AGENDA
Regular Meeting of the Pierce County Library System Board of Trustees
May 14, 2014
3:30 – 6:00 pm

3:30 pm	2 min.	**Call to Order:** *Linda Ishem, Chair*	
3:32 pm	5 min.	**Public Comment**: *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.*	

3:37 pm   3 min.   **Consent Agenda**   *Action*
1. Approval of Minutes of the April 9, 2014 Regular Meeting
2. Approval of April 2014 Payroll, Benefits and Vouchers

3:40 pm   10 min.   **Board Members Report**

3:50 pm   15 min.   **Officers Reports**
1. March Dashboard, *Georgia Lomax*
2. April 2014 Financial Report, *Dale Hough*
3. IRS Tax Form 990, *Dale Hough*
4. ULC Innovations Initiative, *Georgia Lomax*
5. 2014 Summer Reading Program, *Judy Nelson*
6. Meeting Room Use, *Jaime Prothro*
7. WLA Attendance & Presentations, *Georgia Lomax*
8. Emergency Capital Project—Diesel Generator Update, *Clifford Jo*

4:05 pm   **Unfinished Business**
    15 min.   1. Board Self-Evaluation, *Linda Ishem*
    10 min.   2. Free Access to Libraries for Minors Policy, *Jennifer Patterson*   *Action*
    30 min.   3. Facilities Master Plan - Next Steps, *Neel Parikh*
    15 min.   4. Executive Director Search Firm - Site Visits, *Chereé Green*
    5 min.   5. Executive Director Search - Screening Committee, *Chereé Green & Bill Holt*   *Action*

5:20 pm   **New Business**
    10 min.   1. 2013 Year-End Financial Review, *Clifford Jo*
    10 min.   2. South Hill Library Project, *Lynne Hoffman*
    15 min.   3. Metrics in 2014 Budget, *Georgia Lomax*
    5 min.   4. Re-appointment of Donna Albers to the Board of Trustees, *Neel Parikh*   *Action*

6:00 pm   5 min.   **Executive Session:** *At this time on the agenda, the Board of Trustees will recess to Executive Session, per RCW 42.30.110, to discuss personnel issues.*

6:05 pm   2 min.   **Announcements**

6:07 pm   **Adjournment**

American Disability Act (ADA) Accommodations Provided Upon Request

Consent Agenda

BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, APRIL 9, 2014

CALL TO ORDER

Chair Linda Ishem called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:30 PM. Board members present were Allen Rose, J.J. McCament and Donna Albers. Rob Allen arrived at 3:40 PM.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the February 12, 2014 Regular Meeting
2. Approval of February 2014 Payroll, Benefits and Vouchers
3. Approval of the March 2014 Payroll, Benefits and Vouchers

Moved by Ms. McCament, seconded by Mr. Rose, to approve the consent agenda. Motion carried.

BOARD MEMBERS REPORT

There were no Board Member reports.

OFFICERS REPORT

February Dashboard - Georgia Lomax, Deputy Director, responded to questions from the Board. Chair Ishem noted the decrease in military use. Ms. Lomax suspects this is, in part, due to the removal of approximately 90,000 Stryker Brigade troops. Ms. McCament noted the Job & Business Center figures are declining as well. Ms. Lomax stated this is typical when the employment outlook improves and the need for this service is not as great.

March 2014 Financial Report - Dale Hough, Finance Manager, briefed the Board on the item, noting he expects receipt of approximately $9 million at the end of this month.

Teen Summer Challenge Makes Top 25 - David Durante, Customer Experience Manager, informed the Board that Pierce County Library ranked #7 in Clickipedia's top 25 list of popular gamification websites and was the only library on the list to receive this recognition.

Tacoma Community House Partnership Award - Neel Parikh, Executive Director, shared the award the Library received from Tacoma Community House (TCH) on April 4, 2014. The award was for support the Library provides for immigrants and for citizenship classes Pierce County

Library System provided to the community in partnership with TCH. Ms. Parikh stated it was a true honor to be recognized as a valued partner of the organization.

United Way Community Conversation - Ms. Parikh reported that several United Way Community Conversation events would be held in the Library's public meeting rooms at Lakewood and Parkland. She recently met with Dona Ponapinto, the new CEO of United Way, who was very impressed with how Pierce County Library System serves its communities.

Gig Harbor Energy Efficiencies - Ms. McCament stated the report from Lorie Erickson, Facilities Director, was helpful and noted the environmental considerations have made a positive impact on the budget.

March Board Packet Recap - Ms. Parikh provided a brief recap of several items on the March 12, 2014 agenda since the meeting was canceled due to a lack of quorum.

Library Journal Design Institute Seminar - Ms. Parikh invited Board members to attend the event with her. She noted Pierce County Library System is significantly limited by space and capacity and this seminar would give the Board an opportunity to see what is being done in the field of library design. Tours of several libraries will be conducted. Discussion ensued about various redesigned libraries in the region.

UNFINISHED BUSINESS

Technology Plan Update - Clifford Jo, Finance and Business Director, recapped the goals of the plan and provided an overview on the 23 objectives under each of the three goals, which address the changes occurring in the organization. Ms. Parikh said the transition is being made from treating technology as though it is a tool and making the Digital Experience Director a strategic member of the Administrative Team. She noted that the Library extended an offer to a candidate for the Digital Experience Director position, but it was turned down. Pre-recruitment work is underway and the job posting will go out April 29, 2014. The Technology Plan is moving forward in areas where it makes sense to do so without the new Director in place.

Mr. Allen inquired as to how the library plans to marry the hardware and artistic-oriented cultures identified in the plan. Sally Porter Smith, Customer Experience Director, stated the Library has already been modeling these interactions in areas such as the Teen Summer Reading Challenge. She added the Technology Planning team brought together the IT, Virtual Services and Customer Experience staff and helped define the culture by having the crucial conversations that were necessary. One of the next steps is to have the IT and Virtual Services departments logistically closer to one another within the facility. Chair Ishem stated it was a wise decision to put such thought into the process of merging the two departments.

Executive Director Search Firm - Mr. Allen reported on the selection process that was undertaken by himself, Bill Holt and Mr. Jo. References for each firm were contacted and calls were made to organizations that had previously hired the firms. WebEx interviews were also conducted with the finalists. The selection team recommended the Library hire Bradbury Associates/Gossage Sager Associates. Ms. McCament complimented Mr. Allen's representation of the Board and stated she was impressed with the thoroughness of the process.

Mr. Allen moved to authorize Library management to negotiate a contract with Bradbury Associates/Gossage Sager Associates to search for a new Executive Director substantially

pursuant to their proposal dated January 28, 2014, for a flat fee of $26,000, all subject to review by himself and Bill Holt, and to authorize the Library Director to execute the formal contract. Ms. McCament seconded the motion and it was passed.

Ms. Parikh asked when the firm would make the first site visit. Mr. Allen noted the firm wants to add to the work already done on succession planning and familiarize itself with the organization. He added the search firm recommends using the ALA conference as an opportunity to speak with potential candidates.

Discussion ensued regarding the marketing and advertising methods that will be employed by the search firm.

Ms. Parikh said Chereé Green, Staff Experience Director, will transition onto the committee. Mr. Allen noted some consideration must be given to whether they are a committee of the whole or a select committee because the Open Public Meeting Act must be given consideration if they are of the whole.

NEW BUSINESS

Access Policy - Ms. Porter Smith and Judy Nelson, Customer Experience Manager, asked for feedback on the revised policy that now addresses minors. Discussion ensued regarding definitions. Mr. Rose was interested in seeing the old language reinserted in place of "in loco parentis" concerning minors. Ms. Nelson will revise the policy and bring it to the Board for approval next month.

Board Self-Evaluation - Chair Ishem suggested using the same form as last year. She recommended shifting the category ranges so only totals of 14 and 15 are strengths. Discussion ensued over whether the evaluation should be taken again this year. The Board agreed to take it again with the acknowledgement that the Board will be more intentional about identifying strategies for areas that could be improved upon.

2013 Reciprocal Borrowing Report - Ms. Parikh summarized the data presented on borrowers who are using Pierce County Library System as well as Pierce County Library System cardholders who are using other libraries. She noted of people outside our service area, 50% are Tacoma Public Library cardholders. Kitsap library users are using the Gig Harbor branch. Kitsap use of Pierce County Library System is increasing whereas Puyallup's use of Pierce County Library System is decreasing and leveling off. King County Library cardholders are heavily using Milton/Edgewood. She discussed the impacts on branches, noting 20% of the checkouts at University Place Library are from Tacoma residents.

Ms. Parikh added that 1/3 of Puyallup Public Library users are Pierce County Library System cardholders. Ms. Lomax reminded the Board that while Pierce County Library System's use of Puyallup Public Library looks high when you view their circulation numbers, if checkouts at Puyallup, Tacoma and Seattle Public Libraries made by Pierce County Library System residents were compared to Pierce County Library System's circulation statistics, it would only reflect about 4% of our total checkouts.

Mr. Allen noted this information may play into the discussion on capital facilities and could mean making decisions about upgrading existing facilities or considering new locations, such as Fredrickson.

Ms. McCament questioned whether there would be any value in surveying reciprocal users to understand what they like about Pierce County Library System and why they are using other libraries. Ms. Parikh will follow up on this.

Emergency Capital Project: Diesel Generator - Mr. Jo informed the Board that the diesel generator, which was installed in 2002, needs to be upgraded. The Library began noticing last summer that the diesel generator and UPS battery systems were not communicating well to support the increased energy load. Vendors have determined the power drawn by the servers exceeds the amount available from the battery. The Library is currently renting a generator at $4,000 per month. Kevin Birch, owner of Birch Electric, informed the Board he designed a plan that will be the most cost effective and beneficial to the Library. It involves reworking panels and transfer switches and increasing the size of generator. This will incorporate cooling of servers. Ms. Erickson noted coordination of the work well in advance would prevent minimal system shutdown and make the transition seamless. Mr. Jo indicated he will be better able to create a budget for this expense once testing of the system is complete. He indicated he hopes to bring a proposed budget to the Board next month and estimated it would be less than $200,000.

Ms. McCament asked if this is a replacement, an upgrade or a patch. Mr. Jo stated it is all of the above and involves an intricate system ranging from lines of equipment to the outlets. Mr. Allen asked, considering the Technology Plan, how the Library is thinking about overhead beyond what is being done today. Mr. Jo indicated one example is that the Library is pursuing reducing number of servers by purchasing servers that provide more power.

Facilities Master Plan Overview - Ms. Parikh stated she would like the Board to be prepared to address issues about population growth and changes prior to her retirement. She presented a PowerPoint on the planning process and development of the Facilities Master Plan, which incorporated predicted population growth, square footage per capita and stakeholder input to determine the need for new or expanded facilities. Her presentation depicted the need to revise the plan because square feet per capita have already exceeded projections. Some elements of the original plan were implemented with the opening of University Place, Fife and Milton. She asked the Board which additional topics they would like to learn about in future meetings.

Ms. McCament expressed an interest in learning about additional trends on how the libraries are used. She is also interested in seeing an inventory of land owned by the Library to identify what it has to work with regarding future expansion.

Mr. Allen expressed interest in election basics and gaining a better understanding of the elements they would need to prepare for and how those elements affect operating and capital budgets in the future.

Chair Ishem would like to know what industry best practices are, with a critical eye focused on balancing the metrics of the Facilities Master Plan and what is reasonable to ask of the citizens.

Mr. Rose expressed concern about getting the votes needed to pass a bond. He encouraged the Library to focus on how to bring services to the community at a lower cost before asking for votes.

Ms. Albers expressed an interest in further evaluating the sharing of resources and community centered facilities.

Ms. Parikh recommended the Board revisit the plan and apply what is relevant today to decisions that will need to be made in the future. It was decided the Board would conduct a study session to continue the conversation.

EXECUTIVE SESSION

There was no Executive Session.

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

Moved by Ms. McCament, seconded by Mr. Allen to adjourn the meeting at 6:26 PM. Motion carried.

_____   _____
Neel Parikh, Secretary   Linda Ishem, Chair

April 2014 Payroll, Benefits and Vouchers

	Warrant Numbers	Date(s)	Amount
Payroll Warrants	3545-3549	04/01/14-04/30/14	$3,559.29
Disbursement Voucher - Payroll & Acct Payable		04/06/14	$649,888.37
Disbursement Voucher - Payroll & Acct Payable		04/21/14	$549,566.30
Accounts Payable Warrants	622464-622630	04/01/14-04/30/14	$1,059,836.76
Total:			**$2,262,850.72**

Check #	Bank		Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3545	pr	Bank of America	04/07/2014	MILLER, MARY JO			03/16/14 - 03/31/14	0.00	332.87
3546	pr	Bank of America	04/07/2014	BROOKS, KAREN			03/16/14 - 03/31/14	0.00	1,071.88
3547	pr	Bank of America	04/21/2014	SANTIESTEBAN, BRYNA			04/01/14 - 04/15/14	0.00	216.76
3548	pr	Bank of America	04/21/2014	SWAYZE, BARBARA			04/01/14 - 04/15/14	0.00	1,585.70
3549	pr	Bank of America	04/21/2014	JAWER, LYANA			04/01/14 - 04/15/14	0.00	352.08
							Total:	0.00	3,559.29

Checks in report: 5

Grand Total: 0.00   3,559.29

Pierce County Rural Library District: Org 04   **Sch:**   **Pay Date:**   *4/7/2014*

COUNTY OF PIERCE BUDGET AND FINANCE DEPARTMENT								Disbursement Journal Voucher (T/C) 74	Agency No. 001-116	D.J.V. Date revised 4/7/2014	D.J.V. No.
	Account Code							Acct. Action	DESCRIPTION		AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB				
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS		$71,781.23
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS		$46,214.91
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS		$46,214.91
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank		$430,231.56
5	697	001	0000	237	00						
6	697	001	0000	237	00						
7	697	001	0000	237	00				dept of rev		$0.00
8	697	001	0000	237	00						
9	697	001	0000	237	00						
10	697	001	0000	237	00						
11	697	001	0000	237	00						
12	697	001	0000	237	00						
13	697	001	0000	237	00				ING		$2,297.00
14	697	001	0000	237	00				H.S.A. Employee deductions		$1,398.76
15	697	001	0000	237	00				H.S.A. Employees Contributions		$51,750.00
16	697	001	0000	237	00				H.S.A. fee		
									please put the total amt below into PCLS payroll account		
										TOTAL	$649,888.37

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			

Prepared By: Christy Telling	Date: 4/7/2014	Approved By: Christy Telling	` 4/7/2014

DJV04072014PC copy.xlsx

Pierce County Rural Library District: Org 04   **Sch:**   **Pay Date:**   *4/21/2014*

COUNTY OF PIERCE BUDGET AND FINANCE DEPARTMENT							Disbursement Journal Voucher (T/C) 74	Agency No. 001-116	D.J.V. Date revised 4/18/2014	D.J.V. No.

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	$61,014.65
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	$43,743.62
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	$43,743.62
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	$412,905.23
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	$1,842.26
8	697	001	0000	237	00				**overpayment for Danny Hewitt**	($17,582.39)
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00					
13	697	001	0000	237	00				ING	$2,297.00
14	697	001	0000	237	00				H.S.A. Employee deductions	$1,398.76
15	697	001	0000	237	00				H.S.A. Employees Contributions	$0.00
16	697	001	0000	237	00				H.S.A. fee	$203.55
									please put the total amt below into PCLS payroll account	
									TOTAL	**$549,566.30**

Bank No.	Check No.	Issued To	Bank No.	Check No.	Issued To
		U.S. Treasury			

Prepared By: Christy Telling	Date: 4/18/2014	Approved By: Christy Telling	4/18/2014

DJV04212014PC copy.xlsx

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622464	04/02/2014	000175 ASSOCIATION OF WASHINGTON CITI		420.00
622465	04/02/2014	005369 BIRCH ELECTRIC LLC		76,256.84
622466	04/02/2014	005428 GRITTON BUILDING CO INC		765.80
622467	04/02/2014	005877 SPRINGFIELD GRNE CTY LIBR MOBIUS/IN		16.95
622468	04/02/2014	001941 JUDY T NELSON		90.00
622469	04/02/2014	004933 NORTHWEST HEALTH & SAFETY INC		118.94
622470	04/02/2014	002282 SEATTLE PUBLIC LIBRARY		69.91
622471	04/02/2014	000534 WCP SOLUTIONS		527.25
622472	04/02/2014	000830 BAKER & TAYLOR		1,826.78
622473	04/02/2014	000830 BAKER & TAYLOR		482.82
622474	04/02/2014	000242 BUCKLEY CITY OF		220.40
622475	04/02/2014	005879 CLARISSA CARTER		21.10
622476	04/02/2014	005880 MITCHELL CARTER		31.80
622477	04/02/2014	000184 CITY TREASURER		1,596.58
622478	04/02/2014	000094 ELMHURST MUTUAL POWER & LIGHT		1,020.38
622479	04/02/2014	001643 IMPACT		38.18
622480	04/02/2014	000377 PUGET SOUND ENERGY		2,381.22
622481	04/02/2014	000406 RECORDED BOOKS LLC		243.91
622482	04/02/2014	000460 STEILACOOM TOWN OF		900.83
622483	04/04/2014	000830 BAKER & TAYLOR		231.47
622484	04/04/2014	005210 CARSON BLOCK LLC		644.37
622485	04/04/2014	000184 CITY TREASURER		814.10
622486	04/04/2014	001941 JUDY T NELSON		636.15
622487	04/04/2014	001886 NEEL PARIKH		818.52
622488	04/04/2014	005885 JOSEPHINE TILGHMAN		13.54
622489	04/07/2014	000828 AFSCME AFL-CIO		5,576.14
622490	04/07/2014	000175 ASSOCIATION OF WASHINGTON CITI		169,949.05
622491	04/07/2014	003311 DEPARTMENT OF LABOR & INDUSTRI		11,443.65
622492	04/07/2014	000898 DEPARTMENT OF RETIREMENT SYSTE		8,123.00
622493	04/07/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,713.07
622494	04/07/2014	000821 PIERCE COUNTY SUPERIOR COURT		115.97
622495	04/07/2014	001181 PIERCE CTY LIBRARY FOUNDATION		412.09
622496	04/07/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
622497	04/07/2014	000823 UNITED WAY		82.00
622498	04/07/2014	004782 US DEPARTMENT OF EDUCATION		173.95
622499	04/07/2014	000827 WA STATE- DEPT OF RETIREMENT S		85,139.78
622500	04/07/2014	000881 WASHINGTON STATE SUPPORT REGIS		446.38
622501	04/08/2014	000830 BAKER & TAYLOR		16,062.59

Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622502	04/08/2014	000087 BLACKSTONE AUDIO BOOKS INC		1,034.00
622503	04/08/2014	000161 CENGAGE LEARNING		146.95
622504	04/08/2014	000184 CITY TREASURER		448.71
622505	04/08/2014	000184 CITY TREASURER		42.51
622506	04/08/2014	000051 DISNEY EDUCATIONAL PRODUCTIONS		2,072.97
622507	04/08/2014	000093 EBSCO		20.75
622508	04/08/2014	000243 INGRAM LIBRARY SERVICES		17,283.77
622509	04/08/2014	000352 MIDWEST TAPE		13,391.05
622510	04/08/2014	000323 NEWS TRIBUNE		270.40
622511	04/08/2014	000406 RECORDED BOOKS LLC		679.67
622512	04/08/2014	000451 SEATTLE TIMES SEATTLE PI		338.00
622513	04/08/2014	004359 TRI-CITY HERALD		156.00
622514	04/08/2014	001554 ANDREW'S FIXTURE CO INC		1,914.50
622515	04/08/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		16.41
622516	04/08/2014	000176 ATS AUTOMATION INC		4,507.28
622517	04/08/2014	000895 COLUMBIA BANK		309.00
622518	04/08/2014	000895 COLUMBIA BANK		50.00
622519	04/08/2014	005272 GREEN EFFECTS INC		6,416.61
622520	04/08/2014	000254 KING COUNTY LIBRARY		21.98
622521	04/08/2014	005882 LAUREN LINDSKOG		18.89
622522	04/08/2014	003985 PACIFICSOURCE ADMINISTRATORS		180.00
622523	04/08/2014	002100 ALISON PASCONE		131.17
622524	04/08/2014	000857 PIERCE COUNTY RECYCLING		28.88
622525	04/08/2014	001640 PRINT NW LLC		2,048.48
622526	04/08/2014	001290 REGIONAL BUILDING SVCS CORP		507.25
622527	04/08/2014	000496 THYSSEN SOUND ELEVATOR		2,190.71
622528	04/10/2014	001764 CASCADIA INTERNATIONAL LLC		861.84
622529	04/10/2014	001467 DATA SECURITY CORP		132.50
622530	04/10/2014	005283 E-RATE EXPERTISE INC		496.50
622531	04/10/2014	004022 US BANK		54,713.34
622532	04/10/2014	000635 WAYNES ROOFING INC		1,007.58
622533	04/10/2014	000534 WCP SOLUTIONS		393.29
622534	04/10/2014	005416 WILMINGTON DRIVE HOLDINGS LLC		191.13
622535	04/11/2014	004022 US BANK		93,380.87
622536	04/11/2014	001764 CASCADIA INTERNATIONAL LLC	V	861.84
622537	04/11/2014	001467 DATA SECURITY CORP	V	132.50
622538	04/11/2014	005283 E-RATE EXPERTISE INC	V	496.50
622539	04/11/2014	000635 WAYNES ROOFING INC	V	1,007.58
622540	04/11/2014	000534 WCP SOLUTIONS	V	393.29

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622541	04/11/2014	005416 WILMINGTON DRIVE HOLDINGS LLC	V	191.13
622542	04/11/2014	004022 US BANK	V	54,713.34
622543	04/11/2014	000370 PIERCE COUNTY		14,551.67
622544	04/14/2014	005686 BERKLEE COLLEGE OF MUSIC		90.00
622545	04/14/2014	005710 LAKESIDE PUBLIC LIBRARY		6.00
622546	04/14/2014	000184 CITY TREASURER		5,027.35
622547	04/14/2014	000184 CITY TREASURER		1,031.74
622548	04/14/2014	003379 GENEVIEVE DETTMER		925.28
622549	04/14/2014	000377 PUGET SOUND ENERGY		808.98
622550	04/14/2014	000541 STATE OF WASHINGTON		359.07
622551	04/16/2014	005369 BIRCH ELECTRIC LLC		2,645.24
622552	04/16/2014	000273 CARRILLO & ASSOCIATES		843.75
622553	04/16/2014	003311 DEPARTMENT OF LABOR & INDUSTRI		531.03
622554	04/16/2014	005428 GRITTON BUILDING CO INC		218.80
622555	04/16/2014	000323 NEWS TRIBUNE		1,050.00
622556	04/16/2014	003719 UNIQUE MANAGEMENT SERVICES		1,906.35
622557	04/16/2014	000830 BAKER & TAYLOR		3,035.90
622558	04/16/2014	000184 CITY TREASURER		1,038.51
622559	04/16/2014	000243 INGRAM LIBRARY SERVICES		10,530.21
622560	04/16/2014	000352 MIDWEST TAPE		15,376.37
622561	04/16/2014	000907 NEW YORK TIMES		850.98
622562	04/16/2014	000406 RECORDED BOOKS LLC		95.60
622563	04/16/2014	000451 SEATTLE TIMES SEATTLE PI		306.80
622564	04/16/2014	000463 SUMMIT WATER & SUPPLY CO		321.02
622565	04/18/2014	005369 BIRCH ELECTRIC LLC		5,316.84
622566	04/18/2014	000895 COLUMBIA BANK		247.17
622567	04/18/2014	005428 GRITTON BUILDING CO INC		5,054.28
622568	04/18/2014	000830 BAKER & TAYLOR		14,651.26
622569	04/18/2014	000161 CENGAGE LEARNING		4,130.58
622570	04/18/2014	000093 EBSCO		38.36
622571	04/18/2014	005899 LINDA FARMER		1,355.00
622572	04/18/2014	000243 INGRAM LIBRARY SERVICES		6,914.75
622573	04/18/2014	002062 GEORGIA LOMAX		538.80
622574	04/18/2014	000352 MIDWEST TAPE		7,358.01
622575	04/21/2014	003778 AFLAC		5,515.17
622576	04/21/2014	000828 AFSCME AFL-CIO		5,508.06
622577	04/21/2014	000175 ASSOCIATION OF WASHINGTON CITI		2,358.72
622578	04/21/2014	001578 COLONIAL SUPPLEMENTAL INSURANC		831.26
622579	04/21/2014	003311 DEPARTMENT OF LABOR & INDUSTRI		11,170.82

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622580	04/21/2014	000898 DEPARTMENT OF RETIREMENT SYSTE		8,173.00
622581	04/21/2014	003985 PACIFICSOURCE ADMINISTRATORS		1,713.07
622582	04/21/2014	000821 PIERCE COUNTY SUPERIOR COURT		122.17
622583	04/21/2014	001181 PIERCE CTY LIBRARY FOUNDATION		412.09
622584	04/21/2014	004276 STATE CENTRAL COLLECTION UNIT		151.67
622585	04/21/2014	000823 UNITED WAY		82.00
622586	04/21/2014	004782 US DEPARTMENT OF EDUCATION		183.25
622587	04/21/2014	000827 WA STATE- DEPT OF RETIREMENT S		75,838.13
622588	04/21/2014	000881 WASHINGTON STATE SUPPORT REGIS		446.38
622589	04/23/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		16.41
622590	04/23/2014	000895 COLUMBIA BANK		309.00
622591	04/23/2014	001875 LINDA ESKESEN		42.62
622592	04/23/2014	004056 MIKE'S DIGITAL PRODUCTIONS		235.00
622593	04/23/2014	005886 PROGRESS LLC		12,950.00
622594	04/23/2014	004022 US BANK		62,961.39
622595	04/23/2014	004957 WETHERHOLT AND ASSOCIATES INC		13,750.42
622596	04/23/2014	004391 WRP SURPRISE LAKE LLC		7,824.32
622597	04/24/2014	000830 BAKER & TAYLOR		846.93
622598	04/24/2014	005904 SHARI JONES		39.99
622599	04/24/2014	001963 KEITH KNUTSEN		30.55
622600	04/24/2014	005908 KATHY PALMER		15.00
622601	04/24/2014	003808 SALLY PORTER-SMITH		385.78
622602	04/24/2014	000377 PUGET SOUND ENERGY		3,443.85
622603	04/24/2014	001887 SUSAN RIGLEY		41.35
622604	04/24/2014	003374 JAMI SCHWARZWALDER		40.00
622605	04/24/2014	001932 LYNNE ZEIHER		202.21
622606	04/25/2014	000363 DBA OVERALL LAUNDRY SERV. ARAMARI		16.41
622607	04/25/2014	004674 MCHUGH MANAGEMENT CONSULTING		8,415.00
622608	04/25/2014	002023 KATHERINE NORBECK		52.21
622609	04/25/2014	004936 PMI TRUCK BODIES INC		14,605.68
622610	04/25/2014	005909 WASHINGTON STATE LIBRARY		50.00
622611	04/28/2014	000821 PIERCE COUNTY SUPERIOR COURT		112.76
622612	04/28/2014	000184 CITY TREASURER		1,790.15
622613	04/28/2014	005912 MARY CUNNINGHAM		10.00
622614	04/28/2014	002082 DALE HOUGH		670.14
622615	04/28/2014	000377 PUGET SOUND ENERGY		622.29
622616	04/28/2014	000506 UNIVERSITY PLACE REFUSE SERVIC		169.62
622617	04/30/2014	005369 BIRCH ELECTRIC LLC		8,467.89
622618	04/30/2014	005862 ELITE PROPERTY INVESTMENTS LLC		7,937.34

Bank code: boa

Check #	Date	Vendor	Status	Check Total
622619	04/30/2014	004625 JOY KIM		127.98
622620	04/30/2014	001534 PEDERSON PAINTING		832.32
622621	04/30/2014	000830 BAKER & TAYLOR		6,822.81
622622	04/30/2014	000161 CENGAGE LEARNING		1,336.05
622623	04/30/2014	005300 DANGER ROOM COMICS LLC		792.01
622624	04/30/2014	000269 HW WILSON CO		295.70
622625	04/30/2014	001643 IMPACT		56.02
622626	04/30/2014	000243 INGRAM LIBRARY SERVICES		10,666.21
622627	04/30/2014	000352 MIDWEST TAPE		14,189.15
622628	04/30/2014	000377 PUGET SOUND ENERGY		157.04
622629	04/30/2014	000406 RECORDED BOOKS LLC		5,401.83
622630	04/30/2014	000460 STEILACOOM TOWN OF		667.49

			boa Total:	1,059,836.76
167 checks in this report			Total Checks:	1,059,836.76

OFFICERS REPORT

CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - MARCH

VISITS

Year-To-Date Comparison
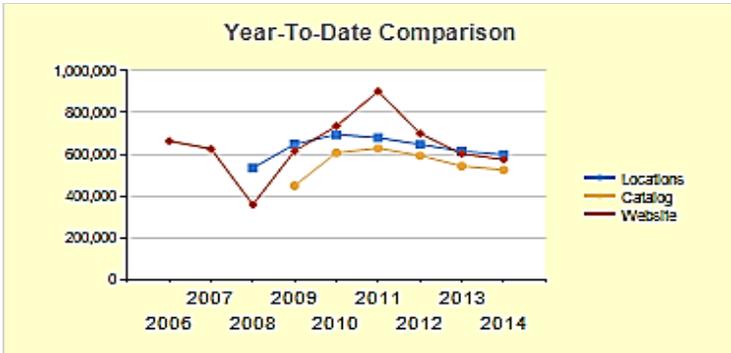
	March		
	2013	2014	% Change
Door Count	209,894	202,979	-3.29%
Catalog	181,699	174,017	-4.23%
Website	202,939	199,588	-1.65%
Job & Business Portal	3,003	2,167	-27.84%
Military Portal	115	68	-40.87%
Total	597,650	578,819	-3.15%

CHECKOUTS

Year-To-Date Comparison

	March		
	2013	2014	% Change
Checkouts	543,227	516,137	-4.99%
Downloadables	49,553	54,487	9.96%
Total	592,780	570,624	-3.74%

CUSTOMERS

Year-To-Date Comparison
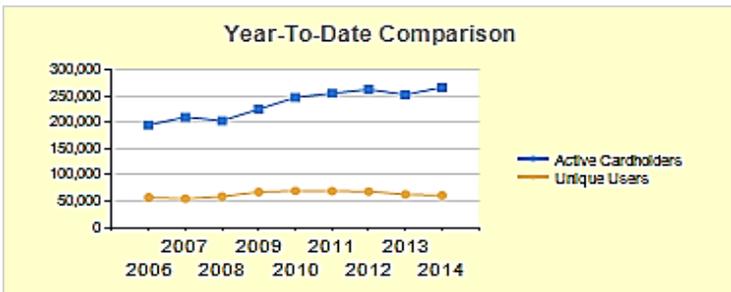
	March		
	2013	2014	% Change
Active Cardholders	253,465	267,384	5.49%
New Cards	3,610	9,971	176.20%
Checkout Transactions	99,684	97,116	-2.58%
Unique Users	41,872	41,392	-1.15%

PHILANTHROPY

Year-To-Date Comparison *

* Foundation Fiscal Year is July through June
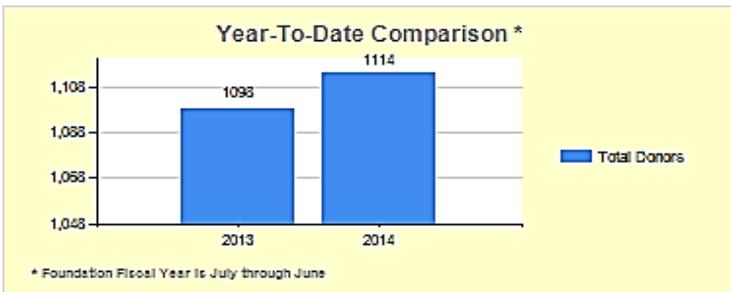
	March		
	2013	2014	% Change
FoundationDonors	108	87	-19.44%
NewFoundationDonors	11	3	-72.73%
$ Raised by Foundation	$26,219.00	$84,303.00	221.53%
$ Provided by Friends	$489.00	$0.00	-100.00%

BRANCH CLOSURES

2012

Snow Closures	1/17-1/23 (7 Days)
Bonney Lk	2/13-2/26 (13 Days)
Graham	3/21-4/5 (15 Days)
South Hill	4/9-5/6 (27 Days)
Tillicum	7/3-8/5 (33 Days)
Sumner	7/30-9/3 (35 Days)
Summit	9/17-9/30 (13 Days)
Steilacoom	10/17-11/14 (28 Days)

2013

Key Center	1/1-2/3 (34 Days)
Fife	9/24-25 (2 Days)

2014

Monthly Financial Reports
April 30, 2014

Interim Reports Prepared by
Dale E. Hough PFO, CPFIM
Finance Manager

Pierce County Library System
Statement of Financial Position
April 30, 2014
All Funds

	General Fund	Debt Service Fund	Capital Improvement Projects Fund
Assets			
Current Assets - Cash			
Cash	$ 10,212,999	$ 7.44	$ 256,741
Investments	$ 1,975,000	$ 83,590	$ 735,000
Total Cash	**$ 12,187,999**	**$ 83,597**	**$ 991,741**
Total Current Assets	**$ 12,187,999**	**$ 83,597**	**$ 991,741**
Liabilities and Fund Balance			
Current Liabilities			
Warrants Payable	$ 48,603	$ -	$ -
Sales Tax Payable	$ 3,873	$ -	$ -
Payroll Taxes and Benefits Payable	$ 12,668	$ -	$ -
Total Current Liabilities	**$ 65,144**	**$ -**	**$ -**
Fund Balance			
Reserve for Encumbrances	$ 570,356	$ -	$ 186,921
Net Excess (Deficit)	$ 2,519,572	$ 30	$ (431,386)
Unreserved Fund Balance	$ 9,032,928	$ 83,567	$ 1,236,206
Total Fund Balance	**$ 12,122,855**	**$ 83,597**	**$ 991,741**
Total Liabilities and Fund Balance	**$ 12,187,999**	**$ 83,597**	**$ 991,741**
Anticipated Property Tax Revenue	**$ 14,993,995**	**$ 13**	**$ -**

Pierce County Library System
Comparative Statement of Financial Position
General Fund - Rolling Comparison
(as of the listed date of the reported month)

	HISTORICAL 4/30/2013	HISTORICAL 5/31/2013	HISTORICAL 6/30/2013	HISTORICAL 7/31/2013	HISTORICAL 8/31/2013	HISTORICAL 9/30/2013	HISTORICAL 10/31/2013	HISTORICAL 11/30/2013	HISTORICAL 12/31/2013	HISTORICAL 1/31/2014	HISTORICAL 2/28/2014	HISTORICAL 3/31/2014	CURRENT 4/30/2014
Assets													
Current Assets - Cash													
Cash	$ 8,648,366	$ 4,759,718	$ 1,697,396	$ 1,759,564	$ 1,741,018	$ 2,327,531	$ 8,989,939	$ 4,778,073	$ 10,033,175	$ 1,444,605	$ 1,645,344	$ 2,874,360	$ 10,212,999
Investments	$ 3,323,000	$ 8,681,493	$ 9,800,000	$ 7,850,000	$ 5,900,000	$ 4,400,000	$ 2,800,000	$ 7,460,000	$ -	$ 6,200,000	$ 4,410,000	$ 2,650,000	1,975,000
Total Cash	$ 11,971,366	$ 13,441,211	$ 11,497,396	$ 9,609,564	$ 7,641,018	$ 6,727,531	$ 11,789,939	$ 12,238,073	10,033,175	$ 7,644,605	$ 6,055,344	$ 5,524,360	$ 12,187,999
Total Current Assets	$ 11,971,366	$ 13,441,211	$ 11,497,396	$ 9,609,564	$ 7,641,018	$ 6,727,531	$ 11,789,939	$ 12,238,073	10,033,175	$ 7,644,605	$ 6,055,344	$ 5,524,360	$ 12,187,999
Liabilities and Fund Balance													
Current Liabilities													
Warrants Payable	$ 182,186	$ 307,368	$ 201,001	$ 61,424	$ 255,774	$ 214,897	$ 246,940	$ 335,358	$ 940,783	$ 289,787	$ 267,978	$ 240,284	48,603
Sales Tax Payable	$ 2,527	$ 2,361	$ 1,500	$ 1,861	$ 2,076	$ 2,024	$ 2,299	$ 1,791	1,686	$ 2,976	$ 4,285	$ 3,438	3,873
Payroll Taxes and Benefits Payable	$ 91,874	$ 99,447	$ 117,325	$ 118,009	$ 95,641	$ 115,866	$ 85,954	$ 97,624	57,777	$ 10,661	$ 12,271	$ 12,632	12,668
Total Current Liabilities	$ 276,587	$ 409,176	$ 319,826	$ 181,293	$ 353,490	$ 332,788	$ 335,193	$ 434,773	1,000,247	$ 303,424	$ 284,534	$ 256,354	65,144
Fund Balance													
Reserve for Encumbrances	$ 474,946	$ 399,459	$ 483,361	$ 470,718	$ 461,818	$ 441,712	$ 378,475	$ 315,594	$ -	$ 479,177	$ 429,530	$ 384,724	570,356
Net Excess (Deficit)	$ 2,054,493	$ 3,231,322	$ 1,292,956	$ (443,701)	$ (2,575,544)	$ (3,448,222)	$ 1,675,017	$ 2,086,453	$ -	$ (2,170,924)	$ (3,691,647)	$ (4,149,646)	2,519,572
Unreserved Fund Balance	$ 9,165,341	$ 9,401,254	$ 9,401,254	$ 9,401,254	$ 9,401,254	$ 9,401,254	$ 9,401,254	$ 9,401,254	9,032,928	$ 9,032,928	$ 9,032,928	$ 9,032,928	9,032,928
Total Fund Balance	$ 11,694,779	$ 13,032,035	$ 11,177,570	$ 9,428,271	$ 7,287,528	$ 6,394,744	$ 11,454,746	$ 11,803,300	9,032,928	$ 7,341,181	$ 5,770,810	$ 5,268,005	$ 12,122,855
Total Liabilities and Fund Balance	$ 11,971,366	$ 13,441,211	$ 11,497,396	$ 9,609,564	$ 7,641,018	$ 6,727,531	$ 11,789,939	$ 12,238,073	10,033,175	$ 7,644,605	$ 6,055,344	$ 5,524,360	$ 12,187,999
Anticipated Property Tax Revenue	$ 15,377,335	$ 15,377,335	$ 12,250,392	$ 14,993,995	$ 11,930,745	$ 10,921,417	$ 3,627,815	$ 1,229,998	$ -	$ 25,516,351	$ 25,112,244	$ 25,112,244	$ 14,993,995

Pierce County
Library System
Information & Imagination

PIERCE COUNTY LIBRARY SYSTEM
Statement of Revenue and Expenditures
Year to Date through April 30, 2014
no pre-encumbrances

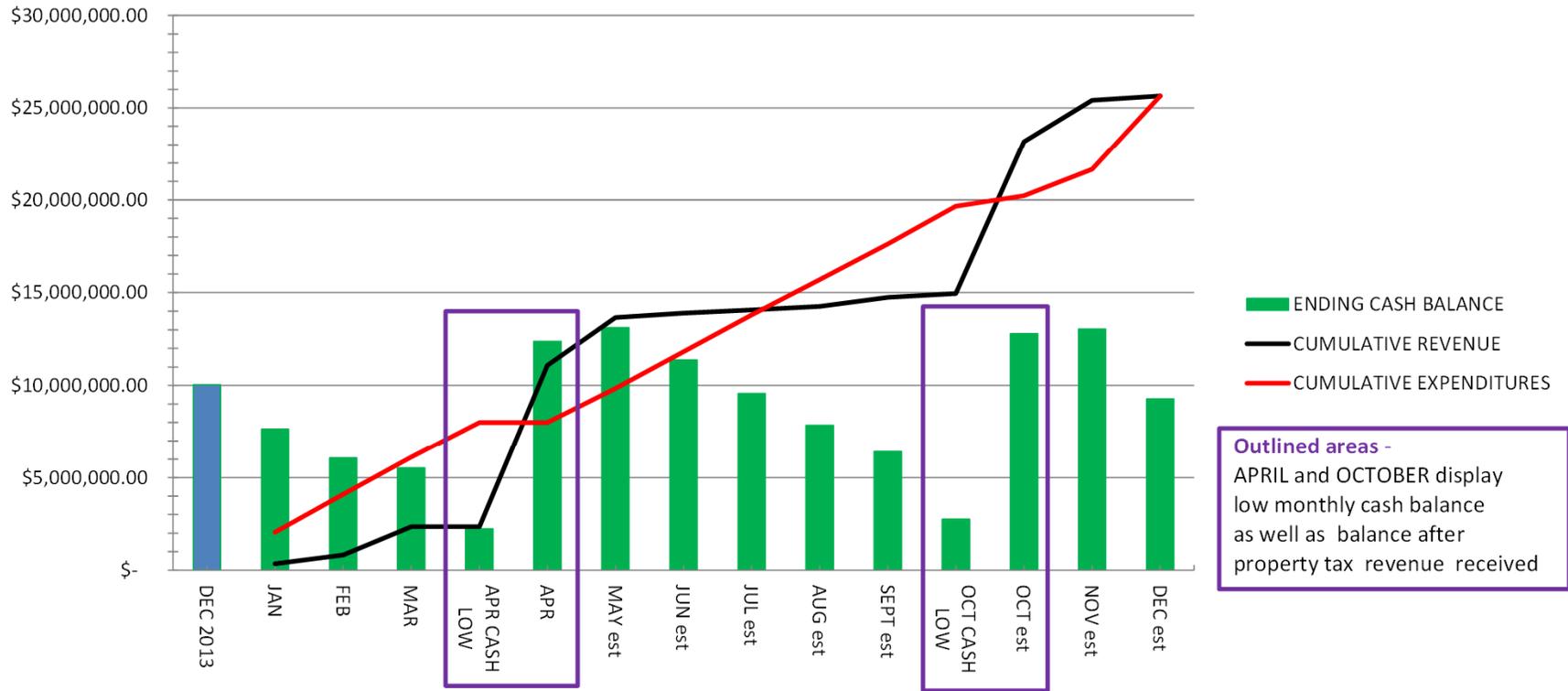| General Fund	2014 Budget	Year To Date	Encumbrances	Budget Balance	% of Budget
Revenue					
Use of Fund Balance	$ 127,663	$ -	$ -	$ 127,663	0%
Property Tax/Investment Income & Other PC Revenue	$ 24,540,872	$ 10,611,255	$ -	$ 13,929,617	43%
Other Revenue	$ 985,500	$ 473,682	$ -	$ 511,818	48%
Total Revenue	**$ 25,654,035**	**$ 11,084,937**	**$ -**	**$ 14,569,098**	**43%**
Expenditures					
Personnel/Taxes and Benefits	$ 18,837,686.00	$ 6,167,640	$ -	$ 12,670,046	33%
Materials	$ 3,277,075	$ 737,723	$ 6,072	$ 2,533,281	23%
Maintenance and Operations	$ 3,284,010	$ 1,089,647	$ 564,284	$ 1,630,079	50%
Transfers Out	$ 255,264	$ -	$ -	$ 255,264	0%
Total Expenditures	**$ 25,654,035**	**$ 7,995,010**	**$ 570,356**	**$ 17,088,669**	**33%**
Excess/(Deficit)		$ 3,089,928			
(less encumbrances)		(570,356)			
Net Excess (Deficit)		**$ 2,519,572**			

Debt Service Fund	2014 Budget	Year To Date	Encumbrances	Budget Balance	% of Budget
Revenue					
Property Tax/Investment Income & Other PC Revenue	$ -	$ 30	$ -	$ (30)	0%
Other Revenue	$ -	$ -	$ -	$ -	0%
Total Revenue	**$ -**	**$ 30**	**$ -**	**$ (30)**	**0%**
Total Expenditures	$ -	$ -	$ -	$ -	0%
Net Excess (Deficit)		**$ 30**			

Capital Improvement Projects Fund	2014 Budget	Year To Date	Encumbrances	Budget Balance	% of Budget
Revenue					
Use of Fund Balance	$ 808,886	$ -	$ -	$ 808,886	0%
Other Revenue	$ 160,000	$ 24,378	$ -	$ 135,622	0%
Transfers In	$ 255,114	$ -	$ -	$ 255,114	0%
Total Revenue	**$ 1,224,000**	**$ 24,378**	**$ -**	**$ 1,199,622**	**2%**
Expenditures					
Maintenance and Operations	$ 1,224,000	$ 268,843	$ 186,921	$ 768,236	37%
Total Expenditures	**$ 1,224,000**	**$ 268,843**	**$ 186,921**	**$ 768,236**	**37%**
Excess/(Deficit)		$ (244,465)			
(less encumbrances)		(186,921)			
Net Excess (Deficit)		**$ (431,386)**			

Pierce County Library System

Information & Imagination

CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE
Including Cash Flow Projection
2014

Legend:
- ENDING CASH BALANCE
- CUMULATIVE REVENUE
- CUMULATIVE EXPENDITURES

Outlined areas -
APRIL and OCTOBER display low monthly cash balance as well as balance after property tax revenue received

Y-axis: $30,000,000.00 / $25,000,000.00 / $20,000,000.00 / $15,000,000.00 / $10,000,000.00 / $5,000,000.00 / $-

X-axis: DEC 2013, JAN, FEB, MAR, APR CASH LOW, APR, MAY est, JUN est, JUL est, AUG est, SEPT est, OCT CASH LOW, OCT est, NOV est, DEC est

Pierce County Library System

Information & Imagination

RESOURCE FLOW
General Fund - 2014

Legend:
- GF 2014 Actual Revenue
- GF 2014 Actual Expenditure
- 2014 Budget (straight line)
- Estimated Revenue
- Estimated Expenditure

Estimates based on current year plus past four years General Fund activity

Printed on: 05/05/2014   Pierce County Library System   Page 1 of 5
Board Report - Budget to Actual by Object
Report as of: 4/30/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	April Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	127,663.00	0.00	0.00	0.00	127,663.00	0.00
31111 PROPERTY TAXES CURRENT	23,502,762.00	8,550,114.05	10,243,245.20	0.00	13,259,516.80	43.58
31112 PROPERTY TAXES DELINQUENT	940,110.00	113,322.40	345,600.99	0.00	594,509.01	36.76
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	679.09	0.00	2,320.91	22.64
31210 PRIVATE HARVEST/ FOREST EXCISE	50,000.00	0.00	10,522.51	0.00	39,477.49	21.05
31720 LEASEHOLD EXCISE TAX	20,000.00	6,178.15	9,445.59	0.00	10,554.41	47.23
TAXES:	**24,643,535.00**	**8,669,614.60**	**10,609,493.38**	**0.00**	**14,034,041.62**	**43.05**
33872 CONTRACTS FEES - CITIES	0.00	0.00	810.00	0.00	(810.00)	0.00
33890 GOVERMENTAL GRANTS	0.00	0.00	2,265.61	0.00	(2,265.61)	0.00
34160 COPIER FEES	25,000.00	2,713.91	10,531.89	0.00	14,468.11	42.13
34161 GRAPHICS SERVICES CHARGES	0.00	3,727.85	3,758.05	0.00	(3,758.05)	0.00
34162 PRINTER FEES	60,000.00	8,530.77	33,606.21	0.00	26,393.79	56.01
34163 FAX FEES	0.00	6,738.44	6,738.44	0.00	(6,738.44)	0.00
34730 INTERLIBRARY LOAN FEES	0.00	55.00	65.00	0.00	(65.00)	0.00
35970 LIBRARY FINES	615,000.00	44,924.53	199,386.03	0.00	415,613.97	32.42
36110 INVESTMENT INCOME	10,000.00	218.00	1,761.39	0.00	8,238.61	17.61
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.10	0.00	(0.10)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.14	1.32	0.00	(1.32)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	312.68	0.00	(312.68)	0.00
36700 FOUNDATION DONATIONS	225,500.00	0.00	185,298.48	0.00	40,201.52	82.17
36720 FRIENDS' REIMBURSEMENTS	0.00	0.00	2,812.97	0.00	(2,812.97)	0.00
36725 DONATIONS - OTHER	0.00	10.90	38.97	0.00	(38.97)	0.00
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	325.00	0.00	(325.00)	0.00
36920 BOOK SALE REVENUE	20,000.00	12.05	34.05	0.00	19,965.95	0.17
36990 MISCELLANEOUS REVENUE	0.00	(5,072.32)	3,710.61	0.00	(3,710.61)	0.00
36991 PAYMENT FOR LOST MATERIALS	25,000.00	913.95	3,776.47	0.00	21,223.53	15.11
36994 UNCLAIMED PROPERTY	0.00	22.75	188.90	0.00	(188.90)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	112.96	0.00	(112.96)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	0.00	627.02	0.00	(627.02)	0.00
36998 E RATE REIMBURSEMENT	0.00	2,419.77	2,419.77	0.00	(2,419.77)	0.00
36999 REBATES - PROCUREMENT CARD	15,000.00	0.00	9,465.66	0.00	5,534.34	63.10
CHARGES OTHER:	**995,500.00**	**65,215.74**	**468,047.58**	**0.00**	**527,452.42**	**47.02**
39510 SALE OF FIXED ASSETS/TIMBER (GC	15,000.00	0.00	0.00	0.00	15,000.00	0.00
39520 INSURANCE RECOVERIES - CAPITAL	0.00	0.00	7,396.28	0.00	(7,396.28)	0.00
TOTAL FOR REVENUE ACCOUNTS	**25,654,035.00**	**8,734,830.34**	**11,084,937.24**	**0.00**	**14,569,097.76**	**43.21**
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,709,535.00	1,097,874.10	4,349,856.66	0.00	9,359,678.34	31.73
51105 ADDITIONAL HOURS	247,100.00	22,518.49	90,560.91	0.00	156,539.09	36.65
51106 SHIFT DIFFERENTIAL	161,206.00	13,306.83	45,371.58	0.00	115,834.42	28.15
51107 SUBSTITUTE HOURS	284,500.00	20,689.50	87,916.46	0.00	196,583.54	30.90
51109 TUITION ASSISTANCE PROGRAM	300.00	0.00	0.00	0.00	300.00	0.00
51200 OVERTIME WAGES	5,800.00	398.89	2,029.52	0.00	3,770.48	34.99
51999 ADJ WAGE/SALARY TO MATCH PLAN	(448,609.00)	0.00	0.00	0.00	(448,609.00)	0.00
52001 INDUSTRIAL INSURANCE	165,707.00	16,867.62	60,629.18	0.00	105,077.82	36.59
52002 MEDICAL INSURANCE	2,268,400.00	200,772.23	713,389.01	0.00	1,555,010.99	31.45
52003 F.I.C.A.	1,102,241.00	87,461.06	346,472.50	0.00	755,768.50	31.43

Printed on: 05/05/2014   Pierce County Library System   Page 2 of 5
Board Report - Budget to Actual by Object
Report as of: 4/30/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	April Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52004 RETIREMENT	1,167,555.00	101,108.60	398,224.22	0.00	769,330.78	34.11
52005 DENTAL INSURANCE	241,326.00	15,322.73	60,974.73	0.00	180,351.27	25.27
52006 OTHER BENEFIT	9,580.00	960.00	3,460.00	0.00	6,120.00	36.12
52010 LIFE AND DISABILITY INSURANCE	25,245.00	2,179.72	8,754.93	0.00	16,490.07	34.68
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	0.00	0.00	30,500.00	0.00
52200 UNIFORMS	1,300.00	0.00	0.00	0.00	1,300.00	0.00
52999 ADJ BENEFITS TO MATCH PLAN	(134,000.00)	0.00	0.00	0.00	(134,000.00)	0.00
PERSONNEL	**18,837,686.00**	**1,579,459.77**	**6,167,639.70**	**0.00**	**12,670,046.30**	**32.74**
53100 OFFICE/OPERATING SUPPLIES	155,400.00	5,003.73	37,414.07	34,728.78	83,257.15	46.42
53101 CUSTODIAL SUPPLIES	52,100.00	5,945.27	14,922.48	0.00	37,177.52	28.64
53102 MAINTENANCE SUPPLIES	60,200.00	6,223.43	13,954.16	2,672.64	43,573.20	27.62
53103 AUDIOVISUAL PROCESSING SUP	20,000.00	0.00	5,516.88	0.00	14,483.12	27.58
53104 BOOK PROCESSING SUPPLIES	20,000.00	0.00	8,174.60	0.00	11,825.40	40.87
53200 FUEL	40,750.00	0.00	10,548.01	30,242.34	(40.35)	100.10
53401 ADULT MATERIALS	827,684.00	39,851.40	187,107.31	0.00	640,576.69	22.61
53403 PERIODICALS	80,000.00	1,690.14	5,368.61	0.00	74,631.39	6.71
53405 JUVENILE BOOKS	496,458.00	34,095.38	118,246.26	6,071.70	372,140.04	25.04
53406 PROFESSIONAL COLLECTION	20,000.00	314.11	1,418.42	0.00	18,581.58	7.09
53407 INTERNATIONAL COLLECTION	76,000.00	457.36	4,961.59	0.00	71,038.41	6.53
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	45,319.43	216,595.23	0.00	599,404.77	26.54
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	3,975.86	10,619.61	0.00	91,420.39	10.41
53411 ELECTRONIC INFO SOURCES	170,355.00	0.00	4,404.49	0.00	165,950.51	2.59
53412 REFERENCE SERIALS	36,414.00	323.07	323.07	0.00	36,090.93	0.89
53413 ELECTRONIC SERVICES	244,124.00	0.00	84,762.55	0.00	159,361.45	34.72
53414 ELECTRONIC COLLECTION	255,000.00	489.35	67,048.32	0.00	187,951.68	26.29
53464 VENDOR PROCESSING SERVICES	153,000.00	8,070.43	35,297.29	0.00	117,702.71	23.07
53499 GIFTS - MATERIALS	0.00	384.47	1,569.90	0.00	(1,569.90)	0.00
53500 MINOR EQUIPMENT	6,500.00	0.00	0.00	0.00	6,500.00	0.00
53501 FURNISHINGS	35,000.00	789.49	3,702.91	3,832.53	27,464.56	21.53
53502 IT HARDWARE	216,300.00	7,443.90	81,313.38	0.00	134,986.62	37.59
53503 PRINTERS	20,000.00	348.49	1,263.95	0.00	18,736.05	6.32
53505 SOFTWARE	17,000.00	586.63	12,523.71	0.00	4,476.29	73.67
54100 PROFESSIONAL SERVICES	256,200.00	33,724.19	152,760.98	57,823.50	45,615.52	82.20
54101 LEGAL SERVICES	30,000.00	0.00	9,491.00	0.00	20,509.00	31.64
54102 COLLECTION AGENCY	24,000.00	1,906.35	6,130.75	0.00	17,869.25	25.54
54161 RESOURCE SHARING SERVICES	22,000.00	0.00	2,029.70	0.00	19,970.30	9.23
54162 BIBLIOGRAPHICS SERVICES	38,000.00	0.00	9,841.16	0.00	28,158.84	25.90
54163 PRINTING AND BINDING	2,000.00	0.00	0.00	0.00	2,000.00	0.00
54165 ILL LOST ITEM CHARGE	3,000.00	34.06	646.54	0.00	2,353.46	21.55
54200 POSTAGE	38,000.00	0.00	496.84	0.00	37,503.16	1.31
54201 TELEPHONE/DATA LINES	161,300.00	4,407.40	99,816.22	0.00	61,483.78	61.88
54300 TRAVEL	29,200.00	5,613.45	14,281.45	0.00	14,918.55	48.91
54301 MILEAGE REIMBURSEMENTS	30,250.00	3,090.64	9,615.83	0.00	20,634.17	31.79
54400 ADVERTISING	29,000.00	1,050.00	2,327.95	3,950.00	22,722.05	21.65
54501 RENTALS/LEASES - BUILDINGS	377,700.00	14,110.50	136,059.46	118,864.62	122,775.92	67.49
54502 RENTAL/LEASE - EQUIPMENT	23,600.00	8,000.00	21,233.47	16,306.52	(13,939.99)	159.07
54600 INSURANCE	189,500.00	(180.75)	22,183.25	0.00	167,316.75	11.71

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 4/30/2014

FUND: GENERAL FUND (01)

Object	2014 Budget	April Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54700 ELECTRICITY	220,000.00	16,405.04	78,058.31	0.00	141,941.69	35.48
54701 NATURAL GAS	15,000.00	1,151.37	5,468.49	0.00	9,531.51	36.46
54702 WATER	26,000.00	850.02	5,069.00	0.00	20,931.00	19.50
54703 SEWER	21,700.00	336.68	9,064.59	0.00	12,635.41	41.77
54704 REFUSE	22,500.00	247.98	6,064.12	792.19	15,643.69	30.47
54800 GENERAL REPAIRS/MAINTENANCE	198,300.00	15,403.56	52,046.44	55,720.97	90,532.59	54.35
54801 CONTRACTED MAINTENANCE	709,200.00	36,216.63	181,766.00	239,345.22	288,088.78	59.38
54803 MAINT. TELECOM EQUIPMENT	31,000.00	0.00	21,012.46	0.00	9,987.54	67.78
54805 VEHICLE REPAIR - MAJOR	0.00	(10,110.03)	0.00	0.00	0.00	0.00
54900 REGISTRATIONS	23,250.00	4,137.50	8,039.50	0.00	15,210.50	34.58
54901 DUES AND MEMBERSHIPS	34,620.00	120.00	21,678.95	5.00	12,936.05	62.63
54902 TAXES AND ASSESSMENTS	30,500.00	42.69	14,688.04	0.00	15,811.96	48.16
54903 LICENSES AND FEES	53,150.00	2,471.13	10,262.35	0.00	42,887.65	19.31
54904 MISCELLANEOUS	790.00	0.00	0.00	0.00	790.00	0.00
54905 EVENT REGISTRATION	0.00	180.19	180.19	0.00	(180.19)	0.00
55100 INTERGOVERMENTAL	1,000.00	0.00	0.00	0.00	1,000.00	0.00
59700 TRANSFERS OUT	255,264.00	0.00	0.00	0.00	255,264.00	0.00
ALL OTHER EXPENSES	**6,816,349.00**	**300,520.54**	**1,827,369.84**	**570,356.01**	**4,418,623.15**	**35.18**
TOTAL FOR EXPENSE ACCOUNTS	**25,654,035.00**	**1,879,980.31**	**7,995,009.54**	**570,356.01**	**17,088,669.45**	**33.39**
NET SURPLUS / DEFICIT	**0.00**	**6,854,850.03**	**3,089,927.70**	**(570,356.01)**	**(2,519,571.69)**	**0.00**

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 4/30/2014

FUND: DEBT SERVICE FUND (20)

Object	2014 Budget	April Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.01	0.05	0.00	(0.05)	0.00
TAXES:	**0.00**	**0.01**	**0.05**	**0.00**	**(0.05)**	**0.00**
36110 INVESTMENT INCOME	0.00	6.88	30.18	0.00	(30.18)	0.00
CHARGES OTHER:	**0.00**	**6.88**	**30.18**	**0.00**	**(30.18)**	**0.00**
TOTAL FOR REVENUE ACCOUNTS	**0.00**	**6.89**	**30.23**	**0.00**	**(30.23)**	**0.00**
NET SURPLUS / DEFICIT	**0.00**	**6.89**	**30.23**	**0.00**	**(30.23)**	**0.00**

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2014 Budget	April Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	808,886.00	0.00	0.00	0.00	808,886.00	0.00
36110 INVESTMENT INCOME	0.00	65.32	327.75	0.00	(327.75)	0.00
36899 ENERGY REBATES	0.00	24,050.00	24,050.00	0.00	(24,050.00)	0.00
36990 MISCELLANEOUS REVENUE	160,000.00	0.00	0.00	0.00	160,000.00	0.00
CHARGES OTHER:	**968,886.00**	**24,115.32**	**24,377.75**	**0.00**	**944,508.25**	**2.52**
39700 TRANSFERS IN	255,114.00	0.00	0.00	0.00	255,114.00	0.00
TOTAL FOR REVENUE ACCOUNTS	**1,224,000.00**	**24,115.32**	**24,377.75**	**0.00**	**1,199,622.25**	**1.99**
EXPENSE ACCOUNTS						
53501 FURNISHINGS	50,000.00	0.00	0.00	8,033.24	41,966.76	16.07
54100 PROFESSIONAL SERVICES	250,000.00	13,750.42	15,500.42	3,636.58	230,863.00	7.65
54400 ADVERTISING	0.00	0.00	60.90	0.00	(60.90)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	55,000.00	0.00	0.00	0.00	55,000.00	0.00
54805 VEHICLE REPAIR - MAJOR	10,000.00	10,110.03	10,110.03	0.00	(110.03)	101.10
54912 CONTINGENCY/RESERVE	36,000.00	0.00	0.00	0.00	36,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	371,000.00	0.00	74,634.98	121,928.63	174,436.39	52.98
56201 CONSTRUCTION	0.00	0.00	19,252.32	43,720.27	(62,972.59)	0.00
56202 ELECTRICAL	78,000.00	3,896.28	3,896.28	1,831.41	72,272.31	7.34
56203 FLOORING	81,000.00	0.00	0.00	0.00	81,000.00	0.00
56204 PAINTING AND WALL TREATMENTS	47,000.00	0.00	0.00	0.00	47,000.00	0.00
56205 ROOFING	151,000.00	0.00	0.00	0.00	151,000.00	0.00
56301 PARKING LOT REPAIR & IMPROVEME	50,000.00	0.00	0.00	0.00	50,000.00	0.00
56401 VEHICLES	0.00	14,602.68	60,318.64	1,844.48	(62,163.12)	0.00
56402 HVAC	45,000.00	0.00	85,069.24	5,926.70	(45,995.94)	202.21
TOTAL FOR EXPENSE ACCOUNTS	**1,224,000.00**	**42,359.41**	**268,842.81**	**186,921.31**	**768,235.88**	**37.24**
NET SURPLUS / DEFICIT	**0.00**	**(18,244.09)**	**(244,465.06)**	**(186,921.31)**	**431,386.37**	**0.00**

M E M O

Date: May 5, 2014

To: Pierce County Library System Board of Trustees

From: Dale E. Hough, Finance Manager

Re: IRS tax form 990 for 2013

Pierce County Library System is a nonprofit 501(c)3 organization. We file an IRS form 990 (for nonprofits) each year. Our tax return is being compiled by PCLS staff and staff at the CPA firm, Dwyer, Pemberton and Coulson, Accountants. When complete, we will ask you to review the 2013 form 990. All Board members are asked to sign a statement certifying that they have reviewed the tax return. The IRS started this requirement several years ago.

Our CPA firm asks that you complete a questionnaire concerning Conflict of Interest and Compensation. This form, a FAQ and a copy of our Conflict of Interest policy was sent to you last month.

All statements will become integral public documents in the final tax return.

If you have any questions concerning our nonprofit tax return, always feel free to contact Dale Hough, Finance Manager, (253) 548-3452, dhough@piercecountylibrary.org or Clifford Jo, Director of Finance and IT, (253) 548-3453, cjo@piercecountylibrary.org .

MEMO

Date: April 30, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Georgia Lomax, Deputy Director

Subject: ULC Innovations Submissions

Each year the Urban Libraries Council asks libraries to share innovative work and programs that benefit individuals and communities. These "innovations" are gathered in the "ULC Innovations Resource Center" and serve as a showcase to inspire news ways of thinking and working. Each year a "Top Innovator" and "Honorable Mention" is awarded in each of the ten categories.

PCLS received the Top Innovator award in the literacy category in 2011 for "Our Children are Ready for Reading", its early learning program. In 2013 an Honorable Mention was awarded in the operations category for "How to cut a million – the "Collection Budget Crew" materials budget process".

This year PCLS submitted three entries:

Annual Branch Service Plans. Utilizing the PCLS strategic framework, branch staff conducted library internal asset mapping and community asset mapping, participated in market segmentation exercises, and reviewed operations statistics to create customer focused, community minded branch service plans supportive of the Library's strategic framework and system initiatives.

Affordable Care in Pierce County. Through a partnership with the Tacoma-Pierce County Health Department and eight community organizations, including Sea Mar, which helped reach Spanish language speaking customers, Pierce County Library brought access to critical Affordable Care Act information and assistance where customers were located in the 1,800 square miles beyond the limited location where most services are provided.

Project B.L.O.C.K.S. Blocks Let Our Children Know Science. The addition of blocks in libraries supports language acquisition and beginning STEM development among preschool children. Block play is research-based. It supports development of language in young children as they play with adults and peers. It promotes social emotional development and development of early math and science concepts.

This year's awards will be announced on June 23 at the NEXT Library Conference in Chicago. You can view the ULC Innovations Resource Center here: http://www.urbanlibraries.org/2014-innovations--pages-271.php.

M E M O

Date: May 1, 2014

To: Linda Ishem, Chair Board of Trustees, Board members, Neel Parikh, Executive Director PCLS

From: Judy T Nelson, customer Experience Manager - Youth

Subject: 2014 Summer Reading Program

Public library summer reading programs have existed for decades and have always been about recreational reading and free fun experiential learning opportunities. Summer Learning loss has become a "hot topic" for educators and policy makers. The following powerful video clearly demonstrates the effects of summer learning loss. Brian Williams Summer Learning video: https://www.youtube.com/watch?v=Ahhj3wxxkdM.

As the research around summer learning loss has become mainstream, schools and organizations that support families (such as YMCA's, Boys & Girls Clubs, United Way) have started directing their summer activities to offer summer learning. Public libraries are restructuring their annual programs and revising how they describe this program. Using a model developed in 2013 by Chicago Public Library (Summer of Learning) PCLS has modified our existing program to integrate some of the findings of the National Summer Learning Association about how to be more deliberate and complete in the program we offer. Pierce County Library is nicely positioned to demonstrate the value of a summer reading program. The theme for the collaborative summer reading program for 2014 is STEM related, and is called Fizz Boom Read. This means we are able to integrate the work currently being executed by the Science to Go Librarian for the Paul G Allen grant into the design of the summer program.

While much of the characteristics of high quality programs involve school like requirements, there is evidence that summer reading programs, when coupled with supports can reduce learning loss and lead to gains for children. We focused on developing our program to include: a child outcome of reporting out on their participation, a parent participation outcome, and a continuation of the 15 hours of reading needed to complete the program and be entered into the final drawing. Each of these is part of the characteristics identified by the National Summer Learning Association as being necessary for a high quality program.

Our message to schools this year included a reminder that free summer reading programs help mitigate summer learning loss and their support of our program is a valuable part of engaging families during the summer with positive activities. Youth Services will survey parents, children and staff at the end of summer to learn what worked and what we need to adjust in the future. Youth Services has also worked with several partners to enhance the proffered program so include reporting out and hands on engagement.

A full final report will be presented in the fall.

Questions? Please feel free to contact me.

May 2014

«Title» «First_Name» «Last_Name»
Librarian
«Location»
«Street_Address»
«City_State» «Zip_»

Dear «Title» «Last_Name»:

Summer learning loss is a documented problem for every school district. Information is being gathered across Pierce County on services and locations where students can be engaged in summer learning.   The original summer learning program is the Pierce County Library System's annual Summer Reading program. This year the program's focus is STEM related and is called "Fizz Boom Read".

Research shows that youth who read for fun during the summer months maintain and even build stronger literacy skills than those who do not. Research also shows that youth who engage in experiential learning opportunities during the summer, such as attending camp or visiting the zoo or a museum, continue to learn and expand their knowledge base. The Library provides a wide variety of free experiential learning opportunities. In fact, we are the only free program available to every student in your school.

I would like to thank you for promoting the Pierce County Library's Summer Reading program in the past and ask that this year you not only encourage every child in your school to participate, but also encourage every parent and caregiver to actively engage with their child. This year's program - Fizz Boom Read - offers 300+ free programs over 8 weeks, and a wide selection of fun reading materials to choose from. Activities range from science magic to robotics and other science related events. Children keep track of every 20 minutes they spend reading to earn prizes. They can also enter contests to win a free science tool kit. "Fizz Boom Read" is available for every family in Pierce County at our eighteen branch locations and online at www.piercecountylibrary.org.

At your school, students in grades K-5 will receive a summer program bookmark to share with their family. We are sending you copies of the "Fizz Boom Read" reading poster and program flyer. We are also enclosing our "tween reading log." This log was developed for the 4-6th grades, but any student is welcome to use it. Please share these materials with any interested classroom teachers. Need additional copies? Contact us.

Superintendent Randy Dorn champions summer learning programs for all and library programs are the original free, fun way to enjoy vacation time.

Thank you for your continued support of summer learning. If you have any questions, please contact me at 253-548-3412.

Sincerely,

Judy T. Nelson
Customer Experience Manager — Youth

May 2014

«Title» «First_Name» «Last_Name»
Librarian
«Location»
«Street_Address»
«City_State» «Zip_»

Dear «Title» «Last_Name»:

Summer learning loss is a documented problem for every school district, and across Pierce County organizations are working to make programs and services available to support student success and minimize or eliminate summer learning loss. Summer reading programs at public libraries are the original summer learning program, and they are still free and still focused on reading and experiential learning. This year the program's focus is STEM related.

Research shows that youth who read for fun during the summer months maintain and even build stronger literacy skills than those who do not. Research also shows that youth who engage in experiential learning opportunities during the summer, such as attending camp or visiting the zoo or a museum, continue to learn and expand their knowledge base. The Library provides a wide variety of free experiential learning opportunities. In fact, we are the only free program available to every student in your school.

This year's program - Fizz Boom Read - offers over 300 free programs during the 8 weeks along with a wide selection of fun reading materials for self-selection. Branch programs range from science magic to robotics. Other elements of the program include the tracking of reading in 20 minute increments and specific activities to report out on that utilize the scientific methods of observation and exploration. Children can earn prizes for reading and enter drawings to win a free science tool kit. "Fizz Boom Read" is available for every family in Pierce County at our eighteen branch locations and online at www.piercecountylibrary.org.

We are providing a summer program bookmark for each student in K– 5th grade. Your librarians will receive copies of the "Fizz Boom Read" reading poster, program flyer and tween reading log. There will also be a teen bookmark distributed to middle and high schools to promote the online Teen Summer Challenge for youth ages 12 to 18.

I would like to thank you for promoting the Pierce County Library's Summer Reading program in the past and ask that this year you encourage all your staff to reach out to parents and caregivers and encourage them to participate in this free, fun program.

Thank you for your continued support of summer learning. If you have any questions, please contact me at 253-548-3412.

Sincerely,

Judy T. Nelson
Customer Experience Manager — Youth

Programs Aim to Close the Summer Learning Gap

By HOLLY BAMFORD HUNT AND NOLA RENZ

Tacoma News Tribune May 4, 2014

RENZ

BAMFORD HUNT

Let's say two children attend kindergarten together and learn at about the same pace. At summer break, both have nine months of learning in their backpacks. One child has a library card, day camp and vacation planned — stimulating activities that support learning and build vocabulary equivalent to two months of instruction. The other child has limited access to books or summer activities and loses about one month of learning.

When those kids return to school for first grade, there is now a three-month gap in their learning. That gap can grow to three years by the end of fifth grade. Without summer learning opportunities that enrich knowledge and vocabulary, too many kids will fall further behind.

The Summer Learning Collaborative is part of the Graduate Tacoma movement to help students achieve success from cradle to college and career. We are working to narrow the summer learning gap and help all kids retain what they've learned.

Closing the gap in summer learning is also important in helping all children read at or above grade level by third grade. Students who fall behind by third grade are four times less likely to graduate on time. That's why United Way of Pierce County and the Foundation for Tacoma Students have teamed up with more than 20 community partners on the Campaign for Grade Level Reading.

Together, we've set ambitious goals to boost participation in quality summer learning by 25 percent by 2017 and improve access to books for more students.

It takes the whole community — parents, educators, all of us — working together to make lasting changes. That's why we're taking action and calling on parents and caring adults throughout the community to share in this important responsibility for all Tacoma children.

It's free to join the Tacoma Public Library or Pierce County Library summer reading programs and earn prizes. For students in the sixth-grade range, reading at least five grade-level books in summer maintains reading skills. For first- and second-graders, it's 12 books over the summer. If children are too young to read, an adult or older child can read to them; libraries also offer storytimes.

If you can't make it to the library, grab a newspaper and read articles together. Read signs in the grocery story with your child, or pamphlets at the doctor's office.

Summer learning can happen in a forest, studio, theater or park. SummerLearningTacoma.org is a new resource for parents, students and teachers. The site lists more than 150 educational, recreation, arts and leadership opportunities — searchable by grade level, activity, dates and location.

For example, preschool and elementary age kids can explore math at Lego camp, learn science at the zoo, go back in history at Fort Nisqually or perform at a local theater. Middle and high school students can study at a college, make glass art, be junior counselors or retrieve high school credits.

Most sponsoring organizations offer scholarships and sliding scale fees for families in need.

SummerLearningTacoma.org provides a jump-start at finding good websites for reading, math, technology and science activities. Little kids can improve their literacy skills through games at PBSkids.org, while their older siblings learn computer programming at Learn.Code. org. Tacoma Public Schools offers online math resources on the TacomaSchools.org website, and both Tacoma and Pierce County libraries offer virtual tutoring.

Tacoma Public Schools also offers four-day transition camps Aug. 18-21 for preschool students moving to kindergarten, sixth-graders entering middle school, and ninth-graders entering high school. Parents and caring adults can prepare kids for school transition just by talking and answering their questions about upcoming changes.

It's about increasing access, opportunities and achievement for every child, working together as one community, and supporting students from cradle to college and career. Together we will narrow the gap in summer learning loss and help prepare all students for success in school and life.

The Summer Learning Collaborative is committed to curbing summer learning loss as part of the Graduate Tacoma movement to help students achieve success. To volunteer or contribute to summer scholarships, just link to participating organizations at SummerLearningTacoma.org or email info@SummerLearning Tacoma.org

Holly Bamford Hunt is a Foundation for Tacoma Students board member. Nola Renz is community impact manager for Early Grade Excellence, United Way of Pierce County.

Read more here: http://www.thenewstribune.com/2014/05/04/3178898/programs-aim-to-close-the-summer.html##storylink=cpy

M E M O

Date: April 30, 2014

To: Linda Ishem and members of the Board of Trustees

From: Jaime Prothro, Customer Experience Manager

Subject: Meeting Room Use

A recent customer concern regarding the use of meeting rooms provided the Library an opportunity to review the policy to determine if it provides adequate safeguards regarding an individual or business from using PCLS meeting rooms for commercial solicitation. The Library received an email from a customer regarding a workshop, not sponsored by the Library. The meeting room was booked per our Public Meeting Room policies and procedures. The workshop was advertised by the presenter in the *Tacoma News Tribune* (copy attached). The concern is the presentation appears to be in violation of the Library's meeting room policy as this workshop may be a commercial solicitation.

Library staff has taken the following steps in considering the concern:

- Reviewed PCLS meeting room guidelines regarding the use of the meeting room, including sections specifically related to sponsorship and endorsement language (policy attached).

- Reviewed the advertisement for the program to ensure that the advertisement met promotional guidelines.

- The Branch Manager contacted the presenter to confirm the intent of the program and presenter stated the purpose is to provide interested community members with public information. Staff confirmed the presenter is a professional attorney who has held a leadership role in a local public service non-profit organization.

- Arranged for Library supervisory staff to attend the upcoming presentation on May 28, 2014 to observe and review any publication material that is provided to participants. Appropriate action will be taken if the presenter does not comply with guidelines.

The Customer Experience Team is working on administrative procedural changes that will strengthen oversight of meeting room booking.

Public Meeting Room Policies and Procedures

Policy Statement

Pierce County Library System meeting rooms are provided free of charge as a public service for use by community groups when not in use for Library affiliated or sponsored activities.

Purpose

To establish the policies and procedures for the use of Library meeting rooms by the public.

Policy

Designated Library staff members shall have the authority to approve, renew, or reject requests for use of the meeting rooms and facilities. Permission to use Pierce County Library meeting facilities will be denied to any organization and/or meeting

- whose purpose is illegal
- who charge a fee to attend the meeting or training
- who engage in commercial activities (buying or selling) as part of the meeting for commercial monetary gain
- whose activity does not have adult sponsorship
- whose conduct would interfere with the proper functioning of the Library. Examples of such conduct would include activities which produce excessive noise or which would require the use of a significant portion of available public parking.
- who fail to notify the Library of cancellations of meetings on two (2) or more occasions
- who fail to follow these policies and procedures

Permission will also be denied to individuals or groups wishing to book meeting facilities for parties, receptions, or other social events.

The Library reserves the right to cancel when unforeseen circumstance such as power outages, weather conditions, or conflicts with Library affiliated or sponsored events occur.

Reservations

Individuals and groups wishing to use a meeting room may make advance booking for a maximum of two (2) uses per month per facility. The meeting room may be booked three (3) months in advance following the current month. (For example, beginning on May 1st, a group could book the meeting room for anytime in Page 2 of 3 June, July, or August.) Exceptions may be made for meetings offered for the public by government agencies.

Processing and Administrative Center meeting rooms must be booked at least 24 hours in advance of the scheduled meeting and branches 12 hours.

Persons wishing to reserve a meeting room should go to www.piercecountylibrary.org to register their group and make an online reservation or contact the specific library or Processing and Administrative Center by phone or in person where the room they wish to use is located. Each group must be approved before reservations can be made and the room occupied. Reservations for meeting rooms must include time for the group or individual to set up and take down tables, chairs, and other furniture.

A key must be picked up at least one-half hour before the Library closes for those using the meeting room after hours. No key is required for use of the Processing and Administrative Center meeting rooms.

Some branch meeting rooms are not available for after-hours use and Processing and Administrative Center meeting rooms are not available for use on weekends. Meeting rooms are not available for use on Pierce County Library System closed holidays.

Cancellations

If a scheduled meeting is canceled, the applicant must cancel the reservation online or call the Library at least one week before the meeting or event. Failure to notify the Library within the requested time on two (2) or more occasions may result in loss of future meeting room privileges. Notifying the Library of cancellations ensures that other groups or organizations have access to the meeting room.

Courtesy

- Pierce County Library Branch meeting rooms may be used no later than 11:00 pm. The Processing and Administrative Center must be vacated by 10 pm.
- Costs for restoring condition of room may be billed; for example, putting away chairs or cleaning coffee or food spills.
- Telephone messages for individuals or groups using the meeting room will not be taken by staff.
- The capacity for the room(s), as determined by the Fire Marshall, will be observed at all times.
- No alcoholic beverages may be served or consumed on Library property.
- Smoking is not permitted in any Pierce County Library System facility.
- No open flames such as candles are permitted.
- Wi-Fi access may be available in the meeting rooms, but the Library does not provide computer equipment or access to telephone lines.
- Permission to use the room includes the ordinary use of furniture and fixtures, including chairs, tables, and sink area. Cooking and/or food preparation will not be allowed. The Library does not provide coffee pots.
- Arrangement of furniture and setting-up of furniture is to be done by the group or persons using the room. Each organization and persons using the room shall be responsible for cleaning up and placing all tables, chairs, and other furniture in storage room(s) before leaving.

• Groups or individuals must provide their own supplies such as paper, pencils, and markers.
• Nothing may be affixed or mounted in any way to the walls of the meeting room, except where tackable surfaces are provided. Page 3 of 3
• Distribution of pamphlets, leaflets, etc., and solicitation for the purchase of goods or services by persons or organizations using the meeting room will not be permitted outside of the room.
• Meeting rooms in the Processing and Administrative Center have room dividers that permit the use of the rooms by more than one group. Dividers are to be moved by Library staff only. Groups sharing a meeting room in these facilities must not interfere with the other groups' use by making excessive noise, blocking entrances, etc.
• The lobby area of the Library branch libraries and the Processing and Administrative Center building are not to be considered a part of the meeting room. At the beginning of meetings, please announce that there is no cell phone usage in the lobby.

Endorsement

Use of Library meeting rooms does not constitute an endorsement by the Library of a program or point of view expressed.

No advertisement or announcement implying such endorsement is permitted. In order to establish the fact that the Library is not sponsoring the meeting, all publicity that uses the name of the Library must include the following statement:

"Sponsored by XYZ Neighborhood Guild" (name of the organization booking the room).

An organization may not use the name and address of the Library as its headquarters or as the official address of the organization. The organization may not use the Library's address or telephone number for registration or for information regarding the meeting or the organization.

Publicity for events conducted in Pierce County Library System meeting rooms that are by organizations not connected with the Pierce County Library System should in no way imply or suggest Library sponsorship of the event.

Effective July 23, 1998. Revised December, 2008. Revised December 17, 2013

IMPORTANT
UPCOMING WORKSHOPS!!

Congress passed a harsh new law recently....And this law changes the landscape of asset protection

Speaker and Sponsor of the Workshops,
Robert L. Michaels,
Attorney at Law, of Smith Alling, P.S.

Has been an Elder Law/Estate Planning Attorney for 30 years and helps local families take decisive legal actions to protect their estates and their future. During the workshop he will reveal Legal Steps You Should Consider Right Now to Legally and Effectively Protect your Assets

HERE IS SOME OF WHAT YOU WILL LEARN ...

→ **How to protect your assets from nursing home costs** — *you may be able to save more than you would expect... even if your loved one is already in a nursing home.*

→ **One of the most important legal documents you need** — *and the three things it should contain.*

→ **Why traditional estate planning may not work** -- *and the life-care planning steps you should be taking instead.*

→ **How to avoid being disqualified for Medicaid coverage** -- *by properly structuring gifts*

→ **How to help ensure your estate provides an inheritance for your heirs...and supports your nursing-home-bound spouse**

→ **How to qualify for "hidden" veterans benefits to help you stay at home**

→ **Learn about the new changes in the Medicaid laws** -- *and the steps you need to take right now to protect your finances*

→ **Learn how gifting money to your children can disqualify you from Medicaid** -- *unless it's done just right*

→ **How retirement plans can be decimated** -- *and how you might be able to protect them*

→ **Some of the biggest mistakes families of nursing home residents make** ---- *and how you can avoid them*

→ **Learn how a Living Trust can ruin your planning opportunities for Medicaid**

→ **Find out how you might be able to qualify for Medicaid** -- *without spending down*

→ **Learn how to find the right Nursing home** -- *and how to get good care there*
   AND MUCH MORE!

ATTENDANCE IS FREE

but seating is limited. Call today for your reservations at one of the following Workshops 800-576-1876 or 253-627-1091.

SPECIAL BONUS }
Attendees will receive a FREE "Consumer's Guide to Medicaid Planning and Division of Assets" (Limit one Guide per household)

Wednesday April 30, 1pm – 2:30pm
Villas at Union Park
2010 S. Union Ave., Tacoma

Wednesday May 28, 10:30am – 12pm
Lakewood Public Library
6300 Wildaire Rd. SW, Lakewood

MEMO

Date: April 30, 2013

To: Chair Linda Ishem and members of the Board of Trustees

From: Georgia Lomax, Deputy Director

Subject: WLA Presenters

Washington Library Association's 2014 conference was held April 30-May 2 in Wenatchee. Four of Pierce County Library's staff attended to learn, network and explore. In addition, staff presented two workshops for conference participants.

Workshop: *Storytime STEM*
Speaker(s): Susan Anderson-Newham, Early Learning Supervising Librarian, Pierce County Library System, Theresa Gemmer, Youth Services Librarian, Everett Public Library.

"When do we get to do the science?" "Can we start building now?" Preschoolers are not only unafraid of Science, Technology, Engineering and Math – they LOVE it! Supporting STEM learning at storytime is as easy as counting 1, 2, 3. If you aren't sure how to start, or just want to simplify your planning workload, this workshop will get you started with inexpensive STEM-themed preschool programs that have been tested on real live library storytime audiences! Learn a myriad of math activities that can easily be incorporated into storytimes. You'll leave this workshop with clear instructions and patterns, as well as ideas and inspiration for creating your own STEM programs full of fizz, but without any actual booms.

Workshop: *Now Hear This: Lessons in Music Advisory*
Speaker(s): Kati Irons, Film & Music Selector, Pierce County Library System, John Fossett, Collection Manager, Kitsap Regional Library.

"Can't tell Be-Bop from Big Band or Rap from Hip Hop? Do you find yourself at a loss for suggestions when a patron asks you to recommend some C&W music? Whether you're trying to improve you music advisory skills or simply want to expand your own listening experience, we have a class for you. We'll discuss the major genres in popular music, sharing a few titles and artists from each and you will leave with a "tool kit" sure to inform and delight your patrons."

M E M O

Date: May 5, 2014

To: Chair Linda Ishem and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director
Lorie Erickson, Facilities Director

Subject: Emergency Capital Project—Diesel Generator Update

Last month we brought to your attention the need for a capital project to replace the diesel generator that provides backup power for the computer servers and other systems critical to the operation of the Library.

We now have an engineering estimate of the costs. We are anticipating the project to be between $185,000 and $195,000. Included in this cost is the electrical and concrete work, equipment purchase, engineering estimate, and projected costs for the rental generator. We will go out to bid at the end of this month and will have a final estimated cost for the Board to approve during the June Board meeting.

M E M O

Date: May 6, 2014

To: Chair Linda Ishem and Members of the Board

From: Neel Parikh, Executive Director

Subject: Tillicum Community Center

Recent articles in the News Tribune reported on the funding issues at the Tillicum Community Center. Our branch is located at the front entrance of the building.

At this point, the news has no impact on our branch. It is our understanding the Tillicum Community Center will remain open while the Board searches for other funding sources. Helen McGovern-Pilant, Executive Director of the Emergency Food Network, is convening a meeting of service providers to create a plan of action for next steps.

We will bring you up to date during the Board meeting.

The News Tribune

Previous Story
Next Story

Lakewood pulls financial lifeline from Tillicum community center

Executive director says not getting community block grant money from city means facility might have to close

By BRYNN GRIMLEY

brynn.grimley@thenewstribune.comMay 6, 2014 Updated 2 hours ago

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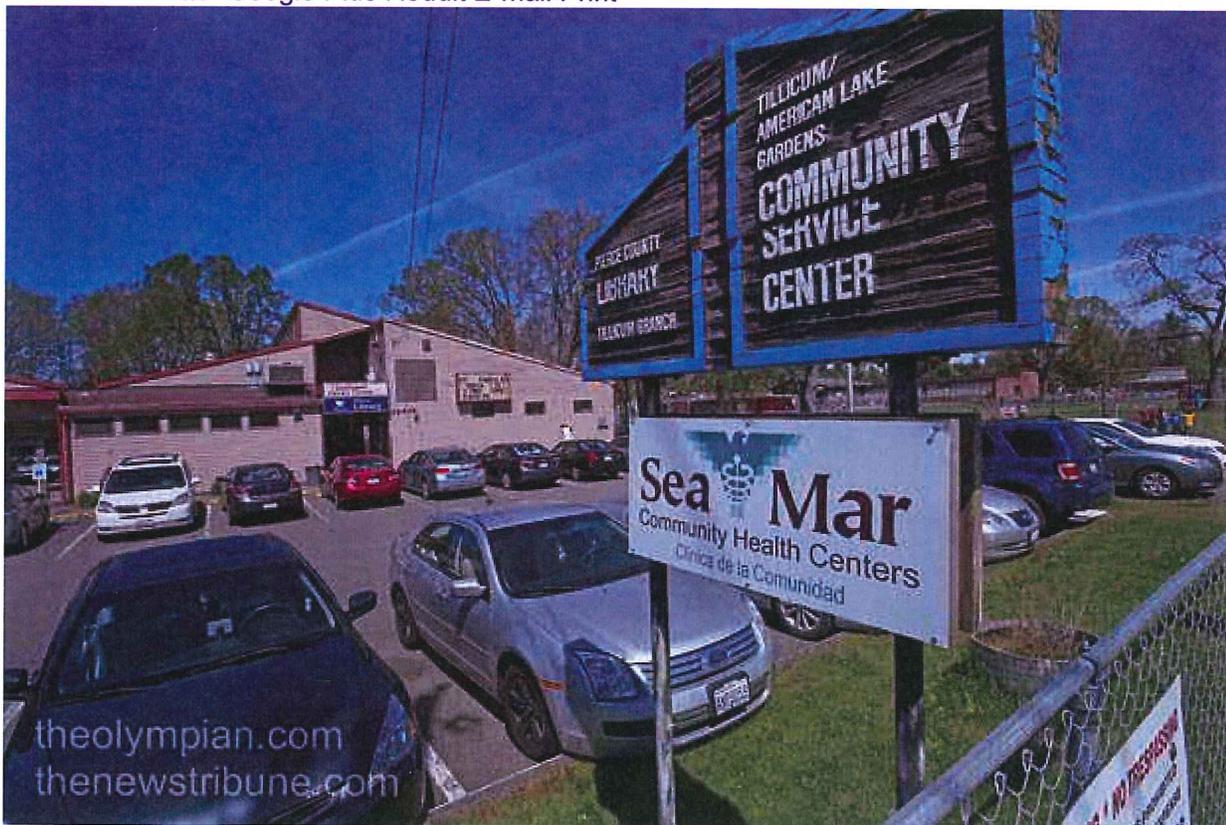
A packed parking lot Wednesday 4/30/14 at the Tillicum American Lake Gardens Community Service Center.

DEAN J. KOEPFLER

- Related Stories:
- Tillicum community center fighting for grant money

The community center in Tillicum that serves one of Lakewood's poorest neighborhoods will not receive continued federal funding for its operations.

The Lakewood City Council made the decision Monday night, leaving center executive director Karen Priest and Tillicum residents at the meeting visibly upset.

Priest has said the center could be forced to close.

"This board, myself and my staff will do everything in our power to keep it open," she said through tears after Monday's vote. "But we do need the city's help in some capacity."

Some City Council members explained their decision before voting unanimously to cut off funding.

"I think we have a duty as stewards of public funds — in fact we have eight statutory requirements in federal law — to comply with strings that come attached to these federal funds," said Mayor Don Anderson, who phoned in from Washington, D.C., where he was on city business.

Anderson said he wanted to see the money used for the most needy people. But at the center, he said, "I don't think that's happening in an efficient manner."

The Tillicum community is bordered by Interstate 5, American Lake and Camp Murray in south Lakewood. It is home to the city's highest concentration of low-income residents at 80 percent, according to city data.

The Tillicum American Lake Gardens Community Service Center caters to those residents by offering a food bank, clothing donation center and nutrition program for women and children, among other services.

But a city advisory committee recommended against giving to the center this year, citing concerns with its past financial reporting.

The denial marks the first time in the city's 14-year history of receiving the U.S. Department of Housing and Urban Development money that it hasn't given to the center.

The Lakewood City Council divvied up $471,752 in grant money among 10 agencies Monday. Of that, roughly $70,000 was available to public service agencies such as the community center.

In the end, the money was allocated to South Sound Outreach Services, the YMCA child care scholarship program, CenterForce and Living Access Support Alliance.

The Tillicum center and House of Prayer Foundation were the two applicants not to receive any money.

The council also approved taking roughly $40,000 previously earmarked for the Tillicum center and redirecting it to a city road project.

Brynn Grimley: 253-597-8467 brynn.grimley@thenewstribune.com

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Join The Conversation

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Today's Circulars

Tillicum community center fighting for grant money

Shaky accounting means Tillicum center might not receive crucial federal grant funds

By BRYNN GRIMLEY
Staff writer May 4, 2014

Read more here: http://www.thenewstribune.com/2014/05/04/3178876/community-center-battling-for.html##storylink=cpy

<u>View Full Gallery (9 Photos)</u>

Tillicum center fights for funds and community Loss of crucial federal funds threatened | DEAN J. KOEPFLER

- **LAKEWOOD CITY COUNCIL MEETING**
    - **What:** The council is expected to vote on the allocation of Community Development Block Grant funds.
    - **When:** Monday, at 7 p.m.
    - **Where:** City Hall, 6000 Main Street SW. By the numbers

The Tillicum American Lake Gardens Community Center posted the following numbers in 2013:

- **65,460:** Meals served from its food bank.
- **18,000:** Articles of clothing distributed, including professional attire for job interviews.
- **12,000:** People using McKinnon Hall for events such as Scout meetings, cooking classes and afterschool programs.
- **8,424:** Meals served in one day for the annual Thanksgiving event.
- **497:** Backpacks with school supplies handed out to kids heading back to class.

Source: Community center

The fate of the community center in Tillicum is uncertain as its board of directors and executive director wait to see whether the Lakewood City Council cuts off federal money for its operations.

If the center doesn't get the money, it could be forced to close, board president Bill Hubbard said.

Executive director Karen Priest is brought to tears when she thinks about that possibility.

"The community center is the lifeline for this community," Priest said. "This is where everybody comes, whether it's for food, health care or to socialize."

On Monday, the City Council will allocate a total of $471,752 in Community Development Block Grant money to various community groups. The Tillicum American Lake Gardens Community Center is one of six applicants vying for the roughly $70,000 in block grant money available to public service agencies. Requests totaled more than $367,000; the center asked for $92,150.

In the past the city has awarded the center between $60,000 and $90,000 in federal money — a large chunk of the center's annual budget of nearly $225,000. But this year, the city's advisory board recommended not supporting the center.

If the City Council approves that recommendation, it would be the first time the Tillicum center hasn't received the block grant money since the city started getting it in 2000.

The advisory group also proposed taking away roughly $40,000 in money previously set aside for the center from fiscal years 2012 and 2013.

The center has been a fixture in the low-income Tillicum neighborhood since 1985. It contains a food bank, meal site, clothing donation center, after-school programs, a branch of the Pierce County Library, community garden and a nutrition program for women and children.

Families flock there for the Easter egg hunt, a safe trick-or-treat event in October and a holiday basket giveaway in December.

"It's truly a blessing," said Jennifer Jenkins, 28, who visited the food bank Wednesday with her 8-year-old daughter Arielle. "They have a good heart and encourage people to be better."

FINANCIAL QUESTIONS

Concerns with the community center's financial records and inconsistencies with reimbursement requests for previous CDBG funds were reasons for the denial recommendation this year, according to city officials.

The money comes from the U.S. Department of Housing and Urban Development. Federal regulations allow 15 percent of the total to be used for public service entities such as the Tillicum center.

Priest and the city have been at odds over the nonprofit's bookkeeping since 2011. Priest and Hubbard say the city's concerns were addressed two years ago; city officials say not enough time has passed to prove the problems have been corrected.

An independent accountant hired by the city in 2012 to review the center's finances didn't form an opinion about whether the nonprofit misused federal money in fiscal years 2010 and 2011. Inadequacies in the organization's accounting records were cited as the reason, according to a report issued Sept. 24, 2012.

"In my opinion it would appear she asked for reimbursements she shouldn't have asked for," said David Bugher, Lakewood's assistant city manager for development.

TIGHT MARGINS

Even though the center hasn't been able to provide receipts and canceled checks, the city does not think anything criminal occurred, Bugher said.

"This is an organization that runs tight to its margins," he said.

Priest knows the finances weren't recorded properly, but she maintains she did nothing wrong. The center relies on reimbursements to fund operations, making it difficult to maintain a steady cash flow, she said. She believes the city's scrutiny is the result of her not cashing a paycheck on time.

"I was doing it for the benefit of the community center," said Priest, who was hired in 2007. "I would do anything for this community center, even if it meant not cashing a paycheck."

Priest's actions could jeopardize the city's ability to get future development grant money, said Jeff Gumm, Lakewood's program grant coordinator.

Without proper documentation, he said, "the city is on the hook."

The city is required by HUD to review the finances of the groups that receive the money every two to three years, Gumm said.

After its review of the community center in 2012, Bugher sent a letter to Priest and the nonprofit's board of directors in March 2013 identifying three findings that needed to be corrected immediately. The nonprofit:

• Did not have adequate financial management systems to ensure effective control of grant funds.

• Requested reimbursements for ineligible expenses, including some that "did not occur at all."

• Requested some reimbursements in advance of expenses being paid.

The letter suggested the nonprofit's board should become more involved in the finances. It cited concerns with a lack of reporting of employee hours to the state Department of Labor and Industries, and missed Pierce County property tax payments.

"There was nothing missing. It was a matter of how we were keeping the records that didn't satisfy the city," Hubbard said. "They wanted it a different way. We did it."

MISSED TAXES

The city suspended reimbursements to the center during its 15-month review. That affected the nonprofit's ability to pay bills, including property taxes.

Priest didn't know until this week that two of the center's three tax parcels were in foreclosure for missed payments.

Pierce County tax records show the center owes $206 in surface water and foreclosure fees from 2011. If the nonprofit pays the 2011 balance, the foreclosure will be lifted, Pierce County Assessor-Treasurer Mike Lonergan said.

Tax records also show the nonprofit didn't file for a tax exemption with the state on the two parcels in 2012, 2013 and 2014. The omission resulted in the accrual of $37,578 in delinquent property tax assessments and fees.

Priest said she was never notified about the missed filing or delinquent taxes. State and county officials said multiple notices were mailed.

Priest is working with the state Department of Revenue's property tax division to restore the nonprofit exemption. If granted, it would wipe out all past-due taxes retroactive to 2012.

Priest and Hubbard have reached out to City Council members in recent weeks, asking them to reconsider funding the community center. The city's financial concerns have been addressed, they said.

Gumm said the Tillicum nonprofit has improved its financial reporting, but the city still has concerns about how well the board of directors is kept informed.

Priest said checks and balances have been put in place, and at least two board members are at the center two to three days a week looking at finances.

Bugher said the council faces a dilemma in allocating the limited federal funds.

"If we're going to award the money to Tillicum," he said, "someone else is going to lose."

But if money doesn't go to the center, people in Tillicum will lose, Priest said.

"I'm praying that they will come up with something," she said.

Brynn Grimley: 253-597-8467
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Read more here: http://www.thenewstribune.com/2014/05/04/3178876/community-center-battling-for.html##storylink=cpy

Pierce County Library Foundation
Board of Directors Annual Meeting
March 25, 2014

President Michael Gordon called to order the regular meeting of the Pierce County Library Foundation Board of Directors on Tuesday, March 25, 2014 at 7:39 a.m. at the Processing and Administration Center.

Attendance 65% Present: Jack Conway, Joan Cooley, Kathryn O. Galbraith, Caireen Gordon, Michael Gordon, Janice Ludwig, Travis Mahugh, Kathryn McCarthy, Craig Richmond, Tim Sherry, Molly Stuen, Stacy Topping, Karen Triplett, Mary Ann Woodruff. Absent: Cyndi Chaney, Doug Whitton. Excused: Larry Faulk, Kim Heggerness, Keri Kennard, Adam Small, Shelia Winston.

Staff Members: Lynne Hoffman, Foundation Director; Julie Kramer, Development Associate; Neel Parikh, Executive Director; Georgia Lomax, Deputy Director, Judy Nelson, Customer Experience Manager, Kati Irons, Collection Management Librarian.

Approval of Minutes: Kathryn O. Galbraith moved and Mary Ann Woodruff seconded the motion to approve the minutes of the February 25, 2014 meeting. The motion passed unanimously.

Finance Report: Michael Gordon reported that $326,100 is currently in the checking account and total liabilities and net assets are $556,354. Unrestricted gifts total $154,000 year to date. This is $62,000 ahead of last year which included the $50,000 Creative Leadership Award. Janice Ludwig moved and Tim Sherry seconded the motion to approve the February 2014 financial reports. The motion passed unanimously.

Development Report: Lynne Hoffman thanked Board members for their involvement as reflected in the "I will…" commitments. Julie Kramer reported that Wells Fargo and Umpqua bank became Gold Summer Reading sponsors, The Discuren Charitable Foundation pledged $40,000 as a result of a site visit for the block play program hosted by Judy Nelson and Susan Anderson-Newham. Neel Parikh was instrumental in a grant award of $10,000 from the L.T. Murray Foundation for senior outreach vans. Safeco approved a grant of $10,000 for the Summer Explorer outreach program and will be recognized as a Platinum Summer Reading sponsor. Julie passed around a list of funders that do not accept unsolicited proposals and asked that if anyone knows a board member associated with one of the foundations on that list to contact her.

Summer Reading Program: Summer Reading sponsorship commitments total $27,000 which exceeded the budgeted funding target of $20,000.

Judy Nelson, Youth Services Customer Experience Manager talked about changes to the Summer Reading program. Chicago created a research project focused on summer learning. Currently kids primarily in K-3rd grades are asked to read 15 hours per summer. As a result of the research, the number of programs for children has increased by 45% to 50% with focus on science and STEM-related topics.

Pierce County Library has been honored for its use of gamification in the Teen Challenge. The idea is to get the kids to do the reading and then talk or do something about it. The Chicago study also confirmed the need to have parents involved. Both kids and parents will be entered into the Teen Challenge weekly drawings. Students who participate with be given Science Explorer Kits. Activities will be added to the program that are tied to UWT courses.

By-Law Revision: The Executive Committee proposed an addition to Article III. Section 3. in the by-laws to address the procedure by which a board member may return to the board.

> (7) A director may be re-elected to the Board after a period of one year following the last month of their last Board term has passed. If re-elected, the director is eligible to serve a maximum of three successive three-year terms of office.

Molly Stuen moved to strike the words "has passed" in the first sentence. Mary Ann Woodruff moved to accept the revision and Joan Cooley seconded the motion. The motion passed unanimously.

Resolution for Financial Signature: It was proposed that the signers for the Key Bank checking and saving account be resolved to include Foundation Director Lynne Hoffman, Michael Gordon, Kari Kennard and Molly Stuen. No other person shall be authorized or included as a signer on the Key Bank accounts. Tim Sherry moved and Janice Ludwig seconded the resolution. The resolution was unanimously approved by the board members.

Intellectual Freedom: Kati Irons, Collection Management Librarian, is the PCLS specialist on intellectual freedom. Intellectual freedom is a core philosophy of the Board of Trustees. The concept of intellectual freedom is that people have the right to access whatever information that interests them even if it offends someone else or contains unpopular ideas. Kati provided documents pertaining to intellectual freedom policies and guidelines.

Pierce County READS reception: Caireen discussed volunteer opportunities at the event. Pacific Grill will be catering the event. Janice Ludwig encouraged Board Members to invite prospective donors to attend as their guests.

The Leadership Gifts Committee recommended that Board Members sign and write a note on all Pierce County READs invitations.

Library Directors Report: The Board of Trustees is interviewing three search firms to handle the recruitment of an Executive Director. The selection will be made in April.

A number of staff members attended the Public Library Association meeting. Georgia Lomax organized the programming for the event and many PCLS staff presented at the event.

The Library Journal awarded Behrooz Madjdi an outstanding mention for his work as a Para Librarian. Behrooz's training on using library resources for marketing attracts participants from all over Pierce County.

PCLS has been honored as Partner of the Year by both the Emergency Food Network and from Tacoma Community House.

The meeting adjourned at 9:01 a.m.

The next regular board meeting is scheduled for Tuesday April 22, at 7:30 a.m.

Unfinished Business

MEMO

Date: May 5, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Neel Parikh, Executive Director

Subject: Board Self-Evaluation

During the April 2014 Board meeting we discussed the self-evaluation form and agreed to rate ourselves and consolidate the responses to see where our Board's strengths are as a whole and identify areas that allow room for improvement.

Attached are the compiled results for review. Note that, as per our discussion, I have revised the rating ranges under *Demonstrated Strength* (14-15) and under *Fair Job* (10-13).

At the May Board meeting, I would like to discuss the results and continue the process of developing our strengths and identifying a clear strategy on how to work on the areas that present opportunity for growth. I appreciate your commitment to being responsive to community needs and interests, being a learning organization, and practicing continual process improvement as members of the Board of Trustees.

PCLS Board Self-Evaluation
2014 Results

The evaluation was comprised of 23 duties organized in four categories of individual and group responsibilities. Each duty was individually ranked 1 through 3 by each Trustee; resulting in total scores ranging from 5-15 (five Trustee ratings of 1 for a 5 point minimum and five Trustee ratings of 3 for a 15 point maximum) as follows:

Individual Duty Score	Combined Score per Duty	Combined Total Score
1 Needs Improvement	5-9 Needs Improvement	115-229
2 Fair Job	10-13 Fair Job	230-321
3 Demonstrated Strength	14-15 Demonstrated Strength	322-345

In 2014, our overall combined score was 299 points, up from 274 points in 2013. We have added to our identified strengths while reducing critical development in two areas: levies and bonds; and location visits. With our scheduled study session on the Facilities Master Plan, we will provide additional insight into the levy process.

In addition to the two development areas, we have ample opportunities for further improvement of the eight variables rated "fair job".

Demonstrated Strengths (14-15)			Fair Job (10-13)			Development Areas (5-9)		
Adopt policies	↑	15	Plan for future	–	13	Levies and bonds	–	9
Approve budget	–	15	Study needs	↑	13	Visit library locations	–	9
Hire/evaluate Director	↑	15						
Public accountability/stewardship	–	15	Obtain land	–	12			
Legal compliance	↑	15	Share expertise/networks	↑	12			
Freedom of expression	↑	15	Conference attendance	↑	12			
Decisions in interest of community	↑	15	Support Foundation	↑	12			
Healthy communication	↑	15						
			Library trends	↑	11			
Freedom of expression	↑	14						
Meeting preparation/participation	↑	14	Advocacy and liaison	–	10			
Cooperative, open-minded, curious	↓	14	Cooperation/linkages to others	↑	10			
Know mission, vision, values, facts	↑	14						

↑↓– indicate direction of scoring relative to 2013

Pierce County
Library System
INFORMATION ▪ *IMAGINATION*

LIBRARY TRUSTEE – SELF EVALUATION FORM 2014

This form directly relates to duties vested in the Board by Washington State law (RCW, Title 27.12) and discussed with Trustees prior to their commitment to serve on the Board. It is anticipated that members will complete this survey once a year. Survey results will be reviewed by the Board and used as a basis for Board assessment, agenda setting, and targeted continuing education to enhance individual and collective effectiveness.

Ratings are as follows: 5-9 = Needs Improvement   10-13 = Doing a Fair Job   14-15 = This is a Strength

Board Responsibilities: We
- Adopt written policies to govern the operation and services of the Library.
- Approve and monitor the Library's annual budget, ongoing fiscal health and necessary contracts.
- Plan for the future of the Library and set long-term strategic direction and goals.
- Advocate for the Library and act as liaisons to the public, organizations, and public officials.
- Hire and annually evaluate performance of Executive Director.
- Obtain land and buildings for library purposes, and ensure they are maintained.
- Ensure Library policy and practices are legal and maintain ethical integrity and public accountability.
- Ensure the Library and Board operate in accordance with state and local laws, including open meeting laws.
- Determine the need and authorize the library district to place levy or bond measures before the voter.

Individual Responsibilities and Activities: I
- Study community needs and interests, and insure they are addressed when considering library services and policies.
- Am familiar with library issues, trends, principles, standards and laws.
- Lend expertise to and share personal and professional networks with the Library.
- Attend when possible, American Library Association, Washington Library Association, or other appropriate conferences or learning opportunities related to effective library decision-making.
- Encourage and support Pierce County Library Foundation work and activities.
- Foster cooperation with other area libraries, agencies, governments, and organizations to maximize use of available resources.

Individual Expectations: I
- Am committed to freedom of expression and inquiry for all people.
- Am dedicated to the provision of high quality, contemporary library services.
- Prepare for, attend, and actively participate in scheduled board meetings, study sessions, and major library events.
- Have an open mind, curiosity, respect for the opinions of others and the ability to work cooperatively.
- Support Board decisions made in the interest of library service to the community.
- Maintain healthy communication between Executive Director and the Board; between the Chair and Trustees; between the Board and related public groups; and among Trustees.

Other: I
- Am familiar with the Library Overview including its Mission, Vision and Values, number of locations and service area.
- Visit a different library location each quarter, with a goal of visiting all 18 locations during my term as Trustee.

Total ☐

Excellent background resources include: the 54 page Public Library Trustee Summary Manual published by Washington State Library; the more expansive *Public Library Trustee Reference Manual* Chapters entitled *Board and Director Roles and Responsibilities* and *Board Education and Evaluation* and John Carver's "Boards that Make a Difference", 3rd Edition, 2006, pgs. 306-312

MEMO

Pierce County
Library System

Information & Imagination

Date: May 2, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Jennifer Patterson, Customer Experience Manager

Subject: Free Access to Libraries for Minors Policy

As part of the continuing work started by the Library Board of Trustees in 2013 to review and update the Library's Intellectual Freedom policies, Library leadership has reviewed the Free Access to Libraries for Minors policy. This policy is an American Library Association policy that the Library Board of Trustees adopted in 1984. We believe that this American Library Association policy is an important policy, but recommend that we replace this policy with one that reflects our policy format and language. We reviewed an initial draft policy at the April Library Board of Trustees meeting and have revised the draft based on your feedback. Included in this board packet are the current policy and the revised draft of the new policy for your review and feedback.

3005 112th St. E. * Tacoma, WA 98446-2215 * 253-548-3300 * FAX 253-537-4600
piercecountylibrary.org

Board Policy

Pierce County
Library System
Information & Imagination

Free Access to Libraries for Minors

Library policies and procedures which effectively deny minors equal access to all library resources available to other users violate the Library Bill of Rights . The American Library Association opposes all attempts to restrict access to library services, materials and facilities based on the age of library users.

Article 5 of the Library Bill of Rights states that, "A person's right to use a library should not be denied or abridged because of origin, age, background, or views". The "right to use a library" includes free access to, and unrestricted use of, all the services, materials, and facilities the library has to offer. Every restriction on access to, and use of, library resources based solely on the chronological age, educational level, or legal emancipation of users violates article 5.

Libraries are charged with the mission of developing resources to meet the diverse information needs and interests of the communities they serve. Services, materials, and facilities which fulfill the needs and interests of library users at different stages in their personal development are a necessary part of library resources. The needs and interests of each library user, and resources appropriate to meet those needs and interests, must be determined on an individual basis. Librarians cannot predict which resources will best fulfill the needs and interests of any individual user based on a single criterion such as chronological age, level of education, or legal emancipation.

The selection and development of library resources should not be diluted because of minors having the same access to library resources as adult users. Institutional self-censorship diminishes the credibility of the library in the community, and restricts access for all library users.

Librarians and governing bodies should not resort to age restrictions on access to library resources in an effort to avoid actual or anticipated objections from parents or anyone else. The mission, goals, and objectives of libraries do not authorize librarians or governing bodies to assume, abrogate, or overrule the rights and responsibilities of parents or legal guardians. Librarians and governing bodies should maintain that parents--and only parents--have the right and the responsibility to restrict the access of their children--and only their children--to library resources. Parents or legal guardians who do not want their children to have access to certain library services, materials or facilities, should so advise their children. Librarians and governing bodies cannot assume the role of parents or the functions of parental authority in the private relationship between parent and child. Librarians and governing bodies have a public and professional obligation to provide access to all library resources for all library users.

Librarians have a professional commitment to ensure that all members of the community they serve have free and equal access to the entire range of library resources regardless of content, approach, format, or amount of detail. This principle of library service applies equally to all users, minors as well as adults. Librarians and governing bodies must uphold this principle in order to provide adequate and effective service to minors.

Board Policy

Board Policy 1.4
Adopted June 30, 1972; amended July 1, 1981, by the ALA Council. Adopted by the Pierce County Rural Library District Board of Trustees, August 15, 1984. Revised December 14, 1995.

Access Policy

Policy Statement

Pierce County Library System operates under the fundamental belief that libraries play a vital role in a democracy by supporting an individual's access to the information they seek. Pierce County Library System provides free and equitable access to library resources, services and materials.

Purpose

This policy affirms the Library's commitment to free and equitable access to library resources, services and materials to all library customers.

Definitions

Resources: For the purpose of this policy, the term "resources" encompasses resources, as well as services and materials.

Policy

Pierce County Library System develops resources to meet the diverse information needs, interests and beliefs of the community. Resources that fulfill the needs and interests of Library customers at different stages in their personal development are an essential part of Library service. The needs and interests of each Library customer, and resources appropriate to meet those needs and interests, must be determined by each individual.

The Library is committed to providing Library customers with free and equitable access to the entire range of Library resources.

The Library creates an environment that allows each individual or family to explore and make choices within their personal values and interests, and accomplish their individual goals.

Minors

Pierce County Library System offers a wide variety of resources for all ages and reading levels. The Library provides resources to assist parents in guiding their child's use of the library.

The Library affirms the rights and responsibilities of parents or guardians to guide and direct the library use of their own minor child and determine which resources will best fulfill their needs. Pierce County Library System maintains that parents--and only parents--have the right and the responsibility to restrict the access of their children--and only their children--to library resources. Parents or legal guardians who do not want their

children to have access to certain library services, materials or facilities, should so advise their children.

Library staff cannot assume the role of parents or the functions of parental authority in the private relationship between parent and child. The Library cannot determine which resources will best fulfill the needs and interests of any individual based on chronological age or level of education.

With the exception of Internet use (see Public Internet Use Policy), the Library does not place restrictions on the use of library resources based on age. The Library does not serve *in loco parentis* (in place of the parents) and, with the exception of Internet use (see Public Internet Use Policy), does not place restrictions on the use of library resources based on age.

Related Policies:
Public Internet Use Policy
Selection of Library Materials Policy
Philosophy Policy

Board Policy 1.4 Adopted June 30, 1972; amended July 1, 1981, by the ALA Council. Adopted by the Pierce County Rural Library District Board of Trustees, August 15, 1984. Revised December 14, 1995. Revised and retitled: XXX, 2014.

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MEMO

Date: May 1, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Neel Parikh, Executive Director

Subject: Facilities Master Plan Next Steps

During the last Board meeting, I provided you an overview of the Facilities Master Plan developed in 2008-09. The presentation stimulated a lot of interesting conversation and you requested a study session to discuss the plan. Prior to the study session, I wanted to outline for you the steps that would be required BEFORE we even contemplated whether to put a facilities bond on the ballot. During the Board meeting, I will provide you an in-depth conversation regarding these steps:

1. **Review the Plan:**
   Review assumptions and update population projections

2. **Update Service Needs:**
   Evaluate current and projected library use for the future (see recent articles attached)

3. **Engage the Community:**
   Determine their desires for the library
   Identify possible partnerships
   (Attached for your information is an outline of the community engagement involved in 2008 and 2009, including the steps involved in developing the plan and the specific strategies. Also attached is a list of all the community organizations where library managers presented information about the FMP.

4. **Update Plan Based on Community Input and Current Projections**

5. **Evaluate Strategies:**
   Election timing & strategy

After this discussion, I would like to hear your ideas for topics for the study session.

Facilities Master Plan
2008 Public Communications

Public communications are a significant component that helped develop the Facilities Master Plan that would determine library services and buildings needed to serve the public during the next 20 years. The Facilities Master Plan included considerable involvement and input from people living in the Library's service area, staff, Friends of the Libraries, the Foundation, and the Board of Trustees.

Communications Goals:

- Providing clear, concise information about Pierce County Library 2030, needed library services and buildings, and plans to serve growing communities.
- Offering and encouraging regular, frequent, and iterative opportunities to engage and involve people in planning for the delivery of future library services.
- Developing an achievable, future-looking plan that reflects ideas and opinions from residents.

Communications Strategies:

Surveys (Conducted in November 2008; March and October 2009)
With a print and online survey for Library and Website visitors, we gathered input about library services from 3,200 people. We took the same survey to obtain responses from people outside of the library who may or may not be library customers, via schools, community organizations/events, and retail stores, with the goal of 1,650 participants. The survey responses became part of the Facilities Master Plan's needs assessment. We also conducted direct phone call surveys as part of our ongoing market research work to gather attitudes and opinions about the Library and its services.

Vision Workshop (Conducted in February 2009)
The Library invited community leaders, local elected/appointed officials, Foundation Board members, Library Board of Trustees, Friends groups, and key staff to participate in a one-day workshop to discuss future trends, needs of communities, and how the Library can meet those needs.

Community Leaders/Stakeholder Meetings (Conducted in February and May 2009)
The Library convened two community leader/stakeholder meetings each in five regions of the Library's service area to help identify needed library services, evaluate and provide feedback on draft plans, and help develop solutions and potential partnerships to meet needed services.

Public Information and Involvement and Open Houses/Community Meetings (Conducted in January/February and May 2009)
The Library offered a number of public information and involvement activities to engage and involve the public with the Facilities Master Plan. Activities included preparing and

distributing information in library branches and on the Library's Web site, as well as distributing materials to cities and towns and through paid and earned media. The Library also convened two open houses/community meetings in 19 locations.

Announcing Final Report (Conducted in fall 2009)
The Library distributed the final report via the Pierce County Library 2030 listserv, which included participants from the vision workshop, stakeholder meetings, and community meetings. The Library also communicated the findings in its branches, Web site, via cities and towns, and via the media.

Board of Trustees and Pierce County Library Foundation Board Involvement (Conducted October 2008-Fall 2009)
At monthly meetings with the Board of Trustees and Foundation, we updated the boards and ask them applicable questions to feed into and be involved in the planning process.

Successful involvement and engagement of the public are necessary components in helping Pierce County Library create contemporary services in convenient spaces by following a plan that reflects ideas and opinions from residents that communities support.

PARTICIPATION

COMMUNITY ORGANIZATION PRESENTATIONS

Library managers presented information to more than 64 local community organizations, which reached almost 1,200 residents. Managers presented the facilities master plan findings and collaborated with the groups to gain input to the recommendations from the planning process. Further, in the winter of 2010, the Library will implement the concluding portion of the Pierce County Library 2030 Communications Plan to announce and distribute this summary report using a variety of strategies including the Pierce County Library 2030 listserv, information in libraries and on the Web site, direct conversations at city and town council meetings, and media relations.

AAUW
Bonney Lake Chamber of Commerce
Bonney Lake City Council
Bonney Lake Kiwanis
Bonney Lake Planning Commission
Children's Museum of Tacoma
DuPont City Council
Fife Chamber of Commerce
Frederickson Land Use Advisory Committee
The Friends of Bonney Lake Library
The Friends of Buckley Library
Friends of the DuPont Library
Friends of Lakewood Library
Friends of the Milton Library
The Friends of the South Hill Library
Friends of Steilacoom Library
The Friends of the Sumner Library
Friends of the University Place Library
Gig Harbor Chamber of Commerce - Public Affairs Forum
Gig Harbor Historic Waterfront Business Association
Gig Harbor Kiwanis
Gig Harbor Mid-Day Rotary
Graham Land Use Advisory Committee
Key Center Community Council
Key Center Lions
Key Peninsula Business Association
Key Peninsula Community Council
Key Peninsula Health & Professional Center
Lake of the Woods HOA
Lakewood Rotary
Lakewood United
Lakewood's Promise, Marketing Committee
Lakewood's Promise, Youth Council
Mid-County Advisory Committee Meeting
Mid-County Chamber of Commerce
Mountain Vista HOA
Orting Chamber of Commerce
Pacific Lutheran University
Pierce College
Puyallup Rotary

Puyallup Sumner Chamber of Commerce-Leadership Institute
Puyallup Sumner Genealogy Society
Sound Exposure Photo Club
South Hill Advisory Committee
South Hill Community Council
South Hill Planning
South Hill Rotary
Spring Meadows HOA
Steilacoom Chamber of Commerce
Steilacoom Kiwanis
Steilacoom Town Council
Summit Waller Community Neighborhood Association
Sumner, City Administrator, John Doan
Sumner Lions
Sumner Mayor, Saturday Morning Coffee
Sumner Rotary
Sumner School District
Tacoma-Pierce County Chamber of Commerce
Tacoma South Rotary
Tillicum Community Center Board
University Place Chamber of Commerce

BOARD OF TRUSTEES
Eugene Matsusaka, Chair
J.J. McCament, Vice Chair
Steve Albers
Allen P. Rose
Budd Wagner

TECHNICAL CONSULTATIONS
In addition to the Community Leaders Advisory Group meetings, Group 4 and the Library consulted and met with local planners and community development staff to review technical information throughout the planning process.

LIBRARY STAFF FACILITIES MASTER PLAN ADVISORY TEAM
A team of Library staff helped to engage their colleagues to assess customer needs, existing facilities, and future needs from the perspective of staff. Team members also helped at the Strategic Vision Workshop and community meetings.

Michelle Angell, Youth Services Librarian, Graham Pierce County Library
Lisa Bitney, Collection Management Librarian, Pierce County Library System
Lorie Erickson, Facilities Director, Pierce County Library System
Pamela Hanson, Reference Specialist, South Hill Pierce County Library
Mike McKenney, ILS Software Engineer, Pierce County Library System
Gretchen Russell, Senior Branch Assistant, Peninsula Pierce County Library
Marnie Taylor, Senior Library Technician, Pierce County Library System
Bryan Tidwell, Senior Branch Assistant, Graham Pierce County Library
Heather Zahnow, Reference Librarian, University Place Pierce County Library
Harlan Zinck, Branch Supervisor, Sumner Pierce County Library

Strategic Vision Workshop Speakers:
George Needham, Library Strategist/Consultant, OCLC Online Computer
   Library Center, Inc.
Joan Frye Williams, Information Technology Consultant
Ron Sher, Third Place Company
Dawn Merkes, Group 4 Architecture, Research + Planning

COMMUNITY LEADERS ADVISORY GROUPS
A major part of the community collaboration for the master planning process
was a series of meetings with five regional Community Leaders Advisory
Groups representing cities and unincorporated communities, nonprofit and
community organizations, schools and universities, and other community
leaders throughout the county. More than 100 leaders participated in these
sessions.

Chris Ammann, Russell Investments
Parley Applegate, Tillicum Community Center
Katrina Asay, Mayor, City of Milton
Theresa Baker, Mid-County Land Use Advisory Council
Nathalie Banks, Mayor, City of Orting
Cindy Beckett, Parkland Spanaway Midland Land Use Advisory Committee
Tom Bender
Mark Bethune, City Administrator, City of Orting
Linda Bird, Mayor, City of University Place
Barbara Bitteto, Sumner Community Center Task Force
Sue Boguszewski, Assistant Vice President, Home Street Bank
Terry Bouck, Superintendent, Peninsula School District
Bonnie Boyle, Commissioner, Lakewood Fire Commission
Jay Brower, Community Connections Director, Bethel School District
Jeff Brown, President, BCRA Architects
Lora Butterfield, Executive Director, Bonney Lake Chamber of Commerce
Bob Carlson, Former Director, Puyallup Fair
Phil Carter, Director, Mel Korum YMCA
Kristi Cedar, Friends of Milton Library
Ellie Chambers-Grady, Economic Development Manager, City of Lakewood
Carrie Ching, Director of Branch, Programs & Operation, Boys and Girls
   Club of South Puget Sound
Jane Cherney, Librarian, Fort Lewis Library
Marie Churney, Friends of Summit Library
Rich Coleman, Fire Commissioner, Central Pierce Fire & Rescue
Marc Connelly, Executive Director, PenMet Parks
Deborah Cozzetti, Executive Director, Youth Resources
Mariza Craig, Deputy City Manager, City of University Place
Mary Lu Dickinson, Board Member, University Place School District
John Doan, City Administrator, City of Sumner
Tom Dolan, Planning Director, City of Gig Harbor
Gini Dryer-Dow, Altrusa International

Margaret Drotz, City Council, City of Milton
Dan Durr, President, First Western Properties
Bonnie Egbert, President, Friends of Sumner Library
Nancy Elwood, Friends of Peninsula Library
David Enslow, Mayor, City of Sumner
Carol Estep, Friends of DuPont Library
Charlotta Foley, President, Friends of Buckley Library
Kellie Fremont, Elementary Curriculum, Sumner School District
Scott Gallacher, Executive Director, Key Peninsula Metropolitan Park
Roxy Giddings, Parkland Community Association
Joanna Gormly, President, Key Peninsula Health and Professional Services
Lynn Gracey, Friends of Lakewood Library
Elizabeth Harris, Planning Commission, Town of Eatonville
Tana Hasart, President, Pierce College – Puyallup
Cindy Hochstatter, City Council, City of Sumner
Jeff Hogan, Mayor, City of Edgewood
Matt Holm, Assistant Fire Chief, Central Pierce Fire & Rescue
Chuck Hunter, Mayor, City of Gig Harbor
Deborah Johnson, Senior Planner, City of Lakewood
Marc Johnson, Graham Land Use Advisory Commission
Pat Johnson, Mayor, City of Buckley
Valinda Jones, Franklin Pierce High School
Beckie Krantz, Gig Harbor Advisory Land Use Commission
SuzAnne Kuhuski, Central Librarian, Bethel School District
Charles Lappenbusch, Vice President, Cascadia Project
Morgan Larsen, Librarian, Bethel School District
Debbie LeBeau, Superintendent, Clover Park School District
Paul Loveless, Town Administrator, Town of Steilacoom
Ron Lucas, Mayor, Town of Steilacoom
Steven Lynn, Gig Harbor Historic Waterfront Association
Kurt Mach, Pastor, Peninsula Christian Fellowship
Rhonda Madison, Director, Orting Chamber of Commerce
J.J. McCament, Vice Chair, Pierce County Library System's Board of Trustees
Bill McDonald, City Administrator, City of DuPont
Ellen McKanna, Friends of Summit Library
Cindy McKitrick, President, Steilacoom Chamber of Commerce
Glo Mercer, Librarian, Fort Lewis Library
Don Meyer, Executive Director, Foss Waterway Development Authority
Clyde Miller
Don Morrison, City Administrator, City of Bonney Lake
Debbie Mortell, Mortell Insurance
Janine Mott, Executive Director, Tacoma Community College – Gig Harbor Campus
Kieran Murray, Kieran's List
Andrew Neiditz, City Manager, City of Lakewood
Marlys Nesset, Parkland Area Advisory Commission
Mike Nicholson, Community Development Director, City of Milton
Dave Olson, Deputy Mayor, City of Edgewood
Julia Park, Senior Planner, Pierce County Planning and Land Services

Vince Pecchia, Director of Student Learning, Puyallup School District
Ginger Peck, Director, Auxiliary Services, Pacific Lutheran University
Ben Peters, Friends of South Hill Library
Eric Phillips, Community Development Director, City of Edgewood
Barbara Pick, President, Friends of University Place Library
Cassie Porcella, Sumner/Puyallup Chamber of Commerce & Abbey Group
Jim Rackley, City Council, City of Bonney Lake
Rick Randle, Chief, Community Recreation, Fort Lewis
Suraiya Rashid, Associate Planner, City of Buckley
William Rehberg, Graham Land Use Advisory Commission
Doug Richardson, Mayor, City of Lakewood
Mary Ricco, Residential Owner's Association: Northwest Landing
Ron Roberts
Stephanie Roberts, Associate Executive Director, Mel Korum YMCA
Allen P. Rose, Trustee, Pierce County Library System's Board of Trustees
Shelly Schlumpf, Sumner Downtown Association
Thomas Siegel, Superintendent, Bethel School District
Tom Smallwood, Mayor, Town of Eatonville
Ed Stephenson, Anderson Island Community Advisory Board
Lucy Stephenson, Anderson Island Community Advisory Board
Heather Stinson, Planning Manager, City of Bonney Lake
Betsy Stubbs, President, South Hill Community Council
Penny Swanson, Frederickson Land Use Advisory Commission
Barbara Trimble, President, Friends of Lakewood Library
Barbara Trotter, Vice President, Friends of Key Center Library
Karin Van Vlack, Resident, Anderson Island
Celia Vincent, Friends of South Hill Library
Janda Volkmer, Former Mayor, Town of Steilacoom
Budd Wagner, Trustee, Pierce County Library System's Board of Trustees
Susie Wagner, Tacoma-Pierce County Chamber of Commerce,
   Frederickson/Parkland/Spanaway Division
John Walstrum, President, Clover Park Technical College
Jason Walter, President, Browns Point Improvement Club
Marganne Weathers, Librarian, Fort Lewis Library
Danna Webster, Key Peninsula News
Chuck West, Division Chief, Key Peninsula Fire
Pat West
Sean Whalen, Community Member, City of Fife
Barrie Wilcox, Wilcox Farms
Kim Wilde, City Administrator, City of Edgewood
Kathy Williams, Boys and Girls Club of South Puget Sound
Ryan Windish, Planning Manager, City of Sumner
Wendy Wojtanowicz, Peninsula School Board
Steve Worthington, City Manager, City of Fife
Denise Yochum, President, Pierce College - Fort Steilacoom

Check Out the New Library

A vital, multiservice hub for all generations

by Craig Gerhart and Kira Hasbargen

In order to successfully improve the complex and interconnected issues facing communities today, local government managers are looking across their organizations to find the capabilities and skill sets that can influence creative and leading-edge solutions. One resource that might be undervalued and overlooked by managers is the public library.

HIGHLY RELEVANT PLACES

When you hear the word library, what immediately comes to mind? Digital media labs? 3-D printers? Virtual and in-person homework help? Internet and information safety? GED and post-secondary education? Resume and interview skill building? Job search centers? Language instruction?

Early life experiences have left many of us with the image of libraries as quiet places surrounded by books. Yet, public libraries have become much more now, providing highly relevant services and engaging directly with residents. With this interaction and relevancy, library services and programs are constantly evolving.

In addition to providing residents with general developmental and educational opportunities, libraries also provide access to the Internet as well as technology training. In our technology-driven world, 30 percent of American adults ages 18 and older don't have access to broadband or wireless transmission in their homes.2 As businesses, medical providers, and local governments transition to online-only registration, bill paying, and customer support, where do people turn? The free and welcoming library.

Here are a few statistics on what is happening at today's public library:

- 97 percent of libraries help people apply for e-Government services.
- 92 percent of libraries help people access online job databases and resources.
- 90 percent of libraries provide formal or informal technology training.
- 76 percent of libraries help people apply for jobs online.
- 62 percent of libraries report that they are the only free provider of public Internet access.3

Our preconceived notions of what libraries "are" have created barriers to engaging them in strategic problem solving and community building. Now is the time to step back into your library to recognize and strategically plan how libraries can help with community issues.

A HOLISTIC APPROACH

A manager's openness to engage the library demonstrates a willingness to take a holistic approach to community problem solving and the enhancement of his or her organizational toolkit. ICMA's work with public libraries began more than five years ago4 with a series of community-specific projects intended to demonstrate that a strong
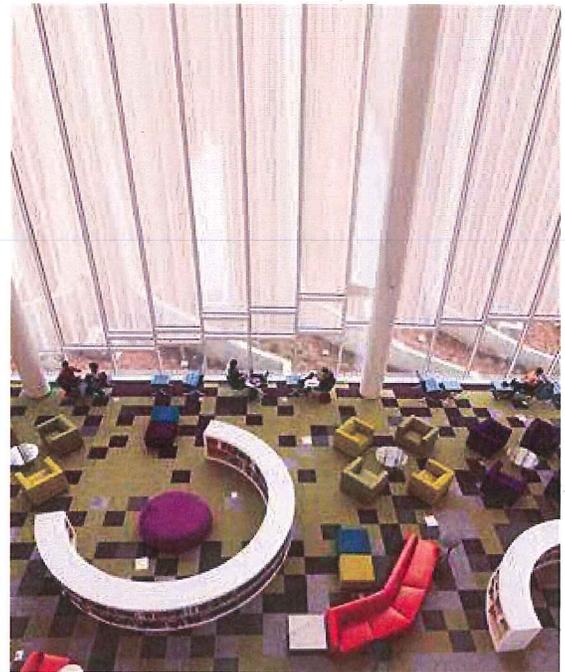
94% of Americans ages 16 and older say that having a public library improves the quality of life in a community.1

partnership between the local government manager's office and the library staff is a productive strategy.

The goal of these efforts is to provide resources that help strengthen the manager-library partnership and to develop strategic and innovative ways to improve the lives of residents. While the library director and local government manager may be separately offering dynamic, relevant, and innovative services, the sky's the limit when the two partner together (see sidebar, "Working Together" for tips on building effective partnerships). Here are two case studies that provide a closer look at what is possible.

MIAMI PUBLIC LIBRARY

Library organization: City department

Area served: Miami, Oklahoma5

Population served: 13,570

Percentage of students eligible for free/reduced lunch: 69.9 percent

After Miami Public Library's (Miami PL) participation in Edge, a national assessment and toolkit intended to help libraries evaluate their public-access technology and services to better serve the community, the library began to develop a long-range strategic plan. Library Director Marcia Johnson's first step was convening a focus group to understand the community's needs.

To ensure full representation from community supporters and promote library staff and board buy-in, specific names were submitted by the staff and board members. The library director and board selected the attendees. Invitations were then made either in person or on the phone.

After the focus group invitations were accepted, Johnson sent out a packet of material to enable group attendees to have a solid working knowledge of the services offered by the library and show how it compared to peer libraries.

Attendees represented diverse constituencies and areas of government, which included the former mayor, acting mayor, city manager, assistant city manager, local business owners, and representatives from the school district, hospital, tribal nation, and state workforce development office.

Through the focus group, Johnson was able to educate attendees on the services offered at the library and create a shared understanding of community issues, allowing focus group members to work together to solve them.

In addition to including community partnerships as a key element in the strategic plan, more opportunities for tangible partnerships were identified. Besides developing a three-year strategic plan, the library implemented a partnership with Oklahoma Workforce—a website at www.ok.gov/okworks that connects job seekers, employers, and community partners—to improve community employment through skills-building and training, along with a partnership with the hospital and tribal council to improve community health.

"Our issues are probably similar to many communities: an aging infrastructure, underemployment/unemployment, and literacy," says Johnson. "In response, the library has partnered with our local workforce development office to provide skills training. In fact, the courses have doubled in size since changing the venue to the library's computer lab.

SACRAMENTO PUBLIC LIBRARY

Library organization: Joint Powers Authority

Areas served: Sacramento County and the cities of Citrus Heights, Elk Grove, Galt, Isleton, Rancho Cordova, and Sacramento

Population served: 1.3 million

Percentage of students eligible for free/reduced lunch: 42 percent

Seeking to decrease crime, engage residents, and assist in improving educational outcomes, Sacramento Public Library

(SAC PL) partnered with the News10 television station to transform a unit in a transitional living center into a resource center/children's library for the station's 2013 "Make a Difference Day" project.6 The team expanded on the success it built through the "10 Books to Read" program, which was designed to encourage parents, grandparents, and caregivers to read aloud and spend time with their children. The program still exists today.

The Sacramento Friends of the Library and SAC PL also worked with News10 to create a safe and fun place for residents at the Salvation Army's E. Claire Raley Transitional Living to model positive family interaction, help children with their homework, and increase literacy skills.

Also, to ensure mission alignment and manage expectations, all participating organizations agreed that the difference made could be small: one mom reading to her son, one dad playing reading games with his daughter on the iPad, or one child graduating from high school or even going to college.

The remodeling and installation took place in one day. "Like public libraries, local TV stations provide information and serve the community. When we join resources, we truly can make a tangible difference in people's lives," says Maria Barrs, general manager, News10.

The television station also donated $5,000 and provided media coverage and volunteers to design and set up the library room. SAC PL provided computers, shelving, expertise, and labor, while the Friends of Library provided books and materials.

IT'S ALL GOOD

The past five years have forever changed the way professional local government managers lead their organizations. Building partnerships with libraries to proactively and effectively provide services and programs is, and will continue to be, integral to building communities where residents can happily live, work, and play.

81% of Americans 16 and older say that public libraries provide many services people would have a hard time finding elsewhere.

Endnotes

1 Pew Research Center, December 2013, "How Americans Value Public Libraries in their Communities."

2 Pew Home Broadband 2013: http://www.pewinternet.org/2013/08/26/home-broadband-2013.

3 iPAC publications: http://ipac.umd.edu/publications.

4 icma.org/libraries: http://icma.org/en/icma/knowledge_network/topics/kn/Topic/161/Libraries.

5 Because Miami Public Library is the only library in Ottawa County, Oklahoma, residents of the county that live outside of the city limits are able to obtain complimentary Miami Public Library cards. The library does not receive funding from the county.

6 "Make a Difference Day," which was launched more than 20 years ago by USA Weekend magazine and the Points of Light volunteer program, encourages volunteers to complete local community projects.

Working Together

Here are five ways for managers to build effective working partnerships with library directors.

- **Reach out.** Sometimes it's all about relationships. Reach out to your library director. Visit the library and get out to all the branches. Invite the library director for coffee or lunch.

  A good way to get a firm handle on your community's needs is to ensure that representatives from all facets of your organization are invited to the table. If the library director is not already a member of your leadership team, invite him or her on board and encourage active participation.

- **Seek understanding.** Keep an open mind. The two most important factors of a successful partnership are to

understand your community's needs and focus on what you have in common.

Recognize that sound partnerships create benefits for all parties and that engaging the library in community-wide problem solving must also work for the library system.

- **Define the pluses and minuses.** Identifying where you can make the most difference is one key to being relevant. Defining the key assets each party brings to the partnership is a great way to start the dialogue.

  Another key to being relevant is to understand the real (and imagined) barriers. Sometimes you'll have to create opportunities and be open to nontraditional solutions with nontraditional partners.

- **Be patient.** Some partnerships may go off without a hitch, whereas others may be a little more difficult to implement. Think of collaborating like fishing.

  You may not catch fish with every cast. Look for ways to expand the manager-library partnership through engaging such other community groups as nonprofit organizations, service clubs, and the media.

  And remember, it's okay for partners to benefit from the relationship. Bringing attention to a group, getting its name out there, networking, and raising a group's community profile are not reasons to forgo implementing a partnership that will positively impact your community.

- **Develop benchmarks.** Don't let the perfect get in the way of the good. Develop measures of success, establish ownership for outcomes and activities to hold partners accountable, and build in an evaluation plan. That way, you can incorporate the partnerships into decision making and operations.

"Today's libraries are demonstrating a flexible approach to problem-solving by leveraging resources, finding partnerships in unusual places, and doing what they do efficiently and economically."

—John Shirey, City Manager, Sacramento, California

"After engaging with the library, it is evident that it leverages technology and education to help our community meet our greatest challenges."

—Jeff Bishop, City Manager, Miami, Oklahoma

"Education is what makes the difference. If people can read, they can learn. If people can learn, they can make informed decisions. By making informed decisions, people can participate in democracy."

—Rivkah Sass, Library Director,
Sacramento Public Library, Sacramento, California

Craig Gerhart
President, Gerhart Enterprises
Woodbridge, Virginia
and former county executive, Prince William County, Virginia
(csgerhart@gmail.com).

Kira Hasbargen
Senior management associate
ICMA, Washington, D.C.
(khasbargen@icma.org).

COMMENTS & RATINGS

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M E M O

Date: May 6, 2014

To: Chair Linda Ishem and Members of the Board

From: Chereé Green, Staff Experience Director

Subject: Executive Director Search Firm - Site Visits

Since your approval at the last Board meeting to hire Bradbury Associates as the Executive Director Search firm, I would like to update you on the status of the process.

Bradbury Associates will be conducting their first site visit on May 21-22. During the first day of their visit, they will be meeting with the following:

- Screening Committee (90 minutes)
- Board of Trustees - can be included with Screening Committee (60 minutes)
- Administrative Team (90 minutes)
- Focus Groups of 12-15 members to include:
    - Staff- cross section (50 minutes)
    - Friends/Foundation Members (50 minutes)
- Neel Parikh (60 minutes)

On the second day of their visit, they will conduct another focus group session with Managers/Directors outside of the Administrative Team (50 minutes) and will take self-guided tours to the Lakewood, University Place, Fife and Sumner branches.

At the Board meeting, I will ask for your feedback on the plan for Bradbury Associates' first visit.

M E M O

Date: May 5, 2014

To: Chair Linda Ishem and Members of the Board

From: Chereé Green, Staff Experience Director
Bill Holt, Attorney

Subject: Executive Director Search - Screening Committee

As of the date of this memo, we have selected and confirmed the seven members of the committee who will be involved in the candidate screening for the Executive Director position.

Prior to Bradbury Associates' first visit, we felt it was imperative to develop a clear framework to identify the roles and responsibilities of the committee. As a result, we have developed the attached document, which identifies the members, outlines the process and clarifies the expectations and time commitments required of each participant.

At the May Board meeting, we will be asking for your input and subsequent approval of the document.

MISSION STATEMENT/PURPOSE
This committee has been authorized by the Board of Trustees to work with the Executive Search firm, Bradbury Associates, to screen applicants for the Pierce County Library System Executive Director position and select (3-5) finalists for the Board to interview.

MEMBERSHIP
The Screening Committee shall be comprised of:
- 2 Board Members: Linda Ishem and Rob Allen
- 1 HR Member: Cheree Green
- 1 Librarian: Jennifer Patterson
- 2 Foundation Board members: Craig Richmond and Chair, Michael Gordon
- 1 Community Member/Partner: City Manager of Lakewood, John Caulfield

MEETINGS/INTERVIEWS
1. Planning meeting: Meeting with Bradbury Associates to finalize the role of the Committee, establish a firm search schedule, discuss candidate confidentiality, etc. This meeting takes approximately 90 minutes.
2. "Pool presentation" meeting: Meeting with Bradbury Associates to individually select top candidates (6-8) for semifinal interviews. This meeting takes approximately two hours and is scheduled shortly after the application process closes.
3. Conduct semifinal interviews (if the committee or sub-committee decides to play this role.) The time commitment for these interviews is dependent on the number of semifinalists. Semifinal interviews typically require two half days (5 hours/day).
4. Select 3-4 finalists for the final interview process including an interview with the Board of Trustees.

RESPONSIBILITIES
- Adhere to strict candidate confidentiality expectations.
- Review all of the candidate applications. Documents include cover letters; resumes; questionnaires developed based on the position and the library; and search firm notes from phone conversations with each qualified candidate.
- Review of matrix showing candidate qualifications based on established criteria.
- Select (6-8) semifinalists for the first round of interviews.
- Read and review status updates from Bradbury Associates on an ongoing basis (usually every two weeks throughout the process.)

New Business

M E M O

Date: May 5, 2014

To: Chair Linda Ishem and Members of the Board of Trustees

From: Clifford Jo, Finance & Business Director

Subject: 2013 Year End Financial Review

Attached are the following 2013 year-end statements:
- Year End Actuals—General Fund
- Board Report—Budget to Actual by Object (Eden report)

During the Board meeting, we will highlight the financial results. Below are some analyses of the revenues and expenditures for each fund.

- GENERAL FUND -

Revenues

New revenues came in at 2.05% more than the original budget. Note that delinquent property taxes collected is less than anticipated ($108,108 less) continuing the trend since 2008; all of this was offset by current property tax payments, due to a late December 2012 revised levy certificate that included more property tax revenue. During the upcoming mid-year budget, we will review our property tax calculations and make appropriate adjustments. Total donations and related reimbursements added over $199,000. The total revenue increase was $506,633 above the revenues approved by the Board on December 12, 2012 for 2013 operations.

Expenditures

Compared to the original 2013 original budget, total expenditures came in under by $66,787, which represents a 0.26% increase, but still came in under the mid-year budget by -$55,856.

Compared to the original budget, personnel savings were $442,672 due mostly to unfilled management positions and several librarian positions. This is factored *after* applying the reduction in salaries planning budget to match projections.

Collection expenditures for 2013 were slightly over budget by $33,516, which translated to slightly lower than 13.26% of the overall budget. Note that 2013 was the first year the Library strategically developed the collection budget by applying zero-based budgeting principles to purchase items.

For maintenance and operations, the Library was over budget by $472,589, which is 15.3% more than the original budget. The Library intentionally spent more on needed purchases because we

anticipated less spending for the year and anticipated more revenues than originally thought. The increase is primarily due to:

- Computer hardware necessary for implementing Windows 7 for public Internet computers, media towers, servers, and other needs (+107,000).

- Professional Services to pay for a technology plan, coaching labs, public records training, and Staffweb work (+88,000).

- Legal costs due to personnel-related matters (+48,000).

- Significant repair work to buildings (+48,000).

- Utilities came in higher than budgeted (+44,000).

- Network telecommunication costs which will be offset by reimbursements later this year. (+41,000).

- Insurance renewal of pollution liability policy for 3 years, which was less expensive than an annual renewal ($39,000)

- Contracted maintenance that included balance of 2012 UP shared cost payments (+28,000)

- Contract with AMI for UP Condo management (+28,000)

The net of all other line items amounted to $1,589.

2013 Year-End Cash Balance (General Fund)

The net effect for the fund balance is an increase as follows:

Beginning Cash Fund Balance (Jan 1)..$10,415,789
Less: Use of fund balance .... (571,595)
Add: Net of revenues less expenditures.......................................203,269
Add: Warrants & Sales payable, benefit accruals, and other adj...................40,130
    Ending Cash Fund Balance (Dec 31)..$10,007,333

Of this $203,269, the following items were major contributors to the savings:

Contingency set aside (planned—not added due to decreasing revs)..................$ 0
Net of all other factors (described above in revenues & expenditures)........203,269
    Net of revenues less expenditures.......................................$203,269

- *CAPITAL IMPROVEMENT FUND* -

Revenues

No new revenues were budgeted for 2013. Actual amount for all new revenues was $122,473, which included Foundation Donations for Key Center, sale of one bookmobile, and interest.

Transfers

Transfers to the Capital Improvement Fund to pay for capital projects included the reduced transfer of 2% of revenues (from 3%). Per fiscal management policy, if there were operational savings identified from 2012 operations some portion would have been transferred to the capital project to pay for current and future projects; however, none were identified.

Transfer
Budgeted transfer from General Fund (Dec 2013) $495,689
Savings from 2012 operations transfer 0
Other transfers from fund balance (e.g., mid-year savings) 0

    Total transferred from General Fund to CIF..$495,689

Expenditures

The original budget for capital improvement projects was $1,584,000, which was amended at midyear to be $2,218,100. Total actual expenditures amounted to $1,957,263.

We are anticipating about $80,000 in rebates from the PAC HVAC work conducted late last year.

2013 Year-End Cash Balance (Capital Improvement Fund)

The final 2011 year-end fund balance was $2,736,075. The Capital Improvement Fund balance is therefore recorded as follows:

Beginning Cash Fund Balance (Jan 1)..$2,727,681
Less: Use of fund balance ....(1,793,411)
Add: Net of revenues and transfers less expenditures 454,311
Add: Warrants payable and other adj...(29,100)

    Ending Cash Fund Balance (Dec 31)..$1,359,481

- DEBT SERVICE FUND -

The Debt Service Fund is used to pay debt owed, for example bond payments. The Library has been debt-free for since 2002. Any financial activity since then in this fund is due to unanticipated revenues and fees. For 2013, revenues (from delinquent taxes received and interest investment) totaled $123 and expenditures were $0. The Debt Service Fund balance is therefore recorded as follows:

Beginning Fund Balance (Jan 1)..$83,444
Add: Net of revenue less expenditures 123

Ending Fund Balance (Dec 31)..$83,567

- TOTAL FUND BALANCES IN CASH -

DECEMBER 31, 2013

The Library's total fund balance in cash is as follows:

General Fund...$10,007,333
Capital Improvement Fund 1,359,481
Debt Services 83,567

Total Combined Fund Cash Balance $11,450,381
which represents a decrease of $1,776,533 to total cash of all funds.

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- CASH RESERVES OUTLOOK FOR 2014 -

Following the significantly painful reductions beginning in 2010 and judicious spending the past two years, the Library has adequate cash reserves to sustain operations in 2014. In late 2010, the Library revised its cash reserves strategy so that it addresses current fiscal realities. This was carried forward into 2014's budgeting process. A portion of cash is designated as restricted to fund ongoing operations, and a minimum threshold is set for undesignated cash.

The strategy eliminates the standard 1% set aside for cash reserves and instead uses a 2% minimum standard for undesignated cash reserves. Cash designated for operations is set at approximately 30%, which pays for the first four months of a fiscal year before receiving property taxes at the end of April. Because revenues had decreased, the designated operating reserve had decreased. Therefore, there's no need to budget set-aside cash to build up the operating reserve. In 2014, no set-aside cash was budgeted. Because revenues for 2014 had increased and we anticipate an increase for 2015, we may need to begin adding to cash reserves for 2015.

The budgeted transfer to CIP was maintained at a reduced 2% (from 3%). In 2012 the general fund cash reserves did not decrease from mid-year transfers or transfers due to other purposes (such as building a library); cash reserves decreased due to using it to pay for operations. It remains a significant economic concern to sustain 2015 and 2016 operations.

During the 2014 mid-year process, we will assess our cash needs and look to fiscal year 2015 in determining whether and to what extent—if any—we will recommend transferring 2013 savings to the capital fund. We will provide an update during the mid-year budget process.

PIERCE COUNTY LIBRARY SYSTEM
- 2012 YEAR END -

GENERAL FUND 2013 YEAR-END AS OF 12/31/2013		2013 Final (12/12/12)	2013 Mid-Year	2013 YE (12/2013)	% Change 2013 Final to 2013 YE	. Notes
29150	Use of Fund Balance/Cash Reserves	807,172	762,126	571,595.00	-29.19%	Did not need to use cash reserves to pay for operations

		-------------------------------------- NEW REVENUES --------------------------------------				
31110	Property Taxes Refunded					
31111	Property Taxes Current	22,724,764	22,831,773	23,164,986.22	1.94%	More on-time payments received
31112	Property Taxes Delinquent	908,991	913,271	800,883.09	-11.89%	Delinquents came in less, but were offset by ontime payments
31130	Sale of Tax Title Property	3,000	3,000	4,060.51	35.35%	
31210	Private Harvest Tax	50,000	70,000	70,213.92	40.43%	About on budget compared to mid-year
31720	Leasehold Excise Tax	15,000	20,000	25,700.91	71.34%	Higher than anticipated
33533	State Forest Funds		4,000	3,347.09	new	About on budget compared to mid-year
33872	Contract Fees-Cities		3,400	3,240.00	new	About on budget compared to mid-year
33890	Governmental Service Fees			5,200.20	new	LSTA grants
34160	Copier Fees	25,000	28,000	29,161.37	16.65%	About on budget compared to mid-year
34161	Graphics Services Charges		4,400	9,445.45	new	Includes Foundation-related reimbursements
34162	Printer Fees	60,000	70,000	76,910.98	28.18%	About on budget compared to mid-year
34730	Interlibrary Loan Fees			157.36	new	
35970	Library Fines	615,000	580,000	583,771.73	-5.08%	Came in less; $8,300 was due to Read-Down-Fines during Smr Rdg
36110	Investment Income	10,000	10,000	10,232.84	2.33%	
36111	Interest - State Forest Fund			0.70	new	
36190	Other Interest Earnings			7.14	new	
36200	Key Pen Hlth Dept Facility Rev			419.12	new	Reimbursements for rent/custodial to KP Health Center
36700	Foundation Donations	150,000	150,000	161,746.00	7.83%	More was disbursed
36710	Friends' Donations			2,762.11	new	
36720	Friends' Reimbursements		12,000	30,457.09	new	Friends reimbursements came in more than anticipated
36725	Donations-Other		1,000	4,005.26	new	Other donations came in more than anticipated
36910	Sale of Scrap and Salvage			151.00	new	
36920	Book Sale Revenue	20,000	6,000	5,220.81	-73.90%	Changed vendors; new vendor takes time to ramp up
36990	Miscellaneous Revenue		30,000	55,714.09	new	Includes refunds from unspent Wellness funds + $19k Fax Fees
36991	Payment for Lost Materials	25,000	17,000	15,359.81	-38.56%	About on budget compared to mid-year
36994	Unclaimed Property			191.82	new	
36995	Collection Agency Revenue			793.33	new	
36996	Jury Duty Reimbursement			360.00	new	
36997	Prior Year's Refunds		1,600	3,838.99	new	
36998	E Rate Reimbursement		6,000	16,340.37	new	E-Rate reimbursements offset Telecom/Data charges
36999	Rebates - Procurement Card	10,000	19,500	28,665.31	186.65%	Rebate program came in much higher due to use of charge cards
39510	Sale of Fixed Assets			3,089.41	new	Proceeds from sales of capital assets/timber owned by munis
39520	Insurance Recoveries - Capital Assets		3,500	5,954.04	new	Insurance paymets for claims issued
	TOTAL REVENUES	**$24,616,755**	**$24,784,444**	**25,122,388.07**	**2.05%**	
	Increase/decrease over previous		167,689 (.68%)	505,633 (2.05%)		
	TOTAL FUNDING SOURCES	**$25,423,927**	**$25,546,570**	**$25,693,983**	**1.06%**	
	Increase/decrease over previous		122,643 (.48%)	270,056 (1.06%)		

PIERCE COUNTY LIBRARY SYSTEM
- 2012 YEAR END -

GENERAL FUND 2013 YEAR-END AS OF 12/31/2013	2013 Final (12/12/12)	2013 Mid-Year	2013 YE (12/2013)	% Change 2013 Final to 2013 YE	. Notes
----------------------------------- **EXPENDITURES** ---					
PERSONNEL					
51100 Salaries & Wages	13,681,285	13,310,332.00	12,937,301.67	-5.44%	Less spent due to vacancies and turnover, particularly:
51105 Additional Hours	230,600	237,200.00	287,116.10	24.51%	More spent to cover staffing needs - Mgmt vacancies
51106 Shift Differential	160,175	147,872.00	136,974.18	-14.48%	Under budget - Librarian vacancies
51107 Substitute Hours	299,600	313,350.00	296,122.59	-1.16%	Less spent to cover staffing needs
51109 Tuition Assistance Program	3,000	3,000.00	1,410.35	-52.99%	
51200 Overtime Wages	7,500	7,100.00	6,988.90	-6.81%	Less spent
52001 Industrial Insurance	167,861	165,787.00	164,268.58	-2.14%	
52002 Medical Insurance	2,139,809	2,083,991.00	1,962,763.55	-8.27%	Less spent
52003 FICA	1,094,384	1,085,861.00	1,024,893.44	-6.35%	Follows Salaries & Wages
52004 Retirement	1,039,773	994,557.00	1,029,790.40	-0.96%	Follows Salaries & Wages
52005 Dental Insurance	227,556	217,822.00	201,668.10	-11.38%	Less spent
52006 Other Benefit (Cell phones and Well Steps)	9,580	10,620.00	8,800.00	-8.14%	Less spent
52010 Life and Disability Insurance	25,631	24,185.00	23,010.67	-10.22%	Budget corrected at mid-year & less spent
52020 Unemployment Compensation	30,500	20,000.00	20,858.96	-31.61%	Corrected at mid-year
52200 Uniforms	1,300	1,300.00	357.83	-72.47%	Less spent
Total Personnel	19,118,554	18,622,977	18,102,325.32	-5.32%	
Increase/decrease over previous		-495,577 (-2.59%)	-1,016,229 (-5.32%)		
Reduction in salaries planning budget to match projections (	(573,557)	(337,141.00)	0.00	100.00%	
Net Personnel	18,544,997	18,285,836	18,102,325.32	-2.39%	
Increase/decrease over previous		-259,161 (-1.4%)	-442,672 (-2.39%)		
MAINTENANCE & OPERATIONS					
53100 Office/Operating Supplies	152,300	158,300.00	200,198.09	31.45%	Includes YS Block Grant expenses offset by grant revenues
53101 Custodial Supplies	41,000	56,100.00	60,698.23	48.04%	More was needed; in 2013 Facilities installed new towel dispensers
53102 Maintenance Supplies	40,000	60,200.00	55,824.42	39.56%	Included costs for bookmobile repairs and end panels
53103 A/V Processing Supplies	25,000	30,000.00	33,273.84	33.10%	More spent for branding CDs (to reduce theft)
53104 Book Processing Supplies	20,000	25,000.00	16,589.46	-17.05%	Less spent on Book processing supplies
53200 Fuel	58,000	58,000.00	44,768.44	-22.81%	Usage was reduced due to hybrid vehicles
53500 Minor Equipment	15,300	8,300.00	5,484.11	-64.16%	Less spent than anticipated
53501 * Furnishings	50,000	60,000.00	62,030.61	24.06%	Offset by LWD Friends & Foundation-sponsored purchases
53502 * PC Hardware	196,200	296,200.00	303,435.94	54.66%	End-of-year purchases to help Windows 7 upgrade
53503 Printers	20,000	20,000.00	6,380.55	-68.10%	Printers shifted to copier purchases (in CIP)
53505 Software	33,500	33,500.00	31,667.05	-5.47%	About on target
54100 * Professional Services	251,500	362,450.00	339,821.43	35.12%	Includes consulting for tech plan, coaching labs, PRA, staffweb
54101 Legal Services	30,000	105,000.00	77,850.68	159.50%	Considerably more was needed for personnel-related matters
54102 Collection Agency	33,400	30,000.00	23,776.17	-28.81%	Offset by book returns and collection revenues (in fines/fees)
54161 Resource Sharing Services	25,000	25,000.00	18,507.42	-25.97%	Less spent than anticipated
54162 Bibliographics Services	40,000	40,000.00	28,347.52	-29.13%	Less spent than anticipated
54163 Printing and Binding	2,000	2,000.00	2,639.67	31.98%	More spent than anticipated
54165 Inter Library Loan Lost Item Charges	3,000	3,000.00	1,876.02	-37.47%	Less spent than anticipated
54200 Postage	42,000	42,000.00	42,055.31	0.13%	About on target
54201 Telephone/Data Lines	161,300	161,300.00	202,414.90	25.49%	Offset by Erate reimbursements (lags nearly a year)
54300 * Travel	28,600	29,140.00	25,309.84	-11.50%	About on target

PIERCE COUNTY LIBRARY SYSTEM
- 2012 YEAR END -

GENERAL FUND

2013 YEAR-END AS OF 12/31/2013	2013 Final (12/12/12)	2013 Mid-Year	2013 YE (12/2013)	% Change 2013 Final to 2013 YE	Notes
54301 Mileage Reimbursements	31,050	31,050.00	33,562.75	8.09%	About on target
54400 * Advertising	28,920	28,920.00	22,551.97	-22.02%	Considerably less spent
54501 * Rentals/Leases - Buildings	195,300	197,000.00	182,282.74	-6.67%	About on target - includes UP condo management fees
54502 * Rentals/Leases - Equipment	27,800	32,000.00	36,058.90	29.71%	Includes portable diesel generator
54600 Insurance	189,500	189,500.00	228,651.73	20.66%	Renewed the pollution liability policy for 3 years
54700 Electricity	229,000	220,000.00	256,119.89	11.84%	Budget was considerably off; will make adjustments in 2014 mid-yr
54701 Natural Gas	17,500	17,000.00	10,817.81	-38.18%	Budget was considerably off; will make adjustments in 2014 mid-yr
54702 Water	24,500	20,200.00	28,740.47	17.31%	Budget was considerably off; will make adjustments in 2014 mid-yr
54703 Sewer	21,000	21,700.00	32,649.98	55.48%	Budget was considerably off; will make adjustments in 2014 mid-yr
54704 Refuse	22,500	22,500.00	29,955.93	33.14%	Budget was considerably off; will make adjustments in 2014 mid-yr
54800 * General Repairs/Maintenance	204,300	204,300.00	242,214.31	18.56%	Includes a number of unanticipated repairs and work to buildings
54801 * Contracted Maintenance	659,200	703,800.00	718,593.01	9.01%	Includes shared UP charges from 2012
54803 Maint. Telecomm Equipment	35,000	30,200.00	21,465.45	-38.67%	Considerably less spent
54900 * Registrations	21,700	21,700.00	33,133.33	52.69%	Includes WeComply subscription and prepay 2014 ALA Midwinter
54901 * Dues and Memberships	31,200	31,320.00	21,180.06	-32.12%	ULC 2013 payment was paid in 2014
54902 Taxes and Assessments	30,500	30,500.00	28,590.21	-6.26%	About on target
54903 Licenses and Fees	36,550	37,750.00	34,341.57	-6.04%	About on target
54904 Miscellaneous	900	1,040.00	108.44	-87.95%	Less spent than anticipated
54905 Event Registration	0	0.00	1,192.15	new	Includes Wellness costs
55100 Intergovernmental	15,000	15,000.00	16,948.27	12.99%	Audit concluded earlier (some funds were budgeted for 2014)
Total Maintenance & Operations	3,089,520	3,460,970.00	3,562,108.67	15.30%	

* Items that are asterisked required department heads to list specific costs

PIERCE COUNTY LIBRARY SYSTEM
- 2012 YEAR END -

GENERAL FUND 2013 YEAR-END AS OF 12/31/2013	2013 Final (12/12/12)	2013 Mid-Year	2013 YE (12/2013)	% Change 2013 Final to 2013 YE	. Notes
MATERIALS					
534xx Materials	3,297,075	3,303,075	3,323,730.06	0.81%	Based on the Collection Budget Crew's recommendation
53401 Adult Materials	847,684	847,684	827,054.87	-2.43%	"
53402 Serials	0	0	1,369.18	new	"
53403 Periodicals	80,000	80,000	66,306.83	-17.12%	"
53405 Juvenile Books	496,458	496,458	472,223.71	-4.88%	"
53406 Professional Collection	20,000	20,000	18,228.41	-8.86%	"
53407 International Collection	76,000	76,000	83,013.19	9.23%	"
53408 Audiovisual Materials - Adult	816,000	816,000	831,432.50	1.89%	"
53409 Audiovisual Materials - Juvenile	102,040	102,040	97,981.55	-3.98%	"
53411 Electronic Info Sources	170,355	170,355	186,609.26	9.54%	"
53412 Reference Serials	36,414	36,414	19,277.00	-47.06%	"
53413 Electronic Services	244,124	244,124	200,996.86	-17.67%	"
53414 Electronic Collection	255,000	255,000	352,395.15	38.19%	"
53464 Vendor Processing Services	153,000	153,000	161,061.26	5.27%	"
53490 Collection Projects	0	6,000	5,780.29	new	"
53499 Gifts - Materials	-	1,000	6,861.32	new	Includes Foundation distributions
Total Materials	3,297,075	3,304,075	3,330,591.38	1.02%	= 13.26% of revenues (when incl. Found. distributions & gifts)
54910 ELECTION SET-ASIDE	0	0	0.00		Goal met; no longer need to set-aside
54912 CONTINGENCY	0	0	0.00		Unrestricted cash balance of 2% is met; no need to set aside
59700 TRANSFERS TO CIP	492,335	0	495,689.00	0.68%	Set at 2% of revenues
Total Transfers	492,335	0	495,689.00	0.68%	
TOTAL EXPENDITURES	$25,423,927	25,050,881	25,490,714.37	0.26%	
REVENUES LESS EXPENDITURES	$0	$495,689	203,268.70	new	

PIERCE COUNTY LIBRARY SYSTEM
- 2012 YEAR END -

GENERAL FUND 2013 YEAR-END AS OF 12/31/2013	2013 Final (12/12/12)	2013 Mid-Year	2013 YE (12/2013)	% Change 2013 Final to 2013 YE	. Notes
-------------------------------------- BUDGET SUMMARY --------------------------------------					
Use of Fund Balance/Cash Reserves	807,172	762,126	571,595.00	-29.19%	2.28% of use of fund balance
NEW REVENUES					
Taxes	23,701,755	23,838,044	24,065,844.65	1.54%	95.79% of new revenues
Intergovernmental	0	7,400	11,787.29	new	0.05% of new revenues
Charges for Services	85,000	102,400	115,675.16	36.09%	0.46% of new revenues
Fines	615,000	580,000	583,771.73	-5.08%	2.32% of new revenues
Miscellaneous	215,000	256,600	345,309.24	60.61%	1.37% of new revenues
TOTAL REVENUES	**24,616,755**	**24,784,444**	**25,122,388.07**	**2.05%**	100.00% of new revenues
Increase/decrease over previous year		167,689 (.68%)	505,633 (2.05%)		
TOTAL AVAILABLE FUNDING SOURCES	**25,423,927**	**25,546,570**	**25,693,983.07**	**1.06%**	102.28% of all funding sources
Increase/decrease over previous year		122,643 (.48%)	270,056 (1.06%)		
EXPENDITURES					
Personnel	18,544,997	18,285,836	18,102,325.32	-2.39%	71.02% of expenditures
Maintenance & Operations	3,089,520	3,460,970	3,562,108.67	15.30%	13.97% of expenditures
Materials	3,297,075	3,304,075	3,330,591.38	1.02%	13.07% of expenditures
Subtotal	**24,931,592**	**25,050,881**	**24,995,025.37**	**0.25%**	98.06% of expenditures
Increase/decrease over previous year		119,289 (.48%)	63,433 (.25%)		
ELECTION SET-ASIDE	0	0	0.00		0.00% of expenditures
CONTINGENCY	0	0	0.00		0.00% of expenditures
TRANSFERS TO CIP	492,335	0	495,689.00	0.68%	1.94% of expenditures
Subtotal	**492,335**	**0**	**495,689.00**	**0.68%**	1.94% of expenditures
TOTAL EXPENDITURES	**25,423,927**	**25,050,881**	**25,490,714.37**	**0.26%**	100.00% of expenditures
Increase/decrease over previous year		-373,046 (-1.47%)	66,787 (.26%)		
NET OF REVS & EXPS	**$0**	**$495,689**	**$203,268.70**	**new**	

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FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	762,126.00	0.00	571,595.00	0.00	190,531.00	75.00
31111 PROPERTY TAXES CURRENT	22,831,773.00	0.00	23,164,986.22	0.00	(333,213.22)	101.46
31112 PROPERTY TAXES DELINQUENT	913,271.00	0.00	800,883.09	0.00	112,387.91	87.69
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	4,060.51	0.00	(1,060.51)	135.35
31210 PRIVATE HARVEST TAX	70,000.00	0.00	70,213.92	0.00	(213.92)	100.31
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	25,700.91	0.00	(5,700.91)	128.50
TAXES:	**24,600,170.00**	**0.00**	**24,637,439.65**	**0.00**	**(37,269.65)**	**100.15**
33533 STATE FOREST FUNDS	4,000.00	0.00	3,347.09	0.00	652.91	83.68
33872 CONTRACTS FEES - CITIES	3,400.00	0.00	3,240.00	0.00	160.00	95.29
33890 GOVERMENTAL GRANTS	0.00	0.00	5,200.20	0.00	(5,200.20)	0.00
34160 COPIER FEES	28,000.00	0.00	29,161.37	0.00	(1,161.37)	104.15
34161 GRAPHICS SERVICES CHARGES	4,400.00	0.00	9,445.45	0.00	(5,045.45)	214.67
34162 PRINTER FEES	70,000.00	0.00	76,910.98	0.00	(6,910.98)	109.87
34730 INTERLIBRARY LOAN FEES	0.00	0.00	157.36	0.00	(157.36)	0.00
35970 LIBRARY FINES	580,000.00	0.00	583,771.73	0.00	(3,771.73)	100.65
36110 INVESTMENT INCOME	10,000.00	0.00	10,232.84	0.00	(232.84)	102.33
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.70	0.00	(0.70)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.00	7.14	0.00	(7.14)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	419.12	0.00	(419.12)	0.00
36700 FOUNDATION DONATIONS	150,000.00	0.00	161,746.00	0.00	(11,746.00)	107.83
36710 FRIENDS' DONATIONS	0.00	0.00	2,762.11	0.00	(2,762.11)	0.00
36720 FRIENDS' REIMBURSEMENTS	12,000.00	0.00	30,457.09	0.00	(18,457.09)	253.81
36725 DONATIONS - OTHER	1,000.00	0.00	4,005.26	0.00	(3,005.26)	400.53
36910 SALE OF SCRAP AND SALVAGE	0.00	0.00	151.00	0.00	(151.00)	0.00
36920 BOOK SALE REVENUE	6,000.00	0.00	5,220.81	0.00	779.19	87.01
36990 MISCELLANEOUS REVENUE	30,000.00	0.00	55,714.09	0.00	(25,714.09)	185.71
36991 PAYMENT FOR LOST MATERIALS	17,000.00	0.00	15,359.81	0.00	1,640.19	90.35
36994 UNCLAIMED PROPERTY	0.00	0.00	191.82	0.00	(191.82)	0.00
36995 COLLECTION AGENCY REVENUE	0.00	0.00	793.33	0.00	(793.33)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	0.00	360.00	0.00	(360.00)	0.00
36997 PRIOR YEAR'S REFUNDS	1,600.00	0.00	3,838.99	0.00	(2,238.99)	239.94
36998 E RATE REIMBURSEMENT	6,000.00	0.00	16,340.37	0.00	(10,340.37)	272.34
36999 REBATES - PROCUREMENT CARD	19,500.00	0.00	28,665.31	0.00	(9,165.31)	147.00
CHARGES OTHER:	**942,900.00**	**0.00**	**1,047,499.97**	**0.00**	**(104,599.97)**	**111.09**
39510 SALE OF FIXED ASSETS	0.00	0.00	3,089.41	0.00	(3,089.41)	0.00
39520 INSURANCE RECOVERIES - CAPITAL	3,500.00	0.00	5,954.04	0.00	(2,454.04)	170.12
TOTAL FOR REVENUE ACCOUNTS	**25,546,570.00**	**0.00**	**25,693,983.07**	**0.00**	**(147,413.07)**	**100.58**
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	13,310,332.00	0.00	12,937,301.67	0.00	373,030.33	97.20
51105 ADDITIONAL HOURS	240,200.00	0.00	287,116.10	0.00	(46,916.10)	119.53
51106 SHIFT DIFFERENTIAL	147,872.00	0.00	136,974.18	0.00	10,897.82	92.63
51107 SUBSTITUTE HOURS	316,350.00	0.00	296,122.59	0.00	20,227.41	93.61
51109 TUITION ASSISTANCE PROGRAM	3,000.00	0.00	1,410.35	0.00	1,589.65	47.01
51200 OVERTIME WAGES	7,100.00	0.00	6,988.90	0.00	111.10	98.44
51999 ADJ WAGE/SALARY TO MATCH PLAN	(259,227.00)	0.00	0.00	0.00	(259,227.00)	0.00
52001 INDUSTRIAL INSURANCE	165,787.00	0.00	164,268.58	0.00	1,518.42	99.08

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FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52002 MEDICAL INSURANCE	2,077,991.00	0.00	1,962,763.55	0.00	115,227.45	94.45
52003 F.I.C.A.	1,085,861.00	0.00	1,024,893.44	0.00	60,967.56	94.39
52004 RETIREMENT	994,557.00	0.00	1,029,790.40	0.00	(35,233.40)	103.54
52005 DENTAL INSURANCE	217,822.00	0.00	201,668.10	0.00	16,153.90	92.58
52006 OTHER BENEFIT	10,620.00	0.00	8,800.00	0.00	1,820.00	82.86
52010 LIFE AND DISABILITY INSURANCE	24,185.00	0.00	23,010.67	0.00	1,174.33	95.14
52020 UNEMPLOYMENT COMPENSATION	20,000.00	0.00	20,858.96	0.00	(858.96)	104.29
52200 UNIFORMS	1,300.00	0.00	357.83	0.00	942.17	27.53
52999 ADJ BENEFITS TO MATCH PLAN	(77,914.00)	0.00	0.00	0.00	(77,914.00)	0.00
PERSONNEL	**18,285,836.00**	**0.00**	**18,102,325.32**	**0.00**	**183,510.68**	**99.00**
53100 OFFICE/OPERATING SUPPLIES	168,300.00	0.00	200,198.09	0.00	(31,898.09)	118.95
53101 CUSTODIAL SUPPLIES	56,100.00	0.00	60,698.23	0.00	(4,598.23)	108.20
53102 MAINTENANCE SUPPLIES	60,200.00	0.00	55,824.42	0.00	4,375.58	92.73
53103 AUDIOVISUAL PROCESSING SUP	30,000.00	0.00	33,273.84	0.00	(3,273.84)	110.91
53104 BOOK PROCESSING SUPPLIES	25,000.00	0.00	16,589.46	0.00	8,410.54	66.36
53200 FUEL	58,000.00	0.00	44,768.44	0.00	13,231.56	77.19
53401 ADULT MATERIALS	847,684.00	0.00	827,054.87	0.00	20,629.13	97.57
53402 SERIALS	0.00	0.00	1,369.18	0.00	(1,369.18)	0.00
53403 PERIODICALS	80,000.00	0.00	66,306.83	0.00	13,693.17	82.88
53405 JUVENILE BOOKS	496,458.00	0.00	472,223.71	0.00	24,234.29	95.12
53406 PROFESSIONAL COLLECTION	20,000.00	0.00	18,228.41	0.00	1,771.59	91.14
53407 INTERNATIONAL COLLECTION	76,000.00	0.00	83,013.19	0.00	(7,013.19)	109.23
53408 AUDIOVISUAL MATERIALS - ADULT	816,000.00	0.00	831,432.50	0.00	(15,432.50)	101.89
53409 AUDIOVISUAL MATERIALS - JUV	102,040.00	0.00	97,981.55	0.00	4,058.45	96.02
53411 ELECTRONIC INFO SOURCES	170,355.00	0.00	186,609.26	0.00	(16,254.26)	109.54
53412 REFERENCE SERIALS	36,414.00	0.00	19,277.00	0.00	17,137.00	52.94
53413 ELECTRONIC SERVICES	244,124.00	0.00	200,996.86	0.00	43,127.14	82.33
53414 ELECTRONIC COLLECTION	255,000.00	0.00	352,395.15	0.00	(97,395.15)	138.19
53464 VENDOR PROCESSING SERVICES	153,000.00	0.00	161,061.26	0.00	(8,061.26)	105.27
53490 COLLECTION PROJECTS	6,000.00	0.00	5,780.29	0.00	219.71	96.34
53499 GIFTS - MATERIALS	1,000.00	0.00	6,861.32	0.00	(5,861.32)	686.13
53500 MINOR EQUIPMENT	8,300.00	0.00	5,484.11	0.00	2,815.89	66.07
53501 FURNISHINGS	50,000.00	0.00	62,030.61	0.00	(12,030.61)	124.06
53502 IT HARDWARE	296,200.00	0.00	303,435.94	0.00	(7,235.94)	102.44
53503 PRINTERS	20,000.00	0.00	6,380.55	0.00	13,619.45	31.90
53505 SOFTWARE	33,500.00	0.00	31,667.05	0.00	1,832.95	94.53
54100 PROFESSIONAL SERVICES	362,450.00	0.00	339,821.43	0.00	22,628.57	93.76
54101 LEGAL SERVICES	105,000.00	0.00	77,850.68	0.00	27,149.32	74.14
54102 COLLECTION AGENCY	30,000.00	0.00	23,776.17	0.00	6,223.83	79.25
54161 RESOURCE SHARING SERVICES	25,000.00	0.00	18,507.42	0.00	6,492.58	74.03
54162 BIBLIOGRAPHICS SERVICES	40,000.00	0.00	28,347.52	0.00	11,652.48	70.87
54163 PRINTING AND BINDING	2,000.00	0.00	2,639.67	0.00	(639.67)	131.98
54165 ILL LOST ITEM CHARGE	3,000.00	0.00	1,876.02	0.00	1,123.98	62.53
54200 POSTAGE	42,000.00	0.00	42,055.31	0.00	(55.31)	100.13
54201 TELEPHONE/DATA LINES	161,300.00	0.00	202,414.90	0.00	(41,114.90)	125.49
54300 TRAVEL	29,140.00	0.00	25,309.84	0.00	3,830.16	86.86
54301 MILEAGE REIMBURSEMENTS	31,050.00	0.00	33,562.75	0.00	(2,512.75)	108.09

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FUND: GENERAL FUND (01)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54400 ADVERTISING	28,920.00	0.00	22,551.97	0.00	6,368.03	77.98
54501 RENTALS/LEASES - BUILDINGS	197,000.00	0.00	182,282.74	0.00	14,717.26	92.53
54502 RENTAL/LEASE - EQUIPMENT	32,000.00	0.00	36,058.90	0.00	(4,058.90)	112.68
54600 INSURANCE	189,500.00	0.00	228,651.73	0.00	(39,151.73)	120.66
54700 ELECTRICITY	220,000.00	0.00	256,119.89	0.00	(36,119.89)	116.42
54701 NATURAL GAS	17,000.00	0.00	10,817.81	0.00	6,182.19	63.63
54702 WATER	20,200.00	0.00	28,740.47	0.00	(8,540.47)	142.28
54703 SEWER	21,700.00	0.00	32,649.98	0.00	(10,949.98)	150.46
54704 REFUSE	22,500.00	0.00	29,955.93	0.00	(7,455.93)	133.14
54800 GENERAL REPAIRS/MAINTENANCE	204,300.00	0.00	242,214.31	0.00	(37,914.31)	118.56
54801 CONTRACTED MAINTENANCE	703,800.00	0.00	718,593.01	0.00	(14,793.01)	102.10
54803 MAINT. TELECOM EQUIPMENT	30,200.00	0.00	21,465.45	0.00	8,734.55	71.08
54900 REGISTRATIONS	21,700.00	0.00	33,133.33	0.00	(11,433.33)	152.69
54901 DUES AND MEMBERSHIPS	31,320.00	0.00	21,180.06	0.00	10,139.94	67.62
54902 TAXES AND ASSESSMENTS	30,500.00	0.00	28,590.21	0.00	1,909.79	93.74
54903 LICENSES AND FEES	37,750.00	0.00	34,341.57	0.00	3,408.43	90.97
54904 MISCELLANEOUS	1,040.00	0.00	108.44	0.00	931.56	10.43
54905 EVENT REGISTRATION	0.00	0.00	1,192.15	0.00	(1,192.15)	0.00
55100 INTERGOVERMENTAL	15,000.00	0.00	16,948.27	0.00	(1,948.27)	112.99
59700 TRANSFERS OUT	495,689.00	0.00	495,689.00	0.00	0.00	100.00
ALL OTHER EXPENSES	**7,260,734.00**	**0.00**	**7,388,389.05**	**0.00**	**(127,655.05)**	**101.76**
TOTAL FOR EXPENSE ACCOUNTS	**25,546,570.00**	**0.00**	**25,490,714.37**	**0.00**	**55,855.63**	**99.78**
NET SURPLUS / DEFICIT	**0.00**	**0.00**	**203,268.70**	**0.00**	**(203,268.70)**	**0.00**

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FUND: DEBT SERVICE FUND (20)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.17	0.00	(0.17)	0.00
TAXES:	**0.00**	**0.00**	**0.17**	**0.00**	**(0.17)**	**0.00**
36110 INVESTMENT INCOME	0.00	0.00	123.24	0.00	(123.24)	0.00
CHARGES OTHER:	**0.00**	**0.00**	**123.24**	**0.00**	**(123.24)**	**0.00**
TOTAL FOR REVENUE ACCOUNTS	**0.00**	**0.00**	**123.41**	**0.00**	**(123.41)**	**0.00**
NET SURPLUS / DEFICIT	**0.00**	**0.00**	**123.41**	**0.00**	**(123.41)**	**0.00**

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FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2013 Budget	December Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	1,793,411.00	0.00	1,793,411.00	0.00	0.00	100.00
36110 INVESTMENT INCOME	0.00	0.00	2,237.39	0.00	(2,237.39)	0.00
36700 FOUNDATION DONATIONS	0.00	0.00	105,235.77	0.00	(105,235.77)	0.00
CHARGES OTHER:	**1,793,411.00**	**0.00**	**1,900,884.16**	**0.00**	**(107,473.16)**	**105.99**
39511 SALE OF FIXED ASSETS - NON GOV	0.00	0.00	15,000.00	0.00	(15,000.00)	0.00
39700 TRANSFERS IN	495,689.00	0.00	495,689.00	0.00	0.00	100.00
TOTAL FOR REVENUE ACCOUNTS	**2,289,100.00**	**0.00**	**2,411,573.16**	**0.00**	**(122,473.16)**	**105.35**
EXPENSE ACCOUNTS						
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	679.75	0.00	(679.75)	0.00
53102 MAINTENANCE SUPPLIES	0.00	0.00	397.28	0.00	(397.28)	0.00
53500 MINOR EQUIPMENT	2,500.00	0.00	3,952.57	0.00	(1,452.57)	158.10
53501 FURNISHINGS	0.00	0.00	37,571.89	0.00	(37,571.89)	0.00
53502 PC HARDWARE	0.00	0.00	20,303.68	0.00	(20,303.68)	0.00
53505 SOFTWARE	14,000.00	0.00	13,995.00	0.00	5.00	99.96
54100 PROFESSIONAL SERVICES	161,900.00	0.00	117,065.70	0.00	44,834.30	72.31
54101 LEGAL SERVICES	0.00	0.00	1,110.00	0.00	(1,110.00)	0.00
54400 ADVERTISING	0.00	0.00	45.00	0.00	(45.00)	0.00
54502 RENTALS/LEASES - EQUIPMENT	0.00	0.00	634.40	0.00	(634.40)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	745.01	0.00	9,254.99	7.45
54805 VEHICLE REPAIR - MAJOR	0.00	0.00	8,406.65	0.00	(8,406.65)	0.00
54912 CONTINGENCY/RESERVE	67,000.00	0.00	0.00	0.00	67,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	510,000.00	0.00	365,131.70	0.00	144,868.30	71.59
56201 CONSTRUCTION	227,600.00	0.00	215,408.94	0.00	12,191.06	94.64
56202 ELECTRICAL	17,100.00	0.00	72,089.35	0.00	(54,989.35)	421.58
56203 FLOORING	0.00	0.00	24,350.15	0.00	(24,350.15)	0.00
56204 PAINTING AND WALL TREATMENTS	3,000.00	0.00	0.00	0.00	3,000.00	0.00
56400 MACHINERY & EQUIPMENT	66,000.00	0.00	63,708.80	0.00	2,291.20	96.53
56401 VEHICLES	160,000.00	0.00	72,119.76	0.00	87,880.24	45.07
56402 HVAC	1,050,000.00	0.00	939,547.02	0.00	110,452.98	89.48
TOTAL FOR EXPENSE ACCOUNTS	**2,289,100.00**	**0.00**	**1,957,262.65**	**0.00**	**331,837.35**	**85.50**
NET SURPLUS / DEFICIT	**0.00**	**0.00**	**454,310.51**	**0.00**	**(454,310.51)**	**0.00**

Memorandum

To: Pierce County Library System Board of Trustees
            Linda Ishem, Chair

From: Sally Porter-Smith, Customer Experience Director

            Lynne Hoffman, Foundation Director

Date: May 4, 2014

Re: South Hill Library Project

In conjunction with the Pierce County Library Foundation, Pierce County Library is planning to create an updated Reading Lounge at South Hill Library to accommodate the digital and well as the print customer.

When South Hill Library was built in 1990, no one could have foreseen the massive impact that the internet, personal computers and mobile devices would have in our lives. The library has added many public computer stations over the years but the time is here to add more high-speed internet wiring to meet the demand today and for the future. For the library to maintain its vision as a relevant service to the community, it needs to keep up with the busy, involved and connected South Hill resident.

South Hill residents are on the go. The South Hill lifestyle is so busy, people may not have time to leisurely browse the stacks. In 2013, South Hill residents checked out more materials than any other library location in the system (while being the third highest in population). From our work with Community Connect, we know this community wants easy access to books like best-selling fiction and do-it-yourself non-fiction.

The largest segments of South Hill Library's cardholders are busy parents, juggling work and home. South Hill Library already provides a great experience for kids, with new furnishings added recently with funding from the Friends of the Library. The planned updated reading area will make their time at the library an experience that not only supports and engages kids but supports and engages parents.

The newly envisioned reading lounge at the South Hill Library will incorporate many features to make South Hill Library the up-to-date center this community needs. With a goal of $150,000 to be raised in the next few months, we will see this transformation happen this fall. If fully funded, the South Hill Library will add new furnishings, seating options, charging stations, cyber bar, book and magazine displays that will add to the quality of life for the South Hill community.

The Foundation has the support of several hundred active South Hill donors, however few of them have made a gift of more than $100. Our challenge for this fundraising effort is to attract gifts of $10,000 - $50,000 that will ensure its success. We have only begun to reach out to mid-level donors, staff and the Friends of the South Hill Library.

We encourage you invite people in the area you know who may be interested in lending their support. Give us the opportunity to tell them how they can donate. Your introduction will help.

You can transform South Hill Library from good to great

The South Hill Library Project is designed to upgrade and enhance the Library experience for busy South Hill residents to drop in, charge up, check out and go! The project will include a newly reimagined reading and Internet area, practical improvements for teens and tweens and an attractive display in the lobby.

Pierce County Library Foundation seeks to raise $150,000 during the next six months from a generous community. This is a wonderful opportunity to come together and make a lasting impact on the quality of life for our diverse, mobile, family-oriented population.

South Hill's community center and best asset

South Hill Pierce County Library serves a community that's on the go. South Hill residents are involved in their children's activities, they are do-it-yourselfers with home and gardening projects to be started or finished, and they often have a long commute to work so they can enjoy a suburban and rural lifestyle. Between children, work and weekend activities, the Library can also be a respite in a busy day.

South Hill adults need a place to meet, connect and learn without registrations, fees, memberships or having to buy something. And that place is their library. South Hill Library needs updating now to better serve busy, active adults in this thriving community.

One of the busiest libraries in Pierce County

Card holders	32,580
Checkouts	833,430
Books, CDs, DVDs and more	142,780
Visits	245,800
Programs	400
Program attendance	15,000
Public computers	49
Open hours per week	63
Staff	27
Active Friends Group	YES

2013 estimate

Remember 1990?

In 1990, a newly-constructed South Hill Pierce County Library opened to the public. The 20,100 square-foot facility had 10 lounge chairs for reading and 2 public computers. Library card holders thumbed through card catalogs. The new Library was spacious enough to accommodate South Hill's 20,000 residents and meet county growth expectations.

The next few years strained the facility. The population of South Hill would grow by 59% in the next 10 years and quickly surpass population estimates through 2014. Plus, the Internet age exploded in the '90s. In 1990, a forerunner to the Internet was introduced and in 1991, the World Wide Web was created.

Over the years, South Hill Library added computers and seating. The Library was remodeled in 2006 to include self-service checkout stations, a teen area and Wi-Fi access. Recently, early learning improvements were added in the children's area.

Now's the time for South Hill's active adults

If you've visited South Hill Library lately, you know that at times it is difficult to find a seat, plug in a laptop or quickly check out a book. The 1990 South Hill Library just wasn't wired to accommodate all of today's electronic needs. South Hill's adult readers also would like to find a recent best-seller, the hottest home repair or decorating book or magazine without navigating the Dewey Decimal System.
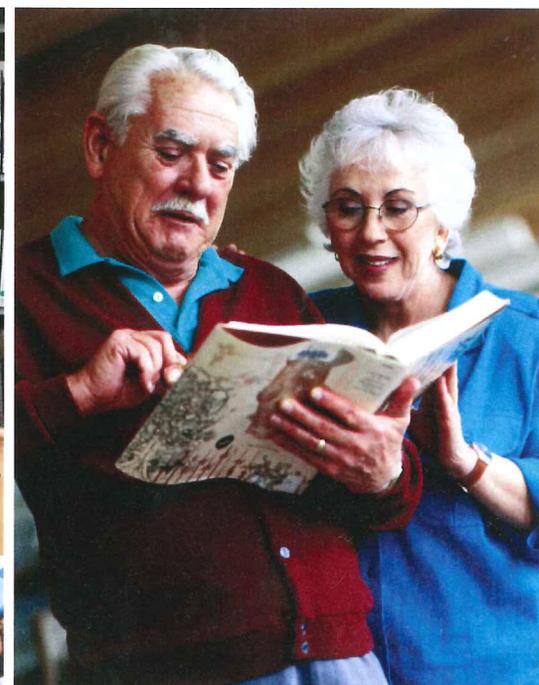
Here's what your gift will do

Adult Reading Lounge

"They've thought of everything." That might be your first thought when you sink into a comfy chair with the latest best-seller novel in the newly reimagined adult reading lounge. Your phone and tablet are on a nearby charging station and you can actually take a few minutes out of your busy life to rest and recharge. The new reading lounge will feature chairs in varying heights, some with tablet arms and outlets. The redesigned space will house more tables, chairs and benches so you can browse longer or sit a minute and get a few things done. Taking center stage will be displays where you can easily find the hottest home repair book, latest biography, cookbook or decorating magazine. You'll be able to browse staff picks, Oprah's latest addition, critically acclaimed music, movies and more.

Lobby

"We're glad you're here." The minute you step through the door at South Hill Library, we want you to feel welcome. Changes to this area include moving the Friends ongoing book sale to a more strategic location, adding open display cases for a more bookstore-like feel, and highlighting events and information of interest to the community.

Teens and Tweens

"Fun." South Hill teens and tweens (ages 8-12) like coming to the Library after school. Yeah, there's homework to do, but what they really like is creating and connecting with friends. Updates to this section include furnishings and electronics to complement the digital nature of today's youth. Acoustical banners will help mitigate overly exuberant voices.

Estimated costs

Furnishings $68,000
Lounge chairs, bistro tables with chairs, benches, soft chairs

Fixtures $30,000
Book displays, shelving, acoustical banners, custom cabinets

Lighting and electrical............................$47,000
Electrical outlets and charging stations

Signage $5,000

Total Fundraising Target......................$150,000

How you can help

Pierce County Library Foundation, the philanthropic arm of Pierce County Library System, and volunteers will reach out to the South Hill community for support. In order to achieve our fundraising goal and make the improvements as envisioned, Pierce County Library Foundation will need gifts ranging from $1,000 to $50,000 and above. A three-year pledge period is available.

Your gift will create immediate improvements in your Library that reflect the vision of a learning society and offer free access and opportunity for all. Your gift is an investment in your community.

South Hill Branch Adult Users - April, 2013

Cardholders 17 and over who checked out at least one item during April, 2013 from the South Hill branch. Shows both physical locations and the markers dispersed to give a sense of concentrations of cardholders. Approximately 4,049 cardholders are represented here.

N

0   1   2   4 Miles

Legend

- South Hill Branch
- South Hill Adult Users
- Dispersed to show distribution
- South Hill Service Area
- Pierce County

1:100,000

Pierce County Library System & Foundation

South Hill Library Card Holder Representation Map

Key Demographic Segments

Milk and Cookies

The Milk and Cookies segment represent young married couples who are on a family allowance. To save time in their busy lives, they frequently buy prepared dinners from the grocery store and fast food. They also work on their lawns, tackle interior painting projects or do minor maintenance on their vehicles.

Sophisticated Squires

These city escapees accept longer commutes to live near fewer neighbors. Mostly married couples and families with children that range from toddlers to young adults. Do-it-yourselfers, Sophisticated Squires take care of their lawns and landscaping, home improvements and remodeling projects. They like to barbecue on their gas grills and make bread with their bread-making machines.

Up and Coming Families

A mix of Generation Xers and Baby Boomers, they are young families with children. They are most likely to own or lease an SUV or a minivan. They eat out at family restaurants, especially on the weekends, and buy fast food at the drive-through or order takeout.

Retirement Communities

With more time to spend on leisure activities and hobbies, residents play musical instruments, paint or draw, work on crosswords puzzles, play bingo or attend adult education classes. Politically active, these residents are "joiners" and belong to civic clubs and charitable organizations. They own stocks and bank online.

Pierce County Library System & Foundation

South Hill Library Community Connect Demographic Map

Proposed Furniture

Bistro Chair + Table

Lounge Seating

Hip chair

Charging Station

Booth Seating

South Hill Library Reading Lounge
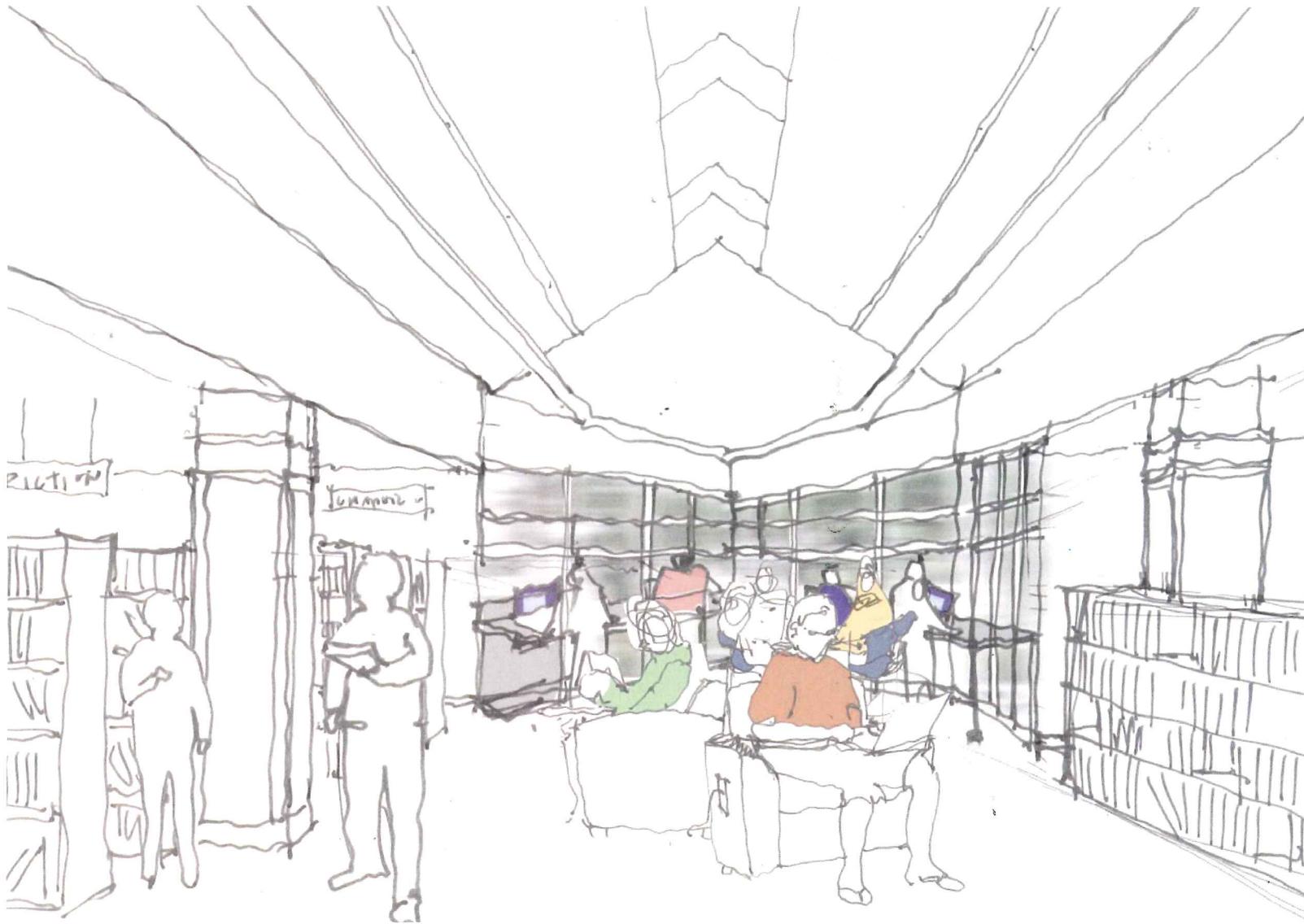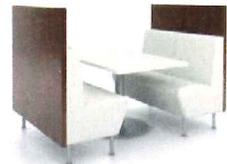
Charging Station

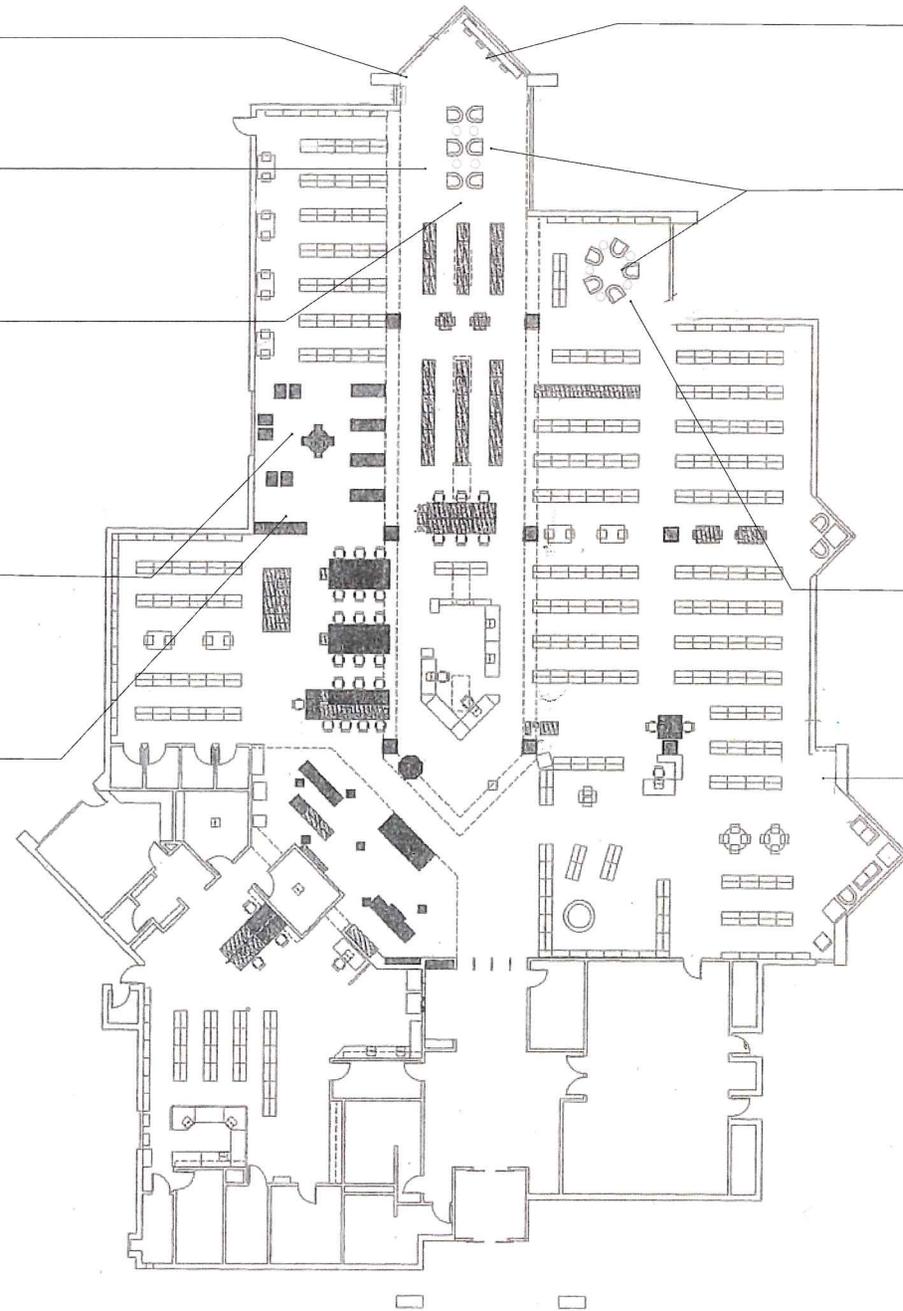READING AREA

Hip chair

TEEN AREA
w/ sound baffling

Bistro Chair + Table

CYBERBAR
w/ power

Lounge Seating

MAGAZINE AREA

Booth Seating

Pierce County
Library System
& Foundation

South Hill Library Floor Plan

South Hill Library Enhancement Project

Pierce County Library Foundation
Commitment Form

YES, I/we want to help by creating an updated reading lounge for learning and discovery at

South Hill Library by making a gift of $_____ .

Name(s) _____

Address _____

City, State ZIP _____

Phone Number (____) _____ E-mail _____

Donor Signature _____ Date _____

I/We will fulfill this commitment as follows:

_____ With a check enclosed (made payable to the Pierce County Library Foundation)

_____ With a credit card: Account number _____
(Mastercard or Visa only)

Name as shown on card _____

Expiration date _____

_____ With pledge payments of $_____ to be paid over (circle one) 1 2 3 years

Date of first payment: _____

Please send reminders: ____ annually ____ semi-annually ____ quarterly ____ monthly

For donor recognition purposes:

Please list my/our name(s) on donor lists as_____
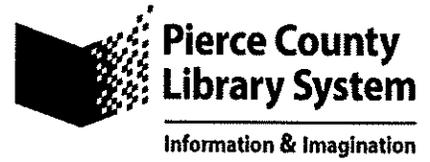
_____ I/We wish to remain anonymous

_____ This gift is in (circle one) *honor* or *memory* of

THANK YOU FOR YOUR GENEROUS GIFT OF SUPPORT!

Return this form to Lynne Hoffman, Foundation Director, Pierce County Library Foundation,
3005 112th St E, Tacoma, WA 98446

Acknowledgements for tax purposes will be issued upon payment.

MEMO

Date: May 2, 2014

To: Chair Linda Ishem and members of the Board of Trustees

From: Georgia Lomax, Deputy Director

Subject: Metrics in 2014 Budget

Good stewardship and accountability to the tax payer is a long-held core value of the Pierce County Library. Measuring, evaluating and reporting what we do and how well we do it is one way we can share and assess our efforts, demonstrate our success, identify when new strategies or changes are needed, and recognize opportunities to improve operations and service.

Metrics were at the core of the Balanced Scorecard. Data helped tell the story of our success in fulfilling the promises of the Levy Reauthorization. We have continued to use data and evidence to help guide our choices and decisions, to spot changing needs and to test ideas. Last year, the Strategic Framework brought together past work and is helping focus our next steps. New metrics are needed as we move forward.

Attached are the metrics included in the 2014 Budget, and that will be monitored, evaluated and reported. The System Measures continue to reflect the Balanced Scorecard's emphasis on attending to the overall health and performance of the Library, not narrowly focusing on one or two aspects. Each Library department identified key metrics to use to assess department operations and service excellence. I've also attached a summary of the Library's recent performance management history.

During the meeting I would appreciate your thoughts on the measures, and how you would like to use them or have them reported to you.

System Measures: Operations, Staff, Service, Finance

How well are we operating? (run the business)	How well are we being used? (serve the customer)	How well are we meeting the public's expectations of us? (serve the customer)	How well are we managing our financial resources for sustainability? (manage resources)	How well are we prepared to grow and innovate? (skilled staff)
% of budgeted to actual expenditures	Total checkout per capita	Rating overall customer satisfaction	Personnel (wages and benefits) as percent of total operating budget	Staff turnover rate
Cost per checkout	Total visits per capita	Overall customer satisfaction with staff	Number of active donors	% of training dollars to payroll (wages & benefits) dollars
# of consecutive years without an audit finding	Active cardholders as a percent of population	% of customers who would recommend using the Library to others	Money contributed from gifts, grants and giving	% of customers rating customer service by staff as good or excellent
Total open hours per week	Total annual unique users	Total checkout of downloadable materials	# of months of operational expenses in fund balance	% of staff participating in a learning activity related to their position
Operating expenditure per capita	Questions answered per capita	# of minutes downtime of critical technology	# of years of capital improvement funding available	% of staff on payroll for 2+ years
Square foot per capita	Total hours of public Internet computer use	Materials expenditure per capita		
	Total hours of public Wi-Fi use	# of active community partnerships and sponsorships		

April 28, 2014

CUSTOMER EXPERIENCE (CE)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
Number of participants in Early Learning programs	✓				21,790	26,384	+9%	Q		✓		
Number of participants in STEM Block Play programs	✓				NA	906	+30%	Q		✓		
Number of reading hours logged by school-age children in summer programs to reduce "summer backslide"	✓				75,450	93,400	+5%	A		✓		
% of children ages 5-9 participating in summer reading				✓	26.5%	40%	+10%	A		✓		
Number of adults attending programs to build computer skills			✓		1,808	2,036	+5%	Q		✓		
Number of individuals attending Workforce workshops to build job skills			✓		NA	760	+5%	Q		✓		
Number of hours of public internet use		✓			460,753	473,237	+6%	Q		✓		
Total number of website visits		✓			2,628,497	2,329,016	+8%	Q		✓		

A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

EXECUTIVE DIRECTOR'S OFFICE (EDO)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
% actual to budgeted expenditures					99.09%	100.30%	100.00% (+/- 1%)	S			✓	
Average # of months operating expenses in fund balance					4.45	4.7	4.65	Q			✓	
% customers rating overall satisfaction with Library as good or excellent					NA	NA	TBD	A		✓		

* A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

FACILITIES MANAGEMENT (FM)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
% of work orders completed within required response time (routine, priority, urgent)					NA	NA	TBD	Q		✓		
% of internal customers rating service as satisfied or out performs					NA	84.52%	90%	A		✓		
% of safety indicator checklist completed					NA	100%	100%	A				✓
Maintenance cost per square foot					$11.72	$12.07	≤ $12.60	A			✓	

A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

FINANCE DEPARTMENT (FD)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
% of bills paid on time					99.66%	99.46%	100%	Q				✓
Dun & Bradstreet PAYDEX score					72	77	80	Q				✓
% of internal customers rating service as satisfied or out performs					NA	98.88%	99%	A		✓		

*A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

FUND DEVELOPMENT (FUND)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
Number of active donors					1,437	1,362	1,500	S				✓
Dollars received from gifts, grants and giving					$211,065	$353,329	$550,000	S			✓	
Number of new donors					753	554	550	S				✓
% of donors who renewed					48%	59%	64%	S				✓

A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

INFORMATION TECHNOLOGY (IT)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
% of work orders completed within required response time					NA	NA	TBD	Q		✓		
% of internal customers rating service as satisfied or out performs					NA	84.78%	90.00%	A		✓		
# minutes downtime of critical technology		✓			NA	NA	TBD	Q				✓

A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

MARKETING & COMMUNITY RELATIONS (MCR)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
% of graphics work orders completed on or before due date					NA	NA	85%	S				✓
# of customers receiving direct digital communication		✓			NA	23,000	+5%	Q		✓		
Social media reach		✓			NA	NA	TBD	S				✓

* A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

READING & MATERIALS (R&M)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012	2013	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
Collection turnover rate					6.7	6.5	6.5	Q		✓		
Average turnaround time on all materials *(receipt to delivery to branches)*					NA	35 days	21 days	Q				✓
% of customers rating satisfaction with collection as good or excellent					NA	NA	TBD	A		✓		
Department expenditures per item processed					$5.69	$12.38	≤ $12.75	A				✓
Department FTE per $1M materials expenditure					$6.51	$7.84	≤ $8.00	A			✓	

* A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

STAFF EXPERIENCE (SE)

Measure	Strategic Focus				Year			Report Period*	Operating Principles			
	Youth	Digital Customers	Adult Learners	Readers	2012 Actuals	2013 Projected	2014 Target	A S Q M	Skilled Staff	Serve Customer	Manage Resources	Run the Business
Staff turnover rate					3.04%	3.88%	≤8%	S	✓			
Average time to fill vacancies *(posting request to notice to successful candidate)*					52.12	51.12	49	S				✓
% of performance evaluations completed on time					NA	3%	75%	A	✓			
% of training dollars to payroll (wages/benefits) dollars					NA	0.81%	0.75%	A	✓			

* A: annual   S: semi-annually   Q: quarterly   M: monthly

As of May 6, 2014

System Performance Management: Operations, Staff, Service, Finance

It's all about results. Metrics allow us to report activities, such as what we do and how much we do. They allow us to capture satisfaction -- how well you, our customers, think we're doing. And they allow us to report service quality and results, such as how well we do things, and how what we do impacts our communities.

We report these things because you need to know what we achieve with the tax money you entrust to the Library, and what you and your family receive for your investment, which in 2014 will be fifty cents per $1,000 assessed value or $110.50 in property taxes for the average home (assessed at $221,000).

The Library has measures that help us understand over all how it's performing. Each department has key measures it monitors that reflect the core of its business. You'll see these measures in XXXthe department section XXXX on pages XXX-XXX

The 2006 Levy Reauthorization Promises

The Library's current approach to measurements and incorporating data and evidence into its decisions and processes began with the development of its Balanced Scorecard, and with the implementation of projects funded as a result of voters reauthorizing the Library's mill rate. The Library made four "levy promises":

- to increase open hours in order to expand access to staff, books and resources, and the facilities,
- to add books and other materials to support reading and life-long learning,
- to increase services for youth to support reading and build skills to succeed in school and prepare for their future, and,
- to ensure customer service and technology is convenient, fast, up-to-date and future focused.

During the levy implementation, Pierce County Library's budget grew from $18 million to $26 million with its resources, staff and attention clearly focused on helping the community achieve and thrive, and on delivering the experiences and services that customers told us they valued, needed and wanted. As a result, the Library looked at how to evaluate its performance and the work that was being done and delivered. It was clear that we needed to go beyond relying on just counting the number of books checked out or the number of open hours and focus on results.

Table XXXXX (levy stats tables) show statistics monitored during this time to evaluate how well we were delivering on the levy promises. They include 2006, the year before we began our implementation, 2007 – 2012, when we implemented the levy promises, and 2013, our most recent service year. During 2014, the Library will transition to new measurements as it looks forward and focuses on initiatives for its next few years.

Balanced Scorecard

In 2005, prior to the levy election, the library developed a strategic performance management system to build a solid foundation that would ensure its finances, operational processes, staff and resources were prepared to support its ability to successfully reach future goals. To do this, the Library adopted the use of the Balanced Scorecard, a tool developed at Harvard University in the 1990's that requires an organization to examine all

critical areas of operation in a balanced manner when making decisions and allocating resources. The Library used it to focus its efforts and resources on serving the customer, running the business well, developing skilled employees and managing its financial resources.

The Library's work in its Balanced Scorecard is captured and summarized in ==XXXXdiagramXXX on page XXXX Or insert it here.==

Strategic Framework

The Library actively engages community members to learn what they value for themselves, their families and for the community. This valuable information guides the Library as it plans for the future. As the levy work progressed, in 2009 the Library focused its community engagement process on understanding what community members wanted from and for the library in the future. Five thousand individuals and community leaders helped build a vision, described in *Pierce County Library 2030: Facilities Master Plan*, of the activities and role of Library facilities in the coming years.

As we achieved goals set with the Balanced Scorecard, and listened to regular, evolving input from the public, we realized we needed a flexible, nimble tool to focus and guide the Library's decisions, choices, priorities and services. In 2012, with continuing loss of revenue and growing budget cuts, the Library undertook an extensive effort to understand the community's priorities for library services. Combining this valuable information about services and priorities with the Balanced Scorecard, *Pierce County Library 2030*, and experience from achieving the Levy Promises, the Library developed what is now its Strategic Framework, which identifies priorities articulated by the community and will help focus the services we offer, the work we do, and how we measure success. ==XXXXSee diagram XXXor insert hereX==

The Strategic Framework is being used to guide staff as they prioritize and provide services, determine results and outcomes for our customers, and then identify measurements that will demonstrate success by the Library System, and library departments, and that will ensure the community is well-served.

System Measures: Operations, Staff, Service, Resources

In 2014, system metrics will be updated to monitor, evaluate and report how well the Library is doing as it seeks to be the community's choice for the discovery and exchange of information and ideas. The Library will finalize the system metrics that support elements and initiatives of the Strategic Framework in early 2014, and will establish baselines in 2014. Results will be reported in the in the 2015 budget along with targets.

==XXXinsert the metric table==

M E M O

Pierce County
Library System
INFORMATION ▪ IMAGINATION

Date: May 5, 2014

To: Chair Ishem and Members of the Board

From: Neel Parikh

Subject: Reappointment of Donna Albers to the Board of Trustees

Donna Albers' term on the Board expires August 13, 2014. She has expressed interest in reappointment.

During the Board meeting, I will ask for your approval to submit Donna's name to Pierce County Executive Pat McCarthy for reappointment to the Board of Trustees for a five-year term.