

**AGENDA**

**Regular Meeting of the Pierce County Library System Board of Trustees**

**October 19, 2016**

**3:30 pm**

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3:30 pm	01 min.	<b>Call to Order:</b> Rob Allen, Chair	
3:31 pm	05 min.	<b>Public Comment:</b> <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please sign up at the time of the meeting to speak during the Public Comment period, and limit your comments to three minutes.</i>	
3:36 pm	04 min.	<b>Consent Agenda</b>	<b>ACTION</b>
		1. Approval of Minutes of the September 14, 2016, Regular Meeting	
		2. Approval of September 2016 Payroll, Benefits and Vouchers	
3:40 pm	05 min.	<b>Board Member Reports</b>	
3:45 pm	10 min.	<b>Routine Reports</b>	
		1. Dashboard, Georgia Lomax	
		2. September 2016 Financial Report, Dale Hough	
		3. Executive Director Report, Georgia Lomax	
3:55 pm		<b>Unfinished Business</b>	
	30 min.	1. Recommended Strategic Framework Update, Georgia Lomax	<b>ACTION</b>
	30 min.	2. 2017 Work Plan and Budget, Melinda Chesbro and Clifford Jo	
		a. 2017 Levy Certificate and Implicit Price Deflator	
		b. Proposed Projects	
		c. Estimated Budget	
4:55 pm		<b>New Business</b>	
	05 min.	1. Friends and Foundation of Libraries Week Proclamation, Joy Kim	<b>ACTION</b>
	05 min.	2. 2017 Board Meeting Schedule, Georgia Lomax	<b>ACTION</b>
	10 min.	3. Trustee Vacancy Process, Georgia Lomax	
	05 min.	4. Executive Director Evaluation Process, Georgia Lomax	
5:20 pm	10 min.	<b>Officers Reports</b>	
		1. 2016 ULC Innovations	
		2. Library Card Purge	
		3. American Indian Library Association Talk Story Grant	
		4. TCH USCIS Citizenship and Integration Grant Partnership	
5:30 pm	20 min.	<b>Executive Session:</b> <i>At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, to discuss contractual and personnel issues.</i>	
5:50 pm	01 min.	<b>Announcements</b>	
5:51 pm		<b>Adjournment</b>	

# Consent Agenda

## CALL TO ORDER

Chair Robert 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 Donna Albers, Linda Ishem, J.J. McCament and Monica Butler.

## PUBLIC COMMENT

There were no public comments.

## CONSENT AGENDA

1. Approval of Minutes of the August 10, 2016, Regular Meeting
2. August 2016 Payroll, Benefits and Vouchers
  - Payroll Warrants 3716-3721 dated 8/1/16-8/31/16 in the amount of \$5936.56
  - Payroll Disbursement Voucher dated 8/6/16 in the amount of \$907,669.12
  - Payroll Disbursement Voucher dated 8/21/16 in the amount of \$718,256.33
  - Accounts Payable Warrants 626332-626430 dated 8/1/16-8/31/16 in the amount of \$533,419.98

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

## BOARD REPORTS

Chair Allen thanked the staff of the Milton/Edgewood Library for hosting the meeting.

Ms. Butler attended the Gig Harbor Literary Society meeting, a partnership between the library and Harbor History Museum. Forty people gathered to discuss "A God in Ruins" by Kate Atkinson.

Ms. Ishem thanked Executive Director Georgia Lomax and other members of the staff for speaking with staff from the UW Tacoma Library about a possible partnership.

## ROUTINE REPORTS

### Dashboard

Ms. Lomax noted that while checkout statistics had been increasing due to the auto-renew feature, the Library has been evaluating the feature and elected to turn it off at the end of September. The Library has formed a Customer Facing Technology group to set criteria and evaluate any new services prior to implementation.

### August 2016 Financial Report

Finance Manager Dale Hough reported the revenue from Library fines is at 43% of budget.

### Executive Director Report

Ms. Lomax noted the Library, along with the Fire, School and City is participating in the City of Orting's Strategic Facility Planning process.

## UNFINISHED BUSINESS

### Recommended Strategic Framework

Ms. Lomax presented the Strategic framework document that reflects the Library's service promises and the internal supports needed to achieve those services and have impact for the community. She noted the framework would be a high level public-facing document. She said the mid-level guiding principles are nearly finalized. She asked for the Board's feedback and whether it reflects the direction the Library should take as it moves forward.

Ms. Butler said the process involved in developing the strategic framework was as important as the document itself.

Trustees provided recommendations including revising the title of the document and highlighting the Library's guiding principles and commitment to innovative approaches.

The Board noted that a document about the process will be useful to future Board members in understanding what was done to create the framework.

Chair Allen said he was pleased with how the plan is developing.

## **NEW BUSINESS**

### **2017 Work Plan & Budget – Financial Outlook**

Finance and Business Operations Director Clifford Jo reported the Library received the 2017 preliminary levy certificate. The Library is now held to the 1% increase in revenue over the previous year's revenue, plus new construction.

Deputy Director Melinda Chesbro noted staff have identified 2017 project proposals and are now identifying which service focuses in the strategic framework these projects address. She added the upcoming budget document will reflect the strategic framework. She said this year's budget process was designed to include staff input.

Mr. Jo said the work plans, strategic plan and budget process are being developed to coincide and relate to one another.

Ms. Chesbro said developing estimating skills of what our true capacity is will be part of the learning curve. She noted the value in having built an infrastructure layer in 2016 that the Library can build upon.

Ms. Lomax added that this year the focus was on being realistic about capacity, addressing work that was postponed during the recession and putting foundational pieces into place. She said the Library will always have to work on its processes and infrastructure to stay up-to-date and ready to innovate.

## **BOARD EDUCATION AND SERVICE REPORTS**

Customer Experience Manager Judy Nelson shared information about the Milton/Edgewood Library and its community. She then introduced Community Branch Supervisor Linda Case, who has been at the branch for six years. Ms. Case provided demographic information to the Board and also introduced Sr. Branch Assistant Barbara Larson, who has been with Pierce County Library System at the Milton branch since 1982, and Library Page Julie Powell. Also introduced was Dianne Kerlin, current President of the Milton/Edgewood Friends group

Ms. Case and her staff gave the Board and guests a tour of the facility.

## **OFFICER REPORTS**

### **Management Positions Vacancies**

Ms. Lomax said Development Director Lynne Hoffman's retirement open house will be held at the Administrative Center and Library immediately following the Foundation Board meeting on September 27, 2016.

### **L&I Update**

The Board was pleased with the cost savings.

### **Book a Librarian**

Ms. Nelson said the program is going very well. Sessions average 20 minutes and run as long as an hour. She distributed cards to the Trustees to share this service within their networks.

## **ANNOUNCEMENTS**

Chair Allen reminded the Board it is time to begin Ms. Lomax's performance appraisal process. Ms. McCament will lead the process.

**ADJOURNMENT**

The meeting was adjourned at 5:30 pm on motion by Ms. Ishem, seconded by Ms. Albers.

\_\_\_\_\_  
Georgia Lomax, Secretary

\_\_\_\_\_  
Rob Allen, Chair

## September 2016 Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3722-3724	9/1/16-9/30/16	\$4,693.66
Electronic Payments - Payroll & Acct Payable		09/06/16	\$994,426.55
Electronic Payments - Payroll & Acct Payable		09/21/16	\$725,620.98
Accounts Payable Warrants	626431-626553	9/1/16-9/30/16	\$808,542.33
<b>Total:</b>			<u><u>\$2,533,283.52</u></u>

**Check History Listing**  
Pierce County Library System

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<u>Check #</u>	<u>Bank</u>	<u>Date</u>	<u>Paid to</u>	<u>Status</u>	<u>Can/Vd Date</u>	<u>Pay Period Dates</u>	<u>Dir Dep</u>	<u>Amount</u>
3722	pr	09/06/2016	BRIDGES, LAUREN			08/16/16 - 08/31/16	0.00	1,534.57
3723	pr	09/21/2016	TAYLOR, HANNAH			09/01/16 - 09/15/16	0.00	1,748.63
3724	pr	09/21/2016	MOORE, AMANDA			09/01/16 - 09/15/16	0.00	1,410.46
<b>Total:</b>							<b>0.00</b>	<b>4,693.66</b>

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Checks in report: 3

**Grand Total:** 0.00 4,693.66

# Ad-hoc bank transaction (Withdrawal)

## PCL\_Company

Wire Template Number in Cash-Pro :WAPC014  
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos  
 Contact Phone: 253-548-3451  
 Contact e-mail: skarabotsos@piercecountylibrary.org  
 Comments: 09/06/16 Payroll

Withdrawal Date: 09/06/16

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	80,910.21
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	52,166.13
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	52,166.13
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	479,277.18
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,332.00
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	41,285.14
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	71,126.95
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	4,237.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,665.48
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	0.40
PCL_Company	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	201,259.93
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
<b>Total Deposit</b>						<b>\$ 994,426.55</b>

Certification: \_\_\_\_\_

Stacy Karabotsos  
 Signature ( Department Designee)

09/02/16  
 Date

Comments:



## Ad-hoc bank transaction (Withdrawal)

### PCL\_Company

Wire Template Number in Cash-Pro :WAPC014  
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos  
 Contact Phone: 253-548-3451  
 Contact e-mail: skarabotsos@piercecountylibrary.org  
 Comments: 09/21/16 Payroll

Withdrawal Date: 09/21/16

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	65,827.50
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	47,430.84
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	47,430.84
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	440,464.55
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,132.00
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	38,628.24
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	66,719.50
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	4,137.00
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,665.48
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	206.50
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	2,978.53
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
Total Deposit						\$ 725,620.98

Certification:

Stacy Karabotsos  
 Signature ( Department Designee)

09/20/16  
 Date

Comments:

## Check History Listing

Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
626431	09/01/2016	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		21.88
626432	09/01/2016	006577 CATALYST WORKPLACE ACTIVATION		11,830.65
626433	09/01/2016	006235 CONTOUR		3,573.03
626434	09/01/2016	006492 LOGIC INTEGRITY INC		4,101.25
626435	09/01/2016	006421 MARKHAM INVESTIGATION - (MIP)		10,530.00
626436	09/01/2016	000370 PIERCE COUNTY		228.00
626437	09/01/2016	006331 SURPRISE LAKE SQUARE UNIT 257		5,501.95
626438	09/01/2016	000534 WCP SOLUTIONS		1,480.30
626439	09/06/2016	000828 AFSCME AFL-CIO		6,306.15
626440	09/06/2016	000041 EMPLOYMENT SECURITY DEPARTMENT		259.01
626441	09/06/2016	006414 GC SERVICES, LP		199.87
626442	09/06/2016	003985 PACIFICSOURCE ADMINISTRATORS		1,324.61
626443	09/06/2016	000821 PIERCE COUNTY SUPERIOR COURT		68.31
626444	09/06/2016	001181 PIERCE CTY LIBRARY FOUNDATION		370.55
626445	09/06/2016	000823 UNITED WAY		171.00
626446	09/06/2016	004782 US DEPARTMENT OF EDUCATION		204.94
626447	09/06/2016	001355 VOLUNTARY EMPLOYEES' BENEFICIA		2,070.11
626448	09/06/2016	006555 SOCIAL SECURITY ADMINISTRATION		68.31
626449	09/09/2016	000830 BAKER & TAYLOR		355.41
626450	09/09/2016	000242 BUCKLEY CITY OF		229.62
626451	09/09/2016	004921 BUILDER'S BOOK INC		1,168.35
626452	09/09/2016	001780 CITY OF UNIVERSITY PLACE		120.22
626453	09/09/2016	000243 INGRAM LIBRARY SERVICES		811.41
626454	09/09/2016	000352 MIDWEST TAPE		20,292.86
626455	09/09/2016	000377 PUGET SOUND ENERGY		143.54
626456	09/09/2016	000496 THYSSEN SOUND ELEVATOR		64,459.57
626457	09/09/2016	005679 CIVIC BUILDING UNIVERSITY PLACE		44,765.66
626458	09/13/2016	006391 BERK CONSULTING INC		13,953.54
626459	09/13/2016	000895 COLUMBIA BANK		250.60
626460	09/13/2016	001126 DELL MARKETING LP	V	0.00
626461	09/13/2016	001126 DELL MARKETING LP		8,255.01
626462	09/13/2016	006478 EVERGREEN MAINT LANDSCAPING		5,670.43
626463	09/13/2016	006587 INDIANA STATE LIBRARY	V	2.48
626464	09/13/2016	000254 KING COUNTY LIBRARY		17.00
626465	09/13/2016	006492 LOGIC INTEGRITY INC		3,443.75
626466	09/13/2016	006586 MAIN LIBRARY		7.99
626467	09/13/2016	006133 NATIONAL BUSINESS RESEARCH INS		5,047.50
626468	09/13/2016	005836 REED COLLEGE LIBRARY		70.00

**Check History Listing**  
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
626469	09/13/2016	001130 SNO-ISLE REGIONAL LIBRARY		29.99
626470	09/13/2016	006585 ST. CHARLES COMMUNITY COLLEGE		59.00
626471	09/13/2016	003719 UNIQUE MANAGEMENT SERVICES		1,181.40
626472	09/13/2016	006278 UNIVERSITY OF PUGET SOUND		180.00
626473	09/13/2016	004022 US BANK		27,973.38
626474	09/13/2016	000534 WCP SOLUTIONS		1,989.60
626475	09/15/2016	002061 SUSAN ANDERSON-NEWHAM		124.35
626476	09/15/2016	000363 OVERALL LAUNDRY SERV. DBA ARAMARI		21.88
626477	09/15/2016	006333 CERTIF A GIFT CO		3,252.61
626478	09/15/2016	001126 DELL MARKETING LP		26.26
626479	09/15/2016	004022 US BANK		75,125.60
626480	09/15/2016	000830 BAKER & TAYLOR		25,170.96
626481	09/15/2016	000161 CENGAGE LEARNING		3,482.71
626482	09/15/2016	000847 CENTER POINT PUBLISHING		944.31
626483	09/15/2016	000983 EDUCATIONAL DEVELOPMENT CORP		72.15
626484	09/15/2016	000195 FIRGROVE MUTUAL WATER CO		283.55
626485	09/15/2016	000243 INGRAM LIBRARY SERVICES		14,591.58
626486	09/15/2016	000352 MIDWEST TAPE	V	0.00
626487	09/15/2016	000352 MIDWEST TAPE		44,666.90
626488	09/15/2016	003398 MULTICULTURAL BOOKS & VIDEOS		4,490.50
626489	09/15/2016	000377 PUGET SOUND ENERGY		1,042.58
626490	09/15/2016	000406 RECORDED BOOKS LLC		459.81
626491	09/15/2016	000451 SEATTLE TIMES SEATTLE PI		431.60
626492	09/15/2016	003596 SENTIMENTAL PRODUCTIONS		128.00
626493	09/15/2016	000463 SUMMIT WATER & SUPPLY CO		327.72
626494	09/15/2016	006593 APRIL TALTON		29.99
626495	09/15/2016	000541 STATE OF WASHINGTON		360.87
626496	09/19/2016	001780 CITY OF UNIVERSITY PLACE		120,000.00
626497	09/19/2016	006235 CONTOUR		576.84
626498	09/19/2016	006582 LIGHTHOUSE TOR THE BLIND INC		46.91
626499	09/19/2016	002100 ALISON PASCONE		41.08
626500	09/19/2016	001681 PITNEY BOWES		20,000.00
626501	09/21/2016	003778 AFLAC		5,995.71
626502	09/21/2016	000828 AFSCME AFL-CIO		6,196.49
626503	09/21/2016	001578 COLONIAL SUPPLEMENTAL INSURANC		651.30
626504	09/21/2016	000041 EMPLOYMENT SECURITY DEPARTMENT		237.73
626505	09/21/2016	006414 GC SERVICES, LP		200.91
626506	09/21/2016	003985 PACIFICSOURCE ADMINISTRATORS		1,324.61
626507	09/21/2016	001181 PIERCE CTY LIBRARY FOUNDATION		357.08

**Check History Listing**  
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
626508	09/21/2016	000823 UNITED WAY		171.00
626509	09/21/2016	004782 US DEPARTMENT OF EDUCATION		196.02
626510	09/22/2016	006587 INDIANA STATE LIBRARY		2.48
626511	09/22/2016	004674 MCHUGH MANAGEMENT CONSULTING		7,800.00
626512	09/22/2016	004955 MEDCO SUPPLY COMPANY		79.40
626513	09/22/2016	001586 NORTHWEST DOOR INC		459.48
626514	09/22/2016	003985 PACIFICSOURCE ADMINISTRATORS		186.25
626515	09/22/2016	004759 TRI-TEC COMMUNICATIONS INC		11,288.59
626516	09/22/2016	004022 US BANK		80,949.26
626517	09/22/2016	000534 WCP SOLUTIONS		338.62
626518	09/23/2016	000830 BAKER & TAYLOR		7,196.15
626519	09/23/2016	000161 CENGAGE LEARNING		344.33
626520	09/23/2016	006607 JOSE CORIA		16.99
626521	09/23/2016	005300 DANGER ROOM COMICS LLC		1,612.54
626522	09/23/2016	006608 JOAN DONAHUE		22.95
626523	09/23/2016	000093 EBSCO		64.20
626524	09/23/2016	006605 JULIE FISK		19.99
626525	09/23/2016	000243 INGRAM LIBRARY SERVICES		7,475.79
626526	09/23/2016	006604 BRANDI LUCAS		6.00
626527	09/23/2016	006603 CLINTON MCCANN		29.99
626528	09/23/2016	000352 MIDWEST TAPE		25,305.62
626529	09/23/2016	003398 MULTICULTURAL BOOKS & VIDEOS		499.90
626530	09/23/2016	000323 NEWS TRIBUNE		431.60
626531	09/23/2016	006606 DARA OGUNBINU		16.99
626532	09/23/2016	000377 PUGET SOUND ENERGY		2,596.93
626533	09/23/2016	000406 RECORDED BOOKS LLC		67.94
626534	09/23/2016	001060 SCHOLASTIC LIBRARY PUBLISHING		1,493.61
626535	09/23/2016	006609 STACY SUINN		29.99
626536	09/27/2016	003938 (DBA CATALYST WORKPLACE) BINW - (SE		3,104.13
626537	09/27/2016	005862 ELITE PROPERTY INVESTMENTS LLC		10,006.57
626538	09/27/2016	006492 LOGIC INTEGRITY INC		1,125.00
626539	09/28/2016	000830 BAKER & TAYLOR		16,121.63
626540	09/28/2016	000161 CENGAGE LEARNING		1,938.72
626541	09/28/2016	000093 EBSCO		12.06
626542	09/28/2016	000243 INGRAM LIBRARY SERVICES		19,305.93
626543	09/28/2016	003909 MCCALLS QUICK QUILTS		19.00
626544	09/28/2016	000352 MIDWEST TAPE		15,093.04
626545	09/28/2016	003398 MULTICULTURAL BOOKS & VIDEOS		2,192.50
626546	09/28/2016	002065 TRISHA MUSCHETT		375.24

**Check History Listing**  
Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
626547	09/28/2016	000377 PUGET SOUND ENERGY		1,188.67
626548	09/28/2016	000406 RECORDED BOOKS LLC		2,755.25
626549	09/28/2016	000451 SEATTLE TIMES SEATTLE PI		374.40
626550	09/28/2016	004901 SUE WALSTON		249.62
626551	09/29/2016	006561 SUNDOWNER CO		5,589.66
626552	09/29/2016	003394 THERMO FLUIDS INC		320.00
626553	09/29/2016	000534 WCP SOLUTIONS		617.48

**boa Total: 808,542.33**

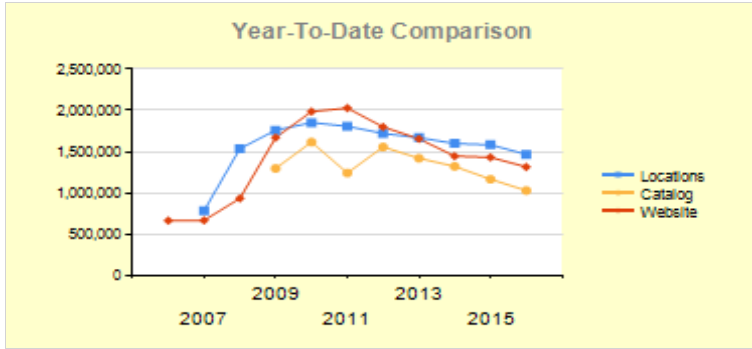
123 checks in this report

**Total Checks: 808,542.33**

# **Routine Reports**

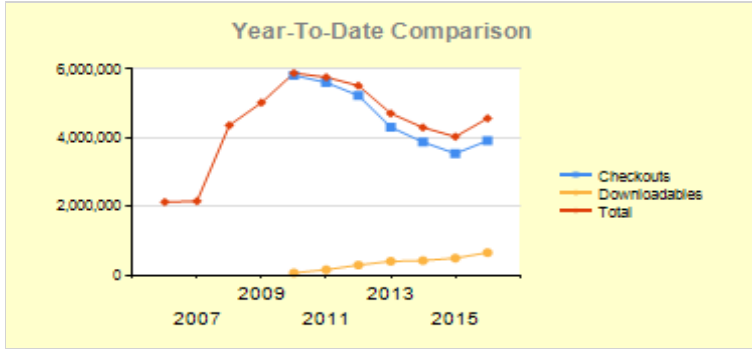
## CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - AUGUST

### VISITS



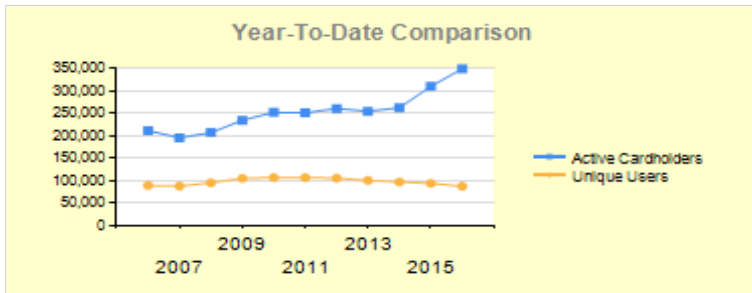
	August		
	2015	2016	% Change
Door Count	147,307	136,756	-7.16%
Catalog	147,212	125,286	-14.89%
Website	189,407	164,954	-12.91%
Job & Business Portal	3,340	3,670	9.88%
Military Portal	100	167	67.00%
<b>Total</b>	<b>487,366</b>	<b>430,833</b>	<b>-11.60%</b>

### CHECKOUTS



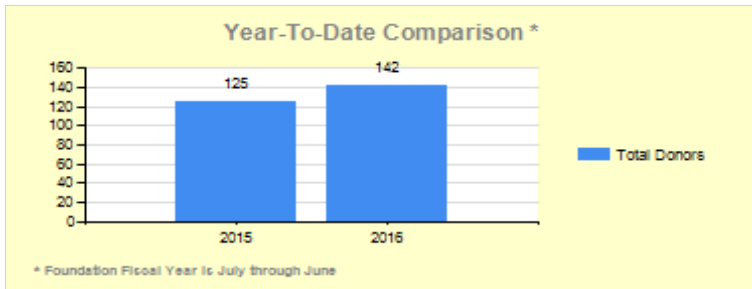
	August		
	2015	2016	% Change
Checkouts	469,994	535,193	13.87%
Downloadables	70,108	86,705	23.67%
<b>Total</b>	<b>540,102</b>	<b>621,898</b>	<b>15.14%</b>

### CUSTOMERS



	August		
	2015	2016	% Change
Active Cardholders	310,510	349,785	12.65%
New Cards	3,870	3,321	-14.19%
Checkout Transactions	92,520	82,047	-11.32%
Unique Users	40,505	43,298	6.90%

### PHILANTHROPY



	August		
	2015	2016	% Change
FoundationDonors	99	119	20.20%
NewFoundationDonors	1	4	300.00%
\$ Raised by Foundation	\$6,776.00	\$13,674.00	101.80%
\$ Provided by Friends	\$0.00	\$505.00	0.00%

### BRANCH CLOSURES

2013		
Location	Dates	Duration (days)
Key Center	1/1-2/3	34
Fife	9/24-25	2

2014		
Location	Dates	Duration (days)
Gig Harbor	5/19-6/1	13
Lakewood	9/2-21	19
Pkld/Span	10/3-26	13
South Hill	11/1-30	30

2015		
Location	Dates	Duration (days)
Gig Harbor	11/9-11/22	13

## Monthly Interim Financial Reports September 30, 2016

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### Notes for September activity not italicized

#### General Fund - 01

- 51109 – Tuition Assistance is fully funded by the PCLF. We are in the process of setting up budget for this program.
- 51200 - Unplanned overtime expenditures continue as a result of vacancies.
- 53411 Electronic Info Services and 53413 Electronic Services - Some materials purchases are large one-time payments that occur at various times throughout the year. They impact “percent expended” of the budget significantly.
- 53501 –Additional furniture purchases for Lakewood branch, funded entirely by Lakewood Friends group.
- 53505 - Incurred additional software purchases as a result of IT stabilization.
- 54100 – Incurred additional expenditures primarily for SPARK All Staff In service day (Key Note speaker) and further IT modernization consulting services.
- 54163 Special unplanned for laminating services required by specialty vendor.
- Many annual service agreements, leases and insurance are paid and/or encumbered in January for the entire year. These are usually one time per year events or a large encumbrance for a multi-month project. They impact “percent expended” of budget significantly. Examples include but are not limited to general fund accounts 54201 telecom services, 54501 and 54502 Leases, 54600 Insurance, 54801 Contracted Maintenance and 54903 Licenses and Fees.
- 54702 – Water consumption high due to underground waterline leak at Bonney Lake. Leak is fixed.
- 59700 Transfers out – Board-approved transfer from the General Fund to the Capital Improvements Projects fund.

#### Special Purpose Fund - 15

- Foundation donation to support the Workforce project.

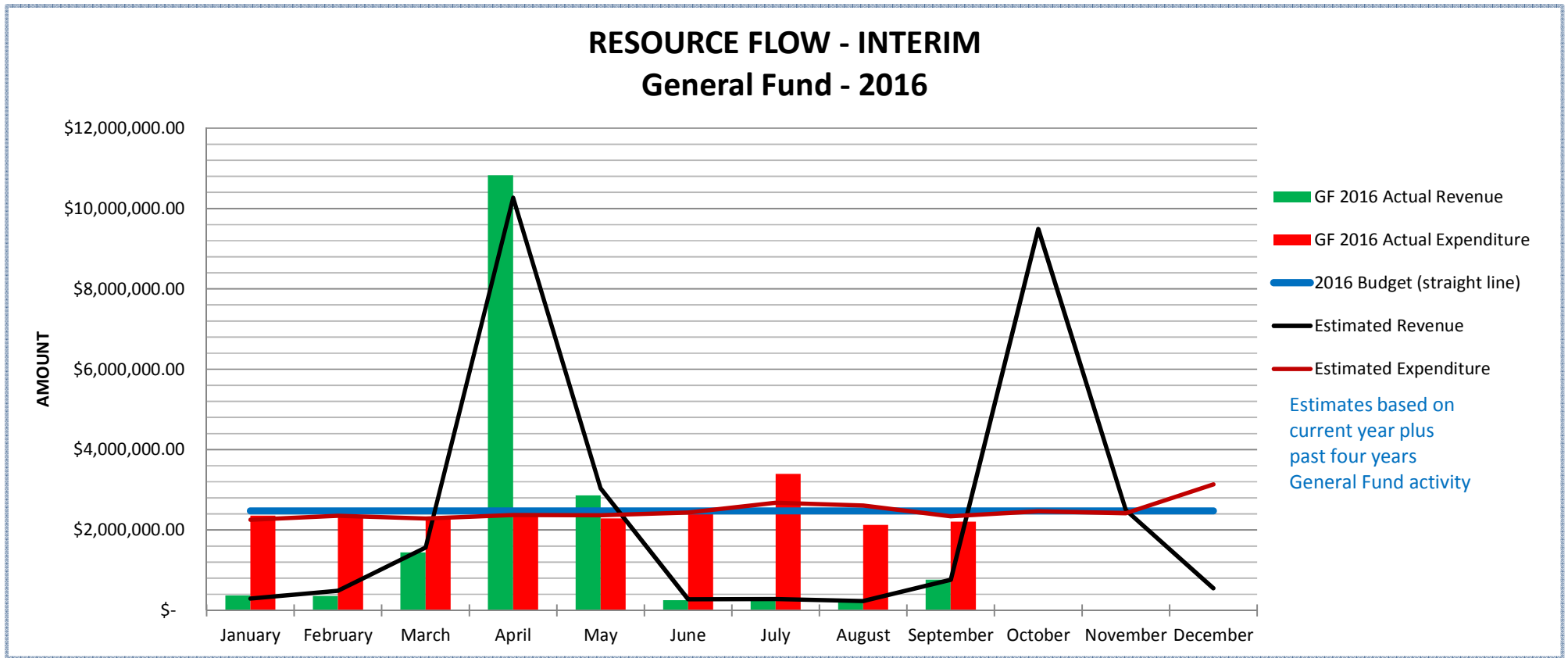
#### Debt Service Fund - 20

- Minimal activity

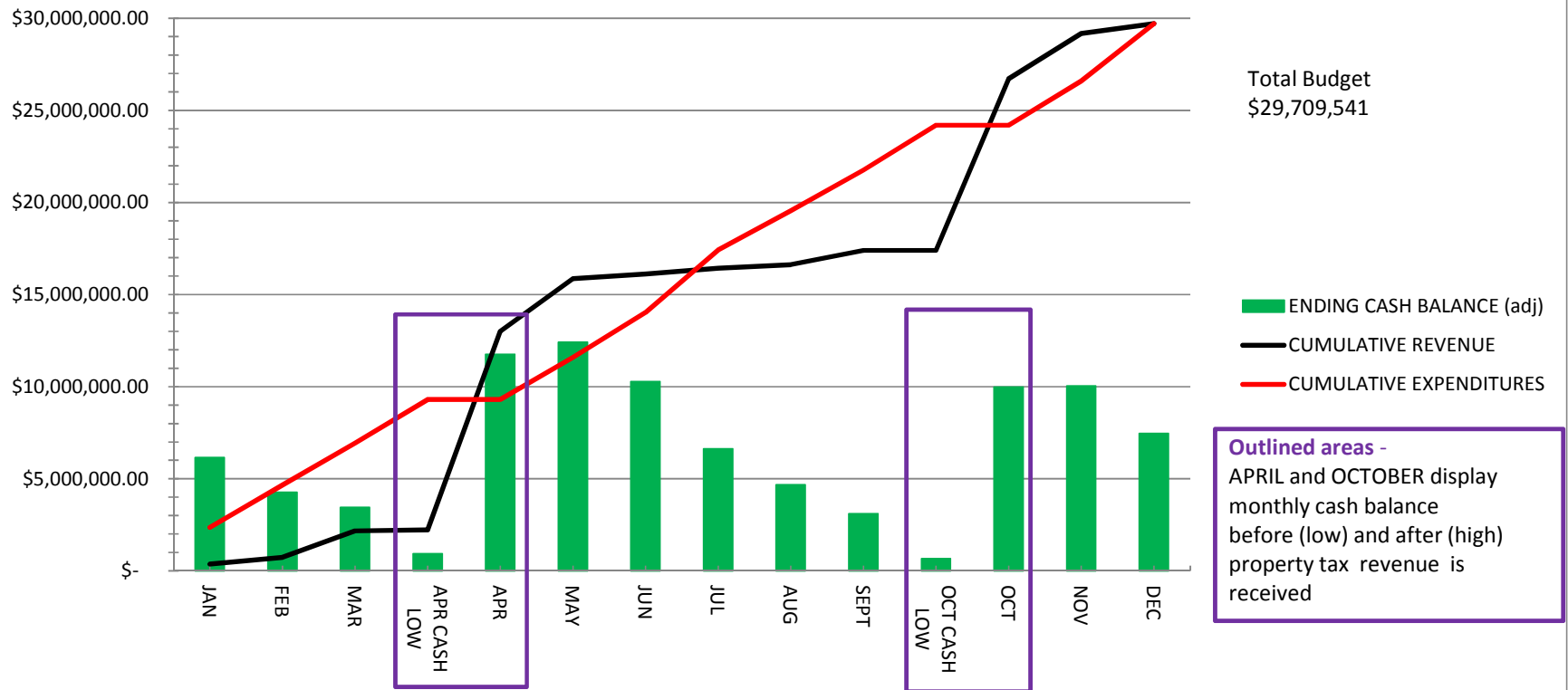
#### Capital Improvement Projects Fund - 30

- 39700 Transfers In – Board-approved transfer made from the General Fund to the Capital Improvements Projects fund.
- **53505** – Unanticipated furnishings purchases including a new Circulation desk at University Place estimated to cost \$52,000.
- **56200** Building/Building Improvements reflects an annual one-time payment for our UP library expansion. Also, includes purchase of an ADA Door/Opener at Gig Harbor Branch. This is funded by the Foundation.
- 56400 Machinery and equipment include the purchase of our new paper cutter totaling \$25k and the replacement of our compactor \$14k, a new WatchGuard Firewall appliance \$38k and just over \$50k in the board approved purchase of a new Dell Compellent server array.
- 56402 HVAC repair and/replacement has been scheduled and funds encumbered for several branches.





## CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE Including Cash Flow Projection 2016



**PIERCE COUNTY LIBRARY SYSTEM**  
Statement of Revenue and Expenditures  
Year to Date September 30, 2016  
no pre-encumbrances

**General Fund - 01**

	<u>2016 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ 28,201,541	\$ 16,227,021	\$ -	\$ 11,974,520	58%
Other Revenue	\$ 1,508,000	\$ 1,167,441	\$ -	\$ 340,559	77%
<b>Total Revenue</b>	<b>\$ 29,709,541</b>	<b>\$ 17,394,462</b>	<b>\$ -</b>	<b>\$ 12,315,079</b>	<b>59%</b>
Expenditures					
Personnel/Taxes and Benefits	\$ 20,893,026	\$ 15,245,704	\$ -	\$ 5,647,322	73%
Materials	\$ 3,532,173	\$ 2,618,549	\$ -	\$ 913,624	74%
Maintenance and Operations	\$ 3,895,960	\$ 2,705,694	\$ 447,132	\$ 743,133	81%
Transfers Out - CIP	\$ 1,188,382	\$ 1,188,382	\$ -	\$ -	100%
Transfers Out - SPF	\$ 200,000	\$ -	\$ -	\$ 200,000	0%
<b>Total Expenditures</b>	<b>\$ 29,709,541</b>	<b>\$ 21,758,329</b>	<b>\$ 447,132</b>	<b>\$ 7,504,080</b>	<b>75%</b>
Excess/(Deficit)		\$ (4,363,867)			
(less encumbrances)		(447,132)			
<b>Net Excess (Deficit)</b>		<b>\$ (4,810,999.08)</b>			

**Special Purpose Fund - 15**

	<u>2016 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Programs - PC READS	\$ 40,000	\$ -	\$ -	\$ 40,000	0%
Projects - Workforce	\$ 227,000	\$ 6,854	\$ -	\$ 220,146	0%
<b>Total Revenue</b>	<b>\$ 267,000</b>	<b>\$ 6,854</b>	<b>\$ -</b>	<b>\$ 260,146</b>	<b>0%</b>
				\$ -	
Programs - PC READS	\$ 40,000	\$ -	\$ -	\$ 40,000	0%
Projects - Workforce	\$ 227,000	\$ -	\$ -	\$ 227,000	0%
<b>Total Expenditures</b>	<b>\$ 267,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 267,000</b>	
Excess/(Deficit)		\$ 6,854			
(less encumbrances)		-			
<b>Net Excess (Deficit)</b>		<b>\$ 6,854</b>			

**Debt Service Fund - 20**

	<u>2016 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 211	\$ -	\$ (211)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 211</b>	<b>\$ -</b>	<b>\$ (211)</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Excess (Deficit)</b>		<b>\$ 211</b>			

**Capital Improvement Projects****Fund - 30**

	<u>2016 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Other Revenue	\$ 300,000	\$ 43,805	\$ -	\$ 256,195	0%
Transfers In	\$ 1,188,382	\$ 1,188,382	\$ -	\$ -	100%
<b>Total Revenue</b>	<b>\$ 1,488,382</b>	<b>\$ 1,232,187</b>	<b>\$ -</b>	<b>\$ 256,195</b>	<b>83%</b>
Expenditures					
Maintenance and Operations	\$ 1,488,382	\$ 698,211	\$ 327,448	\$ 462,723	69%
<b>Total Expenditures</b>	<b>\$ 1,488,382</b>	<b>\$ 698,211</b>	<b>\$ 327,448</b>	<b>\$ 462,723</b>	<b>69%</b>
Excess/(Deficit)		\$ 533,975			
(less encumbrances)		(327,448)			
<b>Net Excess (Deficit)</b>		<b>\$ 206,528</b>			

<b>Pierce County Library System</b>													
<b>Comparative Statement of Financial Position - Interim</b>													
<b>General Fund - Rolling Comparison</b>													
<i>(as of the listed date of the reported month)</i>													
	HISTORICAL 9/30/2015	HISTORICAL 10/31/2015	HISTORICAL 11/30/2015	HISTORICAL 12/31/2015	HISTORICAL 1/31/2016	HISTORICAL 2/29/2016	HISTORICAL 3/31/2016	HISTORICAL 4/30/2016	CRRENT 5/31/2016	CRRENT 6/30/2016	CRRENT 7/31/2016	CRRENT 8/31/2016	CRRENT 9/30/2016
<b>Assets</b>													
<b>Current Assets - Cash</b>													
Cash	\$ 2,279,894	\$ 10,928,777	\$ 4,365,526	\$ 8,372,619	\$ 6,152,350	\$ 4,260,027	\$ 3,439,431	\$ 11,759,390	\$ 4,586,856	\$ 1,984,811	\$ 1,935,296	\$ 2,144,084	\$ 3,099,722
Investments	\$ 1,500,000	\$ -	\$ 6,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,823,000	\$ 8,288,382	\$ 4,685,900	\$ 2,530,000	\$ -
<b>Total Cash</b>	<b>\$ 3,779,894</b>	<b>\$ 10,928,777</b>	<b>\$ 11,065,526</b>	<b>\$ 8,372,619</b>	<b>\$ 6,152,350</b>	<b>\$ 4,260,027</b>	<b>\$ 3,439,431</b>	<b>\$ 11,759,390</b>	<b>\$ 12,409,856</b>	<b>\$ 10,273,193</b>	<b>\$ 6,621,196</b>	<b>\$ 4,674,084</b>	<b>\$ 3,099,722</b>
<b>Total Current Assets</b>	<b>\$ 3,779,894</b>	<b>\$ 10,928,777</b>	<b>\$ 11,065,526</b>	<b>\$ 8,372,619</b>	<b>\$ 6,152,350</b>	<b>\$ 4,260,027</b>	<b>\$ 3,439,431</b>	<b>\$ 11,759,390</b>	<b>\$ 12,409,856</b>	<b>\$ 10,273,193</b>	<b>\$ 6,621,196</b>	<b>\$ 4,674,084</b>	<b>\$ 3,099,722</b>
<b>Liabilities and Fund Balance</b>													
<b>Current Liabilities</b>													
Warrants Payable	\$ 338,977	\$ 478,495	\$ 523,012	\$ 560,730	\$ 359,697	\$ 396,377	\$ 428,198	\$ 295,440	\$ 339,657	\$ 301,394	\$ 273,130	\$ 71,187	\$ 87,553
Sales Tax Payable	\$ 4,544	\$ 5,152	\$ 4,089	\$ 2,082	\$ 3,668	\$ 4,880	\$ 4,804	\$ 3,899	\$ 4,361	\$ 4,262	\$ 3,871	\$ 5,000	\$ 6,104
Payroll Taxes and Benefits Payable	\$ 46,413	\$ 8,641	\$ 20,965	\$ 48,189	\$ 13,391	\$ 29,363	\$ 44,222	\$ 14,631	\$ 32,097	\$ 49,896	\$ 17,211	\$ 33,961	\$ 49,926
<b>Total Current Liabilities</b>	<b>\$ 389,934</b>	<b>\$ 492,288</b>	<b>\$ 548,066</b>	<b>\$ 611,001</b>	<b>\$ 376,756</b>	<b>\$ 430,620</b>	<b>\$ 477,224</b>	<b>\$ 313,970</b>	<b>\$ 376,115</b>	<b>\$ 355,552</b>	<b>\$ 294,212</b>	<b>\$ 110,147</b>	<b>\$ 143,584</b>
<b>Fund Balance</b>													
Reserve for Encumbrances	\$ 360,731	\$ 373,933	\$ 266,619	\$ -	\$ 966,089	\$ 835,433	\$ 786,954	\$ 735,482	\$ 718,214	\$ 687,542	\$ 534,050	\$ 542,375	\$ 447,132
Net Excess (Deficit)	\$ (4,775,287)	\$ 2,258,040	\$ 2,446,324	\$ -	\$ (2,952,113)	\$ (4,767,644)	\$ (5,586,365)	\$ 2,948,320	\$ 3,553,910	\$ 1,468,482	\$ (1,527,071)	\$ (3,298,443)	\$ (4,810,999)
Unreserved Fund Balance	\$ 7,804,517	\$ 7,804,517	\$ 7,804,517	\$ 7,761,618	\$ 7,761,618	\$ 7,761,618	\$ 7,761,618	\$ 7,761,618	\$ 7,761,618	\$ 7,761,618	\$ 7,320,006	\$ 7,320,006	\$ 7,320,006
<b>Total Fund Balance</b>	<b>\$ 3,389,961</b>	<b>\$ 10,436,489</b>	<b>\$ 10,517,460</b>	<b>\$ 7,761,618</b>	<b>\$ 5,775,593</b>	<b>\$ 3,829,407</b>	<b>\$ 2,962,207</b>	<b>\$ 11,445,420</b>	<b>\$ 12,033,741</b>	<b>\$ 9,917,641</b>	<b>\$ 6,326,984</b>	<b>\$ 4,563,937</b>	<b>\$ 2,956,139</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 3,779,894</b>	<b>\$ 10,928,777</b>	<b>\$ 11,065,526</b>	<b>\$ 8,372,619</b>	<b>\$ 6,152,350</b>	<b>\$ 4,260,027</b>	<b>\$ 3,439,431</b>	<b>\$ 11,759,390</b>	<b>\$ 12,409,856</b>	<b>\$ 10,273,193</b>	<b>\$ 6,621,196</b>	<b>\$ 4,674,084</b>	<b>\$ 3,099,722</b>
<b>Anticipated Property Tax Revenue</b>	<b>\$ 12,414,655</b>	<b>\$ 3,197,451</b>	<b>\$ 943,271</b>	<b>\$ -</b>	<b>\$ 28,999,932</b>	<b>\$ 28,704,238</b>	<b>\$ 27,380,677</b>	<b>\$ 16,615,179</b>	<b>\$ 13,922,327</b>	<b>\$ 13,765,971</b>	<b>\$ 13,686,423</b>	<b>\$ 13,553,661</b>	<b>\$ 12,986,896</b>

**Pierce County Library System  
Statement of Financial Position - Interim  
September 30, 2016  
All Funds**

	General Fund	Special Purpose Fund	Debt Service Fund	Capital Improvement Projects Fund
<b>Assets</b>				
<b>Current Assets - Cash</b>				
Cash	\$ 3,099,722	\$ 6,854	\$ 83,937	\$ 1,924,249
Investments	\$ -	\$ -	\$ -	\$ -
<b>Total Cash</b>	<b>\$ 3,099,722</b>	<b>\$ 6,854</b>	<b>\$ 83,937</b>	<b>\$ 1,924,249</b>
<b>Total Current Assets</b>	<b>\$ 3,099,722</b>	<b>\$ 6,854</b>	<b>\$ 83,937</b>	<b>\$ 1,924,249</b>
<b>Liabilities and Fund Balance</b>				
<b>Current Liabilities</b>				
Warrants Payable	\$ 87,553	\$ -	\$ -	\$ 272
Sales Tax Payable	\$ 6,104	\$ -	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 49,926	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 143,584</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272</b>
<b>Fund Balance</b>				
Reserve for Encumbrances	\$ 447,132	\$ -	\$ -	\$ 327,448
Net Excess (Deficit)	\$ (4,810,999)	\$ -	\$ 211	\$ 206,528
Technology Set-aside	\$ -	\$ -	\$ -	\$ 50,000
Major Contingency Set-aside	\$ -	\$ -	\$ -	\$ 150,000
Land, Property and Facility Set-aside	\$ -	\$ -	\$ -	\$ 170,069
Unreserved Fund Balance	\$ 7,320,006	\$ 6,854	\$ 83,725	\$ 1,019,932
<b>Total Fund Balance</b>	<b>\$ 2,956,139</b>	<b>\$ 6,854</b>	<b>\$ 83,937</b>	<b>\$ 1,923,977</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 3,099,722</b>	<b>\$ 6,854</b>	<b>\$ 83,937</b>	<b>\$ 1,924,249</b>
Anticipated Property Tax Revenue	\$ 12,986,896	N/A	\$ 12	N/A

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 9/30/2016

**FUND: GENERAL FUND (01)**

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31111 PROPERTY TAXES CURRENT	27,294,700.00	553,675.10	15,621,048.97	0.00	11,673,651.03	57.23
31112 PROPERTY TAXES DELINQUENT	818,841.00	12,710.72	426,516.87	0.00	392,324.13	52.09
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	1,233.26	0.00	1,766.74	41.11
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	14,837.46	0.00	5,162.54	74.19
31740 TIMBER EXCISE TAX	50,000.00	0.00	62,717.78	0.00	(12,717.78)	125.44
<b>TAXES:</b>	<b>28,186,541.00</b>	<b>566,385.82</b>	<b>16,126,354.34</b>	<b>0.00</b>	<b>12,060,186.66</b>	<b>57.21</b>
33300 INDIRECT FEDERAL GRANTS	0.00	0.00	78,681.61	0.00	(78,681.61)	0.00
33533 STATE FOREST FUNDS/DNR TIMBER TRU	0.00	0.00	149.06	0.00	(149.06)	0.00
33710 SHARED FIXED ASSETS - TIMBER	15,000.00	0.00	9,035.77	0.00	5,964.23	60.24
34160 COPIER FEES	30,000.00	3,220.94	24,625.29	0.00	5,374.71	82.08
34161 GRAPHICS SERVICES CHARGES	0.00	65.00	4,021.34	0.00	(4,021.34)	0.00
34162 PRINTER FEES	125,000.00	12,054.84	96,830.34	0.00	28,169.66	77.46
34163 FAX FEES	21,000.00	2,290.90	17,728.46	0.00	3,271.54	84.42
34193 ORTING - SERVICE FEES	0.00	0.00	2,430.00	0.00	(2,430.00)	0.00
34730 INTERLIBRARY LOAN FEES	0.00	18.95	33.95	0.00	(33.95)	0.00
35970 LIBRARY FINES	550,000.00	23,226.26	264,400.20	0.00	285,599.80	48.07
36110 INVESTMENT INCOME	5,000.00	726.15	12,798.98	0.00	(7,798.98)	255.98
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.08	0.00	(0.08)	0.00
36140 OTHER INTEREST EARNED - COUNTY	0.00	0.71	1.61	0.00	(1.61)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	922.98	0.00	(922.98)	0.00
36290 BOOK SALES	20,000.00	487.70	5,703.66	0.00	14,296.34	28.52
36700 FOUNDATION DONATIONS	300,000.00	47,313.56	245,237.43	0.00	54,762.57	81.75
36710 FRIENDS' DONATIONS	0.00	0.00	336.21	0.00	(336.21)	0.00
36720 FRIENDS' REIMBURSEMENTS	0.00	123.59	15,548.35	0.00	(15,548.35)	0.00
36725 DONATIONS - OTHER	0.00	153.12	2,855.96	0.00	(2,855.96)	0.00
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	4,386.60	0.00	(4,386.60)	0.00
36920 UNCLAIMED PROPERTY/FOUND MONEY	0.00	16.90	3,222.29	0.00	(3,222.29)	0.00
36990 MISCELLANEOUS REVENUE	0.00	5.97	311.63	0.00	(311.63)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	851.50	7,233.97	0.00	4,766.03	60.28
36996 JURY DUTY REIMBURSEMENT	0.00	10.00	100.00	0.00	(100.00)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	0.00	1,853.97	0.00	(1,853.97)	0.00
36998 E RATE REIMBURSEMENT	415,000.00	101,504.90	401,270.43	0.00	13,729.57	96.69
36999 REBATES - PROCUREMENT CARD	30,000.00	9,816.19	66,923.55	0.00	(36,923.55)	223.08
<b>CHARGES OTHER:</b>	<b>1,523,000.00</b>	<b>201,887.18</b>	<b>1,266,643.72</b>	<b>0.00</b>	<b>256,356.28</b>	<b>83.17</b>
39520 INSURANCE RECOVERIES - ASSETS	0.00	0.00	1,464.12	0.00	(1,464.12)	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>29,709,541.00</b>	<b>768,273.00</b>	<b>17,394,462.18</b>	<b>0.00</b>	<b>12,315,078.82</b>	<b>58.55</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	14,984,682.00	1,244,844.94	10,639,766.06	0.00	4,344,915.94	71.00
51105 ADDITIONAL HOURS	273,883.00	27,278.50	229,545.54	0.00	44,337.46	83.81
51106 SHIFT DIFFERENTIAL	159,882.00	12,717.15	119,640.93	0.00	40,241.07	74.83
51107 SUBSTITUTE HOURS	295,500.00	27,174.58	237,034.81	0.00	58,465.19	80.21
51109 TUITION ASSISTANCE PROGRAM	300.00	1,429.53	7,873.34	0.00	(7,573.34)	2,624.45
51200 OVERTIME WAGES	7,400.00	2,584.22	23,828.28	0.00	(16,428.28)	322.00
51999 ADJ WAGE/SALARY TO MATCH PLAN	(396,342.00)	0.00	0.00	0.00	(396,342.00)	0.00
52001 INDUSTRIAL INSURANCE	196,629.00	11,210.33	100,782.92	0.00	95,846.08	51.26
52002 MEDICAL INSURANCE	2,289,031.00	173,818.15	1,625,286.38	0.00	663,744.62	71.00

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 9/30/2016

**FUND: GENERAL FUND (01)**

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
52003 F.I.C.A.	1,202,711.00	99,596.97	850,749.14	0.00	351,961.86	70.74
52004 RETIREMENT	1,727,914.00	137,846.45	1,187,215.39	0.00	540,698.61	68.71
52005 DENTAL INSURANCE	219,387.00	17,910.87	156,372.71	0.00	63,014.29	71.28
52006 OTHER BENEFIT	10,540.00	840.00	7,640.00	0.00	2,900.00	72.49
52010 LIFE AND DISABILITY INSURANCE	29,086.00	5,092.79	34,402.73	0.00	(5,316.73)	118.28
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	24,291.05	0.00	6,208.95	79.64
52200 UNIFORMS	1,300.00	0.00	1,274.78	0.00	25.22	98.06
52999 ADJ BENEFITS TO MATCH PLAN	(139,377.00)	0.00	0.00	0.00	(139,377.00)	0.00
<b>PERSONNEL</b>	<b>20,893,026.00</b>	<b>1,762,344.48</b>	<b>15,245,704.06</b>	<b>0.00</b>	<b>5,647,321.94</b>	<b>72.97</b>
53100 OFFICE/OPERATING SUPPLIES	236,100.00	16,958.70	156,482.77	11,459.76	68,157.47	71.13
53101 CUSTODIAL SUPPLIES	52,500.00	4,196.26	46,990.10	0.00	5,509.90	89.50
53102 MAINTENANCE SUPPLIES	60,200.00	2,912.77	46,293.48	0.00	13,906.52	76.90
53103 AUDIOVISUAL PROCESSING SUP	25,000.00	4,631.96	10,615.44	0.00	14,384.56	42.46
53104 BOOK PROCESSING SUPPLIES	20,000.00	(982.09)	7,810.87	0.00	12,189.13	39.05
53200 FUEL	47,000.00	0.00	12,737.45	0.00	34,262.55	27.10
53401 ADULT MATERIALS	806,000.00	52,994.27	469,280.96	0.00	336,719.04	58.22
53403 PERIODICALS	88,135.00	1,615.40	66,271.10	0.00	21,863.90	75.19
53405 JUVENILE BOOKS	544,279.00	46,225.69	387,121.27	0.00	157,157.73	71.13
53406 PROFESSIONAL COLLECTION	4,200.00	69.05	2,127.71	0.00	2,072.29	50.66
53407 INTERNATIONAL COLLECTION	60,000.00	8,125.28	17,966.17	0.00	42,033.83	29.94
53408 AUDIOVISUAL MATERIALS - ADULT	842,000.00	53,287.47	566,748.93	0.00	275,251.07	67.31
53409 AUDIOVISUAL MATERIALS - JUV	94,000.00	4,591.31	50,675.28	0.00	43,324.72	53.91
53411 ELECTRONIC INFO SOURCES	379,068.00	18,936.80	316,597.64	0.00	62,470.36	83.52
53412 REFERENCE SERIALS	18,000.00	1,425.28	7,047.66	0.00	10,952.34	39.15
53413 ELECTRONIC SERVICES	143,391.00	17,302.20	204,645.72	0.00	(61,254.72)	142.72
53414 ELECTRONIC COLLECTION	400,100.00	0.00	419,134.88	0.00	(19,034.88)	104.76
53464 VENDOR PROCESSING SERVICES	153,000.00	11,074.63	109,852.22	0.00	43,147.78	71.80
53490 COLLECTION PROJECTS	0.00	(1,881.31)	0.00	0.00	0.00	0.00
53499 GIFTS - MATERIALS	0.00	159.77	1,079.07	0.00	(1,079.07)	0.00
53500 MINOR EQUIPMENT	3,500.00	0.00	0.00	0.00	3,500.00	0.00
53501 FURNISHINGS	35,000.00	4,994.88	49,161.30	547.00	(14,708.30)	142.02
53502 TECHNOLOGY HARDWARE	50,000.00	17,865.29	37,978.78	0.00	12,021.22	75.96
53505 SOFTWARE	12,100.00	1,393.51	29,363.21	0.00	(17,263.21)	242.67
54100 PROFESSIONAL SERVICES	457,750.00	45,347.07	402,129.95	86,041.61	(30,421.56)	106.65
54101 LEGAL SERVICES	30,000.00	0.00	18,071.50	0.00	11,928.50	60.24
54102 COLLECTION AGENCY	17,000.00	1,181.40	9,633.37	0.00	7,366.63	56.67
54161 RESOURCE SHARING SERVICES	19,000.00	0.00	10,428.02	0.00	8,571.98	54.88
54162 BIBLIOGRAPHICS SERVICES	33,000.00	0.00	20,506.63	0.00	12,493.37	62.14
54163 PRINTING AND BINDING	1,500.00	0.00	2,514.16	0.00	(1,014.16)	167.61
54165 ILL LOST ITEM CHARGE	2,800.00	366.46	980.62	0.00	1,819.38	35.02
54200 POSTAGE AND SHIPPING	36,600.00	20,023.64	29,084.41	43.39	7,472.20	79.58
54201 TELECOM SERVICES	461,300.00	360.87	335,090.99	105,057.62	21,151.39	95.41
54300 TRAVEL	47,200.00	1,093.42	22,340.19	0.00	24,859.81	47.33
54301 MILEAGE REIMBURSEMENTS	30,350.00	1,949.87	25,253.77	0.00	5,096.23	83.21
54400 ADVERTISING	69,500.00	1,196.38	19,929.76	15,146.00	34,424.24	50.47
54501 RENTALS/LEASES - BUILDINGS	404,000.00	54,778.23	316,287.70	50,688.36	37,023.94	90.84
54502 RENTALS/LEASES - EQUIPMENT	32,400.00	0.00	15,366.63	5,831.62	11,201.75	65.43

Pierce County Library System  
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**FUND: GENERAL FUND (01)**

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
54600 INSURANCE	200,000.00	0.00	149,269.00	0.00	50,731.00	74.63
54700 ELECTRICITY	235,000.00	6,813.03	164,185.99	0.00	70,814.01	69.87
54701 NATURAL GAS	15,000.00	288.97	5,997.11	0.00	9,002.89	39.98
54702 WATER	21,000.00	1,725.83	23,041.43	0.00	(2,041.43)	109.72
54703 SEWER	25,000.00	899.92	19,511.80	0.00	5,488.20	78.05
54704 REFUSE	26,000.00	193.67	23,354.64	0.00	2,645.36	89.83
54800 GENERAL REPAIRS/MAINTENANCE	208,000.00	9,809.36	164,691.62	15,733.29	27,575.09	86.74
54801 CONTRACTED MAINTENANCE	802,900.00	6,140.77	378,255.89	141,357.60	283,286.51	64.72
54803 MAINT. TELECOM EQUIPMENT	31,000.00	11,288.59	25,162.18	4,726.08	1,111.74	96.41
54805 VEHICLE REPAIR - MAJOR	0.00	0.00	12,199.97	0.00	(12,199.97)	0.00
54900 REGISTRATIONS	41,850.00	15,912.71	30,358.57	0.00	11,491.43	72.54
54901 DUES AND MEMBERSHIPS	30,170.00	55.00	16,724.63	10,500.00	2,945.37	90.24
54902 TAXES AND ASSESSMENTS	29,500.00	61.02	16,285.28	0.00	13,214.72	55.20
54903 LICENSES AND FEES	43,950.00	2,238.78	51,569.44	0.00	(7,619.44)	117.34
54904 MISCELLANEOUS	790.00	0.00	0.00	0.00	790.00	0.00
54905 WELLNESS EVENTS/REGISTRATION	2,000.00	0.00	135.61	0.00	1,864.39	6.78
54909 TECH LIC/SUBS/HOSTING	0.00	0.00	(100.00)	0.00	100.00	0.00
59700 TRANSFERS OUT	1,188,382.00	0.00	1,188,382.00	0.00	0.00	100.00
59702 TRANSFERS OUT - SPF	200,000.00	0.00	0.00	0.00	200,000.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>8,816,515.00</b>	<b>447,622.11</b>	<b>6,512,624.87</b>	<b>447,132.33</b>	<b>1,856,757.80</b>	<b>78.94</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>29,709,541.00</b>	<b>2,209,966.59</b>	<b>21,758,328.93</b>	<b>447,132.33</b>	<b>7,504,079.74</b>	<b>74.74</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(1,441,693.59)</b>	<b>(4,363,866.75)</b>	<b>(447,132.33)</b>	<b>4,810,999.08</b>	<b>0.00</b>



Pierce County Library System  
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**FUND: SPECIAL PURPOSE FUND (15)**

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	25,000.00	0.00	0.00	0.00	25,000.00	0.00
<b>TAXES:</b>	<b>25,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>25,000.00</b>	<b>0.00</b>
33300 INDIRECT FEDERAL GRANTS	227,000.00	0.00	0.00	0.00	227,000.00	0.00
36700 FOUNDATION DONATIONS	15,000.00	0.00	6,853.76	0.00	8,146.24	45.69
<b>CHARGES OTHER:</b>	<b>242,000.00</b>	<b>0.00</b>	<b>6,853.76</b>	<b>0.00</b>	<b>235,146.24</b>	<b>2.83</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>267,000.00</b>	<b>0.00</b>	<b>6,853.76</b>	<b>0.00</b>	<b>260,146.24</b>	<b>2.57</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	183,623.00	0.00	0.00	0.00	183,623.00	0.00
52001 INDUSTRIAL INSURANCE	795.00	0.00	0.00	0.00	795.00	0.00
52002 MEDICAL INSURANCE	11,463.00	0.00	0.00	0.00	11,463.00	0.00
52003 F.I.C.A.	6,189.00	0.00	0.00	0.00	6,189.00	0.00
52004 RETIREMENT	6,674.00	0.00	0.00	0.00	6,674.00	0.00
52005 DENTAL INSURANCE	1,220.00	0.00	0.00	0.00	1,220.00	0.00
52010 LIFE AND DISABILITY INSURANCE	36.00	0.00	0.00	0.00	36.00	0.00
<b>PERSONNEL</b>	<b>210,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>210,000.00</b>	<b>0.00</b>
53100 OFFICE/OPERATING SUPPLIES	7,000.00	0.00	0.00	0.00	7,000.00	0.00
53401 ADULT MATERIALS	1,000.00	0.00	0.00	0.00	1,000.00	0.00
54100 PROFESSIONAL SERVICES	38,550.00	0.00	0.00	0.00	38,550.00	0.00
54400 ADVERTISING	5,450.00	0.00	0.00	0.00	5,450.00	0.00
54900 REGISTRATIONS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>57,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>57,000.00</b>	<b>0.00</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>267,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>267,000.00</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>0.00</b>	<b>6,853.76</b>	<b>0.00</b>	<b>(6,853.76)</b>	<b>0.00</b>

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

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.14	0.00	(0.14)	0.00
<b>TAXES:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.14</b>	<b>0.00</b>	<b>(0.14)</b>	<b>0.00</b>
36110 INVESTMENT INCOME	0.00	30.94	211.11	0.00	(211.11)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>30.94</b>	<b>211.11</b>	<b>0.00</b>	<b>(211.11)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>30.94</b>	<b>211.25</b>	<b>0.00</b>	<b>(211.25)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>30.94</b>	<b>211.25</b>	<b>0.00</b>	<b>(211.25)</b>	<b>0.00</b>

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 9/30/2016

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

Object	2016 Budget	September Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
36110 INVESTMENT INCOME	0.00	547.00	2,011.00	0.00	(2,011.00)	0.00
36200 KEY PENINSULA SHARED COSTS	0.00	0.00	8,011.79	0.00	(8,011.79)	0.00
36700 FOUNDATION DONATIONS	0.00	7,588.88	30,507.81	0.00	(30,507.81)	0.00
36899 ENERGY REBATES	0.00	0.00	3,274.00	0.00	(3,274.00)	0.00
36998 E-RATE REIMBURSEMENT	300,000.00	0.00	0.00	0.00	300,000.00	0.00
<b>CHARGES OTHER:</b>	<b>300,000.00</b>	<b>8,135.88</b>	<b>43,804.60</b>	<b>0.00</b>	<b>256,195.40</b>	<b>14.60</b>
39700 TRANSFERS IN	1,188,382.00	0.00	1,188,382.00	0.00	0.00	100.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>1,488,382.00</b>	<b>8,135.88</b>	<b>1,232,186.60</b>	<b>0.00</b>	<b>256,195.40</b>	<b>82.79</b>
<b>EXPENSE ACCOUNTS</b>						
53501 FURNISHINGS	100,000.00	1,904.88	16,778.11	118,669.31	(35,447.42)	135.45
53502 TECHNOLOGY HARDWARE	330,000.00	0.00	(2,267.77)	0.00	332,267.77	(0.69)
53505 SOFTWARE	30,000.00	0.00	0.00	0.00	30,000.00	0.00
54100 PROFESSIONAL SERVICES	20,000.00	0.00	639.29	8,026.00	11,334.71	43.33
54400 ADVERTISING	0.00	0.00	81.40	0.00	(81.40)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	146,000.00	0.00	9,712.53	1,274.51	135,012.96	7.53
54805 VEHICLE REPAIR - MAJOR	10,000.00	0.00	0.00	0.00	10,000.00	0.00
54912 CONTINGENCY/RESERVE	28,000.00	0.00	0.00	0.00	28,000.00	0.00
54915 PLANNED SAVINGS	83,382.00	0.00	0.00	0.00	83,382.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	135,000.00	120,000.00	120,000.00	28,419.88	(13,419.88)	109.94
56201 CONSTRUCTION	65,000.00	0.00	0.00	0.00	65,000.00	0.00
56202 ELECTRICAL	0.00	0.00	0.00	23,898.43	(23,898.43)	0.00
56203 FLOORING	57,000.00	0.00	1,765.45	0.00	55,234.55	3.10
56204 PAINTING AND WALL TREATMENTS	7,500.00	0.00	0.00	0.00	7,500.00	0.00
56300 IMPROVEMENTS OTHER THAN BLDGS	0.00	0.00	0.00	44,416.40	(44,416.40)	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	165,000.00	0.00	48,591.17	0.00	116,408.83	29.45
56400 MACHINERY & EQUIPMENT	191,000.00	64,459.57	348,346.15	0.00	(157,346.15)	182.38
56402 HVAC	120,500.00	0.00	14,242.80	102,743.01	3,514.19	97.08
56403 TECHNOLOGY EQUIPMENT	0.00	0.00	140,322.35	0.00	(140,322.35)	0.00
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>1,488,382.00</b>	<b>186,364.45</b>	<b>698,211.48</b>	<b>327,447.54</b>	<b>462,722.98</b>	<b>68.91</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(178,228.57)</b>	<b>533,975.12</b>	<b>(327,447.54)</b>	<b>(206,527.58)</b>	<b>0.00</b>

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# MEMO



Date: October 3, 2016

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Report - September

## Operations

Work Plan progress of note in September:

### *People:*

- Development Director recruitment has closed. Twenty one applications submitted. We will be holding phone screens in October to identify finalists for in-person interviews, which will be held the week of October 31.
- Marketing and Community Relations Director posted. Recruitment continues through October, with interviews planned in November. In addition to the Library's standard posting and procedures, we will recruit through PRSA.
- Applications/User Experience Manager position has been filled by Teresa Covington. She will begin work October 17.
- South Hill Branch Manager interviews have been conducted and we expect to make an offer in early October.

### *Projects:*

- Strategic Planning Process – Revised draft of Strategic Framework (agenda item)
- Electronic budgeting tools and process underway

### *Technology:*

- Completed telephone software upgrade
- Wi-Fi refresh project launched
- Phase 1 of Envisionware upgrade for PCI compliance complete
- Auto-renew disabled September 29

## External Community Activities

- Customer Experience Manager Jaime Prothro, Lakewood Library Branch Manager Kim Archer and I met with Lakewood City Manager John Caulfield and Police Chief Mike Zaro to discuss concerns related to use of Pierce County Library System by people who are homeless. Of particular concern is the visibility of shopping carts parked at the Library while homeless customers use the Library. We discussed strategies and gained an understanding of rules and goals of both the city and the Library.
- Orting Facilities Stakeholder Meeting – The city of Orting is undertaking a facilities planning process to determine and identify the needs of the city and key city service stakeholders, including the Library, school district and fire district. The effort will identify needs, partnership opportunities and 10-15 year vision. This information will be valuable as Pierce County Library System begins to evaluate implications of the Strategic Framework on facilities.

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- Tacoma/Pierce County Chamber Luncheon & Candidates Forum
  - AAUW Co-Chairs Dana Johnson and Dorothy McBride
  - TCH Board Meeting

**Internal Community Activities**

- Bonney Lake Library site visit

**Library Community Activities**

- University of Washington MLIS Board Meeting

# Unfinished Business

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# MEMO



Date: October 6, 2016

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

From: Georgia Lomax, Executive Director

Subject: Recommended Strategic Framework Update

During the September Board meeting, you shared your thoughts on the draft of the Pierce County Library System Strategic Framework document. We took your recommendations and have incorporated your feedback into a revised draft.

You stressed the importance of highlighting the Library's innovative approach to its services as well as its deliberate good stewardship of the taxpayers' dollars. You also expressed an interest in seeing our guiding principles called out in the document because they are at the core of what the Library does and are part of the criteria we use to make decisions.

We are pleased with where your feedback took the document and believe this updated version captures your thoughts and is a true, and perhaps more complete, representation of the foundational work of the Library as well as its direction for the future. It also provides more detail of the practical work, to be updated each year, within the context of the framework. We feel this document both tells the story of the Library's work and progress and gives us the structure and detail to make choices about the work to be done, services offered and use of taxpayer dollars.

During the Board meeting we will share the new document, hear your thoughts and ask you to consider approving the Strategic Framework (Your Library 2017: Pierce County Library Strategic Plan).

In addition, we are working on a document summarizing the planning process, community participation and findings. Next steps in the process include continuing to develop the internal implementation tools.

# MEMO



Date: October 6, 2016

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

From: Georgia Lomax, Executive Director

Subject: 2017 Budget Process

In the final quarter of the year, the primary work of the Board of Trustees is to approve the 2017 budget.

This month we will discuss the following:

*Revenue* – Review anticipated revenue, including the preliminary levy certificate and impacts of the Implicit Price Deflator (IPD), which did come in under 1%.

*Services* – Introduction to proposed projects and activities supporting the draft Strategic Framework focus and support areas, and that continue to strengthen our infrastructure.

*Expenditures* – Review the estimated operating budget

The table below summarizes budget topics for the remainder of the year.

Month	Key Information	Services & Projects
October (Estimated Budget)	Preliminary Levy Certification IPD Estimated Operating Budget Estimated Revenue	Overview of Proposed Projects & Activities (Operating Budget) Proposed Materials Budget
November (Draft Balanced Budget)	Draft Operating Budget Draft Capital Budget Draft Revenue	Draft 2017 Work Plan Final Projects List (Operating Budget) Proposed Capital Projects Proposed Staffing Changes
December (Final Budget)	Final Balanced Budget	Final Work Plan (All Funds)

Included in your packet is a summary of proposals for the 2017 Work Plan's operating budget, as well as working drafts of budget document sections that provide information about our process, revenue and fiscal policies.



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# MEMO

Date: October 11, 2016

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

From: Clifford Jo, Finance & Business Director

Subject: 2017 Levy Certificate and Implicit Price Deflator

Attached are the revised preliminary levy certificate issued by Pierce County Assessor-Treasurer's Office and Municipal Research and Services Center's (MRSC) report of this year's Implicit Price Deflator (IPD).

In mid-September, we received the preliminary levy certificate, which applied the 1% increase (line A) and new construction. The bottom-line increase was nearly \$870,000. At the end of September, MRSC reported the IPD to be 0.953%. Washington State laws limit property tax increases over the previous year to 1.00% or the Implicit Price Deflator, whichever is less, plus new construction. Because the IPD is less than 1%, property taxes can only increase by the IPD unless the governing body passes a resolution that overrides the IPD. In early October, we received a revised preliminary levy certificate which has the 0.953% calculated into the revenue increase.

We are not recommending passing a substantial need resolution to restore the property increase to 1%; at \$13,300, the impact will be managed through making fiscally responsible choices in our 2017 budget. With the IPD at 0.953%, our 2017 property tax revenue is set to increase by \$856,000.

In terms of the mill rate, the district's property values increased by 10.33%, which means the mill rate dropped from 50¢/1000 AV to 46.68¢/1000 AV. I anticipate that by 2019, the mill rate will be around 44¢ but possibly as low as 42¢.

No action is required now, as the certificate does not need to be submitted until after the November Board meeting.



**Pierce County**

**Mike Lonergan, Assessor-Treasurer**

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**COPY**

**TAX LEVY LIMIT 2016 FOR 2017**

**RURAL LIBRARY  
> 10,000**

**REGULAR TAX LEVY LIMIT:**

**2015**

A. <u>Highest regular tax which could have been lawfully levied beginning with the 1985 levy</u> [refund levy not included] times limit factor (as defined in RCW 84.55.005).	28,309,882.29
	1.00953
	28,579,675.47
B. Current year's assessed value of new construction, improvements and wind turbines in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).	1,034,865,628
	0.500000000000
	517,432.81
C. Current year's state assessed property value in original district if annexed less last year's state assessed property value. The remainder to be multiplied by last year's regular levy rate (or the rate that should have been levied).	881,599,652
	881,599,652
	0.00
	0.500000000000
	0.00
D. <b>REGULAR PROPERTY TAX LIMIT (A + B + C)</b>	<b>29,097,108.28</b>

**ADDITIONAL LEVY LIMIT DUE TO ANNEXATIONS:**

E. To find rate to be used in F, take the levy limit as shown in Line D above and divide it by the current assessed value of the district, excluding the annexed area.	29,097,108.28
	62,468,255,605
	0.465790312222
F. Annexed area's current assessed value including new construction and improvements times rate found in E above.	0.00
	0.465790312222
	0.00
G. <b>NEW LEVY LIMIT FOR ANNEXATION (D + F)</b>	<b>29,097,108.28</b>

**LEVY FOR REFUNDS:**

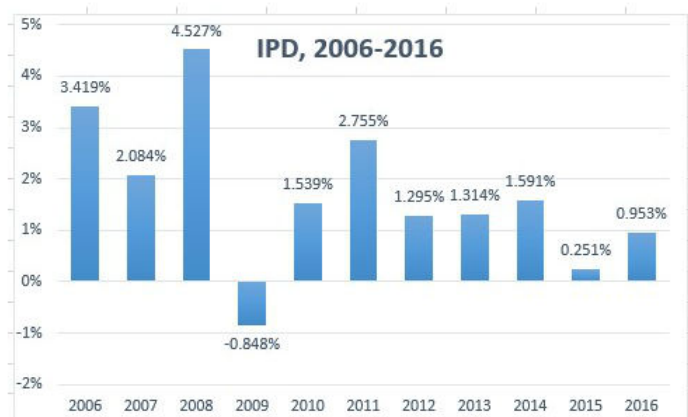
H. RCW 84.55.070 provides that the levy limit will not apply to the levy for taxes refunded or to be refunded pursuant to Chapters 84.68 or 84.69 RCW. (D or G + refund if any)	29,097,108.28
	69,195.16
	29,166,303.44
I. <b>TOTAL ALLOWABLE LEVY AS CONTROLLED BY THE LEVY LIMIT (D,G,or H)</b>	<b>29,166,303.44</b>
J. Amount of levy under statutory rate limitation.	62,468,255,605
	0.500000000000
	31,234,127.80
K. <b>LESSER OF I OR J</b>	<b>29,166,303.44</b>



## Implicit Price Deflator Falls Slightly Below 1%

September 29, 2016 by [Toni Nelson](#)

Category: [Economic, Population and Historical Tax Data](#)



As of September 25, 2016, the rate of inflation on the implicit price deflator (IPD) for personal consumption expenditures over the past 12 months is **0.953%**, which means that local governments with a population of 10,000 and greater will have an additional step in the property tax levy setting process if they wish to levy the full 1% increase as allowed by statute or bank this capacity for future use.

This is the second year in a row and the third time in the past eight years

that the inflation rate has fallen below one percent.

### How Was the IPD Calculated?

The state Department of Revenue (DOR) calculates the IPD using the most recent numbers reported by the federal Bureau of Economic Analysis (BEA). Every month BEA publishes an estimate of the quarterly IPD numbers. These quarterly numbers are seasonally adjusted each year in July, and these seasonal numbers form the basis for the prior year IPD personal consumption expenditure number that is used by DOR to calculate inflation.

This year, like most years, the September BEA release falls after September 25. Why do we care about the date? The definition of inflation for setting your property tax levy ([RCW 84.55.005](#)) is:

"Inflation" means the percentage change in the implicit price deflator for personal consumption expenditures for the United States as published for the most recent twelve-month period by the bureau of economic analysis of the federal department of commerce by September 25th of the year before the taxes are payable;

The BEA's next release will not be until September 29, so the August 2016 release is used in this year's calculation. The numbers are as follows:

Quarter 2 2015	109.470 ( <i>seasonally adjusted</i> )
Quarter 2 2016	110.513 ( <i>preliminary as of August 2016</i> )

The rate of inflation (percent change) is calculated by dividing the Quarter 2 2016 number by the Quarter 2 2015

number, subtracting one, and multiplying by 100.

## What Does It Mean for Local Governments Over 10,000 Population?

If you are a local government with a population of 10,000 or more, your property tax increase is limited to the lesser of 1% or the IPD ([RCW 84.55.005](#)), which this year means it is limited to 0.953 percent.

**However, you can still levy the full one percent, or bank the capacity for the future, if you pass an ordinance or resolution of "substantial need" ([RCW 84.55.0101](#)).** (See the [DOR example of a resolution of "substantial need."](#)) If your council or board has five or more members, the ordinance or resolution must be approved by a "majority plus one" supermajority for passage. If your council or board has four members or less, it must be approved by a simple majority.

The next question that I frequently get asked is, "What is the definition of substantial need?" The answer, although I hate to say this, is it depends upon the needs and requirements of your jurisdiction. Each of us provide different services to our citizenry and different criteria to fulfill the demands of those services.

And while we may have a defined set of circumstances for delivery of services in 2016, will these circumstances remain consistent from year to year? Banking your capacity for the future may be more important than asking for the increase in this next fiscal period. Once again, each of us is unique.

So you want to bank capacity? That just means that you need to adopt the ordinance or resolution - but state that you are increasing by a percentage less than allowed (for example, 0.5% rather than 1.0%). This will automatically bank your remaining lawfully allowed capacity for the future.

## What About Local Governments Under 10,000 Population?

If you are a local government entity with a population of less than 10,000, it's business as usual and the IPD does not affect your property tax rates. You must adopt a [property tax levy ordinance](#) stating in terms of amount and percentage the increase over last year's levy, and the maximum that you can increase the levy is one percent.

## Questions? Comments?

If you have any questions about this process, or if you have another topic you would like me to write about, leave a comment below or contact me directly at [tnelson@mrsc.org](mailto:tnelson@mrsc.org).



### About Toni Nelson

Toni has over 24 years of experience with Local Government finance and budgeting. Toni's area of expertise include "Cash Basis" accounting and reporting, budgeting, audit prep and the financial issues impacting small local government.

[VIEW ALL POSTS BY TONI NELSON](#) ▶

[Leave a Comment](#) ▾

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## Comments

1 comment on Implicit Price Deflator Falls Slightly Below 1%

"Thanks for the great information Toni."

Sharon Bounds on Sep 30, 2016 3:16 PM

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# MEMO



Date: October 7, 2016

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

From: Melinda Chesbro, Deputy Director

Subject: Proposed 2017 Projects

Staff have proposed a variety of projects for 2017 and the lists below will provide an overview of the types of things we are hoping to accomplish.

## **Material Budget**

We have not increased the materials budget since 2014. For 2017 we are proposing that materials be 13% of operating revenue, which would be an increase of \$247,610. Circulation of our downloadable and streaming collections have been increasing over the last few years and this budget increase will help us keep pace with customer demand for these materials.

## **Ongoing Service Proposals (continuing existing programs)**

- A Card in Every Hand
- Adult Summer Reading
- Block Play
- Camp Code
- Citizenship class partnership
- DIY/Maker Fest
- Get Hired
- Kids Summer Reading
- On the Road with Summer Reading
- Our Own Expressions
- PC Reads
- Prime Time Family Reading
- Science To Go

## **New Service Proposals (to become ongoing services)**

- Traveling 3D printing program
- Baby Books To Go collection
- Electronic museum passes
- Wi-Fi drone for access at Outreach locations

## **Ongoing Operational Proposals (continuing existing programs)**

- Wellness program
- Staff training

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**New Operational Proposals (one-time activities or purchases)**

- Furniture, equipment and workspace updates
- Facility updates including restroom remodels, carpeting, exterior lighting
- Vehicle replacements
- Underground storage tank cleanup at Buckley
- Evacuation preparedness
- Policy & Procedure updates
- Ongoing staffing analysis
- Assessment of public computer service goals
- Workflow analysis
- Review of hours of operation

**Major Commitments (one-time costs)**

- Replacement of EDEN financial system, addition of HR Information System components
- Move to sequestered DVD collections at Parkland/Spanaway and University Place Libraries
- Move to open DVD collections at remaining branches with Movie Towers
- Continue upgrading outdated HVAC control systems

**PIERCE COUNTY LIBRARY SYSTEM  
- ESTIMATED -**

GENERAL FUND ANNUAL BUDGET ESTIMATED 10/11/2016	2016 Final (12/9/15)	2017 Compiled	% Change 2016 Final to 2017 Est.	Notes
<b>BUDGET SUMMARY</b>				
Use of Fund Balance/Cash Reserves	0	0		No cash reserves used
<b>REVENUES</b>				
Taxes	28,186,541	<b>29,239,348</b>	3.74%	95.00% of revenues
Intergovernmental	15,000	<b>15,000</b>		0.05% of revenues
Charges for Services	176,000	<b>186,500</b>	5.97%	0.61% of revenues
Fines	550,000	<b>500,000</b>	-9.09%	1.62% of revenues
Miscellaneous	782,000	<b>839,000</b>	7.29%	2.73% of revenues
<b>TOTAL REVENUES</b>	<b>29,709,541</b>	<b>30,779,848</b>	3.60%	100.00% of revenues
Increase/decrease over previous year		1,070,307 (3.6%)		
<b>EXPENDITURES</b>				
Personnel	20,893,026	<b>21,732,603</b>	4.02%	71.71% of expenditures
Maintenance & Operations	3,895,960	<b>3,802,306</b>	-2.40%	12.55% of expenditures
Materials	3,532,173	<b>3,540,345</b>	0.23%	11.68% of expenditures (12.11% of tax revenues)
Subtotal	<b>28,321,159</b>	<b>29,075,254</b>	2.66%	95.94% of expenditures
Increase/decrease over previous year		754,095 (2.66%)		
CONTINGENCY	0	<b>0</b>		0.00% of expenditures
TRANSFERS TO CIP	1,188,382	<b>1,231,194</b>	3.60%	4.06% of expenditures
TRANSFERS TO SPF	200,000	<b>0</b>	-100.00%	0.00% of expenditures
Subtotal	<b>1,388,382</b>	<b>1,231,194</b>	-11.32%	4.06% of expenditures
<b>TOTAL EXPENDITURES</b>	<b>29,709,541</b>	<b>30,306,448</b>	2.01%	100.00% of expenditures
Increase/decrease over previous year		596,907 (2.01%)		
<b>NET OF REVS &amp; EXPS</b>	<b>\$0</b>	<b>\$473,400</b>	new	1.56% of expenditures



**PIERCE COUNTY LIBRARY SYSTEM  
- ESTIMATED -**

GENERAL FUND ANNUAL BUDGET ESTIMATED 10/11/2016	2016 Final (12/9/15)	2017 Compiled	% Change 2016 Final to 2017 Est.	Notes
<b>REVENUE DETAIL</b>				
31111 Property Taxes Current	27,294,700	<b>28,304,221</b>	3.70%	Does not include IPD override
31112 Property Taxes Delinquent	818,841	<b>849,127</b>	3.70%	Does not include IPD override
31130 Sale of Tax Title Property	3,000	<b>3,000</b>		
31720 Leasehold Excise Tax	20,000	<b>20,000</b>		
31740 Timber Excise Tax	50,000	<b>63,000</b>	26.00%	Increased to match projected amount
33710 Shared Fixed Assets - Timber	15,000	<b>15,000</b>		
34160 Copier Fees	30,000	<b>30,000</b>		
34161 Graphics Services Charges		<b>7,500</b>	new	Agreement between Foundation & Communications
34162 Printer Fees	125,000	<b>125,000</b>		
34163 Fax Fees	21,000	<b>21,000</b>		
34193 Orting - Service Fees		<b>3,000</b>	new	Added to match anticipated actuals
35970 Library Fines	550,000	<b>500,000</b>	-9.09%	Reduced due to declining fine revenue
36110 Investment Income	5,000	<b>10,000</b>	100.00%	Investment rates have increased
36200 Key Pen Hlth Dept Facility Rev		<b>1,000</b>	new	Added to match anticipated actuals
36290 Book Sales	20,000	<b>7,000</b>	-65.00%	Book sales continue to decrease
36700 Foundation Donations	300,000	<b>300,000</b>		
36720 Friends' Reimbursements		<b>15,000</b>	new	Added to match anticipated actuals
36725 Donations-Other		<b>1,000</b>	new	Added to match anticipated actuals
36910 Sale of Scrap and Salvage		<b>5,000</b>	new	Added to match anticipated actuals
36920 Unclaimed Property/Found Money		<b>3,000</b>	new	Added to match anticipated actuals
36991 Payment for Lost Materials	12,000	<b>12,000</b>		
36998 E Rate Reimbursement	415,000	<b>415,000</b>		
36999 Rebates - Procurement Card	30,000	<b>70,000</b>	133.33%	Increased to match projected rebates in 2017
<b>TOTAL REVENUES</b>	<b>\$29,709,541</b>	<b>\$30,779,848</b>	3.60%	Projected to be on track for original budgeted revenues
Increase/decrease over original budget		1,070,307 (3.60%)		

**PIERCE COUNTY LIBRARY SYSTEM  
- ESTIMATED -**

GENERAL FUND ANNUAL BUDGET ESTIMATED 10/11/2016	2016 Final (12/9/15)	2017 Compiled	% Change 2016 Final to 2017 Est.	Notes
<b>EXPENDITURE DETAIL</b>				
<b>PERSONNEL</b>				
51100 Salaries & Wages	14,984,682	<b>15,469,423</b>	3.23%	Includes wage adjustments
51105 Additional Hours	273,883	<b>273,883</b>		
51106 Shift Differential	159,882	<b>167,035</b>	4.47%	Follows Salaries & Wages
51107 Substitute Hours	295,500	<b>295,500</b>		
51109 Tuition Assistance Program	300	<b>300</b>		
51200 Overtime Wages	7,400	<b>7,400</b>		
52001 Industrial Insurance	196,629	<b>187,574</b>	-4.61%	Reduced due to improved L&I rating
52002 Medical Insurance	2,289,031	<b>2,561,103</b>	11.89%	Includes healthcare renewal rates
52003 FICA	1,202,711	<b>1,240,349</b>	3.13%	Follows Salaries & Wages
52004 Retirement	1,727,914	<b>1,782,897</b>	3.18%	Follows Salaries & Wages
52005 Dental Insurance	219,387	<b>233,433</b>	6.40%	Includes healthcare renewal rates
52006 Other Benefit (Cell Phone Allowance)	10,540	<b>10,540</b>		
52010 Life and Disability Insurance	29,086	<b>28,612</b>	-1.63%	
52020 Unemployment Compensation	30,500	<b>30,500</b>		
52200 Uniforms	1,300	<b>1,300</b>		
Total Personnel	<b>21,428,745</b>	<b>22,289,849</b>	4.02%	
Reduction in salaries planning budget to match projections (-2.5%)	(535,719)	<b>(557,246)</b>	4.02%	
Net Personnel	<b>20,893,026</b>	<b>21,732,603</b>	4.02%	
<b>MAINTENANCE &amp; OPERATIONS</b>				
53100 Office/Operating Supplies	236,100	<b>236,600</b>	0.21%	
53101 Custodial Supplies	52,500	<b>60,000</b>	14.29%	
53102 Maintenance Supplies	60,200	<b>60,200</b>		
53103 A/V Processing Supplies	25,000	<b>25,000</b>		
53104 Book Processing Supplies	20,000	<b>20,000</b>		
53105 Training Supplies	0	<b>10,500</b>		new
53200 Fuel	47,000	<b>47,000</b>		
53500 Minor Equipment	3,500	<b>12,400</b>	254.29%	Increased to replace misc. custodial & maintenance equipment
53501 * Furnishings	35,000	<b>50,000</b>	42.86%	Additional furnishings needed for branches
53502 * PC Hardware	50,000	<b>46,300</b>	-7.40%	
53503 Printers	0	<b>0</b>		
53505 Software Licenses/Hosting	12,100	<b>130,018</b>	974.53%	Items transferred from Contracted Maintenance & Telecomm Equip
54100 * Professional Services	457,750	<b>321,550</b>	-29.75%	Removed costs for strategic planning consultant
54101 Legal Services	30,000	<b>45,000</b>	50.00%	Increased for anticipated needs
54102 Collection Agency	17,000	<b>14,000</b>	-17.65%	Reduced to anticipated costs
54161 Resource Sharing Services	19,000	<b>15,000</b>	-21.05%	
54162 Bibliographics Services	33,000	<b>35,000</b>	6.06%	

**PIERCE COUNTY LIBRARY SYSTEM  
- ESTIMATED -**

GENERAL FUND ANNUAL BUDGET ESTIMATED 10/11/2016	2016 Final (12/9/15)	2017 Compiled	% Change 2016 Final to 2017 Est.	Notes
54163 Printing and Binding	1,500	500	-66.67%	
54165 Inter Library Loan Lost Item Charges	2,800	2,500	-10.71%	
54200 Postage	36,600	33,800	-7.65%	Reduced to anticipated costs
54201 Telephone/Data Lines	461,300	461,300		
54300 * Travel	47,200	50,200	6.36%	
54301 Mileage Reimbursements	30,350	35,250	16.14%	
54400 * Advertising	69,500	74,500	7.19%	
54501 * Rentals/Leases - Buildings	404,000	404,500	0.12%	
54502 * Rentals/Leases - Equipment	32,400	34,100	5.25%	
54600 Insurance	200,000	225,000	12.50%	Increased to match actual costs
54700 Electricity	235,000	235,000		
54701 Natural Gas	15,000	15,000		
54702 Water	21,000	29,625	41.07%	
54703 Sewer	25,000	26,140	4.56%	
54704 Refuse	26,000	31,463	21.01%	
54800 * General Repairs/Maintenance	231,300	225,875	-2.35%	
54801 * Contracted Maintenance	779,600	593,930	-23.82%	Some software licensing costs were moved to 53505
54803 Maint. Telecomm Equipment	31,000	10,000	-67.74%	Software licensing costs were moved to 53505
54900 * Registrations	41,850	39,600	-5.38%	
54901 * Dues and Memberships	30,170	41,515	37.60%	
54902 Taxes and Assessments	29,500	29,500		
54903 Licenses and Fees	43,950	52,650	19.80%	
54904 Miscellaneous	790	3,290	316.46%	
54905 Event Registration	2,000	500	-75.00%	
55100 Intergovernmental	0	18,000	new	Audit scheduled for 2017
<b>Total Maintenance &amp; Operations</b>	<b>3,895,960</b>	<b>3,802,306</b>	-2.40%	
* Items that are asterisked required department heads to list specific costs				
<b>MATERIALS</b>				
534xx Materials	3,532,173	3,540,345	0.23%	
<b>Total Materials</b>	<b>3,532,173</b>	<b>3,540,345</b>	0.23%	= 12.14% of property tax revenues
54912 CONTINGENCY	0	0		
59700 TRANSFERS TO CIP	1,188,382	1,231,194	3.60%	4% transfer
597XX TRANSFERS TO SPF	200,000	0	-100.00%	Not used in 2017 until new financial system goes into production
<b>Total Transfers</b>	<b>1,388,382</b>	<b>1,231,194</b>	-11.32%	
<b>TOTAL EXPENDITURES</b>	<b><u>\$29,709,541</u></b>	<b><u>\$30,306,448</u></b>	<u>2.01%</u>	
<b>REVENUES LESS EXPENDITURES</b>	<b><u>\$0</u></b>	<b><u>\$473,400</u></b>		

# Part 2 General Fund

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**Savannah Rose** by Katlyn Daniels  
2nd Place 9th/10th Grade Winner of the 2015 Our Own Expressions Drawing Contest

## Revenues

### Summary of Revenues and Revenue Assumptions

**Table 2-2: Summary of all Revenues**

	2015 ACTUALS	2016 FINAL (12/9)	2017 BUDGET (12/14)	% CHANGE 2016 FINAL TO 2017
Taxes .....	\$ 26,852,835.10	\$ 28,186,541	\$ 29,239,348	3.74%
Intergovernmental.....	218,614.00	15,000	15,000	0.00%
Charges for Services.....	192,685.63	176,000	186,500	5.97%
Fines .....	505,401.53	550,000	500,000	-9.09%
Other <sup>1</sup> .....	645,377.90	797,000	839,000	7.29%
<b>TOTAL NEW REVENUES</b>	<b>\$ 28,414,914.16</b>	<b>\$ 29,709,541</b>	<b>\$ 30,779,848</b>	<b>3.60%</b>

Notes:

1. Includes Foundation donations.

#### Revenue Projections

The 2017 budget was developed based on returning to the 1% increase plus new construction restrictions on property tax revenue. Because 95% of the Library's budget is derived from property tax and state law strictly regulates property tax collections, it is essential for the Library to project revenues in advance to plan spending for the current budget in light of budgets expected in future years.

By law, the Library may collect up to 50¢ for every \$1,000 of assessed property value. The Library district's property tax rate is based on property values. The 2016 property values increased by 10.33% for 2017 tax collection. When developing future year projections, the Library projected that property values would continue to increase between 2017 and 2021.

The 10.33% increase for tax collections in 2017 exceeded projections. The Library continues to refine revenue projections for 2018–2021. A 10% annual increase is not sustainable, so the Library projects property values to increase for 2018 by around 6%. It remains unclear whether property value increases will remain stable for the next five years.

The mill rate (also known as millage) is calculated after a district's property taxes have been assessed according

to state laws. The mill rate works in inverse: it is driven up when property values decrease, or down when property values increase. However, at no time may the district collect more than 50¢ for every \$1,000 of assessed property value. The 8.52% decline in property values for 2011 collection drove the mill rate up from 46.95¢ to 50¢. The increase in values by 10.33% in 2016 reduced the Library's mill rate for the first time in six years, from 50¢ per \$1,000 of assessed value down to 46.62¢ per \$1,000 assessed value. Being under 50¢ means that increases to this revenue will continue to remain between 2.8% and 3.0% per year henceforth.

These projections are updated several times a year after the preliminary assessed values by the County are made available (using the Case-Shiller data). Because the Library relies on property taxes to fund most of its operations, changes in the non-property tax revenues, while important, don't make significant impact to the bottom line. For example, should investment income decrease by \$10,000, its impact is overshadowed when property taxes increase or decrease by \$1 million. The Library takes all of these into consideration.

#### 2017 Revenue Assumptions

With exception to the Foundation, budgets for some revenue line items can vary greatly from year to year and cannot be predicted with precision. These are reflected in year-end actuals and in any adjusting

budgets during the fiscal year. However, beginning in 2017, the Library will begin budgeting for some line items, such as revenue from small contractual relationships with other entities, Friends donations, and miscellaneous line items.

The Government Finance Officers Association (GFOA) Best Practices recommends analyzing revenue trends and forecasts. Although it doesn't specify how many prior years to report, for discussing 2017 revenues the starting point is set generally at or after 2002 (some begin 2001), when state law was changed to provide only 1% increase in property taxes over the previous year.

On the next page is a table showing budgeted revenues from 2012 through 2017. It provides a six-year listing of revenues (going beyond exceeding the promise to maintain the Levy Lid-Lift goals for six years). The plan was that after seven years, the Library would have strived to maintain the Levy Lid-Lift promises/goals, while taking into consideration fiscal realities. A chart on the next page is also provided to show the comparison of budget, actuals, and projections of revenues (2001 – 2022).

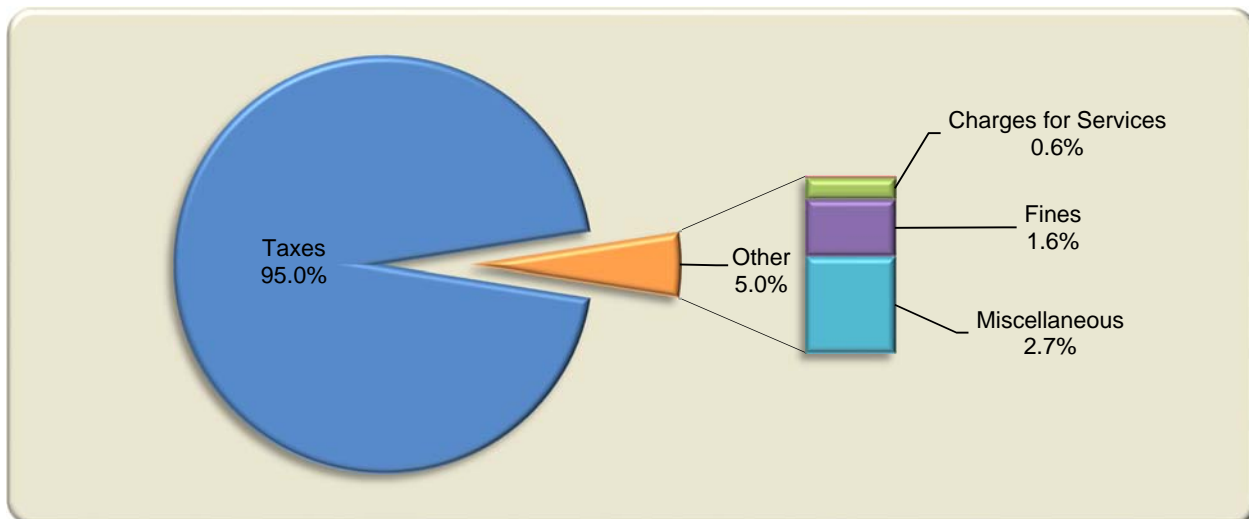
For 2017, total new revenues are budgeted to increase by \$1,070,307 from 2016, a 3.60% increase, of which \$850,000 comes from property taxes.

Revenues other than taxes changed based on experience and trends. The Library budgets revenues from the Pierce County Library Foundation, for Fines, Interest, and other reasonably predictable revenues.

Due to the cyclical nature of revenue receipts versus the regularity of expenditures, there will be temporary shortfalls in the available operating budget (generally in April and October). To fund these shortfalls, the General Fund Balance and if necessary, an inter-fund loan from the Capital Improvement Fund will be used to finance these shortfalls. More information on this is discussed in the Cash Flow Analysis chapter (page 60).

The pie chart below shows the breakdown of revenues by category. The Library's majority of revenues from property taxes stay steady between 94% and 97%. For 2017 the proportion is 95%.

**Figure 2-1: Source of Revenues**



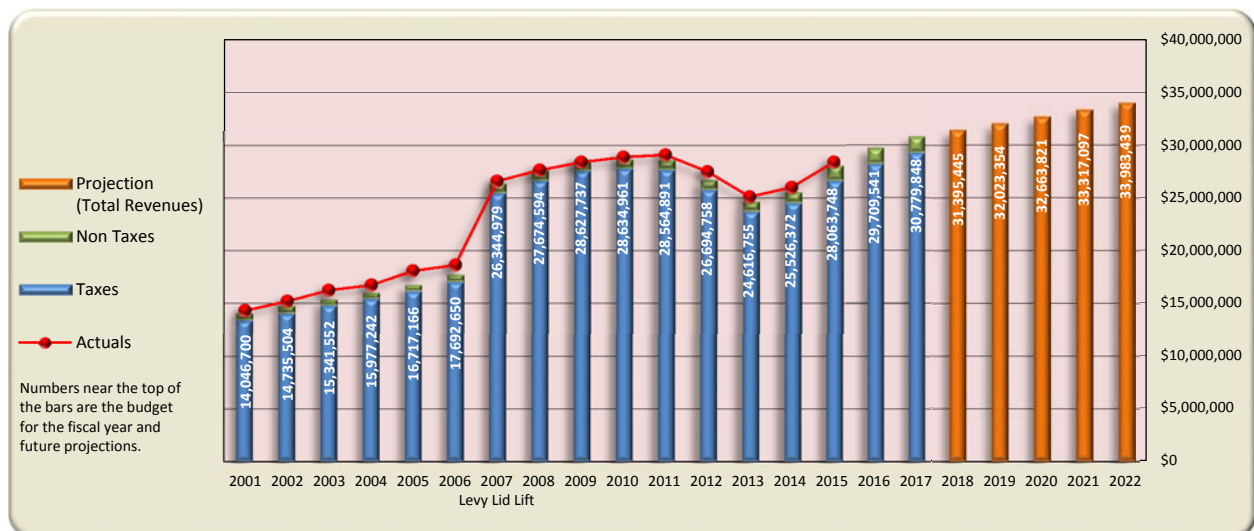
**Table 2-3: 2012-17 General Fund Revenue (Final Budgets—Board Approved in December)**

	2012	2013	2014	2015	2016	2017	% CHANGE
	FINAL	FINAL	FINAL	FINAL	FINAL	BUDGET	2016 TO 2017
<b>TAX REVENUES</b>							
31111 Property Taxes Current	\$ 24,708,421	\$ 22,724,764	\$ 23,502,762	\$ 25,674,805	\$ 27,294,700	28,304,221	3.70%
31112 Property Taxes Delinquent	988,337	908,991	940,110	872,943	818,841	849,127	3.70%
31130 Sale of Tax Title Property	3,000	3,000	3,000	3,000	3,000	3,000	0.00%
31210 Private Harvest Tax	50,000	50,000	50,000	50,000	0	0	0.00%
31720 Leasehold Excise Tax	10,000	15,000	20,000	20,000	20,000	20,000	0.00%
32740 Timber Excise Tax					50,000	63,000	26.00%
SUBTOTAL	25,759,758	23,701,755	24,515,872	26,620,748	28,186,541	29,239,348	3.73%
	-1,870,133 (-6.55%)	-2,058,003 (-7.98)	814,117 (3.43%)	2,537,376 (9.94%)	1,645,793 (5.86%)	1,070,307 (3.60%)	
<b>NON-TAX REVENUES</b>							
33300 Indirect Federal Grants	\$ 5,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
33740 Shared Fixed Assets - Timber						15,000	New <sup>1</sup>
34160 Copier Fees	25,000	25,000	25,000	30,000	30,000	30,000	0.00%
34161 Graphics Services Charges						7,500	New <sup>2</sup>
34162 Printer Fees	45,000	60,000	60,000	105,000	125,000	125,000	0.00%
34163 Fax Fees				21,000	21,000	21,000	0.00%
34193 Orting – Service Fees						3,000	New <sup>2</sup>
35970 Library Fines	615,000	615,000	615,000	600,000	550,000	500,000	-9.09%
36110 Investment Income	25,000	10,000	10,000	10,000	5,000	10,000	100.00%
36200 Key Pen Hlth Dept Facility Rev						1,000	New <sup>2</sup>
36290 Book Sale Revenue	40,000	20,000	20,000	20,000	20,000	7,000	-65.00%
36700 Foundation Donations	150,000	150,000	225,500	350,000	300,000	300,000	0.00%
36720 Friends' Reimbursements						15,000	New <sup>2</sup>
36725 Donations-Other						1,000	New <sup>2</sup>
36910 Sale of Scrap and Salvage						5,000	New <sup>2</sup>
36920 Unclaimed Property/Found Money						3,000	New <sup>2</sup>
36991 Payment for Lost Materials	25,000	25,000	25,000	12,000	12,000	12,000	0.00%
36998 E Rate Reimbursement				250,000	415,000	415,000	0.00%
36699 Rebates – Procurement Card	5,000	10,000	15,000	30,000	30,000	70,000	133.33%
39510 Sale of Fixed Assets			15,000	15,000	15,000	0	-100.00% <sup>1</sup>
SUBTOTAL	935,000	915,000	1,010,500	1,443,000	1,523,000		5.54%
<b>TOTAL REVENUES</b>	<b>\$ 28,564,891</b>	<b>\$ 26,694,758</b>	<b>\$ 24,616,725</b>	<b>\$ 25,526,372</b>	<b>\$ 28,063,748</b>	<b>\$ 29,709,541</b>	<b>5.86%</b>

Notes:

1. Sales of Fixed Assets was moved to Shared Fixed Assets - Timber.
2. These line items are now budgeted; prior years they were recorded only as actuals.

**Figure 2-2: Taxes & Non Taxes, Historical & Projections**



Property Taxes and Other Taxes

**Taxes**  
\$ 29,239,348

**Table 2-4: 2017 Tax Revenues**

	2015 <u>ACTUALS</u>	2016 <u>FINAL (12/9)</u>	2017 <u>BUDGET (12/14)</u>	% CHANGE 2016 <u>FINAL TO 2017</u>
31111 Property Taxes Current .....	\$ .....	\$ 28,304,221 .....		.....%
31112 Property Taxes Delinquent.....		849,127 .....		.....%
31130 Sale of Tax Title Property .....		3,000 .....		.....%
31210 Private Harvest Tax .....		0 .....		.....%
31720 Leasehold Excise Tax .....		20,000 .....		.....%
32740 Timber Excise Tax.....		63,000 .....		.....%
<b>TOTAL TAXES</b>	<b>\$ <u>X.XX</u></b>	<b>\$ <u>29,239,348</u></b>	<b>\$ <u>29,239,348</u></b>	<b><u>X.XX%</u></b>

Local property taxes constitute 95.0% of total 2017 revenues. The breakdown of these taxes is provided in the above table.

is that the preliminary certificate does not include final assessments made between September and December. Final assessments made in late 2015 affected values by +0.64%.

The total allowable levy (Property Taxes Current) is calculated by Pierce County Office of the Assessor-Treasurer using statutory rates and limitations. See below for the preliminary calculation of the tax levy.

This base includes the growth in assessed valuation (AV) of existing property in Pierce County and all new construction. For the 2017 fiscal year, the estimated tax base to levy is assessed at nearly \$62.5 billion, which represents a 10.33% increase from the previous year’s assessed valuation. The last time the district was assessed at over \$62 billion was in 2009.

A history of the tax base is provided as follows:

For Year	Property Tax Base	%Change
2017 .....	\$ 62,468,255,605 .....	10.33%
2016 .....	56,619,764,586 .....	6.27% <sup>1</sup>
2015 .....	53,277,813,749 .....	8.81%
2014 .....	48,964,088,146 .....	2.94%
2013 .....	47,566,193,799 .....	-8.82%
2012 .....	52,166,456,544 .....	-6.79%
2011 .....	55,964,407,888 .....	-5.11%
2010 .....	58,984,142,315 .....	-5.00%
2009 .....	62,085,405,469 .....	3.34%
2008 .....	60,077,557,821 .....	13.37%
2007 .....	52,990,993,065 .....	25.02%
2006 .....	42,385,528,523 .....	20.00%
2005 .....	35,306,548,741 .....	9.25%
2004 .....	32,318,475,182 .....	6.39%
2003 .....	30,377,319,365 .....	3.84%
2002 .....	29,255,137,258 .....	8.25%

Notes:

The 6.27% is based on the final certificate issued in January 2016 over the final certificate issued in January 2015. The preliminary certificate for 2016 actually noted an 5.63% increase in property values, which was used for all 2016 budget decisions. The reason for the difference

**Revenue Increases**

State law allows the Library to increase its revenues by up to 1% over the previous year, so long as it does not exceed the 50¢ per \$1,000 calculation, also set in state law. Voters restored the levy rate for 2007 to 48¢. In October 2016 the Implicit Price Deflator (IPD, another limiter) was recorded at 0.953%. If the IPD is less than 1%, to collect 1% more than the previous year (or any future year) the Board would need to override the IPD rule. The impact of the IPD being at only 0.047% less than 1% was negligible, so the Library did not request the Board pass a “substantial need” resolution to override it to 1%.



Figure 2-3: 2017 Tax Levy Calculation—Preliminary Certificate



**Pierce County**  
**Mike Lonergan, Assessor-Treasurer**  
 2401 South 35th Street  
 Tacoma, WA 98409-7498  
 (253) 798-6111 FAX (253) 798-3142  
 ATLAS (253) 798-3333  
 www.piercecountywa.org/atr

**COPY**

TAX LEVY LIMIT 2016 FOR 2017

RURAL LIBRARY  
 > 10,000

REGULAR TAX LEVY LIMIT:

	2015
A. <u>Highest regular tax which could have been lawfully levied beginning with the 1985 levy</u> (refund levy not included) times limit factor (as defined in RCW 84.55.005).	28,309,882.29
	1.00953
	28,579,675.47
B. Current year's assessed value of new construction, improvements and wind turbines in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).	1,034,865,628
	0.500000000000
	517,432.81
C. Current year's state assessed property value in original district if annexed less last year's state assessed property value. The remainder to be multiplied by last year's regular levy rate (or the rate that should have been levied).	881,599,652
	881,599,652
	0.00
	0.500000000000
	0.00
D. REGULAR PROPERTY TAX LIMIT (A + B + C)	29,097,108.28

ADDITIONAL LEVY LIMIT DUE TO ANNEXATIONS:

E. To find rate to be used in F, take the levy limit as shown in Line D above and divide it by the current assessed value of the district, excluding the annexed area.	29,097,108.28
	62,468,255,605
	0.465790312222
F. Annexed area's current assessed value including new construction and improvements times rate found in E above.	0.00
	0.465790312222
	0.00
G. NEW LEVY LIMIT FOR ANNEXATION (D + F)	29,097,108.28

LEVY FOR REFUNDS:

H. RCW 84.55.070 provides that the levy limit will not apply to the levy for taxes refunded or to be refunded pursuant to Chapters 84.68 or 84.69 RCW. (D or G + refund if any)	29,097,108.28
	69,195.16
	29,166,303.44
I. TOTAL ALLOWABLE LEVY AS CONTROLLED BY THE LEVY LIMIT (D,G,or H)	29,166,303.44
J. Amount of levy under statutory rate limitation.	62,468,255,605
	0.500000000000
	31,234,127.80
K. LESSER OF I OR J	29,166,303.44

2017 Preliminary .xlsx, highest lawful

**New Construction**

New construction varies year to year, depending on property improvements generated by construction (such as new homes, apartments, etc.). For every \$1,000 of new construction, the Library may levy at its current levy rate (46.68¢ for 2017). State law does not apply the 1% limit for revenues received from new construction. New construction can have a significant effect on revenues, as the values can contribute between 2% and 4% of revenue growth. Because the Library is under its statutory limit of 50 cents per \$1,000 assessed valuation, revenues from new construction can be collected. Below is a breakdown that shows new construction values:

For Year	New Construction	PCLS Revenue	% of Budget
2017	\$ 1,034,865,628	\$ 517,433	1.68%
2016	859,436,358	3,609	0.00%
2015	751,513,170	0	0.00%
2014	664,868,196	0	0.00%
2013	688,832,368	0	0.00%
2012	447,391,586	0	0.00%
2011	508,485,021	0	0.00%
2010	759,965,065	408,506	1.43%
2009	1,494,356,425	660,926	2.31%
2008	1,789,938,371	859,170	3.10%
2007 <sup>1</sup>	1,769,575,840	709,401	0.00%
2006	1,519,842,131	696,437	4.09%
2005	1,092,187,309	519,261	3.22%

Notes:

1. New construction was not a factor for 2007 due to the levy lid-lift being calculated at 48¢ per \$1000 of the districts' property value.

**Calculation of Mill Rate ("Millage")**

The district's property value is used to calculate the levy rate of assessment (mill rate) of individual properties

and the amount the Library will receive for regular property taxes. The statutory limit for taxes is 50 cents per \$1,000 of assessed valuation. Recent mill rates were as follows (table at bottom includes projected mill rates):

For Year	Calculated Mill Rate
2017	\$0.4668
2016	0.5000
2015	0.5000
2014	0.5000
2013	0.5000
2012	0.5000
2011	0.5000
2010	0.4695
2009	0.4437
2008	0.4425
2007	0.4800 <sup>1</sup>
2006	0.4002
2005	0.4560

Notes:

1. Voter approved.

See projected mill rate chart below for future years. The Library estimates that the mill rate will continue to drop over the next three to four years. This will change depending on circumstances, such as permits issued, houses built, major developments, etc.

**Final Revenue Calculation for Property Taxes**

**Property Taxes Current ..... \$ 28,304,221**  
**Property Taxes Delinquent ..... \$ 849,127**  
 For budget purposes the Library applies a 97% collection rate on current property taxes and 3% of the forecasted collection of current taxes as delinquent taxes to be collected. The delinquency collection rate is based on previous years' experience.

**Table 2-5: Mill Rate Projections (2013 - 2021)**

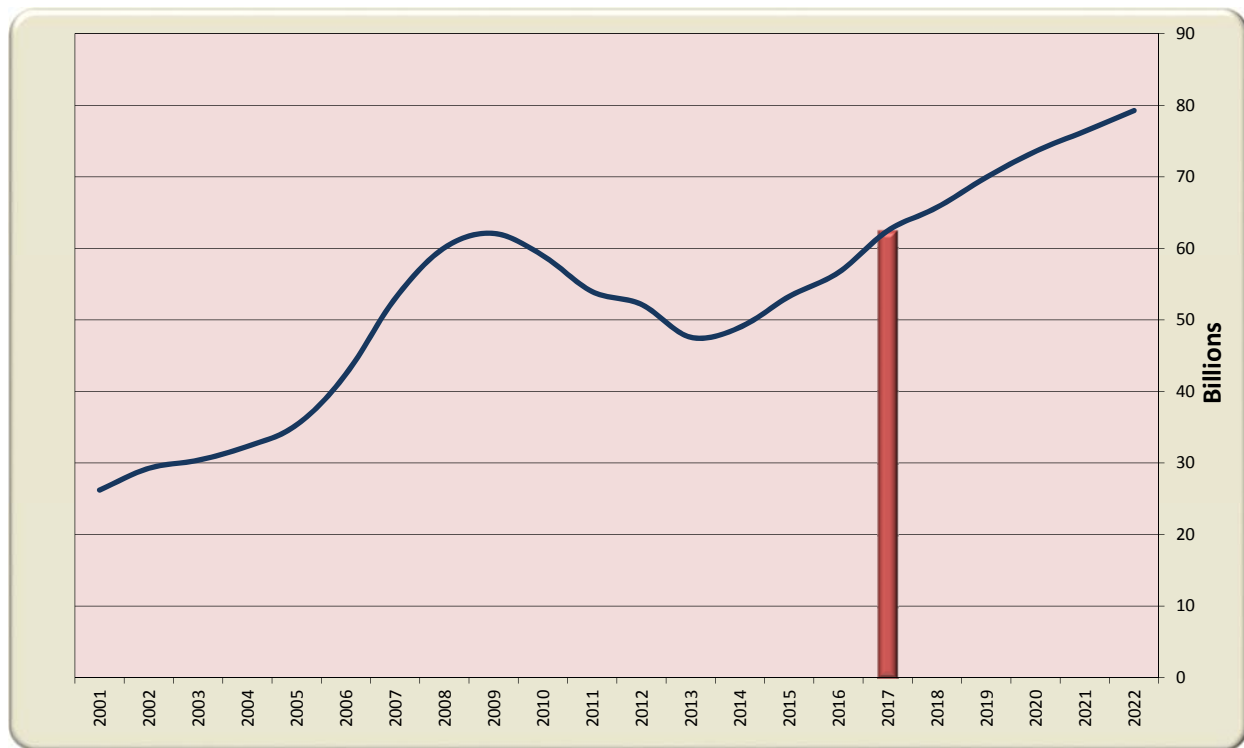
Year	Mill Rate		Assessed Value		Base Property Taxes				New Construction	
	Actual	Projected	\$ Value	Change	Actuals	Projection	Difference	Change	Actuals	Projection
2013	0.5000		47,566,193,799	-8.82%	23,783,097		(2,300,131)	-8.82%	-	-
2014	0.5000		48,964,088,146	2.94%	24,482,044		698,947	2.94%	-	-
2015	0.5000		53,277,813,749	8.81%	26,638,907		2,096,429	8.56%	-	-
2016	0.5000		56,619,764,586	6.27%	28,309,882		1,670,975	6.27%	3,609	-
<b>2017</b>	<b>0.4668</b>		<b>62,468,255,605</b>	<b>10.33%</b>	<b>29,166,303</b>		<b>856,421</b>	<b>3.03%</b>	<b>517,433</b>	
2018		0.4565	65,716,604,896	5.20%	30,001,966	30,001,966	835,663	2.87%		544,000
2019		0.4416	69,922,467,610	6.40%	30,880,986	30,880,986	879,020	2.93%		579,000
2020		0.4322	73,558,435,926	5.20%	31,798,796	31,798,796	917,810	2.97%		609,000
2021		0.4289	76,353,656,491	3.80%	32,748,784	32,748,784	949,988	2.99%		632,000

**Private Harvest Tax: ..... \$ 50,000**  
 Once a major source of revenues, private harvest tax steadily declined between 1998 and 2003, had a resurgence in 2004 (see following table) through 2007, and then dropped to less than half in 2008. In 2015 the Library is projected to receive approximately the same as 2014. This source of revenue is not in the Library’s control.

**Other Taxes (summarized): ..... \$ 23,000**  
 Other tax collections include sale of title property and leasehold excise taxes. They are not in the Library’s control, and are not discussed in this section due to their low amounts.

<u>Year</u>	<u>Private Harvest Revenue</u>
2015 (estimated).....	\$ 50,000
2014 (projected) .....	50,000
2013 .....	70,214
2012 .....	70,352
2011 .....	71,846
2010 .....	35,710
2009 .....	74,516
2008 .....	66,671
2007 .....	168,198
2006 .....	133,861
2005 .....	125,977
2004 .....	109,022

**Figure 2-4: Library District Assessed Property Values (2001-Current with 5 Year Projections)**



## Bonds, Debt, and Debt Service Fund

### Bonds & Debt

The Library is a special purpose taxing district and by Washington State law, is authorized to issue debt in the form of voted and non-voted debt—Unrestricted General Tax Obligation (UGTO) bonds and Councilmanic bonds, respectively.

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

Bonds may be issued as a measure to voters in the taxing district and require 60% approval. Such bonds would generally be used for large-scale projects such as district-wide library construction. The Library's maximum legal debt capacity is one half of one percent of the Library District's assessed valuation, and in the simplest form may be levied up to 30 years. As of 2016, typical bond rates remain between 3% and 6%.

Library District assessed value:	\$ 62,468,255,605
Legal GO bond capacity:	x 0.005000
Maximum GO bond capacity:	\$ 312,341,278
<u>Current outstanding bonds:</u>	<u>- \$ 0</u>
Available bonding capacity:	\$ 312,341,278

The Library therefore may issue general obligation bonds of up to \$312,341,278. For the property owner with average property value of \$250,000, a 20-year simple bond issued would cost around \$100 per year. Other factors affecting the cost to a property owner depend on the structure of the bond, bond rates, maturity dates, bond sales, changes in property values, and changes in the district-wide property value.

**Councilmanic Bonds:** The Library may also issue non-voted debt in the form of "Councilmanic" bonds at a rate of one tenth of one percent of the Library District's assessed valuation. Because Councilmanic bonds are non-voted, for all intents and purposes they may be considered a bank loan secured by property tax revenue, payable out of the Library's existing funds or future revenue receipts. This debt must be repaid within 7 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.

Library District assessed value:	\$ 62,468,255,605
Legal Councilmanic bond capacity:	x 0.001000
Maximum Councilmanic capacity:	\$ 62,468,256
<u>Current outstanding Councilmanic bonds:</u>	<u>- \$ 0</u>
Available Councilmanic capacity:	\$ 62,468,256

**Other Forms of Debt:** The Library may carry lines of credit with banks, sometimes known as Tax Anticipation Notes (TANs). This is short-term debt and must carry a \$0 balance on its annual anniversary. This kind of debt might be used when an organization is facing a serious short-term cash flow concern. The Library currently carries no line of credit because the Library manages its cash flow through the use of restricted cash reserves.

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

### Current Bonds and Debt

Currently, the Library maintains no debt of any form:

Sum of all outstanding UGTO bonds:	\$ 0
Sum of all outstanding Councilmanic bonds:	\$ 0
<u>Sum of all other forms of debt:</u>	<u>\$ 0</u>
Total of all outstanding bonds and debt:	\$ 0

### Debt Service Fund

The Debt Service fund is used to manage debt payments. A residual amount remained since 2002, when it was last used to pay debt. It has received only a small amount of interest from investing the fund balance and receipts from delinquent payments.

### Debt Service Fund Balance

Current fund balance at the beginning of 2017 is approximately \$83,600. Because the Library has no outstanding debt, only minimal, passive activity in this fund will occur in 2017.

# Part 5 About the Budget Process

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**What a Wonderful World** by Jonathan Ross  
2nd Place 11th/12th Grade Winner of the 2015 Our Own Expressions Photography Contest

## Budget Method and Sequence

Pierce County Library's 2017 budget and budget process was completely redesigned to embrace new methods and processes for creating budgets around the Strategic Plan.

### **Administrative Team's Approach** **(Formerly, Budget Team's Approach)**

Beginning in 2016, the Administrative Team became the owner of all budgeting processes and was involved in decision-making. This included review of all departmental budgets and recommendations, and a clear understanding of the financial activities that the Library incurs.

Managers justify funding levels for their base operating budgets and developed proposals to address pressing needs for serving the customer or improving the infrastructure. The Administrative Team carefully evaluated all proposals; most were not implemented as funding under the 1% revenue increase limitation did not provide adequate additional funding beyond paying for labor cost increases. The overall process was streamlined to reduce the number of meetings that were previously held during the budget season.

### **Budget Method**

The 2017 budget was developed by applying the following method:

1. The Administrative Team discussed service priorities, fiscal realities, and developed strategies.
- ~~2. Managers were advised to plan and budget for 2016 services during the 2015 mid-year budget process.~~
3. Projected revenues were calculated in July 2016, from initial indicators of property value assessments.
- ~~4. The Budget Team updated the Library's five-year cash flow driver.~~
5. Managers were given the Executive Director's guidance on how to create their budgets.
6. Managers developed and submitted operating budgets through a newly developed electronic system called eBudget. Most line items were required itemization.
7. Managers collaborated to create and present capital projects.

- ~~8. Managers presented their budget proposals to the Budget Team.~~
9. Second drafts of departmental budgets were calculated and adjustments were made.
10. The Library received Pierce County's preliminary tax certification, which contained revenue calculations for 2017.
11. The Administrative Team reviewed the compiled list of additions and calculated a draft budget. The Implicit Price Deflator was received, which was under 1%, but no "substantial need" action was taken due to the impact being a reduction of only \$13,300.
12. The Administrative Team finalized an implementation of \$1.07 million in increases.
13. The 2017 draft unbalanced budget (operating and capital) was presented at the October 2016 Board of Trustees meeting. No use of cash reserves was necessary.
14. The 2017 draft balanced budget was presented at the November 2016 Board of Trustees meeting for public hearing and first reading. The public was invited to comment.
15. The Administrative Team made adjustments to departmental budgets, as needed.
16. The 2017 final budget was presented at the December 2016 Board of Trustees meeting for public hearing and second reading and final passage. The public was invited to comment on the final budget.
17. If Pierce County submits amended property tax certifications at the end of December 2016, the Library will recognize those as actuals. It will not amend the budget approved during the December 2016 Board of Trustees meeting.
18. The 2017 budget book was published in January 2017 and made available publicly via the website.

The Administrative Team's principle objective during the final weeks of the budget process was to balance the Operating Budget, the Capital Improvement Budget, Special Purpose Budget, and Fund Balances/Cash Reserves. Changes in any one area will impact the others. Because the Library tightly manages current and future cash flow (given moving projections), the selection of budget proposals and funding requests are ranked, and then decided upon with the explicit understanding that calculations for the final budget must preserve the integrity of the four areas as

established in proven practices (see page 79). See figure below.

The overall budget method ensured that Library management strategize and plan for service priorities

for 2017. Two forms of budget calendars are provided below: one showing the Gantt chart of summary-level budget activities, and the other a flow chart of key milestones and budget activities.

Figure 5-1: Conceptual Triad of Budget Elements

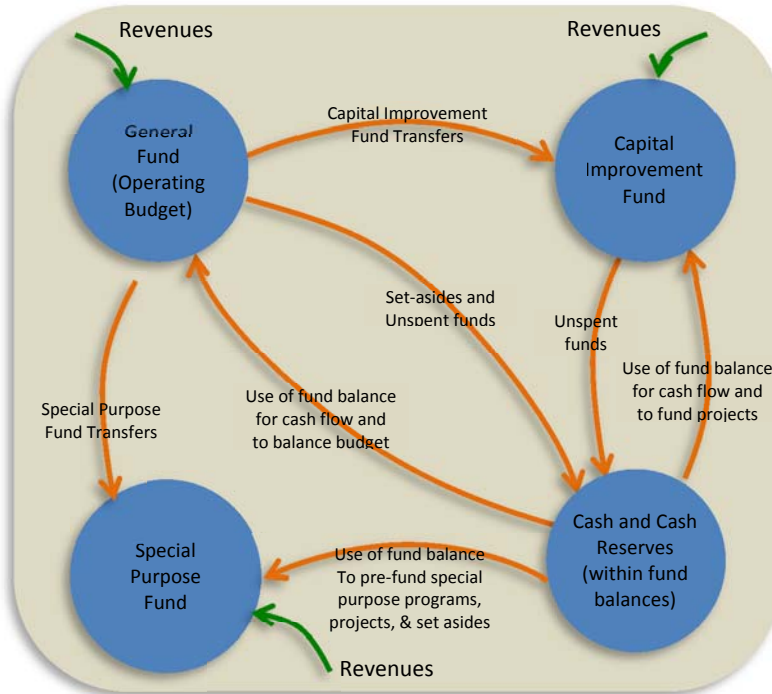
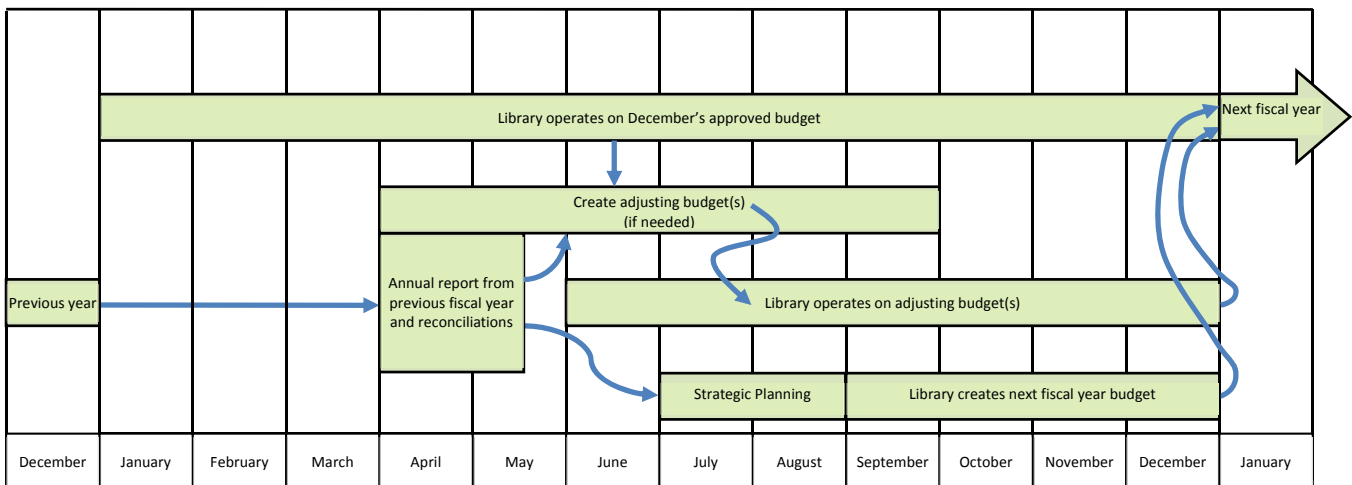
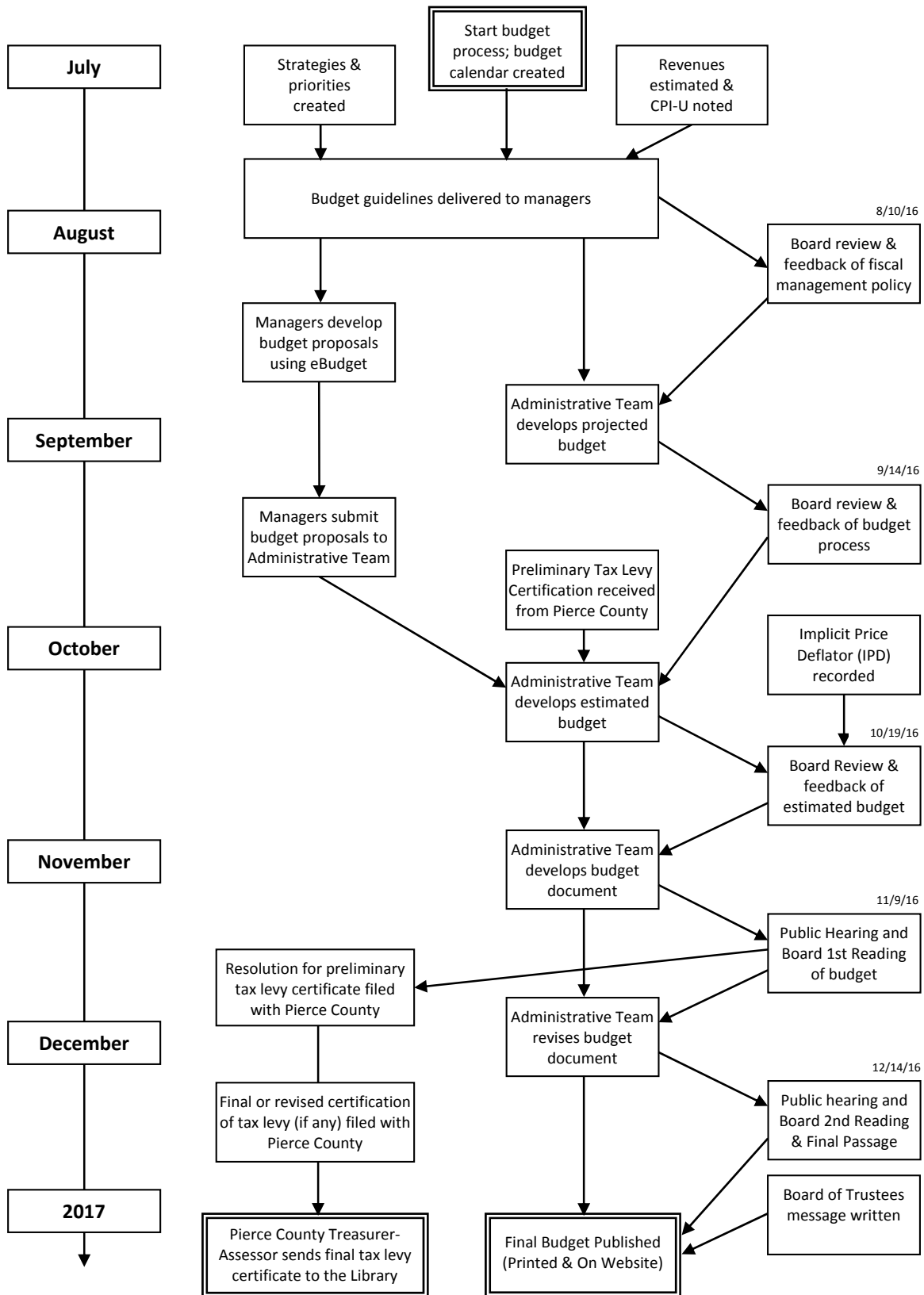


Figure 5-2: Budget Process Summary



The above chart shows the general flow of budget-planning tasks, alongside implementations of budgets.

Figure 5-3: Budget Process & General Timeline





The calendar below shows the combined tasks that occur during a fiscal year, juxtaposing strategic tasks, formal tasks, and administrative tasks.

**Table 5-1: Strategic & Budget Planning Process During 2016**

Month	Strategic Tasks	Board Tasks (PKT / MTG)	Fiscal & HR Tasks
JANUARY	STRATEGIC PLANNING PROCESS CONDUCTED IN 2016 DROVE NEW STRATEGIC TASKS	· Published budget document	· (JANUARY 1, 2016) Fiscal year begins · Previous fiscal year closed
FEBRUARY			· Finance Department finishes out previous fiscal year
MARCH			· First estimate of ending fiscal year performance
APRIL			· Final corrections made to previous fiscal year · Draft annual report created and distributed to Communications Department
MAY		· Previous fiscal year report · Review previous fiscal year report	· Final annual report sent to State Auditor
JUNE		· Review of budget impacts to address during 2016	· Preliminary assessment of property tax assessments announced by County; mill rate estimated · No adjusting budget process was introduced
JULY		· Mid-year budget review, CIP, cash flow · (ACT) Approve mid-year budgets	· June-June CPI-U from BLS is recorded · Next fiscal year's budget calendar created
AUGUST		· CPI-U information, next fiscal year budget calendar · Board reviews budget calendar	· Benefit information received from providers · Fiscal year budget process begins; budget guidelines issued · Estimated budget created
SEPTEMBER		· Estimated budget · Board reviews estimated budget; discuss budget priorities	· Every three years (2015, 2018, 2021): Labor Contract negotiations commence with intent to end 12/31 · Managers submit budget proposals · Managers present to budget panel · Budget panel makes budget decisions · Preliminary certificate of property tax levy received · Balanced budget, CIP, cash flow created
OCTOBER		· Estimated budget, CIP, cash flow, Director's discussion · Board reviews estimated budget, CIP, cash flow; provides feedback	· Budget decisions made; second draft of budget created; budget document draft begun · Budget document reviewed by Administrative Team · Benefit package created and sent to staff
NOVEMBER		· First draft balanced budget, CIP, cash flow, and budget document · (ACT) Board conducts first public hearing of draft budget; provides feedback; Board reviews and approves motion to certify property taxes to be levied for the following year	· Benefit enrollment month · (NOVEMBER 30) Deadline to file tax levy resolution/budget certification to County · Deadline to file IPD/tax increase resolution · Second draft of budget created; budget document completed
DECEMBER		· Final versions of balanced budget, CIP, cash flow, and budget document · (ACT) Board conducts second public hearing of budget; Board adopts resolutions to adopt fiscal year budget and CIP; Board approves motion to certify property taxes to be levied for the following year; final fiscal year transfer to CIP	· Managers notified to complete current year transactions by end of December (equipment must be received by end of December) · County may send revised levy certificate; Library may re-issue revised certificates and send to County · Budget entered into financial system; budget document in final draft form · Benefit enrollments processed · (DECEMBER 31) Fiscal year ends

LEGEND

PKT = Board packet materials  
IPD = Implicit Price Deflator

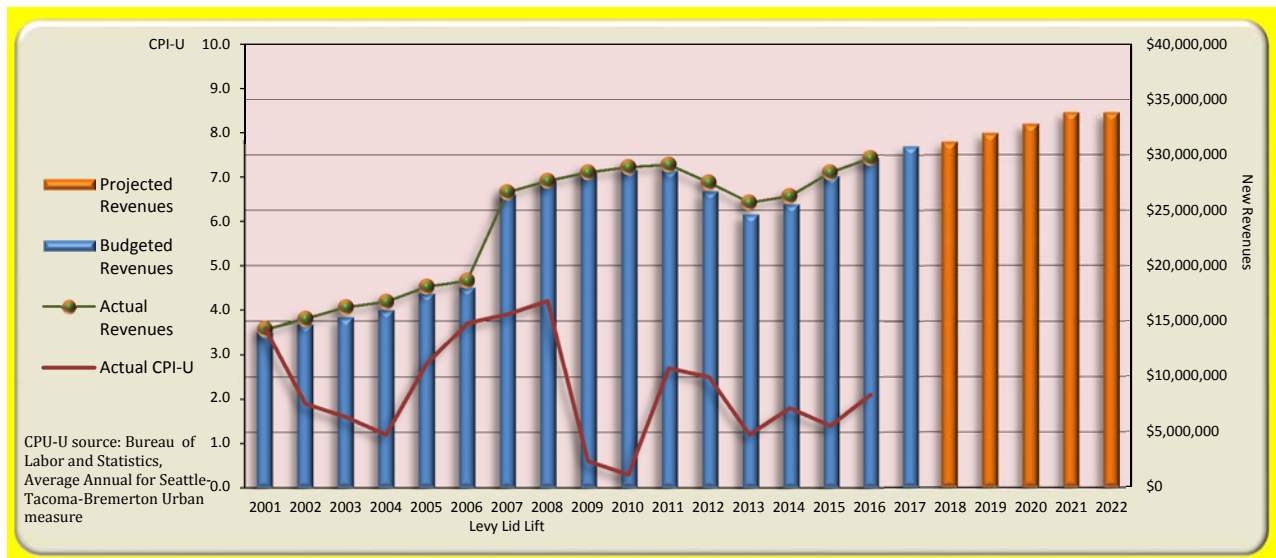
CIP = Capital Improvement Plan  
ACT = Action required

MTG = Board of Trustees meeting  
CPI-U = Consumer Price Index-Urban AT = Administrative Team

# Strategic Planning & Measures

## Strategies to Meet Fiscal Challenges

**Figure 5-4: Revenues vs. Consumer Price index-Urban (CPI-U)**



### Fiscal Reality

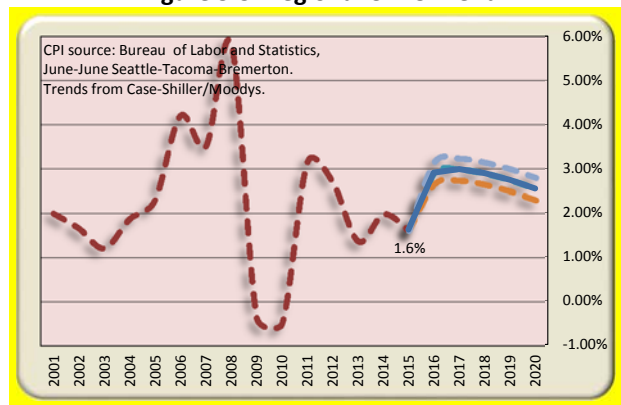
The above chart shows budgeted new revenues, projected new revenues, actual new revenues (green line), and the Consumer Price Index Urban (CPI-U, red-line). The average annual CPI-U for 2015 is projected to be 1.2% for the Library’s region. Actual revenues received were slightly higher than budgeted revenues because the Library maintains a conservative and responsible practice of not overestimating revenues.

### Long-Term Outlook—2016 and Beyond

To determine future property values, the Library uses the Case-Shiller index for all of Pierce County (Case-Shiller data is purchased from Moody’s Analytics). The Library uses this projective data to create trend analysis to match it with actual property value assessments. The County Assessor’s preliminary property value increase showed a 5.63% increase, which compares favorably to the Case-Shiller data for Pierce County at 6.52% increase. Cash-Shiller data suggests future property

value increases of 4% to 7% per year. Pierce County housing values are anticipated to increase. At the end of 2016 we will measure the accuracy of the Case-Shiller data by comparing to the Treasurer-Assessor’s levy certificate, and make necessary adjustments.

**Figure 5-5: Regional CPI-U Trend**



The regional Seattle-Tacoma-Bellevue Consumer Price Index (CPI-U) is expected to increase by 8.77% between December 2016 and December 2019. Per the chart

below, this regional CPI is expected to rise for 2017 and is estimated between 2.65% and 3.15%. In 2018, the range is between 2.73% and 3.23%.

Continuing into 2018, revenues are projected at a 1% - 3% increase while expenses will increase faster.

### Strategies for Addressing Fiscal Challenges

#### *Masquerade*

A mask of beauty, love, or grace -  
A fitting mask for any face  
And as the garish smiles leer,  
I cannot spy a single tear.

What does the mask strive to conceal?  
A face unlike the world's ideal?  
Your age replaced by tender youth  
If this is true, then what is truth?

Your face is covered with a grin  
Is it to hide the frown within?  
I beg of you, remove the veil!  
Or do you think your soul too frail?

For I would rather see you true,  
Although there's dark inside of you,  
Because your frightful, mournful, cries  
Are better than the blatant lies

I want to know the whole of you  
And with my love, bring comfort, too  
For truth will slowly, surely, fade  
If we prolong this masquerade.

\_\_\_\_\_  
**Hannah Lawty**  
Covenant High School

**2015 Our Own Expressions  
11th & 12th Grade Poetry Winner—3rd place**

## Finance

### Financial Administration of the Budget

Provided in this chapter is a brief overview of the financial administration of Pierce County Library System.

#### Accounting method

The Library is authorized by the Washington State Auditor to use the “Cash Basis” accounting method for all Library funds. This means all transactions are accounted for when they are either received or paid. The specific accounting method applied in the Library is the Washington State Budget, Accounting and Reporting System (BARS). The Library does not report using General Accepted Accounting Principles (GAAP).

#### Fiscal year

The Library operates on a calendar fiscal year, from January 1 through December 31. The Library employs a “13th month” for its fiscal year to account for payments and receipts that occur between January and December, but not yet processed as of December 31. The 13th month includes January of the following fiscal year but may extend into February as needed. The Washington State Auditor stipulates that all items purchased be received on the premises by December 31, invoices received and approved for payment within the first two weeks of January, and payments made by the end of January.

#### Funds

The Library uses three funds, two of which are major (a major fund is defined as a fund whose budget of revenues and expenditures are approved by the Board of Trustees by resolution; a minor fund has no budget of revenues and expenditures—it is inactive for all intents and purposes).

- **General Fund (for the operating budget):** The general fund—a major fund—is used for receiving nearly all revenues that come to the Library. All ongoing operations, such as salaries, benefits, payments and purchases for supplies, equipment

and services, training, utilities, fees, etc., are paid out of the general fund.

The General Fund is distinct from the operating budget, as the latter does not record Board approved unbudgeted fund-to-fund transfers. These transfers are generally performed after the annual report is issued in May and unanticipated revenues and savings from the prior year are recorded, then some portion moved to the Capital Improvement Fund, per the Fiscal Management policy.

- **Capital Improvement Fund (for capital projects):** The Capital Improvement Fund—a major fund—is a separate fund used to receive transfers of funds from the general fund and other one-time revenues, such as special purpose grant monies and donations. Expenditures out of the Capital Improvement Fund pay for such projects as improvements to buildings, major improvements to services, major equipment purchases that are not routine. Salaries and wages are generally not paid out of the Capital Improvement Fund.
- **Special Purpose Fund:** In 2016 the Library added a fund for certain projects that are of a one-time nature such as those funded by grants and donations, recurring programs that run for a few months and may have multiple funding sources, and set-asides for committed future expenditures. Use of this Fund was postponed until the new financial system is implemented in 2017.
- **Debt Service Fund:** The debt service fund—a minor fund—is used to receive any bond/debt related revenues and payments. At this time, Debt Service Fund is not considered a major fund because the Library carries no debt and is making no payments.

Each fund may contain restricted and unrestricted uses, and these are clearly identified in their description within this budget document. All funds are reported to the Washington State Auditor in the Library’s annual report. All funds are audited. Beginning in 2011, the Washington State Auditor requires reporting of restricted and unrestricted funds, and this budget

document will be used to identify those elements in the annual report.

Because the Library is a special purpose taxing district (junior taxing district, having similar taxing authority to firefighting districts) with its own taxing authority, funds are appropriated differently than how a city appropriates funds to a city library. When the Library

certifies the property tax levy, the Pierce County Assessor-Treasurer approves the final property tax that is levied on property owners.

The Board of Trustees is authorized to create other funds as needed. See the table below for departments authorized to use each type of fund.

**Table 5-5: Department Use of Funds**

DEPARTMENT	2017		2017
	GENERAL FUND	CAPITAL IMPROVEMENT FUND	
Executive Office .....	✓	✓	
Customer Experience .....	✓	✓	
Materials and Reading .....	✓		
Finance .....	✓	✓	✓
Technology Experience .....	✓	✓	
Facilities Management .....	✓	✓	
Communications .....	✓		
Fund Development .....	✓		
Staff Experience .....	✓		

**Fund Balance**

All Library funds (General, Capital Improvement, Special Purpose, Debt Service) have the simple definition of the existing fund balance from December 31 of the previous year as reported to the State Auditor, plus the net of new revenues and actual expenditures of the current year (the Library has historically recorded an annual credit in the General Fund, but it fluctuated considerably for the Capital Improvement Fund), debit/credit any adjustments at the end of the current year, minus use of fund balance to pay for expenses (in particular, operating and capital). The Special Purpose Fund’s intent is to be self-funded by the projects, programs, and set-asides.

**Treasury and Banking**

Washington State law appoints the Pierce County Assessor-Treasurer to act as the official treasurer for the Library. Revenues from property taxes and other public sources (such as Private Harvest Tax) are held and released by the Pierce County Assessor-Treasurer. Expenses are redeemed by the treasurer. The Library is authorized to create and manage bank accounts as needed to conduct business. Bank accounts are used for payroll processing, receipt of branch fines and fees revenue, and other electronic transfers to agencies, such as the IRS and Washington State Department of Retirement System. However, all transactions must eventually be recorded with the treasurer. The Pierce

County Assessor-Treasurer also acts as the investment pool for available Library funds.

**Budgeting**

The Library budgets all funds according to the “cash basis” budgeting method and such budgets are reported to the Pierce County Assessor-Treasurer Office and to the Washington State Auditor. Therefore, the Library uses the same basis of accounting for both budgeting and annual reports. Due to the timing of final budget approval and reporting, compared to the fiscal year annual report (five months apart), only estimates are given for ending and starting fund balances based on the most accurate information available at the end of November and prior to the final budget approval in December. The Library uses the mid-year budget process conducted between June and July to reconcile the actual fund balances with the originally approved budget estimates (mid-year budgets are not reported to the Washington State Auditor). Prior to receipts of property tax revenues in April and in October, the Library uses existing fund balances—which are unbudgeted but allocated as restricted funds—to cover payments as needed.

It’s not uncommon to have capital projects with multi-year contracts or schedules. In such cases, the Library “rolls over” the contracts from year to year and every attempt is made to be accurate during the budget process to predict the balance of contracts that need to

be rolled over. The Library encourages managers to have all contract encumbrances satisfied by December 31. Remaining contract values are reopened for the current fiscal year. All encumbrances are zeroed out prior to the annual report.

Grants and restricted donations at times span fiscal years. Grant and donation funded activities in the Special Purpose Fund will roll over from year to year. Wherever possible, the Library makes all efforts to receive grant and donation revenues closest to the time of procurement and payment.

### **Budget Amendments**

The operating budget is only amended during the mid-year budget process. Outside of the mid-year, the Library's practice is not to transfer funds to/from departments or among line items, even if the bottom line remains the same. During the mid-year budget process, managers review priorities, changes, and assess budgetary needs through the end of the year. Fiscal year revenues are adjusted accordingly based upon receipts and current estimates. A balanced budget is proposed to the Board of Trustees in the July Board meeting, during which the Board considers and takes motion. Bottom line mid-year savings are clearly identified and sometimes allocated, but otherwise flow to the general fund balance at year-end. The capital improvement and special purpose budgets may be amended throughout the year due to the nature of projects and needs, including emergency purchases. Management periodically provides revised capital and special purpose budgets to the Board of Trustees, of which the Board considers and takes motion.

### **Annual Reports**

Every year, the Library reports to the Washington State Auditor its prior year's annual fiscal results. Reports include a statement of revenues and expenditures, broken down by fund, a statement of cash, and other information as required by law. Notes are provided. All annual reports submitted to the State Auditor are available online at [www.sao.wa.gov](http://www.sao.wa.gov). The Library provides a comprehensive report to the Board of Trustees during the May Board meeting.

### **Audits**

The Washington State Auditor conducts a biennial audit of the Library's accountability and finances using the Governmental Auditing Standards (GASB), and conducts a "cash basis" audit. Typical audit areas include:

- Open Public Meetings Act and reporting

- Cash receipting
- Internal control
- Agreements and contracts
- Public Work projects
- Purchasing
- Banking activities
- General accounting, financial handling, and financial statements
- Compliance with applicable Washington State laws and regulations
- Policies and enforcements
- Other areas of auditing interest by auditors, management, and Board members

Auditors begin in October of every other year and conclude their work two to three months later. One or more Board of Trustee members are asked to participate in both the audit's entrance and exit interviews with Library management and state auditors. The latest audit for the 2013-2014 fiscal years concluded with its exit interview on December 7, 2015. Auditors reported that:

- There were no uncorrected misstatements in the audited financial statements.
- There were no material misstatements in the financial statements corrected by management during the audit.
- No significant deficiencies in internal control over financial reporting were identified.
- No instances of noncompliance were identified that could have a direct and material effect on the determination of financial statement amounts.

The audit concluded with an unqualified opinion, a clean audit with no findings and no letters. This concluded the 17th consecutive clean audit spanning over three decades (there were single-year audits). The next audit for 2015-2016 will commence in late 2017. Pierce County Library audit reports are available online at [www.sao.wa.gov](http://www.sao.wa.gov).

### **Financial System**

Tyler Technologies' "Eden" products are used to manage the Library's finances, accounting, human resources, and other administrative tasks. Eden was implemented in 2007. No major changes occurred to the system in 2016. A replacement is planned in 2017.

The auditor requires Eden records be reconciled with all bank accounts and with the Pierce County Assessor Treasurer' system.

## Fiscal Principle, Policy, and Practices

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**P**ierce County Library employs key financial policies and practices in guiding its budget decisions for current and future fiscal years. Many of these are stated in the Library's fiscal management policy, which is by design a long-term fiscal management policy enacted by the Board of Trustees. It and other major policies are summarized as follows:

### Guiding Principle

The guiding principle of the Pierce County Library System during times of harsh economic conditions is not to diminish its product. Budget decisions relate to providing the best mix of cost-conscious services to the community without sacrificing value. Its product is determined by asking the community to tell the Library what is valued and needed.

### Fiscal Management Policy

It is the policy of the Pierce County Library System ("Library") Board of Trustees to 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.

### Policy

1. Current year operations are funded from current year revenues. Permitted exceptions include, but are not limited to, transferring funds between fund accounts or the incurring of debt.
2. Cash reserves is a fiscal resource to stabilize long-term library sustainability. Cash reserves will not be used as a substitute for budget reductions to meet economic challenges.
3. Cash reserves (fund balance) may be used to plan or pay for current or future operations. Cash reserves shall not fall below twenty percent (20%) of the following year's anticipated revenues.
4. Fiscal year carryovers of funds within the General Fund are limited in nature, and are used for special purposes that are related to grants, gifts/donations, and collection materials.

5. To pay for qualified capital projects, a Capital Improvement Fund is established and funded appropriately by and through the General Fund.
6. For purposes of managing the Library's finances, additional fund types may be implemented.
7. Capital Improvement Fund revenues may be supplemented by unanticipated revenues or unanticipated savings in expenditures in the General Fund.
8. The Board approves a budget for revenues and expenditures in each fund, annually or any substantial modifications throughout the year.
9. 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.

### Responsibilities

The Board of Trustees expects the Library to:

1. Establish a budget system and administer the budget process.
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 and maintain a ten-year cash reserve strategy to sustain operations that best funds services to the Library's communities.
4. Set solvency goals to achieve and implement a perpetual positive fund balance that ensures short-term debt, excluding inter-fund loans, is not used to pay for operations. This may require cash of at least three to four months of operations available in the fund balance during certain times in a fiscal year.
5. Develop and manage fiscal practices and strategies so that cash reserves do not fall below twenty percent (20%) of the following year's anticipated revenues.
6. Administer a cash-flow system 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.

### **Proven Practices**

1. The Library uses a thoughtful and purposeful budget method that is communicated to Library staff, customers, and the community. Through surveys and formal budget hearings, the public is invited to present its thoughts on services, budget, and fiscal matters.
2. To the best extent possible and available, the Library uses objective methods and estimators to establish projections. Such methods are confirmed and documented.
3. The Library uses long-term cash flow charts to determine revenues and expenditures in future years to give the Library an understanding of future fiscal realities that may need to be addressed today.
4. The Library reserves cash in the form of restricted funds for intra-year cash flow management so that bills can be paid without borrowing from external sources. The Library may set aside other restricted uses of cash, for example the set-aside for paying costs for a future levy lid-lift.
5. During years of revenue growth, the Library increases cash reserves to cover the additional costs it may incur. During years of revenue decline, the Library may decrease cash reserves because less is needed to cover operational costs.
6. The Library reviews all revenue projections, including property taxes, other public sources, fines/fees, investment income, Foundation donations, and other sources of revenues. Only those revenues that can be reasonably projected for receipt are budgeted. Other revenues that are received throughout the year may be recognized during budget revenues, or simply recorded and reported as unbudgeted actuals.
7. The Library actively searches for and achieves operational efficiencies without sacrificing—if

not improving—services to the customer and community.

8. The Library will only use cash reserves to cover budget shortfalls when after all possible reductions have been attained, the remaining option is to either use cash reserves or enact further painful reductions.
9. The Library presents and has approved an annual balanced operating budget; revenues and expenditures must match. If new revenues are less than expenditures by the time the budget is presented for final passage, cash reserves may be used to cover the shortfall.
10. Debt will not be used to cover operational shortfalls irrespective of revenue shortfalls.
11. The Library assesses capital facility needs, such as repairs and improvements, for at least 5 years into the future. Facility needs are based on when the buildings were constructed, when major repairs and replacements were made, the current condition of the facilities, and future estimated needs.
12. The Library uses adjusting budget processes to make necessary changes and corrections to the current budget. It recognizes changes that occurred during the fiscal year and makes adjustments to prepare for the following fiscal year's budget or begin planning for long-term fiscal realities.
13. The Library may transfer some or all unanticipated revenues or savings to the Capital Improvement Fund to pay for current or future capital projects. The need for transferring money to the Capital Improvement Fund is balanced with the need for cash reserves.
14. The Library invests its available funds with the Pierce County investment pool.

### **Budget Recognition**

In 2013 the Library submitted the budget document to the Government Finance Officers Association (GFOA) for review in comparison to best practices. In September 2013, the GFOA issued the Distinguished Budget Presentation Award to Pierce County Library System for the 2013 fiscal year budget. This is the second consecutive year of receiving this award. The emblem is depicted on page 2 of this document.



# Part 6 About the Library

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**Floral Solitude** by Rebecca DePalma  
3rd Place 11th/12th Grade Winner of the 2015 Our Own Expressions Photography Contest

## General Information

### Service Area

The Pierce County Library System provides library services in the unincorporated areas of Pierce County in Washington State, and 15 annexed cities and towns.

The Library served an estimated population of 590,000 in 2015 (using 2010 census results). In December 2016, 285,292 people had active Pierce County Library System library cards, an increase of 35,201 from the previous year. The Library offers nearly 1.1 million books, DVDs, audiobooks, and other items. In 2016, people checked out nearly 6.9 million items (2015: 6.9 million) and people made over 2.3 million visits to libraries and bookmobiles (2015: 2.3 million).

In Washington State, there are 61 library systems serving the state. Of these, nine library systems serve populations greater than 250,000, including Pierce County Library. In 2015, of all libraries Pierce County Library ranked fourth in population served and fourth in total items checked out. These nine library systems managed a total of 201 branches and 22 bookmobiles.

See page 84 for a map of libraries located in Pierce County.

### Services

The Library provides services through the 20 libraries, homebound and adult care facilities, childcare services, and the website.

The six busiest libraries are open 63 hours per week, seven days per week and provide a range of services, including Adult Services and Youth Services librarians, meeting rooms, and extensive fiction and non-fiction materials. Three of the next busiest libraries (Bonney Lake, Graham, and Summit) are each open 60 hours, seven days per week. These nine libraries are open on Sundays, from 1 to 5 p.m.

Seven other libraries (Buckley, DuPont, Eatonville, Fife, Key Center, Milton/Edgewood, Orting, and Steilacoom) provide services to local communities and are open 47 hours per week, six days a week. The Tillicum library is open 39 hours per week, six days a week.

In 2016, the Community & Outreach Services Department served over 30 adult care facilities and

about 50 group homes and people who are homebound. Beginning 2013, most bookmobile services ended. The Explorer Kid's Bookmobile provided summer service children in low-income neighborhoods. The Youth Services staff serves about 70 childcare centers and over 80 family childcare programs.

All Pierce County Library System services are available to residents or property owners in the Library System's service area, as well as people who live on a military base in Pierce County. In libraries people may access:

- Books, movies, music, and more to check out.
- Answers and information to help people find information and get books to read. Questions also may be answered via mail, phone, or e-mail.
- Free Internet access on library computers or personal laptops.
- Services for youth to help prepare children to read and students with homework.
- Job and business help with books and materials, computers, printers, and classes.
- World languages at most libraries offer books and materials in Chinese, Japanese, Korean, Russian, Spanish, or Vietnamese.
- Free public meeting rooms.

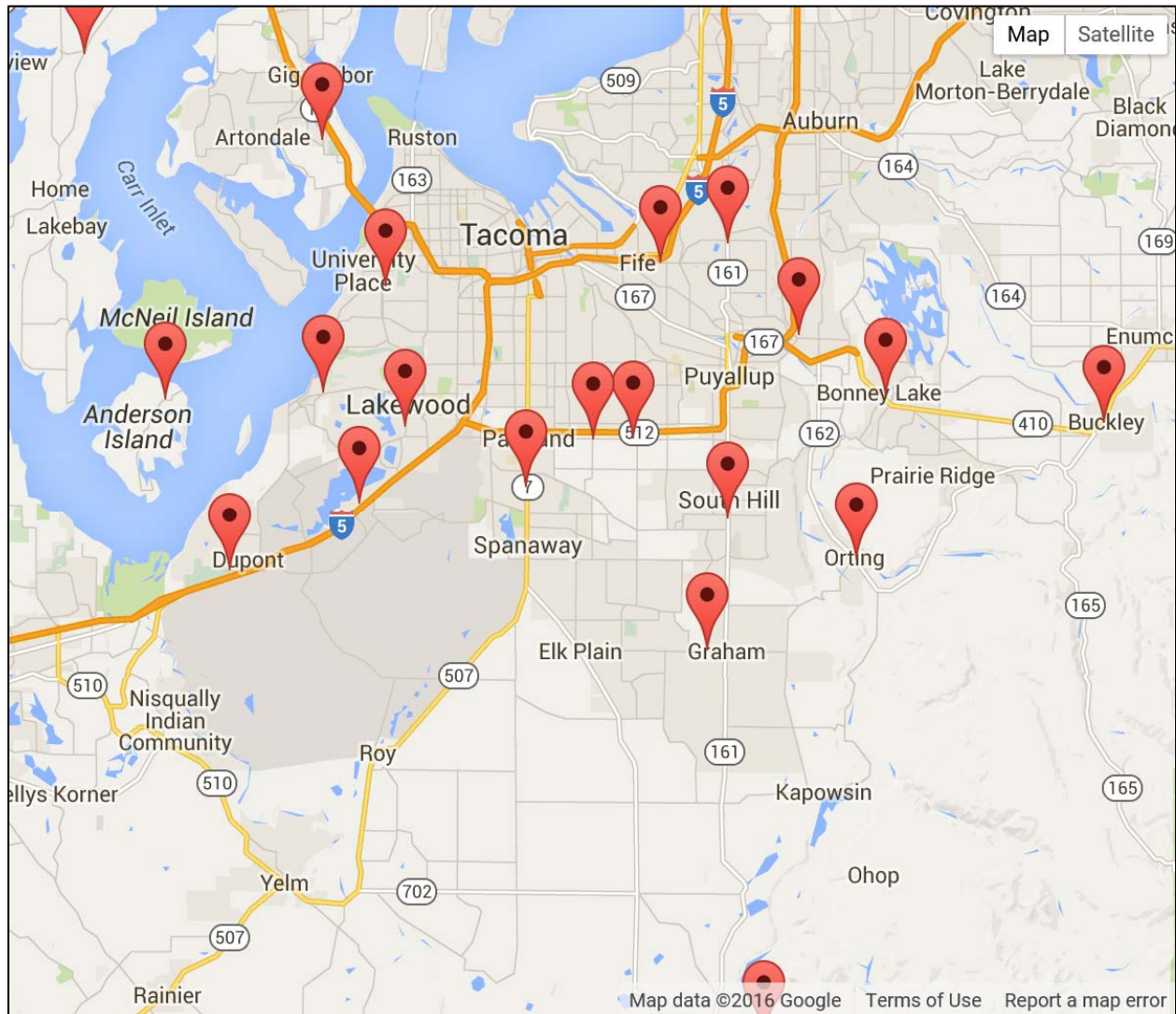
Online libraries services people may access:

- Live online help with homework from professional tutors.
- Help for writing resumes, planning careers, and getting jobs.
- Audiobooks and e-books to download.
- Credible, reliable information from online e-sources, subscription magazines, personal investment resources, car repair manuals, encyclopedias, and other resources.

### Library History in Brief

Pierce County Library System has been serving customers for more than 70 years. The Library System has changed a lot in that time. In 1946 seven libraries served 55,000 people. Today, Pierce County Library is the state's fourth largest library system with 20 libraries serving 580,000 people. In 1946 Pierce County Library offered 6,385 books and 6,800 from Tacoma Public Library. Today Pierce County Library System offers over 1 million books, CDs, DVDs, audiobooks and more. It

Figure 6-1: Map of Library Locations in Pierce County



Pierce County, the second most populous county in Washington State, is located directly between King County/City of Seattle and Thurston County/City of Olympia, the State Capital. Pierce County also rests between the Puget Sound and Mount Rainier National Park. (Map courtesy of Wikipedia).



## Library Facility Information

**Table 6-2: Library Facility Data**

Library/Facility	Facility Owner	Age of Facility	Floor Space (Square Feet)
Anderson Island (AI)	Anderson Island Community Center	1931 Renovated 1971	422
Bonney Lake (BLK)	City of Bonney Lake & PCLS	1982 Renovated 1996-97	6,480
Buckley (BUC)	PCLS	1991	4,100
DuPont (DPT)	Leased from DuPont Station Partners, LLC	2004	3,610
Eatonville (EAT)	PCLS	1990	4,000
Fife (FIF)	PCLS	2011	6,000
Gig Harbor (GIG)	PCLS	1990	15,214
Graham (GHM)	PCLS	1992	7,152
Key Center (KC)	PCLS	1976	4,066
Lakewood (LWD)	PCLS	1963 Expanded 1974 Renovated 1993-94	32,592
Milton/Edgewood (MIL)	Leased from WRP Surprise Lake, LLC	2011	6,649
Orting (ORT)	Town of Orting	1982	2,700
Processing and Administrative Center (PAC)	PCLS	1992	50,000
Parkland/Spanaway (PKS)	PCLS	1990	15,576
South Hill (SH)	PCLS	1990	20,100
Steilacoom (STL)	PCLS	1995	4,039
Summit (SMT)	PCLS	1992	7,424
Sumner (SUM)	City of Sumner & PCLS	1979 Expanded and renovated 1995	10,600
Tillicum (TIL)	HUD	1985 Renovated after water damage 2004	2,100
University Place (UP)	PCLS & City of UP share space in the new Civic Building	2011	15,000 +5,000 in the future
<b>Total:</b>			<b>217,824</b>
<b>Per Capita:</b>			<b>0.37</b>

## Communities the Library Serves

**Table 6-3: List of Communities and the Libraries in their communities**

Library/Facility	Community	Population (2010 est)	Population (2030 proj) <sup>1</sup>
Anderson Island	Unincorporated Pierce County	_2	_2
Bonney Lake	Annexed city, 1993	45,447	65,000 – 72,000
Buckley	Annexed city	14,915	19,000 – 21,000
DuPont	Annexed city, 2001	13,349	16,000 – 18,000
Eatonville	Annexed town, 1982	9,733	12,000 – 13,000
Fife	Annexed city, 2009	9,090	13,000 – 15,000
Gig Harbor	Unincorporated Pierce County	47,538	57,000 – 63,000
Graham	Unincorporated Pierce County	39,760	48,000 – 53,000
Key Center	Unincorporated Pierce County	16,495	19,000 – 21,000
Lakewood	Annexed city, 1996	71,723	73,000 – 81,000
Milton/Edgewood	Annexed city, 1999	16,838	26,000 – 28,000
Orting	Annexed town, 1982	9,078	14,000 – 15,000
Administrative Center and Library	Unincorporated Pierce County	_3	_3
Parkland/Spanaway	Unincorporated Pierce County	69,472	77,000 – 85,000
South Hill	Unincorporated Pierce County	59,162	78,000 – 86,000
Steilacoom	Annexed town, 1981	11,910	13,000 – 14,000
Summit	Unincorporated Pierce County	34,388	41,000 – 45,000
Sumner	Annexed city, 1982	27,927	41,000 – 45,000
Tillicum	Annexed city (Lakewood), 1996	4,650	5,000 – 6,000
University Place	Annexed city, 1995	34,844	36,000 – 40,000
Frederickson <sup>4</sup>	Unincorporated Pierce County	24,113	28,000 – 31,000
<b>Total:</b>		560,432	681,000 – 752,000 <sup>5</sup>

**Notes**

1. Puget Sound Regional Council (PRSC) projections.
2. Included in Steilacoom population.
3. Population for the surrounding area of the Administrative Center and Library is calculated in the other libraries, notably Summit Library.
4. Frederickson was identified in the Facilities Master Plan; there is no library in that area.
5. Range shown is +/- 10%. PRSC projects 717,843. These numbers are prior to the 2010 census results.

During the 2009 – 2010 Facilities Master Plan project, the population numbers were carefully studied for 2010 and for 2030. All communities were analyzed in

considerable detail for library needs now and in the future.

# The Library: Organized to Serve the Community

## The Organization of the Pierce County Library System

In September 2011, the Library reorganized its management structure to deliver improved service to all parts of the organization and to its customers and communities. Three key management teams support the work of the organization, ensure accountability, tend to the organizational culture and “live” the Leadership Competencies. The organizational structure creates, manages, communicates, collaborates, and delivers an excellent customer experience: to best serve Library customers, its communities, and the staff.

### Leadership Team

Management structure for the entire organization that provides a venue for customer-supplier partnerships to work at a system-view level. The Leadership Team *shares customer feedback and information, discusses system-wide management and operational concerns, and mobilizes messaging.*

### Customer Experience Team

Delivers a valued customer experience through branch, community, and virtual operations. The Customer Experience Team *brings to the table the voice of the customer.*

### Administrative Team

Shares a common understanding of the whole system, holds the vision of the future, and shapes the organizational culture. The Administrative Team *drives strategy and sets high-level system goals.* It also owns the budget and budgeting process.

The figure below depicts these management teams in context. On the following two pages are two organization charts depicting the Leadership Team.

Figure 6-2: Management Teams

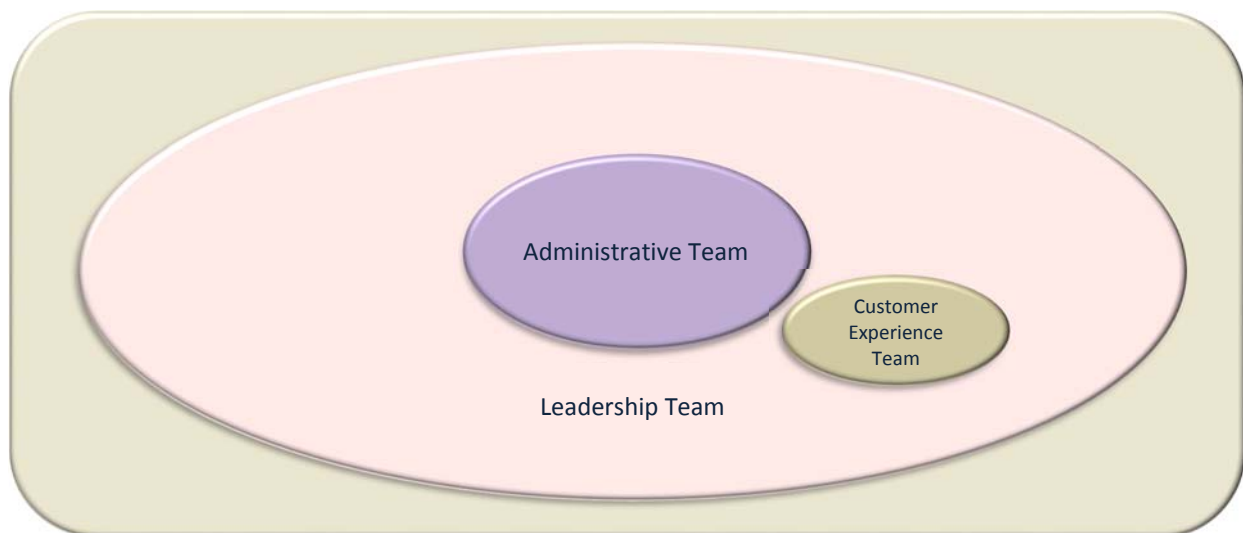


Figure 6-3: 2017 Organizational Chart-Operations View

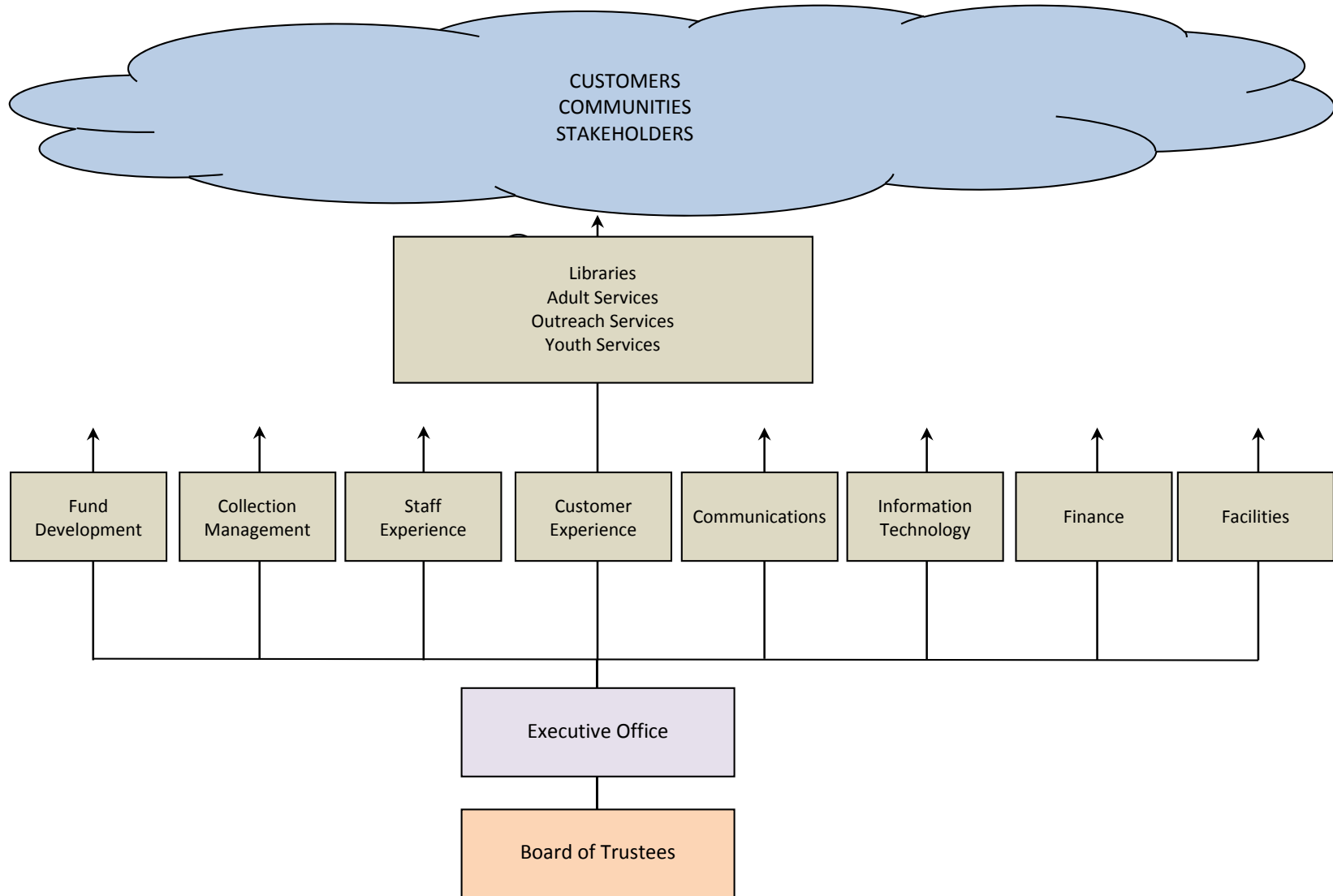
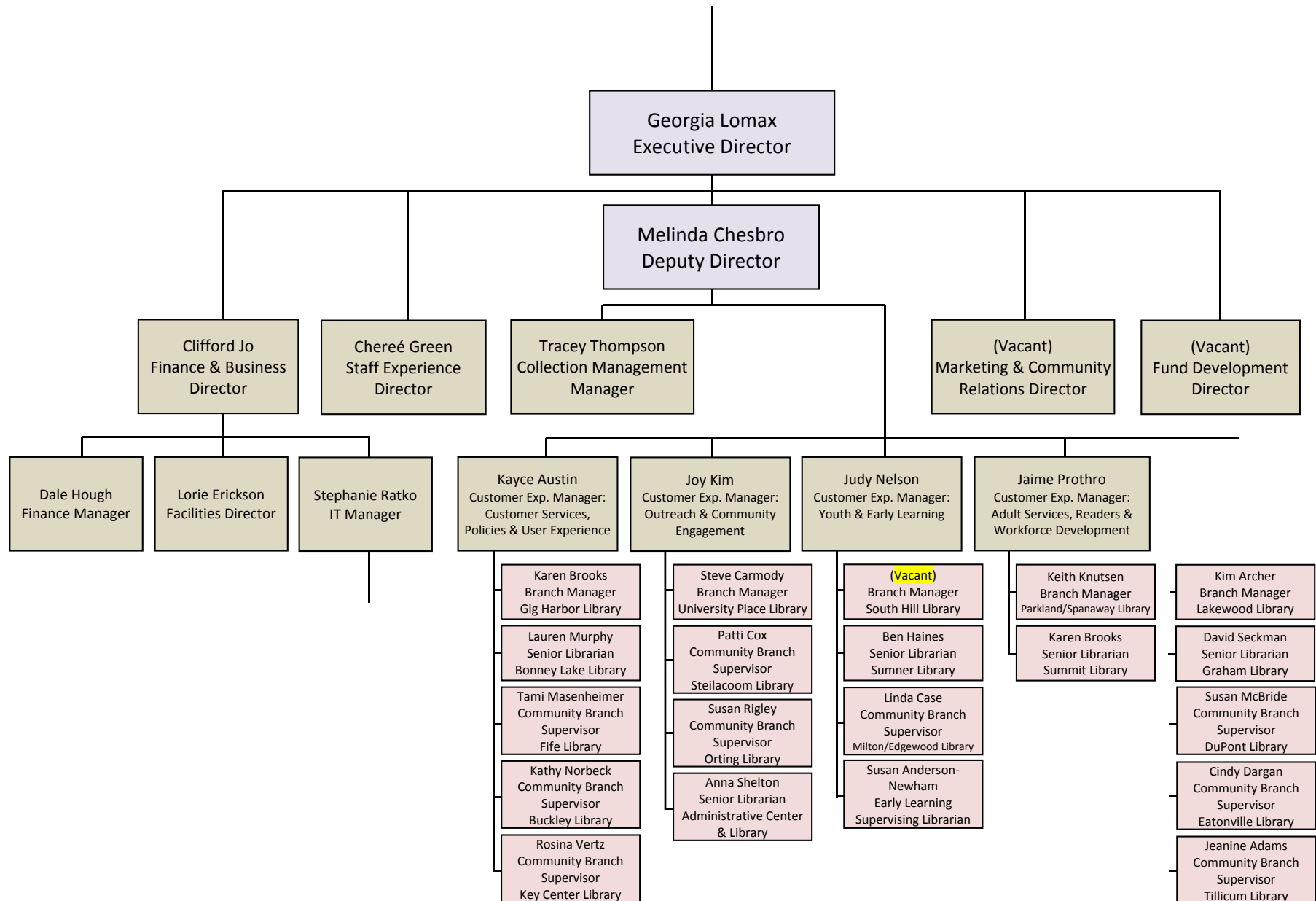


Figure 6-4: 2017 Organizational Chart-Leadership View





# Part 7 Appendixes

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## Acronyms & Glossary

### Acronyms

ACL.....	Administrative Center & Library	MLS.....	Masters of Library Science
ALA.....	American Library Association	MLIS.....	Masters of Library and Information Sciences
AWC.....	Association of Washington Cities	MYA.....	Mid-Year Adjustment
BSC.....	The Balanced Scorecard	OCLC.....	Online Computer Library Center
CIF.....	Capital Improvement Fund	OPAC.....	Online Public Access Computer
CIPA.....	Children's Internet Protection Act	PCLS.....	Pierce County Library System
COLA.....	Cost of Living Adjustment	PEBB.....	Public Employees Benefits Board
CPI-U.....	Consumer Price Index-Urban Workers	PERS.....	Public Employees Retirement System
EHCWa...	Employers Health Coalition of Washington	PLA.....	Public Libraries Association
FTE.....	Full-Time Equivalent	WCIF.....	Washington Counties Insurance Fund
GFOA.....	Government Finance Officers Association	WIFI.....	Wireless Fidelity, or Wireless
ILS.....	Integrated Library System	WLA.....	Washington Library Association
IPD.....	Implicit Price Deflator	WSL.....	Washington State Library

### Glossary

**Administrative Center & Library (ACL).** A branch library for the surrounding community and also houses the Library's various departments, such as HR, Finance, IT, and Collection Management.

**American Library Association (ALA).** The premier association for libraries in the United States, which include all forms of libraries (e.g., public, K-12, higher education, corporate). See also PLA, WLA.

**Association of Washington Cities (AWC).** An organization that serves Washington cities, providing among many services such as conferences, training, research, and networking.

**Balanced Scorecard (BSC).** A Harvard-developed strategic decision-making system for businesses, government, and non-profit. The Balanced Scorecard is a method for setting an organization's measurable priorities based on a process of defining strategies, and then putting those into four perspectives: customer, operations, employee growth, and financial.

**Budget—Final, or Final Budget.** A fiscal year's budget approved by the Board of Trustees upon second reading and final passage, which occurs during the December Board meeting.

**Budget—Mid-Year, or Mid-Year Adjustment (MYA).** A fiscal year's revised budget of revenues and expenditures approved by the Board of Trustees during the summer. The Library only amends the General Fund during the mid-year budget process.

**Capital Improvement Fund (CIF).** A government fund used for capital improvement projects, such as buildings, major equipment, machinery, facility renovations, etc.

**Capital Improvement Project, or Capital Project.** A specific project that improves a major aspect of the Library.

**Capital Improvement Plan (CIP).** The list and description of capital improvement projects approved by the Board of Trustees for current and future years.

**Cash Flow Analysis.** A financial tool used by the Library for multi-year financial planning purposes. The Library uses it primarily to determine how much cash is required to be set-aside in the general and Capital Improvement Funds in order to pay bills during the first four months of the next three fiscal years.

**Children's Internet Protection Act (CIPA).** This Federal Act requires that institutions receiving reimbursements for telecommunications costs, through the federally administered E-Rate program, implement an Internet filtering policy.

**Circulation.** A library statistical figure counting the number of items checked out during a specific period, usually the calendar year. The Library's circulation statistics are now in the 8 million range.

**Contingency.** Monies set aside in the General Fund to manage long-term cash needs or respond to emergencies. They are not spent.

**Cost of Living Adjustment (COLA).** The adjustment applied by an organization to all of its salary and wage tables, usually by a percentage tied to a local or national inflationary index. Due to ongoing labor negotiations for a new contract, the COLA has not been set by time of print. The expiring labor agreement had 90% of the July to July Seattle-Tacoma-Bremerton CPI-U, and has minimum and maximum caps. See also CPI-U and IPD. In July 2012, the CPI-U was recorded as 2.7%.

**Consumer Price Index-Urban Workers (CPI-U).** The CPI-U is an inflationary index used to establish the Cost of Living Adjustment to wages and salaries. CPI's are established at a national level and throughout the nation and states at regional levels. By time of print, the Library was still in labor negotiations for a new contract. The expiring contract uses the July to July Seattle-Tacoma-Bremerton version. See also COLA and IPD.

**Debt-Service Fund.** An accounting fund category for which the Library uses to pay off public debt, such as bonds.

**EDEN.** A computerized integrated fund accounting system developed and provided by Tyler Corporation. The EDEN system is used to manage the Library's finances and human resources records. EDEN succeeded Bi-Tech in 2007.

**Employers Health Coalition of Washington (EHCWa).** A private broker-managed organization that administers benefits, such as medical and dental coverage, and life insurance. As of January 1, 2012, the Library participates in the EHCWa insurance program. See also PEBB and WCIF.

**Express Checkout.** A means for providing customers the ability to checkout books, DVDs and CDs by themselves. Express Checkout stations are used across the country in various retail stores, such as Fred Meyer and Home Depot. Express Checkout is being implemented along with merchandizing. See also MERCHANDISING.

**Full-Time Equivalent (FTE).** The equivalent of a full-time position in the Library, defined as working 40 hours per week.

**General Fund.** An accounting fund category for which in its simplest form the Library uses to receive revenues and pay for ongoing operations.

**Government Finance Officers Association (GFOA):** An organization that promotes best practices and standards for governments, in particular, to accounting, budgeting, and reporting.

**Integrated Library System (ILS).** A mission-critical electronic data processing system that provides turnkey automation of a library's catalog and patron transaction system. Pierce County Library uses the Polaris ILS. More information available at [www.polarislibrary.com](http://www.polarislibrary.com)

**Implicit Price Deflator (IPD).** The national index used in Washington State for purposes of establishing the lawful property tax levy rate for revenues. Under Initiative 747 passed in 2001 (the Washington State Legislature held a special session on November 29, 2007 to enact into law the court-overturned language of Initiative 747), if the IPD is less than 1%, the Board of Trustees must take action to levy the full 1%. If the IPD is more than 1%, the Board does not need to take action and the Library receives the full 1% levy rate.

**Levy Lid-Lift.** An election by the voters to restore funding for the taxing districts, including Pierce County Library System. The Library put Proposition 1 on the ballot for the 2006 September election, which was subsequently passed by nearly 56% of the voters. Proposition 1 restored Library funding to 48 cents per \$1000 of the district's assessed property value.

**Merchandising (Books Plus To Go).** An activity and term for which the Library devotes resources to display and promote the collection and branches. Merchandising is being implemented along with the Express Checkout. See also EXPRESS CHECKOUT.

**Mill Rate (Millage).** The effective property tax levy rate for a taxing district. The Library's millage rate is 0.5000, which means the effective property levy rate is 50¢ per \$1,000 of assessed value. The millage rate is calculated every year by county's assessor/treasurer's office for the taxing district, upon release of the preliminary and final certifications of property tax revenues.

**Masters of Library Science/Masters of Library and Information Sciences (MLS/MLIS).** The graduate degree required in the industry to be called 'Librarian'. MLIS adds focus to information technology as part of the definition of being a librarian.

**Online Computer Library Center (OCLC).** A nonprofit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing information costs. OCLC provides services to locate, acquire, catalog, lend and preserve library materials.

**Online Public Access Computer (OPAC).** A PC in the branches dedicated for patrons to use to access the Internet or other electronic resources, such as the online catalog or other electronic information sources. PCLS OPACs also offer patrons access to office automation applications such as word processing and spreadsheets.

**Operating Budget.** The budget and activity in the General Fund (see also General Fund) exclusive of direct fund to fund transfers.

**Polaris.** The online catalog system developed and sold by Polaris Library Systems. Polaris provides staff and patrons electronic access to the catalog, and manages all transactions from materials purchase, cataloguing, circulation, and final disposal.

**Pierce County Library System (PCLS).** A junior taxing district that provides library services to residents annexed to the Pierce County taxing district and unincorporated areas of Pierce County. PCLS is not organized under Pierce County government.

**Public Employees Benefits Board (PEBB).** The state-managed organization that administers benefits, such as medical and dental coverage, and life insurance. As of January 1, 2012, the Library no longer participates in PEBB's medical insurance program. See also WCIF.

**Public Employees Retirement System (PERS).** PERS is managed by the state's Department of Retirement, and is offered to all retirement-eligible employees. There are three plans, PERS 1, PERS 2, and PERS 3, only of which PERS plans 2 and 3 are available to employees.

**Public Libraries Association (PLA).** The association for public libraries. PLA's parent organization is ALA. See also ALA, WLA. For more information, see [www.pla.org](http://www.pla.org), [www.ala.org](http://www.ala.org), and [www.wla.org](http://www.wla.org).

**Washington Counties Insurance Fund (WCIF).** An insurance pool that provides medical and dental coverage, and life insurance. The Library participates in the WCIF dental/life insurance program. See also EHCWa PEBB.

**Wireless Fidelity, or Wireless (WiFi).** This contemporary technology provides a computer user to use a computer, most often a laptop, to access the Internet or other network resources without the need for a physical network cable. WiFi technology most often is referred to as IEEE standard 802.11a/b/g/n/ac, which is similar technology used for cordless phones. The effective WiFi distance between a laptop and the source antenna is usually limited to around 100 feet. In library nomenclature, WiFi has come to mean providing computer owners the ability to bring in their laptops and mobile phones into branch premises and access the Internet via the library's network.

**Washington Library Association (WLA).** The Washington State association for state libraries. A regional/state organization. See also ALA, PLA.

**Washington State Library (WSL).** The State Library, currently reporting to the Washington State Secretary of the State. WSL provides some branch services, special library services to the state, training for library employees, administration of the K-20 network, and general resources to the library community.

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# New Business

# MEMO



Date: October 6, 2016

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

From: Joy Kim, Customer Experience Manager

Subject: Friends and Foundation of Libraries Week 2016

Thank you to Pierce County Library System's Friends and Pierce County Library Foundation for their commitment, enthusiasm, and contributions to bolster reading, learning, and library services throughout Pierce County. October 16-22, 2016 marks National Friends of Libraries Week to recognize and celebrate Friends and Foundation groups for volunteering time and resources to help support libraries.

Pierce County Library System is indebted to the amazing support Friends groups and the Foundation give every day to keep our libraries running and to allow staff to give better and more service.

Friends groups support their community libraries in many areas:

- Raising funds through book sales and other activities.
- Advocating and raising awareness about library services, needs, and goals in the community

In 2015, Friends of the Libraries contributed \$122,343 for library needs. As examples:

- Selected summer reading events for children and families—system-wide
- Furnishings for the Tillicum Library remodel and the Lakewood Library fiction area—Friends of Lakewood Library
- Children's area seating, display fixtures, and meeting room chairs—Friends of Gig Harbor Library

During the Foundation's 2015-16 fiscal year, the Foundation awarded \$400,700 to support programs for children, teens, and adults, including summer reading, Pierce County READS, and outreach services.

The Foundation:

- Connects vital literacy and information resources beyond the scope of tax-based funding.
- Seeks funding from charitable foundations, businesses, and individuals.

Along with other recognition to celebrate National Friends of Libraries Week, we are asking Pierce County Library System's Board of Trustees to issue the following proclamation to proclaim October 16-22, 2016, as "Friends and Foundation of Libraries Week" in Pierce County, Washington.

## *Friends and Foundation of Libraries Week*

Proclamation of the Pierce County Library Board of Trustees in recognition of Pierce County Library Friends and Pierce County Library Foundation.

*Whereas*, Friends of Pierce County Library raise funds through book sales and other activities to purchase materials, equipment and furnishings to enhance customer experiences;

*Whereas*, Friends advocate and raise awareness about Pierce County Library System's services, needs and goals in the community;

*Whereas*, Pierce County Library Foundation connects vital literacy and information resources beyond the scope of tax-based funding;

*Whereas*, the Foundation seeks funding from charitable foundations, businesses and individuals;

*Whereas*, the Friends' and Foundation's gift of time and enthusiastic commitment to Pierce County Library exemplifies strong volunteerism and leads to positive civic engagement and the betterment of our community;

**NOW, THEREFORE**, be it resolved that the Pierce County Library Board of Trustees proclaims October 16 through 22, 2016, as

## *Friends and Foundation of Libraries Week*

in Pierce County, Washington,

and urges everyone to join a Pierce County Library Friends' organization and be a part of Pierce County Library Foundation, and thanks the Friends and the Foundation for the time and resources provided to make our Library and community great.

**PROCLAIMED this day, Wednesday, October 19, 2016.**





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# MEMO



Date: November 1, 2016

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

From: Georgia Lomax, Executive Director

Subject: 2017 Board Meeting Schedule

Attached is a proposed schedule of 2017 Board of Trustee meetings. The meetings would be held on the second Wednesday of the month at 3:30 pm.

We will plan to hold Traveling Trustee meetings in April and September.

To set the 2017 Meeting Schedule, I will need a motion to “accept the 2017 meeting schedule.” These dates then will be formally approved by Resolution during the November meeting.

**PIERCE COUNTY LIBRARY SYSTEM  
BOARD OF TRUSTEES**

**2017 Meeting Schedule**

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Meetings are regularly scheduled at 3:30 pm on the second Wednesday of the month. The dates of the 2017 Board of Trustee meetings are as follows:

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

<b>2017 Conferences</b>	
January 20-24	American Library Association (ALA) Midwinter, Atlanta, GA
June 22-27	American Library Association (ALA) Annual, Chicago, IL
November 1-4	Washington Library Association (WLA), Tacoma, WA

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# MEMO



Date: October 3, 2016

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

From: Georgia Lomax, Executive Director

Subject: Board Vacancy - Trustee Appointment Process

J.J. McCament's term as a member of the Board of Trustees ends March 2016, so it is time to begin the process to seek a new member to serve on the Board of Trustees. The Pierce County Executive appoints members to the Board and the appointment is ratified by the Pierce County Council.

A competitive vacancy process was developed in 1991 to recruit, interview and select a candidate to recommend to the County Executive for appointment.

Attached is an outline of the process, copies of the Trustee job description and application form. I'm attaching a summary Board Profile of our current demographics and expertise (without J.J.) for your information.

During the Board meeting, we will review the process and application materials. We will also discuss your thoughts on skills and expertise desired on the Board to help us in our recruitment efforts.

I have confirmed with the Pierce County Executive's office that although Pat McCarthy's successor will fill the role effective January 2, 2017, this is still the process the office will follow.

## 2016-2017 TRUSTEE VACANCY PROCESS

Date	Activity	Responsibility
Oct 19	Board of Trustees Meeting <ul style="list-style-type: none"> <li>◆ Discuss process and application materials</li> <li>◆ Discuss needed skills and expertise</li> </ul>	Georgia
Oct 21	Letter sent to Pierce County Executive reviewing process	Georgia
NLT Oct 31	Application (PDF fill in) on Website with links to materials	Communications
NLT Oct 31	Ad appears in Herald, Dispatch, Gateway, Dispatch, BL Courier Herald, Milton/Edgewood Signal, Fife Free Press and business/south sound section of The News Tribune. Ads run twice for weeklies.	Communications
NLT Oct 31	News release issued, posted on social media, article sent to Chambers of Commerce	Communications
NLT Oct 31	Application packet distributed to branches <ul style="list-style-type: none"> <li>◆ Application form</li> <li>◆ Supporting information (agenda log, responsibilities, system overview, annual report)</li> </ul>	Georgia & Petra
NLT Oct 31	Letters sent announcing vacancy (selected list)	Georgia & Petra
Nov 1	<ul style="list-style-type: none"> <li>◆ Trustee Interview Committee finalized <ul style="list-style-type: none"> <li>○ 2 Board Members (1 shall serve as Chair)</li> <li>○ Pierce County representative</li> <li>○ Foundation member</li> <li>○ Library customer</li> </ul> </li> <li>◆ Interview date set (no later than January 30)</li> </ul>	Georgia
Nov 8	Board of Trustees Meeting <ul style="list-style-type: none"> <li>◆ Criteria for selection finalized and reviewed</li> <li>◆ Review criteria for screening</li> <li>◆ Review interview questions</li> </ul>	Board of Trustees
Nov 1 – Dec 9	Applications received; acknowledgement letters sent to all applicants, informing them of interview date	Georgia & Petra
Dec 9	Applications due	
NLT Dec 16	Applications mailed to Interview Panel Interview committee screens applicants, selects 5 - 7 applicants to interview	Petra Interview Comm.
Jan 3	Names of candidates selected for interview due to Director	Interview Comm.
NLT Jan 16	Candidates notified and scheduled for interviews Non-successful candidates notified	Petra
NLT Jan 30	Interviews held & candidate selected Appointment request sent to Pierce County Executive	Interview Comm.
*	Reviews and accepts Recommends candidate to County Council	County Executive
*	County Council committee reviews appointments Resolution for submittal to full council prepared	County Council
*	County Council adopts Resolution	County Council
April 12	Board Meeting: New Trustee's first Board meeting	

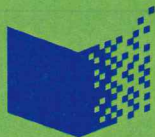
\*Date dependent on Pierce County Council Actions

# WANTED

## New Board of Trustees member to help guide Pierce County Library System

*The library helps people connect and provides opportunities to learn and enrich their lives.*

Established in 1946, Pierce County Library System lends more than 6.9 million items each year. The library serves all of unincorporated Pierce County and 15 annexed cities and towns through 19 locations and online services. Learn more at [piercecountylibrary.org](http://piercecountylibrary.org).



**Pierce County  
Library System**

Information & Imagination

[piercecountylibrary.org](http://piercecountylibrary.org)  
253-548-3300

Photos by Chris Tumbusch  
Washington Relay TTY 711

### Wanted

- Strategic thinker
- Customer focused
- Library advocate

### Desired Skills

- Business
- Urban planning
- Real estate
- Marketing
- Budgeting
- Law



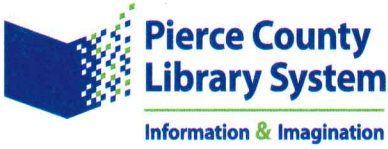
Sound like you? Apply to be on the Pierce County Library System Board of Trustees.

Trustees meet monthly to set library system goals and objectives, approve budgets and contracts, make policy, study community needs and ensure the library meets them. Trustees are appointed by the Pierce County Executive and approved by the Pierce County Council. Trustees serve five-year terms and are non-paid volunteer positions. The ideal candidate will reside in the library's service area. The new position takes effect August 2015.

### Application Deadline: April 24, 2015

Apply online at [piercecountylibrary.org](http://piercecountylibrary.org), search site: Trustee. Applications must be received by April 24, 2015. For more information, contact Petra McBride, [pmcbride@piercecountylibrary.org](mailto:pmcbride@piercecountylibrary.org) or 253-548-3420.





APPLICATION FORM FOR  
PIERCE COUNTY LIBRARY SYSTEM  
BOARD OF TRUSTEES

Application Due: April 24, 2015  
Please attach resume if available.

Executive Director's Office  
Pierce County Library System  
3005 112th St. E., Tacoma, WA 98446  
Phone: 253-548-3420  
Email: pmcbride@piercecountylibrary.org

Name: \_\_\_\_\_

Phone: Home: \_\_\_\_\_ Business: \_\_\_\_\_

Email: \_\_\_\_\_

Address: Please indicate preferred mailing address with an asterisk (\*).

Home: \_\_\_\_\_ Business: \_\_\_\_\_

\_\_\_\_\_

Pierce County Council District Number: \_\_\_\_\_

Occupation/volunteer work: \_\_\_\_\_

Education – Name of high school, college/university, degree: \_\_\_\_\_

\_\_\_\_\_

Professional and community activities – including experience serving on a board or commission:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How did you hear about this opening? \_\_\_\_\_

Please attach a short statement describing your interest in serving on the Board and your perspective on the role of the public library in our community.

Attach additional documentation/pages as needed.

Spouse and/or member of immediate family employee of Pierce County Library System?  Yes  No

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Board Profile (w/o J.J.)

October 2016

Question	Responses
<b>What is your age?</b>	
20-29	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
30-39	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
40-49	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
50-59	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
60-69	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
70 or older	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Which race/ethnicity best describes you? (Please choose one.)</b>	
American Indian or Alaskan Native	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Asian / Pacific Islander	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Black or African American	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Hispanic	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
White / Caucasian	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<b>What language(s) are you fluent in?</b>	
English	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Russian	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Korean	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Spanish	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Other (please specify)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>How many years have you served on a Board?</b>	
2 or less	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
3-5	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6-10	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
11-15	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>In which city, town or area do you currently live?</b>	
Gig Harbor/Peninsula	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Lakewood	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Tacoma	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>In which city, town or area do you currently work?</b>	
Tacoma	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Retired	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Question	Responses
<b>Please tell us about your area(s) of expertise.</b>	
Accounting	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Administration/Management	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Applied Social Research	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Architecture	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Arts	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Banking and Trusts	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Benefits/Insurance	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Budgeting	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Construction	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Economic Development	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Education	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Emergency Preparedness	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Entrepreneurship	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Facilities Management	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Fund Raising	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Government	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Healthcare	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Human Resources	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Investments	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Journalism/Media	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Labor Relations	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Law	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Marketing/Public Relations	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Project Management	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Public Administration	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Public Policy	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Real Estate	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Social/Human Services	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Strategic Planning	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Technology	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Urban Planning	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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# MEMO



Date: October 3, 2016

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Evaluation Process

Each fall, the Board of Trustees evaluates the Executive Director's performance. J.J. McCament will coordinate the process this year.

Attached for your information are:

- Process Outline
- Executive Director Job Description
- Executive Director Competencies and Priorities
- An evaluation form and a "Stop/Start/Continue" form to help you capture your thoughts (We will have printed copies for you at the Board meeting.)

During the Executive Session you will have time for discussion.



**Executive Director  
2016 Performance Evaluation and  
Annual Employment Contract Process**

**OCTOBER**

***October Board Meeting:***

**A. Board Packet**

Trustees receive copies of:

- Executive Director Job Description
- Executive Director Competencies
- Executive Director Evaluation Form (Executive Assistant provides electronic evaluation form to Trustees)

**B. Executive Session**

Trustees:

- Preliminary discussion
- Identify any assistance needed from Executive Assistant

❖ **ACTION: Prior to November Board Meeting:**

- Trustees individually complete Executive Director Evaluation Form

**NOVEMBER**

***November Board Meeting:***

**A. Executive Session:**

- Trustees bring completed Executive Director Evaluation Forms to the meeting and discuss the overall evaluation and 2017 employment contract.

**B. BOARD ACTION:**

- Board Chair (or designee) is authorized by Board to negotiate employment contract with Executive Director.

❖ **After November Board Meeting:**

- Board Chair (assisted by Executive Assistant) completes Executive Director Evaluation
- Board Chair gives Evaluation to Executive Director
- Board Chair negotiates Employment Contract with Executive Director
- Board Chair and Executive Director sign annual Employment Contract

**DECEMBER**

- 2017 agreement incorporated into final budget

**JANUARY**

- New agreement takes effect for 2017



**EXECUTIVE DIRECTOR**

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

**Position Summary:**

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

**Supervisory Relationships:**

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

**Essential Functions:**

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

**Leadership/Management (40%)**

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

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

**Government and Community Relations (30%)**

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

**Strategic and Long-Range Planning (20%)**

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

**Finance (10%)**

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

**Required Knowledge of:**

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

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

**Required Skill in:**

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

**Minimum Qualifications:**

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

**Licenses, Certifications, and Special Requirements:**

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

**Working Environment and Physical Requirements:**

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

## EXECUTIVE DIRECTOR PRIORITIES

*(Not listed in priority order)*

**The PCLS Executive Director will maintain and enhance a culture of excellence by:**

- Creating collaborative relationships and partnerships with local, county, & state governments as well as community groups & organizations in order to integrate and leverage public resources for the delivery of Library service to the community.
- Building organic support amongst individual library customers, communities, partners, and potential customers / partners so that, when it is time to raise funds / support, PCLS's value and relevance is self-evident.
- Developing and undertaking capital improvement / expansion strategies that 1) utilize available resources and 2) position the Library to best serve the tax payers, well into the future.
- Executing the necessary budgetary discipline to promote operational, capital improvement, and expansion strategies.
- Continually soliciting, assessing, and appropriately responding to customer and community feedback regarding needs for Library service.
- Undertaking the necessary and relevant technological and operational innovations to meet the diverse and growing customer and community needs for Library service.
- Developing and undertaking organizational innovations that develop the staff's technological competence and foster a flexible, innovative, team-oriented, and internal / external customer focused culture.
- Maintaining the continuity and deepening the effectiveness of the senior leadership team as well as cross-functional internal customer / supplier teams.
- Developing leadership talent and bench strength throughout the organization to meet technological and fiscal challenges as well as evolve the organization's customer focused coaching culture.
- Keeping PCLS visible and engaged as a leader in the library industry.

## Executive Director Essential Competencies

INTERPERSONAL	LEADERSHIP	BUSINESS / MANAGEMENT	PERSONAL ATTRIBUTES
Building Partnerships Building Trust		Strategic Decision Making	Leadership Disposition

## Executive Director Distinguishing Competencies

INTERPERSONAL	LEADERSHIP	BUSINESS / MANAGEMENT	PERSONAL ATTRIBUTES
Communication	Building Successful Teams  Facilitating Change  Leading Through Vision & Values	Business Acumen  Customer Focus	

## **EXECUTIVE DIRECTOR COMPETENCIES (listed alphabetically)**

### **Building Partnerships**

*Proactively identifying opportunities and taking action to build strategic relationships between the organization and other organizational entities and stakeholders; creates an environment in which teams, departments, or external organizations collaborate to achieve short and long-term business goals.*

### **Building Successful Teams**

*Using appropriate methods and a flexible interpersonal style to help build cohesive teams and internal customer-supplier partnerships; facilitating the collaborative completion of organizational goals; intentionally creating a positive, team-oriented culture.*

### **Building Trust**

*Interacting with others in a way that gives them confidence in one's intentions and those of the organization.*

### **Business Acumen**

*Using economic, financial, market, and industry data to understand and improve business results; using one's understanding of major business functions, industry trends, politics / legislative systems, and own organization's position to contribute to effective business strategies and tactics.*

### **Communication**

*Clearly conveying the organizational vision, information, and ideas to internal and external individuals and groups, through a variety of media, in a manner that engages the audience and helps them understand and retain the message.*

### **Customer Focus**

*Ensuring that the customer perspective is a driving force behind business decisions and activities; promoting customer service as a value; taking responsibility for the organization achieving customer satisfaction and loyalty; ensuring implementation of service practices that meet customers' and own organization's needs.*

### **Facilitating Change**

*Creating a climate of customer-focused innovation; encouraging others to seek opportunities for novel and innovative approaches to addressing problems / opportunities and achieving the organization's vision; facilitating the implementation and acceptance of relevant change within the workplace.*

### **Leadership Disposition**

*Demonstrating the traits, inclinations, and dispositions that characterize successful leadership; exhibiting behavior styles that meet the demands of the executive role.*

### **Leading Through Vision and Values**

*Keeping the organization's vision and values at the forefront of decision-making and action; intentionally building the organization's culture as a vehicle to achieve its vision and values.*

### **Strategic Decision Making**

*Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.*

**PIERCE COUNTY LIBRARY SYSTEM  
PERFORMANCE REVIEW CRITERIA**

**Georgia Lomax, Executive Director**

**Review Date:** \_\_\_\_\_

**For Year: 2016**

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

- Develop and implement a progressive library program based on System community needs and library resources. Program includes:
  - Innovative methods of service delivery
  - Knowledge of state-of-the-art programs and technology
  
- Maintenance of current facilities and construction of new facilities
  - Ongoing program to upgrade facilities
  - Construction of new facilities within budget
  - Safe, clean, attractive facilities
  
- Supervision and Union Relations
  - Attracts, develops, motivates and retains key management personnel
  - Adheres to federal laws in hiring practices and other personnel policies
  - Attracts and selects staff that mirror the ethnic diversity of System library communities whenever possible
  - Develops positive working relations with union representatives and unionized employees
  - Prompt, effective handling of grievances
  - Effective utilization of staff to accomplish library's missions and goals
  - Communications expectations clearly to staff and employees

**Comments:**



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

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

**Comments:**

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

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

**Comments:**

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

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

**Comments:**

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

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

**Comments:**

## **SUMMARY:**

## Stop/Start/Continue Executive Director Evaluation Tool

Use this form to provide your assessment of Georgia Lomax's performance as Executive Director.

<b><i>As the Executive Director, Georgia should:</i></b>	
STOP	1)
	2)
	3)
	4)
START	1)
	2)
	3)
	4)
CONTINUE	1)
	2)
	3)
	4)

# Officers Reports

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# MEMO

Date: October 7, 2016

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

From: Jaime Prothro, Customer Experience Manager

Subject: Urban Library Council Honorable Mention Innovation Award

Pierce County Library System was selected as the winner of the Honorable Mention Innovation Award in the category “Positioning the Library” for the Open Lab @ RP/6: Success in Civilian Life program.

Through this program, PCLS offers technology training, network and database classes, extensive outreach into military organizations in the community, and free Microsoft Technology Associate certification to prepare soldiers for civilian jobs. Soldiers with MTA certification are eligible for further training and opportunities to intern and gain employment with Microsoft.

While the service is tech training for job success, Open Labs allowed PCLS and JBLM to partner in new and more ways. PCLS is now an on-base presence at Stone Education Center, Hawks Transition Center, the VA, Camp Murray, JBLM libraries, and at county-wide veteran’s events.

Success in transitioning to civilian jobs positively affects the quality of life for soldiers and their families.

Since March 2015, 1500+ soldiers have enrolled in the program and 468 have earned Microsoft certifications. Over 900 library cards have been issued.

For many soldiers, this is their first experience with a library since childhood. Soldiers and military leadership are now aware of and value what the Library offers them beyond job training.

Participants surveyed say:

60% -- Open Lab has positively impacted their future and career

80% -- Programs like this one are important to the military

60% -- More confident their skills will translate to the civilian workplace and to finding a job

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# MEMO



Date: October 12, 2016

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

From: Melinda Chesbro, Deputy Director

Subject: Policy Review – Maintaining an Up-to-Date Library Cardholder Database

Attached is a proposed revision to the Maintaining an Up-to-Date Library Cardholder Database policy. This policy has not been updated since 1992. Staff have reviewed the policy and our cardholder deletion process and recommend the following changes:

- replace references to expired cards with inactive cards – at the time this policy was adopted, cardholder records were set to expire every few years. We have since adopted a longer expiration window and have moved to reviewing card by last activity date
- replace references to purging records to deleting records
- remove the record deletion schedule – this is overly specific for a Board policy and should be moved to an Administrative policy

Our last cardholder record deletion was in November 2013. For many years cardholder records have been removed after 2 years of inactivity. We are now planning to move to a 3 year inactivity cycle and will resume regular annual record deletions. There are about 53,000 patron records that meet this criteria. We will be sending a notification to these patrons, extending an opportunity to renew their card by using a library service or contacting us to keep their card active. We have a few services that do not update activity date: hoopla, Zinio, Lynda.com and Online Homework Help and we will also let these patrons know that if these are the only services they regularly use that they can call to have their card updated..

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# Board Policy

## Maintaining an Up-to-Date Library Cardholder Database

In order to maintain accurate and up-to-date cardholder and bibliographic databases and to avoid the cost of storing obsolete records and degradation of computer search time, it is the policy of the Board of Trustees of the Pierce County Library District that an up-to-date database of library cardholders shall be maintained by regularly ~~purging~~ deleting the records of ~~inactive cardholders~~ those users whose cards have expired.

~~The cardholder database will be purged twice yearly and will routinely delete the records of cardholders who owe no money at the time that their card expires and whose card has been inactive during the past twelve months.~~

The records of ~~inactive~~ cardholders who owe money for fines or for the cost of unreturned books and other library materials ~~at the time that their card expires~~ shall be ~~purged~~ deleted from the database on a schedule based on amount owed and date of ~~expiration-inactivity~~. The titles of unreturned books and other library materials which are attached to such cardholder records shall ~~automatically~~ be removed ~~purged~~ from the bibliographic database as lost items.

The money owed the library district on the records of the cardholders described above will be written off at the time the records are ~~deleted~~ purged from the database.

Board Policy 3.14

Adopted by the Pierce County Rural Library District Board of Trustees, June 17, 1992.

[Proposed revision, October 19, 2016](#)



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# MEMO



Date: October 3, 2016

To: Chair Rob Allen and the Board of Trustees

From: Judy T Nelson, Customer Experience Manager - Youth

Subject: American Indian Library Association Talk Story Grant

PCLS was awarded a 2016 Talk Story grant from the American Indian Library Association in the amount of \$600. The Puyallup Tribe connected us with a storyteller from the Northwest Indian Storytellers Association named Toby Joseph Sr. He worked with Judy Nelson to schedule a program at the Sumner Library on Saturday October 29th. He added a potlatch –style giveaway for participants.

The grant identified the following to be completed by October 31, 2016: two programs, with food and a storytelling craft, and the purchase of ten titles to be added to the collection. One program is currently scheduled, the materials have been purchased and the storytelling craft is ready to go.

Working with the Northwest Indian Storytellers Association is allowing the Library to potentially incorporate more local storytellers into our overall programming. The anticipated engagement with the Puyallup Tribe through this grant has not been as successful as anticipated as securing the tribal location has been hampered by scheduling issues and costs. We continue to work to schedule the second event. The grant ends the end of October.

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# MEMO



Date: September 28, 2016

To: Chair Rob Allen and the Board of Trustees

From: Jeffri Walters, Diverse Communities Coordinator  
Joy Kim, Customer Experience Manager

Subject: USCIS Citizenship and Integration Grant 2016-2018

We are pleased to announce that community partner Tacoma Community House has been awarded a two-year \$250,000 Citizenship and Integration grant from the United States Citizenship and Immigration Services (USCIS), part of \$10 million in grants awarded to 46 organizations in 21 states. This is the second time Tacoma Community House has been awarded this prestigious grant, and they are one of only two Washington state organizations to receive it this year.

The purpose of the grant is to help permanent residents prepare and apply for U.S. Citizenship.

Pierce County Library System will undertake the following activities as one of Tacoma Community House's partners for this grant:

- Provide meeting room space in two branch locations (Lakewood and Fife)
- Provide citizenship resources on library website
- Provide opportunity for each participant to apply for a library card
- Promote citizenship classes at branches and through outreach
- Print and distribute promotional flyers

The Library will participate in this grant starting October 1, 2016. The grant continues through September 2018.

**Pierce County Library FYI Packet**  
**Link List**  
**October 19, 2016**

**Pierce County Library in the News**

- [New Gig Harbor Literary Society formed from museum, library partnership](#) (Karen Brooks, Branch Manager, Gig Harbor, quoted)—*Gateway/The News Tribune*
- [Check out free Science to Go kits from the Pierce County Library!](#)—*Sounds Fun Mom*
- [Early stage memory loss series offers help and support](#) (PCLS is co-sponsoring this series.)—*Bonney Lake and Sumner Courier-Herald*
- [Fall poetry series kicks off Sept. 21 at the library](#) (about Gig Harbor's poetry series)—*Kitsap Sun*
- [Write in the Valley speaker series continues Oct. 8 at Sumner Library](#)—*Puyallup Herald/The News Tribune*
- [Last keeper remembers Ivan the artist, Tacoma's gorilla auteur](#) (Key Center program)—*The News Tribune*

**Miscellaneous**

- The Organizer, Summer 2016 – AFSCME (PDF Attached)
- On the Road—A journey to the heart—By Beth Luce, Communications Manager, featured in weekly Cover to Cover (PDF Attached)

**Other News**

- [Cleary Professor Michelle Martin a crusader for diversity in children's books](#)—UW iSchool News

LOCAL 3787

LOCAL3787.COM



# The Organizer

SUMMER 2016

## We Are AFSCME

President's Message

*By Dianne Ellis*

Bargaining Unit members,

In addition to the scholarships offered by Council 2, the AFSCME International union provides scholarships to children of members in good standing.

The [AFSCME Family Scholarship Program](#) for 2017 will award scholarships for \$2,000 to ten (10) applicants selected from the applications who meet the eligibility requirements.

The scholarships will be renewed for \$2,000 for each year for a maximum of four years, provided the student stays enrolled in a full-time degree program at an accredited institution. The scholarship may be used for any field of study.

To be eligible for a scholarship the student must:

- ◆ Be a graduating high school senior whose parent, legal guardian, or financially responsible grandparent is a full dues-paying AFSCME member;
- ◆ At the time the scholarship is awarded, be enrolled in a full-time degree either at an accredited four-year institution or at a two-year institution that will transfer credits to a four-year institution; and
- ◆ Have taken the SAT or ACT.

For more information and the scholarship application, go to [afscme.org/members/scholarships/afscme-family-scholarship](http://afscme.org/members/scholarships/afscme-family-scholarship)

In Solidarity, Dianne Ellis

President, Local 3787

### Save the Dates

*Please mark your calendar for upcoming Union Meetings:*

**September  
23rd  
&  
November  
18th**

## AFSCME “Never Quit”

The theme of **AFSCME's 42nd International Convention** was "[Never Quit](#)". It honors all the public employees who provide a multitude of services outside normal business hours. The slogan also acknowledges the resilience of our union in not giving up as corporations and special interest groups continue their assault on unions and working people.

Some of the highlights of the convention were hearing Secretary of State Hillary Clinton speak about the need for unifying our country and to raise the standard of living for all. (Secretary of State Clinton's [full speech](#) at [2016.afscme.org/video/hillary-clinton-full-speech](http://2016.afscme.org/video/hillary-clinton-full-speech) ) The announcement that AFSCME would provide free two year degrees for members and their families online through Eastern Gateway Community College ([freecollege.afscme.org](http://freecollege.afscme.org)) is great news for many members and their families struggling with rising college costs.

The most inspiring part of the convention was the Reverend Dr. William Barber, the founder of Moral Mondays in North Carolina. He spoke eloquently and fervently about how our nation is divided by petty issues, while the larger ones such as income inequality, infringement on people's personal liberties, education, and environmental degradation are ignored. The Reverend Barber said he was "Calling Code" on our nation, because our compassion and concern for each other is lost. He urged unions, civic, and religious groups to work together to address larger social justice issues that affect us all. (See Dr. Barber's [full speech](#) at [2016.afscme.org/video/rev-dr-william-barber-full-speech](http://2016.afscme.org/video/rev-dr-william-barber-full-speech))

President Lee Saunders was re-elected by acclamation, and Laura Reyes retained her Secretary-Treasurer positions. Several new International Vice-Presidents were elected. Many additions were made to the International Constitution amid much discussion, and some debate.

A variety of workshops were available on ways to expand union membership, fight for workers rights, etc. On Friday, there was a library caucus breakfast, where library workers from all over the United States met to discuss the issues we face, and how best to address them. The biggest concerns for libraries and library systems are budgets and security.

The best part of the convention is meeting public employees from all across the country, learning about their experiences on their jobs, and working together to improve working conditions for everyone.

Washington State Local Council 443's t-shirts summed up the spirit of the convention the best "**Solidarity, not conformity**".

By *Tamara Saarinen* GIG YS Librarian / Union Trustee



Photo: Dianne Ellis

*“What happened at our Convention...  
...doesn’t stay there.”*

## AFSCME

### 42nd International Convention



*“You know the famous Las Vegas slogan: ‘What happens here, stays here.’ Well, not in our case. Because what happened at our Convention—a renewed commitment to our union, to never quit fighting for our rights, for public services, and for each other—doesn’t stay there. It comes home with us. We will bring it to life every day in our communities.”*

**AFSCME President Lee Saunders**  
*(from AFSCME Works/Summer 2016)*



See the AFSCME website at [2016.afscme.org](http://2016.afscme.org) for more highlights.



Photos: Aisha Womack, Tamara Saarinen, Barbie Swayze & Dianne Ellis

To receive notification from Council 2 of events & matters of importance, send an email to [c2everett@council2.com](mailto:c2everett@council2.com) with: Your HOME email address, your full name and your Local number (#3787)

## The Newest AFSCME Benefit for Members and Their Families

By Toni Cameron      Library Page, SMT

At the recent AFSCME International convention, I learned that there is a new Free College benefit. This benefit enables union members and their families to get an associate degree, online, in participating programs.

So far, there are three, which include Associate of Arts, Associate of Business Administration, and Associate of Criminal Justice. In 2017, an Associate in Early Childhood Education will be added to the participating programs.

To learn more about this great new benefit please visit: [freecollege.afscme.org/](http://freecollege.afscme.org/)

### Registration Deadline

To attend the upcoming **Library Employee Focused AFSCME Steward Training**, please register by **Wednesday, October 5th**. Lunch will be provided at the October 9th Training, to be held in the Columbia Room of the Hilton Seattle Airport & Conference Center.

Sign up by visiting [council2.com](http://council2.com).

Did you know that you can access the  
42nd International Convention workshop handouts  
and Powerpoint presentations?

There are many great resources just a click away!

Visit: [2016.afscme.org/workshops/resources](http://2016.afscme.org/workshops/resources)



## On the Road—A journey to the heart

By [Beth Luce](#), Communications Manager

When the Explorer bookmobile pulls up to a corner of the parking lot at the Drake Apartments between Parkland and Fern Hill, there's already a gaggle of kids. In the middle of a summer afternoon in sweltering heat, half a dozen kids sporting rainbow-colored lanyards with their library cards swinging from their necks are waiting—not very patiently.

Erin Antes, Youth Services Librarian for Outreach (and the undisputed queen bee of this program), has to shoo kids away from the doors so she and the Explorer crew can set up. The crew includes Erin; Colin Cushman, who is a temporary Senior Branch Assistant; Cat Taylor, Senior Branch Assistant for Outreach; and Vic Dzyk, temporary Bookmobile Driver. They've just come from another site at Pine Ridge Apartments near JBLM.

Drake Apartments is the last stop of the day, on the last day of the nine-week On the Road with Summer Reading program funded by the Pierce County Library Foundation.

Finally the doors are opened and kids bounce up the stairs. "I remember you!" squeals a little girl. "I remember you, too!" Erin grins.

Tradition holds that on the last day, every kid gets to choose a book to keep, from the books purchased especially for On the Road. And since there are still lots left, Erin tells them, "You can choose TWO books and keep them forever!" The kids are astonished at their good fortune,

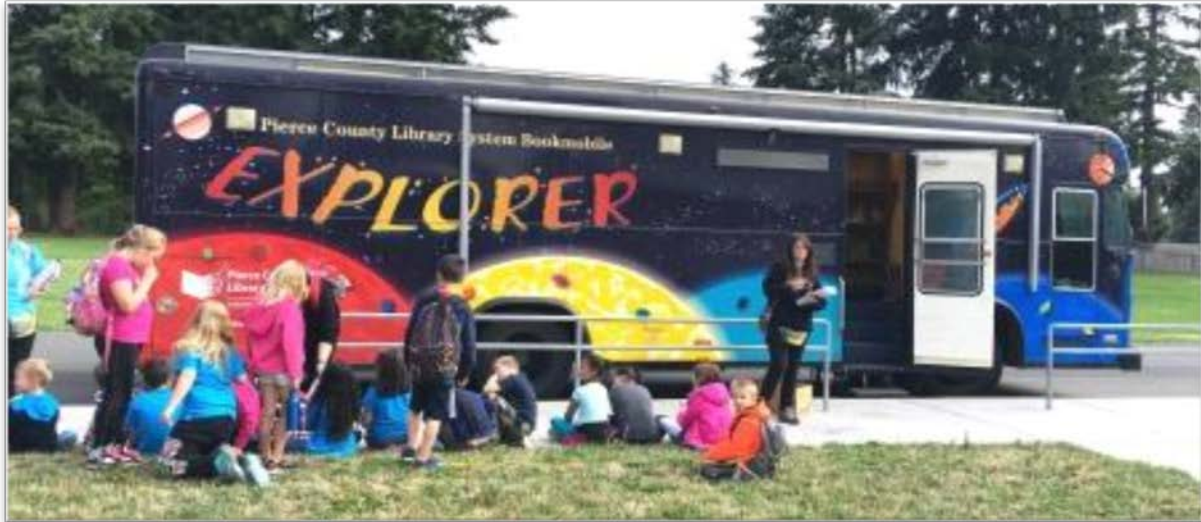


*Two young customers chat with Erin Antes, Colin Cushman and Cat Taylor on the Explorer.*



but quickly get to the serious business of choosing. By now there are a dozen small customers inside the Explorer.

If you haven't seen it, our bookmobile is a marvel of engineering. The middle part slides out to make more room, and the shelves are tilted to keep the books on the shelves while driving. The 14-year-old vehicle was custom-made for PCLS. It features air conditioning and a little area for reading or lounging in the back. The only thing it lacks, Erin points out, is a bathroom.



*A stop at a YMCA summer camp earlier this summer.*

"When are you coming back?" asks one of the kids. Erin explains for the hundredth time that this is the last day for the summer. Mock horror and pretend sobbing ensues from one of the more demonstrative customers. "We're sad, too. We'll miss you," Erin says. Cat hands a tissue to the budding actor and his friends ignore him.

Erin, Cat and Colin know most of the kids by name. Cat puts in a phone call to one of the mothers, who is a regular, to remind her to bring her daughters today. The two daughters grew up on the bookmobile, Cat



*Driver Vic Dzyk, Erin, Cat, Colin and Anna pause for a picture after the summer's last stop on the Explorer.*

says. "They moved in one Saturday and never got off. She tells other people at the apartments to come to the library. She's our ambassador."

"This is my favorite stop," Colin admits. "Every person that comes on this bookmobile really wants to be here and is glad to see us. Their families don't live close to a library, so they don't get to go to the library. Their faces light up when they come in here."

"It's my favorite, too," agrees Cat. "But we say that about every stop."

This is Colin's first summer on the Explorer. His temporary appointment is for two days a week. "Those are my favorite days. It's been a blast," he says. Colin is thinking about pursuing an MLIS degree. "If you had to pick a fun, exciting career, it would be hard to beat working in a library."

He also works at the Tacoma Community College Library and is a part-time freelance illustrator. He wants to illustrate children's books. Being around kids and kids' books works for him. "I love being part of this program. I get to be surrounded by what I love to do," he says.

Staff members say it's heart-warming to bring books to these kids. "The need is so great. We go to areas where people don't have access to the library. Their total exposure is through the bookmobile," Cat says. "It's awesome. Everybody's super-excited."

Later Cat says, "I wish everybody at the library could do this. It would melt their hearts."

By the end of the 45-minute stop, 41 kids have stopped in. Make that 42. Just as the bus is getting ready to go, one of the kids comes back with his little brother. Later, Anna Shelton, Senior Librarian, Outreach, says, "It's great when a kid comes, checks out a book, then comes back in 15 minutes with some friends and says, 'Can they get a library card, too?'"

### Just can't wait to get On the Road again

During the summer, On the Road travels to 25 stops and takes books to more than 900 kids. Another of those stops is Prairie Ridge Community Center, where they're serving lunch on the day I visit. When the van arrives in pouring rain, two bigger kids offer to help take the book carts in.

Groups of kids come and go in the cafeteria, eating corn dogs, playing, and helping with decorations for the National Night Out celebration to be held there this evening. A lot of them wear tie-dye t-shirts from a craft project they did earlier at the center.

Meanwhile Read (who goes by one name), Senior Branch Assistant Sub, and Nigel Hemmings, temporary Storyteller, help kids sign up for library cards and turn in Summer Reading logs.



*The Books on the Move van on its way to Prairie Ridge Community Center. The weather was ominous, but spirits were high.*

*Continued on next page*



*Book carts loaded for Prairie Ridge.*

The kids hang around, chatting with Read and Nigel, and browsing leisurely through the wide range of books. There are non-fiction books about animals and volcanoes and the solar system, a few chapter books, such as “Judy Moody” and “Goosebumps,” and some picture books.

Read asks a girl about a book she’s reading and if she likes it.

A boy wants to check out a book, but he has some fines and lost books that he says he turned in. “We’ll try to figure it out,” Read tells him. “Be sure to bring this one back next week.”

Another boy chats with Read about the “39 Clues” book series that he really likes. He’s working on the second series.

A mom with four kids comes in and they each find a book to check out.

One girl turns in a Summer Reading log and gets a medal. “Is that real gold?” the other kids want to know.

This is Nigel’s first year working with On the Road. “Kids here have a clear purpose. They know what they want,” he says. About 40 percent come in family groups, he observes. “Older kids encourage younger ones. That distinguishes this site.” PCLS has been coming to this site for two years, and word is building.

Nigel’s been a Library Page at South Hill for close to three years and likes interacting with the kids. This summer, he’s also working as a temporary Storyteller with Outreach.

For a daycare stop later in the day, Nigel has prepared stories and activities about bats (the flying kind). At those stops, which are deposit collections, they’ll leave a box of books and pick up the ones from last week.

“The kids are always interested in the new books,” Nigel notes. “There’s more structure there. A teacher encourages them to read up to their level.”

Nigel finds working with On the Road very satisfying. He especially likes storytelling, where he can promote literacy and the love of reading. “It’s a fun opportunity for them to get books and cool stuff for reading. We’re planting a seed that reading can be fun,” he says.



*Anna, Read and Nigel load book carts onto the van.*



*Read and Nigel set up at the Prairie Ridge Community Center.*

Read, who is also working with On the Road for the first time this year, likes the aspect of the job that involves problem-solving for customers. Read has been a part-time page for PCLS for more than 2 ½ years.

“It’s incredibly rewarding,” Read says. “Our goal is to get kids with books in their hands. We try to give them every opportunity to succeed, rather than assume they can’t handle it. Having a library card helps them learn independence and responsibility. And it’s the only way to light that fire for reading.”

On the Road is done for this year. Both staff and customers enjoyed the journey and look forward to next year.