

AGENDA

Regular Meeting of the Pierce County Library System Board of Trustees December 11, 2019 | 3:30 PM

3:30 pm	02 min.	Call to Order: Rob Allen, 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 sign up at the time of the meeting to speak during the Public Comment period, and limit your comments to three minutes.</i>	
3:37 pm	03 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of November 13, 2019, Regular Meeting 2. Approval of November 2019 Payroll, Benefits and Vouchers 3. 2020 Insurance 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 2019 Financial Report, Cliff Jo 4. Executive Director Report, Georgia Lomax 5. Branch Services Report, Jaime Prothro 	
3:55 pm	30 min.	Board Education and Service Reports	
		<ol style="list-style-type: none"> 1. Staff Core Services Report, Chereé Green, Teresa Covington, Tim Sage, Meghan Sullivan 	
4:25 pm	10 min.	Unfinished Business (cont.)	
		<ol style="list-style-type: none"> 1. 2020 Budget: Second Reading and Discussion, Georgia Lomax, Melinda Chesbro, Cliff Jo 	
4:35 pm	05 min.	Public Hearing: 2020 Budget of Revenue and Expenditures	
		2020 Revenue sources and 2020 Expense Budget: Consideration of increases in property tax revenues, regarding the 2019 property tax levies for collection in 2020 (per RCW 84.55.120)	
4:40 pm	05 min.	Unfinished Business (cont.)	
		<ol style="list-style-type: none"> 2. Levy Sustainability Fund, Melinda Chesbro and Cliff Jo <ol style="list-style-type: none"> a. Fiscal Management Policy Update b. <i>Resolution 2019-10: To Create the Levy Sustainability Fund</i> 3. 2020 Budget and Work Plan, Melinda Chesbro and Cliff Jo <ol style="list-style-type: none"> a. <i>Resolution 2019-11: To Adopt The 2020 General Fund Budget</i> b. <i>Resolution 2019-12: To Adopt The 2020 Capital Improvement Fund Budget</i> c. <i>Resolution 2019-13: To Adopt The 2020 Special Purpose Fund Budget</i> d. <i>Resolution 2019-14: To Adopt The 2020 Levy Sustainability Fund Budget</i> e. <i>Resolution 2019-15: To Transfer Set-Asides in the General Fund Balance to the Special Purpose Fund</i> f. <i>Resolution 2019-16: To Transfer Funds in the Special Purpose Fund to the Levy Sustainability Fund</i> 	Action Action Action Action Action Action
4:45 pm	15 min.	New Business	
		<ol style="list-style-type: none"> 1. 2020 Election of Officers, Rob Allen 2. 2020 Board Calendar of Work, Georgia Lomax 3. Policy Review – Service of Process, Chereé Green 	Action Action
5:00 pm	05 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. New Branch Manager 2. Makerfest 3. Trivia Bee 4. Wireless Printing 5. 2019 Staff Training & Participation Report 6. 2019 General Election Results 7. 2020 Marketing and Communications Plan 8. Local 3787 Election Results 	
5:05 pm	02 min.	Announcements	
5:07 pm		Adjournment	

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – DECEMBER 11, 2019**



CALL TO ORDER

Chair Rob Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were Daren Jones, Monica Butler and Pat Jenkins. Jamilyn Penn was excused.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of November 13, 2019, Regular Meeting
2. Approval of November 2019 Payroll, Benefits and Vouchers
3. 2020 Insurance Renewal

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

BOARD MEMBER REPORTS

Ms. Butler reported she has seen many beautiful libraries during her recent travels.

ROUTINE REPORTS

Executive Director Report – Ms. Lomax reported the 2nd Annual Trivia Bee has been scheduled for November 14, 2020.

Customer Experience Manager Meghan Sullivan introduced new Lakewood Branch Manager Amy Anderson.

BOARD EDUCATION AND SERVICE REPORTS

Staff Core Services Report – Staff Experience Director Cheree Green, Application Services Manager Teresa Covington, Parkland/Spanaway Branch Manager Tim Sage and Ms. Sullivan presented a report on the ways the Library invests in its staff.

Mr. Sage reported 98% of staff completed Respectful and Inclusive Workplace training. All supervisors attend New Leader Orientation. This training includes additional information and tools necessary for supervisors to support the Library's goals. 91% staff have completed this training. Both trainings are now part of the regular new hire orientation process. Additional work has been accomplished to remove barriers to diversity and inclusion during the hiring process. Steps include identifying new community partners to send employment opportunities to and the development of standardized hiring criteria and revising some job titles to reflect their customer service purposes.

Ms. Sullivan reported in the last 12 months 10,209 staff hours were spent on learning time. The Training Advisory Committee guides, vets, coordinates and makes decisions about training to help close the skills and abilities gaps for staff and supervisors in order to meet the needs of the organization. The committee is made up of representatives across the system and has provided a pathway to expand learning opportunities, as well as for staff to bring their training ideas to fruition. In 2019, the Library has offered 195 training classes. Tuition assistance is also available to staff interested in pursuing degrees.

Ms. Green reported on the formal succession planning process which is completed every 2 years. This involves an assessment of the Library's leadership competencies for each supervisor as well as a review of other factors for each leader that involve placement in the organization and future growth potential. This process provides a comprehensive review of strengths and opportunities and guides the Library's learning and development strategy

and plan. Reorganization has been implemented in many departments and the Library is intentional about creating career ladders throughout the organization that provide opportunities for growth and promotion.

The Board was pleased at the diversity and inclusion efforts and progress.

UNFINISHED BUSINESS

2020 Budget: Second Reading and Discussion – Mr. Jo provided an overview of the proposed budget. He reported slight modifications were made to the General Fund budget but the bottom line remained unchanged at \$39,743,900.

The Foundation Board approved the specific programs they will fundraise to support and the \$300,000 impact commitment has been allocated to the appropriate budget lines, including \$147,000 to the materials budget.

PUBLIC HEARING

Mr. Jones moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2019 property tax levies for collection in 2020. Mr. Jenkins seconded the motion and it passed.

Chair Allen asked if there was anyone in the audience who wished to comment on the 2020 budget.

There being no further comments, Mr. Jones moved to close the public hearing on the 2020 budget of revenue and expenditures. Ms. Butler seconded the motion and it passed.

UNFINISHED BUSINESS (CONT.)

Levy Sustainability Fund –

Ms. Butler moved to approve the Fiscal Management Policy with the amendments as presented. Mr. Jones seconded the motion and it was passed.

Mr. Jones moved to approve Resolution 2019-10: To Create a Levy Sustainability Fun. Mr. Jenkins seconded the motion and it was passed.

2020 Budget and Work Plan –

Ms. Butler moved to approve Resolutions:

- *2019-11: To Adopt the 2020 General Fund Budget.*
- *2019-12: To Adopt the 2020 Capital Improvement Fund Budget*
- *2019-13: To Adopt the 2020 Special Purpose Fund Budget*
- *2019-14: To Adopt the 2020 Levy Sustainability Fund Budget*

Mr. Jenkins seconded the motion and it passed.

Mr. Jenkins moved to approve Resolutions:

- *2019-15: To Transfer Set-Asides in the General Fund Balance to the Special Purpose Fund*
- *2019-16: To Transfer Set-Asides in the Special Purpose Fund to the Levy Sustainability Fund*

Ms. Butler seconded the motion and it passed.

NEW BUSINESS

2020 Election of Officers –

Ms. Butler moved to nominate Mr. Jones as Chair and Mr. Jenkins as Vice-Chair in 2020. Chair Allen seconded the motion and it was passed.

Ms. Lomax and the trustees thanked Chair Allen for his years of service as Chairperson.

2020 Board Calendar of Work – Ms. Lomax noted there would be more policy work in 2020 due to the implementation of the new HR and finance system.

Policy Review – Service of Process

Mr. Jones moved to approve the Service of Process policy as presented. Ms. Butler seconded the motion and it was passed.

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

The meeting was adjourned at 4:40 pm on motion by Mr. Jenkins, seconded by Mr. Jones.

Georgia Lomax, Secretary

Rob Allen, Chair

AGENDA

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5:05 pm	02 min.	Announcements	
5:07 pm		Adjournment	

Consent Agenda

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – NOVEMBER 13, 2019**



CALL TO ORDER

Chair Rob Allen 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, Monica Butler, Pat Jenkins and Jamilyn Penn.

PUBLIC COMMENT

Mr. Walter Neary thanked the Library and Board for the work being done to study prospective new buildings. He complimented the Library's consultants for the respect they showed to the communities throughout the process.

CONSENT AGENDA

1. Approval of Minutes of October 9, 2019, Regular Meeting
2. Approval of Minutes of October 21, 2019, Special Meeting
3. Approval of October 2019 Payroll, Benefits and Vouchers
4. HVAC Control Systems 5-Year Renewal
5. Resolution 2019-07: 2020 Schedule of Recurring Meetings

Mr. Jenkins moved for approval of the consent agenda. Mr. Jones seconded the motion and it was passed.

BOARD MEMBER REPORTS

Chair Allen attended the 1st Annual Trivia Bee and encouraged others to attend the next event.

ROUTINE REPORTS

September 2019 Financial Report – Finance and Business Director Cliff Jo reported there would be changes to the Special Purpose fund next month.

UNFINISHED BUSINESS

Future Libraries Project: Capital Fundraising Campaign Feasibility Study Report – Ms. Lomax introduced Kristin Barsness and Natalie Lamberjack from the Barsness Group, who provided an overview of the study and their recommendations. The Barsness Group began their work in May, working with leadership to design the study, develop the case materials and orient members of the study's Advisory Task Force to guide the process and to open doors to other members of the community.

The Task Force met in August to provide feedback on the case prospectus and recommendations on who the consultants should consider speaking with. Members include: Bill Pugh, Mayor, City of Sumner; Donna Albers, retired Managing Partner, Albers & Co. (Former Trustee, Pierce County Library System; Former Board Member, Pierce County Library Foundation); Holly Bamford-Hunt, Director, Bamford Foundation; John Folsom, Retired (serves on MultiCare's Board of Directors, Co-chair Fundraising Campaign at Tacoma Community House); Kathryn McCarthy, Strategic Communications and Marketing Manager, Tacoma Public Schools (Vice President & Board Member, Pierce County Library Foundation); Mike Harle, Retired (Current Chair of Mary Bridge Children's Foundation Board of Directors).

Overall Findings

Pierce County Library System is well-respected as an important community asset. There is support for addressing libraries for the Sumner and Lakewood/Tillicum communities. Participants view Tillicum as high need and support increasing resources of all types in that community. The new Sumner location was seen as a strong potential community anchor with opportunities for partnerships. Most participants had questions about the Lakewood location and the City's plans for the downtown core.

Timing and Readiness

Ms. Barsness noted the Library needed time to do outreach and help the community understand more about the Library and the fundraising campaign. She recommended that 2020 work focuses on cultivation and planning, to include staffing, Foundation Board recruitment and refining messages. In 2021, the focus should be on public relations and educating and training the Foundation Board, with fundraising campaign implementation in 2022.

The Barsness Group recommended the Library conduct additional outreach efforts to potential funders. Ms. Barsness encouraged the Library to highlight its services, continue building community partnerships and finding innovative ways to use Library space.

She noted the importance of making a case for support and help potential donors see the vision of the Library and its plans. She also recommended the Foundation form a fundraising campaign planning committee to advocate for the Library and position it for the fundraising campaign.

The Barsness Group recommends a fundraising goal of \$4-6M, noting additional research will be needed to refine the target goal.

Chair Allen thanked the Barsness Group for their work, noting the Board has much to consider.

Discussion ensued about funding options and timelines for next steps.

The Trustees directed the Library to move into a planning phase for potential new libraries in Lakewood and Sumner, with the earliest time to consider for a bond election being February 2022.

Based on the outcomes of the public engagement and feasibility studies, they felt that Sumner and Tillicum are the top priorities and that Lakewood is more complex and will require more preparation.

EXECUTIVE SESSION

At 5:17 pm, Ms. Penn moved to recess to Executive Session, per RCW 42.30.110, to discuss labor matters for approximately 20 minutes. Mr. Jones seconded the motion and it was passed. The Session ended at 5:40 pm.

UNFINISHED BUSINESS (CONT.)

2020 Budget: First Reading and Discussion – Ms. Chesbro provided an overview of the estimated budget. The materials budget has increased slightly from last year and the Foundation is expected to commit additional funds to the budget. The Capital Fund includes current building improvement, future buildings and technology updates. Capital contingency has been increased to \$250,000, which will be transferred from the Capital cash balance.

Mr. Jo said in 2020 the Library will continue to add to set-asides for future election costs and for future land, property and facilities.

In December, the Board will establish the Sustainability Fund that will be built in phase one of the funding cycle and drawn from in phase three.

PUBLIC HEARING

Mr. Jones moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2019 property tax levies for collection in 2020. Mr. Jenkins seconded the motion and it passed.

Chair Allen then asked if there was anyone in the audience who wished to comment on the 2020 budget.

There being no further comments, Chair Allen moved to close the public hearing on the 2019 budget of estimated revenue and expenditures. Ms. Penn seconded the motion and it passed.

UNFINISHED BUSINESS (CONT.)

2020 Budget and Work Plan –

Ms. Penn moved to approve Resolution 2019-08 as presented: That an increase in the regular property tax levy be the amount of \$1,334,096.85, which is a percentage increase of 3.390 percent (%) from the previous year of 2019. Mr. Jones seconded the motion and it was passed.

Mr. Jenkins moved to approve the Levy Certification as presented: That the Regular Levy amount of \$40,686,385.01 be collected. Ms. Penn seconded the motion and it was passed.

Ms. Penn moved to approve Resolution 2019-09: To Set Wages and Benefits for Non-Represented Employees for 2020. Mr. Jenkins seconded the motion and it passed.

ADJOURNMENT

The meeting was adjourned at 6:00 pm on motion by Mr. Jenkins, seconded by Ms. Penn.

Georgia Lomax, Secretary

Rob Allen, Chair

**Pierce County Library System
Payroll, Benefits and Vouchers
November 2019**

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3892 - 3895	11/1/2019 - 11/30/2019	\$ 5,747.30
Electronic Payments - Payroll & Acct Payable		11/6/19	1,167,826.53
Electronic Payments - Payroll & Acct Payable		11/21/19	880,417.79
Accounts Payable Warrants	631227 - 631343	11/1/2019 - 11/30/2019	876,383.55
Total:			<u>\$ 2,930,375.17</u>

As of 11/30/2019

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3892	key	11/06/2019	KEHR, JOCELYN	C	11/13/2019	10/16/19 - 10/31/19	0.00	2,195.11
3893	key	11/21/2019	CAMPBELL, CALEB	C	11/22/2019	11/01/19 - 11/15/19	0.00	1,634.25
3894	key	11/21/2019	PENDERGAST, STEPHEN	C	11/22/2019	11/01/19 - 11/15/19	0.00	628.91
3895	key	11/21/2019	SVITAVSKY, CHRISTOPHER	C	11/22/2019	11/01/19 - 11/15/19	0.00	1,289.03
Total:							0.00	5,747.30

Checks in report: 4

Grand Total: 0.00 5,747.30

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: 11/06/19 Payroll

Withdrawal Date: 11/06/19

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	74,457.88
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	96,587.18
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	22,751.96
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	560,349.38
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,451.63
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	61,340.15
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	99,286.44
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	6,089.43
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,237.85
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	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	231,993.50
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,031.13
PCL_Company	WA State Unclaimed Property	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 1,167,826.53

Certification:

Stacy Karabotsos
 Signature (Department Designee)

11/04/19
 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@piercecountylibrary.org
 Comments: 11/21/19 Payroll

Withdrawal Date: 11/21/19

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	66,988.98
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	55,377.69
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	55,377.69
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	523,215.01
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,500.35
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	57,583.17
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	93,349.19
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	8,926.45
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,312.85
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	201.40
PCL_Company	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	4,307.95
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,027.06
PCL_Company	WA State Unclaimed Property	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 880,417.79

Certification:

Stacy Karabotsos
 Signature (Department Designee)

11/19/19
 Date

Comments:

Check History Listing
Pierce County Library System

Bank code: key

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
631227	11/01/2019	005862 ELITE PROPERTY INVESTMENTS LLC	C	10,882.44
631228	11/01/2019	006331 SURPRISE LAKE SQUARE LLC	C	9,317.55
631231	11/01/2019	006391 BERK CONSULTING INC	C	8,671.40
631232	11/05/2019	002061 SUSAN ANDERSON-NEWHAM	C	1,321.48
631233	11/05/2019	000830 BAKER & TAYLOR	C	65,621.20
631234	11/05/2019	000189 BAKER & TAYLOR ENTERTAINMENT	C	47.97
631235	11/05/2019	007535 SYLVIA BAKER	C	171.17
631236	11/05/2019	000161 CENGAGE LEARNING	C	3,903.18
631237	11/05/2019	001780 CITY OF UNIVERSITY PLACE	C	146.00
631238	11/05/2019	000195 FIRGROVE MUTUAL WATER CO	C	516.00
631239	11/05/2019	000243 INGRAM LIBRARY SERVICES	C	809.42
631240	11/05/2019	007539 CLIVE KARNS		9.99
631241	11/05/2019	001643 LINGO	C	135.88
631242	11/05/2019	000352 MIDWEST TAPE	V	0.00
631243	11/05/2019	000352 MIDWEST TAPE	V	0.00
631244	11/05/2019	000352 MIDWEST TAPE	V	0.00
631245	11/05/2019	000352 MIDWEST TAPE	C	31,432.55
631246	11/05/2019	007536 DON NGUYEN	C	4.99
631247	11/05/2019	000377 PUGET SOUND ENERGY	C	3,179.64
631248	11/05/2019	000460 STEILACOOM TOWN OF	C	1,377.90
631249	11/06/2019	000153 ASSOCIATED PETROLEUM PRODUCTS	C	7,886.32
631250	11/06/2019	007108 BARBARA B BENEPE	C	100.00
631251	11/06/2019	005453 DANA BROWNFIELD	C	32.95
631252	11/06/2019	007010 BUILDINGWORK LLC	C	1,040.00
631253	11/06/2019	006999 CIS	C	940.00
631254	11/06/2019	000895 COLUMBIA BANK	C	250.60
631255	11/06/2019	005081 EHS-INTERNATIONAL INC	C	2,651.75

Check History Listing
 Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
631256	11/06/2019	000041 EMPLOYMENT SECURITY DEPARTMENT	C	2.00
631257	11/06/2019	006478 EVERGREEN MAINT LANDSCAPING	C	7,497.59
631258	11/06/2019	000796 FLOHAWKS	C	637.98
631259	11/06/2019	000765 GOVERNMENT FINANCE OFFICERS AS	C	7,500.00
631260	11/06/2019	007061 MATTHEW GURNSEY		350.00
631261	11/06/2019	007514 TERRY HILL SR	C	100.00
631262	11/06/2019	007035 MICHELLE KUCERA-JEWELL	C	200.00
631263	11/06/2019	006913 CATHERINE MCHUGH	C	22,774.60
631264	11/06/2019	006646 METCALF ELECTRIC INC	C	453.18
631265	11/06/2019	004822 MUSEUM OF FLIGHT	C	350.00
631266	11/06/2019	007298 NORTHWEST DOOR LLC	C	263.76
631267	11/06/2019	000360 OCLC INC	C	4,153.09
631268	11/06/2019	003765 BEVERLY POGUE	C	220.00
631269	11/06/2019	001640 PRINT NW LLC	C	7,266.90
631270	11/06/2019	003933 QUALITY BUSINESS SYSTEMS INC	C	1,654.50
631271	11/06/2019	007303 EDWIN RAVINA	C	100.00
631272	11/06/2019	005417 RICOH USA INC	C	4,216.82
631273	11/06/2019	005417 RICOH USA INC	C	1,853.95
631274	11/06/2019	000424 SIMPLY MAGIC LLC	C	750.00
631275	11/06/2019	000730 SMITH FIRE SYSTEMS INC	C	1,399.23
631276	11/06/2019	005827 SPRAGUE PEST SOLUTIONS	C	358.39
631277	11/06/2019	006621 TACOMA ASTRONOMICAL SOCIETY	C	200.00
631278	11/06/2019	007116 THE MURDER MYSTERY CO LLC	C	949.00
631279	11/06/2019	001821 TYLER TECHNOLOGIES INC	C	3,840.00
631280	11/06/2019	001767 WALTER E NELSON OF WESTERN WAS	C	3,165.55
631281	11/06/2019	000534 WCP SOLUTIONS	C	336.11
631282	11/06/2019	000828 AFSCME AFL-CIO	C	13,705.06
631283	11/06/2019	004782 DEPARTMENT OF EDUCATION AWG	C	236.83

Check History Listing
Pierce County Library System

Bank code: key

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
631284	11/06/2019	003985 PACIFICSOURCE ADMINISTRATORS	C	1,912.67
631285	11/06/2019	001181 PIERCE CTY LIBRARY FOUNDATION	C	728.99
631286	11/06/2019	006555 SOCIAL SECURITY ADMINISTRATION		157.88
631287	11/13/2019	007036 DYNAMIC LANGUAGE	C	241.60
631288	11/13/2019	004022 US BANK	C	393,361.15
631289	11/21/2019	003778 AFLAC		5,067.64
631290	11/21/2019	001578 COLONIAL SUPPLEMENTAL INSURANC		576.88
631291	11/21/2019	004782 DEPARTMENT OF EDUCATION AWG	C	217.72
631292	11/21/2019	003985 PACIFICSOURCE ADMINISTRATORS	C	1,912.67
631293	11/21/2019	001181 PIERCE CTY LIBRARY FOUNDATION	C	716.49
631294	11/21/2019	006555 SOCIAL SECURITY ADMINISTRATION		145.15
631295	11/21/2019	000363 OVERALL LAUNDRY SERV. DBA ARAMARK UNII	C	65.94
631296	11/21/2019	007470 BARSNESS GROUP		26,634.00
631297	11/21/2019	006391 BERK CONSULTING INC	C	8,521.18
631298	11/21/2019	006577 CATALYST WORKPLACE ACTIVATION	C	5,837.93
631299	11/21/2019	000182 CHUCKALS INC	C	1,562.34
631300	11/21/2019	006469 HERMANSON COMPANY LLP	C	26,008.08
631301	11/21/2019	006815 IDEA HATCH STEAM FOR KIDS		300.00
631302	11/21/2019	003704 INSECT SAFARI	C	600.00
631303	11/21/2019	006545 IRON MOUNTAIN INC	C	193.35
631304	11/21/2019	007006 LIVING HISTORY LECTURES	C	400.00
631305	11/21/2019	007537 MIRIAM ASENACA MCBRIDE		150.00
631306	11/21/2019	001371 MOUNTAIN MIST	C	30.82
631307	11/21/2019	000370 PIERCE COUNTY	C	240.00
631308	11/21/2019	000857 PIERCE COUNTY RECYCLING		350.73
631309	11/21/2019	003765 BEVERLY POGUE	C	200.00
631310	11/21/2019	007533 PUYALLUP WATERSHED INITIATIVE		150.00
631311	11/21/2019	005417 RICOH USA INC	C	3,121.13

Check History Listing
 Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
631312	11/21/2019	005417 RICOH USA INC		2,550.51
631313	11/21/2019	000424 SIMPLY MAGIC LLC	C	750.00
631314	11/21/2019	000730 SMITH FIRE SYSTEMS INC	C	698.43
631315	11/21/2019	007167 JENNY LYNN SOUSA	C	504.00
631316	11/21/2019	000439 SPOKANE PUBLIC LIBRARY		30.00
631317	11/21/2019	005827 SPRAGUE PEST SOLUTIONS	C	403.58
631318	11/21/2019	007387 STATE AUDITORS OFFICE	C	7,682.07
631319	11/21/2019	000497 TILLICUM COMMUNITY SERVICE CEN	C	2,183.70
631320	11/21/2019	005824 TYLER BUSINESS FORMS	C	142.80
631321	11/21/2019	001821 TYLER TECHNOLOGIES INC	C	640.00
631322	11/21/2019	003719 UNIQUE MANAGEMENT SERVICES	C	1,449.90
631323	11/21/2019	005679 CIVIC BUILDING UNIVERSITY PLACE	C	55,835.74
631324	11/21/2019	007513 VITAL FORCE PUBLISHING, LLC	C	100.00
631325	11/21/2019	007538 W JESSE BLACK	C	150.00
631326	11/21/2019	001767 WALTER E NELSON OF WESTERN WAS	C	1,727.26
631327	11/21/2019	001655 WESTERN WASHINGTON FAIR ASSOC	C	3,512.55
631328	11/22/2019	000830 BAKER & TAYLOR	C	48,402.59
631329	11/22/2019	000161 CENGAGE LEARNING	C	128.06
631330	11/22/2019	000847 CENTER POINT PUBLISHING	C	1,294.26
631331	11/22/2019	000093 EBSCO	C	1,913.07
631332	11/22/2019	000352 MIDWEST TAPE	V	0.00
631333	11/22/2019	000352 MIDWEST TAPE	C	15,358.88
631334	11/22/2019	007541 DIETER MIELMONKA		8.69
631335	11/22/2019	000370 PIERCE COUNTY	C	2,279.13
631336	11/22/2019	000377 PUGET SOUND ENERGY	C	3,579.60
631337	11/22/2019	000406 RECORDED BOOKS LLC	C	244.64
631338	11/22/2019	000463 SUMMIT WATER & SUPPLY CO	C	2,523.96
631339	11/27/2019	007383 DEPT OF ENTERPRISE SERVICES		385.00

Check History Listing
Pierce County Library System

Bank code: key

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
631340	11/27/2019	001139 METROPOLITAN PARK DIST OF TACO		180.00
631341	11/27/2019	003985 PACIFICSOURCE ADMINISTRATORS		181.75
631342	11/27/2019	001640 PRINT NW LLC		560.12
631343	11/27/2019	001821 TYLER TECHNOLOGIES INC		6,594.00
key Total:				876,383.55
Total Checks:				876,383.55

115 checks in this report

MEMO



Date: November 25, 2019

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

From: Clifford Jo, Finance & Business Director

Subject: 2020 Insurance Renewal

This year's insurance policies coverages remain the same as the expiring ones. Notable changes include replacing Philadelphia Insurance Co. for Management Liability with Continental Casualty Company (CNA) and removing DVD dispensers from the list of covered equipment

The policy increased from \$217,000 to \$234,000, mainly due to increased property values to cover and increased cost to cover automobiles.

The pollution policy coverage for the USTs at this building, which is not part of December's package, renews early in the fiscal year and costs less than \$1,000 per year.

Also expiring is the pollution liability policy that we began putting into place in 2013. This is a multiyear policy and is handled separately from the rest of the renewal. We are awaiting the policy renewal and its cost, which we estimate to be around \$35,000.

The Board has consistently rejected terrorism coverage for board members, which costs over \$21,000 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 2020 insurance policy renewals, not to exceed the budgeted amount of \$235,000. Should anything change with the policies, we will inform the Board in January.

ACTION: Move to approve the 2020 insurance renewal policy package premium, not to exceed the amount of \$235,000, and reject terrorism coverage.

Routine Reports



Fundraising Performance Report

Reporting Period: January 1, 2019 to October 31, 2019



Support Type

Unrestricted	Restricted	In Kind	Total
\$178,648	\$87,623	\$85,567	\$351,837

Memor Society

Reflected when received

Goal = 12 New Members

Endowment

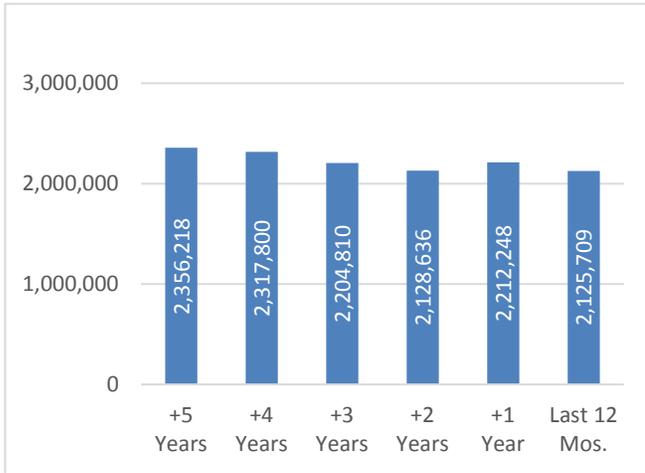
Gifts reflected when received

Capital

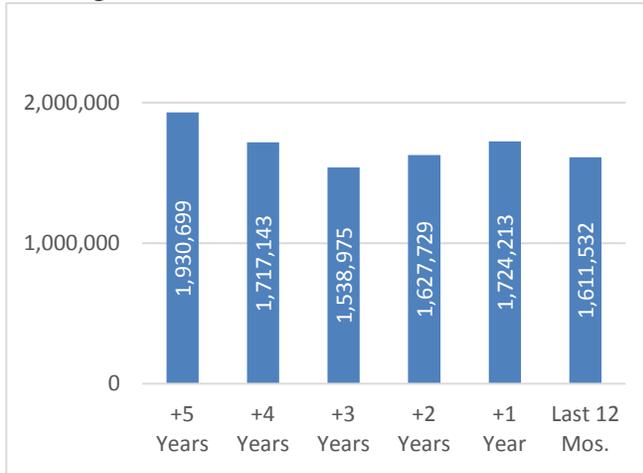
Gifts reflected when received

Customers / Visits - October 2019

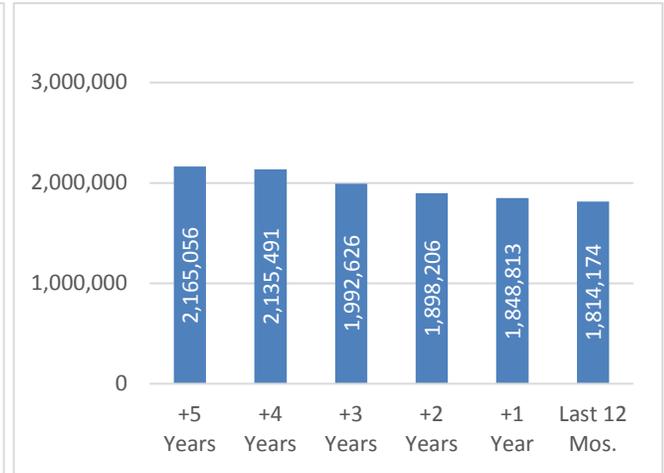
Branch Visits



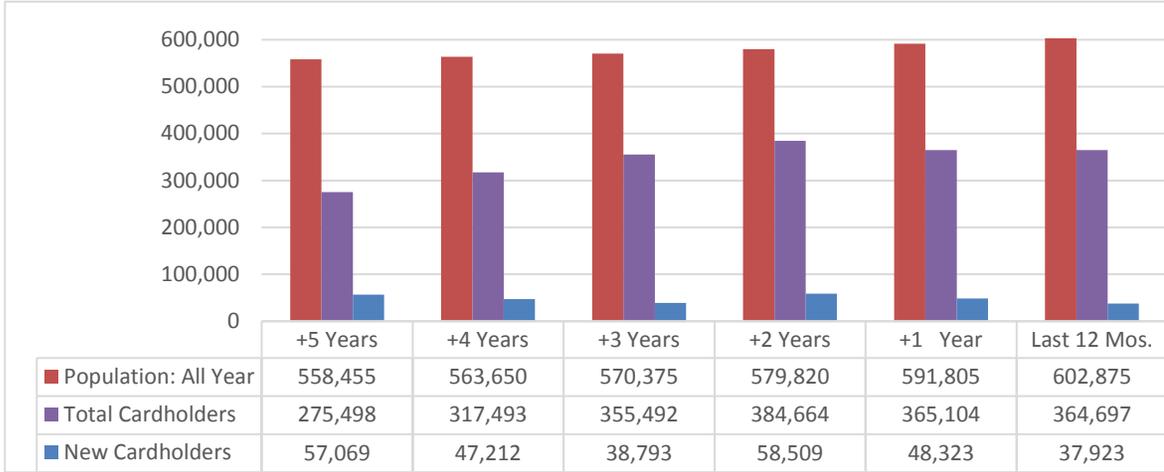
Catalog Visits



Website Visits



PCLS Cardholder Statistics



October and Rolling 12-Month Comparison

	October 2019	Rolling Last 12 Months	+1 Year	% Change Year Over Year
Branch Visits	183,021	2,125,709	2,212,248	-3.9%
Catalog Visits	135,238	1,611,532	1,724,213	-6.5%
Public Website Visits	148,676	1,814,174	1,848,813	-1.9%

Technology

	October 2019	Rolling Last 12 Months	+1 Year	% Change Year Over Year
PC/Laptop Sessions	25,667	326,832	386,648	-15.5%
Wi-Fi Sessions	84,763	1,012,721	906,849	11.7%

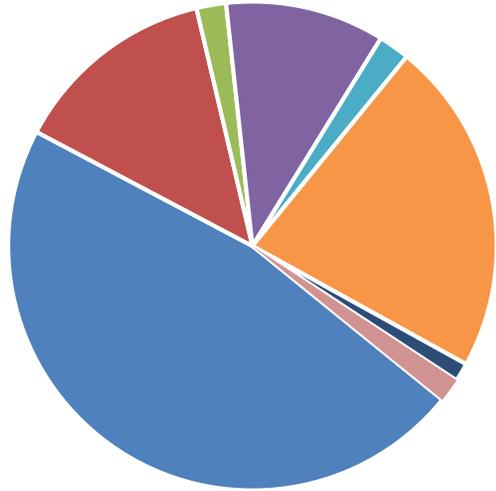
Public Spaces Usage

	October 2019	Rolling Last 12 Months
# of Public Meeting Uses	1,044	11,238
# of Attendees	13,818	135,737

Please Note:

PCLS switched to the new Communico platform for managing public meeting room scheduling in April of 2018. Because of this change, there is insufficient data for a +1 Year comparison.

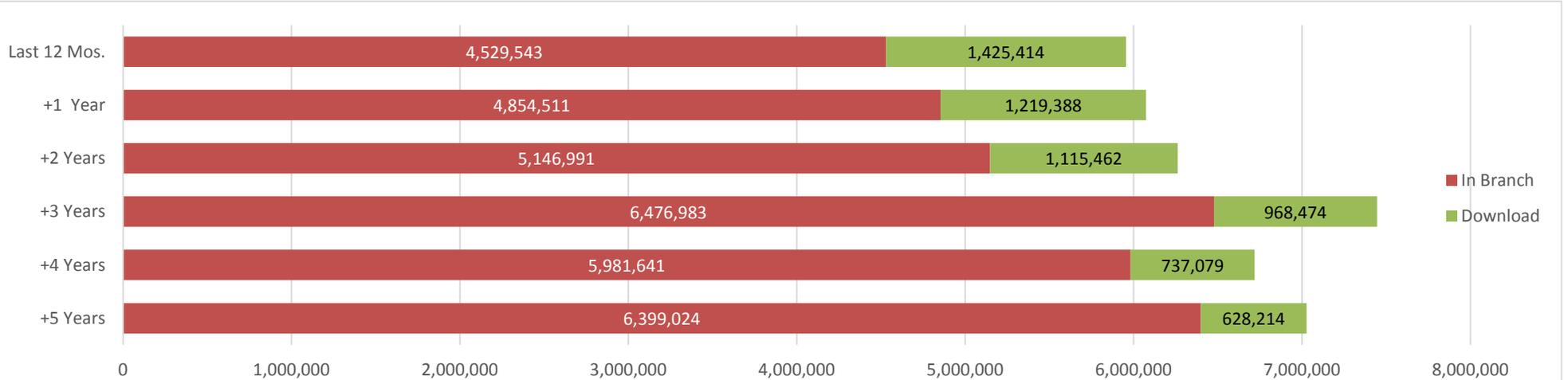
Checkouts By Format - October 2019



Data Table

Categories	September 2019	October 2019	% of Total October Checkouts	Rolling Last 12 Months	+1 Year	% Change Year Over Year
Books	224,810	236,027	46.90%	2,779,535	2,881,627	-3.54%
E-Books	66,656	68,362	13.58%	782,191	722,536	8.26%
AudioBooks (Disc)	9,739	9,842	1.96%	128,639	154,463	-16.72%
AudioBooks (Digital)	50,937	53,095	10.55%	555,855	447,410	24.24%
Music CDs (Disc)	9,293	10,385	2.06%	132,049	159,873	-17.40%
DVDs	103,144	111,480	22.15%	1,383,343	1,524,109	-9.24%
Magazines (Print)	5,797	6,129	1.22%	73,544	82,222	-10.55%
Magazines (Digital)	7,759	7,940	1.58%	87,368	37,714	131.66%
Totals:	478,135	503,260	100.00%	5,922,524	6,009,954	-1.45%

Collection Checkouts



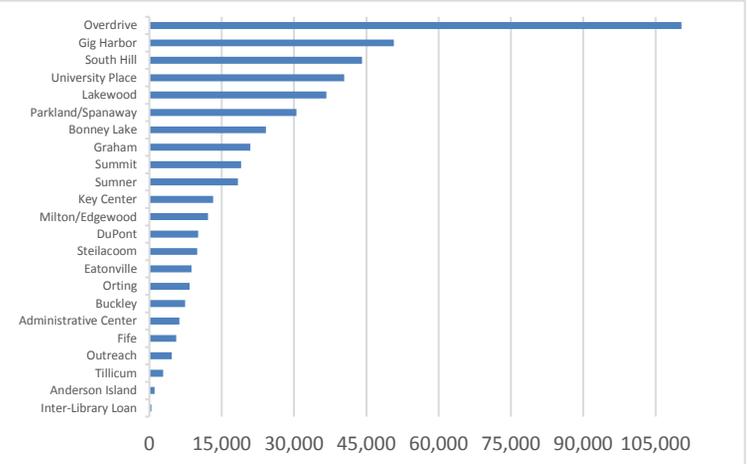
Historical Data Reporting

The numbers in the Data Table do not reflect total circulation, only the highlighted categories. In 2018, Digital Downloads were changed to only reflect downloads of materials through Overdrive, and Zinio Digital Magazines. "Other" digital content (such as TumbleBooks) was included in 2017 and earlier. The Collection Checkouts chart above includes the "other" digital content as originally reported. The table on Page 3 includes only digital content from Overdrive, and excludes digital content from all other providers, for all years reported.

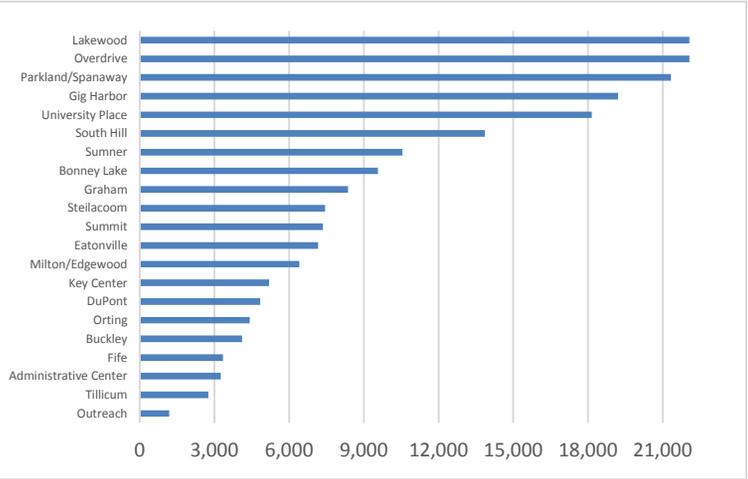
Customers / Visits - October 2019

Location	Checkouts				Visitors**			
	Oct.2019	Last 12 Mo.	+1 Year	% Change	Oct. 2019	Last 12 Mo.	+1 Year	% Change
Administrative Center	6,202	67,227	73,501	-8.5%	3,253	30,708	37,250	-17.6%
Anderson Island	1,039	14,273	2017 #s in Outreach		No Door Counter for Anderson Island			
Bonney Lake	24,158	271,931	275,824	-1.4%	9,568	112,516	123,335	-8.8%
Buckley	7,402	89,696	88,009	1.9%	4,105	47,238	45,819	3.1%
DuPont	10,093	119,905	121,495	-1.3%	4,834	52,357	54,098	-3.2%
Eatonville	8,696	105,231	108,638	-3.1%	7,162	79,463	83,138	-4.4%
Fife	5,576	66,900	75,471	-11.4%	3,348	39,294	48,240	-18.5%
Gig Harbor	50,683	627,769	673,321	-6.8%	19,216	228,037	245,576	-7.1%
Graham	20,962	240,931	250,317	-3.7%	8,361	95,150	98,807	-3.7%
Inter-Library Loan	400	4,842	5,761	-16.0%	No "visitors" for Inter-Library Loan			
Key Center	13,200	158,009	164,711	-4.1%	5,193	69,513	67,163	3.5%
Lakewood	36,726	445,545	511,989	-13.0%	24,557	269,109	257,389	4.6%
Milton / Edgewood	12,171	147,327	149,031	-1.1%	6,410	77,236	78,266	-1.3%
Orting	8,351	90,015	95,395	-5.6%	4,413	45,770	38,881	17.7%
Overdrive	121,457	1,338,046	1,169,946	14.4%	22,210	258,380	205,492	25.7%
Outreach	4,626	50,077	68,000	-26.4%	1,180	11,874	15,303	-22.4%
Parkland / Spanaway	30,502	371,699	406,380	-8.5%	21,330	245,060	227,396	7.8%
South Hill	44,126	546,362	590,201	-7.4%	13,858	176,004	195,003	-9.7%
Steilacoom	9,882	117,913	118,815	-0.8%	7,441	88,061	83,292	5.7%
Summit	19,036	226,507	243,043	-6.8%	7,348	89,649	100,638	-10.9%
Sumner	18,338	234,684	252,416	-7.0%	10,551	123,768	131,775	-6.1%
Tillicum	2,834	32,114	34,410	-6.7%	2,749	33,524	40,119	-16.4%
University Place	40,375	500,586	540,364	-7.4%	18,144	211,378	240,760	-12.2%
Total	496,835	5,867,589	6,017,038	-2.5%	205,231	2,384,089	2,417,740	-1.4%

October Checkouts



October Visitors



Branch Closure Information - Last 12 Months

Location	Start Date	End Date	Duration	Location	Start Date	End Date	Duration
Full System Late Open at 11:00 AM	2/12/2019	2/12/2019	1	Bonney Lake Closed at 6:00 PM	1/23/2019	1/23/2019	1
Full System Closure	2/11/2019	2/11/2019	1	Bonney Lake Closed at 6:00 PM	1/15/2019	1/16/2019	2
Only LWD, PKS, SUM, UP Open	2/10/2019	2/10/2019	1	Sumner Closed at 2:25 PM	1/6/2019	1/6/2019	1
Full System Closure	2/9/2019	2/9/2019	1	Fife (Planned Maintenance)	12/3/2018	12/15/2018	12
Full System Early Close at 3:00 PM	2/8/2019	2/8/2019	1				
Full System Late Open at 11:00 AM	2/5/2019	2/5/2019	1				
Full System Closure	2/4/2019	2/4/2019	1				
Bonney Lake Closed at 6:00 PM	1/28/2019	1/30/2019	3				

** Historical Visitor Counts

In February 2018, PCLS completed a project to replace its TrafficFlow door counters with new VisiCount door counters because the old ones were no longer supported by the manufacturer, and many had needed replacement due to damage, vandalism, and battery theft.

Because of the issues with the older door counters, some of the historical visitor counts may not be accurate.

Monthly Financial Reports October 31, 2019

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

General Fund

October

- **36110. Investment income is projected to be \$180,000 by yearend.**
- **36998. Recorded 2 of 2 E-Rate reimbursements that had been withheld earlier this year.**
- **53502. Includes significant purchases for computers and paid via P-Card.**

July – September (Quarter 3)

- 36700. Received the first of three Foundation disbursements.
- 36998. Recorded 1 of 2 E-Rate reimbursements that had been withheld earlier this year.
- 36720. Includes several Friends reimbursements for a number of projects.
- 36998. We received notice of the two withheld Erate reimbursements for 2018 Q3 and Q4. Q3's \$89,234.36 is recorded in September and Q4's \$90,325.93 will be recorded in October. This restores the full amounts withheld.
- 54501. Includes the semiannual payment for the Library's portion of the UP Civic Center costs. The invoice was recorded in August (payment is made in September).
- 53505. Includes annual renewal for Polaris Catalog system.
- 54800. Moved vehicle repairs from General Fund to Capital Fund.
- 59700. Per Board approval, conducted the Capital Fund transfer.

April – June (Quarter 2)

- 53505. Includes annual renewal for Polaris Catalog system.
- 54103. Includes annual renewal for Microsoft Premier Consultant contract.
- 00000. This is the total of group budgets for projects that have budgets but are not ready to allocate to specific line items.
- 36998. We received a portion of the Erate reimbursement for 2018 Q4 and 2019 Q1. USAC is withholding the larger reimbursement of nearly \$190,000 for those quarters for reasons that we are looking into.
- 3111x. We received the first large deposit of property taxes in April, which confirms the levy certificate signed in late November. We are on track to receive \$39.4 million in property tax

revenue this year, of which \$34.5 million will be applied to 2019 operations and an estimated \$5 million will be allocated to the Sustainability Fund.

- 36110. The County's WorkDay system is not correctly reporting investment income for April (understated). Once it is corrected in WorkDay, the investment amount will be posted in EDEN.
- 36910. Includes \$10,458 in surplus sales from DES for chromebooks and other laptops.

January – March (Quarter 1)

- 54502. We moved copier lease charges out of contracted maintenance and into Equipment Leases. The budget will be adjusted accordingly.
- 31111-31740. Total taxes received in February was nearly \$200,000 more than February 2018. The additional revenue (due to the restored mill rate) helped with cash flow.
- 31113. Separated King County property taxes from 31111. Estimated 2019 revenue is \$60,000.

Capital Improvement Projects Fund

October

- **Line items distributed accordingly to anticipated yearend results.**
- **54103. Includes payment for Barsness Group's work (Capital Campaign Feasibility Study).**
- **54902. Payment for Library's portion of Fife Local Improvement District (LID) costs.**

July – September (Quarter 3)

- Reconciliation of expenditures and budgets was conducted and line items will be distributed accordingly in the October statement of activities.
- 56200. Made the 8th payment of \$120,000 towards the University Place 5,000 sq ft expansion space.
- Reconciliation of expenditures and budgets was conducted in September and line items will be distributed accordingly in the September statement of activities.
- 54103. Includes payment made to Barsness Group for capital campaign funding study.
- 56200. Includes payment made to City of Orting for the Library's agreed upon share of roof work on the facility.
- 54103. Includes payment to BERK Consulting for Public Engagement project.
- 54901. Includes new membership/subscription to cyber security resources.
- 54805. Moved vehicle repairs from General Fund to Capital Fund.

April – June (Quarter 2)

- 54103. Includes payment to BERK Consulting for Public Engagement project.
- 54100, 56400. Budgets for these will be reallocated in the upcoming months to reflect accurate breakdowns for the PERCY/Munis (HCM/ERP) project.
- 00000. This is the total of group budgets for projects that have budgets but are not ready to allocate to specific line items.

January – March (Quarter 1)

- 53505. Software license payment for the PERCY Project (Munis ERP/HCM) was made.

Debt Service Fund

- **No significant activity.**

Special Purpose Fund

October

- **31111. Recorded the portion of property tax revenue for Levy Sustainability.**

July – September (Quarter 3)

- No significant activity.

April – June (Quarter 2)

- No significant activity.

January – March (Quarter 1)

- 55200. The cost for the election was \$268,310 and paid in February.

PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF FINANCIAL POSITION
October 31, 2019

	GENERAL FUND	SPECIAL PURPOSE FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND
ASSETS				
Current Assets				
Cash	\$ 9,491,633	\$ 5,452,436	\$ 336	\$ 27,832
Investments	\$ 3,890,000	\$ 1,005,000	\$ 87,500	\$ 2,395,000
Deposits Refundable	\$ -	\$ -	\$ -	\$ -
Total Current Assets	\$ 13,381,633	\$ 6,457,436	\$ 87,836	\$ 2,422,832
TOTAL ASSETS	\$ 13,381,633	\$ 6,457,436	\$ 87,836	\$ 2,422,832
LIABILITIES				
Current Liabilities				
Warrants Payable	\$ 117,447	\$ -	\$ -	\$ 11,192
Sales Tax Payable	\$ 4,641	\$ -	\$ -	\$ -
Payroll Payable	\$ 130,737	\$ -	\$ -	\$ -
US Bank Payable	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 252,825	\$ -	\$ -	\$ 11,192
TOTAL LIABILITIES	\$ 252,825	\$ -	\$ -	\$ 11,192
FUND BALANCE				
Reserve for Encumbrances	\$ 483,460	\$ -	\$ -	\$ 386,754
Election Set-Aside		\$ 608,822		
Land/Property/Facility Set-Aside		\$ 630,117		
Unreserved Fund Balance	\$ 12,645,348	\$ 5,218,497	\$ 87,836	\$ 2,024,886
TOTAL FUND BALANCE	\$ 13,128,808	\$ 6,457,436	\$ 87,836	\$ 2,411,641
TOTAL LIABILITIES & FUND BALANCE	\$ 13,381,633	\$ 6,457,436	\$ 87,836	\$ 2,422,832
<hr/>				
BEGINNING FUND BALANCE, 01/01/19	\$ 7,738,394	\$ 1,255,685	\$ 86,171	\$ 1,551,840
YTD Revenue	\$ 32,815,619	\$ 5,470,123	\$ 1,665	\$ 1,494,355
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (27,425,204)	\$ (268,372)	\$ -	\$ (634,555)
ENDING FUND BALANCE, 10/31/19	\$ 13,128,808	\$ 6,457,436	\$ 87,836	\$ 2,411,641
TAXES RECEIVABLE	\$ 3,132,650	\$ -	\$ -	\$ -

**PIERCE COUNTY LIBRARY SYSTEM
COMPARATIVE STATEMENT OF FINANCIAL POSITION
General Fund as of October 31, 2019**

	<i>HISTORICAL</i> 10/31/2018	<i>HISTORICAL</i> 11/30/2018	<i>HISTORICAL</i> 12/31/2018	<i>HISTORICAL</i> 1/31/2019	<i>HISTORICAL</i> 2/28/2019	<i>HISTORICAL</i> 3/31/2019	<i>HISTORICAL</i> 4/30/2019	<i>HISTORICAL</i> 5/31/2019	<i>HISTORICAL</i> 6/30/2019	<i>HISTORICAL</i> 7/31/2019	<i>HISTORICAL</i> 8/31/2019	<i>CURRENT</i> 9/30/2019	<i>CURRENT</i> 10/31/2019
ASSETS													
Current Assets													
Cash	\$ 11,923,103	\$ 1,999,546	\$ 627,099	\$ 192,800	\$ 958,504	\$ 2,800,867	\$ 15,229,013	\$ 2,894,686	\$ 482,335	\$ 321,593	\$ 577,105	\$ 1,253,381	\$ 9,491,633
Investments	\$ -	\$ 9,250,000	\$ 7,800,000	\$ 5,650,000	\$ 3,200,000	\$ 1,700,000	\$ 1,700,000	\$ 14,100,000	\$ 13,913,000	\$ 10,453,000	\$ 8,143,000	\$ 5,940,000	\$ 3,890,000
Deposits Refundable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,019	\$ 25,019	\$ 25,888	\$ -	\$ -	\$ -
Total Current Assets	\$ 11,923,103	\$ 11,249,546	\$ 8,427,099	\$ 5,842,800	\$ 4,158,504	\$ 4,500,867	\$ 16,929,013	\$ 17,019,705	\$ 14,420,353	\$ 10,800,481	\$ 8,720,105	\$ 7,193,381	\$ 13,381,633
TOTAL ASSETS	\$ 11,923,103	\$ 11,249,546	\$ 8,427,099	\$ 5,842,800	\$ 4,158,504	\$ 4,500,867	\$ 16,929,013	\$ 17,019,705	\$ 14,420,353	\$ 10,800,481	\$ 8,720,105	\$ 7,193,381	\$ 13,381,633
LIABILITIES													
Current Liabilities													
Warrants Payable	\$ 118,663	\$ 160,876	\$ 516,769	\$ 251,432	\$ 79,752	\$ 79,533	\$ 122,578	\$ 125,580	\$ 86,612	\$ 33,290	\$ 98,418	\$ 308,102	\$ 117,447
Sales Tax Payable	\$ 2,703	\$ 2,643	\$ 241	\$ 1,438	\$ 1,967	\$ 1,997	\$ 2,319	\$ 2,516	\$ 2,471	\$ 3,515	\$ 2,825	\$ 2,606	\$ 4,641
Payroll Payable	\$ 111,920	\$ 129,840	\$ 149,007	\$ 124,676	\$ 143,867	\$ 110,110	\$ 130,627	\$ 148,517	\$ 170,543	\$ 126,068	\$ 148,456	\$ 171,461	\$ 130,737
Total Current Liabilities	\$ 233,286	\$ 293,359	\$ 666,017	\$ 377,547	\$ 225,587	\$ 191,639	\$ 255,525	\$ 276,613	\$ 259,626	\$ 162,873	\$ 249,699	\$ 482,169	\$ 252,825
TOTAL LIABILITIES	\$ 233,286	\$ 293,359	\$ 666,017	\$ 377,547	\$ 225,587	\$ 191,639	\$ 255,525	\$ 276,613	\$ 259,626	\$ 162,873	\$ 249,699	\$ 482,169	\$ 252,825
FUND BALANCE													
Reserve for Encumbrance	\$ 634,256	\$ 425,324	\$ 22,003	\$ 1,415,795	\$ 1,353,775	\$ 1,240,119	\$ 1,410,091	\$ 1,359,549	\$ 953,035	\$ 884,939	\$ 778,093	\$ 587,377	\$ 483,460
Unreserved Fund Balance	\$ 11,055,561	\$ 10,530,864	\$ 7,739,079	\$ 4,049,458	\$ 2,579,143	\$ 3,069,109	\$ 15,263,397	\$ 15,383,543	\$ 13,207,692	\$ 9,752,669	\$ 7,692,313	\$ 6,123,836	\$ 12,645,348
TOTAL FUND BALANCE	\$ 11,689,817	\$ 10,956,188	\$ 7,761,082	\$ 5,465,253	\$ 3,932,917	\$ 4,309,228	\$ 16,673,488	\$ 16,743,092	\$ 14,160,727	\$ 10,637,608	\$ 8,470,406	\$ 6,711,213	\$ 13,128,808
TOTAL LIABILITIES & FUND BALANCE	\$ 11,923,103	\$ 11,249,546	\$ 8,427,099	\$ 5,842,800	\$ 4,158,504	\$ 4,500,867	\$ 16,929,013	\$ 17,019,705	\$ 14,420,353	\$ 10,800,481	\$ 8,720,105	\$ 7,193,381	\$ 13,381,633
PROPERTY TAXES RECEIVABLE	\$ 2,404,814	\$ 695,763	\$ 603,084	\$ 39,841,794	\$ 39,155,533	\$ 36,413,384	\$ 21,545,105	\$ 18,923,154	\$ 18,759,756	\$ 18,640,957	\$ 18,445,389	\$ 17,731,390	\$ 3,132,650

**PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF REVENUE & EXPENDITURES
For the Period Ending October 31, 2019**

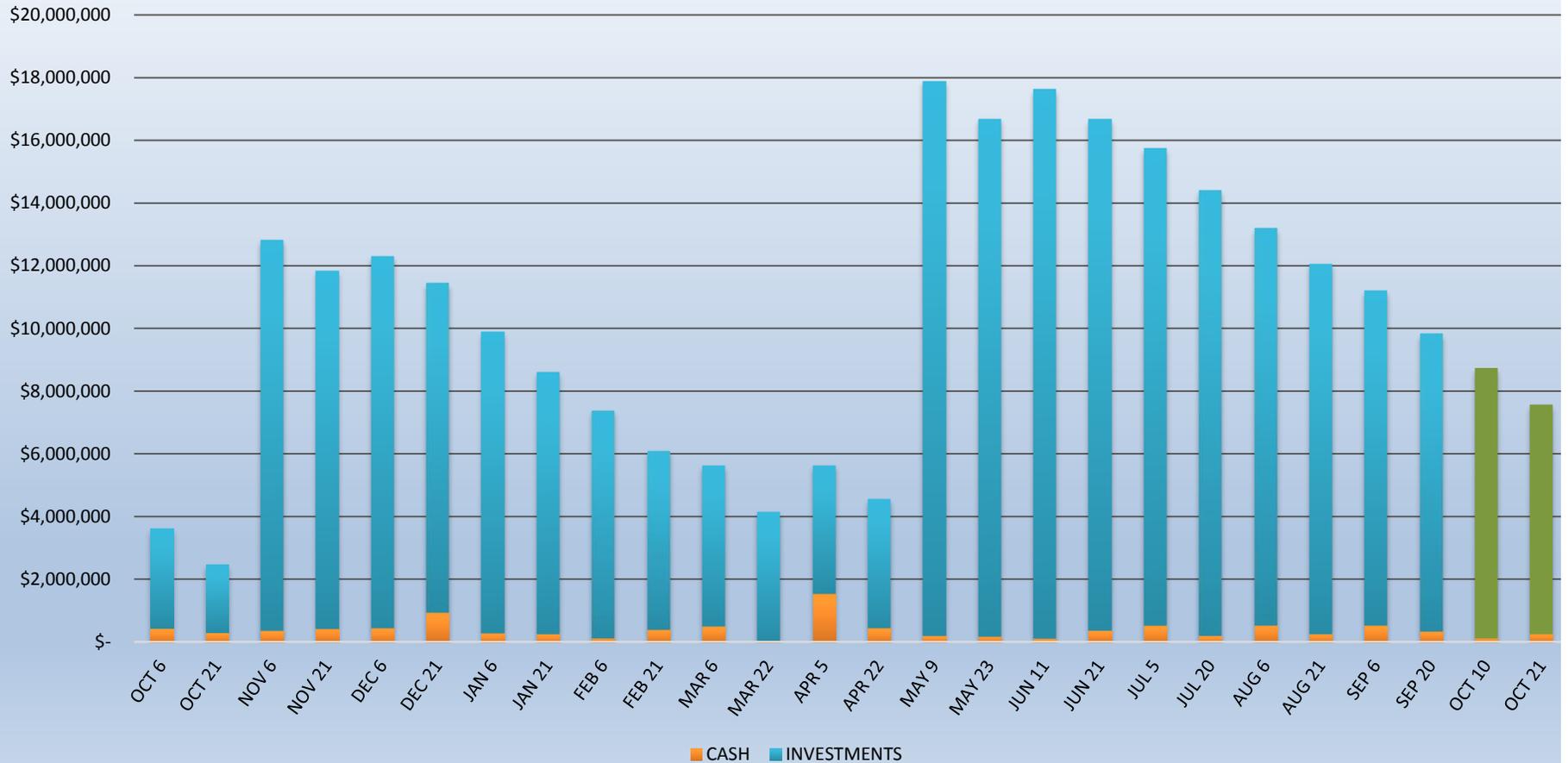
GENERAL FUND - 01	2019 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ 34,623,500	\$ 31,646,788	\$ -	\$ 2,976,712	91%
Other Revenue	\$ 1,750,500	\$ 1,168,831	\$ -	\$ 581,669	67%
TOTAL REVENUE	\$ 36,374,000	\$ 32,815,619	\$ -	\$ 3,558,381	90%
EXPENDITURES					
Personnel/Taxes and Benefits	\$ 24,332,700	\$ 19,671,508	\$ -	\$ 4,661,192	81%
Materials	\$ 3,805,100	\$ 2,690,970	\$ -	\$ 1,114,130	71%
Maintenance and Operations	\$ 5,175,000	\$ 3,602,726	\$ 485,321	\$ 1,086,953	79%
Transfers Out & Reserves	\$ 3,060,000	\$ 1,460,000	\$ -	\$ 1,600,000	48%
TOTAL EXPENDITURES	\$ 36,372,800	\$ 27,425,204	\$ 485,321	\$ 8,462,275	77%
Excess/(Deficit)		\$ 5,390,415			
Additional Transfers Out		-			
NET EXCESS (DEFICIT)		\$ 5,390,415			

SPECIAL PURPOSE FUND - 15	2019 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ 625,000	\$ -	\$ -	\$ 625,000	0%
Transfers In	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000	0%
Investment Income	\$ 60,000	\$ 20,123	\$ -	\$ 39,877	34%
TOTAL REVENUE	\$ 1,785,000	\$ 20,123	\$ -	\$ 1,764,877	1%
EXPENDITURES					
Election Costs	\$ 625,000	\$ 268,372	\$ -	\$ 356,628	43%
TOTAL EXPENDITURES	\$ 625,000	\$ 268,372	\$ -	\$ 356,628	43%
Excess/(Deficit)		\$ (248,249)			
Additional Transfers In		\$ -			
NET EXCESS (DEFICIT)		\$ (248,249)			

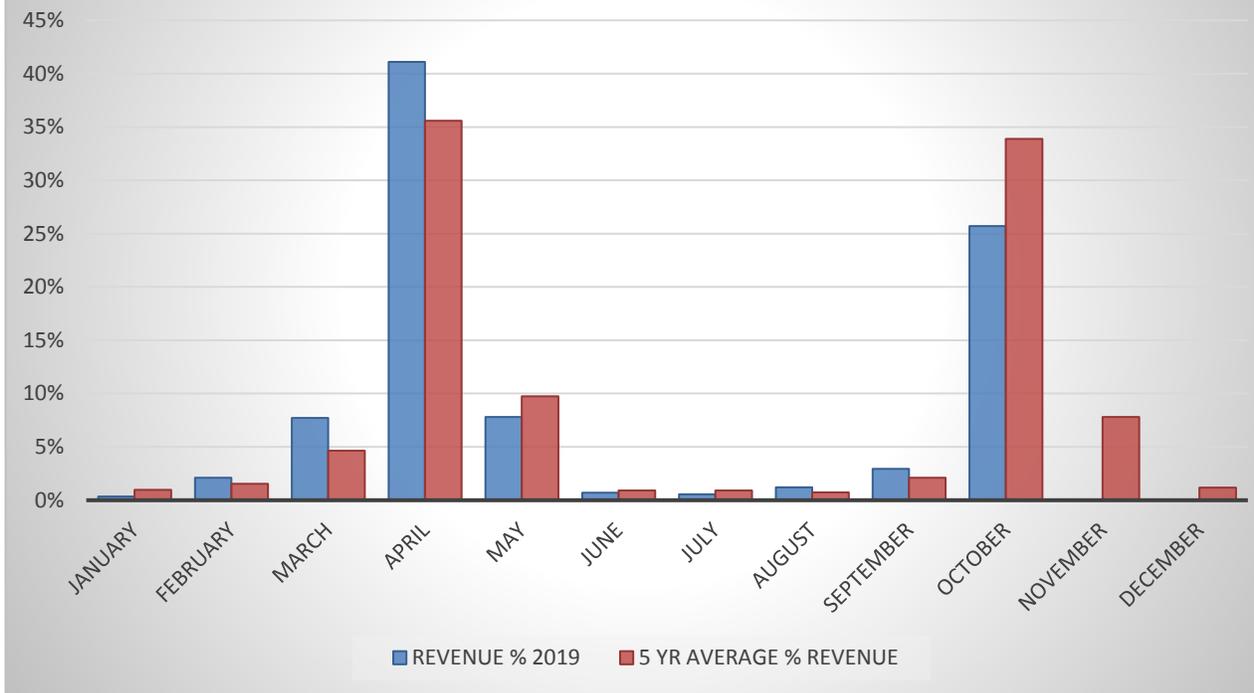
DEBT SERVICE FUND - 20	2019 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ -	\$ 173	\$ -	\$ (173)	-
Other Revenue	\$ -	\$ 1,492	\$ -	\$ (1,492)	-
TOTAL REVENUE	\$ -	\$ 1,665	\$ -	\$ (1,665)	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
NET EXCESS (DEFICIT)		\$ 1,665			

CAPITAL IMPROVEMENT PROJECTS FUND - 30	2019 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ 217,085	\$ -	\$ -	\$ 217,085	0%
Transfers In	\$ 1,460,000	\$ 1,460,000	\$ -	\$ -	100%
Other Revenue	\$ -	\$ 34,355	\$ -	\$ (34,355)	-
TOTAL REVENUE	\$ 1,677,085	\$ 1,494,355	\$ -	\$ 182,730	89%
EXPENDITURES					
Capital Improvement Projects	\$ 1,415,000	\$ 634,555	\$ 386,754	\$ 393,691	72%
TOTAL EXPENDITURES	\$ 1,415,000	\$ 634,555	\$ 386,754	\$ 393,691	72%
Excess/(Deficit)		\$ 859,801			
Additional Transfers In		-			
NET EXCESS (DEFICIT)		\$ 859,801			

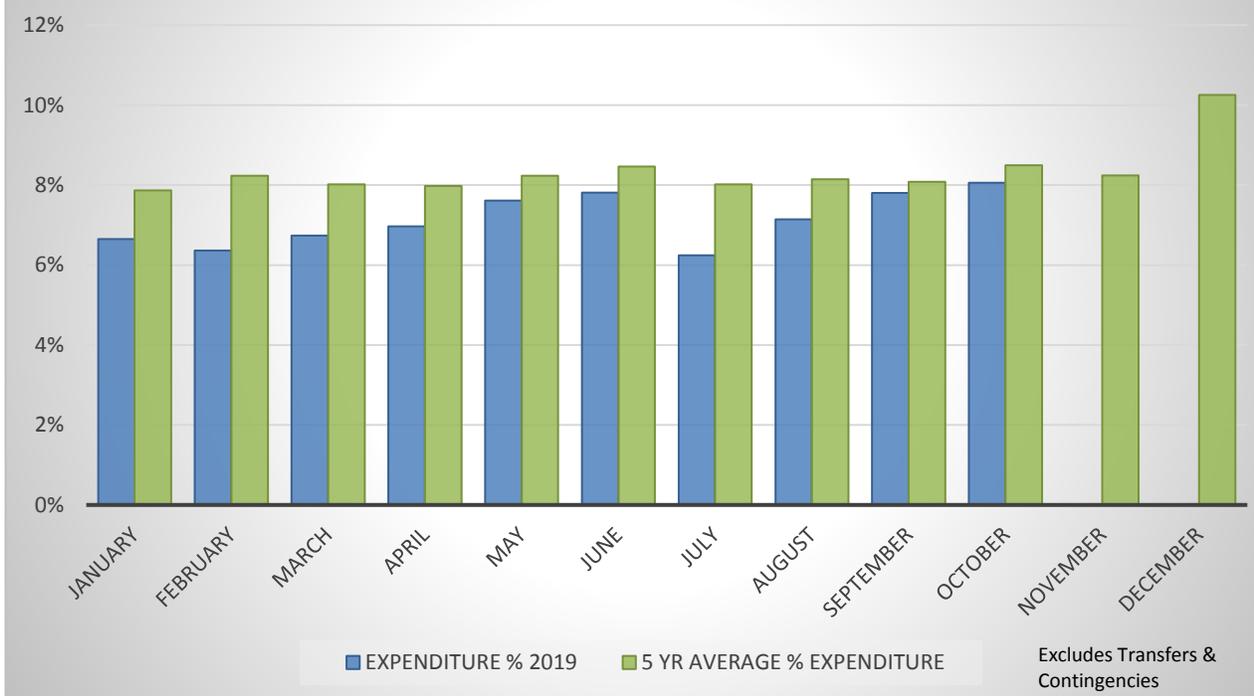
**CASH & INVESTMENTS - SEMI-MONTHLY
2019 - ALL FUNDS COMBINED (EXCLUDES DEBT SERVICE FUND)
- 13 MONTHS MOVING -**



GENERAL FUND - REVENUE TREND (%) THROUGH OCTOBER 2019



GENERAL FUND - EXPENDITURE TREND (%) THROUGH OCTOBER 2019



FUND: GENERAL FUND (01)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAXES CURRENT	33,934,600.00	9,139,017.56	30,989,540.59	0.00	2,945,059.41	91.32
31112 PROPERTY TAXES DELINQUENT	424,900.00	20,811.81	324,819.25	0.00	100,080.75	76.45
31113 PROPERTY TAXES KING COUNTY	60,000.00	904.36	36,158.17	0.00	23,841.83	60.26
31130 SALE OF TAX TITLE PROPERTY	6,000.00	14,568.12	16,080.34	0.00	(10,080.34)	268.01
31720 LEASEHOLD EXCISE TAX	20,000.00	1,229.83	21,303.93	0.00	(1,303.93)	106.52
31740 TIMBER EXCISE TAX	63,000.00	0.00	77,172.44	0.00	(14,172.44)	122.50
TAXES:	34,508,500.00	9,176,531.68	31,465,074.72	0.00	3,043,425.28	91.18
33533 STATE FOREST FUNDS/DNR TIMBER TRU	0.00	0.00	11,918.01	0.00	(11,918.01)	0.00
33710 SHARED FIXED ASSETS - TIMBER	15,000.00	0.00	0.00	0.00	15,000.00	0.00
34160 COPIER FEES	30,000.00	2,895.82	29,453.34	0.00	546.66	98.18
34161 GRAPHICS SERVICES CHARGES	7,500.00	54.80	840.66	0.00	6,659.34	11.21
34162 PRINTER FEES	125,000.00	10,682.82	104,882.69	0.00	20,117.31	83.91
34163 FAX FEES	22,000.00	2,050.76	21,431.63	0.00	568.37	97.42
34193 ORTING - SERVICE FEES	3,000.00	0.00	3,240.00	0.00	(240.00)	108.00
34730 INTERLIBRARY LOAN FEES	0.00	12.00	(477.40)	0.00	477.40	0.00
35970 LIBRARY FINES	400,000.00	31,592.80	325,172.50	0.00	74,827.50	81.29
36110 INVESTMENT INCOME	100,000.00	8,777.34	152,361.51	0.00	(52,361.51)	152.36
36140 OTHER INTEREST EARNED - COUNTY	0.00	4.15	42.25	0.00	(42.25)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	1,000.00	0.00	779.80	0.00	220.20	77.98
36290 BOOK SALES	4,000.00	2.96	5,728.23	0.00	(1,728.23)	143.21
36700 FOUNDATION DONATIONS	350,000.00	0.00	117,450.80	0.00	232,549.20	33.56
36720 FRIENDS' REIMBURSEMENTS	30,000.00	25,798.47	74,845.92	0.00	(44,845.92)	249.49
36725 DONATIONS - OTHER	160,000.00	22.78	337.03	0.00	159,662.97	0.21
36910 SALE OF SURPLUS	2,000.00	0.00	10,456.92	0.00	(8,456.92)	522.85
36920 FOUND MONEY	1,000.00	49.01	434.29	0.00	565.71	43.43
36990 MISCELLANEOUS REVENUE	0.00	(63.02)	5,011.69	0.00	(5,011.69)	0.00
36991 PAYMENT FOR LOST MATERIALS	10,000.00	(358.07)	4,193.21	0.00	5,806.79	41.93
36996 JURY DUTY REIMBURSEMENT	0.00	20.00	233.00	0.00	(233.00)	0.00
36998 E RATE REIMBURSEMENT	530,000.00	89,550.98	407,885.59	0.00	122,114.41	76.96
36999 REBATES - PROCUREMENT CARD	75,000.00	0.00	45,352.09	0.00	29,647.91	60.47
CHARGES OTHER:	1,865,500.00	171,093.60	1,321,573.76	0.00	543,926.24	70.84
39510 SALE OF FIXED ASSETS (GOV)	0.00	0.00	17,391.44	0.00	(17,391.44)	0.00
39520 INSURANCE RECOVERIES - CAPITAL ASSE	0.00	0.00	11,578.80	0.00	(11,578.80)	0.00
TOTAL FOR REVENUE ACCOUNTS	36,374,000.00	9,347,625.28	32,815,618.72	0.00	3,558,381.28	90.22
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	17,822,600.00	1,420,387.17	13,758,132.69	0.00	4,064,467.31	77.19
51105 ADDITIONAL HOURS	239,400.00	28,926.64	246,418.81	0.00	(7,018.81)	102.93
51106 SHIFT DIFFERENTIAL	161,200.00	14,972.33	152,946.13	0.00	8,253.87	94.88
51107 SUBSTITUTE HOURS	262,250.00	20,109.85	194,320.33	0.00	67,929.67	74.10
51109 TUITION ASSISTANCE PROGRAM	10,000.00	0.00	5,458.06	0.00	4,541.94	54.58
51200 OVERTIME WAGES	21,150.00	2,523.13	15,864.16	0.00	5,285.84	75.01
51999 ADJ WAGE/SALARY TO MATCH PLAN	(462,900.00)	0.00	0.00	0.00	(462,900.00)	0.00
52001 INDUSTRIAL INSURANCE	181,100.00	11,868.40	103,159.17	0.00	77,940.83	56.96
52002 MEDICAL INSURANCE	2,310,200.00	196,404.50	2,020,966.41	0.00	289,233.59	87.48
52003 F.I.C.A.	1,344,300.00	111,532.34	1,075,051.12	0.00	269,248.88	79.97
52004 RETIREMENT	2,254,500.00	186,288.80	1,793,139.42	0.00	461,360.58	79.54

FUND: GENERAL FUND (01)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
52005 DENTAL INSURANCE	213,200.00	18,699.08	184,269.36	0.00	28,930.64	86.43
52006 OTHER BENEFIT	10,800.00	2,040.00	17,680.00	0.00	(6,880.00)	163.70
52010 LIFE AND DISABILITY INSURANCE	75,900.00	6,606.65	64,527.53	0.00	11,372.47	85.02
52020 UNEMPLOYMENT/ PAID FML INSURANCE	50,000.00	2,183.43	39,574.77	0.00	10,425.23	79.15
52999 ADJ BENEFITS TO MATCH PLAN	(161,000.00)	0.00	0.00	0.00	(161,000.00)	0.00
PERSONNEL	24,332,700.00	2,022,542.32	19,671,507.96	0.00	4,661,192.04	80.84
53100 OFFICE/OPERATING SUPPLIES	214,800.00	33,779.94	196,988.52	4,790.23	13,021.25	93.94
53101 CUSTODIAL SUPPLIES	69,000.00	4,726.68	54,488.91	8,410.82	6,100.27	91.16
53102 MAINTENANCE SUPPLIES	35,000.00	2,533.24	24,608.92	2,000.00	8,391.08	76.03
53103 AUDIOVISUAL PROCESSING SUP	16,000.00	0.00	813.87	0.00	15,186.13	5.09
53104 BOOK PROCESSING SUPPLIES	18,000.00	2,917.81	4,910.35	831.29	12,258.36	31.90
53200 FUEL	35,000.00	7,886.32	25,008.90	7,127.81	2,863.29	91.82
53401 ADULT MATERIALS	739,500.00	84,328.62	526,623.95	0.00	212,876.05	71.21
53403 PERIODICALS	92,000.00	1,461.98	79,907.62	0.00	12,092.38	86.86
53405 JUVENILE BOOKS	456,954.00	61,810.73	307,991.59	0.00	148,962.41	67.40
53407 INTERNATIONAL COLLECTION	45,000.00	16,377.65	30,367.66	0.00	14,632.34	67.48
53408 AUDIOVISUAL MATERIALS - ADULT	725,000.00	37,278.29	437,893.54	0.00	287,106.46	60.40
53409 AUDIOVISUAL MATERIALS - JUV	86,000.00	4,487.26	22,615.47	0.00	63,384.53	26.30
53411 ELECTRONIC INFO SOURCES	528,643.00	0.00	498,758.51	0.00	29,884.49	94.35
53412 REFERENCE SERIALS	11,500.00	407.74	771.45	0.00	10,728.55	6.71
53414 ELECTRONIC COLLECTION	972,003.00	30,996.54	691,223.32	0.00	280,779.68	71.11
53464 VENDOR PROCESSING SERVICES	148,500.00	12,052.44	94,615.10	0.00	53,884.90	63.71
53499 GIFTS - MATERIALS	0.00	0.00	201.69	0.00	(201.69)	0.00
53500 MINOR EQUIPMENT	55,500.00	1,784.82	28,031.20	0.00	27,468.80	50.51
53501 FURNISHINGS	64,000.00	5,502.51	44,367.82	70,783.00	(51,150.82)	179.92
53502 TECHNOLOGY HARDWARE	358,500.00	317,626.29	346,916.47	0.00	11,583.53	96.77
53505 SOFTWARE/LICENSES/HOSTING	516,500.00	14,292.24	364,456.63	8,600.00	143,443.37	72.23
54100 PROFESSIONAL SERVICES	193,230.00	30,752.50	125,316.31	18,016.24	49,897.45	74.18
54101 LEGAL SERVICES	55,000.00	4,378.50	31,981.75	3,719.25	19,299.00	64.91
54103 CONTRACTUAL SERVICES	314,100.00	23,741.21	237,641.08	79,150.23	(2,691.31)	100.86
54162 BIBLIOGRAPHIC & RELATED SERVICES	46,500.00	4,290.64	41,647.76	0.00	4,852.24	89.57
54163 PRINTING AND BINDING	0.00	0.00	11,797.30	0.00	(11,797.30)	0.00
54165 ILL LOST ITEM CHARGE	2,500.00	62.00	962.85	0.00	1,537.15	38.51
54200 POSTAGE AND SHIPPING	73,000.00	16,930.06	61,088.18	0.00	11,911.82	83.68
54201 TELECOM SERVICES	650,400.00	24,086.92	530,943.71	96,230.36	23,225.93	96.43
54300 TRAVEL	49,900.00	6,307.65	24,495.95	0.00	25,404.05	49.09
54301 MILEAGE REIMBURSEMENTS	36,800.00	4,182.83	38,748.32	0.00	(1,948.32)	105.29
54400 ADVERTISING	94,500.00	5,757.97	57,902.51	3,728.00	32,869.49	65.22
54501 RENTALS/LEASES - BUILDINGS	421,000.00	22,351.97	286,729.11	42,144.90	92,125.99	78.12
54502 RENTALS/LEASES - EQUIPMENT	130,900.00	16,600.92	109,229.62	39,110.84	(17,440.46)	113.32
54504 DATA SERVICES	0.00	0.00	425.00	0.00	(425.00)	0.00
54600 INSURANCE	222,000.00	0.00	799.00	0.00	221,201.00	0.36
54700 ELECTRICITY	265,000.00	16,917.39	189,917.80	0.00	75,082.20	71.67
54701 NATURAL GAS	12,000.00	425.74	6,989.65	0.00	5,010.35	58.25
54702 WATER	30,000.00	7,302.80	29,851.80	0.00	148.20	99.51
54703 SEWER	34,000.00	5,913.58	40,441.74	0.00	(6,441.74)	118.95
54704 REFUSE	36,000.00	5,186.61	32,098.10	1,069.15	2,832.75	92.13

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 10/31/2019

FUND: GENERAL FUND (01)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54800 GENERAL REPAIRS/MAINTENANCE	253,500.00	20,363.33	199,511.59	46,466.14	7,522.27	97.03
54801 CONTRACTED MAINTENANCE	501,450.00	17,682.39	258,091.88	53,142.70	190,215.42	62.07
54810 IT SYSTEMS MAINTENANCE	82,100.00	0.00	54,235.65	0.00	27,864.35	66.06
54900 REGISTRATIONS	62,700.00	4,784.44	24,854.32	0.00	37,845.68	39.64
54901 DUES AND MEMBERSHIPS	24,120.00	0.00	35,379.97	0.00	(11,259.97)	146.68
54902 TAXES AND ASSESSMENTS	29,500.00	19,533.46	39,834.96	0.00	(10,334.96)	135.03
54903 LICENSES AND FEES	58,300.00	9,633.36	39,707.57	0.00	18,592.43	68.11
54905 ORGANIZATIONAL REGISTRATIONS	3,000.00	50.00	1,348.47	0.00	1,651.53	44.95
54912 CONTINGENCY	98,200.00	0.00	0.00	0.00	98,200.00	0.00
55100 INTERGOVERNMENTAL	13,000.00	0.00	162.63	0.00	12,837.37	1.25
59700 TRANSFERS OUT - CIP	1,460,000.00	0.00	1,460,000.00	0.00	0.00	100.00
59702 TRANSFERS OUT - SPF	1,100,000.00	0.00	0.00	0.00	1,100,000.00	0.00
59703 CASH FLOW SET-ASIDE	500,000.00	0.00	0.00	0.00	500,000.00	0.00
ALL OTHER EXPENSES	12,040,100.00	907,487.37	7,753,696.07	485,320.96	3,801,082.97	68.43
00000 UNALLOCATED GRP BDGT LINE ITEMS	1,200.00	0.00	0.00	0.00	1,200.00	0.00
NEED A CATEGORY	1,200.00	0.00	0.00	0.00	1,200.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	36,374,000.00	2,930,029.69	27,425,204.03	485,320.96	8,463,475.01	76.73
NET SURPLUS / DEFICIT	0.00	6,417,595.59	5,390,414.69	(485,320.96)	(4,905,093.73)	0.00

FUND: SPECIAL PURPOSE FUND (15)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	625,000.00	0.00	0.00	0.00	625,000.00	0.00
31111 PROPERTY TAXES CURRENT	0.00	5,450,000.00	5,450,000.00	0.00	(5,450,000.00)	0.00
TAXES:	625,000.00	5,450,000.00	5,450,000.00	0.00	(4,825,000.00)	872.00
36110 INVESTMENT INCOME	60,000.00	1,783.70	20,123.05	0.00	39,876.95	33.54
CHARGES OTHER:	60,000.00	1,783.70	20,123.05	0.00	39,876.95	33.54
39700 TRANSFERS IN	1,100,000.00	0.00	0.00	0.00	1,100,000.00	0.00
TOTAL FOR REVENUE ACCOUNTS	1,785,000.00	5,451,783.70	5,470,123.05	0.00	(3,685,123.05)	306.45
EXPENSE ACCOUNTS						
PERSONNEL	0.00	0.00	0.00	0.00	0.00	0.00
54101 LEGAL SERVICES	0.00	0.00	10.08	0.00	(10.08)	0.00
55200 ELECTION COSTS	625,000.00	0.00	268,361.63	0.00	356,638.37	42.94
ALL OTHER EXPENSES	625,000.00	0.00	268,371.71	0.00	356,628.29	42.94
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	625,000.00	0.00	268,371.71	0.00	356,628.29	42.94
NET SURPLUS / DEFICIT	1,160,000.00	5,451,783.70	5,201,751.34	0.00	(4,041,751.34)	448.43

FUND: DEBT SERVICE FUND (20)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	172.55	0.00	(172.55)	0.00
TAXES:	0.00	0.00	172.55	0.00	(172.55)	0.00
36110 INVESTMENT INCOME	0.00	148.51	1,492.24	0.00	(1,492.24)	0.00
CHARGES OTHER:	0.00	148.51	1,492.24	0.00	(1,492.24)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	148.51	1,664.79	0.00	(1,664.79)	0.00
NET SURPLUS / DEFICIT	0.00	148.51	1,664.79	0.00	(1,664.79)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2019 Budget	October Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	217,085.00	0.00	0.00	0.00	217,085.00	0.00
36110 INVESTMENT INCOME	0.00	4,376.93	34,355.42	0.00	(34,355.42)	0.00
CHARGES OTHER:	217,085.00	4,376.93	34,355.42	0.00	182,729.58	15.83
39700 TRANSFERS IN	1,460,000.00	0.00	1,460,000.00	0.00	0.00	100.00
TOTAL FOR REVENUE ACCOUNTS	1,677,085.00	4,376.93	1,494,355.42	0.00	182,729.58	89.10
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	800.00	0.00	745.77	0.00	54.23	93.22
53501 FURNISHINGS	124,400.00	9,001.08	83,249.90	29,665.97	11,484.13	90.77
53502 TECHNOLOGY HARDWARE	19,000.00	0.00	18,547.51	1,765.41	(1,312.92)	106.91
53505 SOFTWARE/LICENSES/HOSTING	125,000.00	0.00	118,823.88	7,562.28	(1,386.16)	101.11
54100 PROFESSIONAL SERVICES	18,100.00	8,540.00	17,855.65	0.00	244.35	98.65
54103 CONTRACTUAL SERVICES	192,000.00	25,862.63	112,239.23	277,837.23	(198,076.46)	203.16
54200 POSTAGE AND SHIPPING	2,900.00	0.00	0.00	0.00	2,900.00	0.00
54300 TRAVEL	70,000.00	5,135.33	13,374.08	47,296.56	9,329.36	86.67
54400 ADVERTISING	600.00	0.00	999.60	0.00	(399.60)	166.60
54800 GENERAL REPAIRS/MAINTENANCE	2,700.00	0.00	2,615.62	0.00	84.38	96.87
54801 CONTRACTED MAINTENANCE	700.00	0.00	661.20	0.00	38.80	94.46
54805 VEHICLE REPAIR - MAJOR	38,000.00	0.00	37,952.24	0.00	47.76	99.87
54900 REGISTRATIONS	4,800.00	0.00	4,750.00	0.00	50.00	98.96
54901 DUES AND MEMBERSHIPS	9,300.00	0.00	9,231.60	0.00	68.40	99.26
54902 TAXES AND ASSESSMENTS	47,000.00	47,000.00	47,000.00	0.00	0.00	100.00
54903 LICENSES AND FEES	2,000.00	500.00	1,890.00	0.00	110.00	94.50
54912 CONTINGENCY/RESERVE	21,200.00	0.00	0.00	0.00	21,200.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	146,200.00	0.00	146,166.43	1.00	32.57	99.98
56300 IMPROVEMENTS OTHER THAN BLDGS	12,000.00	0.00	11,455.49	22,625.97	(22,081.46)	284.01
56400 MACHINERY & EQUIPMENT	7,000.00	0.00	6,996.62	0.00	3.38	99.95
00000 UNALLOCATED GRP BDGT LINE ITEMS	571,300.00	0.00	0.00	0.00	571,300.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	1,415,000.00	96,039.04	634,554.82	386,754.42	393,690.76	72.18
NET SURPLUS / DEFICIT	262,085.00	(91,662.11)	859,800.60	(386,754.42)	(210,961.18)	180.49

MEMO



Date: December 2, 2019

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Report - November

- The Library now has its own annual fundraising event with the successful launch of the Library Foundation's Trivia Bee. 160 people gathered for food, fun and fierce competition at the Foss Seaport Museum. They cheered on 14 teams who battled through 50 questions in hopes of hoisting the trophy. Casey Catherwood, Creative Director of the Tacoma Rainiers emceed the event and kept everyone laughing, and former County Executive Pat McCarthy provided judging and showed her style and humor in black robe and wig.
- As we prepare to begin work on our strategic directions in 2020, ten staff attended the annual United Way Poverty to Possibilities Summit. The Poverty Reduction Core Team that I serve on has renamed itself: Resilient Pierce County. We are beginning to lay out a plan of work and have a \$70,000 grant to support initial efforts and strategic planning.
- I attended a meeting organized by the City of Sumner to discuss and coordinate possible projects occurring in the next few years.

Projects may include a potential new library, addition of activity fields at the YMCA, the Sumner Family Support Center and city facilities. Sumner Mayor Bill Pugh; Sumner Councilmember Barbara Bitetto; Interim City Administrator Jason Wilson; Dr. Laurie Dent, Sumner Bonney Lake School District; Leslie Harris, City of Bonney Lake; Andrea Milikan, YMCA; and Jerry Vandenberg, Sumner Rotary and I shared our projects and possible timelines.

- This month, I met with Bryan Flint, Executive Director of Sound Outreach. I also met with PLU President Allan Belton and David Setford, Executive Director of the Tacoma Art Museum.

MEMO



Date: November 30, 2019

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

From: Jaime Prothro, Customer Experience Director

Subject: Branch Services Report for October 2019

Bonney Lake: On October 26th the Bonney Lake library became Harry Potter world! Over 150 witches and wizards of all ages were sorted into their houses, got wands and made magic. We played Quidditch, divination, trivia, pin the glasses on Harry, a fantastic beasts scavenger hunt and, of course, butter beer.

Eatonville: Mindy Ewing (CE Specialist) and Glenn Storbeck (Librarian) attended the Fall Fest Information Fair for persons with disabilities. They issued cards, gave out information for services, classes, programs and databases.

Fife: The Glitter Pumpkin Carving and Volcanos program attracted an unexpectedly large crowd of 62 in attendance! Attendees carved 41 pumpkins while learning about different types of volcanos and chemical reactions, then put their chemist hats on and made them erupt!

Fife began its Primetime Family Reading program, which brought 14 families from Endeavour School to the library the last two weeks of October. The program will continue until the last week of November, and families will enjoy a meal and a lively discussion on a set of books they read each week. This program is facilitated by Eli Boyd and Holly Slack, CE Specialists, Kris Haines, Endeavour Librarian, and Missy Burkey, Teacher at Tacoma Public Schools.

Graham: The all-ages Halloween Trivia night and customer contest sponsored by the Friends of the Graham Library was a big hit with our customers as several people of all ages showed up in some pretty elaborate costumes. People who participated commented on how much fun the program was and expressed an interest in future trivia nights.

Key Center: A local resident is beginning a Support Group for Elder Caregivers at the Key Peninsula Community Services, and staff has been providing extensive Reader's Advisory to assist. As a result, this customer will be in attendance at the next branch staff meeting to explain her group so that staff can learn more and share with interested customers.

Lakewood:

On October 1st the branch hosted Humanities Washington speaker Omari Amili to give his presentation "From Crime to Classroom: How Education Changes Lives." One young man shared his own experiences with incarceration as a teen and re-entry as a new adult. Representative for the 28th Legislative District

Mari Leavitt was also in attendance and shared that she is currently working as part of a committee researching issues around incarceration and re-entry.

The Teen Library Council planned their first program of the year: *Nightmare Before Christmas Halloween Takeover* of regularly scheduled Wednesday Hangouts. Teens chose the theme, selected activities, were given a program budget, and prepared all supplies. Over 20 teens attended!

A total of 25 teens responded to a teen space and teen programming survey in September – October. The majority of teens reported coming to the library to do homework, use the computers, and to check out materials. In response, staff will be doing some additional targeted promotion of homework resources in the Teen Space and with community partners such as Graduation Alliance.



Orting: The branch competed in the interactive display contest to help promote MakerFest.

South Hill: A small business owner who received an information packet sent out by the Adult Services business team came to the South Hill library for a Book a Librarian appointment. He received an overview of the library’s core business databases and an in-depth tour of Demographics Now. The customer remarked he had no idea the library offered such great resources and he left eager to explore more on his own. He also mentioned he wanted share information about the library’s resources with his co-workers.

Steilacoom: As part of the branch 2019 goals, they completed an outdoor river rock project where adults and children have painted rocks to place in the new Steilacoom “community river,” which is an ample arrangement of blue rocks outside of the garden window. The branch will have a dedication on December 7 and the efforts were sponsored by the Rideout Foundation and the Steilacoom Friends.

Tillicum: Amanda shared “Scary Stories Around the Campfire” with a group of children and adults on Oct. 26, and shared “Our Community Adventure” maps in English and Spanish with the Tillicum Community Center WIC representative.

University Place: Customer Experience Assistant Rayisa Petrovska shares, “Kathy, one of my home-bound patrons, shared her arts and feedback about library services. Kathy is in a wheelchair and has many health issues and cannot go to library as she would like. She writes: ‘If I could, my face would be in a book all day and you would have to kick me out from the library. With library books I can travel around the world and learn new things and new languages. The library resources are awesome! You make my life come alive by sharing books and movies with me. I feel so close to artists I read about, and in movies I see something that I want to sketch. I love learning, it is wonderful to have services like this.’ Kathy loves art, but never practiced. Library materials helped her to gain courage and confidence to try something on her own. She learned to draw from library books.



Board Education and Service Reports



Strategic Plan Core Service: Staff

The Pierce County Library System staff connect you to the right resource at the right time. Staff are actively engaged in achieving library goals and connected to the communities we serve. Public sees themselves reflected in our positive, skilled staff.

PCLS Staffing Overview

Full-Time (40 hours)	165
Part-Time (less than 40 hours)	164
Temporary	4
Substitute Only	44
Total Headcount (includes subs)	377
Total FTE	298
No. of Librarians	61
# Benefited Employees	318

The Library System is deeply committed to our staff and their growth, engagement and connection to meaningful work. Our staff are vital to our mission to bring the world of information and imagination to all people of our community. This report provides an overview of the Library System's work with and from our staff. We will also identify some of the Library's future work, strategies and aspirations to continue our investment in our staff.

Well supported, engaged and talented staff enrich service to Pierce County communities and connect people of all ages. They are the front lines to our customers and through their important work, they create unique opportunities to reach new audiences and cross promote library services, while raising awareness of the Library's offerings.

The Library supports our staff throughout the lifecycle of employment. From recruitment to retirement, the Library invests time and resources towards recruiting, training and engaging staff who are passionate about their work. This passion shows our culture to our communities and customers each day when they serve.



Core Skills and Qualities

Our staff use our **core skills and qualities** as the guide to how they approach their work each day.

Customer Focus

We (PCLS staff) strive to understand and exceed our customers' expectations. We treat all people with courtesy and respect and are welcoming and approachable. We are aware of cultural differences that may impact how people prefer to experience the Library and take our cues from the customer to adapt our styles accordingly.

Note: "Customer" always means both coworkers and the public, including both current and potential library users.

Teamwork

We work effectively with our team, work group, and across organizational lines to accomplish the Library System's goals. We build respectful relationships within and between units and among individuals. We encourage and support other staff.



Communication

We effectively communicate, both verbally and in writing. We listen to understand and use constructive approaches to resolving workplace issues. We freely share new ideas.

Leadership Disposition

Leadership

We accept responsibility and make decisions appropriate to our position and the situation. We contribute, support, and encourage new ideas. We demonstrate grace under pressure.

Problem Solving

We develop effective approaches to address customer needs and solve problems. We use good judgment to resolve conflicts. We address customer behavior and issues when necessary. We are solution oriented.

Change and Learning

We positively respond to organizational change and show a willingness to learn new ways to accomplish work. We are flexible. We take the initiative to look for ways to develop as individuals and to improve the Library System. We are strategic thinkers.

Personal Attributes

Professional Integrity

We project a professional attitude and image and adhere to a high standard of professional conduct. We value and respect customer confidentiality.

Positive Attitude

We are enthusiastic about our work and like to have fun. We are positive role models for one another and remember that we represent the Library and its mission in the community.

Diversity

We understand and are committed to the principles of diversity. We strive to understand the needs of all people in our community. We treat all people with courtesy and respect and are welcoming and approachable. We uphold the principles of intellectual freedom.

Leadership Competencies

Leadership Competencies

Our leaders within PCLS use our leadership competencies as the guide to how they approach their work each day.

Builds Trustworthy Relationships

Interacts with others in a way that gives them confidence in one's intentions and those of the department and organization; brings a customer-supplier partnership mindset to all interactions; demonstrates initiative in understanding how to best meet internal and external customer and community partners' needs; takes personal responsibility for resolving internal and external customer issues; willingly follows up on commitments.

Communicates Effectively

Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience, promotes comprehension and retention, and creates alignment around goals and organizational vision / purpose; articulates the customer / community /partnership perspective in ways that foster understanding and inspire implementation of customer-driven systems, processes, and procedures.

Builds Successful Teams

Uses appropriate methods and a flexible interpersonal style to proactively build cohesive teams; actively fosters the development of productive internal customer-supplier partnerships within and between work units, teams, departments, and organizations / community partners; focuses teams on meeting external customer needs, serving the community, and achieving business objectives and goals.

Manages and Develops People

Sets clear performance expectations; provides timely guidance and feedback to help others strengthen specific knowledge / skill areas needed to accomplish their work; fosters, plans, and supports the development of individuals' skills and abilities so that they can fulfill current and future job / role responsibilities more effectively and deliver results that align with the Library's mission, vision, values, and strategic goals.



Achieves Results

Identifies critical issues and improves business results with the customers' and community's needs in mind; commits to a course of action to accomplish long-range goals and objectives after developing alternatives; sets challenging goals for personal and group accomplishment; uses measurement methods to monitor progress toward goals; tenaciously works to meet or exceed goals; tirelessly focuses on continuously improving processes that affect customers and business results

Facilitates Innovation and Change

Encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities that support the organization's strategies; actively facilitates the implementation and acceptance of change within the workplace; generates innovative solutions that better meet customer and community needs; tries different and novel ways to deal with work problems and opportunities

Demonstrates Leadership

Demonstrates the traits, inclinations, and dispositions that characterize successful managerial leadership; exhibits behavior styles that meet the demands of the manager / supervisor role; inspires and guides individuals toward higher levels of performance and organizational excellence; builds commitment to PCLS's mission and vision, tirelessly promoting customer and community service and community partnerships as a value; takes responsibility for customer satisfaction and loyalty.

Our core skills and qualities and leadership competencies are embedded in our culture throughout our recruitment, performance management, training and recognition processes.



Diversity and Inclusion Strategy

PCLS seeks to better understand how to meet current and future needs of an increasingly diverse and growing population and to attract and retain diverse talent to create a workplace that reflects the community PCLS serves. Short (annual) and long-term goals (5 year plan) have been developed to support this work. In this process, we consulted with several other Library systems regarding their practices relating to training for hiring authority, whether and how assessments were used in the employment process, and how hiring criteria was documented. We also consulted and completed the State of Washington Human Rights Commission Employer Self-Assessment for Compliance and Best Practices in the Guide to Sexual Orientation, Gender Identity, Discrimination and Washington State Laws.

2019 Activities Included:

Training:

Based upon the 2017 pilot, PCLS enacted a goal of 100% of PCLS employees completing the Respectful and Inclusive training session.

- 99% of PCLS employees have completed this training.

Based upon the 2017 pilot, PCLS enacted a goal of 100% of PCLS leaders completing the New Leader Orientation training session to understand fundamentals for personal accountability to support a respectful and inclusive workplace in a leadership role.

- 91% of PCLS leaders have completed this training.

Both trainings have been folded into our regular orientation processes to sustain the learning.

Employment Practices and Tools:

The entire PCLS employment process had not been reviewed comprehensively for analysis from an employment lens to identify opportunities and improvements that will increase inclusion and diversity in our hiring practices. This is a significant focus in the 2019 D&I project (year 2 of the 5-year plan).

- We completed significant work towards building a foundational understanding among supervisors and employees for adherence to laws relating to diversity and inclusion and personal accountability to build tools and understanding to increase inclusion in the workplace.
- We began gathering additional data for development of new training, tools, resources, policies, and practices and proposals around next level approaches to increase understanding of how to build a diverse and inclusive workplace within PCLS.

Hiring:

- We began the removal of first round of barriers to diversity and inclusion in our policies and practices, including hiring practices, except where true business need is established and legally sound.
- We created more community partnerships and recruitment sources. Based upon our study of community partnerships in 2018 and early 2019, beginning March 1, 2019 Staff Experience implemented a new process with new community partners to begin sending PCLS employment opportunities to increase and broaden sourcing on a weekly basis.
- We began formalizing standard hiring criteria in partnership with Customer Experience and leadership positions to pilot two approaches to development of standardized hiring criteria for the pre-application phase.
- We began updating our job titles to broaden our reach of candidates (i.e. Library Page to Customer Experience Clerk).



Next Steps and Future Work:

The library will continue our comprehensive review of our current employment practices and ensure:

- Our practices avoid disparate treatment, which is discriminatory treatment based upon protected classes.
- Our practices avoid disparate or adverse impact, which are practices that appear otherwise neutral, but have a negative impact to an individual in a protected class.

- Our practices only include criteria that can be defended, if challenged, through direct relation as observed by a neutral, reasonable person external to the Library that:
 1. Is clearly based upon essential job functions as outlined in the position description
 2. Is clearly based upon behavioral expectations or competencies set by the organization as outlined in the Core Skills & Qualities or Leadership Competencies, and as applied consistently to similar positions
- Our evaluations and substantive assessment methods (assessments or pre-employment testing), whether cognitive ability tests or personality tests, will be vetted for job relatedness, validity, reliability and avoid biases such as the “similar-to-me” error, which leads the interviewer into emphasizing similarities with the candidate over actual qualifications.
- Where there are specific requirements outlined in the position description, our pre-employment screening will also align with the documentation required for these requirements.
- Additional training for PCLS leaders to understand the complexities of diversity and inclusion and accountability in the role of the agent of the library.
- Improvement in the experience of every role in the hiring process, and to shape an overall higher quality, defensible hiring decision and increase diversity and inclusion in employment and hiring.
- A gender transition support process is implemented to support employees and people who work with them to clarify what support is desired, available, and to communicate expectations proactively.
- A Diversity & Inclusion Action Planning staff team will develop to continue work to support engagement, morale, inclusion and recognition.

Demographic Information Below:

	2005		2010		2018		
	# Employees	PCLS %	# Employees	PCLS %	# Employees	PCLS %	Census %
Census Age Range							
17-24			24	6%	5	1%	10%
25-29			32	8%	25	7%	12%
30-39			46	11%	80	24%	21%
40-49			77	18%	51	15%	18%
50-59			170	41%	93	28%	18%
60-69 (2010: 60-72)			70	17%	78	23%	16%
70-74					4	1%	5%
Ethnicity							
Asian	12	3%	18	4%	16	5%	7%
Black	10	3%	10	2%	13	4%	8%
Hispanic	9	2%	18	4%	16	5%	9%
American Indian	9	2%	5	1%	5	1%	2%
Caucasian	334	89%	368	88%	283	84%	2%
Pacific Islander					0	0%	5%
Two or More					3	1%	77%
Gender							
Female	288	77%	343	82%	270	80%	50%
Male	86	23%	76	18%	66	20%	50%
Total PCLS Employees	374		419		336		

Notes:
 Data categories vary by Census
 Shaded areas indicate data not collected in a particular census

Hiring

Time To Fill By FLSA Exemption Status

Row Labels	Count of FLSA Status	Average of Days To Fill
Exempt	15	54
Non-Exempt	102	42
Grand Total	117	44

Advertising Sources – Candidates Hired		
Source	# Candidates	% of Total
PCLS Website	27	23.08%
Employee Referral	6	5.13%
Indeed.com	9	7.69%
Internal (StaffWeb, Staff Newsletter)	58	49.57%
Internet Job Board	7	5.98%
LinkedIn.com	2	1.71%
Other source (job fair, word of mouth, etc.)	8	6.84%
Total	117	100.00%

Much of our effort in the hiring process in 2019 is outlined above in our diversity and inclusion plan.

Training and Development

The Library has an annual training plan that helps close the skill gaps and give staff and supervisors a better set of tools and resources to do their work. A course catalog outlining our training and resource offerings is attached to this report.

The Library has a focused and intentional approach to developing the leadership competencies in our supervisory group and emerging leaders. We begin this process with formal succession planning. Our goal is to build and strengthen our leadership pipeline, capacity and leadership competencies.

Leadership team has delegated the responsibility of coordinating system wide training to a staff Training Advisory Committee. The committee guides, vets, coordinates and make decisions about training to help close the skills and abilities gaps for staff and supervisors to meet the needs of the organization.

The Library also provides the following support towards staff learning:

- Tuition Assistance to the staff for degrees and skills development programs.
- Weekly learning times of 1 hour
- 195 training classes throughout the Library, YTD.

- 10,209 education hours were reported in the last 12 months, which equals an investment of \$283,046.86 in staff training or 1.7% of total payroll costs.

Staff Engagement

PCLS contracted with National Business Research Institute, a firm with extensive experience in employee survey research and analysis to deliver a staff engagement survey to the whole system in 2015, 2016 and again in 2018. Survey responses are reviewed and analyzed by organizational psychologists and researchers at NBRI. After evaluating our results, NBRI recommended an action planning process to take deliberate action focused on the areas that have the most impact on our culture: job satisfaction, culture and management style. This is action planning process is designed to have staff determine solutions and implement them. As a reminder, here is a summary of our results from our surveys so far:



Topic	2015	2017	2018
Overall PCLS Employee Engagement	67 th	70 th	67 th
Management	68 th	72 nd	67 th
Supervision	67 th	68 th	66 th
Job Performance	63 rd	64 th	64 th
Culture	56 th	64 th	59 th
Employee Engagement	82 nd	83 rd	80 th

In 2019, our staff team, “Culture Forward,” started to work on implementing solutions to increase our overall engagement. They are currently working on improving our recognition program, providing support for our diversity and inclusion strategy and increasing overall morale at the library. We plan to re-survey again in late 2020.

The library’s current turnover rate is: 7.3% which is well within the benchmark of our industry.

Additional work towards improving staff engagement:

- Recognition for exemplifying leadership competencies with our “Ignite the Spark Award”
- Recognition for exemplifying our core skills and qualities with our “Standing Ovation and Applause Awards.”
- Implemented a communication toolkit for supervisors to grow their communication skills.

Safety

The Library has been working with Sedgwick CMS as our Third Party Administrator (TPA) for the past five years to manage Washington State Labor & Industries (L&I) claims. Utilizing the services of a TPA for our L&I claims is advantageous because it:

- Provides an overall analysis of our L&I claims in order to maintain a safe workplace, allowing us to respond systemically to our incidents.
- Shifts the complex and administrative work of managing claims from the HR Analyst to the subject matter experts at Sedgwick. This helps us manage claims more timely, efficiently and proactively, allowing front end solutions to our claims.
- Saves money for PCLS and our employees.



Below is a summary of our L&I costs:

- Premium History: 2014 (\$261,357), 2015 (\$216,331), 2016 (\$188,873), 2017 (\$172,826)
- PCLS' projected premium* for the remainder of 2019 is \$175,917 versus our 2018 premium of \$185,467. This is a projected savings of \$9,550 in premiums.
- Our experience modification impact rating for 2018 was 0.8958. The industry average rating is 1.0 and our objective is to be at 0.75.
- Based on claims so far, and all things being equal, our projected premium for 2020 will be approximately \$177,610, and our experience modification factor should increase slightly to 0.9034.

**Premiums are determined by the state's formula that includes the following factors: class of workers, total hours and L & I claims history (using the past three fiscal rolling years of data—time loss and claims activity). Our premium and reserves are charged to us by the state using this data.*

We will continue focusing on proactively:

- Utilizing the "Stay at Work" program for Washington State to optimize saving by providing light duty opportunities for employees injured at work.
- Communicating with and educate PCLS supervisors regarding L&I and their role and expectations to assist in handling claims carefully and timely.
- Monitoring claims and check in regularly in order to partner with Sedgwick and our staff to move through the processes in a timely manner.
- Working with Sedgwick certified safety professionals to assist with safety program management, education and training.

The Library also chartered a new Risk Management Committee to:

- Create a structure that is able to appropriately respond to safety and other organizational risks.
- Provide an avenue to identify and address potential risk.
- Establish a critical incident response team structure and protocols for readiness response and recovery from service disruptions.
- Oversee the comprehensive review of our branches and locations and their facility and safety risks.



As part of our Accident Prevention Program we have established a Safety Committee. The committee is:

- Established as a pro-active group to not only fulfill the requirement of WISHA (Washington Industrial Safety and Health Act), but to provide all employees a safe and healthy environment in which to work.
- Established to provide a method for employees and management work together to identify safety problems, develop solutions, review incident reports and evaluate the effectiveness of our safety program.

The library is also finishing up our third year of our ergonomic equipment replacement for staff. Transitioning to ergonomic equipment as our standard, reduces our risk for liability and injuries with staff.

MUNIS Implementation

The Tyler suite of EDEN Financial/HR system has been in place since 2008. The vendor has indicated that EDEN will only be supported for the next 3 to 5 years. During 2017 and 2018, the Library did extensive work to identify and document current and desired state for ERP/HCM business processes. Last year, we reviewed the capabilities of MUNIS, the upgrade software for EDEN. We have determined that MUNIS will meet our needs and are ready to move to this software in 2019 and 2020

Course Catalog

Pierce County Library System is a learning organization

Our mission is to assist employees as they continuously seek new information and learn skills and concepts to meet ever-changing community needs, deliver up-to-date library services and thrive in today's environment.



**Pierce County
Library System**

Information & Imagination

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piercecountylibrary.org

Learning Time



Each PCLS department and branch supports its employees' knowledge and skill development and therefore sets aside time for various learning activities including journal reading, webinar attendance and skill building.

The amount of time is primarily based on an employee's regular hours per week rather than classification. Full-time employees working 40 hours per week should receive about one hour learning time, 30 hour employees receive about 45 minutes, and so on. The allotment may be scheduled and averaged over two weeks to meet the needs of the staff and location. (Example: two hours one week + zero hours the next = one hour average). The actual amount of time may also vary by department and work site. Speak to your supervisor for more information.

As a member of a learning organization, each employee is expected to:
Learn as an individual • Learn as a team • Be curious • Share the vision

Education Pay

Track your time in classes, workshops, webinars, conferences and routine weekly learning time. Record it on your timesheet using the Education Pay code. Education Pay time is paid time; it's part of your work shift, not in addition to it.

See memo and examples: staffweb.piercecountylibrary.org/file_viewer.aspx?id=10617

Registration, Attendance and Transcripts

It is the policy of Pierce County Library System to pay reasonable and necessary expenses toward continuing education (e.g., classes, conferences) within budgetary limitations, when such attendance has an application to the employee's or trustee's current position and within other established guidelines.

How do I find and register for classes? Staff Experience may invite you, you may receive a notification of a classes via Cover to Cover, by reviewing the Staff Web Calendar, or notification by your supervisor. Staff is responsible for obtaining supervisor approval to register for events or classes. Please visit our Training/Event Question and Answer page for more information: staffweb.piercecountylibrary.org/page.aspx?id=3238.

You should apply and register for conferences and other continuing education options through your supervisor. (See: staffweb.piercecountylibrary.org/page.aspx?id=3013 for policies and forms.)

How do I report my attendance? Please review the StaffWeb Training FAQ for the most up to date instructions regarding reporting your attendance.

Transcripts. Employee transcripts or queries for recent years are available upon request. Supervisors and staff may email the Library Trainer or Staff Experience Assistant.

Attitudes Toward Differences (Pierce County)



The workshop focuses on inclusion and diversity in the workplace and how respect, innovation, productivity and job satisfaction are linked; provides communication skills; demonstrates how personal awareness and accountability are the first steps toward creating a healthy work environment.



- Required for all staff in their first year.
- 4 hours.
- At a Pierce County facility.
- Offered when Pierce County makes it available several times each year, or when PCLS sponsors an on-site class.
- Staff Experience will notify you when the class is required. SE registers staff.

Beyond Sexual Harassment (Pierce County)



A video-based program designed to stimulate discussion about all forms of harassment and provide PCLS supervisory staff with valuable tools to help eliminate the emotional and financial problem of harassment in the workplace.

- Required for supervisors in their first year; optional for staff.
- 3 hours.
- At a Pierce County facility.
- Offered when the county makes it available several times each year.
- Staff Experience will notify you when the class is required. If the class is not required for you, but you're interested in taking it, obtain approval from your supervisor and follow normal scheduling procedures. SE registers staff.

Bloodborne Pathogens/Exposure Control (PCLS)

Starting with a demonstration of a spill clean-up, this video gives an overview of blood-borne pathogens and OPIM, when they should be cleaned up, how they should be cleaned up and by whom. Much of the content focuses on personal protection equipment, safe practices and proper disposal. This class reviews roles and responsibilities in the Exposure Control Plan to provide clarity in multiple scenarios including Bloodborne Pathogens and OPIM, reporting a potential hazard and clean up/ disposal using Personal Protective Equipment.

- Required for all PCLS staff.
- At New Employee Orientation
- Annual refresher required for all staff
- 30 minutes



Change Navigation (HR Generalists)



Exploration of tools and information you can use to increase your personal adaptability and effectively navigate through change.

- Optional to all PCLS staff.
- 2.5 hours.
- Offered quarterly at ACL.
- Register on the Staff Web Calendar.

Customer Service for Pages (online)

This online, interactive video course explains and demonstrates good customer service, provides examples and self-empowering suggestions, and explains how Pages fit into the overall Experience Model at PCLS.

- Required for Pages in the first two months on the job.
- Approximately 45 minutes.
- Available on Staff Learning Library.
- Staff Experience will notify you when the class is required.



Databases: Business and Special Interest (CE)

Explores the basics of a selection of business and special interest databases to build confidence and knowledge of resources. The class will provide the opportunity to learn more about the databases we have available to the public, and will train staff on how to use them to answer customer questions. Staff will have an opportunity to practice their learning with exercises during the class period. Intended for staff that will be assisting customers with our resources.

- Optional for all PCLS staff with priority given to SBA's and above (CE Department)
- 3.5-4 hours
- At ACL
- Offered 4-5 times annually
- Register on the Staff Web Calendar

Databases: School, Job and Career (CE)

Explores the basics of a selection of school and Job & Career databases to build confidence and knowledge of resources. The class will provide the opportunity to learn more about the databases we have available to the public, and will train staff on how to use them to answer customer questions. Staff will have an opportunity to practice their learning with exercises during the class period. Intended for staff that will be assisting customers with our resources.

- Optional for all PCLS staff with priority given to SBA's and above (CE Department)
- 3.5-4 hours
- At ACL
- Offered 4-5 times annually
- Register on the Staff Web Calendar

Effective Meeting Design (PCLS)

Learn how to effectively design meetings to improve productivity, collaboration and team dynamics. Whether we are leading or attending a meeting we all want to have an understanding of what is expected of us and what the end goal is.

- Optional for PCLS staff leading team cohorts.
- 2 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.



Excel: Basic Level (Library Trainer)

Explores the fundamental skills and tools of Excel including entering data, auto fill, data sorting and basic use of formulas and functions. Intended audience: Staff who have not previously used Excel much but need to learn the minimum requirements.



- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Excel: Intermediate Level (Library Trainer)

Explores some intermediate skills and tools of Excel, including more work with data functions and formulas, and visualizations such as charts, graphs and conditional formatting.

- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Fire Extinguisher Training (Safety Committee)

Training is delivered in two parts: A video and a hands-on experience during staff meetings. Both explain the different kinds of fires and how to combat them most effectively.

- Required for all staff.
- Retraining required every two years.
- 30 minutes.
- Location varies.
- Offered at your branch, and at ACL.
- Ask your supervisor about an upcoming training near you.



First Aid / CPR (Bill Merritt)

An active, participatory workshop that teaches the fundamentals of first aid, CPR and the use of defibrillators. This class gives certification in CPR.



- Optional for any staff with regular hours.
- 5 hours.
- At ACL.
- Offered several times each year. Certifications last two years.
- Register on the Staff Web Calendar.

HazCom (PCLS)

A training which explains what hazardous chemicals are, how hazardous chemicals affect the body, what the different types of hazardous chemicals are, product labels, Safety Data Sheets (and where you can find them), and how to protect yourself from hazardous chemicals at PCLS.

- Required for all staff.
- Retraining required every five years.
- 1 hour.
- Available on Staff Learning Library.



In Charge Training (Customer Experience)

In-Charge training is designed to give you confidence in your ability to be an effective Person in Charge. Topics will include writing a good incident report, what your role should be during a natural disaster and dealing with disruptive behavior.

- Facilitated by Customer Experience
- Required for SBA staff and higher (CE Department)
- 6.5 hour class
- At ACL
- Offered several times each year
- Register on the Staff Web Calendar

New Hire Orientation (Staff Experience)

Provides foundational information that all staff at PCLS are required to understand. Includes training, technology, payroll, benefits, policies, Exposure Control (Bloodborne Pathogens), Diversity and Harassment basics, and more.

- Required for staff on their first day.
- One 6-8 hour day.
- Offered at ACL.



New Leader Orientation (Staff Experience)

Provides foundational human resources information that all supervisors and managers at PCLS are required to understand in order to lead effectively and navigate employment fundamental as an individual who makes decisions on behalf of the organization.

- Required for supervisors and managers during the first 3-6 months on the job.
- Two 3-hour sessions.
- Part 1 and Part 2 offered regularly.
- Offered at ACL.
- Register on the Staff Web Calendar.



Office: Basic Level (Library Trainer)

Explores the basics of Office by exploring the fundamental skills and tools common to most of the programs in the suite, particularly Word and Excel: Templates, the Office window, navigation, and manipulating and moving text. We'll also explain and use PCLS's network drives in coordination with opening and saving files. Intended audience: Staff who have not previously used computers or Office much but need to learn the minimum requirements.

[If you're on the Technology Beginner's Track, this is Class #3]

- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.



Microsoft
Office
Basics

Outlook: Basic Level (Library Trainer)



Explores the fundamental skills and tools of Outlook, including navigation and the basics of calendar appointments, recurring events, meeting requests, email, tasks, contacts and notes.

Intended audience: Staff who have not previously used Outlook much but need to learn the minimum requirements.

[If you're on the Technology Beginner's Track, this is Class #2]

- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Polaris & Circulation Procedures (Library Trainer)

This multi-part blended learning course examines the catalog software used at PCLS and related policies and procedures.

- Required for front-line staff, SBA Substitutes and support staff who may work with Polaris.
- Length varies across the multi-part course. Some classes are self-paced videos; others are 2-3 hour classes.
- Online, on-site and at ACL.
- Offered monthly.
- Staff Experience will notify you when the class is required.

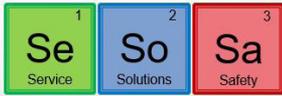
Safety - On the Road: the Light Side of Lifting (SE)

Back safety video discussing better ways to perform material handling in real life scenarios. Simple and practical strategies to make every lift less demanding.



- Optional for cohort groups.
- 22 minutes.
- At various locations within PCLS.
- Video may be checked out through Staff Experience. Supervisors may email the Staff Experience Assistant.

SeSoSa (Service, Solutions, Safety) (Library Trainer)



Service, Solutions, and Safety—"SeSoSa" for short—is a comprehensive three-class course on the elements of positive human interactions at work. You'll learn about proactive and responsive behaviors as well as a wide range

of associated topics: respectful habits, kindness, customer focus, anxiety, precipitating factors, conflict resolution, de-escalation, communication, emotional intelligence, disruptive behavior, situational awareness, threats and violence, crises, evacuations, core skills and qualities, policies, documentation and much more.

- Required for all PCLS staff in positions with regular hours.
- Retraining required after five years.
- Three 6.5-hour classes, usually in three consecutive months.
- At ACL.
- Offered several times each year.
- Register on the Staff Web Calendar.

Software (Windows, Browsers, OWA): Basic Level (Library Trainer)

Explores the basics of Windows, Internet browsers and the Outlook Web App (PCLS's online email). Intended audience: Staff who have not previously used computers much but need to learn the minimum requirements.

[If you're on the Technology Beginner's Track, this is Class #1]

- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Stopping Sexual Harassment (Pierce County)



This is a comprehensive training program to help employees understand, discourage and eliminate sexual harassment. Through facilitation, video and group discussion, this session provides a solid base from which to stop sexual harassment at work. Upon completion of this course, participants will be able to: 1) define what sexual harassment is and is not, 2) understand the importance of intent and impact, 3) comprehend both federal and state laws, and 4) respond appropriately to offensive behavior.

- Optional to PCLS.
Another class, Beyond Sexual Harassment, is required.
- 2.5 hours.
- At a Pierce County facility.
- Offered when the county makes it available several times each year, or when PCLS sponsors an on-site class.
- If you're interested in taking this class, obtain approval from your supervisor and follow normal registration procedures.
SE registers staff.

Supervisor Coaching Lab (Catherine McHugh)

Provides participants with the skills, knowledge and ability to effectively coach their direct reports. The emphasis is two-fold: 1) increasing participant self-awareness by identifying their default coaching style and coaching blind spots and 2) providing participants with concepts and techniques that will support their coaching efforts.

- Required for supervisors.
- Over six months: 16 hours in class; 2 hours 1:1 with facilitator.
- At ACL.
- Offered regularly.
- Staff Experience will notify you when the class is required.

Technology: Beginner's Track (Library Trainer)



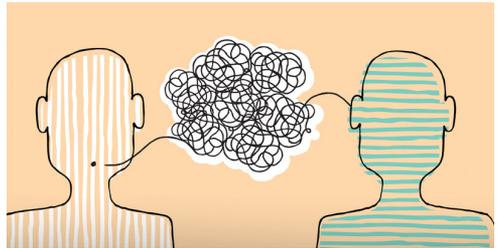
Explores fundamental computer skills and tools. This is a three-class track of classes listed elsewhere in this Course Catalog. The three classes may be taken together and in sequence for maximum effect. Intended audience: Staff who have not previously used computers much but must learn the minimum skill requirements or strengthen their basic skills.

- Read descriptions for the following three classes elsewhere in this Course Catalog.
 - » Class 1: Software (Windows, Browsers, OWA): Basic Level
 - » Class 2: Outlook: Basic Level
 - » Class 3: Office: Basic Level
 - » Class 4: Word: Basic Level
- Register for each class separately on the Staff Web Calendar.

What's My Communication Style? (Staff Experience Director)

Learn about different communication styles, identify your communication style and learn how to adjust your approach to better communicate with style preferences different from your own.

- Optional for PCLS staff.
- 60 minutes.
- At ACL.
- Register on the Staff Web Calendar.



What's My Leadership Communication Style? (Staff Experience Director)

(Staff Experience Director)

Learn about different leadership styles, identify your leadership style and learn how to adjust your approach to better lead people with style preferences different from your own.



- Optional for PCLS supervisors and staff within cohort groups.
- 60-90 minutes.
- At various locations within PCLS.
- Offered by appointment. Supervisors may email the Staff Experience Assistant.

Word: Basic Level (Library Trainer)



Explores the fundamental skills and tools of Word including very basic formatting, image and table work. Intended audience: Staff who have not previously used Word much but need to learn the minimum requirements.

[If you're on the Technology Beginner's Track, this is Class #4]

- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Word: Intermediate Level (Library Trainer)

Explores some intermediate skills and tools of Word including using themes and styles, symbols, shapes, text boxes, page attributes, columns, tables and more. Intended audience: Staff who have used Word on the basic level but would like to take it further. This is our most advanced Word class so far, but it does not rise to the level of "power user."



- Optional to all PCLS staff.
- 2 to 2.5 hours.
- At ACL.
- Offered several times per year.
- Register on the Staff Web Calendar.

Ongoing & Online Resources

Conferences

PCLS staff may learn new developments and strategies from the broader library world by attending a conference. Dates and descriptions for upcoming conferences are available here: staffweb.piercecountylibrary.org/page.aspx?id=3076

Such conferences include:

ALA Midwinter: American Library Association (January or February)

PLA: Public Library Association (March or April)

CIL: Computers in Libraries (April)

IUG: Innovative Users' Group (Spring)

TRAIN Supervisors (June; even-numbered years)

TRAIN Support Staff (June; odd-numbered years)

ALA Annual: American Library Association (June/July)

PNLA (Pacific Northwest Library Association (August; odd-numbered years)

IL: Internet Librarian (October)

WLA: Washington Library Association (varies; usually April, October or November)

Online Learning Resources

Staff Learning Library

The Staff Learning Library is a resource for just-in-time learning or review on a wide variety of topics relevant to library staff. It greatly expands on this Course Catalog by listing and linking to several hundred videos, webinars, presentations, websites, documents and classes available to PCLS employees. Its resources are organized into six major categories (Human Resources, Library Services, Operations, Safety & Wellness, Technology and Conferences) and more than two dozen subcategories.

staffweb.piercecountylibrary.org/page.aspx?id=3000

Lynda.com

Offers 2,000+ tutorials on multimedia production, design, professional skills and more.

lynda.com/portal/sip?org=piercecountylibrary.org

Microsoft® Imagine Academy

More than 250 self-paced technology courses and a path to Microsoft certification.

jbc.mypcls.org/mcp

Universal Class

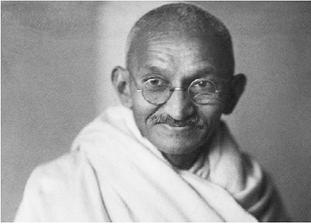
Take more than 500 continuing education classes on almost any imaginable topic for free with your library card.

piercowa.universalclass.com/barcode-login.htm?enter+code

WebJunction

The place where the library profession gather s to build the knowledge, skills and support we need to power relevant, vibrant libraries.

staffweb.piercecountylibrary.org/page.aspx?id=2583



*“Live as if you were
to die tomorrow.
Learn as if you were
to live forever.”*

-Mahatma Gandhi

PCLS’s Learning Team is responsible for the delivery, development and oversight of training and learning in order to build skills and enhance the talents of our employees. Through blended learning we centrally coordinate, partner and support the organization’s just-in-time training efforts.

Unfinished Business

MEMO



Date: December 4, 2019

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

From: Clifford Jo, Finance & Business Director

Subject: 2020 Budget Update for Final Board Review

During the November Board meeting, we provided the first draft budgets for public hearing and your review. For December's meeting, we made slight modifications to the General Fund budget and kept the bottom line unchanged at \$39,743,900.

The specific changes include:

- moving \$300,000 of the Foundation impact commitments to the specific line items. The major change was to the materials budget, which now includes funding for additional e-Books and Summer Reading-related book purchases. The impact was to increase materials by \$147,000. The remaining \$153,000 was allocated to various line items, such as supplies, advertisements, services, travel, and facility rentals.
- increasing building rentals due to UP Condominium fee increases for security services.
- adding funds for vendor services to refresh branch signage. These costs used to be in the capital budget, but because the work is considered routine, it will be annually allocated in the general fund.

The budget for the capital improvement fund remained unchanged.

BUDGET SUMMARIES

2020

GENERAL FUND (OPERATING BUDGET)

CAPITAL FUND

SPECIAL PURPOSE FUND

LEVY SUSTAINABILITY FUND

GENERAL FUND

AS OF DECEMBER 3, 2019	2019 Approved 12/2018	2020 Final	Change (\$)	Change (%)
-- REVENUE --				
Property Taxes	\$ 34,425,500	\$ 37,745,400	\$ 3,319,900	9.64%
Excise Taxes	83,000	83,000	-	
Timber Taxes	15,000	15,000	-	
Fees (Printer, Fax, Copier)	187,500	187,500	-	
Fines	400,000	400,000	-	
Investment Income	100,000	200,000	100,000	100.00%
Sales of Goods/Services	5,000	5,000	-	
Donors & Reimbursements	540,000	490,000	(50,000)	-9.26%
Other (Erate, P-card Rebates, Unclaimed Property)	618,000	618,000	-	
TOTAL REVENUE	\$ 36,374,000	\$ 39,743,900	\$ 3,369,900	9.26%
-- EXPENDITURES --				
PERSONNEL				
Salaries & Wages	\$ 18,032,900	\$ 19,268,400	\$ 1,235,500	6.85%
Overtime Wages	20,800	22,800	2,000	9.62%
Employee Benefits	6,279,000	7,141,300	862,300	13.73%
TOTAL PERSONNEL	\$ 24,332,700	\$ 26,432,500	\$ 2,099,800	8.63%
MAINTENANCE & OPERATIONS				
Supplies and Consumables	\$ 353,800	\$ 366,100	\$ 12,300	3.48%
Fuel	35,000	35,000	-	
Equipment (Computers, Software, Furnishings)	764,430	1,658,100	893,670	116.91%
Professional, Legal, Other Services	538,300	727,500	189,200	35.15%
Networking, Phones, Postage	723,400	724,000	600	0.08%
Travel & Mileage	86,700	117,800	31,100	35.87%
Advertising	94,500	81,800	(12,700)	-13.44%
Rentals & Leases	426,900	615,600	188,700	44.20%
Insurance	222,000	230,000	8,000	3.60%
Utilities	377,000	377,000	-	
Repairs & Maintenance, Maintenance Contracts	963,050	780,900	(182,150)	-18.91%
Registrations	64,700	80,300	15,600	24.11%
Dues, Taxes, Licenses, Fees, Misc Expenses	113,420	165,500	52,080	45.92%
Contingency	400,000	300,000	(100,000)	-25.00%
Intergovernmental	13,000	-	(13,000)	-100.00%
TOTAL MAINTENANCE & OPERATIONS	\$ 5,176,200	\$ 6,259,600	\$ 1,083,400	20.93%
MATERIALS				
Books, DVDs, Music, eBooks, Databases	\$ 3,805,100	\$ 3,971,800	\$ 166,700	4.38%
SET-ASIDES & TRANSFERS				
Capital Fund Transfer	\$ 1,460,000	1,500,000	\$ 40,000	2.74%
Special Purpose Fund Transfer	1,100,000	1,080,000	(20,000)	-1.82%
Set Aside for Apr/Oct Cashflow	500,000	500,000	-	
TOTAL SET-ASIDES AND TRANSFERS	\$ 3,060,000	\$ 3,080,000	\$ 20,000	0.65%
TOTAL EXPENDITURES	\$ 36,374,000	\$ 39,743,900	\$ 3,369,900	9.26%
NET OF REVENUE AND EXPENDITURES	\$ -	\$ -	\$ -	

CAPITAL IMPROVEMENT FUND

FINAL AS OF DECEMBER 3, 2019	2020 Final	Notes
-- FUNDING SOURCES --		
USE OF FUND BALANCE		
Carryforward funds from prior fiscal year	\$ 595,000	Unspent funds from 2019 projects
Available cash in the Capital Fund	250,000	Allocated to increase contingency
TOTAL USE OF FUND BALANCE	\$ 845,000	
NEW REVENUE		
Transfer from General Fund	\$ 1,500,000	
TOTAL NEW REVENUE	\$ 1,500,000	
TOTAL FUNDS AVAILABLE	\$ 2,345,000	
-- EXPENDITURES --		
COMMITMENTS		
UP 5,000 sq ft Expansion (10 years--2012-21)	\$ 120,000	Second to final payment
CURRENT BUILDING IMPROVEMENTS		
Buckley Site Evaluation	\$ 100,000	
Landscaping Refresh & Lot Maintenance	230,000	
PKS Refresh	250,000	Facilities Master Plan
BLK Refresh Study	10,000	Facilities Master Plan
ACL Server Room Refresh Study	10,000	
Furniture Updates	200,000	
TOTAL CURRENT BUILDING IMPROVEMENTS	\$ 800,000	
FUTURE BUILDINGS		
Lakewood, Tillicum, Sumner Libraries Planning Phase	\$ 360,000	Facilities Master Plan
TECHNOLOGY UPDATES		
EDEN Financial/HR System Replacement	\$ 100,000	Carried forward to 2020
IT Technology Plan	500,000	Year 2 Implementation of 5 Year Plan
Server Storage/Cloud Computing/Cyber Security	215,000	Carried forward to 2020
TOTAL TECHNOLOGY PROJECTS	\$ 815,000	
Contingency	\$ 250,000	Increased for unanticipated emergent needs
TOTAL EXPENDITURES	\$ 2,345,000	
NET OF REVENUE AND EXPENDITURES	\$ -	Balanced

SPECIAL PURPOSE FUND

FINAL AS OF DECEMBER 3, 2019	2019 Approved 12/2019	2020 Final	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Special Purpose Election Set Aside	\$ 625,000	\$ -	\$ (625,000)	-100.00%
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ 1,100,000	\$ 1,080,000	\$ (20,000)	-1.82%
Investment Income	60,000	30,000	(30,000)	-50.00%
TOTAL NEW REVENUE	\$ 1,160,000	\$ 1,110,000	\$ (50,000)	-4.31%
TOTAL FUNDS AVAILABLE	\$ 1,785,000	\$ 1,110,000	\$ (675,000)	-37.82%
-- OUTFLOWS --				
PROGRAMS				
None planned for 2020	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2020	\$ 625,000	\$ -	\$ (625,000)	-100.00%
TOTAL PROJECTS	\$ 625,000	\$ -	\$ (625,000)	-100.00%
TRANSFERS OUT				
None planned for 2020	\$ -	\$ -	\$ -	
TOTAL TRANSFERS OUT	\$ -	\$ -	\$ -	
TOTAL OUTFLOWS	\$ 625,000	\$ -	\$ (625,000)	-100.00%
NET OF FUNDING SOURCES AND EXPENDITURES (TO BE DESIGNATED AS COMMITTED DURING THE FY)	\$ 1,160,000	\$ 1,110,000	\$ (50,000)	-4.31%
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Future Election Costs	\$ 600,000	\$ 1,037,000	\$ 437,000	72.83%
Future Land, Property & Facilities	1,124,263	2,124,263	1,000,000	88.95%
Levy Sustainability for Future Operations (Moved to LSF)	4,805,140	-	(4,805,140)	-100.00%
TOTAL COMMITTED SET-ASIDES	\$ 6,529,403	\$ 3,161,263	\$ (3,368,140)	-51.58%

LEVY SUSTAINABILITY FUND

FINAL AS OF DECEMBER 3, 2019	2019 Projected	2020 Final	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Levy Sustainability Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from Special Purpose Fund	\$ -	\$ 5,450,000	\$ 5,450,000	new
Property Taxes (Funding Cycle Revenue)	\$ -	3,473,600	3,473,600	new
Investment Income	-	60,000	60,000	new
TOTAL NEW REVENUE	\$ -	\$ 8,983,600	\$ 8,983,600	new
TOTAL FUNDS AVAILABLE	\$ -	\$ 8,983,600	\$ 8,983,600	new
-- OUTFLOWS --				
EXPENDITURES				
None planned	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
TRANSFERS OUT				
None planned		\$ -	-	
TOTAL TRANSFERS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND OUTFLOWS	\$ -	\$ 8,983,600	\$ 8,983,600	new
(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	-	8,983,600	8,983,600	new
TOTAL COMMITTED SET-ASIDES	\$ -	\$ 8,983,600	\$ 8,983,600	new

CASHFLOW SUMMARIES

2020

GENERAL FUND (OPERATING BUDGET)

CAPITAL FUND

SPECIAL PURPOSE FUND

LEVY SUSTAINABILITY FUND

**GENERAL FUND
- CASHFLOW -**

FINAL AS OF DECEMBER 3, 2019	2020 Projected	2021 Projected
BEGINNING FUND BALANCE (1/1 EST)	\$ 8,500,000	\$ 9,000,000
-- FUNDING SOURCES --		
Property-based Taxes	37,828,400	40,043,300
All Other Revenue	1,915,500	1,915,500
TOTAL FUNDS AVAILABLE	48,243,900	50,958,800
-- EXPENDITURES --		
Personnel	26,432,500	28,447,300
Maintenance And Operations	6,406,600	6,491,800
Materials	3,824,800	3,939,700
Transfers (Excludes \$500,000 annual setaside for cashflow)	2,580,000	2,580,000
TOTAL EXPENDITURES	39,243,900	41,458,800
NET OF FUNDING SOURCES LESS EXPENDITURES	9,000,000	9,500,000
ENDING FUND BALANCE (12/31 EST)	\$ 9,000,000	\$ 9,500,000

**CAPITAL IMPROVEMENT FUND
- CASHFLOW -**

FINAL AS OF DECEMBER 3, 2019	2020 Projected	2021 Projected
BEGINNING FUND BALANCE (1/1 EST)	\$ 1,500,000	\$ 1,500,000
-- FUNDING SOURCES --		
Carryforward funds from prior fiscal year	595,000	TBD
General Fund Transfer	1,500,000	1,500,000
TOTAL FUNDS AVAILABLE	3,595,000	3,000,000
-- EXPENDITURES --		
Capital Projects	2,095,000	1,500,000
TOTAL EXPENDITURES	2,095,000	1,500,000
NET OF FUNDING SOURCES LESS EXPENDITURES	1,500,000	1,500,000
Contingency (Unspent funds returned to fund balance) Spent funds replenished through added transfers	250,000	250,000
ENDING FUND BALANCE (12/31 EST)	\$ 1,500,000	\$ 1,500,000

**SPECIAL PURPOSE FUND
- CASHFLOW -**

FINAL AS OF DECEMBER 3, 2019	2020 Projected	2021 Projected
BEGINNING FUND BALANCE (1/1 EST)	\$ 2,107,436	\$ 3,232,436
-- FUNDING SOURCES --		
Transfer from General Fund	1,080,000	1,080,000
Investment Income (will vary due to return rates)	45,000	60,000
TOTAL FUNDS AVAILABLE	3,232,436	4,372,436
-- RESERVED SETASIDES IN FUND BALANCE --		
Future Election Cost	1,040,573	1,120,573
Future land, property, and facility needs	2,130,117	3,130,117
TOTAL RESERVED SETASIDES	3,170,690	4,250,690
-- EXPENDITURES --		
Programs	-	TBD
Projects	-	TBD
TOTAL EXPENDITURES	-	-
NET OF FUNDING SOURCES LESS SETASIDES & EXPENDITURES	61,746	121,746
ENDING FUND BALANCE (12/31 EST)	\$ 3,232,436	\$ 4,372,436
(TO BE DESIGNATED AS COMMITTED DURING THE FY)		

**LEVY SUSTAINABILITY FUND
- CASHFLOW -**

FINAL AS OF DECEMBER 3, 2019	2020 Projected	2021 Projected
BEGINNING FUND BALANCE (1/1 EST)	\$ 5,450,000	\$ 9,027,600
-- FUNDING SOURCES --		
Property Tax Revenue	3,468,600	2,060,800
Investment Income (will vary due to return rates)	109,000	157,983
TOTAL FUNDS AVAILABLE	9,027,600	11,246,383
-- RESERVED SETASIDES IN FUND BALANCE --		
Levy Sustainability for Funding Cycle	8,918,600	11,088,400
TOTAL RESERVED SETASIDES	8,918,600	11,088,400
-- EXPENDITURES AND OUTFLOWS --		
Programs and Projects	-	-
Transfers out to General Fund	-	-
TOTAL EXPENDITURES AND OUTFLOWS	-	-
NET OF FUNDING SOURCES LESS SETASIDES & EXPENDITURES AND OUTFLOWS	109,000	157,983
ENDING FUND BALANCE (12/31 EST)	\$ 9,027,600	\$ 11,246,383
(TO BE DESIGNATED AS COMMITTED DURING THE FY)		

2020 BUDGET PUBLIC HEARING

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 2019 property tax levies for collection in 2020.” (The motion is seconded and passed.)

Public Comment:

After presentation of the 2020 budget, the Chair must ask if there is anyone in the audience who would like to comment on the budget. If there is no response, or when public comments have ended, the public hearing is then closed.

Closing the Public Hearing:

“I move to close the public hearing on the 2020 budget of revenue and expenditures.” (The motion is seconded and passed.)

Unfinished Business (cont.)

MEMO



Date: November 25, 2019

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

From: Clifford Jo, Finance & Business Director

Subject: Creation of Levy Sustainability Fund

The Library has been developing a multi-year fiscal strategy and processes, which includes setting aside revenue early in the cycle to meet operational needs in future years when expenses again exceed revenues. In 2019, \$5.45 million was transferred to the Special Purpose Fund for this purpose with another \$3.4 million anticipated to be transferred in 2020.

We believe it will provide better clarity and transparency to taxpayers if these monies are in a separate designated fund, and therefore recommend the Board create another Special Revenue Fund called Levy Sustainability Fund.

In addition to clarity and transparency, a separate fund will simplify:

- the calculation and accrual of investment revenue earned by the balance in this fund, and,
- transfers to and from the fund during the funding cycle.

The Fiscal Management Policy needs to be updated to add this new fund's purpose and use. A draft with proposed language is attached.

If the Board agrees with these changes, actions will be needed to:

- update the Fiscal Management Policy
- create the new Levy Sustainability Fund
- transfer revenues deposited earlier this year in the Special Purpose Fund into the new fund, which will occur as part of the budget approval process.

Motion Language to Update the Fiscal Management Policy

Move to approve the Fiscal Management Policy with the amendments as presented.

Motion Language to Adopt a Resolution Creating the Levy Sustainability Fund

Move to approve Resolution 2019-10: To Create a Levy Sustainability Fund

Fiscal Management

Policy Statement

The Pierce County Library System (“Library”) Board of Trustees shall implement and maintain sound financial management of the entrusted resources provided by the taxpayers and other sources of funding, consistent with the Library’s mission.

In accordance with state law, RCW 27.12.070, the Pierce County Office of the Assessor-Treasurer serves duly as the Library’s fiscal agent, and the Library implements all accounting rules and processes required by the Assessor-Treasurer.

As authorized by the State Auditor, the Library implements the cash basis of accounting, but can choose to implement modified accrual or full accrual basis of accounting. Cash basis of accounting does not conform to Generally Accepted Accounting Principles (GAAP) and the State Auditor notes this status in annual audit reports.

Definitions

Budget: A statement of anticipated revenues to be used for planned expenditures.

Capital Improvement Fund: A fund that is set aside for major asset and system purchases, maintenance, and improvements.

Cash: The actual cash contained on hand or in a financial institution, to include any cash invested through the Pierce County Treasurer.

Cash reserves: A portion of cash that is set aside in any fund for short-term, mid-term, and long-term sustainability without needing to incur debt.

Current Year Revenue: A combination of new revenue, use of fund balance, and transfers from a [Levy Sustainability Fund](#).

Expenditure management: A process to capture and report actual expenditures compared to the budget of planned projects and operations.

Fund Balance: The projected available cash after satisfying all recorded liabilities and accruals to be paid.

Funding Cycle: A multiyear fiscal strategy will likely have three phases that may or may not be sequential. Phase 1: The Library receives more money than is expended, and additional funds are deposited into the [Levy Sustainability Fund](#). Phase 2: Revenue and expenditures are in balance and no funds are deposited into or withdrawn from the [Levy Sustainability Fund](#). Phase 3: Expenditures exceed revenue and funds are withdrawn from the [Levy Sustainability Fund](#) to close the shortfall.

General Fund: A public sector accounting term for the primary fund to operate a governmental entity. It records all financial activities to conduct day-to-day business.

Levy Sustainability Fund: A Special Revenue Fund that is used to accumulate cash at the beginning of a Funding Cycle in order to balance subsequent budgets without incurring major reductions in services.

Special Revenue Fund: A fund that is designated by the governing body as having a restricted or committed use for specific purposes.

Policy

The Library Board of Trustees establishes the following fiscal management policy, which requires Board Action to enforce, make decisions, make exceptions, or otherwise implement to the extent law allows:

1. Current year general fund operations are funded from current year revenues.
2. Cash may be transferred among funds.
3. Debt may be incurred as a last resort.
4. Cash reserves is a fiscal resource to stabilize long-term library sustainability. Cash reserves may be used but not as a sole substitute for budget reductions to meet economic challenges.
5. Upon declaring a need for cash reserves to address a severe emergency having effects that cannot be addressed through the existing budget, the Board may pass a motion to release cash reserves for purposes of continuity of operations and services. Examples of emergencies are a natural disaster or a virulent pandemic.
6. Cash reserves in all funds shall maintain positive fund balances that plan and account for fiscal year patterns of revenues and expenses. The General Fund shall have adequate cash reserves beginning January 1 of every fiscal year to pay for anticipated expenses until the first major property value receipt occurs on or around May 1. The Capital Improvement Fund shall have adequate cash reserves beginning January 1 of every fiscal year to pay for anticipated expenses until the General Fund transfer occurs during the fiscal year. Specific guidelines shall be managed under Library Responsibility below.
7. The Library Board of Trustees may set cash reserve balances for any Fund as circumstances require.
8. For purposes of managing the Library's finances, additional fund types may be implemented.
9. To pay for capital improvement projects, a Capital Improvement Fund is established and funded appropriately by and through General Fund transfers and other multiple funding sources including but not limited to, grants, donations and distributions from external sources such as a Foundation, restricted or unrestricted revenues, special set-asides, and other sources of revenue.
10. To pay for special purpose projects, a Special Revenue Fund called the Special Purpose Fund is established and funded appropriately by and through multiple funding sources including but not limited to, grants, donations and distributions from external sources such as a Foundation, restricted or unrestricted revenues, General Fund transfers, special set-asides, and other sources of revenue.
11. To manage funds for a funding cycle's fiscal sustainability, a Special Revenue Fund called the Levy Sustainability Fund is established and funded appropriately by and through multiple funding sources including, but not limited to, direct tax revenue receipts, General Fund transfers, and any other sources designated for fiscal sustainability.
- ~~11~~12. When there are unanticipated revenues and savings, the Board will consider transferring all or some portion thereof to ~~the Capital Improvement Fund or to the Special Revenue Fund~~ any other fund, or both.
- ~~12~~13. The Board approves an annual budget for revenues and expenditures in each fund, and any substantial modifications throughout the year.

~~13~~14. The annual budget process anticipates the need for long-term sustainability of services and future system expansion and improvement, and allocates revenue accordingly. The Board recognizes that in the absence of new revenue sources such as annexations, levy lid-lifts, or bonds, additional services from system growth will need to be funded mostly through reductions in operational costs.

Library Responsibilities

The Board expects the Library staff to carry out the following responsibilities:

1. Establish and administer a budget and expenditure management system to meet the goals of this policy.
2. Establish and maintain financial procedures for managing the Library's cash. Document, keep prudently current, and enforce such financial procedures as an implementation of this fiscal policy.
3. Establish a multiyear Funding Cycle and maintain a Sustainability Fund strategy to sustain services to the Library's communities.
4. Establish and maintain a current year cash-flow solvency strategy to sustain positive balances that ensure short-term debt is not used to pay for operations. Cash of at least four months of anticipated operating costs shall be available in the fund balance as of January 1 of each fiscal year. This four-month cash balance is calculated with all yearend payables having been satisfied.
5. Develop and manage fiscal practices and strategies so that cash reserves have at least two percent (2.00%) of the following year's anticipated revenues in addition to the amount set aside for General Fund solvency.
6. Administer a long-term cash-flow projection as an anticipatory approach to budget for and meet the Library's expenditure needs for future operations, including bill management.
7. Implement the State of Washington's Budget, Accounting, and Reporting System (BARS).
8. Furnish to the Board appropriate financial reports on a monthly basis, and deliver the annual report to the Board subsequent to filing it with the State of Washington.
9. Make efforts to reduce operational costs as part of the annual budget process anticipating that future service expansion may need to be met without significant future revenue increases.
10. Maintain a goal of 4% of average annual General Fund revenues in the year-end Capital Improvement Fund Balance over a ten-year period.
11. Bring to the board for approval purchase orders or payments above a Board-designated dollar threshold as stated in the Administrative Policy. Purchases of materials (books, movies, databases and related subscriptions, etc.) are exempt from this clause.

The Board of Trustees shall review this fiscal management policy prior to or in conjunction with considerations of the annual fiscal year budget process, and amend it as deemed appropriate.

Board Policy 3.15

Adopted by the Board of Trustees of the Pierce County Library System, August 3, 1995. Revised and approved on: June 13, 1996; July 23, 1998; June 9, 2004; August 8, 2007; October 14, 2009, November 18, 2015, September 13, 2017, July 10, 2019, [XXXXX](#).

RESOLUTION NO. 2019-10

**A RESOLUTION OF THE BOARD OF TRUSTEES
OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT
CREATING A LEVY SUSTAINABILITY FUND**

WHEREAS, the Pierce County Rural Library District (Library) currently has established and manages three active funds to conduct library business: the General Fund, Capital Fund, and Special Purpose Fund; and,

WHEREAS, the Library has reviewed and determined the need for another Special Revenue Fund specific to managing activities related to a funding cycle’s fiscal sustainability, funded by a variety of revenue sources, such as direct tax receipts, General Fund transfers, and any other sources designated for sustainability; and,

WHEREAS, Washington State governmental accounting guidelines stipulate that revenues entering into the Special Revenue Fund will be designated as “Committed” or “Restricted” in terms of associated uses, as approved by the Board of Trustees; and now, therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

A second Special Revenue Fund be created and managed in accordance to the policies and procedures established by the Library and the working name of said fund will be the Levy Sustainability Fund.

PASSED AND APPROVED THIS 11TH DAY OF DECEMBER, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

BUDGET RESOLUTIONS

2020

2019-11: TO ADOPT THE 2020 GENERAL FUND BUDGET

2019-12: TO ADOPT THE 2020 CAPITAL FUND BUDGET

2019-13: TO ADOPT THE 2020 SPECIAL PURPOSE FUND BUDGET

2019-14: TO ADOPT THE 2020 LEVY SUSTAINABILITY FUND BUDGET

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 2019-11 through 2019-14 as presented.

In either case, each resolution needs to be signed.

RESOLUTION NO. 2019-11

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2020 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 \$86,373,589,218 for the real property located within District boundaries, and

WHEREAS, during the November 13, 2019 regular meeting the Board of Trustees certified \$40,686,385.01 in the preliminary levy certificate to be collected, and anticipates one or more revised levy certificate(s) in December 2019 to be incorporated into the 2020 General Fund budget therein, and

WHEREAS, the Library calculated \$37,267,700 of current property tax revenues, and estimated \$560,700 in other forms of tax revenues as collectible in 2020 to be budgeted as General Fund revenue, and

WHEREAS, the Library estimated a balance of \$3,468,600 of tax revenues as collectible in 2020 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 \$1,915,500 to be budgeted in the General Fund, and

WHEREAS, the Library has created a 2020 operating budget of expenditures, transfers, and set-asides totaling \$39,743,900, 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 2020 General Fund budget for the Library in the amount of \$39,743,900 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 11TH DAY OF DECEMBER, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

RESOLUTION NO. 2019-12

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2020 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 2020, 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 2020 and has determined that eleven (11) projects amounting to \$2,095,000 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 2020 Capital Fund budget for the Library in the amount of \$2,345,000 is hereby adopted in its final form and content.

PASSED AND APPROVED THIS 11TH DAY OF DECEMBER, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

RESOLUTION NO. 2019-13

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2020 SPECIAL PURPOSE FUND BUDGET**

WHEREAS, the Pierce County Rural Library District (Library) has an established Special Purpose Fund that funds projects, programs, and set-asides to be managed in the Special Purpose Fund in the fiscal year 2020, and

WHEREAS, the Special Purpose 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 Special Purpose Fund for 2020 and has determined that no (0) carry-forwards are necessary and no (0) special purpose projects requiring expenditures will occur in 2020, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2020 Special Purpose 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 11TH DAY OF DECEMBER, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

RESOLUTION NO. 2019-14

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO ADOPT THE 2020 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 2020, 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 2020 and has determined that no (0) carry-forwards are necessary and no (0) fiscal sustainability programs or projects requiring expenditures will occur in 2020, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The 2020 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 11TH DAY OF DECEMBER, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

BUDGET RESOLUTIONS

2019 YEAREND TRANSFERS

2019-15: TO TRANSFER SET-ASIDES IN THE GENERAL FUND BALANCE
TO THE SPECIAL PURPOSE FUND

2019-16: TO TRANSFER THE LEVY SUSTAINABILITY SET-ASIDE IN THE
SPECIAL PURPOSE FUND TO THE LEVY SUSTAINABILITY FUND
WITH AN EFFECTIVE DATE OF JANUARY 1, 2020, AND DECLARE
THE AMOUNTS IN THE FUND AS “COMMITTED”.

Action: Move to Approve Resolution 2019-15 and 2019-16 as presented.

RESOLUTION NO. 2019-15

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO TRANSFER SET-ASIDES IN THE GENERAL FUND BALANCE
TO THE SPECIAL PURPOSE FUND**

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

WHEREAS, \$600,000 was set-aside within the General Fund in 2019 since passing the 2018 levy lid-lift to pay for future election costs, and the Board identifies these costs as a committed set-aside, and

WHEREAS, \$500,000 was set-aside within the General Fund in 2019 to invest in future land, property, and facility needs, and the Board identifies this as a committed set-aside, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

The \$600,000 future election cost set-aside in the General Fund balance and the \$500,000 future land, property, and facility needs set-aside in the General Fund balance be each transferred to the Special Purpose Fund and that all current balances for these two set-asides and the transfers contained herein be “committed” as said set-asides to be accumulated for future project needs and budgeted accordingly.

PASSED AND APPROVED THIS 11TH DAY OF DECEMBER 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

RESOLUTION NO. 2019-16

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE
PIERCE COUNTY RURAL LIBRARY DISTRICT
TO TRANSFER SET-ASIDES IN THE SPECIAL PURPOSE FUND BALANCE
TO THE LEVY SUSTAINABILITY FUND**

WHEREAS, the Pierce County Rural Library District (Library) Board of Trustees has established a 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, \$5,450,000 in property tax revenue was recorded into the Special Purpose Fund balance on October 31, 2019 as available revenue for fiscal sustainability, now therefore,

BE IT RESOLVED BY THE LIBRARY BOARD OF TRUSTEES THAT:

\$5,450,000 in the Special Purpose Fund balance be transferred on January 1, 2020 to the Levy Sustainability Fund and that all current balances for this set-aside and the transfer contained herein be “committed” as said set-aside to be accumulated for future fiscal sustainability needs and budgeted accordingly.

PASSED AND APPROVED THIS 11TH DAY OF DECEMBER 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT	
Robert Allen, Chair	_____
Daren Jones, Vice-Chair	_____
Monica Butler, Member	_____
Pat Jenkins, Member	_____
Jamilyn Penn, Member	_____

New Business

MEMO

Date: December 2, 2019

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

From: Georgia Lomax, Executive Director

Subject: Election of 2020 Board of Trustee Officers

In January you asked that the Library establish a consistent process to determine Board of Trustee officers that would allow each Trustee to serve as Vice-Chair and Chair during their term.

2020 will be a transition year into a rotation that allows the Trustee in their 3rd year to serve as Vice-Chair and in their 4th year to serve as Chair.

Based on the above, officers for the next three years will be:

2020

Year	Trustee	Term Exp.	Officers	Term#
1	Jamilyn	2024		1
2	Daren	2023	Chair	1 st full
3	Pat	2022	VChair	1
4	Rob	2021		2
5	Monica	2020 (Aug)		1

2021

Year	Trustee	Term Exp.	Officers	Term#
1	X	2025		
2	Jamilyn	2024		1
3	Daren	2023	VChair	1 st full
4	Pat	2022	Chair	1
5	Rob	2021 (Aug)		2

2022

Year	Trustee	Term Exp.	Officers	Term#
1	X	2026		
2	X	2025		
3	Jamilyn	2024	VChair	1
4	Daren	2023	Chair	1 st full
5	Pat (Mar)	2022		1

For 2020, the proposed slate of officers is:

- Daren Jones – Chair
- Pat Jenkins – Vice-Chair

Action: Motion to approve the slate of officers for 2020

MEMO



Date: December 2, 2019

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

From: Georgia Lomax, Executive Director

Subject: 2020 Board of Trustees Calendar of Major Work

Each year the Board develops a projected calendar of work to aid in planning for the coming year.

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.

Attached is a draft of possible topics based on required or anticipated work, or your discussions. We will create the annual Board work plan based on your discussion.

2020 Board Wall of Work

2020 Major Work

1. Budget and Work Plan
 - a. 2019 annual report (Q1)
 - b. 2019 Fiscal Year-end Review (Q1)
 - c. IRS 990 tax form review (Q2)
 - d. 2021 Work Plan and Budget (Q3,4)
 - e. Certification of Property Taxes to be levied for collection in 2021 (Q4)
2. 2019 Fiscal Audit (Q4)
3. 2019 Executive Director Evaluation (Q3,4)
4. Trustee Appointment (Monica's term expires in August) (Q2,3)
5. Facilities Master Plan– SUM, LWD, TIL planning projects

Policy Review, Updates, Revisions

Fiscal Management (annual review Q3)

Workplace Violence

Acceptable Use of Public Technology

Public Comment

Purchasing

Education

Libraries and communities (Eatonville (April), Bonney Lake (June), Steilacoom (August), Parkland/Spanaway (October))

LCFAs and Bonds

Capital building project processes

Facilities Master Plan rReview

Strategic Framework Reports

Focus area: Learning, Enjoyment, Community

Core Services: Spaces (focused on managing and use of existing spaces, not Future Libraries)

MEMO



Date: November 27, 2019

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

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

Subject: Service of Process Policy

Over the past year, we have begun the process to review our staff board policies. We have reviewed these internally and our legal counsel has provided us with some changes to our Service of Process Policy. Attached you'll find our current and proposed version of the policy.

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

Board Policy



Service of Process

It is the policy of the Pierce County Library System that all service of process, such as a summons and complaint, subpoena, or court order shall be served to the Library Director, Executive Assistant to the Library Director, Deputy Director for Public Service or Deputy Director for Support Services at the library's Processing and Administrative Center during regular business hours. No other person associated with the library system is authorized to accept service of process, a summons and complaint, court order, or subpoena on behalf of the library system as a statutory agent for service of process on library system employees.

This policy shall apply to all service of process, including but not limited to summons and complaint, court order, or subpoena in regard to a lawsuit against, enjoining, or involving the library system, or regarding any library employee, whether civil or employment related, as an expert on or for information concerning the library.

The Library Director is responsible for establishing Administrative Procedures necessary to carry out this policy.

Board Policy 4.5

Adopted by the Board of Trustees of the Pierce County Rural Library District, June 11, 1987.

Revised July 10, 1997.

Board Policy



Service of Process

Purpose

To define who is authorized to receive service of process on behalf of the Pierce County Library System and on behalf of Library employees acting in their official capacity.

Definitions

Service of process includes a summons, complaint, subpoena, court order, discovery request, and any other formal legal process.

Policy

Service of process shall be served on the Pierce County Library System Executive Director, Deputy Director, or Executive Assistant at the Administrative Center and Library during regular business hours.

No other employee, representative, or other person associated with the Library System is authorized as a statutory agent to accept service of process on behalf of the Library System or Library System employees.

This policy shall apply to all service of process in regard to a lawsuit against, enjoining, or involving the Library System, or regarding any Library employee, whether civil or employment related, as an expert on or for information concerning the Library.

The Executive Director may delegate authority to designees and is responsible for establishing Administrative Procedures necessary to carry out this policy.

Adopted by the Pierce County Library System Board of Trustees, June 11, 1987

First Revision: July 10, 1997.

Second Revision: xxxxxx, 2019

Officers Reports

MEMO



Date: December 3, 2019

To: Rob Allen and Members of the Board of Trustees

From: Jaime Prothro, Customer Experience Director

Subject: Introduction of Lakewood Branch Manager

The Customer Experience Department is excited to introduce the Board of Trustees to our new Lakewood Branch Manager, Amy Anderson. Her previous position was Supervising Librarian, South Central Region at King County Library System. Amy has family ties to the Lakewood area, and we're very glad to welcome her back to the area. As branch manager, Amy's primary responsibilities include providing operations and service support for the Lakewood, Steilacoom, and Tillicum libraries, in addition to participating on the Leadership Team. Please join us in welcoming Amy to our team.

MEMO

Date: December 3, 2019

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

From: Anna Shelton, Community Initiative Manager

Subject: 2019 MakerFest

Pierce County Library's MakerFest was held on Saturday, November 2, 2019 at the Washington State Fairgrounds AgriPlex. This was our third year at this venue and we recorded 2,150 attendees. The event offered a wide variety of learning and exploration for all ages. Some of the activities included Imagination Playground, robotics, Virtual Reality, sewing, upcycling, 3D printing, basket weaving, pottery, and much more. PCLS co-presented the event with Puyallup Public Library and Tacoma Public Library. Leading up to MakerFest, each library created a display, including many outstanding interactive elements inspired by the Maker theme. MakerFest-related titles highlighted in Overdrive during the month of November resulted in 69 checkouts. We look forward to MakerFest 2020 to continue supporting the PCLS Strategic Focus on Community.





MEMO



Date: November 27, 2019
To: Chair Rob Allen and Members of the Board of Trustees
From: Dean Carrell, Foundation Director
Subject: Pierce County Library Trivia BEE 2019

The first-ever Pierce County Library Foundation Trivia BEE successfully launched!

Our inaugural event was at the Foss Waterway Seaport on the evening of November 9th, helping set the perfect festive tone for future Trivia BEEs. Delicious food and craft beverages added their own enjoyable flavors, while attendees were entertained by Casey Catherwood (emcee) and Pat McCarthy (judge). Our 14 talented trivia teams kept the audience engaged, laughing, and wanting more. All said, there were 160 in attendance.

Thanks to the generosity of our donors and sponsors, the Foundation raised nearly \$20,000 to further support literacy services and programs for our Pierce County Library System.

There will soon be an announcement regarding our 2020 Trivia BEE, with plans to make it bigger, better, and more successful than 2019, especially since it will serve as the signature event helping the Foundation celebrate its 50th anniversary.

Our guests enjoyed themselves and their awareness increased regarding the many invaluable services PCLS provides our communities. The Foundation looks forward to the next 50 years supporting the Pierce County Library System!

MEMO



Date: November 4, 2019

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

From: Meghan Sullivan, Customer Experience Manager

Subject: Wireless Printing

The Pierce County Library System implemented EnvisionWare for Public Computer Reservations and Print Management as a key technology to help manage public technology use in 2013. In 2019, the Library completed two efforts – a “study” project to identify configuration changes that can improve customer service and the Library’s ability to support the product and a “do” project to complete the work to:

- Upgrade our EnvisionWare software to its most current version
- Virtualize the physical branch servers
- Implement mobile printing

PCLS is very excited to introduce **EnvisionWare MobilePrint with PrinterOn** to expand access to printing to more customers and environments. Customers may now print from personal computers and devices such as laptops, tablets, and smartphones from home with an internet connection. Mobile printing can be accessed in three different modes: by Web Portal, Email Address, or Mobile App.

Wireless printing went live on Tuesday, October 15, 2019 and customers are actively using it. We are monitoring use and will report any significant findings as we learn more. More information on Printing at the Library can be found on the PCLS website at www.print.pcls.us.

Thank you to the EnvisionWare Study and Do Project Teams for leading these efforts: Susan McBride (Project Manager), Famous Atkison, Ron Babbel, Katie Baker, Tracy Corrales-Diaz, Matt Creley, Genevieve Dettmer, Annabel Guimont, Somer Hanson, Adam Jackman, Alice Knox, Patrick McVicker, Michael Paul, Stephanie Ratko, Roberta Schulz, Vicki Smith, Meghan Sullivan, Matt Tagles, and Shan Wattnem.

MEMO



Date: November 15, 2019

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

From: Melinda Chesbro, Deputy Director

Subject: PCLS Staff Professional Activities & Training

The Staffing Core Services Report & presentation includes information on PCLS-provided training. Below are additional trainings that PCLS staff participated in during the last half of 2019.

The 2019 Pacific Northwest Library Association (PNLA) Annual Conference was held in Spokane, WA, August 7-9, 2019. One staff member attended.

Three members of the Staff Experience department attended the annual Northwest Human Resource Management Association (NHRMA) conference in Portland, OR on October 9-11, 2019.

Georgia Lomax and Melinda Chesbro attended the Online Computer Library Center (OCLC) Americas Regional Council at the OCLC Library Futures Conference in Phoenix, AZ, on October 2-3, 2019.

Play the Right Role, Make, Learn Conference was held in Madison, WI on August 8-9, 2019. One staff member attended.

One staff member attended the Urban Book Expo on October 5, 2019 in Seattle, WA.

The Bridge Conference was held October 28-29, 2019 in Seattle, WA. This conference focuses on engaging and interactive program practices, educational equity, system thinking and partnership building and cutting-edge research, resources and strategies. One staff member attended

One staff member attended the Washington Library Association Children and Young Adult Services Fall Workshop in Lacey, WA on November 15, 2019.

Staff also attended trainings on the following topics:

- Business Analysis Planning & Monitoring
- Business Analysis Elicitation & Collaboration
- Dare to Lead
- Equity in Action
- Getting Things Done
- Millennials Haven't Ruined the Book Club, sponsored by the Public Library Association
- CAYAS Fall Workshop

MEMO



Date: December 2, 2019

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

From: Mary Getchell, Marketing and Communications Director

Subject: 2019 General Elections Results

Voters showed support in Washington State for one library service-related measure, however state-wide and in Pierce County voters rejected the majority of tax-payer supported services in the 2019 General Election. With moderate voter turnout for a general election and considerably fewer voters than the 2018 General Election, voters in the 2019 General Election approved a city's annexation to the Yakima County Library District and said no to car tab fees to pay for Sound Transit transportation improvements, Puyallup School District's bond, White River School District's levy, and the City of DuPont's levy for paramedic services. Voters in Graham supported their fire district's levy lid lift and voters in Gig Harbor approved the city's measure to improve roadways.

Voters in the City of Union Gap voted to annex to the Yakima County Library District, with nearly 67% of voters saying yes. With annexation, Union Gap will get a new library, which will be partially paid with city funds and a \$2 million grant from the state's capital budget. Union Gap's previous library closed in 2015, due to mold in the building.

In Castle Rock, voters rejected the City of Castle Rock's measure with a near 57% approval for a special excess levy for library maintenance and operations. Though measure received a 57% yes vote, excess levies require a 60% super majority and 40% validation for approval. In Cowlitz County voters rejected a proposition to establish a rural partial-county library district for unincorporated Cowlitz County, with 74% of the voters rejecting the measure.

Voters in the Puyallup School District's service area rejected a \$273 million general obligation bond with 53% of voters supporting the measure, which needed 60%+1 vote to pass. After several attempts, voters approved a bond measure for the district in 2015. Voters in the White River School District turned down a supplemental excess levy, with 53% of the voters rejecting the measure. The supplemental excess levy would have provided additional funding for overall educational programs and school operations. To date, neither district has announced publically whether they will propose measures in 2020.

Please see the following accounting of the election results of all of these measures.

Primary Election Results-Nov. 5, 2019
Official Results, Nov. 26, 2019

City of Union Gap Proposition 1 Annexation of Library

Annexation of the City of Union Gap to the Yakima County Rural Library District. Shall the City of Union Gap be annexed to and be part of the Yakima County Rural Library District?

Yakima County: 40,678 ballots cast, 119,198 voters, turnout 34.13%

Yes: 450 – 66.57%
No: 226 – 33.43%
Total: 676 – 100%

Cowlitz County: 29,650 ballots cast, 66,452 voters, turnout 44.62%

City of Castle Rock Local Proposition 1

The Castle Rock City Council adopted Resolution No. 2019-04 concerning a proposition to fund public library services by special excess levy. The proposition authorizes the City of Castle Rock, Washington, to levy an excess property tax in the year of 2019 for collection in 2020 of \$0.50 per \$1,000 of full assessed value for total assessment of \$80,949.12. The excess levy would fund maintenance and operations of the library.

Approved: 332 – 56.95%
Rejected: 251 – 43.05% (Requires 60% + 1 vote for approval.)
Total: 583 – 100%

Rural Partial-County Library District Local Proposition 1

Proposition No. 1 provides for the creation of a rural partial-county library district in that portion of the unincorporated area of Cowlitz County. By statute, the library district, if approved, will provide free public library services to the residents of the district and will be governed by a five member board of trustees appointed by the Board of County Commissioners of Cowlitz County.

Yes: 365 – 25.61%
No: 1,060 – 74.39%
Total: 1,425 – 100%

Pierce County Elections Office

Pierce County: 207,241 ballots cast, 519,308 voters, turnout 39.91%

Puyallup School District No. 3 Proposition No. 1: General Obligation Bonds - \$273,000,000

A proposition to finance capital improvements to its facilities.

Yes: 17,054 – 53.13%

No: 15,034 – 46.85% (Requires 60%+1 for approval.)

Total: 31,839 – 100%

33,765 ballots, 81,752 registered voters, turnout 41.39%

White River School District No. 416 Proposition No. 1: Supplemental Levy-Excess Taxes

If approved, would fund District educational programs and school operations and authorize the District to levy additional taxes on all taxable property within the District in addition to the levies approved by voters in the February 2018 election.

Yes: 3,160 – 46.93%

No: 3,763 – 53.07%

Total: 6,733 – 100%

6,901 ballots, 15,340 registered voters, turnout 44.99%

Pierce County Votes on Initiative Measure No. 976

If approved, would limit annual fees for vehicles at \$30 except voter-approved charges, base vehicle taxes on the Kelley Blue Book value rather than 85% of the manufacturer's base suggested retail price, and repeal authorization for certain transit authorities such as Sound Transit to impose motor vehicle excise taxes.

Yes: 134,604 – 65.75%

No: 70,102 – 34.25%

Total: 204,706 – 100.00%

207,241 ballots, 519,308 registered voters, turnout 39.91%

Fire Protection District No. 21 Proposition No. 1: Multi-Year Levy Lid Lift (Graham Fire & Rescue)

If approved, will restore the District’s regular property tax levy for emergency medical services to 50 cents per thousand dollars of assessed valuation in 2019, set the limit at 106% for each of the five succeeding years and use the 2025 levy dollar amount for computing the limitation for subsequent levies.

Approved: 7,490 – 56.67%
Rejected: 5,727 – 43.33%
Total: 13,217 – 100%
13,667 ballots, 39,514 registered voters, turnout 34.59%

DuPont Proposition 1: Four-Year Levy Lid Lift for Paramedic Services

Would provide funding for Paramedic Services within the City. Regular property tax levy would increase by 0.66% per \$1,000 assessed value beginning in 2020; and for the ensuing years the limit factor shall be set at 104%.

Approved: 958 – 41.80%
Rejected: 1,334 – 58.20%
Total: 2,292 – 100%
2,333 ballots, 5,480 registered voters, turnout 42.57%

Gig Harbor Transportation Benefit District Proposition No. 1

Sales and use tax to fund transportation improvements. If approved, would authorize 0.2% on taxable sales for transportation improvements.

Yes: 2,357 – 56.95%
No: 1,782 – 43.05%
Total 4,139 – 100.00%
4,413 ballots, 8,111 registered voters, turnout 54.41%

Initiative Measure No. 976

Concerns motor vehicle taxes and fees. Would repeal, reduce, or remove authority to impose certain vehicle taxes and fees; limit annual motor-vehicle-license fees to \$30, except voter-approved charges; and base vehicle taxes on Kelley Blue Book value.

State results:
Yes: 1,045,482 – 53.01%
No: 926,888 – 46.99%
Total 1,972,370 – 100.00%
2,017,248 ballots, 4,503,730 registered voters, turnout 44.79%

Pierce County results:
Yes: 134,090 – 65.75%
No: 69,847 – 34.25%
Total 203,285 – 100.00%
206,455 ballots, 519,343 registered voters, turnout 39.75%

MEMO



Date: November 18, 2019

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

From: Mary Getchell, Marketing and Communications Director

Subject: 2020 Pierce County Library System Marketing and Communications Plan

Engaged individuals inspired by using and valuing the Pierce County Library System's services defines the premise and purpose of the Library System's 2020 Marketing and Communications Plan. The plan builds upon the Library's 2019 Marketing and Communications Plan, which stems from the Strategic Framework and Plan the Library launched in 2017. The marketing and communications plan focuses the Library's marketing and communications efforts to gain attention and engagement, and in some cases action, by target audiences. Based upon the Library's 2020 Work Plan and further input from the Library's department heads and review by the full Leadership Team, the plan selects focused projects and services to market and communicate. Marketing those projects and services is balanced between seeking the attention of target audiences, community leaders, and news media with the competition of attention-seeking/market share being sought by other entities and the public's probable attention.

The Marketing and Communications Plan focuses on five primary goals:

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

The primary external communications project will engage residents in Sumner and Lakewood with building plans for potential new libraries, while the primary internal communications project will involve staff with the Library's new financial and human resources system. The Library System will conduct three major marketing campaigns, using a variety of tactics. The (near) quarterly marketing focus campaigns include: Quarter 1—Pierce County READS, end of Quarter 2—Quarter 3—Summer Reading program, and Quarter 4—MakerFest/STEAM. The plan employs a variety of communications channels to inform and engage audiences. Also, it uses multiple marketing tactics to engage audiences and feature individual(s) benefiting from services.

Following is an abbreviated version of the Library's 2020 Marketing and Communications Plan.



PIERCE COUNTY LIBRARY SYSTEM

2020 Marketing and Communications Plan

Plan Overview

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

Abstract

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

Opportunity

Building upon the Pierce County Library System's 2019 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. The Library is dedicated to demonstrating and delivering value to community members, and to earn the public's continued confidence and trust. Strategic marketing and communications is integral to build and grow customers and their use of the Library's resources as well as gaining public awareness of the Library's services.

In 2020, 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 2020 Marketing and Communications Plan relies on all staff to accomplish comprehensive results. The plan describes multiple communication channels to reach target audiences. **The Library System will market priorities that focus on its overall communication goals, which are based upon the Library's goals.** The Marketing and Communications Plan also builds upon the Strategic Framework and Plan the Library launched in 2017. The living framework of the Strategic Plan created a multi-year strategy to meet the library needs of Pierce County residents and spark success for Pierce County.

Background

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

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.
- 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—examples need to align with community programs/events the Library is convening. Some respondents said they felt isolated in their communities.

In 2017 and 2018, the Library System conducted two public opinion polls which yielded important information about the public's awareness and preference for the Library System.

- Respondents reported an extremely high rating for familiarity with Pierce County Library, with 82% (2017) and 85% (2018) of respondents noting very familiar (40%-2017; 45%-2018) or somewhat familiar (42%-2017; 40%-2018).
- Respondents believe they get 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?" A total of 6% said no (2017 and 2018) and 22% (2017); 19% (2018) said they were unsure. Nearly one-fourth of the respondents noting unsure is high and could be deemed an opportunity for public information.
- The majority of respondents preferred the Library System maintain library services with a tax increase 53% (2017) and 49% (2018), while 21% of respondents (2017 and 2018) said they would prefer the Library System further reduce services. This response paralleled the voters' response to the levy lid lift.

Clearly the public's brand awareness is very high for the Library System. Market research firms report brand awareness for public entities typically ranges from 60% to 70%; Pierce County Library's awareness rated at 82% (prior to significant public engagement activities for library priorities project in winter 2018) and 85% (following significant public engagement activities). Brand awareness does not always relate to a preference for tax increases, which the survey results reflected.

In 2018, voters approved Proposition No. 1 to restore the Library System's levy to its authorized rate and maintain services for its growing and changing communities for the next five years. The restored levy returned the Library's levy rate to its full legal amount of 50 cents per \$1,000 of assessed property value, effective in 2019. The restored levy will maintain services including open hours at 20 locations and online library resources; 1.1 million books, e-books, movies, and other materials; staff to support learning with thousands of classes and events; computers, Wi-Fi, and technology; and community spaces.

Communications Goals

1. Inspire excitement and build support for and use of the Library's services.
2. Position Pierce County Library 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 partner with communities and be a leader to foster the love of reading and lifelong learning.

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

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

Audiences

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

Key Audiences/Target Markets

- Customers and potential customers, with specific emphasis on:
 - Families with preschool and school age children
 - Adults, ages 18-74
- Community leaders

Individuals and families who are asset limited is a target audience for 2021. In 2020 the Library System will gather information about this target audience, in particular its communication channel and distribution preferences. As of September 2019, 87,485 households in the Library's service area meet the asset limited definition of household incomes below \$60,000 annually.

Key Audiences	Real or Perceived Values	Example Services
Families with children, which are key to the cycle of library life use Children 0-10, with early learning focus Families new to the area, recent homebuyers Extended families, grandparents	Learning Family time Reading is succeeding School readiness Compressed times Busy/stressed lives Free, easily accessible services	Books and materials Story time Baby Books to Go Summer Reading STEAM Museum Passes Play to Learn MakerFest
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	Books and materials Digital Literacy Volunteerism My Next Read Pierce County READS Author events Get Hired workshops Job and Business resources Summer Reading MakerFest Voter Points of Assistance
<ul style="list-style-type: none"> ▪ Generation Z (Born 1997-) 	Easy access Technology Entrepreneurial	Pierce County Conversations Meeting Rooms
<ul style="list-style-type: none"> ▪ Millennial (Born 1981-1996) 	Flexibility Materialistic Frugal/free access	
<ul style="list-style-type: none"> ▪ Generation X (Born 1961-1980) 	Independence Work/life balance Bargains/free access	
<ul style="list-style-type: none"> ▪ Baby Boomers (Born 1946-1964) 	Strong work ethic Competitive Sense of community	

Strategy

The plan includes communications with internal and external audiences.

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 2020 Work Plan and further input from the Library's department heads, the plan selects focused projects and services to market and communicate. Marketing those projects and services is balanced between seeking the attention of target audiences, community leaders, and news media with the competition of attention-seeking/market share being sought by other entities and the public's probable attention.

The overall marketing and communications strategy encompasses:

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

The plan employs a variety of communications channels to inform and engage audiences. Also, it uses multiple marketing tactics to engage audiences and feature individual(s) benefiting from services.

Primary Messengers

- Leadership Team
- Supervisors
- All Staff
- Seek messenger ambassadors, outside of 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, online audiobooks, movies, and other materials.
4. From crafting tools for the earliest learners to supporting skills to get people jobs, the Library serves 613,600 (614,000 rounded) people.
5. The Library is committed to demonstrating and delivering value to community members and to earn the public's continued confidence and trust.
6. With the public's investment the Library System will continue to support residents' growth and curiosity, offer excellent reading choices, and work to connect and strengthen growing and changing communities.
7. The majority of the additional funding from the restored levy will be held in an account to manage projected budget deficits in years to come—possibly 7-9 years in the future (2027-2029).

Core Services

1. 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. 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.
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. Support and encourage people to read more.
3. The Pierce County Library creates opportunities to help people discover new interests and pursue passions, so they can live balanced lives and find joy.

Community: The Library System connects and strengthens communities.

1. The Library brings people together around shared interests and activities, so people are engaged in their thriving community and optimistic about their community's future.
2. The Library System activates Pierce County communities with welcoming, inclusive civic buildings and online spaces, so people have a sense of belonging and embrace the diversity of their community.
3. The Library connects people with information and community resources to help navigate life's challenges.

Strategic Plan Directions for 2020:

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 2020 the Library System plans to establish 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 determine how the Library and its services and literacy work can contribute to financially strengthening individuals and communities. The Library aims to be a spark for success for asset limited individuals—people who are employed and earn above the poverty level, yet are financially unstable, often working multiple jobs or scarcely living paycheck to paycheck.
 - Focusing on organizational growth and excellence. The Library System plans to define and begin to use a model that allows it to assess current and future levels of organizational maturity of technology, policies, staff, processes, and data.
 - Managing capital investments in spaces and technology. The Library System plans to explore opportunities to expand, update or improve buildings and technology to support growing communities and projected service needs, as well as create a sense of place in communities.

2020 Projects with Marketing and Communications Activities

Strengthen core services.

Materials

1. Expanding international/world language choices of books to reflect the interests and needs of our diverse communities.
2. Improving many reading and viewing choices to further foster the love of reading. Plan to update TV series and folk and fairy tales.

Staff

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

Spaces

1. Improving technology and spaces in its libraries, which includes updating furniture and making minor improvements to some of its aging facilities, as well as investing in technology for youth. To meet its revenue gap in recent years, the Library has deferred maintenance at most of its buildings.
2. Engaging residents in Lakewood in facility planning for potential new Lakewood and Tillicum Pierce County Libraries.
3. Engaging residents in Sumner in facility planning in a potential new Sumner Pierce County Library.
4. Refreshing children, teen, and adult spaces at Parkland/Spanaway Pierce County Library to improve access to books and movies and better use the overall space in the library for quiet reading and studying as well as noisier group activities. Refresh to include new technology for children.

Technology

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

Partnerships

1. Library Giving Day highlights critical library services and individuals' opportunities to support the Pierce County Library.
2. Celebrate the significant contributions of the Pierce County Library Foundation as it recognizes 50 years of supporting and strengthening library services.

Business Processes

1. Developing business processes and improving operations to most effectively use taxpayers' investment, which includes replacing the Library's finance and human resources information management systems.
2. Studying and laying the ground work for organizational growth and excellence, by defining and assessing a model for organizational maturity of technology, policies, staff, processes, and data.

Focus on Learning

1. In the early learning realm, the Library System will engage with WA STEM and the University of Washington with a grant from Boeing, to increase STEM, particularly math, content in story times.
2. In partnership with KBTC, the Library System plans to provide Molly of Denali programming at all libraries. The new PBS show Molly of Denali features an Alaskan Native girl. The program will provide opportunities for families to come together to watch an episode and engage in fun activities authentic to Molly's culture and family.
3. Get Hired will continue to offer an array of workshops and opportunities for people to find jobs and build careers. By pulling together more partners in the WorkForce team the Library will explore new options to target community needs.

Focus on Enjoyment

1. Pierce County Library continues to offer services to promote reading, which offsets the pressures of daily life and helps people relax. From author visits, personal reading shoppers in libraries, and displays to online help through the My Next Read service, with reading recommendations emailed to customers, and other ways the Library engages and connects people with reading.
2. Pierce County READS continues to bring residents together to read, engage, and talk about great books to build and grow a community of readers.
3. The Summer Reading Program inspires imaginations with an extensive and diverse selection of books and materials and fun classes and events. The program encourages people to Read More!

Focus on Community

1. Convening conversations on important community issues, to connect the voices and ideas from the many, diverse individuals that make Pierce County communities successful.
 2. Hands-on STEAM activities for all ages at the Pierce County Library's MakerFest strengthens communities as all ages come together, share, and learn.
-

Activities/Tactics

Q1-Q4

Community Engagement

Value Proposition/Brand Promise: Emphasize value/brand promise in messaging: PCLS is a valued asset and partners with communities to be a leader to foster the love of reading and lifelong learning.

Lakewood and Tillicum Potential New Libraries: Conduct public engagement to gain community input in facility plans for potential new libraries. A planning phase would include further engagement with the public to gain their input on a building program, conceptual designs, and construction cost estimates. Based upon that input, may conduct public information in late 2021 to inform people about a ballot measure to fund a bond for new libraries with earliest ballot measure date February 2022. Public opinion poll in 2021. Direct mail.

Sumner Potential New Library: Conduct public engagement to gain community input in facility plans for a potential new library. Based upon that input, may conduct public information to inform people about a ballot measure to fund a bond for new library. Public opinion poll. Direct mail.

Comprehensive Capital Campaign: Support communications.

Technology and Space Improvements/Building Refresh for Parkland/Spanaway Library, including new technology for children: Communicate updates pre-building update/closure; conduct community celebrations post-building update/re-opening. Make internal signs with building refresh. Create event with significant refresh, acknowledge funding from restored levy helped to address deferred maintenance and update services to better serve the growing and changing community.

Facility Master Plan: Support update.

Pierce County Conversations: Create and conduct communications to promote participation for the series. Tactics include: posters, flyers, homepage ad, social media, news media, social media, email marketing message/MailChimp, event calendars, guerrilla marketing. Foundation sponsored.

Voter Point of Assistance: Implement communications.

Ongoing Voter Information: Develop communications to support ongoing voter information for voter registration and updating address information.

Studying Serving Asset Limited Families/Individuals: Support study and ascertain communications preferences, channels.

Monthly Event Calendars: Highlight events and services, with rotating schedule to feature digital/e-sources and other services.

Meet with City/County Councils/Executive: Create generic presentation with 2019 annual report and 2020 strategic plan. Schedule Executive Director to meet and present. Customer Experience Director to attend when possible.

Meet with School Superintendents: Create generic presentation with 2019 annual report and 2020 strategic plan. Schedule Executive Director to meet and present.

Administrative Team Member Library Visits: Visit libraries to interact with staff and customers.

Foundation Newsletters: Quarterly. Highlight: I didn't know my library had...

Foundation Mailing: Letter, envelope, return envelopes printing. Monthly.

Marketing

Get Hired: Tactics include: poster for stand-up displays and window acrylics, public web homepage ad, news release, Facebook, Twitter, Instagram, LinkedIn posts, email marketing message/MailChimp, event calendars, testimonials. Foundation sponsors.

Digital E-Sources: Tactics include: event calendars, social media, Facebook ads, and Cover to Cover.

Early learning realm—Increasing STEAM, particularly math, content in story times: Tactics include: event calendars, social media, news media.

Operational Communications

Budget: Message saving money from levy for anticipated future years of revenue deficit. Q1-budget documents for 2020 budget. Q3-4 preparation for and development of 2021 budget.

Risk Management/Crisis Communications: Through Risk Management Project, develop Crisis Communications Plan and link to Emergency Preparedness Project.

Organizational Maturity: Support steering team and plan toward Communications Department activities.

Infrastructure/Channel Development

Website: Redevelop and redesign with website team.

Photos: Develop shot sheet and get photos.

Photo Morgue/Catalog: Update.

Communications Library Visits: Visit to support optimal displays of informational materials.

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

Internal Communications

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

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

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

Staffing Planning: Support departments with communications consultation to support the experience of staff as they move through transitions. Each department head or designee will lead the efforts with this body of work in partnership with Staff Experience.

Employee Recognition/Celebration: Provide communications support.

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

Staff Experience Products: Support staff experience with communications materials.

Q1

Marketing Services

Quarter 1 Marketing Focus—Pierce County READS: Quarterly Marketing Focus Tactics include flyers, bookmarks, poster for stand-up displays and window acrylics, tent cards, public web homepage ad, Staff Web image, checkout screenshot, checkout receipt message, Polaris-generated email message, news release, Library's online calendar, Facebook, Twitter, Instagram posts, Facebook, Twitter, LinkedIn, YouTube, Instagram covers, email marketing message/MailChimp, event calendars, library event script (introduction only), Google My Business profile for free, print advertising (TNT), digital advertising, Pandora advertising, Facebook advertising, demographically targeted direct mail, banners-external, guerrilla marketing, email book club kit customers. Create three retractable banners for use at event. Foundation sponsored. The News Tribune co-presenter/media sponsor. Include Read More Message.

Our Own Expressions: Tactics include: information/application brochure, poster for stand-up displays and window acrylics, public web homepage ad, news release, Facebook, Twitter, Instagram posts, email marketing message/MailChimp, Peachjar, and event calendars. Foundation sponsored.

Modern Public Computers in Libraries: in-library, website, social media communications.

Read More: add as a theme to kick-off the New Year – resolution to Read More!

Molly of Denali: in-library, event calendars, social media.

Internal Communications

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

2020 Roadmap: Design.

Staff Web Pages: Update pages Communications manages.

Infrastructure/Channel Development

Website Pages: Update content of web pages Communications manages.

Email Communications: Update MailChimp email subscriber list by removing addresses for non-use, after first informing subscribers. Determine and implement strategies to meet industry opens and click through standards. Consider removing subscribers after three to six months of non-opening messages.

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

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

Q1-Q2

Community Engagement

Annual Report: Create report with focus on 2019 achievements. Include testimonials. The News Tribune media sponsor.

2020 Strategic Plan: Create plan based upon 2020 public-facing projects.

Teen Volunteer League: Conduct marketing and communications, include testimonials. Foundation sponsored.

Q1-Q3

Community Engagement

Board Recruitment: For Monica Butler's vacancy. January: Discuss process with Board. January-March: Develop recruitment materials. March: Review recruitment materials with Board. April: Launch recruitment. May: Interview candidates. June: Select trustee. July-August: Announce and welcome new trustee.

Foundation 50th Anniversary (September 22) 2020: Support planning and promotions for celebration likely September 19 or September 26, 2020. Celebration likely to correlate with Trivia BEE.

Marketing Services

Quarterly Marketing Focus End of Q2-Q3—Summer Reading: Develop (Q1-Q2) and conduct marketing (End of Q2-Q3). Support partnership with Rainiers, in particular coordination and promotion of Rhubarb visit and Rainiers' game. Quarterly Marketing Focus Tactics include: brochure of events, poster for stand-up displays and window acrylics, tent cards, public web homepage ad, Staff Web image, checkout screenshot, checkout receipt message, Polaris-generated email message, news release, Library's online calendar, Facebook, Twitter, Instagram posts, Facebook, Twitter, LinkedIn, YouTube, Instagram covers, email marketing message/MailChimp, event calendars, library event script (introduction only), Google My Business profile for free, print advertising and digital (ParentMap), Facebook advertising, demographically targeted direct mail, banner, guerrilla marketing. Explore Librarian for a Day, created at Fife Pierce County Library, to be a system-wide promotion. Include messages of Read More! Foundation sponsored. Include Read More Message.

Q2

Community Engagement

Library Giving Day: April 21 is National Library Day, April 23, 2020 is Library Giving Day.

Marketing Services

International/World Language Collection: in-library, website, social media, Facebook ads, event calendars.

Check Out Washington: in-library, website, social media, event calendars, news media, Peachjar.

Internal Communications

Cybersecurity Awareness: inform staff.

Orientation Day 2 with Communications: prepare and provide Communications overview as part of Day 2 orientation.

Q2-Q3

Community Engagement

Card Design Contest: Develop/Design-March, Promote/Run-April, Select/Announce winner-May.

Poetry in the Park—writing workshop open to the public, in partnership with the Tahoma Audubon Society and Tacoma Public Library. Place signs featuring selected poems in parks in Pierce County. Tactics include flyers, social media.

Census – promote use of computers at libraries, use ALA materials. Tactics include in-library using ALA materials, social media, website.

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

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

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

Q3

Marketing Services

Tools for Students: Highlight I didn't know my library had... Tactics include: update as needed rack card, poster for stand-up displays and window acrylics, public web homepage ad, news release, Facebook, Twitter, Instagram posts, Facebook ads, email marketing message/MailChimp, Peachjar, and event calendars.

Book Club Kits: Update material inserts. Promotions to include: in-library, website, social media, Facebook ads, event calendars.

Internal Communications

Microsoft 365-Exchange: Use internal channels to support communications.

Q3-Q4

Community Engagement

Cybersecurity Awareness: inform public and staff.

Marketing Services

Quarter 4 Marketing Focus—MakerFest. Quarterly Marketing Focus Tactics include: poster for stand-up displays and window acrylics, tent cards, public web homepage ad, Staff Web image, checkout screenshot, checkout receipt message, Polaris-generated email message, news release, Library’s online calendar, Facebook, Twitter, Instagram posts, Facebook, Twitter, LinkedIn, YouTube, Instagram covers, email marketing message/MailChimp, event calendars, library event script (introduction only), Google My Business profile for free, print and digital advertising (TNT and ParentMap), Pandora advertising, Facebook advertising, retractable STEAM display (for use year-round), guerrilla marketing, Peachjar, system-wide direct mail with link to STEAM services/branding message, include testimonial, note Digital Bookmobile at MakerFest. Foundation sponsored.

Author Event. With Puyallup Public Library. Tactics include bookmarks, poster for stand-up displays and window acrylics, public web homepage ad, social media, event calendars.

Infrastructure/Channel Development

2021 Marketing & Communications Plan: Develop.

Signs: Update DuPont and Orting internal signs.

Q4

Marketing Services

Mobile Printing: in-library, website, social media, Facebook ads.

Coding backpack-unique, believe to be only library in Washington to offer. Foundation funding. Tactics include poster/flyer in-library, social media, news media, event calendars, Peachjar.

Infrastructure/Channel Development

E-newsletter Study: Conduct study per project charter.

Emergency Preparedness: Participate with team.

File Nomenclature: Study file nomenclature to develop plan to create improved structure in 2021.

Internal Communications

Staff Experience Survey: support communications.

Facilities New Work Order System: support communications.

Overview of External Channels/Tactics

Following is an overview of channels and tactics which will be used with various activities:

Owned

- Collateral in/on libraries/point of service (POS): rack cards, posters, flyers, brochures, tent cards, banners, sandwich boards
- Website
- Checkout screens
- Video
- Email blasts: A/B Testing/Split Testing email marketing/newsletters for subject line, from name, content, images, and send time.
- Hand-sell collateral/giveaways
- Guerrilla marketing
- Checkout receipt
- Social media marketing (SMM): Social Media Team determines content. Facebook posts are boosted/paid digital SMM; demographic marketing with SMM boost. Best practice per algorithm for Facebook, three to five posts per week (PCLS generally does five, which does not include event posts or shares); Twitter: two posts/per day. Instagram: daily posts recommended, with strategy focused on Enjoyment-reading. YouTube. LinkedIn. Flickr. Pinterest. Yelp (manage reviews). A/B Testing social media for content, images, and send time.
- Events/community forums/streaming events
- Direct mail: demographic marketing
- Banners, external to libraries (Pierce County READS, Summer Reading, Strategic Plan-generic)
- Standup displays, internal in libraries, at events
- Email taglines
- PowerPoint presentations, presentations

Paid

- Print advertising: Pierce County READS, Summer Reading, MakerFest
- Digital advertising: Pierce County READS, Summer Reading, MakerFest

- Pandora advertising: Pierce County READS, MakerFest. The Library advertises with Pandora as it has competitive advertising rates and serves the highest number of streaming music listeners in Pierce County, compared with other streaming services.
- Facebook advertising: Pierce County READS, Summer Reading, MakerFest

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

Primary Quarterly Marketing Channels/Tactics:

- Poster: for stand-up displays and window acrylics
- Tent cards
- Public web homepage ad
- Staff Web Image
- Checkout screenshot
- Checkout receipt message
- Polaris-generated email message
- News releases
- Library's online calendar
- Facebook, Twitter, Instagram posts
- Facebook, Twitter, LinkedIn, YouTube, Instagram covers
- Email Marketing Message/MailChimp
- Event Calendars
- Library event script (introduction only)
- Google My Business profile for free
- Print advertising
- Digital advertising
- Pandora advertising (Pierce County READS, MakerFest)
- Direct mail (Pierce County READS and Summer Reading Program-demographically targeted direct mails; system-wide MakerFest with a service highlighted)

Overview of Internal Channels/Tactics

Following is an overview of channels and tactics which will be used with various activities:

- Staff Web: pages, bulletin board messages
- Cover to Cover
- Monday Messages
- Staff Meetings with cascade communications, talking points
- Staff Huddles
- Supervisors Communications Toolkit

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

Overall Evaluation Measures

For various activities, individual marketing and communications plans may be developed, with specific evaluation measures.

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

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

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

- Increase in the number of customers. Goal: 2%
- Increase in the number of checkouts. Goal: 2%

**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 2019 news coverage.
 - News stories/editorials, Lakewood, Tillicum, Sumner Libraries – Goal: 2
- **Social Media Marketing.** Goal: Increase by 2% over 2019 engagement rate.
- **Email marketing:** Goal: Meet or exceed industry standard
- **Digital Advertising.** Goal: Meet industry standard.
- **Work Order Satisfaction.** Goal: 90% Very Satisfied.

Engage communities and community leaders in support of the Library's value, contributions, and achievements.

- Attendance at public engagement events in libraries for Lakewood, Tillicum, Sumner Libraries – open houses. Goal: 100

MEMO



Date: November 27, 2019

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

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

Subject: Local 3787 Election Results

Elections were recently held to fill open Executive Board officer positions and a Trustee position in the Library's Union. The following staff members have been elected/appointed to serve during the next term:

President - **Aisha Womack**, Customer Experience Assistant, Sumner

Secretary - **Katie Baker**, System Analyst, ACL

Trustee - **Lisa Oldoski**, Collection Management Librarian, ACL

Ongoing Members:

Chief Shop Steward - **Michelle Angell**, Librarian, Lakewood

Treasurer - **Justin Moser**, Maintenance Technician, ACL

Vice President - **Margaret Bliss**, Assistant Branch Supervisor, Graham

Trustee - **Toni Cameron**, Customer Experience Assistant, Tillicum

Trustee - **Tamara Saarinen**, Librarian, Gig Harbor

Stewards:

ACL – **Katie Baker**, System Analyst, ACL; **Heather Kaufman**, Senior Collection Management Librarian, ACL; **Justin Moser**, Maintenance Technician, ACL

BLK - **Catherine O'Brien**, Librarian, Bonney Lake

BUC - **Mellisa Kubi**, Customer Experience Assistant, Lakewood

DPT - **Irene Poshtkouhi**, Customer Experience Assistant, Tillicum; **Forest Calvin Read**, Customer Experience Assistant, Parkland/Spanaway

EAT - **Margaret Bliss**, Assistant Branch Supervisor, Graham

FIF - **Dana Brownfield**, Librarian, University Place

GIG - **Tamara Saarinen**, Librarian, Gig Harbor

GHM – **Margaret Bliss**, Assistant Branch Supervisor, Graham

KC - **Tamara Saarinen**, Librarian, Gig Harbor

LWD - **Michelle Angell**, Librarian, Lakewood; **Yuri Button**, Customer Experience Assistant, Lakewood;

MIL – **Forest Calvin Read**, Customer Experience Assistant, Parkland/Spanaway

ORT – **Aisha Womack**, Customer Experience Assistant, Sumner

PKS - **Annabel Guimont**, Assistant Branch Supervisor, Parkland/Spanaway; **Forest Calvin Read**, Customer Experience Assistant, Parkland/Spanaway

SH - **Margaret Bliss**, Assistant Branch Supervisor, Graham

STL - **Patti Cox**, Supervising Librarian, Steilacoom

SMT - **Dana Brownfield**, Librarian, University Place

SUM - **Aisha Womack**, Customer Experience Assistant, Sumner

TIL - **Irene Poshtkouhi**, Customer Experience Assistant, Tillicum
UP – **Dana Brownfield**, Librarian, University Place, **Genevieve Dettmer**, Supervising Librarian,
University Place, **Malia Tui**, Assistant Branch Supervisor, University Place;

Pierce County Library FYI Packet
Link List
December 11, 2019

Pierce County Library in the News

- [Develop an appetite to advocate against hunger with Pierce County Conversations](#) – Tacoma Weekly
- [Documentary and talks cover early onset dementia](#) – Senior Scene (+ Tacoma Daily Index)
- [‘Inspire your inner scientist’ at free interactive exhibit in Puyallup this weekend](#) – News Tribune
- [Pierce County libraries to help voters on Election Day](#) – News Tribune
- [Last Minute Voting Resources In Washington](#) – Pierce County Patch
- Intimate Conversation with Tommy Orange – South Sound Magazine (see attached .PDF)
- On the Move (new BoT member, Jamilyn Penn, is recognized) – South Sound Business (see attached .PDF)
- Our Own Expressions 2019 Super Stars – Tacoma Weekly News (see attached .PDF)
- Three more Our Own Expressions 2019 Super Stars – Tacoma Weekly News (see attached .PDF)

An Intimate Conversation with the Author of *There There*

Earlier this fall, author Tommy Orange stepped on stage at the Rialto Theater in Tacoma to talk with Tacoma Mayor Victoria Woodards about his novel *There There* for Tacoma Reads 2019.

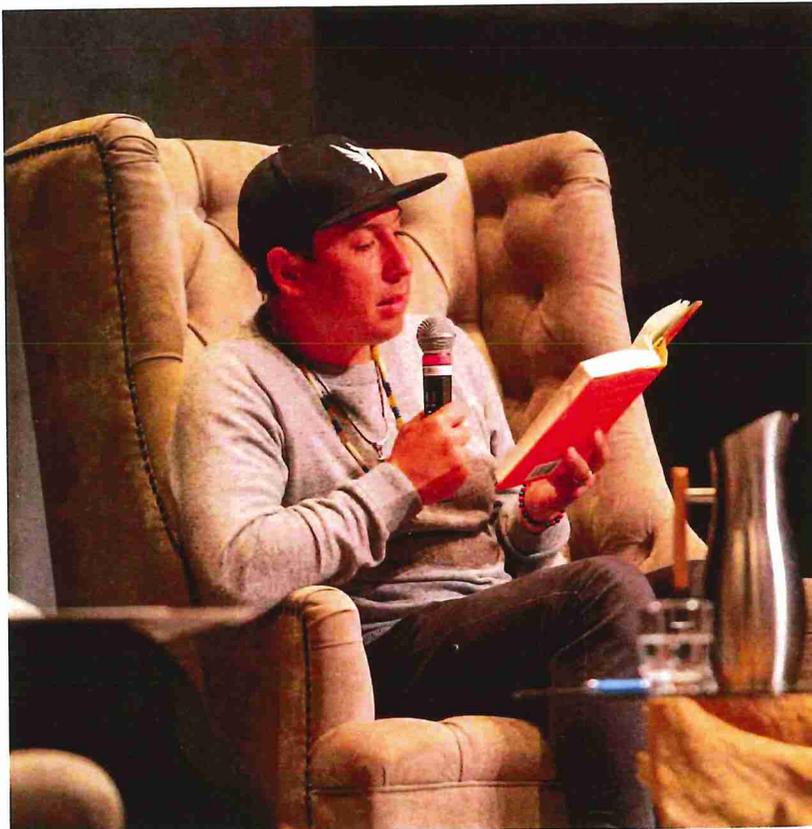
The *New York Times* bestselling novel is told from the intergenerational perspectives of 12 urban Native Americans attempting to define their cultural identity. Orange, who said he worked on the book for about six years, is an enrolled member of Cheyenne and Arapaho tribes of Oklahoma and grew up in Oakland, where most of the novel is set. The importance of *There There* was driven home by statements made by members of the Puyallup Tribe, who welcomed Orange to the stage with

traditional songs and opening remarks.

"This book is of special interest around here," said David Bean, elected member of the Puyallup Tribal Council. "The Puyallup Tribe is one of the most urban reservations in the country. This book gives a voice to urban Indians; it answers questions that we ask: Who are we? What are we? Urban Natives have to learn to walk in two worlds. This book tells the story of the urban Native who wants to hold onto their culture while living in the hustle and bustle of the big city."

Orange said that his hope for his novel and for novels like his by Indigenous writers is that they can keep Native issues at the forefront of the cultural imagination.

To continue the momentum generated by the book and the discussion, Tacoma Public Library for the first time has extended the scope of Tacoma Reads to include special events organized and led by Native writers, artists, and activists, which will take place across the city through November. tacomalibrary.com — ZOE BRANCH



NEW YOUTH SHELTER OPENS IN TACOMA



A six-bed overnight shelter for youth between the ages of 13 and 17 opened in Tacoma recently. The Serra House, operated by nonprofit Coffee Oasis and located at 6602 S. Alaska St., is one of the first 24/7 underage homeless youth shelters licensed by the DSHS in Pierce County.

"It's unique in that we have all the services right here in the house," said Claire Barnett, director of community development at Coffee Oasis. She's referring to the many resources beyond the overnight shelter accommodations provided by the organization, which has a 20-plus-year history in Kitsap County with four established locations.

"There's case management, job training, matching youth with host

TACOMA MALL ANNOUNCES NEW THEATER AND RETAILERS

Around this time next year, the Tacoma Mall will have a brand-new Nordstrom Rack, Ulta, and Marcus Theatres movie theater. The Simon-owned shopping center announced this is the first phase of a larger redevelopment plan. Once phase one is completed, Simon will begin construction on an urban village on the northside of the mall, where the latest additions will be located. The area will evolve into a pedestrian-friendly destination with dining, entertainment, and retail.

QUOTE OF THE MONTH

“Typewriters *only* move in one direction: **forward.**”

— Paul Lundy, Owner of Bremerton Office Machine Co. pg. 38

MANUFACTURING

AWB Hits the Road to Promote Manufacturing



Every day, more than 284,000 Washingtonians go to work in the manufacturing industry and, as a result, contribute more than \$60 billion in goods annually, according to the Association of Washington Business (AWB).

In an effort to promote the work that comes from those manufacturing companies, AWB recently hosted a statewide tour in a custom-wrapped bus, packed with staff members to visit various key players in the industry.

The tour started Oct. 2 in

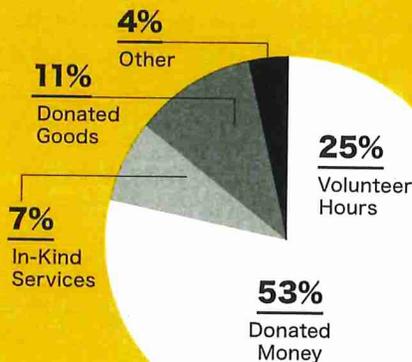
Vancouver and concluded Oct. 10 in Spokane.

“AWB’s third-annual Manufacturing Week bus tour is a celebration of Washington’s manufacturers and the people who make amazing things throughout our state,” said Kris Johnson, president and CEO of AWB on the second day of the group’s adventure during a stop at the Seattle Tacoma Box Company in Kent.

“Manufacturing means good jobs, great products, and a solid foundation for the economic health of our state. We’re proud to represent such extraordinary employers.” — SARAH MCCAULEY

ONLINE POLL OF THE MONTH

In which way does your company most frequently give back to the community?



PERSONNEL

On the Move



Pierce County Library System welcomes **Jamilyn Penn** as board of trustees member.



Sound Credit Union welcomes **Raneey Bray** as vice president of enterprise project management.



Franke Tobey Jones announces **Bob Beckham** as chief operations officer.



The Washington Center for Women in Business appoints **Tawn Holstra Auston** as rural services program business coach.



Department of Enterprise Services names **Desmond “Des” McGahern** chief operations officer.



Toyota of Olympia promotes **Shaena Langley** to general manager.



Sound Credit Union welcomes **Cyndi Crouch** as vice president of payments and operations.



Clover Park Technical College welcomes **Shareka Fortier-Edwards** as executive director for equity, diversity, and inclusion.



Better Business Bureau Northwest + Pacific names **Ben Spradling** marketplace manager and spokesperson for Western Washington.



Sound Credit Union welcomes **Curtis Anderson** as vice president of business lending.



Franke Tobey Jones announces **Judy Dunn** as chief executive officer.



ThriftBooks hires **Barbara Ann Hagen** as vice president of sales and marketing.

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

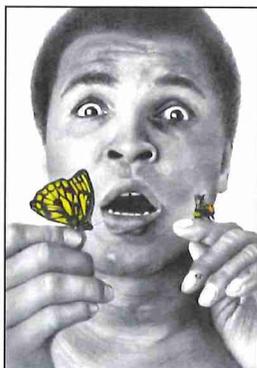


SCHOOL PAGE

ARTWORK, POETRY, AND WRITING FROM TACOMA STUDENTS



Pierce County Library's Our Own Expressions Teen Contest 2019 Super Stars!



Float Like a Butterfly Sting Like a Bee

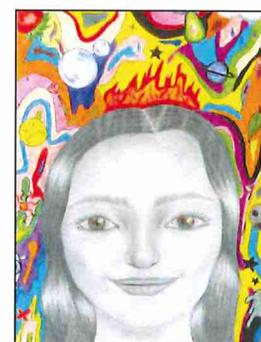
Angelina Cruz, 10th grade, home schooled

All of the art, writing, and photography done by the students' on this month's page were given to us by the Pierce County Library. Out of 900 entries received for their Our Own Expressions Teen Contest 2019, a good portion were put into a book that each student who placed was given. This is a wonderful yearly contest that I highly encourage parents and teachers to take note of, and get their students or children involved in. Do browse this year's contest book link at to view more superb work: <https://www.piercecountylibrary.org/files/library/oox-2019-booklet.pdf>. Please note: grades noted for students are their year in school as of the spring of 2019.



Leading Lights

Lindsey Langham, 9th grade Steilacoom High School



Imagining

Adrienne Redman, 8th grade, Columbia Crest Academy



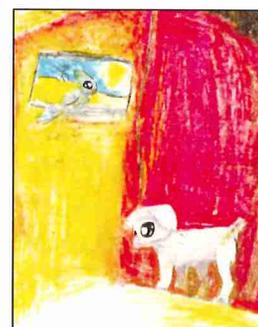
Reach for the Sky

Layla Stennett, 9th grade, home schooled



Surreal Bliss

Jacob Millon, 11th grade, Steilacoom High School



Bartholomule the Pig

Mariah Schauf, 8th grade, home schooled



Touch of Sunshine

Jennifer Oh, 11th grade, Curtis Senior High School



Sunrise at the Waterfront

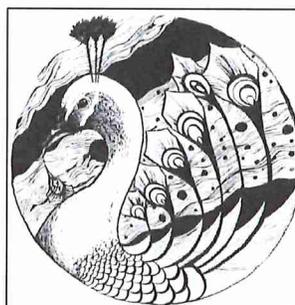
Madison Robbins, 8th grade, Key Peninsula Middle School

Midnight Dance

Amelia Day, 11th grade, home schooled

The Night tripped The Moon in the dark of himself, and she fell in the middle of a cloud-fluff shelf. "I apologize, Ma'am," said The Night solemnly, as he straightened out his cloak made from depths of the sea.

The Moon's silent glow, shining shy and sweet, overcame every word as he pulled her to her feet. Staring at each other in encounter wrought by chance, they began to spin together in a rhythmless dance. The stars and the winds and the shadows howled round, but there in their circle they could hear no sound, but the beat of his heart in her chest as they swayed in the thunder of the melancholy art that they made. Every night since then, when the rain becomes restless and the wind grows weary of its usual directive, they meet at the corner where the clouds meet the sky, and weave their blinding tapestry of darkness and light as their rumbling rays reach the earth down below the whole world trembles at the beauty they unfold.



Starry Peacock

Hunter Tichy, 10th grade, Covenant High School

Tacoma

Annika Van Vlack, 12th grade, home schooled

Winter's prelude, and this city is resting at my feet, all worn-gray, dirt-stained, gold-plated, and lovely.

These pavements: my road; the mattress of the cold, the destitute and voiceless.

These tinny noises echoing across her streets, through the thin cold air, nonexistent, and somehow held in gummy golden amber.

These downtown shadows making her seem like the stage of a quiet and eternal play.

This, my last winter, the last flashes of a dream before waking.



SCHOOL PAGE

ARTWORK, POETRY, AND WRITING FROM TACOMA STUDENTS



3 More Wondrous Winners from the Pierce County Library's Our Own Expressions Teen Contest 2019



No Shelter

Hannah Davis, Bonney Lake H.S.

Dishes' Lives

Colby Cantrell, home schooled

The table is set, for seven plus four.
 The glasses are shaking, because of the floor.
 The plates are not worried, nor are the bowls.
 The hot soup is bubbling, the baskets have rolls.
 Now there's a treble, a rumble, a roar,
 As kids charge to the table, to dishes' horror.
 The silverware pounds, the pitcher goes pale,
 As Mom brings the turkey, all covered in kale.
 Everyone sits, and a prayer is said,
 And when it is over, a voice says,
 "Please pass the bread." The plates are all covered;
 the glasses are chilled; The bowls are broiled;
 the pitcher has spilled. And when it is over,
 to the dishes delight, They're taken over at a great height.
 They're set on the counter and forgotten about,
 Till they get rinsed by the very wet spout.
 They're set in a box, and trapped in there too,
 And washed of their gunk and even their goo.
 When it is over they're carried to the cabinet,
 Where they will wait for the next drooling pallet.



Ryan

Trinity Travis, Bethel High School

Amazing Talent & Teachers Abound at SAMI!

Students from Ms. Mann's Animal Life Drawing Class at the Science and Math Institute (SAMI), drew Point Defiance Zoo animals on cardboard with charcoal, then used acrylic paint in a transparent way to block in shadows, and applied more opaque paint to create highlights and texture.



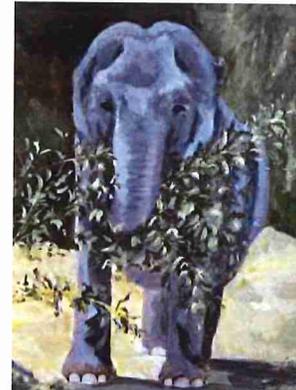
Polar Bear

Aiyanna Tibik, 12th grade



Clouded Leopard

Nghi Pham, 11th grade

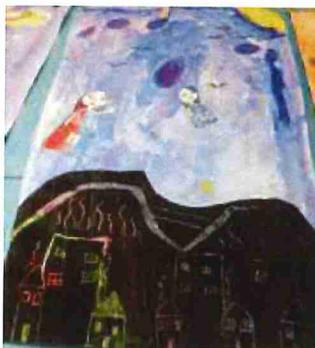


Elephant

Aaliyah Garinga, 11th grade

Sherman Elementary Students' Talents Sparkle!

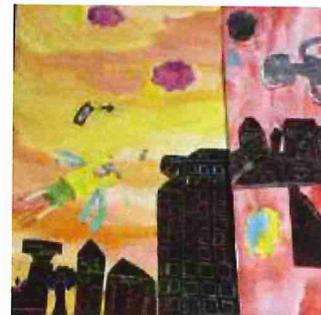
Students in Mrs. Boyd's 5th grade class were recently challenged to come up with a super hero, create a graphic cartoon to go with their hero, and to include multiplication in their story, as well, based on a project based learning (PBL) goal: How can I create a world that teaches math? The students rose to the occasion with great gusto!



Amaya Cook



Evan Kjellesvik



Esther MaGuire