





Thank you for the privilege and opportunity to spark success for Pierce County! We are honored to support your learning, enjoyment, and community.

2020 marks the Pierce County Library System's second year operating with funding from a restored levy approved by voters in 2018. With the public's investment, the Library System continues to support residents' growth and curiosity, offer excellent reading choices, and work to connect and strengthen growing and changing communities.

With the one-time permanent levy lid lift, the Library System created a multi-year funding plan. The plan allows the Library to invest the public's funds from the levy lid lift to maintain operations and deliver services for the next five to 10 years. We created the Levy Sustainability Fund in response to the public's support of maintaining valued library services with skilled and knowledgeable staff, and from our commitment to be careful stewards of your investment in the Library. This year the Library System will secure a portion of the funding in services and set aside the rest of the monies to stabilize funding when costs are projected to again exceed property tax revenue near the end of the multi-year funding cycle.



2020 also notes the midpoint of Pierce County Library 2030, the Library System's Facilities Master Plan, which the Library created with considerable public input. In the coming years, we plan to invest in the Library's well-loved, highly used, and aging buildings to ensure they are welcoming, safe places for everyone. Also this year, we will continue to engage residents in Lakewood, Tillicum, and Sumner about potential new libraries, in new locations to better serve those communities.

On behalf of the Library System's Board of Trustees and the Library's staff, thank you for your support of the Library – your property taxes account for approximately 95% of the Library's operating budget. Please know we are committed to responding to your interests, and ensuring we are thoughtful, and yes, often frugal, as we offer services you value at the most efficient and effective level.



Daren Jones  
Chair, Board of Trustees

# Fiscal Sustainability Plan

With the restored levy voters approved in 2018, the Library System promised to use the funding to deliver library services for at least five years. In order to fulfill this stewardship of the voter's investment, the Library has created a Fiscal Sustainability Plan. The plan sets aside a portion of current levy revenue to fund services in future years when operating costs are projected to exceed revenue. In 2019 the Library Board of Trustees created a Levy Sustainability Fund to support this plan.

Development of a three-phase, multi-year funding cycle is central to the Library's funding strategy. In phase one of the funding cycle, the Library receives more revenue than is spent and unallocated funds are deposited into a Levy Sustainability Fund. During phase two of the funding cycle, revenue and expenditures are in balance and no funds are deposited into or withdrawn from the Levy Sustainability Fund. In phase three of the funding cycle, costs to operate the Library are projected to exceed revenue and funds are withdrawn from the Sustainability Levy Fund to close the budget shortfall.

Total revenue from all sources for the Library in 2020 is estimated to be \$42.7 million, of which \$39.2 million is budgeted for 2020 services, operations, and capital investments. The remaining unallocated revenue, projected to be approximately \$3.5 million, will be deposited into the Levy Sustainability Fund in late 2020. This will bring the Levy Sustainability Fund balance to \$9 million, building upon the \$5.45 million deposited into the fund in 2019.

## Pierce County Library System: Organization & Structure

Established in 1946 under Washington State law Chapter 27.12 RCW, the Library is an independent taxing district governed by a five member volunteer Board of Trustees appointed by the County Executive. The Board sets the property tax levy each year and approves the annual budget on its own authority. Property taxes are the Library's primary revenue source. As the fourth-largest library system in Washington state, the Library serves 614,000 people across 1,800 square miles in unincorporated Pierce County and 15 annexed cities and towns through 20 library locations, and mobile and online services.

Skilled and knowledgeable staff members provide customer and community-driven services to support the Library's strategic plan and direction. The Library regularly undertakes public engagement activities to understand community priorities, interests, and needs to ensure the Library System provides services valued by residents.

The Library is highly collaborative in its organizational culture, and Core Skills and Qualities guide how staff is smart, fun, and friendly in design, delivery, and evaluation of services. Core Skills and Qualities include: customer focus, teamwork, professional integrity, leadership, communication, problem solving, change and learning, positive attitude, and diversity.

Management teams support the work of the organization, ensure accountability, tend to the organizational culture and embody the Leadership Competencies: builds trustworthy relationships, communicates effectively, builds successful teams, manages and develops people, achieves results, facilitates innovation and change, and demonstrates leadership. The organizational structure creates, manages, and delivers an excellent customer experience to best serve communities and staff.

- The Leadership Team provides a venue for customer-supplier partnerships to work at a system-view level. The Leadership Team shares customer feedback and information and manages operations to deliver services the public values. The team is also responsible for planning, developing, collaborating, and managing the Library System's budget and annual strategic work plans.

- The Administrative Team shares a common understanding of the whole system, focuses on the vision for the future, and shapes the organizational culture. The Administrative Team drives strategy and sets high-level system goals.

## Library System's Commitment to Residents

### Service offerings include...

The Pierce County Library is committed to meeting the public's highest priority library needs. In 2020, the Library will offer services and programs through learning, enjoying, and connecting as a community, to spark successes for Pierce County residents.

- Help from library staff to answer questions, find books and materials, and use technology.
- 822,000 print books, magazines, DVDs, audiobooks, and music CDs.
- Online e-books, audiobooks, and magazines.
- Convenient library hours.
- Access to computers, Wi-Fi, printers, and other technology.
- Comfortable places to read, learn, and gather.
- Delivery of library books and materials to people with barriers to access, including those who live in adult care centers, are homebound, or are in child care.
- Classes that prepare children for kindergarten, such as story time and block play.
- Events and materials for school-aged children related to science, technology, engineering, art and math (STEAM).
- Partnerships with community organizations to leverage services and access.
- Classes that prepare teenagers for success in life such as practicing for college entrance exams and adulting skills.
- Classes for adults to strengthen practical skills and knowledge such as financial literacy and technology.
- Services for job seekers and small businesses.

### 2019 Highlights

- Identified long-term Strategic Directions
  - Priority audience of asset limited individuals and families
  - Organizational Maturity to increase coordination, customer focus, and alignment with strategic goals
  - Future Libraries engagement with residents in Sumner, Lakewood, and Tillicum to learn their interest and readiness for potential new libraries
- Law Library services added at Gig Harbor and Lakewood libraries
- A Year of Reading, including:
  - Pierce County READS, community one-book reading program
  - Author events
  - Personal reading shoppers with My Next Read, which matches you with books based on your interests
  - E-newsletters with reading recommendations
  - Read to a Dog to build children's reading skills
  - Summer Reading Program for all ages

- Check Out Washington backpacks with Washington State Park passes
- Pierce County Library Foundation-sponsored events such as Library Giving Day and Trivia Bee
- Updated customer printing services including printing from mobile devices or from home to library printers
- Inspire civic engagement for families through Our Community Adventure's activities for 2 to 5 year olds
- County-wide events such as MakerFest
- Expand Teen Volunteer League summer program
- All locations awarded affiliate satellite connection sites status with WorkForce Central
- Launch of a Mobile app
- StoryWalk partnership with PenMet Parks to bring the book "How Do You Wokka-Wokka" to life.

## 2020 Initiatives

- Will explore the landscape for Strategic Directions
  - Priority Audience – explore the Library's role in participating in community efforts to support families working toward economic self-sufficiency
  - Organizational Maturity – develop a model that can be used to evaluate how we operate and manage the money tax payers invest in library services
  - Future Libraries – continue critical work to be able to meet the way people use the library today and in the future.
- Continue discussions with the public and conduct preliminary design process for possible new libraries in Lakewood, Tillicum, and Sumner
- Update Parkland/Spanaway Pierce County Library's furnishings and interior spaces
- Rebuild the public website to serve online customers better
- Establish pop-up library and outreach kits to enhance community engagement
- Apply efficiency processes to get new library books, movies, and music to customers faster
- Offer Our Own Expressions, Summer Reading Program, MakerFest, Pierce County READS, and support the Pierce County Library Foundation's Trivia Bee fundraising event
- Replace more than 200 public computers in library buildings to offer access to up to date technology.

## Future Libraries Planning

In 2020, at the midpoint of Pierce County Library 2030: A Facilities Master Plan, the Library plans to continue work begun in 2019 to address the Library System's building needs and its strategic priority of welcoming, inclusive spaces to support library services communities need and value.

During the current multi-year funding cycle established following voter approval of the restored levy in 2018, the Library will allocate approximately \$1 million each year to update and improve existing buildings and in support of progress on the Facilities Master Plan.

In 2019, the Library engaged thousands of residents in Lakewood and Sumner to learn about their interest in possible new library buildings, and conducted a capital fundraising feasibility study to determine the potential for private support for funding library buildings. Residents in both communities expressed an interest in new library buildings. Based on this input, the Library System will continue into a planning phase in 2020 to develop a building program, conceptual designs, and construction cost estimates, and it will further engage the communities about possible new buildings in Lakewood, Tillicum, and Sumner. At the end of this planning phase, the Library Board of Trustees will decide whether and when to pursue funding for projects.

Also in 2020, the Library will update furnishings in children's areas of several libraries, update and improve furnishings and the interior of the Parkland/Spanaway Pierce County Library, and plan for necessary major maintenance to the Bonney Lake Pierce County Library, including roof replacement and restroom updates, that are anticipated to occur in 2021.

## 2020 General Fund – Revenue and Expenditures

With 95% of the Library's budget derived from property tax and state law restricting property tax collections to a 1% annual increase plus the levy on new construction, it is essential for the Library to project revenues and expenditures in advance to plan for sustaining services for the current year and future years.

By law, the Library may collect up to 50 cents for every \$1,000 of assessed property value. The Library District's property tax rate is based on property values.

For 2020, total new revenues from all sources are budgeted to increase by net \$3,369,900 from 2019, a 9.26% increase. \$3,080,000 will go toward infrastructure and building projects, and cash flow management during low revenue months.

The total amount of property tax revenue is certified to be \$40.7 million in 2020. About \$3.6 million will be set aside in 2020 for future levy sustainability, and it will grow through additional savings and set asides for several years. After which, the accumulated savings will be used for balancing future budgets when costs exceed revenue.

In 2020, the homeowner of the average assessed home of \$350,000, will pay \$165 for Pierce County Library services, and the average business property owner will pay \$646.

Revenues	2018 Actual	2019 Budget	2020 Budget	2019 to 2020 % chg
Taxes	\$ 30,278,630	\$ 34,508,500	\$ 37,828,400	9.62
Intergovernmental	11,997	15,000	15,000	-
Charges for Services	192,329	187,500	187,500	-
Fines	432,083	400,000	400,000	-
Donors	400,128	350,000	330,000	-5.71
Other	892,824	913,000	983,000	7.67
Total Revenues	\$ 32,207,990	\$ 36,374,000	\$ 39,743,900	9.26
<b>Expenditures</b>				
Personnel	\$ 22,492,526	\$ 24,332,700	\$ 26,432,500	8.63
Maint. & Ops.	4,417,699	5,176,200	6,406,600	20.93
Materials	3,419,862	3,805,100	3,824,800	4.38
Subtotal	\$ 30,330,087	\$ 33,314,000	\$ 36,663,900	10.06
Transfers to Capital Improvement Fund	\$ 285,000	\$ 1,460,000	\$ 1,500,000	2.74
Transfers to Special Purpose Fund	300,000	1,100,000	1,080,000	-1.82
Set Aside for Apr/Oct Cashflow	-	500,000	500,000	-
Subtotal	\$ 585,000	\$ 3,060,000	\$ 3,080,000	0.65
Total Expenditures	\$ 30,915,087	\$ 36,374,000	\$ 39,743,900	9.26
Revenues less Expenditures	\$ 1,292,903	\$ -	\$ -	-
<b>Fund Balance</b>				
Beginning Fund Balance	\$ 6,443,991	\$ 7,738,394	\$ 9,000,000 <sup>1</sup>	16.30
Ending Fund Balance	\$ 7,738,394	\$ 9,000,000 <sup>1</sup>	\$ 9,500,000 <sup>1</sup>	5.56

<sup>1</sup> Fund balances for yearend 2019 and 2020 are estimates; final year-end balances are calculated in March of each year.

# Funding the Library

## Revenues: Where They Come From

**General Fund.** An accounting fund used by the Library to receive revenues and pay for ongoing services and operations.

**Taxes.** Local property taxes used to fund the general fund constitute 95.2% of total 2020 revenues. The total allowable property tax levy is calculated by Pierce County Office of the Assessor-Treasurer using statutory rates and limitations. A small amount comes from other taxes including tax title, leasehold excise taxes, and timber taxes.

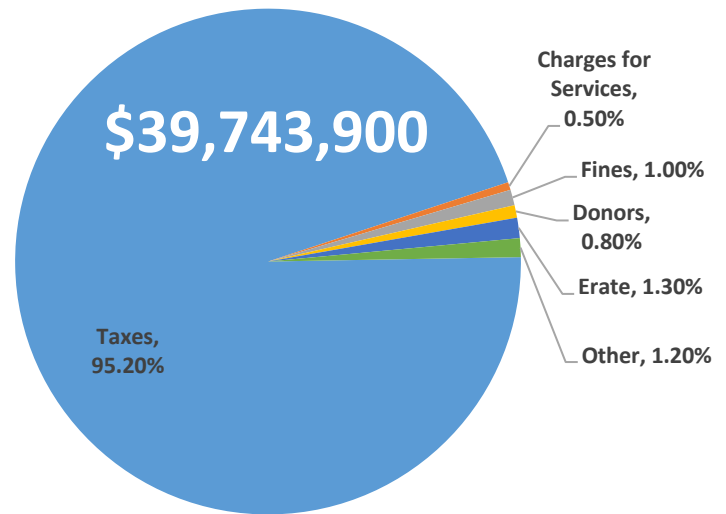
**Intergovernmental.** The Library receives revenues from other governmental entities, such as grants and contracts, from time to time, generally for specific projects.

**Charges for Services.** Charges for services include revenue from photocopying, customer printing and faxing in the libraries, and interlibrary loan fees.

**Fines.** Library fines are received from library customers paying for books and other materials returned late, or for lost items. The daily fine for physical items is 15 cents. There are no fines on e-books or downloadable materials as they are automatically returned from the customer's device.

**Donors.** The 501(C)(3) nonprofit Pierce County Library Foundation fundraises for the Library and distributes donor gifts and benefits to the Library.

**Other.** Other revenues include interest earned on investments, scrap sales of assets, Friends of the Library donations, and reimbursement from the federal E-rate program.



# Operating the Library

## Expenditures: What They Pay For

**Salaries & Benefits.** Personnel costs account for 67% of expenditures and pay for staffing the Library to meet its mission and goals. Included are salaries/wages, healthcare/dental, FICA, retirement, and other personnel costs. The Library will employ 286 FTEs in 2020.

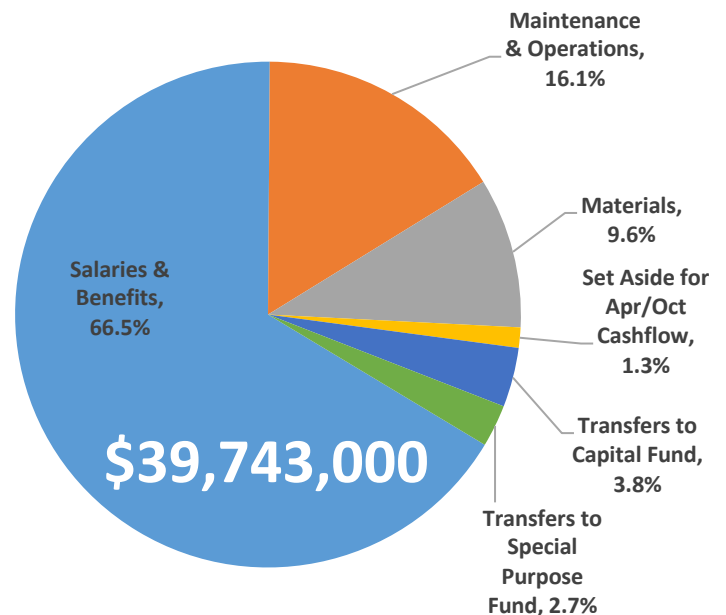
**Materials.** The Library provides a wealth of materials for its customers to read, view, and listen to. Staff select books, movies, music, magazines, and e-books from a variety of sources. With items available, people checked out those items 5.9 million times in 2019.

**Maintenance & Operations.** These include a wide range of expenditures, including office and custodial supplies, furnishings, computers, contracted services, legal and professional services, telecommunications costs, rent and leases, utilities, dues and memberships.

**Contingency.** A small portion of the budget is reserved for unanticipated needs, such as emergency repairs. During the year, savings from efficiencies and lower than projected costs are added to the working contingency, which fluctuates throughout the fiscal year.

**Transfers to Capital Fund.** Some funding for capital projects comes from transferring funds out of the operating budget. In 2018, due to funding constraints, the Library reduced the transfer to 1.3% of revenue, compared to the prior year of 4%. Beginning in 2019 and continuing in 2020, the transfer is set at \$1.5 million, which is nearly 4% of revenue.

**Transfers to Special Purpose Fund.** The Library sets a certain portion of its revenue and savings to pay for costs related to future elections and for future property and buildings. This amount in 2020 is set at 2.7% or nearly \$1.1 million, of which \$80,000 will build up the election set-aside and \$1 million toward future property and buildings.





# 2020 Capital Improvements/Special Purpose/Debt Service

## Fund Balance

Fund balance includes cash and investments less outstanding invoices and payroll due.

## Capital Improvement Fund

The Capital Improvement Fund is used to budget and pay for projects that improve or add to the Library's capital assets, which are largely made up of facilities, vehicles, and technology. In 2020, the Library plans to invest in several facility updates, studies for future buildings, and information technology projects. Recognizing that capital emergencies can be costly, the contingency is increased to \$250,000.

Revenues	2018 Actual	2019 Budget	2020 Budget	2019 to 2020 % chg
Use of Fund Balance	\$ - 0 -	\$ 217,085	\$ 845,000	289.25
General Fund Transfers	285,000	1,460,000	1,500,000	2.74
New Revenue	52,321	- 0 -	- 0 -	- 0 -
Total Revenues	\$ 489,643	\$ 1,677,085	\$ 2,345,000	39.83
<b>Expenditures</b>				
Projects	178,151	1,380,000	2,095,000	51.81
Contingency	-2,500	25,000	250,000	900.00
Total Expenditures	175,671	1,415,000	2,345,000	65.72
Revenues less Expenditures	\$ 213,992	\$ 262,085	\$ - 0 -	-100.00
<b>Fund Balance</b>				
Beginning Fund Balance	\$ 1,390,170	\$ 1,551,840	\$ 2,180,000 <sup>1</sup>	40.48
Ending Fund Balance	\$ 1,551,840	\$ 2,180,000 <sup>1</sup>	\$ 2,180,000 <sup>1</sup>	- 0 -

<sup>1</sup> Fund balances for yearend 2019 and 2020 are estimates; final year-end balances are calculated in March of each year.

## Special Purpose Fund

The Special Purpose Fund, also known as Special Revenue Fund, is a fund the Library System uses for committed and restricted projects, as designated by the Board of Trustees. In 2020, the fund will maintain the committed set asides for future election costs and future property and land, which total nearly \$1.24 million at the beginning of 2020 and to be increased through additional transfers. The Library System creates a budget only when the Board approves the release of the committed funds for specific projects.

Revenues	2018 Actual	2019 Budget	2020 Budget	2019 to 2020 % chg
Use of Fund Balance	\$ - 0 -	\$ 625,000	\$ - 0 -	-100.00
General Fund Transfers	300,000	1,100,000	1,080,000	-1.82
New Revenue	16,746	4,865,140	45,000	-99.08
Total Revenues	\$ 316,746	\$ 6,590,140	\$ 1,125,000	-82.93
<b>Expenditures</b>				
Total Expenditures	51,178	625,000	- 0 -	-100.00
Revenues less Expenditures	\$ 265,568	\$ 5,965,140	\$ 1,125,000	New
Transfers to Levy Sustainability Fund	\$ - 0 -	\$ - 0 -	\$ 5,450,000	New
<b>Fund Balance</b>				
Beginning Fund Balance	\$ 990,117	\$ 1,255,685	\$ 7,220,000 <sup>1</sup>	474.98
Ending Fund Balance	\$ 1,255,685	\$ 7,220,000 <sup>1</sup>	\$ 2,895,000 <sup>1</sup>	-59.90

<sup>1</sup> Fund balances for yearend 2019 and 2020 are estimates; final year-end balances are calculated in March of each year.

## Levy Sustainability Fund

The Library created a Levy Sustainability Fund in 2019 to accumulate funds to pay for future sustainability of operations. The annual amount deposited into this fund depends on the amount of revenue available after budgeting for operations, and is done through recording revenue directly to the fund (instead of transfers). For 2020, the amount to be deposited is calculated at \$3.5 million.

Revenues	2018 Actual	2019 Budget	2020 Budget	2019 to 2020 % chg
Use of Fund Balance	\$ - 0 -	\$ - 0 -	\$ - 0 -	- 0 -
General Fund Transfers	- 0 -	- 0 -	5,450,000	New
New Revenue	- 0 -	- 0 -	3,577,600	New
Total Revenues	\$ - 0 -	\$ - 0 -	\$ 9,027,600	New
<b>Expenditures</b>				
Total Expenditures	- 0 -	- 0 -	- 0 -	- 0 -
Revenues less Expenditures	\$ - 0 -	\$ - 0 -	\$ 9,027,600	New
Transfers to Levy Sustainability Fund	\$ - 0 -	\$ - 0 -	\$ - 0 -	New
<b>Fund Balance</b>				
Beginning Fund Balance	\$ - 0 -	\$ - 0 -	\$ - 0 <sup>-1</sup>	- 0 -
Ending Fund Balance	\$ - 0 -	\$ - 0 -	\$ 9,027,600 <sup>1</sup>	New

<sup>1</sup> Fund balances for yearend 2019 and 2020 are estimates; final year-end balances are calculated in March of each year.

## Debt Service Fund

Revenues	2018 Actual	2019 Budget	2020 Budget	2019 to 2020 % chg
Use of Fund Balance	\$ - 0 -	\$ - 0 -	\$ - 0 -	- 0 -
New Revenue	1,171	- 0 -	- 0 -	- 0 -
Total Revenues	\$ 1,171	\$ - 0 -	\$ - 0 -	- 0 -
<b>Expenditures</b>				
Total Expenditures	- 0 -	- 0 -	- 0 -	- 0 -
Revenues less Expenditures	\$ 1,171	\$ - 0 -	\$ - 0 -	- 0 -
<b>Fund Balance</b>				
Beginning Fund Balance	\$ 84,726	\$ 86,171	\$ 87,000 <sup>1</sup>	0.96
Ending Fund Balance	\$ 86,171	\$ 87,000	\$ 87,000 <sup>1</sup>	- 0 -

<sup>1</sup>Fund balances for yearend 2019 and 2020 are estimates; final year-end balances are calculated in March of each year.

## 2020 Debt

### Debt Capacity

#### Unrestricted General Tax Obligation Bonds (UGTO)

Library District assessed value:	\$ 86,373,589,218
Legal Councilmanic bond capacity:	x 0.005000
Maximum Councilmanic capacity:	\$ 431,867,946
Current outstanding Councilmanic bonds:	- 0 -
Available UGTO capacity:	\$ 431,867,946

#### Councilmanic Bonds

Library District assessed value:	\$ 86,373,589,218
Legal Councilmanic bond capacity:	x 0.001000
Maximum Councilmanic capacity:	\$ 86,373,589
Current outstanding Councilmanic bonds:	- 0 -
Available Councilmanic bond capacity:	\$ 86,373,589

#### Summary of Current Bonds and Debt

Sum of all outstanding UGTO bonds:	\$ - 0 -
Sum of all outstanding Councilmanic bonds:	- 0 -
Sum of all other forms of debt:	- 0 -
Total of all outstanding bonds and debt:	\$ - 0 -

## Last Use of Debt (System Expansion Project)

In 1986, voters passed a \$28.9 million general obligation bond levy to construct new library facilities, including the purchase of land and the acquisition of furniture and equipment. It included funds to remodel/renovate existing library facilities throughout the Library System and to purchase books and other materials. Bonds were issued in 1986 (\$18 million), 1990-91 (\$8 million), and 1992 (\$2.9 million). In 1995, a portion of the 1986 and 1990-91 issues was refinanced; the value of this refunding was \$6.93 million. With the payment of principal and interest in December 2002, the entire debt was retired.

## Future Debt Needs

The Library began a Facilities Master Plan (FMP) project in late 2008 and concluded in January 2010 with a comprehensive report and plan. Every year, the Library has reviewed elements in the plan. In 2017, the Library conducted a more extensive update of the plan and is conducting a study for possible new libraries in three communities.

## Bonds Explained

The Library's common form of debt include...

**Unrestricted General Tax Obligation Bonds (UGTO).** Bonds may be issued as a measure to voters in the taxing district and require 60% approval. The Library's maximum legal debt capacity is one half of 1% of the Library District's assessed valuation, and in the simplest form may be levied up to 30 years. The Library District's assessed value of \$86.4 billion means that the Library may issue an aggregate total of general obligation bonds of \$431.9 million.

**Library Capital Facilities Area (LCFA).** UGTO bonds can be used either for district-wide projects or for a sub-district of the larger taxing district. In the latter case, the Library would create a specific area to include, for example, one or two cities and a portion of unincorporated Pierce County. This forms a Library Capital Facilities Area within which a bond would be issued. An LCFA requires two voter issues: one to create the LCFA (simple majority to approve) and the other to approve a bond for construction of one or more libraries (60% majority).

**Councilmanic Bonds.** The Library may also issue debt in the form of Councilmanic Bonds at a rate of one tenth of 1% of the Library District's assessed valuation. Because these bonds are non-voted, they may be considered a bank loan secured by property tax revenue, payable out of the Library's existing funds or future revenue receipts. The Library District's assessed value of \$86 billion means the Library may borrow up to \$86 million. This debt must be repaid within seven years.

Councilmanic Bonds could be used for short-term financing of small construction projects, equipment needs, or emergencies that cannot be paid out of available general funds or Capital Improvement funds. They would not be used for covering budget shortfalls in ongoing operations.

All forms of debt require one-time attorney and bank set-up fees, which may total between 1% and 5% of the principle value.

# LEARNING ENJOYMENT COMMUNITY



# Strategic Plan

## Pierce County Library System sparks success for Pierce County

With 20 libraries, hundreds of events, helpful staff, and 822,000 books and materials, the possibilities are endless.

### Guiding Principles

The Library System is creative, community-focused, and system strong. It pledges to:

- **Be true to communities.** Listen and respond to what is important.
- **Innovate strategically.** Find inventive ways to serve.
- **Provide access for all.** Serve everyone with the same degree of interest and respect.
- **Deliver convenience.** Life is busy, and the Library System makes resources accessible and easy to use.
- **Play the right role.** Use strengths as a library to get results and to support community partners.
- **Be financially sustainable.** The public trusts the Library System with public resources, and the Library responsibly manages them for today and tomorrow.

### Focus Areas



**Learning.** Support growth and curiosity.

1. Prepare preschoolers, babies, and toddlers so they are ready to learn.
2. Support school and career success for people of all ages.
3. Strengthen the practical skills and knowledge of Pierce County residents so they can navigate the real world and meet their goals.



**Enjoyment.** Help people enjoy their free time.

1. Inspire imagination through an extensive and diverse selection of books, movies, and other materials, so individuals discover outlets to help offset the pressures of daily life and relax.
2. Foster a love of reading.
3. Create opportunities to discover new interests and pursue passions, so people live balanced lives and find joy.



**Community.** Connect and strengthen communities.

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

## Core Services



### **Materials**

Provide books and resources the public values.



### **Technology**

Meet needs with today's technology.



### **Staff**

Connect people to the right resource at the right time.



### **Partnerships**

Collaborate with others to best serve communities.



### **Spaces**

Provide welcoming and vital spaces for communities.



### **Classes & Events**

Offer skill-building classes, and interesting events.



### **Business Processes**

Make smart investments in sound and sustainable operations.