERS	\$ 380,000	\$ 2,273,200	\$ 1,893,200	498.21%	
TOTAL EXPENDITURES	\$ 39,397,900	\$ 42,753,700	\$ 3,355,800	8.52%	
NET OF REVENUE AND EXPENDITURES	\$ -	\$ -	\$ -		Balanced budget

CAPITAL IMPROVEMENT FUND

FINAL NOVEMBER 17, 2021	2021 Projected	2022 Final	Notes
-- FUNDING SOURCES --			
USE OF FUND BALANCE			
Carryforward funds from prior fiscal year	\$ 595,000	\$ 115,000	Includes unspent GF monies in 2021
Available cash in the Capital Fund	1,500,000	2,475,000	
TOTAL USE OF FUND BALANCE	\$ 2,095,000	\$ 2,590,000	
NEW REVENUE			
Transfer from General Fund	\$ -	\$ 1,100,000	Includes add. \$100k for SUM opening day collection
TOTAL NEW REVENUE	\$ -	\$ 1,100,000	
TOTAL FUNDS AVAILABLE	\$ 2,095,000	\$ 3,690,000	
-- EXPENDITURES --			
COMMITMENTS			
UP 5,000 sq ft Expansion (10 Year--2012-21)	\$ 120,000	\$ -	10 year purchase completed in 2021
CURRENT BUILDING IMPROVEMENTS			
Buckley Site Evaluation	\$ 100,000	\$ 250,000	Includes RI/FS work
ACL UST Decommission	\$ 125,000		Project completed with "NFA" letter
ACL Elevator improvements		150,000	Will work on both elevators
ACL Server Room HVAC replacement		120,000	roll forward from 2021
Landscaping Refresh & Lot Maintenance		100,000	
Building condition assessments		75,000	
Building upgrades from condition assessments		200,000	
Lighting Upgrade (UP)		75,000	
Branch Refresh (BLK, GHM)			
Building improvements	350,000		
BLK public furniture		50,000	
BLK interior and restrooms		200,000	
Door replacement		75,000	
Staff Furniture		100,000	
Vehicle purchases	200,000	300,000	6 vehicles in total
TOTAL CURRENT BUILDING IMPROVEMENTS	\$ 775,000	\$ 1,695,000	
FUTURE BUILDINGS			
Sumner Library Planning Phase	\$ 250,000	600,000	
Alternative Service Delivery Pilot	\$ 200,000	500,000	
TOTAL FUTURE BUILDINGS	\$ 450,000	\$ 1,100,000	
TECHNOLOGY UPDATES			
Infrastructure project (IT Tech Plan)	\$ 500,000	\$ 400,000	May be eligible for E-rate funding
IT Networking and Infrastructure		\$ 120,000	May be eligible for E-rate funding
Branch Wi-Fi equipment replacements		\$ 125,000	May be eligible for E-rate funding
TOTAL TECHNOLOGY PROJECTS	\$ 500,000	\$ 645,000	
Contingency	\$ 250,000	\$ 250,000	
TOTAL EXPENDITURES	\$ 2,095,000	\$ 3,690,000	
NET OF REVENUE AND EXPENDITURES	\$ -	\$ -	

ELECTION FUND

FINAL AS OF NOVEMBER 17, 2021	2021 Projected	2022 Final	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Election Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ 80,000	\$ -	\$ (80,000)	-100.00%
Investment Income	2,000	2,000	-	
TOTAL NEW REVENUE	\$ 82,000	\$ 2,000	\$ (80,000)	-97.56%
TOTAL FUNDS AVAILABLE	\$ 82,000	\$ 2,000	\$ (80,000)	-97.56%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 82,000	\$ 2,000	\$ (80,000)	-97.56%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Election Fund for future Election Costs	\$ 1,100,000	\$ 1,100,000	\$ -	
TOTAL COMMITTED SET-ASIDES	\$ 1,100,000	\$ 1,100,000	\$ -	

LEVY SUSTAINABILITY FUND

FINAL AS OF NOVEMBER 17, 2021	2021 Projected	2022 Final	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Levy Sustainability Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Property Taxes (Funding Cycle Revenue)	\$ 3,000,000	\$ 1,806,500	\$ (1,193,500)	-39.78%
Investment Income	4,000	10,000	6,000	150.00%
TOTAL NEW REVENUE	\$ 3,004,000	\$ 1,816,500	\$ (1,187,500)	-39.53%
TOTAL FUNDS AVAILABLE	\$ 3,004,000	\$ 1,816,500	\$ (1,187,500)	-39.53%
-- OUTFLOWS --				
EXPENDITURES				
None planned	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
TRANSFERS OUT				
None planned		\$ -	-	
TOTAL TRANSFERS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND OUTFLOWS	\$ 3,004,000	\$ 1,816,500	\$ (1,187,500)	-39.53%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Levy Sustainability for Future Operations	11,930,000	13,746,500	1,816,500	15.23%
TOTAL COMMITTED SET-ASIDES	\$ 11,930,000	\$ 13,746,500	\$ 1,816,500	15.23%

**LEVY SUSTAINABILITY FUND
- CASHFLOW -**

FINAL AS OF NOVEMBER 17, 2021	2022 Projected	2023 Projected	2024 Projected
BEGINNING FUND BALANCE (1/1 EST)	\$ 12,500,000	\$ 14,086,300	\$ 14,860,800
-- FUNDING SOURCES --			
Property Tax Revenue	1,573,800	760,500	136,200
Investment Income (will vary due to return rates)	12,500	14,000	37,000
TOTAL FUNDS AVAILABLE	14,086,300	14,860,800	15,034,000
-- RESERVED SETASIDES IN FUND BALANCE --			
Levy Sustainability for Funding Cycle	14,086,300	14,860,800	15,034,000
TOTAL RESERVED SETASIDES	14,086,300	14,860,800	15,034,000
-- EXPENDITURES AND OUTFLOWS --			
Programs and Projects	-	-	-
Transfers out to General Fund	-	-	-
TOTAL EXPENDITURES AND OUTFLOWS	-	-	-
ENDING FUND BALANCE (12/31 EST)	\$ 14,086,300	\$ 14,860,800	\$ 15,034,000
(TO BE DESIGNATED AS COMMITTED DURING THE FY)			

PROPERTY AND FACILITY FUND

FINAL AS OF NOVEMBER 17, 2021	2021 Projected	2022 Final	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Property and Facility Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ 300,000	\$ 1,173,200	\$ 873,200	291.07%
Investment Income	3,000	5,000	2,000	66.67%
TOTAL NEW REVENUE	\$ 303,000	\$ 1,178,200	\$ 875,200	288.84%
TOTAL FUNDS AVAILABLE	\$ 303,000	\$ 1,178,200	\$ 875,200	288.84%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2022	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 303,000	\$ 1,178,200	\$ 875,200	288.84%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Property & Facility Fund (for future uses)	\$ 3,130,000	\$ 4,303,200	\$ 1,173,200	37.48%
TOTAL COMMITTED SET-ASIDES	\$ 3,130,000	\$ 4,303,200	\$ 1,173,200	37.48%

2022 BUDGET PUBLIC HEARING

Motion: Opening the Public Hearing

“I move that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2021 property tax levies for collection in 2022.” (The motion is seconded and passed.)

Public Comment

After presentation of the 2022 budget, the Chair will ask if there is anyone in the audience who would like to comment on the budget.

- If joining the meeting by computer, please click the “Raise Hand” button at the bottom of the screen to request to be recognized.
- If joining the meeting over the phone, please press “star 9” to raise your hand.

Those wishing to comment will be given the option to unmute when it is their turn to speak. Please state your name upon addressing the Board.

If there is no response, or when public comments have ended, the public hearing is then closed.

Motion: Closing the Public Hearing

“I move to close the public hearing on the 2022 budget of revenue and expenditures.” (The motion is seconded and passed.)

Unfinished Business (cont.)

BUDGET RESOLUTIONS

2022

2021-20: TO ADOPT THE 2022 GENERAL FUND BUDGET

2021-21: TO ADOPT THE 2022 CAPITAL FUND BUDGET

2021-22: TO ADOPT THE 2022 ELECTION FUND BUDGET

2021-23: TO ADOPT THE 2022 LEVY SUSTAINABILITY FUND BUDGET

2021-24: TO ADOPT THE 2022 PROPERTY AND FACILITY FUND BUDGET

2021-25: TO SET WAGES AND BENEFITS FOR NON-REPRESENTED EMPLOYEES FOR 2022

The Board may either (1) approve each resolution separately or (2) choose to approve all resolutions with a single motion using the following wording:

Action: Move to Approve Resolutions 2021-20 through 2021-25 as presented.

In either case, each resolution needs to be signed.

RESOLUTION NO. 2021-20

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2022 GENERAL FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) has an established General Fund to pay for regular operations, and

WHEREAS, the Pierce County Assessor’s Office has provided the Library with a preliminary estimate of assessed valuation of \$109,101,554,237 for the real property located within District boundaries, and

WHEREAS, during the November 10, 2021 regular meeting the Board of Trustees certified \$43,132,105.14 in the preliminary levy certificate to be collected, and anticipates one or more revised levy certificate(s) in December 2021 to be incorporated into the 2022 General Fund budget therein, and

WHEREAS, the Library calculated \$40,941,200 of current property tax revenues, and estimated \$683,000 in other forms of tax revenues as collectible in 2022 to be budgeted as General Fund revenue, and

WHEREAS, the Library estimated a balance of \$1,816,500 of tax revenues as collectible in 2022 to be recorded directly into the Levy Sustainability Fund during the fiscal year and be designated as “committed”, and

WHEREAS, the Library estimated other sources of new revenue at \$1,129,500 to be budgeted in the General Fund, and

WHEREAS, the Library has created a 2022 operating budget of expenditures, transfers, and set-asides totaling \$42,753,700, and

WHEREAS, by Fiscal Management Policy the Library has created a balanced budget having expenditures match revenues, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2022 General Fund budget for the Library in the amount of \$42,753,700 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-21

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2022 CAPITAL FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) has an established Capital Fund to pay for projects included in the Capital Improvements Plan, and

WHEREAS, the Library has developed a Capital Improvement Plan which identifies significant projects to be accomplished in 2022, and

WHEREAS, the Capital Fund receives financial support from transfers from the General Fund, the Capital Fund balance, the Foundation, carry-forwards, rebates and reimbursements, and other identified sources of revenue and transfers, and

WHEREAS, the Library has reviewed the Capital Improvement Plan for 2022 and has determined that twelve (12) projects amounting to \$3,440,000 and a \$250,000 contingency should be funded through the Capital Fund, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2022 Capital Fund budget for the Library in the amount of \$3,690,000 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-22

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2022 ELECTION FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) has an established Election Fund that funds projects, programs, and set-asides to be managed in the Election Fund in the fiscal year 2022, and

WHEREAS, the Election Fund receives financial support from transfers from the General Fund budget, transfers from any fund balances, Foundation funds, carry-forwards, and other identified sources of revenue, and

WHEREAS, the Library has reviewed the Election Fund for 2022 and has determined that no (0) carry-forwards are necessary and no (0) election projects requiring expenditures will occur in 2022, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2022 Election Fund budget for the Pierce County Library District in the amount of \$0 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-23

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2022 LEVY SUSTAINABILITY FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) maintains a funding cycle set-aside to be managed in the Levy Sustainability Fund in the fiscal year 2022, and

WHEREAS, the Levy Sustainability Fund receives financial support funded by a variety of revenue sources, such as direct tax receipts, General Fund transfers, and any other sources designated for fiscal sustainability, and

WHEREAS, the Library has reviewed the Levy Sustainability Fund for 2022 and has determined that no (0) carry-forwards are necessary and no (0) fiscal sustainability programs or projects requiring expenditures will occur in 2022, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2022 Levy Sustainability Fund budget for the Library in the amount of \$0 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-24

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2022 PROPERTY AND FACILITY FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) has an established Property and Facility Fund that funds projects, programs, and set-asides to be managed in the Property and Facility Fund in the fiscal year 2022, and

WHEREAS, the Property and Facility Fund receives financial support from transfers from the General Fund budget, transfers from any fund balances, Foundation funds, carry-forwards, and other identified sources of revenue, and

WHEREAS, the Library has reviewed the Property and Facility Fund for 2022 and has determined that no (0) carry-forwards are necessary and no (0) property and facility projects requiring expenditures will occur in 2022, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2022 Property and Facility Fund budget for the Pierce County Library District in the amount of \$0 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 8TH DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

RESOLUTION NO. 2021-25

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

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

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

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

1. For January 1, 2022, excepting the Executive Director, all employees working in a regular, non-represented capacity shall be paid in accordance with the current wage scale.
2. For January 1, 2022, excepting the Executive Director, the wages on said scale shall increase for all regular, non-represented employees by 4%
3. For January 1, 2022, excepting the Executive Director, all employees working on a regular, non-represented capacity shall receive a one time, lump sum (minus applicable taxes) of \$500.
4. For January 1, 2022, excepting the Executive Director, all employees working on a regular, non-represented capacity shall accrue 25 vacation days annually, with a maximum accrual of 280 hours.
5. The Executive Director shall be paid in accordance to the salary agreement as established and agreed upon between the Board of Trustees and the Executive Director.
6. Effective January 1, 2022, the Library will pay the full cost of the employee-only premiums for PCLS medical plan coverage remaining after the employee contribution of between \$20-\$40 per month depending on the plan selected. The Library contributes toward the additional medical benefit premium costs of PCLS medical plan coverage for eligible dependents, up to a maximum of the equivalent of 115% of the average employee only medical premium, and the employee contributes the remaining amount. The Library pays the full cost of the employee only dental coverage, vision coverage and life insurance.
7. For January 1, 2022, the base wages of all employees working in a non-represented, substitute-only capacity shall be increased by 4%

PASSED AND APPROVED THIS 8th DAY OF DECEMBER, 2021.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Pat Jenkins, Chair	_____
Jamilyn Penn, Vice-Chair	_____
Daren Jones, Member	_____
Neesha Patel, Member	_____
Abby Sloan, Member	_____

New Business

MEMO



Date: November 23, 2021

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

From: Georgia Lomax, Executive Director

Subject: Election of 2022 Board of Trustee Officers

In December, the Board of Trustees elects officers for the following year. The Board established a rotation that allows each Trustee to serve as Vice-Chair and Chair in their 3rd and 4th year, respectively. Nominations from the floor are welcome during the Board meeting.

For 2022, the proposed slate of officers is:

- Jamilyn Penn – Chair
- Pat Jenkins – Vice-Chair

Action: Motion to approve the slate of officers for 2022

MEMO



Date: November 24, 2021

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

From: Georgia Lomax, Executive Director

Subject: 2022 Board of Trustees Calendar of Major Work

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

Below are required or anticipated work. During the meeting please let us know if there are other topics you'd like to add, and we will create the annual Board work plan to aid in planning Board meetings based on your direction.

2022 Major Work

1. Budget and Work Plan
 - a. 2021 annual report (Q1)
 - b. 2021 Fiscal Year-end Review (Q1)
 - c. IRS 990 tax form review (Q4)
 - d. 2023 Service Plan and Budget (Q3,4)
 - e. Certification of Property Taxes to be levied for collection in 2023 (Q4)
2. 2021 Fiscal Audit (Q4)
3. Hire next Executive Director (Q1)
4. 2022 Executive Director Evaluation (Q3,4)
5. Trustee Appointment/Reappointment (Pat's first term expires in March) (Q1)
6. Facilities Master Plan (FMP) –
 - a. Sumner Library + System Innovations design and planning (Q1-4)
 - b. Review and update FMP priorities

Policy Review, Updates, Revisions

Continued legal review and update of Human Resource policies
Policies supporting capital fundraising campaign, capital facilities projects

Education

Intellectual Freedom

Officers Reports

MEMO



Date: November 29, 2021

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

From: Dean Carrell, Foundation Director

Subject: 2021 Trivia BEE

On Saturday, November 13, 2021, the Pierce County Library Foundation held the third annual Trivia BEE. The 2021 virtual event is referred to formally as **Trivia BEE: Home Edition 2.0**.

The 2021 Trivia BEE raised more than \$21,000 in support of Pierce County Library System's employment resources like the Job + Business Center.

Efforts to engage new corporate sponsors in the event resulted in two new sponsors joining at the \$2500 Honey BEE level, four new sponsors at the \$500 BEE's Knees level, and one long-time sponsorship partner increasing their support to give at the \$1000 Bumble BEE level.

Some highlights of the evening include:

- More than 70 participants tested their trivia skills, playing on one of 16 teams, as individual players, or as audience members watching the event on the Foundation's YouTube Live Channel.
- The event featured emcees Casey Catherwood and AJ Garcia.
- The Worker Bees team, sponsored by U.S. Oil, won the costume contest.
- Several new elements were included this year, including:
 - the Honeycomb Lounge where players learned how to make this year's signature cocktail – the Huckleberry Buzz
 - the use of Zoom so players could interact with the hosts
- This year's winning teams were:
 - Champions: Mark & Jeff
 - 2nd: Let's Get Quizzical
 - 3rd: The Stumpkins

Trivia BEE 2022 will take place on November 12, 2022.

Thank you for Trustee support of this annual Foundation event.

MEMO



Date: November 29, 2021

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

From: Georgia Lomax, Executive Director

Subject: Future Libraries 2022

The Pierce County Library System's buildings are showing their age, with an average age of 31 years. The newest are now 10 years old (Fife, Milton/Edgewood, and University Place Pierce County Libraries), and the oldest was built in 1963. Six locations are in leased space in aging facilities not owned by the Library and maintained at various levels.

In 2010 the Library adopted its facilities master plan. While the vision for a district-wide project funded by a voter-approved bond did not prove possible with the onset of the Great Recession, the Library has consistently worked within the context and framework of the plan to make progress on the vision offered by the public engagement process, with the funds that were available for this work.

In 2017 the facilities master plan was reviewed and updated, but lack of available funding for major building projects continued to prevent implementation.

At that time, the Library explored and studied a variety of possible funding options that might support major capital improvements and updates to the Library's existing locations and new service locations.

In 2019, with support from the Cities of Lakewood and Sumner, the Library conducted a public engagement process to determine the public's interest in potential new library buildings in Lakewood, Tillicum, and Sumner, and an assessment of fundraising potential to support the projects. In late 2019, the Board asked staff to begin planning for a potential Library Capital Facilities Area (LCFA) bond in each community, the design process, and fundraising.

In early 2020, the Library System suspended this work due to the pandemic. In 2020, the project was adjusted to focus only on the urgent need to relocate the Sumner Library due to the aging and deteriorating facility.

Since then the Pierce County Library Foundation has launched a major capital fundraising campaign led by community leaders to fund a new, relocated, and larger Sumner Library. In October the Library, in collaboration with the City of Sumner, purchased 1.69 acres on Main Street for the new location.

The Library System and Library Foundation are currently working with a lead donor whose significant contribution will allow a larger facility to serve as a regional resource for library services in east Pierce County, supporting and enhancing services for the surrounding community libraries. This will include an innovative public-private partnership to construct the building primarily through philanthropic

contributions. Details are in development and will be brought to the Trustees in early 2022. The new facility will also pilot providing space for nonprofit and government agencies to co-locate needed health, human, and social services conveniently in the community. It will also provide access to law resources through the Pierce County Law Library.

The 2022 budget and service plan includes funds to evaluate the Lakewood and Tillicum location planning process that was paused. Currently a building assessment of the two facilities is being conducted to understand their current condition and needs of the existing facilities. The Library and City of Lakewood will work with the community to develop recommendations for how to proceed.

The Library will also conduct assessments of its other locations in 2022 to update needs and priorities for existing facilities and consider how the library system best serves the growth in its communities. Though the recession was over 10 years ago there is still significant deferred maintenance for library locations as well as changes to support the public's expectations for services and experiences in the Library's facilities.

MEMO



Date: November 30, 2021

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

From: Melinda Chesbro, Deputy Director

Subject: Q3-4 2021 Staff Training & Participation Report

Staff learning and participation continues to be primarily an online experience. Below is a recap of professional development activities, presentations, and/or events in which staff have participated from July through the end of this year.

14 staff from four departments attended the annual Washington Library Association (WLA) conference. Some serve on committees and/or also presented the following sessions:

- Heather Kaufman, Senior Collection Management Librarian, co-presented This Might Get Weird: Cataloging During and After a Pandemic.
- Brandi Gates, Youth Services Librarian at South Hill Library, co-presented a session on how to promote new nonfiction picture books using lesson plans, story times, and library displays.

Staff in the Foundation Department attended multiple professional development events, including the International Public Library Fundraising Conference, and the South Sound Philanthropy Summit. The department also participated in webinars on topics such as major giving, fundraising strategies, and one titled “Mindful Fiduciaries at the Wheel: Ten Ideas Emerging from the Work of Foundation Investment Committees on Racial, Gender and Social Equity.

Two staff from Staff Experience attended the annual Northwest Human Resource Management Association (NHRMA) conference.

In the Facilities/Maintenance Department, a second staff member enrolled in the Washington BOC (Building Operator Certification) Level I.

Marketing and Communications Director Mary Getchell participated in a Public Relations Society of America Puget Sound Chapter Meeting with the Kraken’s marketing director, entitled “The Rise of the Kraken” which highlighted the significant marketing plan to the unveil the Kraken’s brand during the pandemic.

Mary also interviewed for a national research dissertation regarding social marketing as an innovative practice, based upon current and former local and state government leaders identifying Mary as an early creator and adopter of social marketing, dating back decades.

MEMO



Date: November 3, 2021

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

From: Mary Getchell, Marketing and Communications Director

Subject: 2022 Pierce County Library System Marketing and Communications Plan

To inspire and engage individuals with the outstanding resources and services from their Pierce County Library System, the Library System's 2022 Marketing and Communications Plan outlines a strategic roadmap to market and communicate. Employing a variety of assets and activities, the plan works to position the Library System as a valued, trusted organization, and enhance the Library's brand, to obtain support for and use of the Library's services. The 2022 Marketing and Communications Plan builds on the Library System's 2021 Marketing and Communications Plan, to help achieve the Library's overall vision to be the community's choice for the discovery and exchange of information and ideas. Strategic marketing and communications is integral to establish and reconnect with customers and their use and enjoyment of the Library's valued resources. The Library's Strategic Framework and Plan sets the stage for the marketing and communications plan. The Strategic Framework and Plan guides a multi-year strategy to meet the library needs of Pierce County residents and spark success for Pierce County.

In 2022, 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 2022 Marketing and Communications Plan relies on all staff to accomplish comprehensive results. The Library System will market priorities that focus on its overall marketing and communications goals, based upon the Library's goals.

Communications goals include the following:

1. Inspire excitement and build support for and use of the Library's services.
2. Position the 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. While the Library System promotes services for people who are asset limited, it is also reaching all 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). 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.

- Diverse communities. 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.
- Community leaders.

The plan includes communications with internal and external audiences. 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 2022 Work Plan and further input from the Library’s department heads, the plan selects focused projects and services to market and communicate. The Library balances marketing those projects and services with seeking the attention of target audiences, community leaders, and news media with the competition of attention-seeking/market share sought by other entities as well as 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 marketing and communications goals.
 - Quarter 1— New Year/New You/Job + Business Center services. Digital Resource of the Month: JobNow
 - Quarter 2— Welcome (Back) to Your Library
 - Quarter 3—Summer Reading program
 - Quarter 4—Online Books, Videos, and Magazines
- Meeting target audiences—community leaders, customers/potential customers— where they are; participate in established community venues/forums/events.

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 the Library’s 2022 Marketing and Communications Plan.

PIERCE COUNTY LIBRARY SYSTEM

2022 Marketing and Communications Plan

Plan Overview

- Opportunity
- Background
- Marketing and 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 promotional and communications work to inspire and engage communities. The plan outlines a variety of assets and activities to position the Library System as a valued, trusted organization, and enhance the Library's brand, to obtain support for and use of the Library's services.

Opportunity

Building upon the Pierce County Library System's 2021 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 it continues to serve residents living with the COVID-19 pandemic. The Library strives to demonstrate and deliver value to community members, and to earn and regain the public's confidence and trust. Strategic marketing and communications is integral to establish and reconnect with customers and their use and enjoyment of the Library's valued resources as well as gaining public awareness of the Library's services.

In 2022, the Library System will focus its marketing and communications efforts to reestablish the Library's key benefits and services, while showing the value the Library System delivers to communities. The Library's 2022 Marketing and Communications Plan relies on all staff to accomplish comprehensive results. The plan describes multiple communication assets to reach target audiences. The Library System will market priorities that focus on its overall marketing and communication goals, and the Library's goals are the basis of the Strategic Framework and Plan's goals. The Marketing and Communications Plan builds upon the Library's Strategic Framework and Plan. The Strategic Framework and Plan guides a multi-year strategy to meet the library needs of Pierce County residents and spark success for Pierce County.

Background

The Strategic Framework and Plan focuses on the Library System igniting the spark for the many successes for residents and communities. The Strategic Framework recognizes the Library's core services and designates three focus areas on learning, enjoyment, and community.

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 are of increasing importance given the economic downturn, supply chain, and employment turmoil resulting from the pandemic.
- Learning resources to prepare students to be successful in school and adults successful in life.
- 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 during the pandemic, isolation became 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. It continued offering online books and services, as well as adding to these offerings. In August 2020, it started offering curbside service. The Library created and implemented a marketing plan to raise awareness and use of curbside services. The marketing efforts yielded 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. Then, in February 2021, the Library started opening some libraries with limited technology services. In June 2021, the Library System began a rolling opening of its 18 full-service libraries and offered in-building services of browsing and checking out books and using technology. The Library continuously communicated about all of these services using a variety of assets, as well as creating and implementing a communications plan to gain awareness and use of the services.

As the library buildings reopened, the public has been slow to return to visiting the libraries and using services. Not all locations were open by July 31, 2021; however, the Library offered curbside at 19 of 20 locations. Comparing July 2019 (when all buildings were open) with July 2021 (with most buildings open and all open for curbside service), overall checkouts (including printed books and physical materials and online books and materials) were down 40%: July 2019-546,122 and July 2021-329,946. Comparing the same timeframe for visits to libraries

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

showed a decrease of 74%, with July 2019-200,891 and July 2021-52,133. This decline parallels other library systems. This gives the Pierce County Library significant opportunity to welcome people (back) to libraries as well as right size its services for the communities' needs and interests.

Marketing and Communications Goals

1. Inspire excitement and build support for and use of the Library's services.
2. Position the 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

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 collaborate 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

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

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.
 - Diverse communities. 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.
- Community leaders

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

Key Audiences	Real or Perceived Values	Example Services
Asset Limited	Affordable housing Job opportunities Financial stability	Technical Certifications Get Hired Books and materials
Diverse Communities	Equity Inclusion Cultural richness Economic vitality	Technical Certifications Get Hired Books and materials Classes and events
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
Generation Z (Born 1995-2009)	Easy access Technology Entrepreneurial Digital natives Education	
Millennial (Born 1981-1996)	Flexibility Materialistic Frugal/free access	

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

Generation X (Born 1961-1980)	Independence Work/life balance Bargains/free access
Baby Boomers (Born 1946-1960)	Strong work ethic Competitive Sense of community

Strategy

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 2022 Work Plan and further input from the Library’s department heads, the plan selects focused projects and services to market and communicate. The Library balances marketing those projects and services with seeking the attention of target audiences, community leaders, and news media with the competition of attention-seeking/market share sought by other entities as well as 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 marketing and communications goals.
- Meeting target audiences—community leaders, customers/potential customers—where they are; participate in established community venues/forums/events.

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

The plan employs a variety of communications channels to inform and engage audiences. In addition, 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 home page ads/placement and/or news media.
- Bronze Standard: includes tactics such as flyers and/or social media marketing.

Primary Messengers

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

Messages/Message Elements

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.
3. The Library is the region's leader in providing free books, e-books, audiobooks on discs, 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.

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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, projected until 2029.

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.

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

Strategic Plan Directions for 2022:

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.
3. To further serve communities in these focus areas, in 2022, the Library System plans to further three strategic directions to direct its work for the coming years.
4. The strategic directions include:
 - Establishing asset limited residents as a priority service audience and provide services and literacy resources to strengthen individuals and communities. The Library aims to direct library services to people with jobs and earn above the poverty level. This includes people who are financially unstable, often working multiple jobs or people living paycheck to paycheck.
 - Focusing on organizational growth and excellence. The Library System has been defining and using models 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.

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Q1-Q4

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Sumner New Library: Conduct public engagement to gain community input in facility plans for new library and innovative ways to deliver services. Adjust scope in response to impacts of COVID-19. A planning phase would include further engagement with the public to gain their input on a building program, conceptual designs, and construction cost estimates.</p> <p>Direct mail. Flyers for in-library, holds pickup items, and guerrilla marketing, posters for stand-up displays, public web content, email messages to Sumner cardholders, news release, Facebook and Twitter posts, information sharing with city and school district for sharing via their channels.</p>	<p>Specific to Sumner residents for engagement with information throughout service area Board of Trustees Local government Media</p>	<p>Mary Getchell</p>	<p>Key Dates:</p> <p>Present library building concepts-conceptual designs, cost estimates and gain public input, may include local advisory committee Q1/Q2</p>
<p>Comprehensive Capital Campaign: Storytelling. Share stories of generosity, thoughtfulness, multi-generational stories, leveraging other donors through stories.</p>	<p>Donors and prospects</p>	<p>Mary</p>	<p>Q1-Q4</p>

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Budget	Board of Trustees Staff Local government Community leaders Public-taxpayers	Mary/Somer Hanson/Carol Sheehan	Q1-Prepare budget documents for 2022 budget Q3-4 preparation for and development of 2022 budget
Equity/Diversity/Inclusion: Continue implementing equity, diversity, and inclusion action plan for the Communications Department, based upon the Library's action plan.	Customers Potential customers Staff	Mary/Communications Department	Q1-Q4
Library Curbside: Silver intermediate tactics: Continue promotions with exterior banners, yard signs, posters, email marketing messages/e-newsletter, social media posts, Facebook ads, web pages.	Customers Potential customers	Nicole/Somer	Q1-Q4
Digital Signage: Coordinate digital signage to run website home page ads.	Customers Potential customers	Nicole/Carol	Q1-Q4
Enjoy BOOKS! Featuring two online programs-Try 10 Program and 100 Best Books Before Kindergarten. Silver intermediate tactics: bookmarks in holds pickup books, translate flyer into Spanish and Korean, public web homepage ad, news release, Facebook and Twitter posts, e-newsletter, Peachjar.	Customers Potential customers, with specific emphasis on:	Nicole	November-December 2021-develop materials January-live

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
	<ul style="list-style-type: none"> • Families with preschool and school-age children • Teenagers • Adults, ages 18-74 		
<p>Monthly Event Calendars: Highlight events and services, with rotating schedule to feature digital/e-sources and other services, when in-library events.</p>	<p>Customers Potential customers, with specific emphasis on:</p> <ul style="list-style-type: none"> • Families with preschool and school-age children • Adults, ages 18-74 	Somer/Carol/Lisa	Monthly-Q1-Q4
<p>Voter Point of Assistance (VPOA): Signage, home page ad, social media. Note for some special elections, the Library may not implement VPOA, due to limited ballot measures.</p>	Public	Nicole Milbradt/Carol/Troy Turnley	Feb. 8, 2022- Special Election April 26, 2022- Special Election Aug. 2, 2022- Primary Election Nov. 8, 2022 General Election
<p>Ongoing Voter Information: Silver intermediate tactics: social linking to booklist, homepage ad, homepage button, posters in libraries. Implement communications</p>	Public	Nicole	Twice a year – June and September

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
to support ongoing voter information for voter registration and updating address information.			
Website: Redevelop and redesign with website team.	Public-Pierce County residents Donors and prospects Partners	Mary/Nicole/Carol	Q1-Q2
Follow us/like us on Facebook, Twitter: Bronze standard tactics: flyer for in-library and holds pickup, posters in libraries, e-newsletter.	Customers	Nicole	First month of each quarter
Photos: Coordinate shot sheet to align with communication needs.	All	Nicole/Heather Hernandez/Troy	Q1-Q4
Photo Morgue/Catalog: Populate, organize, and update photo catalog.	Communications Department	Lisa Lyderson	Q1-Q4
Diversity and Inclusion Strategy: Work with Staff Experience to inform and promote strategy through internal communications channels.	Staff	Somer	Q1-Q4
Supervisors' Communications: Continue to support and grow supervisors' communications.	Supervisors	Mary	Q1-Q4

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Employee Recognition/Celebration: Provide communications support. Promote on checkout receipt.	Staff	Somer	Q1-Q4 April/September- promote on checkout receipt
Cover to Cover: Manage weekly internal communications e-newsletter.	Staff	Somer	Q1-Q4
Staff Experience Products: Support Staff Experience with communications materials.	Staff	Somer	Q1-Q4
Portfolio Management: Meet quarterly with department heads to review Marketing and Communications Plan.	Department Heads	Mary	Once a quarter
Email/E-newsletter 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 months of non-opening messages.	Customers	Somer	Once a quarter

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Q1

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Quarter 1 Marketing and Communications Focus— New Year/New You/Job + Business Center services. Digital Resource of the Month: JobNow+-February.</p> <p>Include focus on digital literacy and Northstar (Digital Resource of the-Month) with basic training options as well as technology certifications: “get the skills to get the job you want” “improve your digital literacy” “gain technology skills.” Gold premium tactics: flyers for in library and guerrilla marketing, translate flyers into Spanish, Korean, and Russian bookmarks for in library and holds pick up items, posters, sandwich boards, 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 advertising, demographically targeted direct mail to asset limited households, banners-external, banner in the Wowbrary e-newsletter (468x60 or 695x60), news item in Wowbrary e-newsletter, staff email tagline, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-</p>	<p>Asset Limited Diverse groups, people of color Adults, 18-60</p> <ul style="list-style-type: none"> • Older Generation Z (Born 1995-2009) • Millennial (Born 1981-1996) • Generation X (Born 1961-1980) • Younger Baby Boomers (Born 1946-1960) 	<p>Heather</p>	<p>Q4 2021-develop Q1 2022-live</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>1-1, United Way’s Centers for Strong Families, low-income housing service providers, churches, laundry mats, public health clinics, etc., Fife/Milton/DuPont Library posters in windows, direct ask to partners and request their sharing information to partners such as Asia Pacific Cultural Center, Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc. Foundation sponsored. Retain images and messages from 2021 campaign.</p>			
<p>2021 Strategic Plan: 11x17 tri-fold distributed in-libraries, community events and online PDF. Based upon 2020 public-facing projects.</p>	<p>Staff Customers Potential customers/community members Board Foundation Board of Directors Donors Prospects Friends of the Libraries Local government elected officials and administrators Community leaders Partners News media</p>	<p>Heather/Carol</p>	<p>Q1</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Communicate Marketing and Communications Plan: Staff Web, Cover to Cover article, board memo, supervisor meetings.	Staff Board	Mary	December 2021-Board January-February 2022-Supervisor meetings
Archive Social: Purchase and install Archive Social to improve public records on social media channels' access and retention.	Public	Nicole	Q1
Staff Web Pages: Update pages Communications manages.	Staff	Somer	Q1
Website Pages: Update content web pages Communications manages.	Customers Potential customers, with specific emphasis on: Adults, ages 18-74	Nicole	Q1
File Nomenclature: Implement file nomenclature plan created in 2021.	Communications Department	Somer, Carol	Q1
Digital Resource of the Month: HeritageQuest. Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somer	January

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Q1-Q2

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Quarter 2 Marketing and Communications Focus— Welcome (Back) to Your Library. Highlight checking out books and materials, convenient services-lockers. Gold premium tactics: flyers for in-library, curbside bags and guerrilla marketing, translate flyers into Spanish and Korean, bookmarks for holds pickup, posters for stand-up displays, sandwich boards, public web homepage ad, Staff Web image, Polaris-generated email message, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, e-newsletter, library event script (introduction only), Google My Business profile for free, print advertising (TNT), digital advertising, KNKX advertising, Spanish radio, Facebook and Instagram advertising, direct mail to all households, banner in the Wowbrary e-newsletter (468x60 or 695x60), news item in Wowbrary e-newsletter, staff email tagline, video highlighting services and run on YouTube, website, social media, e-newsletter, placeholder for door prize incentives, guerrilla marketing in particular to reach asset limited households-nonprofit partners such as apartment complexes-especially new developments, churches, food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way’s Centers for Strong Families, low-income housing service providers, laundry mats, public</p>	<p>Pierce County Residents Customers Potential customers Asset Limited Diverse groups, people of color</p>	<p>Mary/Heather</p>	<p>Q1-develop Q2-live in May, as Goodwill celebrating 100 year anniversary in April</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>health clinics, etc., Fife/Milton/DuPont Library posters in windows, Peachjar, direct ask to partners and request their sharing information to partners such as Asia Pacific Cultural Center, Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc.</p> <p>Potential Foundation funded</p>			
<p>Checkout Washington: Bronze standard tactics: flyer for in library, posters, e-newsletter, Facebook and Twitter posts.</p>	<p>Customers Potential customers Asset limited</p>	<p>Somer</p>	<p>February-update May-live</p>
<p>Teen Volunteer League: Bronze standard tactics: information/application flyer for in-library and holds pickup, Facebook and Twitter posts, email marketing message/e-newsletter, Peachjar.</p>	<p>Teenagers News media</p>	<p>Somer</p>	<p>Q1-Q2</p>
<p>Tax Help: Bronze standard tactics: Facebook, Twitter.</p>	<p>Customers Potential customers Adults, ages 18-74</p>	<p>Nicole</p>	<p>January-April</p>

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Q1-Q3

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Quarter 3 Marketing and Communications Focus— Enjoy BOOKS! Reading Series 2-Summer Reading: Gold premium tactics: brochure of events, posters, sandwich boards, public web homepage ad, Staff Web image, Polaris-generated email message, news release, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, e-newsletter, library event script (introduction only), Google My Business profile for free, print advertising and digital (ParentMap – get post campaign results), Pandora advertising, Facebook advertising, banner in the Wowbrary e-newsletter (468x60 or 695x60), news item in Wowbrary e-newsletter, staff email tagline, add as quicklink tile on home page public web-replacing Tools for Students, 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, low-income housing service providers, laundry mats, public health clinics, etc., Fife/Milton/DuPont Library posters in windows, direct ask to partners and request their sharing information to partners such as Asia Pacific Cultural Center, Tacoma Urban League, Korean Women’s</p>	<p>Customers Potential customers with specific emphasis on:</p> <ul style="list-style-type: none"> • Asset Limited • Diverse groups, people of color • Families with preschool and school-age children • Teenagers • Adults, ages 18-74 <p>News media</p>	<p>Nicole</p>	<p>Q1-Q2-January-May-develop End of Q2-Q3-June August-live</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Association, Centro Latino, Black Collective, etc. Foundation sponsored.			
Announcing/Welcoming New Executive Director	Board of Trustees Administrative Team Leadership Team Staff Community leaders News media-Public	Mary	Q1-Q3
Our Own Expressions: Silver intermediate tactics: information/application brochure-online, holds pickup items, and in library, public web homepage ad, news release, Facebook and Twitter posts, e-newsletter, Peachjar. Announce winners' news release, social media, e-newsletter, web page, booklet.	Teenagers	Somer	December 2021-develop January 2022-call for submissions May-announce winners
Card Design Contest: Silver intermediate tactics: Engage community in community-created library cards. Flyers in holds pickup items and in library, posters in libraries, public web homepage ad, news release, Facebook and Twitter posts, e-newsletter, Peachjar, Facebook ads.	Card Design Contest: Children ages 5-11 and teenagers ages 12-18 living or attending school in Pierce County News media	Heather/Carol	March: Develop/Design April: Promote/Run May: Select/Announce winner
Board Recruitment: Placeholder for potential vacancy. Silver intermediate tactics with advertising to include	Public-Pierce County residents	Mary	January-discuss process with

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
reaching diverse communities: Hubbard radio and Spanish radio and guerrilla marketing to nonprofit partners such as food banks, Sound Outreach, Goodwill, etc., email from Executive Director Georgia Lomax to partners such as Asia Pacific Cultural Center, Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc.	Community leaders Partners Diverse communities		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.

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Q2

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Annual Report: Create report with focus on 2021 achievements. Include testimonials.</p> <ul style="list-style-type: none"> • Produce brochure with infographics showing word pops + to include all donors, limited print run, approximately 500 copies, for distribution to Leadership Team and use by library leadership to distribute at Board, Foundation, and community meetings. Print on demand. • Create an online annual report, PDF and/or flipbook. • Promote and distribute with target audiences. • Produce a full-page color print ad-Report to the Community, based upon the annual report, to run in a Sunday edition of The News Tribune. <p>Create Fast Facts 2022 rack card for distribution to target audiences, via libraries and at community meetings and events, as well as post on website.</p>	<p>Staff Customers Potential customers/community members Board Foundation Board of Directors Donors Prospects Friends of the Libraries Local government elected officials and administrators Community leaders Partners News media</p>	<p>Heather/Carol</p>	<p>June 30, 2022</p>
<p>MiFi Checkouts: Bronze standard: website, posters in libraries, Facebook/Twitter posts.</p>	<p>Customers Potential customers Asset limited</p>	<p>Somer</p>	<p>Q2</p>
<p>Potential Community Listening: Leadership teams in library locations may make key contacts to reach out and connect individually. May need talking points. Use</p>	<p>Community partners</p>	<p>Mary</p>	<p>Q2</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
existing communications materials or may need some new printed products.			
Library Giving Day: April 12, 2022 is Library Giving Day. Silver tactics: Facebook, Twitter posts, e-newsletter, poster, public web homepage ad.	Donors Potential donors	Nicole	February-April
Cybersecurity Awareness: Inform staff. Cover to Cover articles for staff.	Staff	Somer	April
Digital Resource of the Month: Pronunciator (emphasize learning for travel, if more travel underway). Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somer	May
LGBTQIA Pride Day: Silver intermediate tactics: bookmark for in libraries and guerrilla marketing, posters in libraries, public web homepage ad, Facebook and Twitter posts, e-newsletter, Peachjar.	Customers Potential customers Asset limited	Nicole	May-develop June-live
Digital Resource of the Month: Demographics Now. Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somer	June

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Staff Monitors Screensaver Messages: Explore and implement channel, if plausible. Include Quarterly Marketing Focus on staff desktop screens/monitors with Call to Action (CTA) to staff to engage customers.	Staff	Heather	Q2

Q2-Q3

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Digital Resource of the Month: Gale Presents: Peterson's Test Prep. Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somer	April, July/August
Public Opinion Awareness/Preference Poll: Build upon 2017/2018 polls, learn value and customer service. To gain information and knowledge of the public's changing expectations, needs, and value of a post-pandemic Library, consider conducting market research to include the following: <ul style="list-style-type: none"> • Determine baseline for brand awareness and preference • Learn preferred communication channels, by target demographic • Determine trusted channels/messengers 	Adults, 18+	Mary	May-develop RFQ June-select August-prepare September-conduct

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<ul style="list-style-type: none"> • Discern barriers to awareness and use • Test messages, perhaps include hours 			
Open Enrollment: Direct mail, posters, Cover to Cover articles, Staff Web page.	Staff	Somers	September-create October-live
Student e-cards: library cards in schools with communications with teachers, students and parents. Possible pilot in quarter one with one school. Letters to school(s), flyers to connect to library card and pin number and highlight services.	Students	Heather/Carol	June-purchase cards August-September-cards distributed

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Q3

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Technology and Space Improvements/Building Refresh/New roof for Bonney Lake Library: Bronze standard tactics: sandwich board posters, flyer for in-library and holds pickup, Facebook, Twitter posts, e-newsletter, news release. Communicate updates pre-building updates and associated 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 better the growing and changing community better.</p>	<p>Bonney Lake residents Local government Community leaders Media</p>	<p>Somer/Carol</p>	<p>Q3</p>
<p>Parking Lot Update/Building Refresh Graham Library: Bronze standard tactics: sandwich board posters, flyers for holds pickup and display at library, Facebook, Twitter posts, e-newsletter, news release. Communicate updates, pre-building updates and associated service changes; communicate post-building update.</p>	<p>Graham residents Pierce County government Community leaders Media</p>	<p>Somer</p>	<p>Q3</p>
<p>Digital Resource of the Month: Tools for Students: Gale in Context+. Silver intermediate tactics: rack card, public web homepage ad, news release, Facebook and Twitter posts, e-newsletter, Peachjar, replace Summer</p>	<p>Customers Potential customers, with specific emphasis</p>	<p>Heather</p>	<p>September</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Reading quicklink tile on home page public web with Tools for Students quicklink. Foundation funded.</p> <p>Note, where possible on communications: *If you have a school-issued computer or tablet, you may not be able to access the Tools for Students online at Pierce County Libraries. You can always access these resources on public computers at the library.</p>	<p>on: Parents (female) with school-age children</p>		

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Q3-Q4

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
<p>Quarter 4 Marketing and Communications Focus— Online books, videos, magazines. Gold premium tactics: flyers for in library and guerrilla marketing, translate flyers into Spanish and Korean, bookmarks for in library and holds pick up items, posters, sandwich boards, public web homepage ad, Staff Web image, Polaris-generated email message, Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers, 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 – get post campaign results), Facebook and Instagram advertising, banner in the Wowbrary e-newsletter (468x60 or 695x60), news item in Wowbrary e-newsletter, staff email tagline, 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, low-income housing service providers, churches, laundry mats, public health clinics, etc., Fife/Milton/DuPont Library posters in windows, Peachjar, direct ask to partners and request their sharing information to partners such as Asia Pacific</p>	<p>Customers Potential customers, with specific emphasis on:</p> <ul style="list-style-type: none"> • Asset Limited • Diverse groups, people of color 	<p>Heather</p>	<p>Q3-develop Q4-live</p>

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Cultural Center, Tacoma Urban League, Korean Women’s Association, Centro Latino, Black Collective, etc. Retain images and messages from 2021 campaign.			
Hold Pickup Lockers: Silver intermediate tactics: flyer for in-library, holds pickup, posters for meeting rooms, public web homepage ad, news release, Facebook and Twitter posts, e-newsletter.	Customers Potential customers Asset Limited	Mary	April-develop June-live
Potential Community Engagement to Understand Individual/Community Needs: Potential community engagement to understand community needs and identify library needs/value for library services. Potentially learn from non-customers – quantitative-as well as qualitative methods, such as focus groups.	Public Customers Potential customers	Mary	Q3-Q4
Signs: Update Lakewood and Milton/Edgewood internal signs.	Customers	Carol	Q3-Q4
Foundation Mailing: Letter, envelope, return envelopes printing. Twice: fall and end of year.	Donors Potential donors	Nicole/Carol/Troy	Q3-Q4
Internal Communications Team/Ambassadors: Explore and implement, if plausible	Staff	Heather	Q3-Q4
2023 Marketing & Communications Plan: Develop.	Department Heads	Mary	June-December

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
	Communications Department		

Q4

Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
Digital Resource of the Month: Value Line. Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somer	October
Cybersecurity Awareness: Bronze standard tactics: Bronze level tactics: Express checkout screen savers, receipt printers, home page ad, digital signage, posters, information cards near computers in libraries.	Staff Public	Somer	October
Foundation Trivia BEE: Nov. 12, 2022, in correlation with Trivia BEE. Silver intermediate tactics: flyer for in-library and curbside bags, in-library posters, public web homepage ad, Facebook and Twitter posts, e-newsletter, direct mail to donor list.	Donors Potential donors	Nicole	October-November
Digital Resource of the Month: WOIS-Washington Occupation & Information System: Bronze standard	Customers Potential Customers	Somer	November

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Activity/Tactic	Target Audience	Lead MARCOM Staff	Target Date
tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.			
Digital Resource of the Month: Consumer Reports. Bronze standard tactics: Cover to Cover article, library event/class calendar, social media, homepage ad, e-newsletter.	Customers Potential customers	Somers	December
E-newsletter subscribers: Encourage people to join e-newsletter.	Public, 18+ Customers, 18+	Nicole	Q4
Social Media Team: Update charter.	Staff on social media team	Nicole	October

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Overview of External Channels/Tactics

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
- Polaris-generated email message
- 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

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

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

Following is an overview of channels and tactics, which 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 activities/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

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. Overall, given the pandemic, may be setting new baseline in public opinion poll in 2022.
 - Maintain or exceed respondents' familiarity/awareness with the 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 the Pierce County Library as the spark for success for residents.

- Maintain number of customers.
- Grow 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 2021 news coverage.
 - News stories/editorials, Sumner Library – Goal: 1
- **Social Media Marketing.** Goal: Maintain 2021 engagement rate.
- **Email marketing.** Goal: Meet or exceed industry standard.
- **Digital Advertising.** Goal: Meet industry standard.
- **Work Order Satisfaction.** Goal: 90% Very Satisfied.

Potential 2023 Future Years Activities/Tactics

Library Card Drive: Promote getting and using cards, with continued communications with new cardholders for first year:

Consider business partnerships with card drive and ongoing, show your library card and get “X” discount. [Saline County Library](#) example with many of the available discounts 10 to 20% off, a dollar amount off, or a free item with purchase—Power of the Card. Earned John Cotton Dana Award.

Teen Video Contest: Create and market a teen video contest for teens to get creative and shoot videos highlighting: what they love about the Pierce County Library; how the Library has helped them; their favorite book. Include a prize from the Pierce County Library Foundation. Online voting to narrow top choices with professional videographers selecting winner.

Welcome packages/inserts/direct mails: For new residents.

Utility bill inserts: Future channel to revisit/re-explore.

Basic food mailings: Partner with the Washington State Department of Social and Health Services to include library services information in Supplemental Nutrition Assistance Program (SNAP)/Basic Food and Women, Infants & Children (WIC) mailings.

Bilingual internal signage: Signage in Spanish /other language, similar to Fife Library.

External building signage: Identify areas where external signage could be more visible/on roads

Meet with Communications Directors: Cities/county, schools, libraries.

Digital Media: Consider new digital media vendor. KCLS uses Michele Cody, Coxmedia.

KIRO Radio – Bonneville Media Group advertising promotions: Andrei Lintz, Account Executive. Perhaps include personality Jake Heaps as local University Place resident, former Seahawk.

Staff Experience Survey: Support communications. Q3-August-September.

YouTube Advertising: The Library included YouTube advertising in 2021. Consider in future.

Signage update: Interior University Place and Tillicum.

Billboards: High-traffic, various areas in county.

MEMO



Date: November 22, 2021

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

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

Subject: 2021 Staff Engagement Survey Results

The 2021 Staff Engagement Survey results are in and I'm pleased to share them with you. PCLS contracted with NBRI to develop and deliver a confidential employee survey to the whole system in 2015, 2016 and again in 2018. A follow up survey was recently completed this September 2021.

The more employees who participate, the higher the accuracy of the results. 259 staff members completed the survey -- an 81% response rate. This exceeded our 70% participation goal. This level of participation also resulted in a 99.99% confidence level that the results accurately reflect the perspectives and workplace engagement of our staff. Staff were sent a participation appreciation packet of goodies delivered by the Staff Experience Department in November.

Survey responses are reviewed and analyzed by organizational psychologists and researchers at the National Business Research Institute, a firm with extensive experience in employee survey research and analysis. Compared to other libraries and archives, our employee satisfaction ranks in the 66th percentile. (The industry average is the 50th percentile.) This has remained stable across our three surveys from a statistical perspective. (A change of 5 or more points is considered statistically significant.)

The survey evaluates six "topics" which summarize responses relating to engagement. 100% of all topics at PCLS were identified as opportunities. Opportunities are scores at/above average (between the 50th to the 74th percentile):

- Supervision (71st)
- Employee Engagement (69th)
- Job Performance (66th)
- Culture (62nd)
- Management (59th)
- Equality, Diversity, and Inclusion (57th)

Our next step is for Leadership Team to help shape next steps using NBRI's action planning process to take deliberate action focused on key areas NBRI recommends will have the most positive impact on staff engagement and workplace culture.

MEMO



Date: November 24, 2021

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

From: Mary Getchell, Marketing and Communications Director

Subject: November 2021 General Election Results

The November 2021 General Election included four tax-related ballot measures for Pierce County residents. Voters approved three of the four measures. Voters passed three fire district measures: two multi-year levy lid lifts and one single-year levy lid lift.

Voters deciding the Fire Protection District No. 25 (Crystal Mountain)'s fire protection and emergency medical services measure showed how every vote counts, with only 42 registered voters in the fire district, three voters cast votes, all in favor of the tax levy. Those three votes increased the taxes on property in the district by 66 cents per \$1,000 of assessed property value (from the current 84 cents to the full legal authorized level of \$1.50).

In the August 2021 primary election, voters failed a fire and emergency medical services measure for East Pierce Fire & Rescue, with 55% of the voters declining the proposition. Voters again rejected the measure in the November 2021 general election, however, with a narrower margin, with 51.50% of voters saying no to the tax measure. The measure would have restored the previous voter-approved regular property tax levy rate for fire and emergency services, with an allowance of annual increases of up to 6% for three years. Voters rejecting a fire and emergency services levy is unusual. In general, voters in eastern Pierce County did not favor the Pierce County Library System's 2018 levy measure and generally, the majority of voters in those communities are less inclined to support tax measures for community services.

Whatcom County Library District asked voters to approve a capital facility area and \$4.5 million general obligation bond for the Birch Bay Library. Voters rejected the measure with 40% saying no (60% needed for passage).

General Election Results, Nov. 2, 2021

Certified Results: Nov. 23, 2021

179,084 ballots of 554,363 registered voters, for a turnout of 32.30%.

Pierce County

East Pierce Fire & Rescue Proposition No. 1 (Multi-Year Levy Lid Lift)

If approved, Proposition No. 1 will authorize the District to restore the previous voter-authorized regular property tax levy rate for fire and emergency medical services of \$1.50 per \$1,000.00 of assessed valuation for collection in 2022, allow annual increases of up to 6% for each of the succeeding three years and use the 2025 levy dollar amount for computing the limitation for subsequent levies.

Yes:	10,968	48.50%	
No:	11,647	51.50%	FAILED
Total:	22,615	100.00%	

Fire Protection District No. 23 (Ashford, Elbe, Alder) Proposition No. 1 (Regular Property Tax Levy)

A renewal of the Emergency Medical Services Levy. If approved, the six-year levy of \$0.50 or less per \$1,000.00 assessed valuation for each of six consecutive years to be collected beginning in 2022.

Yes:	249	66.40%	PASSED
No:	126	33.60%	
Total:	375	100.00%	

Fire Protection District No. 23 (Ashford, Elbe, Alder) Proposition No. 2 (Multi-Year Levy Lid Lift)

To restore the District's regular property tax levy to the previous voter-approved rate of \$1.50 per \$1,000.00 of assessed valuation for collection in 2022 and apply a limit factor of 3% annually for each of the succeeding five years to maintain fire protection services and use the 2027 levy dollar amount for computing the limitation for subsequent levies.

Yes:	236	63.27%	PASSED
No:	137	36.73%	
Total:	373	100.00%	

Fire Protection District No. 25 (Crystal Mountain) Proposition No. 1 (Single-Year Levy Lid Lift)

To restore the District's regular property tax levy to the previous voter-approved rate of \$1.50 per \$1,000.00 of assessed valuation for collection in 2022 to maintain and operate fire protection and emergency medical services and use the 2022 levy dollar amount for computing the limitation for subsequent levies. (42 registered voters; turnout 0.00% as of Nov. 4, 2021)

Yes:	3	100.00%	PASSED
No:	0	0%	
Total:	3	100.00%	

Whatcom County

76,876 ballots of 157,063 registered voters, for a turnout of 48.95%.

Birch Bay Library Capital Facility Area Proposition 14

The Whatcom County Council adopted Ordinance No. 2021-049 concerning a proposition to establish the Birch Bay Library Capital Facility Area to finance a new library facility in Birch Bay. If approved, this proposition would establish the Birch Bay Library Capital Facility Area with boundaries as described in County Council Ordinance No. 2021-04 authorizing it to acquire, construct, furnish and equip a new library in Birch Bay, incur indebtedness to finance such improvements through the issuance of up to \$4,500,000 in general obligation bonds maturing within 20 years, and levy annual excess property taxes to repay such bonds. Proposition needs a minimum 60% of total votes to pass.

Yes:	2,145	59.29%	
No:	1,473	40.71%	FAILED
Total:	3,618	100.00%	

Executive Session

***Motion: To recess to Executive Session per RCW 42.30.110
for 15 minutes to discuss collective bargaining matters***

Pierce County Library FYI Packet
Link List
December 8, 2021

Pierce County Library in the News

- [Pierce County Library Now Offers Free Online Videos](#) – Auburn Examiner
- [Dr. Jamilyn Penn Chosen As Interim Vice President For Highline College Student Services](#) – The Seattle Medium (also posted in the Suburban Times, Kent Reporter, Highline College News)
- [The KP and the Chronically Homeless](#) – Key Pen News
- On the Move (Neesha Patel, Abby Sloan) – South Sound Business (see attached PDF)
- Holiday Books for Kids – South Sound Magazine (see attached PDF)
- Doing business in University Place – South Sound Business (see attached PDF)
- Print ad for Q4 marketing campaign – The News Tribune (see attached PDF)

PERSONNEL

On the Move



The Port of Grays Harbor promotes **Kayla Dunlap** to director of government and public affairs.



The Port of Grays Harbor promotes **Molly Bold** to general manager of Westport Marina.



First Financial Northwest Bank appoints **Cindy L. Runger** to its board of directors.



The Doty Group adds **Brianne Tyler** to its litigation and valuation team.



The Port of Grays Harbor promotes **Alissa Shay** to general manager of Satsop Business Park.



Pierce County Library System welcomes **Neesha Patel** to its board of trustees.



First Financial Northwest Bank appoints **Mario Zink** Pierce County market manager.



Goodwill of the Olympics & Rainier Region names **Terry Ross** VP of anti-racism, equity, diversity, and inclusion.



The Port of Grays Harbor promotes **Chris Hunt** to director of information technology.



Pierce County Library System welcomes **Abby Sloan** to its board of trustees.



First Financial Northwest Bank appoints **Deanna Arnold-Frady** vice president of wealth management.



Goodwill of the Olympics & Rainier Region promotes **Chris Politakis** to chief advancement officer.

To submit to On the Move, send your hires and promotions to stories@southsoundbiz.com.

UPDATE

40 Words

Catching up with our 40 Under 40 alumni in 40 words or fewer

Visit southsoundbiz.com/40under40 to nominate an outstanding young professional for the 40 Under 40 class of 2022.



In the years since his 2019 selection, **Greg Hansch** has risen from one of Commencement Bank's commercial loan officers to a member of the senior management team who leads the bank's retail banking division in Tacoma, Olympia, Auburn, and Enumclaw.



Bridge Industrial Buys \$158M Development Site in Tacoma

Bridge Industrial has acquired 19 parcels of Tacoma land from Texas-based freight railroad network BNSF Railway Co., according to commercial real estate firm Kidder Mathews, which represented Bridge Industrial in the \$158 million deal.

The 150-acre property is just south of the Tacoma Mall at 5802 S. Burlington Way. The property, known as Bridge Point Tacoma 2MM, will be developed in the third or fourth quarter of 2023.

Plans call for the property to include 2.5 million square feet of space in four buildings, along with about 20 acres of ancillary trailer parking and yard space.

Kidder Mathews' executive vice president, Todd Clarke, and its senior vice president, Matt Murray, also will oversee property development and have been retained for the leasing assignment.

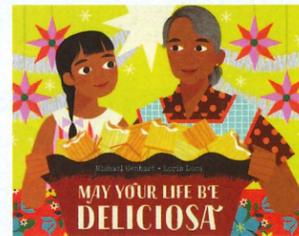
— ANTOINETTE ALEXANDER

TOP PHOTO COURTESY BRIDGE INDUSTRIAL; BOTTOM PHOTO BY JEFF HOBSON

COURTESY OF THE PIERCE COUNTY LIBRARY SYSTEM

Holiday Books for Kids

Enjoy the holidays with fun and festive books for children with a Pierce County Library System card. Following is a sampling of the thousands of holiday books at libraries across Pierce County. Pick up books in a library or curbside.



MAY YOUR LIFE BE DELICIOSA

By Michael Genhart, illustrated by Loris Lora
Every year, Rosie's family gathers on Christmas Eve to make tamales with Abuela. The food is mouth-wateringly delicious, but it is Abuela's stories that feed the soul.

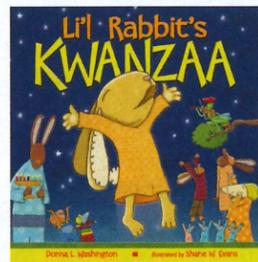
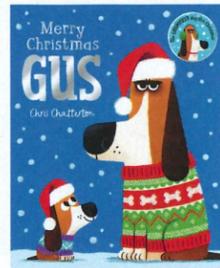


HAPPY NARWHALIDAYS

By Ben Clanton
Join Narwhal and Jelly as they celebrate the holidays together. Enjoy carol singing, gift-giving, and perhaps even a visit from the Merry Mermicorn.

MERRY CHRISTMAS, GUS

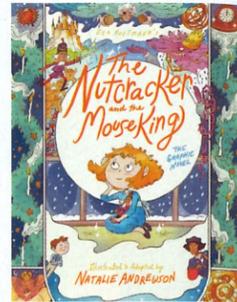
By Chris Chatterton
Gus does not like Christmas, and he doesn't like candy, caroling, or decorations, either. Can anything or anyone change Gus' mind?



LI'L RABBIT'S KWANZAA

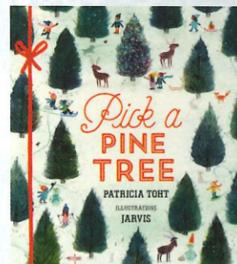
By Donna L. Washington, illustrated by Shane W. Evans
With Granna Rabbit sick this year, Li'l Rabbit

worries that Kwanzaa won't be the same. With determination and a loving heart, Li'l Rabbit learns about the power of having faith.



THE NUTCRACKER AND THE MOUSE KING

By E. T. A. Hoffmann, illustrated and adapted by Natalie Andrewson
The classic holiday tale gets an updated retelling in the popular graphic novel format, appealing to ballet and comic fans alike.



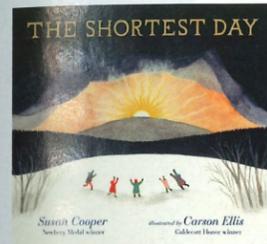
PICK A PINE TREE

By Patricia Toht, illustrated by Jarvis
What makes a pine tree become a Christmas tree? Find out in this cheerful, rhyming picture book about the joys of a familiar holiday tradition.



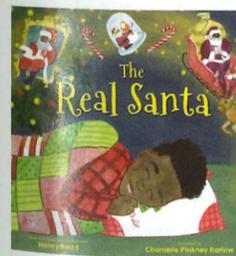
QUEEN OF THE HANUKKAH DOSAS

By Pam Ehrenberg, illustrated by Anjan Sarkar
Sadie the toddler loves to climb, much to the embarrassment of her brother. Sadie just might save the day and the dosas when their Hanukkah celebration takes a turn for the worse.



THE SHORTEST DAY

By Susan Cooper, illustrated by Carson Ellis
Susan Cooper's poem celebrating the winter solstice combines with Carson Ellis' rich illustrations to create a moving yet quiet picture book about the ever-present yearning for the return of light.



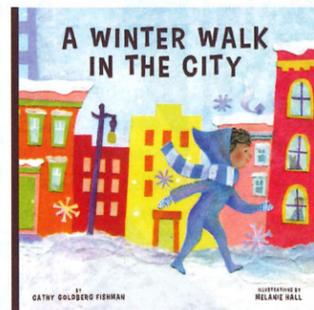
THE REAL SANTA

By Nancy Redd, illustrated by Charnelle Pinkney Barlow
"What does Santa look like? Does he look like me?" a young boy wonders, as he sneaks out of bed determined to stay awake to find out. ■



I GOT THE CHRISTMAS SPIRIT

By Connie Schofield-Morrison, illustrated by Frank Morrison
Experience Christmas with all of the senses in this joyful book about a young girl and her mother who find the spirit of Christmas everywhere.



A WINTER WALK IN THE CITY

By Cathy Goldberg Fishman, illustrated by Melanie Hall
A celebration of winter and all its delights. Perfect for babies and toddlers learning to count to ten.

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Doing Business In ...

University Place



PHOTOS COURTESY CITY OF UNIVERSITY PLACE

Fewer than 30 years after its incorporation, this city of 34,000 is teed up for opportunity

University Place might be a young city, but — with its parks, miles of walking and bike paths, and world-class golf course — it has grown to become a destination in itself and home to a growing number of businesses.

Fewer than 30 years ago, about 8 square miles of unincorporated Pierce County was incorporated to form the city of University Place. Through the mid-1900s, the city attracted thousands

of couples looking for the ideal place to raise their families. Today it boasts a population of more than 30,000 active residents. In taking a closer look, it is easy to see why this city is attractive to residents and businesses alike.

“When I started in 2003 and we did our first inventory of businesses, we had under 1,000 businesses — I think it was around 800,” said Becky Metcalf, the City’s business outreach liaison. “At my last downloading of business license numbers from the state at the end of June (2021),

we had 1,891. So, over those years, we’ve seen a lot of growth, and it has teetered back and forth between more home-based businesses or more storefront.”

Much of the growth can be attributed to the development city officials have been actively pursuing in recent years in the new downtown area, known today as The Village at Chambers Bay.

Nestled along busy Bridgeport Way, The Village at Chambers Bay is a sprawling mixed-use project anchored by Whole Foods, hundreds of apartments, community offices, and the University Place branch of the Pierce County Library System.

“The layout of how we did the downtown was to split it up into a series of blocks so that it could be developed over time, realizing that this is not a mall where you just do it all at once and open it up and have a big grand opening,” explained City Manager Steve Sugg. “We could develop it block by block, lot by lot, parcel by parcel, and then open each one and celebrate each accomplishment as we went in an incremental fashion. Sort of the way towns used to be developed, building by building.”

“We’re not done yet, and we’re looking for signature businesses, signature tenants still to this day that want to be part of this amazing downtown suburban transformation.”

At the north end, Whole Foods became the first major retail anchor when it opened its doors in 2015, and today remains the only Whole Foods location in Pierce County. Sugg noted that the City is still waiting to secure a south end anchor near Homestead Park. In between the north and south ends are lines of shops, a market square that hosts community events like intimate concerts and tree lightings, and nearly 1,000 parking stalls that are hidden from view.

“We’re not done yet, and we’re looking for signature businesses, signature tenants still to this day that want to be part of this amazing downtown suburban transformation,” Sugg said.

Said Kevin Briske, director of community and economic development, “We’re not only a great residential community and have the benefits of a great school district ... but also have a strong and thriving business community with great possibilities to either expand or open new businesses. We have some really good areas, not even necessarily in The Village at Chambers Bay, but other areas through our core commercial areas that have a lot of possibilities for different businesses to come and locate.”



University Place by the numbers:

Population
34,001

(U.S. CENSUS BUREAU)

Typical home value
\$579,439

(ZILLOW)

% with a bachelor's degree or higher
40.7%

(U.S. CENSUS BUREAU)

Median household income
\$71,697

(2015-19 U.S. CENSUS BUREAU)

Top 10 Major Employers

University Place School District

CHI Franciscan Health

West Pierce Fire & Rescue

Fred Meyer Stores

Charles Wright Academy

Whole Foods

University Place Care Center

Tacoma Roofing & Waterproofing

Safeway

KemperSports

(CITY OF UNIVERSITY PLACE)



The Village at Chambers Bay.

Time will tell which new businesses will join the journey, but city officials noted that the area could support a hotel and lodging facility, and additional full-service, sit-down restaurants also are high on the wish list.

In fact, a hotel and lodging facility could be ideal, especially when one considers the nearby Chambers Bay golf course. A major draw for the area, the golf course opened along the Puget Sound in 2007 and has become one of the top public golf courses in the nation.

It was recently announced that Chambers Bay will host the 122nd U.S. Women's Amateur Championship in August 2022. It will mark the fourth USGA championship for the course and follows the 2010 U.S. Amateur, the 2015 U.S. Open, and the 2021 U.S. Amateur Four-Ball.

“Chambers Bay has become an extremely special place to the USGA, and we are ecstatic that on the heels of (the 2021 U.S. Amateur Four-Ball) we can assure that our relationship with Pierce County and the golf course continues,” John Bodenhamer, senior managing director, championships, for the United States Golf Association (USGA), said in a statement about the event. “The U.S. Women's Amateur and Chambers Bay are sure to produce a memorable week, fitting of both the championship's stature and the spectacular setting.”

“The USGA has been a tremendous partner since Chambers Bay opened nearly 15 years ago,” Pierce County Executive Bruce Dammeier said in the announcement. “To be able to continue this collaboration with another opportunity to showcase our world-class golf course to the best amateur players in the world is incredibly exciting for our entire community.” ■

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