**AGENDA**
**Regular Meeting of the Pierce County Library System Board of Trustees**
**September 9, 2015**
**3:30 pm**

3:30 pm  01 min.  **Call to Order:**  Rob Allen, Chair

3:31 pm  05 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.*

3:36 pm  04 min.  **Consent Agenda**                                                                   *Action*
    1.  Approval of Minutes of the August 12, 2015, Regular Meeting
    2.  Approval of August 2015 Payroll, Benefits and Vouchers

3:40 pm  05 min.  **Board Member Reports**

3:45 pm  10 min.  **Routine Reports**
    1.  Dashboard, Georgia Lomax
    2.  August 2015 Financial Report, Dale Hough
    3.  Executive Director Activities, Georgia Lomax

3:55 pm  **Unfinished Business**
    15 min.  1.  Fiscal Management Policy Revision, Clifford Jo
    15 min.  2.  2016 Budget: Estimated Revenue and Expenditures, Clifford Jo
    15 min.  3.  Compensation Study, Chereé Green
    05 min.  4.  2016 Work Plan Development, Georgia Lomax
    10 min.  5.  Strategic Planning Process, Georgia Lomax

4:55 pm  10 min.  **New Business**
    1.  Special Purpose Fund Project, Clifford Jo

5:05 pm  **Board Education**

5:05 pm  15 min.  **Officers Reports**
    1.  Deputy Director Hiring Update, Georgia Lomax
    2.  PNLA Presentations on 3D Printing, Sally Porter Smith
    3.  Public Libraries and STEM, Sally Porter Smith
    4.  E-Rate Application Review, Karim Adib
    5.  2015 TRAIN Support Staff Conference, Sally Porter Smith
    6.  Our Own Expressions, Linda Farmer
    7.  2016 Contract Negotiations - Collaborative Bargaining Kick-off, Chereé Green

5:20 pm  10 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.*

5:30 pm  01 min.  **Announcements**

5:31 pm  **Adjournment**

# Consent Agenda

| CALL TO ORDER |
| --- |

Chair Rob Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were J.J. McCament, Linda Ishem, Donna Albers and Monica Butler.

| PUBLIC COMMENT |
| --- |

There was no public comment.

| CONSENT AGENDA |
| --- |

1. Approval of Minutes of the July 8, 2015, Regular Meeting
2. July 2015 Payroll, Benefits and Vouchers
   - Payroll Warrants 3621-3631, dated 07/01/15 - 07/21/15 in the amount of $6,132.27
   - Payroll Disbursement Voucher dated 07/06/15 in the amount of $596,405.01
   - Payroll Disbursement Voucher dated 07/21/15 in the amount of $605,569.48
   - Accounts Payable Warrants 624611-624760 dated 07/01/15 – 07/31/15 in the amount of $1,198,304.97

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

| BOARD REPORTS |
| --- |

Chair Allen welcomed Monica Butler as the newest member of the Board.

| ROUTINE REPORTS |
| --- |

**July 2015 Financial Report** - Dale Hough, Finance Manager reported the Library is at approximately 58% of expended revenue. Expenditures are at 56% and revenue is at 55%.

**IRS Tax Form 990** - Mr. Hough noted since the Library is a public entity, it is required to complete and file a Form 990. Ms. Butler asked if there was an advantage to the Library remaining a nonprofit. Mr. Hough said the Library's annuity requires it to be a nonprofit.

**Executive Director Activities** - Ms. Lomax provided an overview of her activities in July.

| UNFINISHED BUSINESS |
| --- |

**Staff Engagement Survey -** Chereé Green, Staff Experience Director, reported on the results of the staff engagement survey. Pierce County Library ranked in the 67th percentile overall. Areas of strength were in Employee Engagement. Areas of opportunity include Job Satisfaction, Management Style and Culture, and Supervision. Staff teams are being formed to brainstorm on solutions in improve in these areas. Results will be presented to the administrative team for implementation.

As a way of thanking staff for responding to the survey, the Library is providing root beer floats at all branches and departments. Ms. Green expressed her thanks to Sue Walston, HR Generalist, for her efforts as project lead in the process. The survey will be offered again in Fall 2016.

Ms. Albers praised the Library for being open and willing to offer this survey. Ms. Lomax said staff express they want to participate and provide input. The Library is looking for a good process that honors the desires of staff.

| NEW BUSINESS |
| --- |

**2015 Mid-Year Budget** - Clifford Jo, Finance and Business Operations Director, reviewed the chart that summarized the budget for the remainder of 2015. There is an increase in revenue of $196,084 more than originally budgeted for. Mr. Jo reported a net savings on expenditures of $99,222.

*Ms. Ishem made a motion to approve the revised budget of revenues and expenditures. Ms. McCament seconded the motion and it was passed.*

**2015 Mid-Year Capital Improvement Plan -** Mr. Jo requested an increase of the budget to $2,969,200. He noted the major expenses this year were from the Fife construction project. He said the IT plan implementation and ERate rebates are not reflected.

*Ms. McCament made a motion to approve the change to the capital improvement budget via Resolution 2015-03. Ms. Ishem seconded the motion and it was passed.*

**2015 Midyear Capital Improvement Fund Transfer** - Mr. Jo said in the future the Board will be asked to approve transfers from the operating budget into the capital improvement fund earlier in the year to provide cash flow for project payments that occur earlier in the fiscal year.

*Ms. Ishem made a motion to transfer funds in the amount of $1,137,218 from the General Fund to the Capital Improvement Fund via Resolution 2015-04. Ms. Albers seconded the motion and it was passed.*

**2016 Budget Process and Calendar** - Mr. Jo reported the 2016 budget process is underway and the Library is identifying the projects, tasks and priorities to work on. Mr. Jo outlined the calendar of events for the 2016 budget process.

**Fiscal Management Policy** - Mr. Jo recommended the Board review the current policy to reflect how the Board wants to guide the library system. He added if the Library creates another fund, that must be reflected in the policy. He asked the board for feedback. He recommended the Board look at how to fund the capital fund, to add the special purpose fund and to revisit the cash reserves percentages.

Chair Allen expressed concern about the growing population, anticipating the need to expand facilities but being unable to operate them on our current budget. He posed the question of whether the Library should be start budgeting as if it has more branches than it does. The Board discussed cash reserves and sustainability.

Ms. Ishem recommended adding language about sustainability of foundation and grant-funded operations.

**Fixed Function PCs -** Mr. Adib said the Library's Fixed Function PCs are used in Express Self-Checkout, print release stations and DVD checkouts. He requested approval by the Board to acquire the necessary technology to upgrade the PCs. The plan is to have one PC at small libraries, two at medium libraries and five at large libraries. Credit card machines will also need to be updated due to new requirements.

*Ms. Ishem made a motion to authorize the Information Technology department to expend an amount not to exceed $112,000 with Dell Inc., for products and services listed under Attachment A - All -in-one PCs. Ms. McCament seconded the motion and it was passed.*

### BOARD EDUCATION AND SERVICE REPORTS

There were no board Education and Service Reports.

### OFFICER REPORTS

**2015 Estimated Property Values for 2016 Levy Certification -** Mr. Jo reported on the release of the Pierce county Assessor-Treasurer's Office annual report on property valuations. Residential properties increased by 6.62% and commercial values by 1.73%.

**Fife Library Site Update** - Lorie Erickson, Facilities Director, reported construction will begin Monday, August 7, 2015, and will be completed by September 7, 2015.

**Deputy Director Hiring** - Ms. Lomax reported the semifinal interviews will be conducted August 13, 2015.

**2015 Digital Literacy Grant** - Jaime Prothro, Customer Experience Manager, reported the Library has received its second award of the Washington State Library Digital Literacy Grant. This grant will provide funding to continue the Microsoft IT Academy Open Lab project. She said the staff helping with the project are connecting with a significant number of service members and their families.

### EXECUTIVE SESSION

At 5:40 pm, Ms. McCament moved to recess to Executive Session, per RCW 42.30.110, to discuss personnel issues and labor negotiations for ten minutes. Ms. Albers seconded the motion and it was passed. The Session ended at 5:56 pm.

### ANNOUNCEMENTS

There were no announcements.

**ADJOURNMENT**

*The meeting was adjourned at 5:56 pm on motion by Ms. McCament, seconded by Ms. Ishem.*

_____         _____
**GEORGIA LOMAX, SECRETARY**                     **ROB ALLEN, CHAIR**

# August 2015 Payroll, Benefits and Vouchers

|  | Warrant Numbers | Date(s) | Amount |
|---|---|---|---|
| Payroll Warrants | 3632-3636 | 8/1/15-8/31/15 | $6,124.97 |
| Electronic Payments - Payroll & Acct Payable |  | 08/06/15 | $630,216.27 |
| Electronic Payments - Payroll & Acct Payable |  | 08/21/15 | $575,213.24 |
| Accounts Payable Warrants | 624761-624846 | 8/1/15-8/31/15 | $939,221.14 |
| **Total:** |  |  | **$2,150,775.62** |

| Check # | Bank | | Date | Paid to | Status | Can/Vd Date | Pay Period Dates | Dir Dep | Amount |
|---------|------|--|------|---------|--------|-------------|------------------|---------|--------|
| 3632 | pr | Bank of America | 08/06/2015 | LEMBECK, GABE | | | 07/16/15 - 07/31/15 | 0.00 | 276.22 |
| 3633 | pr | Bank of America | 08/06/2015 | GAINES, STEPHEN | | | 07/16/15 - 07/31/15 | 0.00 | 1,235.81 |
| 3634 | pr | Bank of America | 08/06/2015 | SMITH, ADRIAN | | | 07/16/15 - 07/31/15 | 0.00 | 2,005.79 |
| 3635 | pr | Bank of America | 08/21/2015 | REMILLARD, BRITTANY | | | 08/01/15 - 08/15/15 | 0.00 | 578.37 |
| 3636 | pr | Bank of America | 08/21/2015 | MCKENNEY, MICHAEL | | | 08/01/15 - 08/15/15 | 0.00 | 2,028.78 |
| | | | | | | | Total: | 0.00 | 6,124.97 |

**Checks in report: 5**

**Grand Total:**     0.00     **6,124.97**

# Ad-hoc bank transaction (Withdrawal)

## PCL_Company

Wire Template Number in Cash-Pro :WAPC014

Description: Pierce County Rural Library

Withdrawal Date:  08/06/15

Contact Name:     Christy Telling

Contact Phone:    253-548-3451

Contact e-mail:   ctelling@piercecountylibrary.org

Comments:         payday 08/06/2015

| Company | Description | Revenue/Spend Category | Cost Center | Fund | Business Unit | Total |
|---|---|---|---|---|---|---|
| PCL_Company | FIT EE and EIC | 237100 | CC_Library_District | 697-00 | 5100000 | 68,580.05 |
| PCL_Company | FICA EE and Medicare | 237100 | CC_Library_District | 697-00 | 5100000 | 48,532.38 |
| PCL_Company | FICA ER and Medicare | 237100 | CC_Library_District | 697-00 | 5100000 | 48,532.38 |
| PCL_Company | DIR DEP | 237100 | CC_Library_District | 697-00 | 5100000 | 447,405.51 |
| PCL_Company | Deferred Comp. Plan | 237100 | CC_Library_District | 697-00 | 5100000 | 12,869.80 |
| PCL_Company | VOYA | 237100 | CC_Library_District | 697-00 | 5100000 | 2,722.00 |
| PCL_Company | H.S.A Employee Deductions | 237100 | CC_Library_District | 697-00 | 5100000 | 1,574.15 |
| PCL_Company | H.S.A Employer Contribution | 237100 | CC_Library_District | 697-00 | 5100000 | |
| PCL_Company | H.S.A Employee Fee | 237100 | CC_Library_District | 697-00 | 5100000 | |
| PCL_Company | Department of Revenue | 237100 | CC_Library_District | 697-00 | 5100000 | |
| | | | | | | |
| | | | | | Total Deposit | $     630,216.27 |

Certification:

Christy Telling
Signature ( Department Designee)

8/6/15
Date

Comments:

# Ad-hoc bank transaction (Withdrawal)

## PCL_Company

**Wire Template Number in Cash-Pro :WAPC014**

**Description: Pierce County Rural Library**

Contact Name: Christy Telling

Contact Phone: 253-548-3451

Contact e-mail: ctelling@piercecountylibrary.org

Comments: payday 08/21/2015

**Withdrawal Date:  08/21/15**

| Company | Description | Revenue/Spend Category | Cost Center | Fund | Business Unit | Total |
|---------|-------------|------------------------|-------------|------|---------------|-------|
| PCL_Company | FIT EE and EIC | 237100 | CC_Library_District | 697-00 | 5100000 | 58,852.17 |
| PCL_Company | FICA EE and Medicare | 237100 | CC_Library_District | 697-00 | 5100000 | 43,983.90 |
| PCL_Company | FICA ER and Medicare | 237100 | CC_Library_District | 697-00 | 5100000 | 43,983.90 |
| PCL_Company | DIR DEP | 237100 | CC_Library_District | 697-00 | 5100000 | 408,473.07 |
| PCL_Company | Deferred Comp. Plan | 237100 | CC_Library_District | 697-00 | 5100000 | 12,869.50 |
| PCL_Company | VOYA | 237100 | CC_Library_District | 697-00 | 5100000 | 2,722.00 |
| PCL_Company | H.S.A Employee Deductions | 237100 | CC_Library_District | 697-00 | 5100000 | 1,570.43 |
| PCL_Company | H.S.A Employer Contribution | 237100 | CC_Library_District | 697-00 | 5100000 | |
| PCL_Company | H.S.A Employee Fee | 237100 | CC_Library_District | 697-00 | 5100000 | 200.60 |
| PCL_Company | Department of Revenue | 237100 | CC_Library_District | 697-00 | 5100000 | 2,557.67 |
| | | | | | | |
| | | | | | Total Deposit | $    575,213.24 |

Certification:

Christy Telling

Signature ( Department Designee)

8/21/15

Date

Comments:

Bank code:  boa

| Check # | Date | Vendor | Status | Check Total |
|---|---|---|---|---|
| 624761 | 08/05/2015 | 000242 BUCKLEY  CITY OF | | 321.35 |
| 624762 | 08/05/2015 | 000020 ELISE DEGUISEPPI | | 585.82 |
| 624763 | 08/05/2015 | 001643 IMPACT | | 37.08 |
| 624764 | 08/05/2015 | 000377 PUGET SOUND ENERGY | | 1,004.38 |
| 624765 | 08/07/2015 | 000828 AFSCME AFL-CIO | | 5,877.26 |
| 624766 | 08/07/2015 | 000175 ASSOCIATION OF WASHINGTON CITI | | 177,557.87 |
| 624767 | 08/07/2015 | 004571 INSCCU - ASFE | | 55.00 |
| 624768 | 08/07/2015 | 003985 PACIFICSOURCE ADMINISTRATORS | | 1,725.21 |
| 624769 | 08/07/2015 | 001181 PIERCE CTY LIBRARY FOUNDATION | | 381.11 |
| 624770 | 08/07/2015 | 004276 STATE CENTRAL COLLECTION UNIT | | 151.67 |
| 624771 | 08/07/2015 | 000823 UNITED WAY | | 82.58 |
| 624772 | 08/07/2015 | 004782 US DEPARTMENT OF EDUCATION | | 199.71 |
| 624773 | 08/07/2015 | 000827 WA STATE- DEPT OF RETIREMENT S | | 106,553.47 |
| 624774 | 08/07/2015 | 006292 LAURA FARROW | | 413.76 |
| 624775 | 08/07/2015 | 000460 STEILACOOM  TOWN OF | | 440.48 |
| 624776 | 08/12/2015 | 000363 OVERALL LAUNDRY SERV. DBA ARAMARI | | 16.41 |
| 624777 | 08/12/2015 | 000895 COLUMBIA BANK | | 334.95 |
| 624778 | 08/12/2015 | 000895 COLUMBIA BANK | | 50.00 |
| 624779 | 08/12/2015 | 005891 CONSTRUCT INC | | 952.07 |
| 624780 | 08/12/2015 | 005272 GREEN EFFECTS INC | | 6,005.62 |
| 624781 | 08/12/2015 | 003384 MERIT EMERGENCY EDUCATION | | 250.00 |
| 624782 | 08/12/2015 | 001290 REGIONAL BUILDING SVCS CORP | | 507.25 |
| 624783 | 08/12/2015 | 000497 TILLICUM COMMUNITY SERVICE CEN | | 2,133.02 |
| 624784 | 08/12/2015 | 003719 UNIQUE MANAGEMENT SERVICES | | 1,262.42 |
| 624785 | 08/12/2015 | 004022 US BANK | | 50,508.20 |
| 624786 | 08/12/2015 | 000534 WCP SOLUTIONS | | 228.41 |
| 624787 | 08/14/2015 | 000830 BAKER & TAYLOR | | 14,203.06 |
| 624788 | 08/14/2015 | 000189 BAKER & TAYLOR ENTERTAINMENT | | 139.67 |
| 624789 | 08/14/2015 | 000243 INGRAM LIBRARY SERVICES | | 17,173.93 |
| 624790 | 08/14/2015 | 000352 MIDWEST TAPE | V | 0.00 |
| 624791 | 08/14/2015 | 000352 MIDWEST TAPE | | 46,901.25 |
| 624792 | 08/14/2015 | 000323 NEWS TRIBUNE | | 327.60 |
| 624793 | 08/14/2015 | 005469 PEGASUS PRESS INC | | 309.60 |
| 624794 | 08/14/2015 | 000406 RECORDED BOOKS LLC | | 326.21 |
| 624795 | 08/12/2015 | 004779 CONVERGENT TECHNOLOGY SYS | | 7,555.45 |
| 624796 | 08/12/2015 | 005899 LINDA FARMER | | 48.82 |
| 624797 | 08/12/2015 | 005272 GREEN EFFECTS INC | | 1,392.86 |
| 624798 | 08/12/2015 | 006296 KERN COUNTY LIBRARY | | 7.99 |

Bank code:  boa

| Check # | Date | Vendor | Status | Check Total |
|---|---|---|---|---|
| 624799 | 08/12/2015 | 006278 UNIVERSITY OF PUGET SOUND | | 75.00 |
| 624800 | 08/19/2015 | 004022 US BANK | | 136,439.45 |
| 624801 | 08/12/2015 | 000534 WCP SOLUTIONS | | 2,060.67 |
| 624802 | 08/19/2015 | 000830 BAKER & TAYLOR | | 8,804.59 |
| 624803 | 08/19/2015 | 000243 INGRAM LIBRARY SERVICES | | 7,200.26 |
| 624804 | 08/19/2015 | 001011 LIVE OAK MEDIA | | 113.80 |
| 624805 | 08/19/2015 | 002062 GEORGIA LOMAX | | 307.25 |
| 624806 | 08/19/2015 | 000352 MIDWEST TAPE | | 16,058.64 |
| 624807 | 08/19/2015 | 001020 POLK CITY DIRECTORIES | | 360.00 |
| 624808 | 08/19/2015 | 000406 RECORDED BOOKS LLC | | 1,456.69 |
| 624809 | 08/19/2015 | 000451 SEATTLE TIMES SEATTLE PI | | 374.00 |
| 624810 | 08/21/2015 | 001887 SUSAN RIGLEY | | 433.38 |
| 624811 | 08/21/2015 | 000463 SUMMIT WATER & SUPPLY CO | | 576.51 |
| 624812 | 08/21/2015 | 000363 OVERALL LAUNDRY SERV. DBA ARAMARI | | 18.41 |
| 624813 | 08/21/2015 | 006295 DOVETAILING LLC | | 2,775.00 |
| 624814 | 08/21/2015 | 001139 METROPOLITAN PARK DIST OF TACO | | 1,596.00 |
| 624815 | 08/21/2015 | 001139 METROPOLITAN PARK DIST OF TACO | | 720.50 |
| 624816 | 08/21/2015 | 003985 PACIFICSOURCE ADMINISTRATORS | | 207.50 |
| 624817 | 08/21/2015 | 005056 SILKROAD TECHNOLOGY INC | | 8,844.99 |
| 624818 | 08/21/2015 | 004022 US BANK | | 93,786.16 |
| 624819 | 08/21/2015 | 003778 AFLAC | | 5,842.66 |
| 624820 | 08/21/2015 | 000828 AFSCME AFL-CIO | | 5,622.22 |
| 624821 | 08/21/2015 | 000175 ASSOCIATION OF WASHINGTON CITI | | 1,646.64 |
| 624822 | 08/21/2015 | 001578 COLONIAL SUPPLEMENTAL INSURANC | | 562.24 |
| 624823 | 08/21/2015 | 003985 PACIFICSOURCE ADMINISTRATORS | | 1,725.21 |
| 624824 | 08/21/2015 | 001181 PIERCE CTY LIBRARY FOUNDATION | | 380.87 |
| 624825 | 08/21/2015 | 004276 STATE CENTRAL COLLECTION UNIT | | 151.67 |
| 624826 | 08/21/2015 | 000823 UNITED WAY | | 82.58 |
| 624827 | 08/21/2015 | 004782 US DEPARTMENT OF EDUCATION | | 175.78 |
| 624828 | 08/21/2015 | 000827 WA STATE- DEPT OF RETIREMENT S | | 96,787.09 |
| 624829 | 08/24/2015 | 000830 BAKER & TAYLOR | | 4,614.67 |
| 624830 | 08/24/2015 | 000243 INGRAM LIBRARY SERVICES | | 7,736.72 |
| 624831 | 08/24/2015 | 000352 MIDWEST TAPE | V | 0.00 |
| 624832 | 08/24/2015 | 000352 MIDWEST TAPE | | 12,237.07 |
| 624833 | 08/24/2015 | 000406 RECORDED BOOKS LLC | | 513.58 |
| 624834 | 08/25/2015 | 000821 PIERCE COUNTY SUPERIOR COURT | | 519.17 |
| 624835 | 08/25/2015 | 000821 PIERCE COUNTY SUPERIOR COURT | | 140.97 |
| 624836 | 08/27/2015 | 005862 ELITE PROPERTY INVESTMENTS LLC | | 9,338.78 |
| 624837 | 08/27/2015 | 006039 GREEN ZONE LLC | | 1,401.60 |

**Bank code: boa**

| Check # | Date | Vendor | Status | Check Total |
|---|---|---|---|---|
| 624838 | 08/27/2015 | 001494 SEALTECH ASPHALT INC | | 34,332.45 |
| 624839 | 08/27/2015 | 004397 SHKS ARCHITECTS  PS INC | | 2,348.18 |
| 624840 | 08/27/2015 | 004391 WRP SURPRISE LAKE LLC | | 8,188.57 |
| 624841 | 08/31/2015 | 000153 ASSOCIATED PETROLEUM PRODUCTS | | 8,256.51 |
| 624842 | 08/31/2015 | 004779 CONVERGENT TECHNOLOGY SYS | | 4,721.70 |
| 624843 | 08/31/2015 | 001512 DAILY JOURNAL OF COMMERCE | | 85.80 |
| 624844 | 08/31/2015 | 005797 ENVISIONWARE INC | | 1,789.75 |
| 624845 | 08/31/2015 | 000079 SUPERIOR SAW | | 50.26 |
| 624846 | 08/31/2015 | 000534 WCP SOLUTIONS | | 1,738.06 |

**boa Total:** 939,221.14

86 checks in this report

**Total Checks:** 939,221.14

# Routine Reports

# CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - JULY

## VISITS


Year-To-Date Comparison
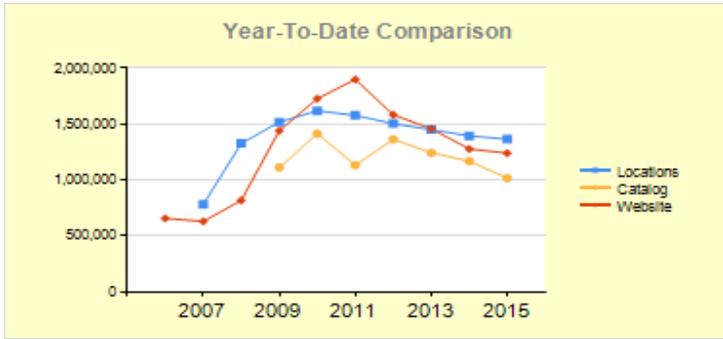
| | July | | |
|---|---|---|---|
| | 2014 | 2015 | % Change |
| Door Count | 202,484 | 179,086 | -11.56% |
| Catalog | 162,728 | 148,807 | -8.55% |
| Website | 168,956 | 187,342 | 10.88% |
| Job & Business Portal | 1,964 | 3,079 | 56.77% |
| Military Portal | 63 | 135 | 114.29% |
| Total | 536,195 | 518,449 | -3.31% |

## CHECKOUTS


Year-To-Date Comparison

| | July | | |
|---|---|---|---|
| | 2014 | 2015 | % Change |
| Checkouts | 524,215 | 495,910 | -5.40% |
| Downloadables | 54,621 | 67,081 | 22.81% |
| Total | 578,836 | 562,991 | -2.74% |

## CUSTOMERS


Year-To-Date Comparison

| | July | | |
|---|---|---|---|
| | 2014 | 2015 | % Change |
| Active Cardholders | 267,315 | 307,075 | 14.87% |
| New Cards | 4,404 | 4,173 | -5.25% |
| Checkout Transactions | 98,894 | 96,895 | -2.02% |
| Unique Users | 42,622 | 41,865 | -1.78% |

## PHILANTHROPY


Year-To-Date Comparison *

\* Foundation Fiscal Year is July through June
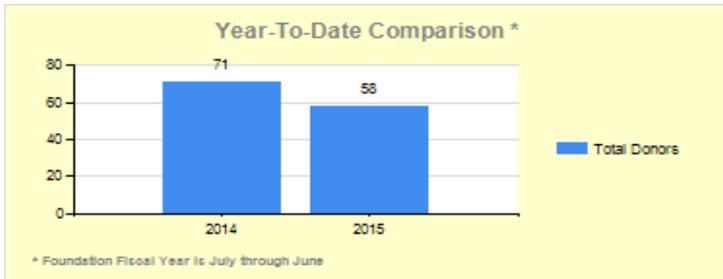
| | July | | |
|---|---|---|---|
| | 2014 | 2015 | % Change |
| FoundationDonors | 71 | 58 | -18.31% |
| NewFoundationDonors | 8 | 1 | -87.50% |
| $ Raised by Foundation | $26,904.00 | $7,581.00 | -71.82% |
| $ Provided by Friends | $3,310.00 | $7,128.00 | 115.35% |

## BRANCH CLOSURES

### 2012

| Location | Dates | Duration (days) |
|---|---|---|
| Various (Snow Closures ) | 1/17-23 | 7 |
| Bonney Lake | 2/13-26 | 13 |
| Graham | 3/21-4/5 | 15 |
| South Hill | 4/9-5/6 | 27 |
| Tillicum | 7/3-8/5 | 33 |
| Sumner | 7/30-9/3 | 35 |
| Summit | 9/17-30 | 13 |
| Steilacoom | 10/17-11/14 | 28 |
| Bookmobile Ends | 11/11 | |
| Key Center | 11/14-12/31 | 47 |

### 2013

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

### 2014

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

# Monthly Financial Reports
## August 31, 2015

- Pierce County Tax Revenue data was not available at time of publication

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

**Pierce County Library System**
**Statement of Financial Position - Interim**
**August 31, 2015**
**All Funds**

| | General Fund | Debt Service Fund | Capital Improvement Projects Fund |
|---|---|---|---|
| **Assets** | | | |
| **Current Assets - Cash** | | | |
| Cash | $ 1,826,799 | $ 10 | $ 344,169 |
| Investments | $ 3,562,782 | $ 83,662 | $ 1,462,218 |
| **Total Cash** | **$ 5,389,581** | **$ 83,672** | **$ 1,806,387** |
| | | | |
| **Total Current Assets** | **$ 5,389,581** | **$ 83,672** | **$ 1,806,387** |
| | | | |
| **Liabilities and Fund Balance** | | | |
| **Current Liabilities** | | | |
| Warrants Payable | $ 51,172 | $ - | $ - |
| Sales Tax Payable | $ 3,891 | $ - | $ - |
| Payroll Taxes and Benefits Payable | $ 27,778 | $ - | $ - |
| **Total Current Liabilities** | **$ 82,841** | **$ -** | **$ -** |
| | | | |
| **Fund Balance** | | | |
| Reserve for Encumbrances | $ 514,468 | $ - | $ 620,418 |
| Net Excess (Deficit) | $ (3,012,245) | $ 23 | $ 178,942 |
| Unreserved Fund Balance | $ 7,804,517 | $ 83,649 | $ 1,007,027 |
| **Total Fund Balance** | **$ 5,306,739** | **$ 83,672** | **$ 1,806,387** |
| | | | |
| **Total Liabilities and Fund Balance** | **$ 5,389,581** | **$ 83,672** | **$ 1,806,387** |
| | | | |
| Anticipated Property Tax Revenue | **$ 12,988,144** | **$ 12** | $ - |

Pierce County Library System

Information & Imagination

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

| | HISTORICAL 8/31/2014 | HISTORICAL 9/30/2014 | HISTORICAL 10/31/2014 | HISTORICAL 11/30/2014 | HISTORICAL 12/31/2014 | HISTORICAL 1/31/2015 | HISTORICAL 2/28/2015 | HISTORICAL 3/30/2015 | HISTORICAL 4/30/2015 | HISTORICAL 5/31/2015 | HISTORICAL 6/30/2015 | HISTORICAL 6/30/2015 | CURRENT 8/31/2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | | | | | | | |
| **Current Assets - Cash** | | | | | | | | | | | | | |
| Cash | $ 1,566,485 | $ 1,783,229 | $ 10,585,428 | $ 3,821,250 | $ 8,537,811 | $ 1,229,471 | $ 2,036,210 | $ 3,707,222 | $ 11,678,461 | $ 3,966,177 | $ 2,018,084 | $ 1,910,091 | $ 1,826,799 |
| Investments | $ 5,580,000 | $ 3,768,000 | $ 1,800,000 | $ 8,255,000 | $ - | $ 5,100,000 | $ 2,500,000 | $ - | $ - | $ 8,126,000 | $ 8,250,000 | $ 6,500,000 | $ 3,562,782 |
| **Total Cash** | $ 7,146,485 | $ 5,551,229 | $ 12,385,428 | $ 12,076,250 | $ 8,537,811 | $ 6,329,471 | $ 4,536,210 | $ 3,707,222 | $ 11,678,461 | $ 12,092,177 | $ 10,268,084 | $ 8,410,091 | $ 5,389,581 |
| **Total Current Assets** | $ 7,146,485 | $ 5,551,229 | $ 12,385,428 | $ 12,076,250 | $ 8,537,811 | $ 6,329,471 | $ 4,536,210 | $ 3,707,222 | $ 11,678,461 | $ 12,092,177 | $ 10,268,084 | $ 8,410,091 | $ 5,389,581 |
| **Liabilities and Fund Balance** | | | | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | | | | |
| Warrants Payable | $ 352,429 | $ 416,700 | $ 450,616 | $ 454,093 | $ 729,888 | $ 549,239 | $ 368,284 | $ 345,727 | $ 302,297 | $ 244,734 | $ 291,234 | $ 284,817 | $ 51,172 |
| Sales Tax Payable | $ 4,295 | $ 3,683 | $ 4,930 | $ 5,293 | $ 2,082 | $ 3,879 | $ 4,383 | $ 11,936 | $ 4,523 | $ 4,337 | $ 4,070 | $ 4,561 | $ 3,891 |
| Payroll Taxes and Benefits Payable | $ 11,507 | $ 12,671 | $ 14,507 | $ 24,239 | $ 17,190 | $ 25,256 | $ 41,786 | $ 43,400 | $ 10,667 | $ 28,571 | $ 45,337 | $ 9,666 | $ 27,778 |
| **Total Current Liabilities** | $ 368,230 | $ 433,053 | $ 470,053 | $ 483,624 | $ 749,161 | $ 578,374 | $ 414,453 | $ 401,064 | $ 317,487 | $ 277,642 | $ 340,641 | $ 299,044 | $ 82,841 |
| **Fund Balance** | | | | | | | | | | | | | |
| Reserve for Encumbrances | $ 275,413 | $ 227,145 | $ 208,720 | $ 155,364 | $ - | $ 480,435 | $ 438,268 | $ 397,093 | $ 454,484 | $ 402,584 | $ 415,990 | $ 533,372 | $ 514,468 |
| Net Excess (Deficit) | $ (2,530,086) | $ (4,141,897) | $ 2,673,728 | $ 2,404,334 | $ - | $ (2,517,988) | $ (4,105,162) | $ (4,895,451) | $ 3,101,973 | $ 3,607,435 | $ 1,706,936 | $ (226,842) | $ (3,012,245) |
| Unreserved Fund Balance | $ 9,032,928 | $ 9,032,928 | $ 9,032,928 | $ 9,032,928 | $ 7,788,650 | $ 7,788,650 | $ 7,788,650 | $ 7,804,517 | $ 7,804,517 | $ 7,804,517 | $ 7,804,517 | $ 7,804,517 | $ 7,804,517 |
| **Total Fund Balance** | $ 6,778,254 | $ 5,118,176 | $ 11,915,375 | $ 11,592,625 | $ 7,788,650 | $ 5,751,097 | $ 4,121,757 | $ 3,306,158 | $ 11,360,974 | $ 11,814,536 | $ 9,927,442 | $ 8,111,047 | $ 5,306,739 |
| **Total Liabilities and Fund Balance** | $ 7,146,485 | $ 5,551,229 | $ 12,385,428 | $ 12,076,250 | $ 8,537,811 | $ 6,329,471 | $ 4,536,210 | $ 3,707,222 | $ 11,678,461 | $ 12,092,177 | $ 10,268,084 | $ 8,410,091 | $ 5,389,581 |
| **Anticipated Property Tax Revenue** | $ 12,166,212 | $ 11,762,780 | $ 11,762,780 | $ 1,098,207 | $ - | $ 27,468,688 | $ 27,079,256 | $ 25,938,795 | $ 15,656,184 | $ 13,299,906 | $ 13,113,114 | $ 12,988,144 | $ 12,988,144 |

**PIERCE COUNTY LIBRARY SYSTEM**
**Statement of Revenue and Expenditures - INTERIM**
**Year to Date August 31, 2015**
**no pre-encumbrances**

## General Fund

|  | 2015 Budget | Year To Date | Encumbrances | Budget Balance | % of Budget |
|---|---|---|---|---|---|
| Revenue |  |  |  |  |  |
| Property Tax/Investment Income & Other PC Revenue $ | 26,759,932 | $ 14,706,743 | $ - | $ 12,053,189 | 55% |
| Other Revenue $ | 1,499,900 | $ 1,093,877 | $ - | $ 406,023 | 73% |
| **Total Revenue $** | **28,259,832** | **$ 15,800,619** | **$ -** | **$ 12,459,213** | **56%** |
|  |  |  |  |  |  |
| Expenditures |  |  |  |  |  |
| Personnel/Taxes and Benefits $ | 19,580,996.00 | $ 12,736,211 | $ - | $ 6,844,785 | 65% |
| Materials $ | 3,544,378 | $ 2,306,084 | $ - | $ 1,238,294 | 65% |
| Maintenance and Operations $ | 3,997,240 | $ 2,118,883 | $ 514,468 | $ 1,363,889 | 66% |
| Transfers Out $ | 1,137,218 | $ 1,137,218 | $ - | $ - | 100% |
| **Total Expenditures $** | **28,259,832** | **$ 18,298,396** | **$ 514,468** | **$ 9,446,967** | **67%** |
| Excess/(Deficit) |  | $ (2,497,777) |  |  |  |
| (less encumbrances) |  | (514,468) |  |  |  |
| **Net Excess (Deficit)** |  | **$ (3,012,245.47)** |  |  |  |

## Debt Service Fund

|  | 2015 Budget | Year To Date | Encumbrances | Budget Balance | % of Budget |
|---|---|---|---|---|---|
| Revenue |  |  |  |  |  |
| Property Tax/Investment Income & Other PC Revenue $ | - | $ 23 | $ - | $ (23) | 0% |
| Other Revenue $ | - | $ - | $ - | $ - | 0% |
| **Total Revenue $** | **-** | **$ 23** | **$ -** | **$ (23)** | **0%** |
|  |  |  |  |  |  |
| **Total Expenditures $** | **-** | **$ -** | **$ -** | **$ -** | **0%** |
| **Net Excess (Deficit)** |  | **$ 23** |  |  |  |

## Capital Improvement Projects Fund

|  | 2015 Budget | Year To Date | Encumbrances | Budget Balance | % of Budget |
|---|---|---|---|---|---|
| Revenue |  |  |  |  |  |
| Use of Fund Balance $ | 1,642,688 | $ 1,027,588 | $ - | $ 615,100 | 63% |
| Other Revenue $ | 201,290 | $ 203,392 | $ - | $ (2,102) | 0% |
| Transfers In $ | 1,137,218 | $ 1,137,218 | $ - | $ - | 100% |
| **Total Revenue $** | **2,981,196** | **$ 2,368,198** | **$ -** | **$ 612,998** | **79%** |
|  |  |  |  |  |  |
| Expenditures |  |  |  |  |  |
| Maintenance and Operations $ | 2,981,196 | $ 1,568,838 | $ 620,418 | $ 791,940 | 73% |
| **Total Expenditures $** | **2,981,196** | **$ 1,568,838** | **$ 620,418** | **$ 791,940** | **73%** |
| Excess/(Deficit) |  | $ 799,360 |  |  |  |
| (less encumbrances) |  | (620,418) |  |  |  |
| **Net Excess (Deficit)** |  | **$ 178,942** |  |  |  |

Pierce County
Library System

Information & Imagination

# CUMULATIVE GENERAL FUND REVENUE AND EXPENDITURE
## Including Cash Flow Projection
## 2015



Total Budget
$28,259,832

ENDING CASH BALANCE

CUMULATIVE REVENUE

CUMULATIVE EXPENDITURES

**Outlined areas** -
APRIL and OCTOBER display monthly cash balance before (low) and after (high) property tax revenue is received

**Pierce County Library System**

*Information & Imagination*

## RESOURCE FLOW - INTERIM
## General Fund - 2015



Legend:
- GF 2015 Actual Revenue (green)
- GF 2015 Actual Expenditure (red)
- 2015 Budget (straight line) (blue)
- Estimated Revenue (black)
- Estimated Expenditure (dark red)

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

Printed on: 08/31/2015

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 8/31/2015

Page 1 of 5

**FUND: GENERAL FUND (01)**

| Object | 2015 Budget | August Actual | Year-To-Date Actual | Encumbrances | Balance | Expend % |
|---|---|---|---|---|---|---|
| *REVENUE ACCOUNTS* | | | | | | |
| 31111 PROPERTY TAXES CURRENT | 25,839,740.00 | 0.00 | 14,111,569.75 | 0.00 | 11,728,170.25 | 54.61 |
| 31112 PROPERTY TAXES DELINQUENT | 775,192.00 | 0.00 | 489,464.22 | 0.00 | 285,727.78 | 63.14 |
| 31130 SALE OF TAX TITLE PROPERTY | 15,000.00 | 0.00 | 20,309.67 | 0.00 | (5,309.67) | 135.40 |
| 31720 LEASEHOLD EXCISE TAX | 20,000.00 | 0.00 | 12,446.32 | 0.00 | 7,553.68 | 62.23 |
| 31740 TIMBER EXCISE TAX | 90,000.00 | 0.00 | 69,865.28 | 0.00 | 20,134.72 | 77.63 |
| **TAXES:** | **26,739,932.00** | **0.00** | **14,703,655.24** | **0.00** | **12,036,276.76** | **54.99** |
| 33533 STATE FOREST FUNDS/DNR TIMBER TRUS | 0.00 | 0.00 | 728.98 | 0.00 | (728.98) | 0.00 |
| 33872 CONTRACTS FEES - CITIES | 3,200.00 | 810.00 | 2,430.00 | 0.00 | 770.00 | 75.94 |
| 33890 GOVERMENTAL GRANTS | 123,000.00 | 7,500.00 | 79,500.00 | 0.00 | 43,500.00 | 64.63 |
| 34160 COPIER FEES | 32,000.00 | 2,247.00 | 20,900.73 | 0.00 | 11,099.27 | 65.31 |
| 34161 GRAPHICS SERVICES CHARGES | 4,200.00 | 94.00 | 4,263.86 | 0.00 | (63.86) | 101.52 |
| 34162 PRINTER FEES | 130,000.00 | 9,576.73 | 86,828.46 | 0.00 | 43,171.54 | 66.79 |
| 34163 FAX FEES | 21,000.00 | 1,884.09 | 15,492.84 | 0.00 | 5,507.16 | 73.78 |
| 34730 INTERLIBRARY LOAN FEES | 0.00 | 0.00 | 63.88 | 0.00 | (63.88) | 0.00 |
| 35970 LIBRARY FINES | 570,000.00 | 35,964.48 | 351,057.31 | 0.00 | 218,942.69 | 61.59 |
| 36110 INVESTMENT INCOME | 5,000.00 | 0.00 | 2,356.35 | 0.00 | 2,643.65 | 47.13 |
| 36111 INTEREST - STATE FOREST FUND | 0.00 | 0.00 | 1.97 | 0.00 | (1.97) | 0.00 |
| 36190 OTHER INTEREST EARNINGS | 0.00 | 0.00 | 0.28 | 0.00 | (0.28) | 0.00 |
| 36200 KEY PEN HLTH DEPT FACILITY REV | 0.00 | 0.00 | 995.34 | 0.00 | (995.34) | 0.00 |
| 36700 FOUNDATION DONATIONS | 290,000.00 | 439.16 | 246,997.44 | 0.00 | 43,002.56 | 85.17 |
| 36710 FRIENDS' DONATIONS | 0.00 | 0.00 | 257.01 | 0.00 | (257.01) | 0.00 |
| 36720 FRIENDS' REIMBURSEMENTS | 8,200.00 | 0.00 | 12,073.68 | 0.00 | (3,873.68) | 147.24 |
| 36725 DONATIONS - OTHER | 2,000.00 | 78.05 | 2,013.43 | 0.00 | (13.43) | 100.67 |
| 36910 SALE OF SCRAP AND SALVAGE | 0.00 | 300.00 | 300.00 | 0.00 | (300.00) | 0.00 |
| 36920 BOOK SALE REVENUE | 10,000.00 | 182.35 | 3,850.37 | 0.00 | 6,149.63 | 38.50 |
| 36990 MISCELLANEOUS REVENUE | 0.00 | (1.46) | 548.12 | 0.00 | (548.12) | 0.00 |
| 36991 PAYMENT FOR LOST MATERIALS | 12,000.00 | 725.30 | 7,702.29 | 0.00 | 4,297.71 | 64.19 |
| 36994 UNCLAIMED PROPERTY | 0.00 | 4.91 | 133.02 | 0.00 | (133.02) | 0.00 |
| 36996 JURY DUTY REIMBURSEMENT | 0.00 | 30.00 | 530.00 | 0.00 | (530.00) | 0.00 |
| 36997 PRIOR YEAR'S REFUNDS | 4,300.00 | 691.89 | 4,899.25 | 0.00 | (599.25) | 113.94 |
| 36998 E RATE REIMBURSEMENT | 240,000.00 | 97,989.28 | 215,419.28 | 0.00 | 24,580.72 | 89.76 |
| 36999 REBATES - PROCUREMENT CARD | 50,000.00 | 0.00 | 37,620.05 | 0.00 | 12,379.95 | 75.24 |
| **CHARGES OTHER:** | **1,504,900.00** | **158,515.78** | **1,096,963.94** | **0.00** | **407,936.06** | **72.89** |
| 39510 SALE OF FIXED ASSETS/TIMBER (GOV) | 15,000.00 | 0.00 | 0.00 | 0.00 | 15,000.00 | 0.00 |
| **TOTAL FOR REVENUE ACCOUNTS** | **28,259,832.00** | **158,515.78** | **15,800,619.18** | **0.00** | **12,459,212.82** | **55.91** |
| *EXPENSE ACCOUNTS* | | | | | | |
| 51100 SALARIES AND WAGES | 14,093,050.00 | 1,147,065.25 | 9,048,993.13 | 0.00 | 5,044,056.87 | 64.21 |
| 51105 ADDITIONAL HOURS | 280,045.00 | 32,388.25 | 216,601.04 | 0.00 | 63,443.96 | 77.35 |
| 51106 SHIFT DIFFERENTIAL | 145,146.00 | 10,900.75 | 92,623.34 | 0.00 | 52,522.66 | 63.81 |
| 51107 SUBSTITUTE HOURS | 308,515.00 | 27,266.99 | 168,525.85 | 0.00 | 139,989.15 | 54.62 |
| 51109 TUITION ASSISTANCE PROGRAM | 300.00 | 0.00 | 0.00 | 0.00 | 300.00 | 0.00 |
| 51200 OVERTIME WAGES | 13,400.00 | 2,662.08 | 10,134.97 | 0.00 | 3,265.03 | 75.63 |
| 51999 ADJ WAGE/SALARY TO MATCH PLAN | (339,849.00) | 0.00 | 0.00 | 0.00 | (339,849.00) | 0.00 |
| 52001 INDUSTRIAL INSURANCE | 173,239.00 | 13,400.39 | 103,793.37 | 0.00 | 69,445.63 | 59.91 |
| 52002 MEDICAL INSURANCE | 2,171,527.00 | 156,162.60 | 1,352,557.05 | 0.00 | 818,969.95 | 62.29 |
| 52003 F.I.C.A. | 1,160,745.00 | 92,516.28 | 722,431.05 | 0.00 | 438,313.95 | 62.24 |

Printed on:    08/31/2015

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 8/31/2015

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**FUND: GENERAL FUND (01)**

| Object | 2015 Budget | August Actual | Year-To-Date Actual | Encumbrances | Balance | Expend % |
|---|---|---|---|---|---|---|
| *EXPENSE ACCOUNTS* | | | | | | |
| 52004 RETIREMENT | 1,421,868.00 | 129,209.13 | 871,956.88 | 0.00 | 549,911.12 | 61.32 |
| 52005 DENTAL INSURANCE | 209,759.00 | 16,438.23 | 131,486.32 | 0.00 | 78,272.68 | 62.68 |
| 52006 OTHER BENEFIT | 10,540.00 | 840.00 | 7,080.00 | 0.00 | 3,460.00 | 67.17 |
| 52010 LIFE AND DISABILITY INSURANCE | 20,318.00 | 1,212.10 | 9,986.85 | 0.00 | 10,331.15 | 49.15 |
| 52020 UNEMPLOYMENT COMPENSATION | 30,500.00 | 0.00 | 0.00 | 0.00 | 30,500.00 | 0.00 |
| 52200 UNIFORMS | 1,300.00 | 0.00 | 41.63 | 0.00 | 1,258.37 | 3.20 |
| 52999 ADJ BENEFITS TO MATCH PLAN | (119,407.00) | 0.00 | 0.00 | 0.00 | (119,407.00) | 0.00 |
| **PERSONNEL** | **19,580,996.00** | **1,630,062.05** | **12,736,211.48** | **0.00** | **6,844,784.52** | **65.04** |
| 53100 OFFICE/OPERATING SUPPLIES | 227,558.00 | 14,629.18 | 144,048.74 | 20,494.52 | 63,014.74 | 72.31 |
| 53101 CUSTODIAL SUPPLIES | 52,500.00 | 5,381.65 | 33,901.34 | 0.00 | 18,598.66 | 64.57 |
| 53102 MAINTENANCE SUPPLIES | 60,200.00 | 2,899.33 | 20,627.53 | 0.00 | 39,572.47 | 34.27 |
| 53103 AUDIOVISUAL PROCESSING SUP | 25,000.00 | 422.84 | 13,979.74 | 822.64 | 10,197.62 | 59.21 |
| 53104 BOOK PROCESSING SUPPLIES | 20,000.00 | 2,612.73 | 8,503.67 | 0.00 | 11,496.33 | 42.52 |
| 53200 FUEL | 47,000.00 | 8,256.51 | 26,109.96 | 14,670.09 | 6,219.95 | 86.77 |
| 53401 ADULT MATERIALS | 806,000.00 | 35,414.97 | 462,813.89 | 0.00 | 343,186.11 | 57.42 |
| 53403 PERIODICALS | 88,135.00 | 374.00 | 61,824.03 | 0.00 | 26,310.97 | 70.15 |
| 53405 JUVENILE BOOKS | 556,514.00 | 13,009.03 | 299,646.82 | 0.00 | 256,867.18 | 53.84 |
| 53406 PROFESSIONAL COLLECTION | 4,200.00 | 0.00 | 1,315.71 | 0.00 | 2,884.29 | 31.33 |
| 53407 INTERNATIONAL COLLECTION | 60,000.00 | 157.10 | 8,315.24 | 0.00 | 51,684.76 | 13.86 |
| 53408 AUDIOVISUAL MATERIALS - ADULT | 842,000.00 | 32,458.90 | 725,477.08 | 0.00 | 116,522.92 | 86.16 |
| 53409 AUDIOVISUAL MATERIALS - JUV | 94,000.00 | 2,542.11 | 58,662.14 | 0.00 | 35,337.86 | 62.41 |
| 53411 ELECTRONIC INFO SOURCES | 379,068.00 | 0.00 | 150,145.07 | 0.00 | 228,922.93 | 39.61 |
| 53412 REFERENCE SERIALS | 18,000.00 | 360.00 | 5,106.60 | 0.00 | 12,893.40 | 28.37 |
| 53413 ELECTRONIC SERVICES | 143,391.00 | 0.00 | 144,232.78 | 0.00 | (841.78) | 100.59 |
| 53414 ELECTRONIC COLLECTION | 400,070.00 | 0.00 | 257,220.09 | 0.00 | 142,849.91 | 64.29 |
| 53464 VENDOR PROCESSING SERVICES | 153,000.00 | 6,475.62 | 131,078.19 | 0.00 | 21,921.81 | 85.67 |
| 53499 GIFTS - MATERIALS | 0.00 | 0.00 | 246.60 | 0.00 | (246.60) | 0.00 |
| 53500 MINOR EQUIPMENT | 23,500.00 | 0.00 | 731.23 | 0.00 | 22,768.77 | 3.11 |
| 53501 FURNISHINGS | 75,620.00 | 3,266.59 | 19,041.38 | 33,998.93 | 22,579.69 | 70.14 |
| 53502 IT HARDWARE | 63,900.00 | 358.23 | 62,196.82 | 0.00 | 1,703.18 | 97.33 |
| 53505 SOFTWARE | 13,500.00 | 201.26 | 8,349.75 | 0.00 | 5,150.25 | 61.85 |
| 54100 PROFESSIONAL SERVICES | 527,202.00 | 15,441.29 | 215,903.97 | 24,999.88 | 286,298.15 | 45.69 |
| 54101 LEGAL SERVICES | 55,000.00 | 0.00 | 11,412.36 | 0.00 | 43,587.64 | 20.75 |
| 54102 COLLECTION AGENCY | 19,900.00 | 1,262.42 | 10,530.00 | 0.00 | 9,370.00 | 52.91 |
| 54161 RESOURCE SHARING SERVICES | 19,000.00 | 0.00 | 6,459.66 | 0.00 | 12,540.34 | 34.00 |
| 54162 BIBLIOGRAPHICS SERVICES | 33,000.00 | 0.00 | 19,355.66 | 0.00 | 13,644.34 | 58.65 |
| 54163 PRINTING AND BINDING | 1,500.00 | 0.00 | 0.00 | 0.00 | 1,500.00 | 0.00 |
| 54165 ILL LOST ITEM CHARGE | 2,800.00 | 82.99 | 956.43 | 0.00 | 1,843.57 | 34.16 |
| 54200 POSTAGE AND SHIPPING | 35,800.00 | 67.40 | 3,154.77 | 0.00 | 32,645.23 | 8.81 |
| 54201 TELECOM SERVICES | 461,300.00 | 0.00 | 234,609.14 | 161,606.78 | 65,084.08 | 85.89 |
| 54300 TRAVEL | 42,400.00 | 1,613.84 | 16,877.97 | 0.00 | 25,522.03 | 39.81 |
| 54301 MILEAGE REIMBURSEMENTS | 33,000.00 | 2,963.29 | 20,426.69 | 0.00 | 12,573.31 | 61.90 |
| 54400 ADVERTISING | 52,000.00 | 1,585.27 | 24,323.57 | 2,700.00 | 24,976.43 | 51.97 |
| 54501 RENTALS/LEASES - BUILDINGS | 389,950.00 | 19,937.61 | 263,718.99 | 57,521.56 | 68,709.45 | 82.38 |
| 54502 RENTALS/LEASES - EQUIPMENT | 32,400.00 | 0.00 | 14,427.49 | 9,828.01 | 8,144.50 | 74.86 |
| 54600 INSURANCE | 178,500.00 | 0.00 | 75,655.73 | 0.00 | 102,844.27 | 42.38 |
| 54700 ELECTRICITY | 235,000.00 | 2,199.60 | 139,809.26 | 0.00 | 95,190.74 | 59.49 |

Printed on:    08/31/2015

Pierce County Library System
Board Report - Budget to Actual by Object
Report as of: 8/31/2015

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**FUND: GENERAL FUND (01)**

| Object | 2015 Budget | August Actual | Year-To-Date Actual | Encumbrances | Balance | Expend % |
|---|---|---|---|---|---|---|
| ***EXPENSE ACCOUNTS*** | | | | | | |
| 54701  NATURAL GAS | 12,000.00 | 35.49 | 5,961.90 | 0.00 | 6,038.10 | 49.68 |
| 54702  WATER | 20,000.00 | 1,253.96 | 13,820.84 | 0.00 | 6,179.16 | 69.10 |
| 54703  SEWER | 25,000.00 | 512.86 | 16,006.23 | 0.00 | 8,993.77 | 64.02 |
| 54704  REFUSE | 25,000.00 | 114.27 | 16,413.60 | 504.93 | 8,081.47 | 67.67 |
| 54800  GENERAL REPAIRS/MAINTENANCE | 211,300.00 | 5,398.11 | 98,386.02 | 44,255.56 | 68,658.42 | 67.51 |
| 54801  CONTRACTED MAINTENANCE | 799,600.00 | 9,283.62 | 473,412.60 | 143,065.44 | 183,121.96 | 77.10 |
| 54900  REGISTRATIONS | 47,400.00 | 2,500.00 | 32,490.48 | 0.00 | 14,909.52 | 68.55 |
| 54901  DUES AND MEMBERSHIPS | 35,170.00 | 0.00 | 20,240.00 | 0.00 | 14,930.00 | 57.55 |
| 54902  TAXES AND ASSESSMENTS | 29,500.00 | 79.03 | 15,469.22 | 0.00 | 14,030.78 | 52.44 |
| 54903  LICENSES AND FEES | 44,950.00 | 2,392.05 | 29,584.79 | 0.00 | 15,365.21 | 65.82 |
| 54904  MISCELLANEOUS | 790.00 | 0.00 | 20.34 | 0.00 | 769.66 | 2.57 |
| 54905  WELLNESS EVENTS/REGISTRATION | 2,000.00 | 0.00 | 1,964.72 | 0.00 | 35.28 | 98.24 |
| 55100  INTERGOVERMENTAL | 17,000.00 | 0.00 | 0.00 | 0.00 | 17,000.00 | 0.00 |
| 59700  TRANSFERS OUT | 1,137,218.00 | 1,137,218.00 | 1,137,218.00 | 0.00 | 0.00 | 100.00 |
| **ALL OTHER EXPENSES** | **8,678,836.00** | **1,332,761.15** | **5,562,184.83** | **514,468.34** | **2,602,182.83** | **70.02** |
| **TOTAL FOR EXPENSE ACCOUNTS** | **28,259,832.00** | **2,962,823.20** | **18,298,396.31** | **514,468.34** | **9,446,967.35** | **66.57** |
| **NET SURPLUS / DEFICIT** | **0.00** | **(2,804,307.42)** | **(2,497,777.13)** | **(514,468.34)** | **3,012,245.47** | **0.00** |

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Pierce County Library System
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**FUND: DEBT SERVICE FUND (20)**

| Object | 2015 Budget | August Actual | Year-To-Date Actual | Encumbrances | Balance | Expend % |
|---|---|---|---|---|---|---|
| *REVENUE ACCOUNTS* | | | | | | |
| 31112  PROPERTY TAXES DELINQUENT | 0.00 | 0.00 | 0.02 | 0.00 | (0.02) | 0.00 |
| **TAXES:** | **0.00** | **0.00** | **0.02** | **0.00** | **(0.02)** | **0.00** |
| 36110  INVESTMENT INCOME | 0.00 | 0.00 | 23.29 | 0.00 | (23.29) | 0.00 |
| **CHARGES OTHER:** | **0.00** | **0.00** | **23.29** | **0.00** | **(23.29)** | **0.00** |
| **TOTAL FOR REVENUE ACCOUNTS** | **0.00** | **0.00** | **23.31** | **0.00** | **(23.31)** | **0.00** |
| **NET SURPLUS / DEFICIT** | **0.00** | **0.00** | **23.31** | **0.00** | **(23.31)** | **0.00** |

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Pierce County Library System
Board Report - Budget to Actual by Object
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**FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)**

| Object | 2015 Budget | August Actual | Year-To-Date Actual | Encumbrances | Balance | Expend % |
|---|---|---|---|---|---|---|
| *REVENUE ACCOUNTS* | | | | | | |
| 29150 USE OF FUND BALANCE-BUDGET | 1,642,688.00 | 0.00 | 1,027,588.00 | 0.00 | 615,100.00 | 62.56 |
| 36110 INVESTMENT INCOME | 0.00 | 0.00 | 551.11 | 0.00 | (551.11) | 0.00 |
| 36200 KEY PENINSULA SHARED COSTS | 17,500.00 | 1,500.00 | 19,000.00 | 0.00 | (1,500.00) | 108.57 |
| 36700 FOUNDATION DONATIONS | 183,790.00 | 0.00 | 183,790.60 | 0.00 | (0.60) | 100.00 |
| 36725 DONATIONS - OTHER | 0.00 | 0.00 | 50.00 | 0.00 | (50.00) | 0.00 |
| **CHARGES OTHER:** | **1,843,978.00** | **1,500.00** | **1,230,979.71** | **0.00** | **612,998.29** | **66.76** |
| 39700 TRANSFERS IN | 1,137,218.00 | 1,137,218.00 | 1,137,218.00 | 0.00 | 0.00 | 100.00 |
| **TOTAL FOR REVENUE ACCOUNTS** | **2,981,196.00** | **1,138,718.00** | **2,368,197.71** | **0.00** | **612,998.29** | **79.44** |
| *EXPENSE ACCOUNTS* | | | | | | |
| 53100 OFFICE/OPERATING SUPPLIES | 0.00 | 1,828.74 | 14,831.77 | 0.00 | (14,831.77) | 0.00 |
| 53102 MAINTENANCE SUPPLIES | 0.00 | 0.00 | 5,620.83 | 0.00 | (5,620.83) | 0.00 |
| 53501 FURNISHINGS | 50,000.00 | 0.00 | 88,049.12 | 16,844.07 | (54,893.19) | 209.79 |
| 53502 IT HARDWARE | 683,000.00 | 46,767.84 | 504,709.70 | 0.00 | 178,290.30 | 73.90 |
| 53505 SOFTWARE | 0.00 | 0.00 | 18,360.06 | 0.00 | (18,360.06) | 0.00 |
| 54100 PROFESSIONAL SERVICES | 138,900.00 | 2,348.18 | 134,121.37 | 6,761.54 | (1,982.91) | 101.43 |
| 54400 ADVERTISING | 170.00 | 0.00 | 145.20 | 0.00 | 24.80 | 85.41 |
| 54502 RENTALS/LEASES - EQUIPMENT | 0.00 | 0.00 | 284.09 | 0.00 | (284.09) | 0.00 |
| 54800 GENERAL REPAIRS/MAINTENANCE | 10,000.00 | 0.00 | 2,193.23 | 90.89 | 7,715.88 | 22.84 |
| 54805 VEHICLE REPAIR - MAJOR | 0.00 | 0.00 | 0.00 | 2,015.74 | (2,015.74) | 0.00 |
| 54903 LICENSES AND FEES | 1,500.00 | 0.00 | 49.75 | 0.00 | 1,450.25 | 3.32 |
| 54912 CONTINGENCY/RESERVE | 46,000.00 | 0.00 | 0.00 | 0.00 | 46,000.00 | 0.00 |
| 56200 BUILDINGS & BLDG IMPROVEMENTS | 361,700.00 | 11,733.15 | 116,703.20 | 261,797.81 | (16,801.01) | 104.65 |
| 56201 CONSTRUCTION | 366,926.00 | 952.07 | 104,698.77 | 160,210.18 | 102,017.05 | 72.20 |
| 56203 FLOORING | 114,500.00 | 0.00 | 0.00 | 0.00 | 114,500.00 | 0.00 |
| 56301 PARKING LOT REPAIR & IMPROVEMENT | 88,000.00 | 34,332.45 | 34,332.45 | 15,590.60 | 38,076.95 | 56.73 |
| 56400 MACHINERY & EQUIPMENT | 869,000.00 | 10,809.12 | 459,073.43 | 0.00 | 409,926.57 | 52.83 |
| 56401 VEHICLES | 86,000.00 | 0.00 | 85,664.64 | 0.00 | 335.36 | 99.61 |
| 56402 HVAC | 165,500.00 | 0.00 | 0.00 | 157,107.20 | 8,392.80 | 94.93 |
| **TOTAL FOR EXPENSE ACCOUNTS** | **2,981,196.00** | **108,771.55** | **1,568,837.61** | **620,418.03** | **791,940.36** | **73.44** |
| **NET SURPLUS / DEFICIT** | **0.00** | **1,029,946.45** | **799,360.10** | **(620,418.03)** | **(178,942.07)** | **0.00** |

# MEMO

Date: September 1, 2015

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Activities - August

In August, attended the Workforce Innovation and Opportunity Act Transition (WIOA) planning meeting at Workforce Central and a Tacoma Community House Finance Committee meeting.

I met with Lakewood City Manager John Caulfield  and Becky Newton, Lakewood Economic Development Manager; Debbie Lenk, Executive Director of the Museum of Glass; and Rhonda Gould, Interim Director of the Puyallup Library.

I had the pleasure of attending Foundation Board member Tim Sherry's author event at the Chapel on Echo Bay on Fox Island where he read from his latest book, *One of Several Billion* (http://moonpathpress.com/TimSherry.htm).

I also had the opportunity to spend time at the Gig Harbor Library learning how to use the 3D printer and software, working alongside staff and getting to know some customers.

# UNFINISHED BUSINESS

# MEMO

Date: September 1, 2015

To: Rob Allen, Chair and Members of the Board

From: Clifford Jo, Finance & Business Director

Subject: Fiscal Management Policy—Draft Revision

Attached is a draft revision of the Fiscal Management Policy and the current policy. The proposed revisions include clarifications regarding minimum cash reserve thresholds for the General Fund and Capital Improvement Fund, an inclusion of a new fund called Special Revenue Fund (discussed earlier in the Board meeting), statements related to long-term planning for new services, and other clarifying edits.

We look forward to the discussion during the Board meeting. As a first draft proposal, I anticipate further changes are necessary, so will take your feedback and thoughts and then deliver a second proposal next month. While I don't anticipate the Board approving this policy during the September meeting, a motion is required to pass this policy.

**PIERCE COUNTY LIBRARY SYSTEM**
**BOARD OF TRUSTEES POLICY 3.15: FISCAL MANAGEMENT**

Policy Statement

~~It is the policy of the~~The Pierce County Library System ("Library") Board of Trustees ~~to~~ shall implement and maintain sound financial management of the entrusted resources provided by the taxpayers and other sources of funding, consistent with the Library's mission.

In accordance with state law, RCW 27.12.070, the Pierce County Office of the Assessor-Treasurer serves duly as the Library's fiscal agent.

**Policy**

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

1.  Current year operations are funded from current year revenues.  Permitted exceptions include, but are not limited to, transferring funds between fund accounts or the incurring of debt.

2.  Cash reserves is a fiscal resource to stabilize long-term library sustainability. Cash reserves will not be used as a sole substitute for budget reductions to meet economic challenges.

3.  Cash reserves (fund balance) may be used to plan or pay for current or future operations.  Total restricted and unrestricted ~~Cash~~ cash reserves shall not fall below twenty-seven percent (~~20%~~27%) of the following year's anticipated General Fund revenues. The Library Board of Trustees may set a higher General Fund cash reserve balance as circumstances may require.

4.  Fiscal year carryovers of funds within the General Fund are limited in nature, and are used for special purposes that are related to grants, gifts/donations, and collection materials.

~~5.1. To pay for qualified capital projects, a Capital Improvement Fund is established and funded appropriately by and through the General Fund.~~

~~6.~~5. For purposes of managing the Library's finances, additional fund types may be implemented.

6.  To pay for qualified capital projects, a Capital Improvement Fund is established and funded appropriately by and through the General Fund.

7.  Capital Improvement Fund revenues may be supplemented by unanticipated revenues or unanticipated savings in expenditures in the General Fund.

8.  To pay for qualified special purpose projects, a Special Revenue Fund is established and funded appropriately by and through multiple funding sources including but not limited to, grants, donations and distributions from external sources such as a Foundation, restricted or unrestricted revenues, General Fund transfers, special set-asides, and other sources of revenue.

~~7.~~9. Special Revenue Fund revenues may be supplemented by unanticipated revenues or unanticipated savings in expenditures in the General Fund.

~~8.~~10.    The Board approves a budget for revenues and expenditures in each fund, annually or any substantial modifications throughout the year.

9.11.  Upon declaring a need for cash reserves to address a severe emergency having effects that cannot be addressed through the existing budget, the Board may pass a motion to release cash reserves for purposes of continuity of operations and services. Examples of emergencies are a natural disaster or a virulent pandemic.

10.12.  The annual budget process anticipates the need for future system expansion and improvement, and allocates revenue accordingly, recognizing that additional services from system growth will need to be funded mostly from reducing operational costs rather than from new revenue sources.

**Library Responsibilities**

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

1.  Establish a budget system and administer the budget process.

2.  Establish and maintain financial procedures for managing the Library's cash.  Document, keep prudently current, and enforce such financial procedures as an implementation of this fiscal policy.

3.  Establish and maintain a ten-year cash reserve strategy to sustain operations that best funds services to the Library's communities.

4.  Set solvency goals to achieve and implement a perpetual positive fund balance that ensures short-term debt, excluding inter-fund loans, is not used to pay for operations.  This may require cash of at least three to four months (25% to 33%) of operations available in the fund balance during certain times in a fiscal year. Such cash will be considered restricted operational reserve.

5.  Develop and manage fiscal practices and strategies so that unrestricted cash reserves do not fall below are at least twenty two percent (20%2.00%) of the following year's anticipated revenues.

6.  Administer a cash-flow system as an anticipatory approach to budget for and meet the Library's expenditure needs for future operations, including bill management.

7.  Implement the State of Washington's Budget, Accounting, and Reporting System (BARS).

8.  Furnish to the Board appropriate financial reports on a monthly basis, and deliver the annual report to the Board subsequent to filing it with the State of Washington.

9.  Incorporate into the annual budget process efforts to reduce operational costs which anticipate future service expansion without significant future revenue increases.

9.10.  Maintain a goal of $1,000,000 average annual Capital Fund Balance over a ten year period.

The Board of Trustees or Library Director shall review this fiscal management policy periodically and amend it as deemed appropriate.

## PIERCE COUNTY LIBRARY SYSTEM
## BOARD OF TRUSTEES POLICY 3.15: FISCAL MANAGEMENT

It is the policy of the Pierce County Library System ("Library") Board of Trustees to implement and maintain sound financial management of the entrusted resources provided by the taxpayers and other sources of funding, consistent with the Library's mission. In accordance with state law, RCW 27.12.070, the Pierce County Office of the Assessor-Treasurer serves duly as the Library's fiscal agent.

**Policy**

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

1. Current year operations are funded from current year revenues. Permitted exceptions include, but are not limited to, transferring funds between fund accounts or the incurring of debt.

2. Cash reserves is a fiscal resource to stabilize long-term library sustainability. Cash reserves will not be used as a substitute for budget reductions to meet economic challenges.

3. Cash reserves (fund balance) may be used to plan or pay for current or future operations. Cash reserves shall not fall below twenty percent (20%) of the following year's anticipated revenues.

4. Fiscal year carryovers of funds within the General Fund are limited in nature, and are used for special purposes that are related to grants, gifts/donations, and collection materials.

5. To pay for qualified capital projects, a Capital Improvement Fund is established and funded appropriately by and through the General Fund.

6. For purposes of managing the Library's finances, additional fund types may be implemented.

7. Capital Improvement Fund revenues may be supplemented by unanticipated revenues or unanticipated savings in expenditures in the General Fund.

8. The Board approves a budget for revenues and expenditures in each fund, annually or any substantial modifications throughout the year.

9. Upon declaring a need for cash reserves to address a severe emergency having effects that cannot be addressed through the existing budget, the Board may pass a motion to release cash reserves for purposes of continuity of operations and services. Examples of emergencies are a natural disaster or a virulent pandemic.

**Library Responsibilities**

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

1. Establish a budget system and administer the budget process.

2. Establish and maintain financial procedures for managing the Library's cash. Document, keep prudently current, and enforce such financial procedures as an implementation of this fiscal policy.

3. Establish and maintain a ten-year cash reserve strategy to sustain operations that best funds services to the Library's communities.

Amended & approved on October 14, 2009

4. Set solvency goals to achieve and implement a perpetual positive fund balance that ensures short-term debt, excluding inter-fund loans, is not used to pay for operations.  This may require cash of at least three to four months of operations available in the fund balance during certain times in a fiscal year.

5. Develop and manage fiscal practices and strategies so that cash reserves do not fall below twenty percent (20%) of the following year's anticipated revenues.

6. Administer a cash-flow system as an anticipatory approach to budget for and meet the Library's expenditure needs for future operations, including bill management.

7. Implement the State of Washington's Budget, Accounting, and Reporting System (BARS).

8. Furnish to the Board appropriate financial reports on a monthly basis, and deliver the annual report to the Board subsequent to filing it with the State of Washington.

The Board of Trustees or Library Director shall review this fiscal management policy periodically and amend it as deemed appropriate.

# M E M O

Date: September 1, 2015

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

From: Clifford Jo, Finance & Business Director

Subject: 2016 Estimated Revenues and Expenditures

At this time we estimate revenues to exceed expenditures by nearly $122,000. However, we will not know the final revenues until the County provides us a preliminary certificate, around the middle to late September. Major assumptions that went into this estimated budget include:

Revenues
- Property tax values and revenues increase by 7.15% based on the amended 2015 preliminary certificate recognized during the 2015 mid-year budget, and based on preliminary property value increases announced by Pierce County Assessor-Treasurer in late June. I project that our current taxing authority will be near or exceed our highest lawful limit last recorded in 2010.
- 50 cent statutory limit.
- Some percentage of new construction may be received.
- The IPD should not be a factor in the 2016 budget due to we are still recovering from the revenue decreases since 2010.

Expenditures
- Personnel and medical/health coverage; actual costs are subject to contract negotiations.
- Statutory increases to retirement system contributions.
- No set aside for contingency, pending a review of cash flow needs for the next 10 years.
- Maintenance & Operations slightly increased due to anticipated needs and paying for a strategic action plan, pending department head proposals.
- 3% Capital Improvement Fund transfer, pending a review of capital project needs.
- Materials budget kept close to 2015 levels, pending recommendations for changes.

Balanced Budget
At this time we are awaiting the preliminary certificate and Department Head proposals to balance the budget. The Library continues to face fiscal challenges one of which is capital funding. Further, after this year, we will likely be limited to 1% increases in coming years. We will bring discussions and proposals to you in October and November.

Department Head budget presentations begin soon and will continue through September.

# PIERCE COUNTY LIBRARY SYSTEM
## - 2016 PRELIMINARY -

| GENERAL FUND ANNUAL BUDGET PRELIMINARY AS OF 9/1/2015 | 2015 Final (12/10/14) | 2015 Mid-Year | 2016 Preliminary | % Change 2015 Final to 2016 Pre | 2016 PRELIMINARY Notes |
|---|---|---|---|---|---|
| **-------------------------------------- REVENUES --------------------------------------** | | | | | |
| 31110 Property Taxes Refunded | | | | | |
| 31111 Property Taxes Current | 25,674,805 | 25,839,740 | **27,688,571** | 7.84% | 7.84% AV change (2014k) compared to 12/20/13 levy certif. |
| 31112 Property Taxes Delinquent | 872,943 | 775,192 | **830,657** | -4.84% | -4.84% AV change (-42k) compared to 12/20/13 levy certif. |
| 31130 Sale of Tax Title Property | 3,000 | 15,000 | **3,000** | | |
| 31210 Private Harvest Tax | 50,000 | 0 | **0** | -100.00% | Moved to Timber Excise Tax line item |
| 31720 Leasehold Excise Tax | 20,000 | 20,000 | **20,000** | | |
| 31740 Timber Excise Tax | | 90,000 | **50,000** | new | Moved from Private Harvest Tax |
| 33872 Contract Fees-Cities | | 3,200 | | | |
| 33890 Governmental Grants | | 123,000 | | | |
| 34160 Copier Fees | 30,000 | 32,000 | **30,000** | | |
| 34161 Graphics Services Charges | | 4,200 | | | |
| 34162 Printer Fees | 105,000 | 130,000 | **125,000** | 19.05% | Increased to projected actuals |
| 34163 Fax Fees | 21,000 | 21,000 | **21,000** | | |
| 35970 Library Fines | 600,000 | 570,000 | **550,000** | -8.33% | Decreased to projected actuals (follows circulation decrease) |
| 36110 Investment Income | 10,000 | 5,000 | **5,000** | -50.00% | Decreased to projected actuals (interest rates remain very low) |
| 36700 Foundation Donations | 350,000 | 290,000 | **300,000** | -14.29% | These funds (and expenditures) will move to a new Fund |
| 36720 Friends' Reimbursements | | 8,200 | | | |
| 36725 Donations-Other | | 2,000 | | | |
| 36920 Book Sale Revenue | 20,000 | 10,000 | **20,000** | | |
| 36991 Payment for Lost Materials | 12,000 | 12,000 | **12,000** | | |
| 36997 Prior Year's Refunds | | 4,300 | | | |
| 36998 E Rate Reimbursement | 250,000 | 240,000 | **450,000** | 80.00% | Erate reimbursements offset most network connectivity charges |
| 36999 Rebates - Procurement Card | 30,000 | 50,000 | **30,000** | | |
| 39510 Sale of Fixed Assets | 15,000 | 15,000 | **15,000** | | |
| **TOTAL REVENUES** | **$28,063,748** | **$28,259,832** | **$30,150,228** | **7.43%** | |
| Increase/decrease over previous | | 196,084 (.7%) | 2,086,480 (7.43%) | | Compared to 2015 Original budget (passed 12/10/2014) |

# PIERCE COUNTY LIBRARY SYSTEM
## - 2016 PRELIMINARY -

| GENERAL FUND<br>ANNUAL BUDGET<br>PRELIMINARY AS OF 9/1/2015 | 2015<br>Final (12/10/14) | 2015<br>Mid-Year | 2016<br>Preliminary | % Change<br>2015 Final<br>to 2016 Pre | 2016 PRELIMINARY<br>Notes |
|---|---|---|---|---|---|
| ---------------------------------- **EXPENDITURES** ---------------------------------------- | | | | | |
| **PERSONNEL** | | | | | |
| 51100 Salaries & Wages | 14,345,866 | 14,093,050 | 15,699,649 | 9.44% | Subject to contract negotiations |
| 51105 Additional Hours | 259,045 | 280,045 | 259,045 | | |
| 51106 Shift Differential | 151,607 | 145,146 | 160,988 | 6.19% | |
| 51107 Substitute Hours | 315,515 | 308,515 | 315,515 | | |
| 51109 Tuition Assistance Program | 300 | 300 | 300 | | |
| 51200 Overtime Wages | 5,400 | 13,400 | 5,400 | | |
| 52001 Industrial Insurance | 193,617 | 173,239 | 202,166 | 4.42% | Follows Salaries & Wages |
| 52002 Medical Insurance | 2,191,477 | 2,171,527 | 2,302,338 | 5.06% | Subject to contract negotiations |
| 52003 FICA | 1,153,581 | 1,160,745 | 1,257,865 | 9.04% | Follows Salaries & Wages |
| 52004 Retirement | 1,508,392 | 1,421,868 | 1,806,479 | 19.76% | Includes projected increases |
| 52005 Dental Insurance | 212,859 | 209,759 | 225,720 | 6.04% | Subject to contract negotiations |
| 52006 Other Benefit (Cell Phone Allowance) | 11,020 | 10,540 | 10,540 | -4.36% | |
| 52010 Life and Disability Insurance | 26,987 | 20,318 | 27,773 | 2.91% | Follows Salaries & Wages |
| 52020 Unemployment Compensation | 30,500 | 30,500 | 30,500 | | |
| 52200 Uniforms | 1,300 | 1,300 | 1,300 | | |
| Total Personnel | 20,407,466 | 20,040,252 | 22,305,578 | 9.30% | |
| Reduction in salaries planning budget to match projections ( | (510,187) | (459,256) | (511,169) | -0.19% | Adjusted for year end projections |
| Net Personnel | 19,897,279 | 19,580,996 | 21,794,409 | 9.53% | |
| **MAINTENANCE & OPERATIONS** | | | | | |
| 53100 Office/Operating Supplies | 164,400 | 227,558 | 164,400 | | |
| 53101 Custodial Supplies | 52,500 | 52,500 | 52,500 | | |
| 53102 Maintenance Supplies | 60,200 | 60,200 | 60,200 | | |
| 53103 A/V Processing Supplies | 25,000 | 25,000 | 25,000 | | |
| 53104 Book Processing Supplies | 20,000 | 20,000 | 20,000 | | |
| 53200 Fuel | 47,000 | 47,000 | 47,000 | | |
| 53500 Minor Equipment | 3,500 | 23,500 | 3,500 | | |
| 53501 * Furnishings | 35,000 | 75,620 | 35,000 | | |
| 53502 * PC Hardware | 20,000 | 63,900 | 30,000 | 50.00% | |
| 53503 Printers | 10,000 | 0 | 0 | -100.00% | Moved to PC Hardware line item |
| 53505 Software | 13,500 | 13,500 | 13,500 | | |
| 54100 * Professional Services | 437,884 | 527,202 | 487,900 | 11.42% | Added consulting cost for Strategic Action Plan |
| 54101 Legal Services | 30,000 | 55,000 | 55,000 | 83.33% | Increased for contract negotiations and impact bargaining |
| 54102 Collection Agency | 22,000 | 19,900 | 22,000 | | |
| 54161 Resource Sharing Services | 19,000 | 19,000 | 19,000 | | |
| 54162 Bibliographics Services | 33,000 | 33,000 | 33,000 | | |
| 54163 Printing and Binding | 1,500 | 1,500 | 1,500 | | |
| 54165 Inter Library Loan Lost Item Charges | 2,800 | 2,800 | 2,800 | | |
| 54200 Postage | 35,000 | 35,800 | 35,000 | | |
| 54201 Telephone/Data Lines | 461,300 | 461,300 | 461,300 | | |
| 54300 * Travel | 42,100 | 42,400 | 42,100 | | |
| 54301 Mileage Reimbursements | 31,150 | 33,000 | 31,150 | | |
| 54400 * Advertising | 43,000 | 52,000 | 43,000 | | |
| 54501 * Rentals/Leases - Buildings | 389,950 | 389,950 | 389,950 | | |

| GENERAL FUND ANNUAL BUDGET PRELIMINARY AS OF 9/1/2015 | 2015 Final (12/10/14) | 2015 Mid-Year | 2016 Preliminary | % Change 2015 Final to 2016 Pre | 2016 PRELIMINARY Notes |
|---|---|---|---|---|---|
| 54502 * Rentals/Leases - Equipment | 32,300 | 32,400 | 32,300 | | |
| 54600 Insurance | 189,500 | 178,500 | 189,500 | | |
| 54700 Electricity | 235,000 | 235,000 | 235,000 | | |
| 54701 Natural Gas | 15,000 | 12,000 | 15,000 | | |
| 54702 Water | 20,000 | 20,000 | 20,000 | | |
| 54703 Sewer | 36,000 | 25,000 | 36,000 | | |
| 54704 Refuse | 27,500 | 25,000 | 27,500 | | |
| 54800 * General Repairs/Maintenance | 229,300 | 211,300 | 229,300 | | |
| 54801 * Contracted Maintenance | 788,000 | 799,600 | 788,000 | | |
| 54803 Maint. Telecomm Equipment | 31,000 | 0 | 0 | -100.00% | No longer needed |
| 54900 * Registrations | 42,750 | 47,400 | 42,750 | | |
| 54901 * Dues and Memberships | 35,170 | 35,170 | 35,170 | | |
| 54902 Taxes and Assessments | 29,500 | 29,500 | 29,500 | | |
| 54903 Licenses and Fees | 38,890 | 44,950 | 38,890 | | |
| 54904 Miscellaneous | 790 | 790 | 790 | | |
| 54905 Event Registration | 2,000 | 2,000 | 2,000 | | |
| 55100 Intergovernmental | 17,000 | 17,000 | 1,000 | -94.12% | |
| Total Maintenance & Operations | 3,769,484 | 3,997,240 | 3,797,500 | 0.74% | |

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

**MATERIALS**

| | | | | | |
|---|---|---|---|---|---|
| 534xx Materials | 3,555,073 | 3,544,378 | 3,532,173 | -0.64% | Slight adjustments for electronic collection and movie licensing |
| Total Materials | 3,555,073 | 3,544,378 | 3,532,173 | -0.64% | = 11.72% of revenues |
| 54912 CONTINGENCY | 0 | 0 | 0 | | No cash reserve set aside needed for 2016 |
| 59700 TRANSFERS TO CIP | 841,912 | 1,137,218 | 904,507 | 7.43% | 3% transfer |
| Total Transfers | 841,912 | 1,137,218 | 904,507 | 7.43% | |
| TOTAL EXPENDITURES | $28,063,748 | $28,259,832 | $30,028,589 | 7.00% | |
| REVENUES LESS EXPENDITURES | $0 | $0 | $121,639 | new | Balanced budget |

# PIERCE COUNTY LIBRARY SYSTEM
## - 2016 PRELIMINARY -

| GENERAL FUND ANNUAL BUDGET PRELIMINARY AS OF 9/1/2015 | 2015 Final (12/10/14) | 2015 Mid-Year | 2016 Preliminary | % Change 2015 Final to 2016 Pre | 2016 PRELIMINARY Notes |
|---|---|---|---|---|---|
| -------------------------------------- BUDGET SUMMARY -------------------------------------- | | | | | |
| Use of Fund Balance/Cash Reserves | 0 | 0 | 0 | | |
| **REVENUES** | | | | | |
| Taxes | 26,620,748 | 26,739,932 | 28,592,228 | 7.41% | 94.83% of revenues |
| Intergovernmental | 0 | 126,200 | 0 | | 0.00% of revenues |
| Charges for Services | 156,000 | 187,200 | 176,000 | 12.82% | 0.58% of revenues |
| Fines | 600,000 | 570,000 | 550,000 | -8.33% | 1.82% of revenues |
| Miscellaneous | 687,000 | 636,500 | 832,000 | 21.11% | 2.76% of revenues |
| **TOTAL REVENUES** | **28,063,748** | **28,259,832** | **30,150,228** | **7.43%** | 100.00% of revenues |
| Increase/decrease over previous year | | 196,084 (.7%) | 2,086,480 (7.43%) | | |
| **TOTAL AVAILABLE FUNDING SOURCES** | **28,063,748** | **28,259,832** | **30,150,228.00** | **7.43%** | |
| Increase/decrease over previous year | | 196,084 (.7%) | 2,086,480 (7.43%) | | |
| **EXPENDITURES** | | | | | |
| Personnel | 19,897,279 | 19,580,996 | 21,794,409 | 9.53% | 72.58% of expenditures |
| Maintenance & Operations | 3,769,484 | 3,997,240 | 3,797,500 | 0.74% | 12.65% of expenditures |
| Materials | 3,555,073 | 3,544,378 | 3,532,173 | -0.64% | 11.76% of expenditures |
| Subtotal | 27,221,836 | 27,122,614 | 29,124,082 | 6.99% | 96.99% of expenditures |
| Increase/decrease over previous year | | -99,222 (-.36%) | 1,902,246 (6.99%) | | |
| CONTINGENCY | 0 | 0 | 0 | | 0.00% of expenditures |
| TRANSFERS TO CIP | 841,912 | 1,137,218 | 904,507 | 7.43% | 3.01% of expenditures |
| Subtotal | 841,912 | 1,137,218 | 904,507 | 7.43% | 3.01% of expenditures |
| **TOTAL EXPENDITURES** | **28,063,748** | **28,259,832** | **30,028,589** | **7.00%** | 100.00% of expenditures |
| Increase/decrease over previous year | | 196,084 (.7%) | 1,964,841 (7.%) | | |
| **NET OF REVS & EXPS** | **$0** | **$0** | **$121,639** | **new** | |

# M E M O

Date: August 31, 2015

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

From: Chereé Green, SPHR, Staff Experience Director

Subject: Compensation Study Update

Over the last few months we have officially completed the work for our Compensation Study. In our partnership with The Singer Group, we have completed the following:

- Finalized the survey to be sent to other organizations to gather market data
- Finalized participants for the survey
- Defined benchmark jobs for comparison
- Finalized and posted a staff webinar to be offered and recorded for education
- Finalized results of the survey
- Received final report and recommendations from The Singer Group regarding our compensation
- Began discussions for implementation plan
- Continued ongoing communications (posted FAQ's, memo and final report) with staff

The final recommendations and report from The Singer Group are enclosed. The final outcome of the compensation study and impacts to pay will be decided through the contract negotiation process.

# PIERCE COUNTY LIBRARY SYSTEM
## Compensation Study | August 2015

*Findings and Recommendations of The Singer Group*

**Paula M. Singer, Ph.D.**
**Lorraine Kituri, MS, MA**

# Project Goals

- Review and establish internal and external equity

- Ensure compensation is fair, competitive and equitable, including limited benefits review

- Align compensation and wage structure with overall library goals

- Update Point Factor System with language that facilitates evaluation

- Streamline position titles, consistent and current

- Review FLSA status for select positions

- Understand compensation best practices

- Involve key stakeholders including staff and union leaders

# Deliverables

- Project Planning: Met in person with HR, Executive Director, Union Leadership, Administrative Team and Leadership Teams to fully understand the situation

- Conducted 14 follow-up calls: HR (12); Executive Director (2)

- Held a staff webinar https://staffweb.piercecountylibrary.org/page.aspx?id=2994

- Helped shape a first-time Compensation Philosophy for the library (currently in draft form)

- Conducted separate market compensation study for IT Department (currently in negotiations)

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# Deliverables *(con't)*

- Conducted a <u>market compensation</u> study that includes:

  – Draft updated language for Point Factor System

  – Draft updated wage and grade structure

  – Draft streamlined position titles

  – Best practice recommendations:

    » FLSA exemption for professional librarians

    » Hire-in pay, open ranges

    » Pay for Performance

  – Cost impact analysis to meet recommended minimum of proposed new ranges

# COMPENSATION FINDINGS

# Positions Surveyed

60 total positions evaluated through:

- **Custom survey** to library, local government, higher education institutions (60 positions)

- **Market pricing using published data** (23/60 positions noted in blue font on next slides)

Note: In all, 76% of the Library's job families were surveyed

# Positions Surveyed *(con't)*

1. Acquisitions Specialist
2. Administrative Assistant
3. Administrative Specialist
4. Assistant Branch Supervisor
5. Bookmobile Operator
6. Branch Manager
7. Cataloging Librarian
8. Cataloging Specialist
9. Collection Management Librarian
10. Communications Director
11. Communications Specialist
12. Community Branch Supervisor
13. Content Writer
14. Custodial Supervisor
15. Custodian
16. Customer Experience Director
17. Customer Experience Manager
18. Database Administrator
19. Delivery Supervisor
20. Deputy Director
21. Desktop Systems Administrator
22. Development Associate
23. Digital Experience Director
24. Driver
25. Early Learning Supervising Librarian
26. Executive Assistant
27. Facilities Director
28. Finance and Business Director
29. Finance Manager
30. Finance Specialist

Moving Organizations Forward

# Positions Surveyed *(con't)*

31. Fund Development Director
32. Graphic Designer
33. Graphics Production Supervisor
34. Human Resources Assistant
35. Human Resources Generalist
36. IT Specialist
37. IT Technician
38. Librarian
39. Library Assistant
40. Library Materials Supervisor
41. Library Page
42. Library Services Supervisor
43. Library Systems Administrator
44. Library Technician
45. Library Trainer

46. Maintenance Technician
47. Maintenance Supervisor
48. Managing Technology Architect
49. Network Systems Administrator
50. Payroll Administrator
51. Payroll Specialist
52. Reading and Materials Director
53. Reference Associate
54. Senior Branch Assistant
55. Senior Librarian
56. Software Engineer
57. Staff Experience Director
58. Storyteller
59. User Experience Manager
60. Virtual Experience Librarian

Moving Organizations Forward

# Custom Survey Participants (14)

## Library

1. Puyallup Public Library
2. Fort Vancouver Regional Library
3. King County Library
4. Kitsap Library
5. Multnomah County Library
6. Seattle Public Library
7. Sno-Isle Regional Library
8. Tacoma Public Library
9. Timberland Regional Library

## Other Organizations

1. Pierce College
2. Pierce County Government
3. Port of Tacoma
4. Tacoma Housing Authority
5. United Way

*Declined to Participate:*
- *Tacoma Public Schools*
- *Washington State Govt.*
- *YMCA of Pierce County*

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# Definitions

- <u>Actual/Average</u> – This is the actual amount paid to an incumbent (or the average paid if there are multiple incumbents) in the position

- <u>Salary Range at Minimum</u> – This is the starting pay for the position, equivalent to step 1, on the PCLS step table

- <u>Salary Range at Maximum</u> – This is the maximum amount paid for the position, equivalent to step 11, on the PCLS step table

- <u>Range spread</u> – the distance between the minimum and maximum amount paid for a position (from step 1 to step 11), expressed as a percentage

- <u>At Market</u> – when the actual/average, minimum, or maximum paid are within *+/- 5% of what the market is paying at these data points*

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# Please Note

It is possible for the range spread for any position to be behind (or ahead) of the market, <u>and</u> for your actual salary to be at market

**EXAMPLE:**

<u>Current Library Page:</u>

- Actual salary = $13.99

- Current minimum = $10.73

- Current maximum = $14.41

<u>*Market data (median) for Library Page*</u>

- *Actual salary = $13.18*

- *Market minimum = $11.95*

- *Market maximum = $14.44*

The **Singer** Group

# Positions Behind Market

1. Assistant Branch Supervisor

2. Cataloging Librarian

3. Community Branch Supervisor

4. Database Administrator

5. Facilities Director

6. Graphic Designer

7. Library Sys. Administrator

8. Library Technician

9. Senior Branch Assistant

10. Software Engineer

11. Staff Experience Director

12. Storyteller

13. Virtual Experience Librarian

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# Positions Ahead of Market

1. Custodial Supervisor

2. IT Specialist (vacant)

3. Payroll Specialist (vacant)

4. Staff Experience Assistant (vacant)

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# Positions At Market

All other positions are at market

# Actual/Average Paid

- **For "Actual/Average Paid" (50 positions)**

  - <u>At</u> market: 23 positions

  - <u>Behind</u> market: 17 positions

    - 10 positions between 6% and 15% behind market

    - 7 positions between 16% and 29% behind market

  - <u>Ahead</u> of market: 10 positions

    - 5 positions are between 6% and 13% ahead of market

    - 5 positions are between 18% and 41% ahead of market

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# Salary Range at Minimum

- **For "Salary Range at Minimum" (53 positions)**

  - <u>At</u> market: 23 positions

  - <u>Behind</u> market: 19 positions

    - 14 positions are between 6% and 15% behind market

    - 5 positions are between 16% and 20% behind market

  - <u>Ahead</u> of market: 11 positions

    - 9 positions are between 7% and 13% ahead of market

    - 2 positions are 25% ahead of market

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# Salary Range at Maximum

- **For "Salary Range at Maximum" (51 positions)**

  - <u>At</u> market: 24 positions

  - <u>Behind</u> market: 17 positions

    - 15 positions are between 6% and 15% behind market

    - 2 positions are between 18% and 23% behind market

  - <u>Ahead</u> of market

    - 8 positions are between 6% and 14% ahead of market

    - 2 positions are between 17% and 24% ahead of market

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# Current System
## Grades and Steps

❑ **31 grades (24 in use)**

  – 3% between each grade (even unused ones)

  – 34% range spread for all positions

❑ **11 steps**

  – 3% between each step

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# COMPENSATION RECOMMENDATIONS

# Recommendations
## Range Spreads

- Grade   100: Reduce range spread from 34% to 23%

- Grades 110–123: Keep spreads at 34%

- Grades 124 –136: Increase spreads to 38%

- Grades 137–151: Increase spreads to 43%

Rationale: It is a compensation best practice for range spreads to increase as grades increase. This is due to the increased scope and responsibility, including supervision, required of those holding these positions. The learning curve is much longer at this level as duties frequently change and expand.

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# Recommendations
## Grade Changes

- Increase minimums for these grades:
  - 100 (9%)
  - 118 (3%)
  - 127 (3%)
  - 141 (3%)
  - 151 (6%)

- Combine grades: (increases minimums by 3% in the lower grades):
  - 118 and 119
  - 120 and 121
  - 127 and 128
  - 141 and 142

- Eliminate grades:
  - 123
  - 131
  - 145

Note: Reflects market studies and internal equity

# Recommendations
## Overview of New Structure with Grade Changes

| Grade | Minimum | Maximum |
|-------|---------|---------|
| 103 | $11.72 | $14.41 |
| 110 | $14.41 | $19.34 |
| 111 | $14.85 | $19.95 |
| 112 | $15.29 | $20.55 |
| 113 | $15.75 | $21.16 |
| 114 | $16.22 | $21.80 |
| 116 | $17.21 | $23.13 |
| 119 | $18.80 | $25.27 |
| 121 | $19.95 | $26.81 |
| 124 | $21.80 | $30.18 |
| 126 | $23.13 | $32.02 |
| 128 | $24.54 | $33.97 |

# Recommendations
## Overview of New Structure with Grade Changes *(con't)*

| Grade | Minimum | Maximum |
|---|---|---|
| **129** | $25.27 | $34.99 |
| **130(S)** | $26.03 | $36.04 |
| **133(S)** | $28.45 | $39.38 |
| **134(S)** | $29.30 | $40.56 |
| **136(S)** | $31.08 | $43.03 |
| **137(S)** | $32.02 | $45.65 |
| **138(S)** | $32.98 | $47.02 |
| **142(S)** | $37.12 | $52.92 |
| **143(S)** | $38.23 | $54.51 |
| **146(S)** | $41.78 | $59.56 |
| **149(S)** | $45.65 | $65.09 |
| **151(S)** | $51.12 | $73.00 |

# Recommendations
## Streamlined Titles

**Categorize positions as:**

- Assistants (grade 116)

- Specialists (grade 119)

- Associates (grade 124)

- Chiefs (senior leadership, e.g. Chief Executive Officer)

Notes:

- Grade numbers are based on recommended structure and new grades

- Does not work for every title

# Recommendations
## Streamlined Titles *(con't)*

**Adjust titles for consistency with job class:**

- Development Assistant: Development Specialist

- Diverse Communities Assistant: Diverse Communities Specialist

- Early Learning Librarian: Supervising Librarian

- Senior Librarian: Supervising Librarian

- Senior Library Technician: Senior Library Assistant

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Classify professional librarians as exempt:

- Librarians can be classified as exempt under either one of two duties tests:

  - Professional learned employee exemption
  - Administrative employee exemption

*Note: On the benefits survey 5 out of 8 respondents classify their librarians as exempt*

# Best Practice Recommendations
## Hire-In Pay

- Allow for new employees to be hired at a rate commensurate with their education and experience and in proper relation to current employees to maintain internal equity within the position.

- Hire up to midpoint for those in exempt positions and up to the first third for those in non-exempt positions with the approval of HR. Exceptions can be made with the approval of the CEO.

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# Best Practice Recommendations
## Open Ranges

Eliminate steps and move to open ranges

Advantages of open ranges:

- ✓ Flexible with budget

- ✓ Not locked in

- ✓ Rewards exceptional performance

- ✓ Promotes a high performing culture

- ✓ Reduces cost to place employee on step at implementation

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# Best Practice Recommendations
## Pay for Performance

Move toward a Pay for Performance system and culture

- Advantages:

  - Leads to higher productivity, accountability, more engaged workforce

  - Better communications

  - Employee performance aligns with the library's strategy and goals

- Implementation options:

  - Pilot program

  - Transition year

  - Start with management

Note: requires a strong performance management platform, training, and trust

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# Cost Analysis
## Cost Impact to Reach Recommended Minimum

To bring everyone whose actual pay is below market to Step #1 of proposed new ranges:

Cost to minimum (annual wage cost) = $66,864.21

Note: Does not reflect increased benefit costs (Social Security, unemployment, etc.)

*71 people currently below minimum*

*Range of increase (annual amount) $80.84 - $4,326.40*

*Average increase - $941.75*

# BENEFITS FINDINGS

# What is your total average cost of benefits as a percentage of wages?

| Employer | Cost as % |
|---|---|
| Pierce County Library System | 35 |
| King County Library System | 26.72 |
| Kitsap Regional Library | 31 w o HRA, 34 w HRA |
| Multnomah County Library | 50 |
| Pierce College | Approximately 30 |
| Pierce County Government | 35 |
| Port of Tacoma | 40 |
| Seattle Public Library | 26 |
| Sno-Isle Regional Library System | 25.68 |
| Tacoma Housing Authority | 40 |
| Tacoma Library System | 31 |
| United Way of Pierce County | 27 |

# Benefits cost reported: 32% median additional cost and 33% mean averages additional cost
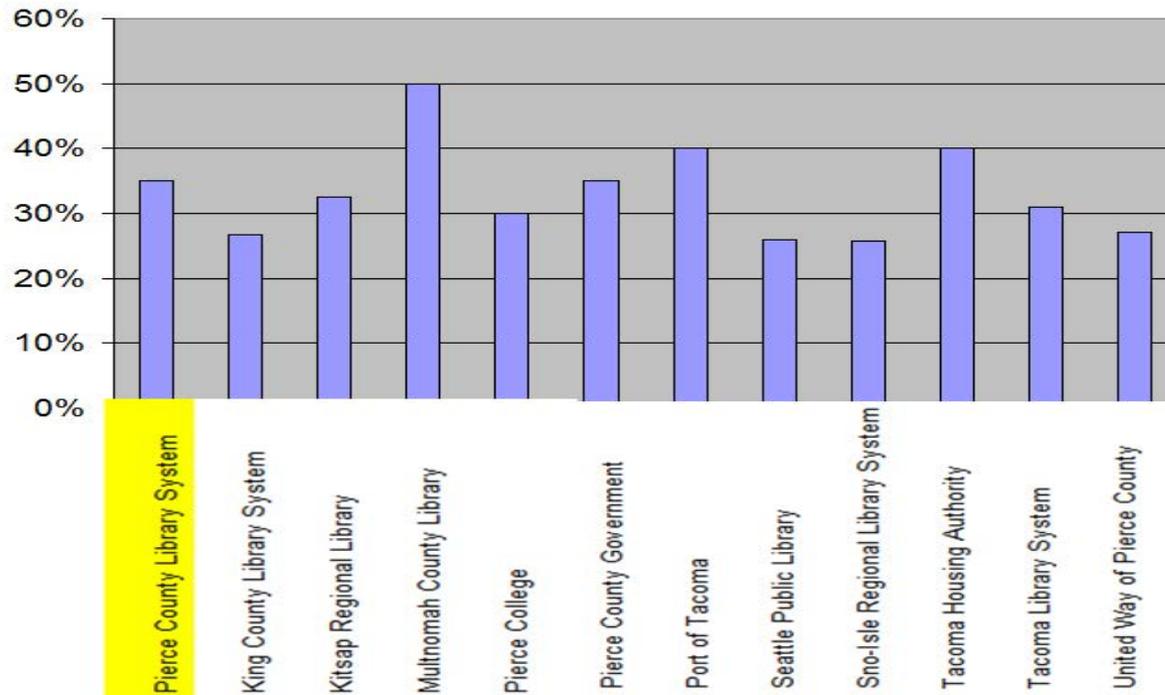


With benefits at 35% Pierce County Library System is <u>slightly above</u> the market in total average cost of benefits as a percentage of wages. PCLS's total investment in benefits is 6% greater than the average of the participants surveyed.

*Note: the 6% doesn't mean PCLS is spending 46% on benefits, but rather that 35 is 6% greater than 33.*

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With little exception, Respondents have PPOs and HMOs

- Plan types break out this way:

| | |
|---|---|
| Group Health | 8 |
| Regence/Premera | 7 |
| Kaiser | 3 |
| Aetna | 1 |
| HMA | 1 |
| Moda | 1 |
| Cigna | 1 |

# Pierce County Library System

- offerings are <u>comparable</u>

# Medical Plans
## Cost

| | 2015 Monthly Cost including both Employer and Employee contributions | | | Percent premium paid by employer | | |
|---|---|---|---|---|---|---|
| | EE only | EE+spouse | Family | EE only | EE+spouse | Family |
| Pierce PPO | $698.91 | $1,403.11 | $2,036.67 | 100% | 0% | 0% |
| Pierce HMO | $550.87 | $1,093.64 | $1,647.02 | 100% | 0% | 0% |
| Overall Mean | $767.32 | $1,193.92 | $1,589.05 | 97% | 84% | 80% |
| Overall Median | $661.50 | $1,275.05 | $1,647.02 | 97% | 90% | 90% |

Pierce County Library

- On Target for EE only pricing
- High for PPO pricing for "EE + spouse" and Family categories

# How Much Do Employers Pay?

| Employer | Percent premium paid by employer | | | Deductible |
|---|---|---|---|---|
| | EE only | EE+spouse | Family | |
| Pierce County Library System | 100% | 0% | 0% | $0 |
| | 100% | 0% | 0% | $0 |
| City of Puyallup | 100% | 100% | 100% | $100 person  $300 family |
| Fort Vancouver Regional Library District | 93% | 90% | 90% | $750 |
| | 93% | 90% | 90% | 750 |
| | 95% | 88% | 86% | HD=$1,500 EE $3,000 Family, PPO $100 EE $300 Family |
| King County Library System | 100% | 95% | 95% | |
| Kitsap Regional Library | 95% | 43% | 53% | $2,000 EE or  $4,000 family |
| Multnomah County Library | 93% | 93% | 93% | $300    $900 |
| | 95% | 95% | 95% | |
| Pierce County Government | 96% | 94% | 92% | $500    $1,500 |
| | 93% | 90% | 89% | $0 in Network  $200 out of network |

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# How Much Do Employers Pay? (cont.)

| Employer | Percent premium paid by employer | | | Deductible |
|----------|---------|-----------|--------|------------|
| | **EE only** | **EE+spouse** | **Family** | |
| Pierce County Library System | 100% | 0% | 0% | $0 |
| | 100% | 0% | 0% | $0 |
| Seattle Public Library | 95% | 95% | 95% | $100 PP    $300 Family |
| Seattle Public Library | 100% | N/A | N/A | N/A |
| Sno-Isle Reg. Lib.System | 100% | 50% | 25% | $1,000 |
| | 100% | 50% | 25% | |
| Tacoma Housing Authority | 98% | 81% | 81% | $1,000 |
| Tacoma Library System PPO | | | | $100 $300 family |
| Tacoma Library System HMO | | | | $100 $300 family |
| Timberland Regional Library (Tumwater) | < $820.00 | | | |
| | < $820.00 | | | |
| United Way of Pierce County | 100% | | | |

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# Medical Plans
## Employer Contribution

| | Percent Premium Paid by Employer | | |
|---|---|---|---|
| | EE only | EE+spouse | Family |
| Pierce County Library System PPO | 100% | 0% | 0% |
| Pierce County Library System HMO | 100% | 0% | 0% |
| OVERALL - MEAN | 97% | 78% | 74% |
| OVERALL - MEDIAN | 97% | 90% | 90% |

Pierce County Library System:
- <u>On Target</u> in both PPO and HMO in the EE category
- <u>Low</u> in both the "EE + Spouse" and Family categories of both the PPO and the HMO

# Part-time Employee Benefits

Overall Findings:

- Pierce County Library has very generous paid part-time employee offering for medical

- 88% of those reporting offer medical benefits to their part-time employees

- 73% offer that benefit at 20 hours per week worked.

- Each entity has its own cost-sharing formula.

# Is medical coverage available for part-time employees?

| Employer | Yes/No | Min. Hours for Eligibility | % Paid by PT Employee | Additional information about the type of coverage and cost sharing |
|---|---|---|---|---|
| Pierce County Library System | YES | 20 | 0 | |
| City of Puyallup | YES | Some union employees eligible for benefits as of .75 FTE with full premiums paid by employer | 100 for union employees | Regular status non-union PT employees working 20-39 hours per week pay pro-rated health insurance premiums, i.e. .5 FTE pro-rated at 50 premium cost sharing |
| Fort Vancouver Regional Library District | YES | 20 | 0 | For our PT employees we offer full family coverage at 30 hours a week; |
| King County Library System | YES | 20 | | Employer pays 100% for Employee only coverage, Dependent coverage is paid 100% by the Employee |
| Kitsap Regional Library | YES | 20 | 5 | |
| Multnomah County Library | YES | 20 hours per week | 25 to 50 | 20 to 30 hrs per week pay 50 30 to 32 hrs per week pay 25 |
| Pierce College | YES | 20 | Flat rate; EEs pay premium based on coverage of self or family | Benefits are administered by Washington State Health Care Authority, PEBB. ER portion is 873 per eligible EE; EE pays premium based on plan chosen and coverage of self, self + child; full family. |
| Pierce County Government | YES | 14 | PT employees pay a prorated portion depending on the number of hours they are regularing scheduled to work. | There are 6 plans available to county employees. 3 of the 6 plans are offered through bargaining unit agreements through Teamsters. The PPO information is for our most popular plan. |
| Port of Tacoma | NO | | | |

# Is medical coverage available for part-time employees? *(con't)*

| Employer | Yes/No | Min. Hours for Eligibility | % Paid by PT Employee | Additional information about the type of coverage and cost sharing |
|---|---|---|---|---|
| Pierce County Library System | YES | 20 | 0 | |
| Seattle Public Library | YES | 20 hours per week (40 hours per pay period) | Same as full-time employees | SPL does not charge increased premiums to employees for "Family" coverage. Children do not cost extra to cover. We do charge a higher premium if an employee adds a spouse or domestic partner to his her plan. The Library has 4 medical plans. |
| Sno-Isle Regional Library System | YES | 20 hours week | | |
| Tacoma Housing Authority | NO | | | |
| Tacoma Library System | YES | 20 hours week | See addtl info | Part time and full time employees pay 40 dollars per month for individual coverage OR 80 dollars per month for full family coverage for medical insurance. There is no cost to employees for dental or vision coverage.Medical coverage is determined by COT |
| Timberland Regional Library | YES | 20 | See addtl info | Timberland pays a prorated portion up to 820.00 for monthly group medical insurance premium. The employee pays the remainder as a deduction from their paycheck. |
| United Way of Pierce County | YES | 20 | | |

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# Do you offer employer-paid Short Term Disability Insurance?

| Employer | Employer Paid? | Benefit | Premium Cost Paid by Employer | Premium Cost Paid by Employee |
|---|---|---|---|---|
| Pierce County Library System | NO | | | |
| City of Puyallup | NO | | | |
| Fort Vancouver Regional Library D | YES | After 14 day elimination period and sick leave exhaustion, 60 of weekly earnings to a maximum of 1,500 up to 24 weeks. | 100 | |
| King County Library System | NO | | | |
| Kitsap Regional Library | NO | | | |
| Multnomah County Library | YES | Management staff receive employer paid STD approximately 60 of basic monthly earnings up to 700 per week | 100 | Full-time, non-exempt staff can enroll in similar coverage for 100% employee paid coverage |
| Pierce College | NO | | | |
| Pierce County Government | NO | | | |
| Port of Tacoma | NO | | | |
| Seattle Public Library | NO | | | |
| Sno-Isle Regional Library System | NO | | | |
| Tacoma Housing Authority | YES | 66% up to 2000 per week | 100 | |
| Tacoma Library System | NO | | | |
| Timberland Regional Library | YES | $1,067.09 &Timberland will pay 75% of 820.00 : | | Will pay 75% of 820.00 |
| United Way of Pierce County | NO | | | |

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# Do you offer employer-paid
# Long Term Disability Insurance?

| Employer | Employer Paid? | Benefit | Premium Cost Paid by Employer | Premium Cost Paid by Employee | Comments |
|---|---|---|---|---|---|
| Pierce County Library System | YES | For Upper Level Managers only | 100 | 0 | 60% of the first 13,333 of Pre-disability Earnings reduced by Deductible Income. Maximum 8,000 before reduction by deductible income. |
| City of Puyallup | YES | 66% of basic monthly earnings | 100 | 0 | |
| Fort Vancouver Regional Library [ | YES | 60% of covered monthly earnings | 100 | 0 | 180 day elimination period, up to a maximum monthly benefit of 6,500 for a maximum benefit period to your social security normal retirement age. |
| King County Library System | YES | 100 of first 9,231 pre-disability earnings. | 100 | 0 | Reduced by Deductible Income, max 6,000 before reduction by Deductible Income, min 100. |
| Kitsap Regional Library | YES | 60% of salary up to 12,000 month | 100 | 0 | 180 day waiting period |
| Multnomah County Library | YES | Approximately 60% of monthly earnings | 100 | | Up to 4,000 per month |
| Pierce College | YES | 60% of the first $400 of predisability earnings. | 100 | 0 | Reduced by any deductible income. |

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Moving Organizations Forward

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# Do you offer employer-paid
# Long Term Disability Insurance? *(con't)*

| Employer | Employer Paid? | Benefit | Premium Cost Paid by Employer | Premium Cost Paid by Employee | Comments |
|---|---|---|---|---|---|
| Pierce County Library System | YES | For Upper Level Managers only | 100 | 0 | 60% of the first 13,333 of Pre-disability Earnings reduced by Deductible Income. Maximum 8,000 before reduction by deductible income. |
| Pierce County Government | NO | | | | |
| Port of Tacoma | YES | 100% of the premium for a benefit. | 100 | | 66 & 2/3 of salary, maximum of 6700 month |
| Seattle Public Library | YES | .315 of first 667 of insured earnings. Also offer supplemental LTD | 100 | 0 | The basic LTD policy will pay 60% of the first 667 of your pre-disability earnings up to a maximum benefit of 400 per month while you are unable to work. |
| Sno-Isle Regional Library System | YES | FT emp up to $20k / PT emp up to $10k | 100 | 0 | |
| Tacoma Housing Authority | YES | 66% up to 7500 month | 100 | | |
| Tacoma Library System | YES | 60% of monthly up to 5000 max | 100 | 0 | |
| Timberland Regional Library | | | | Amount owed for monthly medical premiums: | |
| United Way of Pierce County | YES | 60% of wages | 100 | | Less anything received from social security; 3 month waiting period from time of disability - begins after first 6 months |

Moving Organizations Forward

# BENEFITS RECOMMENDATIONS

# Recommendations
## Medical Plans

- EE + Spouse, Family coverage (PPO)

    – Review costs associated with the EE + Spouse and Family coverage to find ways to lower these

- Percent Paid by Employer (PPO and HMO)

    – Consider adjusting your % paid for your EE + Spouse and Family plans

- Deductible (PPO and HMO)

    – Consider raising your deductible, since yours is the lowest in the survey, to help lower your premiums

# Recommendations
## Part-time Employee Benefits

- Consider offering pro-rated benefits to part-time employees and/or limiting coverage to employees working over 30 hours/week.

- Implementation Option:

  – Begin with new employees

# Recommendations
## Disability Coverage

- Consider extending Long-Term Disability to your entire employee base, not just for management staff

The **Singer** Group

**Moving Organizations Forward**

# About the Singer Group

- ☑ **Managing Change:** Creating an Environment Conducive to Change; Organizational Effectiveness; Executive coaching; Management Retreats

- ☑ **Managing the Organization:** Organization Assessment; Organization Design and Development; Strategic Planning; Program Evaluation; HR Department Audits; Consulting Skills for the HR Department; Climate/Attitude Studies

- ☑ **Managing People:** Performance Assessment Programs; Coaching, Training & Developing Managers and Supervisor; Hiring & Selection Guidance; Recruitment & Retention Strategies; Job Analysis & Job Design; Developing Teams

- ☑ **Managing Compensation:** Pay Structure Design & Implementation; Classification Programs; Traditional & Streamlined Job Evaluation; Internal & External Equity; Market Pricing & Custom Surveys

The **Singer** Group

# The Singer Group
## Published Works



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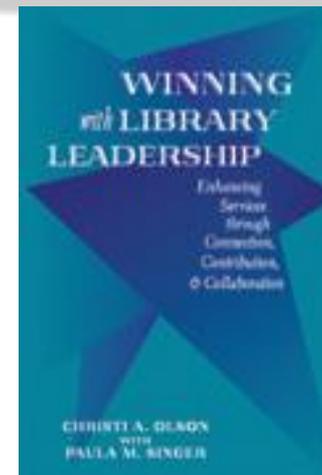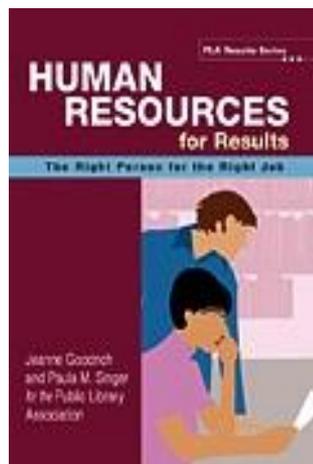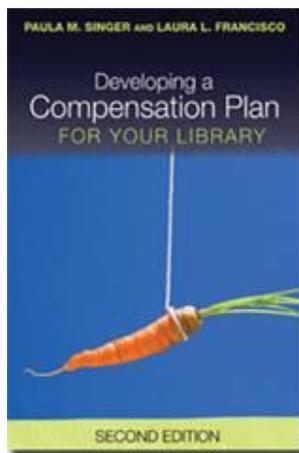
Paula M. Singer, Ph.D. – pmsinger@singergrp.com
Lorraine Kituri – lkituri@singergrp.com

www.singergrp.com

The **Singer** Group

Moving Organizations Forward

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# MEMO

Date: August 31, 2015

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

From: Georgia Lomax, Executive Director

Subject: 2016 Work Plan Development

We can't predict the future, but Pierce County Library can be ready to thrive no matter what it brings.

Development of a clear direction and a plan of work for the future is our 2016 focus.

I established the two goals below to drive development of the 2016 Work Plan and budget. The goals and the draft objectives were identified based on staff Listen & Learn sessions, SWOT discussions, surveys, site and department supervisor meetings and leadership discussion. The Leadership Team prioritized possible activities and gave feedback on ideas proposed by budget owners. Department heads are currently further developing activities identified for those objectives along with initial costs and resource estimates to inform budget development.

This is a work in process and details will be provided as we conduct the budget discussion and process with the Board.

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**2016 GOAL: FOCUSED AND READY**
*We can't predict the future, so we must be prepared to respond to whatever it brings and to thrive.*

**Objectives:**
- Clarify Service and Operational Capacity and Priorities
- Deliver Technology Infrastructure
- Ensure a Safe, Secure and Welcoming Environment
- Support a Skilled Workforce
- Deliver Communications Infrastructure
- Explore Sustainable Operation Strategies


**2016 GOAL: CLEAR PLAN AND DIRECTION**
*This is a time of transformation and opportunity for libraries. How do we answer the questions:*
1. *Why do we need the Pierce County Library in the Internet age?*
2. *What is the right work for us to do?*

**Objectives:**
- Create a Strategic Plan
- 2016 Work Plan
- 2017 Operating Plan

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# MEMO

Date: August 31, 2015

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

From: Georgia Lomax, Executive Director

Subject: Strategic Planning Process

In 2016, Pierce County Library System's work plan will focus on preparing for the future. In order to understand what that future may be, the Library will undertake a Strategic Planning Process to gather information from the community about its needs and vision and to guide staff in developing service responses to support what we learn from the community.

In September, we will issue an RFQ to select a consultant to assist us in developing and conducting this process. Our goal is for results of the process to inform development of the 2017 budget and work plan.

The planning process will give us a clear understanding of what services to provide and why. It will help us understand the current needs and interests of our community as well as changes and impacts of the recent recession. This will guide the library as it determines how best to use its resources and to manage its growth against the competing needs of its diverse community.

The timeline, which will be refined with the help of the consultant, is outlined below:

| September | October | Nov-Feb | March -April | April | May | June |
|---|---|---|---|---|---|---|
| Release RFQ --- Select Consultant | Develop Process --- Appoint Team Members --- Share Process with Staff | Conduct Community Process --- Develop Mission Vision Values | Develop Goals, Objectives and Service Directions | Review Results --- Confirm and Test Service Directions with Public --- Board Review Service Directions | Complete Plan --- Board Adopts Completed Plan --- Begin 2017 Activity Plan Process | Begin Implementation --- Market and Disseminate Plan --- Allocate Resources and 2017 Activities |

# New Business

# MEMO

Pierce County
Library System
**Information & Imagination**

Date:  September 1, 2015

To:  Rob Allen, Chair and Members of the Board

From:  Clifford Jo, Finance & Business Director

Subject:  Special Purpose Fund

During the past two Board meetings we brought up ideas related to managing certain sources of funding differently than the General Fund and Capital Fund. We are introducing the concept of the Special Purpose Fund, in which funds are placed for special purpose projects, such as grants, donations, set-asides, building future services.

The State Auditor allows taxing districts to create Special Revenue Fund (which for purposes of our use, it internally can be called anything, hence Special Purpose Fund), which is reported and audited similarly to the other funds. We are researching and pursuing this new fund for the following reasons:

- Ten years ago external fund raising was less than $100,000 per year. During that time, Foundation distributions were allocated to the General Fund and managers simply tracked expenditures, balances, etc. Currently, Foundation distributions are pivoting at $500,000 per year. The number and size of the grants and restricted uses of Foundation donations creates significant challenges to manage within the General Fund (and/or Capital Fund), because use of these special purpose funds are comingled with departmental operations.

- Special Purpose projects can span multiple years, whereas the General Fund is an annual budget. In the latter case, balances that remain from these projects are automatically released into the fund balance and then have to be appropriated again, which makes managing and reporting tedious and confusing. With a Special Purpose Fund, balances remain in the project/program budgets.

- With personnel funded entirely out of the General Fund, there are significant challenges allocating personnel costs to specific project/programs. In some cases, it is impossible to capture personnel costs funded by grants and restricted purposes without significant manual post-processing of payroll.

- Set-asides in the General Fund (for example paying for a future voted measure) are not discernable in the fund balance—they require manual tracking. With a Special Revenue Fund, set-asides will locate in a dedicated and identifiable allocation that remains present until activated and spent.

- With the General Fund, all incurred costs are "pre-funded" due to incoming revenues or use of cash balance. This creates confusion as to when to start spending on projects/programs—some managers spend immediately and then backfill from future distributions, others wait until the distributions arise. A Special Purpose Fund will require all revenues to be received before spending or have "seed" money. A Special Purpose Fund will instill true program/project-oriented budgeting processes.

- If we wanted to build up a fund for a special purpose, such as incubate a new service, the General Fund is not suitable and philosophically distant in purpose. A Special Purpose Fund allows us to build up a special reserve and periodically spend if so strategized.

- With the General Fund and Capital Fund, the department manager is the assigned authority for spending all revenue and expenditure allocations. Therefore grants and other funding sources are coded to departments and locations, and approval authorities are responsible for the spending and tracking. This creates significant challenges and added coordination because grants and projects must be co-managed between managers and project managers. A Special Purpose Fund can assign spending authorities to other staff.

Dale and I are researching the means and methods of creating and managing a Special Purpose Fund, which may require initial Board action to create this fund, and then require Board resolutions for annual funding and adjustments. We will look at streamlining this process. We are also researching what other organizations are doing, and will have some information ready to provide during the Board meeting.

In October we will have more details regarding the fund and may ask you to pass a resolution to create it. In November and December, we will move grants and other similarly defined projects/programs to this fund.

# Officers Report

# MEMO

Date: August 31, 2015

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

From: Georgia Lomax, Executive Director

Subject: Deputy Director Hiring Update

Deputy Director final interviews are scheduled for Tuesday, September 1, 2015. Candidates will interview with the Library's Administrative Team and with its Leadership Team. They will have time to meet and talk with staff in an open reception and will conduct an activity with a panel of staff.

I will update you further at the Board meeting.

# MEMO

Date: August 31, 2015

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

From: Sally Porter Smith, Customer Experience Director

Subject: PNLA Presentation on 3D Printing

Holly Smith, Youth Services Librarian, Gig Harbor and Adam Jackman, Adult Services Librarian, Gig Harbor presented *Leveling the Table, 3D printing in a small library* at the Pacific Northwest Library Association conference held in Vancouver, Washington, August 5 – 7, 2015.

The presentation was developed for staff of small and medium sized libraries and provided an overview of Gig Harbor's 3D program that seeks to educate the community through lectures, classes and demonstrations. Over 300 adults, teens and children have participated in the program providing Holly and Adam with hands-on experience designing, implementing, and adapting Gig Harbor's program based on community response. Their knowledge and expertise enabled them to provide hands-on details of each component of the program, including their Book a Printer Pilot program. The response to their presentation was lively and enthusiastic and since the talk, several participants have contacted them for copies of the presentation, advice on procedures and curriculum. PNLA has asked Holly and Adam to submit an article based on their presentation.

As Adam so succinctly summarized, participation in conferences provides opportunities to have conversations on a larger scale, bringing an outside perspective to our services, to see where they can be improved and made more efficient while increasing the Library's visibility and potentially attracting strong job candidates and community partnerships. And in so participating, be inspired and demonstrate pride in PCLS.

An additional note: Adam Jackman and Kate Savage, Adult Services Librarians (Gig Harbor and Sumner) presented on PCLS' Reference Triage training program at the Washington Library Association conference in April 2015. Washington State Library has asked PCLS to give a virtual talk on the topic in 2016 for their First Tuesday continuing education program.

# MEMO

Pierce County
Library System

Information & Imagination

Date: August 31, 2015

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

From: Sally Porter Smith, Customer Experience Director

Subject: Public Libraries & STEM National Conference


PCLS was invited to present a poster at the first ever Public Libraries & STEM conference in Denver, CO (Aug 20-22, 2015). Lauren Lindskog, Science Librarian, Administrative Center Library and project lead of the Science to Go grant represented PCLS.

The poster presentation, titled "Partnering to Promote STEM Careers," highlighted the partnership between PCLS and the University of Washington Tacoma to create and administer a unique programming series called "I Can Be Anything." The initiative ran successfully at all 18 branches in 2014 and 2015, creating a platform for families to explore STEM topics as an extension of their regular summer reading engagement. Key to success, and the focus of the poster presentation, has been the initiative's mutually beneficial nature. UWT has been able to promote college-going culture in our largely rural and suburban county, while also highlighting careers that can be pursued through their own degree programs. PCLS has been able to provide more quality summer programming that suit the needs of its patrons, while expanding its STEM offerings. The partnership extends to curriculum development and training for UWT students, who administer programming. Feedback from the Denver presentation was very positive, and confirmed the unique nature of the partnership and program.

This conference was funded by the National Science Foundation and STARnet and organized by Paul Dusenbery (SS's National Center for Interactive Learning) and Keliann LaConte (Lunar & Planetary Institute).  Bringing together 150 leaders and decision-makers from both the public library and STEM education the participants evaluated how public libraries in their role as a valued, knowledge-based community resource could work with STEM organizations (e.g., science museums, STEM professional associations, universities/colleges, research institutions, state and federal agencies) to more effectively reach groups historically underrepresented in STEM fields – underrepresented minorities, lower-income populations, and women to increase the availability of STEM learning opportunities in communities of all sizes.  Collaboration, understanding the unique roles of the different organizations and how to leverage resources to achieve mutual goals were key themes examined.

# MEMO

Pierce County
Library System

Information & Imagination

Date: August 27, 2015

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

From: Karim Adib, Digital Experience Director

Subject: E-Rate Application Review

Our E-Rate consultant, Claire O'Flaherty, informed us today that the review process of our E-Rate application has started.

The library has 15 days to respond to the 10 page inquiry letter. At first glance, we see nothing surprising in the letter. Most of the questions are requesting third party validation of various items in our application, some quotes and invoices for the network equipment and third party validation of the new Administrative Center Library. We expect to respond to the USAC inquiries, in full, before the 9/11/2015 deadline.

# MEMO

Date: August 30, 2015

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

From: Sally Porter Smith, Customer Experience Director

Subject: 2015 TRAIN Support Staff Conference

Pierce County Library System sent 51 staff members from 7 departments and 15 branches to a non-supervisors services training conducted by TRAIN, a consortium of local, state and federal governmental agencies that have partnered together to share training resources and sponsor conferences for administrative support staff, field staff, executives and management and supervisors. 500 attendees registered for the conference from 80 government agencies, including Pierce County government and the City of Tacoma. The conference held on August 25$^{th}$ and 26$^{th}$ was held at Pierce College Fort Steilacoom Campus. Registration cost per participant was $120.00.

The mission of TRAIN is to improve the quality of public services by developing, accessing and expanding learning resources for public agencies and their employees. Each day featured a keynote speaker and 32 training sessions for participants to choose from (most participants attended 4 sessions per day. Examples of trainings available included: *Developing Successful Habits, Leveraging Personality Styles to Create Successful Partnerships, Improve your Communication with Nonnative English-Speaking Customers, Customer Service Matters … A Lot, Dealing with Change, and Conquering the Paper Piles.*

Early evaluations from participants have been positive and consistent with past evaluations from other TRAIN annual conference attendees. The following comment from a staff member is representative of feedback from other participants:

> *"I attended TRAIN, and absolutely loved it. There was a motivational speaker at lunch who talked about staying positive and forgiving after going through major stressful events. He gave a perspective that was very insightful. He demonstrated that letting go of the resentment and blame will help a person mentally and physically. It frees up the mind to find new alternatives and move forward.*
>
> *I also attended a half-day session on "getting organized and staying focused." I took away some great tips to use in sorting through all of the information that is received by an employee in one day. I felt recharged and ready to tackle and prioritize the work on my desk more effectively. You might find this amusing - there was even a segment on "saying no to your boss" and reprioritizing while reaching an agreement with your supervisor."*

The TRAIN conference provided an opportunity for staff to choose training related to their work needs, the time to reflect on their work and how to apply their learning to their own experience and integrate it into their work.

# M E M O

Date:    August 19, 2015

To:    Rob Allen, Chair Board of Trustees, Members of the Board, Georgia Lomax, Executive Director

From:   Judy T. Nelson

Subject:  Our Own Expressions Contest Turns 20!

2016 marks the 20th anniversary of Our Own Expressions, the unique creativity contest for teens sponsored by the Pierce County Library Foundation. The contest runs from Jan. 22 to Feb. 29, 2016.

The Library is very X-cited about this milestone and in preparation for the contest has taken several steps to highlight this event.

First, all previous winning entries have been uploaded to the  Our Own Expressions section of the library's website. Second, for the first time all entries will be available through Overdrive, the library's main e-book platform. By December of this year, anyone, anywhere will be able to search out winning poems, stories and artwork and download it to their device.

Third, the Communications Department completely redesigned the logo to reflect this X-citement. And, fourth, "Save the Date" postcards featuring the 20th anniversary are being sent out this fall to remind schools, teachers and students that the 20th anniversary is coming. We hope that extra promotion around the anniversary will drive a record number of entries.

Teenagers in 7th–12th grades who live in or attend school in Pierce County may enter the contest, individually or as a team, in one or all four categories: poetry, short story, photography and drawing. Participation in the contest is free. In 2015, 36 winners were chosen from 672 submissions. Winners are honored each May at a ceremony held on the PLU campus.

Questions? Feel free to contact Judy T. Nelson at 253-548-3412.

# M E M O

Pierce County
Library System
**Information & Imagination**

Date: August 31, 2015

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

From: Chereé Green, SPHR, Staff Experience Director

Subject: 2016 Contract Negotiations - Collaborative Bargaining Kick-off

On August 17th, we officially kicked off our contract negotiations with the Union. As you know, our current Collective Bargaining Agreement expires on December 31, 2015. Sally Porter-Smith, Director of Customer Experience, Melinda Chesbro, Director of Reading & Materials, Sofia Mabee, Partner- Summit Law Group and I will be representing the Library in the process. We will also be using an advisory group of management to assist us in the process, provide consultation and information along the way. The following staff will be representing the Union: Elise DeGuiseppi, President, Collection Management Librarian, R&M, ACL, Aisha Womack, Recording Secretary, SBA, UP, Dianne Ellis, Vice President, Assistant Branch Supervisor, SH, Michelle Angell, Treasurer, YS Librarian, LWD, Yuri Button, Chief Steward, SBA, LWD, Barbie Swayze, Member at Large, Senior IT Tech, ACL and Dylan Carlson, Staff Representative, WSCCCE / AFSCME Council 2.

In preparation for negotiations, our team has been working with our Leadership team (management) and Mrs. Mabee in the planning process. We've been reviewing our current CBA, identifying gaps and interests and discussing the priorities for us in the negotiation process. We have also pre-scheduled all of the negotiation meetings between now and the end of the year.

The August 17th kick off involved the Public Employee Relations Commission providing both teams training on Collaborative Based Bargaining. We will be trying CBB as our approach, instead of the more traditional positional based bargaining that we've used in the past. This training provided us great information on using a process that builds trust and transparency. This type of approach will have each team discussing our interests up front; working on the issues within the interests together, exploring options and finding solutions together that meets the key interests. We will also be discussing ground rules and processes together in our next meeting.

Both sides have stated our excitement and willingness to try this new approach as we move forward, working towards a timely agreement on our next CBA.