Pierce County Library System
Information & Imagination

AGENDA

Regular Meeting of the Pierce County Library System Board of Trustees

January 9, 2019 | 3:30 PM

3:30 pm	02 min.	**Call to Order:** Rob Allen, Chair	
3:32 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.*	
3:37 pm	03 min.	**Consent Agenda**	***Action***
		1. Approval of Minutes of December 12, 2018, Regular Meeting	
		2. Approval of Minutes of December 18, 2018, Special Meeting	
		3. Approval of December 2018 Payroll, Benefits and Vouchers	
		4. *Resolution 2019-01: To Declare Furnishings and Equipment Surplus to Public Service Needs*	
		5. GFOA Contract for ERP/HCM (HR & Finance System)	
3:40 pm	05 min.	**Board Member Reports**	
3:45 pm	10 min.	**Routine Reports**	
		1. Dashboards, Georgia Lomax	
		2. November 2018 Financial Report, Cliff Jo	
		3. Executive Director Report, Georgia Lomax	
		4. Branch Services Report, Jaime Prothro	
3:55 pm		**Unfinished Business**	
	10 min.	1. Election of Officers Process, Rob Allen	
	10 min.	2. Metrics – Dashboard Update, Melinda Chesbro	
4:15 pm		**New Business**	
	10 min.	1. 2019 Foundation Agreement, Cliff Jo and Dean Carrell	***Action***
	10 min.	2. 2019 Trustee Vacancy, Georgia Lomax	
	05 min.	3. Collective Bargaining Agreement Negotiations, Cheree Green	
4:40 pm	20 min.	**Board Education and Service Reports**	
		1. Strategic Framework Report: Core Service – Technology	
		a. 5-Year Technology Roadmap, Stephanie Ratko	
		b. Technology Metrics, Stephanie Ratko, Kayce Austin, Karen Brooks, Melinda Chesbro	
5:00 pm	05 min.	**Officers Reports**:	
		1. 2018 Work Plan Accomplishments	
		2. Revised Levy Certificate	
		3. Fife Library Facility Update	
		4. 2018 E-Reader Kits	
5:05 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 labor matters.	
5:15 pm	02 min.	**Announcements** The PC Reads author event will be held Saturday, February 16, 2019, from 1:00 – 4:30 pm at McGavick Conference Center, Clover Park Technical College, 4500 Steilacoom Blvd SW, Lakewood	
5:17 pm		**Adjournment**	

BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, JANUARY 9, 2019

CALL TO ORDER

Chair Rob Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:32 pm. Board members present were Donna Albers, Monica Butler, Pat Jenkins and Daren Jones.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the December 12, 2018, Regular Meeting
2. Approval of Minutes of the December 18, 2018, Special Meeting
3. December 2018 Payroll, Benefits and Vouchers totaling $ 2,772,645.14
4. *Resolution 2019-01: To Declare Furnishings and Equipment Surplus to Public Service Needs*
5. GFOA Contract for ERP/HCM (HR & Finance System)

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

BOARD REPORTS

There were no Board Reports.

ROUTINE REPORTS

Executive Director Report – Executive Director Georgia Lomax noted the County is reviewing the Library's request to appoint Mr. Jones into his first full term.

The Legislative session begins February 6. The Public Libraries of Washington Legislative agenda focuses on any funding issues supporting efforts around rural broadband access and monitoring bills that may impact library governance, funding or policy.

Ms. Lomax shared the agenda for the Trustees program being held during the American Library Association midwinter conference on January 26 in Seattle.

The Library will be engaging the public in Lakewood, Tillicum and Sumner this year to determine the level of interest in future building projects. A consultant will be hired to help with the process.

UNFINISHED BUSINESS

Election of Officers Process – Chair Allen led the discussion on the officers' election process. He reviewed the history of officer seats and asked the Board for input on how to develop the process for the future elections. After discussion, the Board requested that Ms. Lomax develop a draft rotation plan to allow each trustee to serve as Chair and Vice Chair during their term.

Metrics – Dashboard Update – Deputy Director Melinda Chesbro provided an overview of a draft dashboard for feedback. She will revise the dashboard to include their suggestions and continue discussions at the next meeting.

NEW BUSINESS

2019 Foundation Agreement – Finance and Business Operations Director Clifford Jo and Foundation Director Dean Carrell presented the 2019 agreement and addendum to the Board for approval. Mr. Carrell noted the Foundation raised $408,000 through December 31, 2018. The Foundation Board will be shifting its focus from transactional fundraising to transformative fundraising.

Ms. Albers moved to authorize Ms. Lomax to sign the 2019 Foundation Agreement as presented. Mr. Jenkins seconded the motion and it was passed.

Ms. Albers moved to authorize Ms. Lomax to sign the 2019 Foundation Addendum as presented. Ms. Butler seconded the motion and it was passed.

2019 Trustee Vacancy –Ms. Albers will complete her term in August. Ms. Lomax asked the Board to consider particular traits and expertise that would be important for a future trustee to bring when serving on the Board. Trustees confirmed the previously used list of skills, knowledge, diversity and representations and noted it would be valuable to have someone with legal or real estate experience.

Collective Bargaining Agreement Negotiations – Staff Experience Director Cheree Green reported the Library and Union have reached a tentative agreement. The Bargaining Unit members will vote in January. If they approve the agreement, the Library will recommend in February that the Board ratify the agreement for 2019-21.

BOARD EDUCATION AND SERVICE

Strategic Framework Report: Core Service – Technology

5-Year Technology Roadmap – IT Manager Stephanie Ratko provided an overview of the Library's technology initiatives through 2023. The roadmap identifies technology goals, objectives, projects and activities that will guide the organization in its planning, coordination and investment decisions.

Technology Metrics

Ms. Ratko, Gig Harbor Branch Manager Karen Brooks, Customer Experience Manager Kayce Austin and Ms. Chesbro presented key elements of the Technology Core Service Metrics that enable the Library to measure its services and assess the skills of its staff and customers.

EXECUTIVE SESSION

At 5:50 pm, Ms. Butler moved to recess to Executive Session, per RCW 42.30.110, to discuss labor matters for approximately 10 minutes. Ms. Albers seconded the motion and it was passed. The Session ended at 6:05 pm.

ANNOUNCEMENTS

The Pierce County Reads author event will be held Saturday, February 16, 2019, from 1:00 – 4:30 pm at McGavick Conference Center, Clover Park Technical College, 4500 Steilacoom Blvd SW, Lakewood.

ADJOURNMENT

The meeting was adjourned at 6:06 pm on motion by Ms. Butler, seconded by Mr. Jenkins.

_____ _____

Georgia Lomax, Secretary Rob Allen, Chair

Pierce County Library System
Information & Imagination

AGENDA

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5:17 pm		**Adjournment**	

Consent Agenda

BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
REGULAR MEETING, DECEMBER 12, 2018

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 Pat Jenkins, Monica Butler and Donna Albers. Daren Jones was excused.

PUBLIC COMMENT

There was no public comment.

CONSENT AGENDA

1. Approval of Minutes of the November 14, 2018, Regular Meeting
2. Approval of Minutes of the November 28, 2018, Special Meeting
3. November 2018 Payroll, Benefits and Vouchers totaling $ 2,513,145.46
4. 2019 Insurance Renewal
5. Munis Financial/HR System Replacement Contract

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

BOARD REPORTS

Ms. Butler said she enjoyed reading "The Library Book" by Susan Orlean. Ms. Albers commented on the CBS This Morning episode on libraries that are allowing children to read away late fees.

ROUTINE REPORTS

Dashboards – Foundation Director Dean Carrell reported 2018 fundraising goal was exceeded by approximately $25,000. Ms. Lomax thanked Mr. Carrell and his team and the Foundation Board for this achievement.

October 2018 Financial Report – Finance and Business Director Cliff Jo noted the Library received the 5th e-Rate payment last month. This was a one-time acceleration.

Executive Director Report – Executive Director Georgia Lomax noted the Library is working with the Pierce County Executive's office regarding moving Mr. Jones' appointment to a full term.

BOARD EDUCATION AND SERVICE

Leadership Academy and Capstone Project – Members of the cohort shared their experiences and outcomes of their learning and capstone project during the 10-month leadership development program.

The cohort was comprised of staff from a broad range of positions, locations, and departments. Members include: Amanda Moore, Sr. Administrative Specialist (Customer Experience), Anna Shelton, Sr. Librarian (Outreach), Annabel Guimont, Assistant Branch Supervisor (Parkland), Dean Carrell, Foundation Director, Jill Henriksen, Service Desk and System Support Administrator (IT), Heather Kaufman, Sr. Collection Management Librarian (Collection Management), Neil Derksen, Sr. Librarian (Summit), Petra McBride, Executive Assistant, Sharon Nichols, Assistant Branch Supervisor (South Hill),Stephanie Ratko, IT Manager, Steve Carmody, Branch Manager (University Place) and Tracey Thompson, Collection Manager (Collection Management).

The capstone project involved a major upgrade of the Library's catalog system and developing a repeatable process that will be used for upgrading any systems used by the Library.

The Board thanked the cohort for applying themselves to this work and sharing their outcomes. Chair Allen stressed the importance of supporting the development of leaders within the system and building the bench strength necessary as new leaders emerge.

Ms. Lomax thanked the cohort for their time and dedication to the program and said it was a valuable investment in the Library's success in serving its communities.

UNFINISHED BUSINESS

Library Restored Levy Election – Ms. Lomax shared her appreciation to staff for the work involved in the levy election process. She thanked the Board for their support and noted the importance of their support as the Library begins examining future direction and opportunities.

Discussion ensued about the learnings from the process and what to be mindful of for the future. Ms. Lomax said the Library will be increasing its book budget over the next couple years as a result of the restored levy's funding.

2019 Budget and Work Plan: Second Reading and Discussion – Mr. Jo presented the 2019 budget. The larger amount of revenue to be received as a result of the successful levy lid lift will be split into both the general and special purpose funds. Revenue will be held in a Board approved reserve in the special purpose fund to draw from in subsequent years when expenditures begin to exceed property tax revenue. Board action will be needed to release funds from the special purpose fund at that time.

PUBLIC HEARING: 2019 BUDGET OF REVENUE AND EXPENDITURES

Ms. Butler moved that in accordance with RCW 84.55.120, the public hearing be opened for consideration of increases in property tax revenues, regarding 2018 property tax levies for collection in 2019. Ms. Albers seconded the motion and it passed.

Chair Allen then asked if there was anyone in the audience who wished to comment on the 2019 budget.

There being no further comments, Ms. Butler moved to close the public hearing on the 2019 budget of revenue and expenditures. Mr. Jenkins seconded the motion and it passed.

UNFINISHED BUSINESS (CONT.)

2019 Budget and Work Plan

Mr. Jenkins moved to approve Resolution 2018-11: To Adopt the 2018 General Fund Budget. Ms. Butler seconded the motion and it passed.

Mr. Jenkins moved to approve Resolution 2018-12: To Adopt the 2018 Capital Improvement Fund Budget. Ms. Butler seconded the motion and it passed.

Mr. Jenkins moved to approve Resolution 2018-13: To Adopt the 2018 Special Purpose Fund Budget. Ms. Butler seconded the motion and it passed.

Mr. Jenkins moved to approve Resolution 2018-14: To Transfer Set-Asides in the General Fund Balance to the Capital Improvement Fund. Ms. Butler seconded the motion and it passed.

Ms. Butler moved to approve Resolution 2018-15: To Set Wages and Benefits for Non-Represented Employees for 2019. Mr. Jenkins seconded the motion and it passed.

Ms. Lomax thanked the Leadership and Administrative teams for the thoughtful work on developing two budgets and demonstrating the Library's good stewardship.

The Board thanked the Library for its efforts.

NEW BUSINESS

2019 Election of Officers – The Board will hold a special meeting to elect the 2019 officers.

OFFICERS REPORTS

Makerfest – Customer Experience Director Jaime Prothro said the quality of exhibitors and experiences was amazing. Exhibitors were complementary to the Library and pleased to be able to work in partnership with the Library.

Roy Library Closure –The Roy library will officially close December 31, 2018.

EXECUTIVE SESSION

At 5:04 pm, Ms. Butler moved to recess to Executive Session, per RCW 42.30.110, to discuss labor matters for approximately 10 minutes. Mr. Jenkins seconded the motion and it was passed. The Session ended at 5:15 pm.

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

The meeting was adjourned at 5:19 pm on motion by Ms. Albers, seconded by Mr. Jenkins.

_____ _____

Georgia Lomax, Secretary Rob Allen, Chair

BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
SPECIAL MEETING, DECEMBER 18, 2018

CALL TO ORDER

Chair Rob Allen called to order the special meeting of the Pierce County Rural Library District Board of Trustees at 10:05 AM.

ROLL CALL

Board members present via conference call were Rob Allen, Daren Jones, Monica Butler and Donna Albers. Pat Jenkins was excused.

PUBLIC COMMENT

There was no public comment.

NEW BUSINESS

2019 Election of Officers – Chair Allen volunteered to continue to serve as chair. Mr. Jones volunteered to continue to serve as vice-chair.

Ms. Albers moved to accept the slate of officers. The motion was seconded by Ms. Butler and passed unanimously.

ADJOURNMENT

The meeting was adjourned at 10:20 AM on motion by Ms. Albers, seconded by Mr. Jones.

_____
Georgia Lomax, Secretary

_____
Rob Allen, Chair

December 2018 Payroll, Benefits and Vouchers

	Warrant Numbers	Date(s)		Amount
Payroll Warrants	3834 - 3838	12/1/18 - 12/31/18	$	3,631.15
Electronic Payments - Payroll & Acct Payable		12/6/18		1,010,797.35
Electronic Payments - Payroll & Acct Payable		12/21/18		788,667.56
Accounts Payable Warrants	629873 - 630043	12/1/18 - 12/31/18		969,549.08
Total:			**$**	**2,772,645.14**

Check History Listing

Pierce County Library System

Check #	Bank		Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3834	key	KeyBank N.A.	12/06/2018	MENDOZA, MICHELLE			11/16/18 - 11/30/18	0.00	546.75
3835	key	KeyBank N.A.	12/06/2018	CRELLING, MARGARETE			11/16/18 - 11/30/18	0.00	219.70
3836	key	KeyBank N.A.	12/21/2018	BOYCE, DEBORAH			12/01/18 - 12/15/18	0.00	306.68
3837	key	KeyBank N.A.	12/21/2018	WONG, HENRY			12/01/18 - 12/15/18	0.00	1,728.63
3838	key	KeyBank N.A.	12/21/2018	WRIGHT, LEON			12/01/18 - 12/15/18	0.00	829.39
							Total:	**0.00**	**3,631.15**

Checks in report: 5

Grand Total: **0.00** **3,631.15**

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLIBRARY

Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos

Contact Phone: 253-548-3451

Contact e-mail: skarabotsos@piercecountylibrary.org

Comments: 12/06/18 Payroll

Withdrawal Date: 12/06/18

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	59,865.77
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	49,937.03
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	49,937.03
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	481,389.87
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,762.49
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	50,580.08
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	85,492.62
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	6,167.69
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,400.34
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	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	215,264.43
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
					Total Deposit	$ 1,010,797.35

Certification:

Stacy Karabotsos
Signature (Department Designee)

12/04/18
Date

Comments:

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLIBRARY

Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
Contact Phone: 253-548-3451
Contact e-mail: skarabotsos@piercecountylibrary.org
Comments: 12/21/18 Payroll

Withdrawal Date: 12/21/18

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	60,215.51
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	49,594.76
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	49,594.76
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	475,513.18
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	10,645.21
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	49,459.32
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	83,646.25
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	5,567.48
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	1,400.18
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	125.00
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	201.40
PCL_Company	AWC (only on 6th paycheck)	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	2,704.51
PCL_Company	Payroll Adjustment(s)	237100	CC_Library_District	697-00	5100000	-
					Total Deposit	$ 788,667.56

Certification:

Stacy Karabotsos
Signature (Department Designee)

12/19/18
Date

Comments:

Check History Listing

Pierce County Library System

Bank code: key

Check #	Date	Vendor	Status	Check Total
629873	12/03/2018	007139 ACT 1 THEATRE		300.00
629874	12/03/2018	007225 BALDWIN COUNTY LIBRARY COOP		15.47
629875	12/03/2018	007117 BURKE MUSEUM, THE		650.00
629876	12/03/2018	007068 DISCOVER THIS HANDS ON SCIENCE		870.00
629877	12/03/2018	006984 FALCONER, THE		200.00
629878	12/03/2018	007180 DANIEL R HACKER		3,100.00
629879	12/03/2018	007255 HICKORY PUBLIC LIBRARY		20.00
629880	12/03/2018	006815 IDEA HATCH STEAM FOR KIDS		300.00
629881	12/03/2018	007182 LLYN DE DANAAN		344.15
629882	12/03/2018	007168 OLYMPIA JAZZ TENTETTE		500.00
629883	12/03/2018	001427 PACIFIC SCIENCE CENTER		500.00
629884	12/03/2018	001006 PUGET SOUND CLEAN AIR AGENCY		140.00
629885	12/03/2018	000730 SMITH FIRE SYSTEMS MGT LLC		295.11
629886	12/03/2018	005827 SPRAGUE PEST SOLUTIONS		108.60
629887	12/03/2018	007140 LILY STOKELY		300.00
629888	12/03/2018	007175 WENDY WAHMAN		250.00
629889	12/03/2018	001767 WALTER E NELSON OF WESTERN WAS		363.57
629890	12/03/2018	005576 WORKPOINTE		8,458.79
629891	12/03/2018	004838 LESLIE YOUNG		8.79
629892	12/06/2018	006775 KAYCE AUSTIN		154.79
629893	12/06/2018	000830 BAKER & TAYLOR		46,210.26
629894	12/06/2018	000242 BUCKLEY CITY OF		263.03
629895	12/06/2018	000161 CENGAGE LEARNING		3,249.38
629896	12/06/2018	000180 CENTURYLINK		8,130.08
629897	12/06/2018	000180 CENTURYLINK		730.57
629898	12/06/2018	001780 CITY OF UNIVERSITY PLACE		12.22
629899	12/06/2018	005300 DANGER ROOM COMICS LLC		2,596.62

Bank code: key

Check #	Date	Vendor	Status	Check Total
629900	12/06/2018	007257 MICHAEL DORAZIO		30.14
629901	12/06/2018	000093 EBSCO		180.13
629902	12/06/2018	001643 IMPACT		148.84
629903	12/06/2018	000243 INGRAM LIBRARY SERVICES		111.74
629904	12/06/2018	003909 MCCALLS QUICK QUILTS		25.00
629905	12/06/2018	007110 MIDWEST LIBRARY SERVICE		144.58
629906	12/06/2018	000352 MIDWEST TAPE	V	0.00
629907	12/06/2018	000352 MIDWEST TAPE		26,662.86
629908	12/06/2018	003824 OVERDRIVE INC		99.90
629909	12/06/2018	000377 PUGET SOUND ENERGY		3,217.36
629910	12/06/2018	000403 RAINIER VIEW WATER CO INC		392.62
629911	12/06/2018	000451 SEATTLE TIMES SEATTLE PI		546.00
629912	12/06/2018	000460 STEILACOOM TOWN OF		981.34
629913	12/06/2018	004865 LIN SWANSON		16.95
629914	12/06/2018	000828 AFSCME AFL-CIO		6,516.83
629915	12/06/2018	004782 DEPARTMENT OF EDUCATION AWG		205.97
629916	12/06/2018	003985 PACIFICSOURCE ADMINISTRATORS		1,550.50
629917	12/06/2018	001181 PIERCE CTY LIBRARY FOUNDATION		596.32
629918	12/06/2018	006555 SOCIAL SECURITY ADMINISTRATION		137.31
629919	12/06/2018	000881 WASHINGTON STATE SUPPORT REGIS		1,980.64
629920	12/06/2018	006932 NICK K ADAMS		65.00
629921	12/06/2018	007223 COLIN ANDERSEN		150.00
629922	12/06/2018	001554 ANDREW'S FIXTURE CO INC		1,044.05
629923	12/06/2018	005704 ERIN ANTES		133.81
629924	12/06/2018	000363 OVERALL LAUNDRY SERV. DBA ARAMARK UNII		21.98
629925	12/06/2018	007252 LEORA EMERY		100.00
629926	12/06/2018	000796 FLOHAWKS		5,544.24
629927	12/06/2018	006469 HERMANSON COMPANY LLP		23,643.31

Bank code: key

Check #	Date	Vendor	Status	Check Total
629928	12/06/2018	007006 LIVING HISTORY LECTURES		450.00
629929	12/06/2018	007254 ILLYANA LUND		100.00
629930	12/06/2018	007251 KRISTEN MCCURDY		100.00
629931	12/06/2018	001586 NORTHWEST DOOR INC		404.63
629932	12/06/2018	007201 PAINTING PARTIES BY TARA		525.00
629933	12/06/2018	001258 PTM DOCUMENT SYSTEMS INC		302.03
629934	12/06/2018	007250 KELSEY REYNOLDS		550.00
629935	12/06/2018	005417 RICOH USA INC		871.11
629936	12/06/2018	005417 RICOH USA INC		119.47
629937	12/06/2018	001506 SOUND SECURITY INC		260.00
629938	12/06/2018	007167 JENNY LYNN SOUSA		616.00
629939	12/06/2018	005827 SPRAGUE PEST SOLUTIONS		327.10
629940	12/06/2018	006331 SURPRISE LAKE SQUARE UNIT 257		1,426.20
629941	12/06/2018	007195 KATYNA THIEL		120.00
629942	12/06/2018	001767 WALTER E NELSON OF WESTERN WAS		2,593.29
629943	12/06/2018	001655 WESTERN WASHINGTON FAIR ASSOC		3,130.14
629944	12/07/2018	000323 NEWS TRIBUNE		1,280.70
629945	12/07/2018	006331 SURPRISE LAKE SQUARE UNIT 257		8,618.40
629946	12/07/2018	000534 WCP SOLUTIONS		408.35
629947	12/14/2018	005081 EHS-INTERNATIONAL INC		885.50
629948	12/14/2018	006557 HUB INTERNATIONAL NORTHWEST		68,929.04
629949	12/14/2018	001681 PITNEY BOWES	V	387.89
629950	12/14/2018	001640 PRINT NW LLC		26,455.06
629951	12/14/2018	001821 TYLER TECHNOLOGIES INC		46,505.43
629952	12/14/2018	000534 WCP SOLUTIONS		1,972.80
629953	12/14/2018	001681 PITNEY BOWES		387.89
629954	12/14/2018	005001 BMI		3.89
629955	12/14/2018	000360 OCLC INC		3.17

Bank code: key

Check #	Date	Vendor	Status	Check Total
629956	12/14/2018	004169 COMCAST		66,156.50
629957	12/14/2018	000093 EBSCO		4,113.79
629958	12/14/2018	000243 INGRAM LIBRARY SERVICES		1,579.37
629959	12/14/2018	000352 MIDWEST TAPE	V	0.00
629960	12/14/2018	000352 MIDWEST TAPE		12,192.67
629961	12/14/2018	000370 PIERCE COUNTY		1,364.73
629962	12/14/2018	000377 PUGET SOUND ENERGY		1,609.11
629963	12/14/2018	000463 SUMMIT WATER & SUPPLY CO		793.26
629964	12/14/2018	000541 STATE OF WASHINGTON		597.18
629965	12/21/2018	003778 AFLAC		5,641.30
629966	12/21/2018	000828 AFSCME AFL-CIO		6,407.49
629967	12/21/2018	001578 COLONIAL SUPPLEMENTAL INSURANC		624.66
629968	12/21/2018	004782 DEPARTMENT OF EDUCATION AWG		192.26
629969	12/21/2018	003985 PACIFICSOURCE ADMINISTRATORS		1,727.01
629970	12/21/2018	001181 PIERCE CTY LIBRARY FOUNDATION		596.32
629971	12/21/2018	006555 SOCIAL SECURITY ADMINISTRATION		128.18
629972	12/21/2018	000881 WASHINGTON STATE SUPPORT REGIS		1,978.61
629973	12/21/2018	000830 BAKER & TAYLOR		54,708.16
629974	12/21/2018	007097 BAKER & TAYLOR STANDING ORDER		1,021.12
629975	12/21/2018	000161 CENGAGE LEARNING		2,622.48
629976	12/21/2018	000093 EBSCO		172.95
629977	12/21/2018	000243 INGRAM LIBRARY SERVICES		2,807.79
629978	12/21/2018	000352 MIDWEST TAPE	V	0.00
629979	12/21/2018	000352 MIDWEST TAPE	V	0.00
629980	12/21/2018	000352 MIDWEST TAPE		44,812.30
629981	12/21/2018	000323 NEWS TRIBUNE		665.60
629982	12/21/2018	006680 WAVE BUSINESS		13,770.00
629983	12/21/2018	000153 ASSOCIATED PETROLEUM PRODUCTS		8,257.45

Bank code: key

Check #	Date	Vendor	Status	Check Total
629984	12/21/2018	007108 BARBARA B BENEPE		50.00
629985	12/21/2018	006537 YEU-RU CHOU		334.72
629986	12/21/2018	006494 LISA CIPOLLA		271.16
629987	12/21/2018	006999 CIS		940.00
629988	12/21/2018	006873 DATA QUEST LLC		180.00
629989	12/21/2018	007277 DAY WIRELESS SYSTEMS		1,236.38
629990	12/21/2018	007202 DICKENS CAROLERS, THE		360.00
629991	12/21/2018	007202 DICKENS CAROLERS, THE		360.00
629992	12/21/2018	001024 DWYER PEMBERTON & COULSON PC		3,000.00
629993	12/21/2018	007276 FARMINGTON PUBLIC LIBRARY		32.95
629994	12/21/2018	000796 FLOHAWKS		700.36
629995	12/21/2018	001464 GREAT FLOORS COMMERCIAL SALES		858.32
629996	12/21/2018	007038 SUSAN W HAAS		950.00
629997	12/21/2018	006545 IRON MOUNTAIN INC		172.00
629998	12/21/2018	000254 KING COUNTY LIBRARY		59.96
629999	12/21/2018	005882 LAUREN LINDSKOG		774.19
630000	12/21/2018	007006 LIVING HISTORY LECTURES		450.00
630001	12/21/2018	006421 MARKHAM INVESTIGATION - (MIP)		5,244.75
630002	12/21/2018	001139 METROPOLITAN PARK DIST OF TACO		400.00
630003	12/21/2018	001139 METROPOLITAN PARK DIST OF TACO		260.00
630004	12/21/2018	001371 MOUNTAIN MIST		37.48
630005	12/21/2018	007274 NORTHWEST CHRISTIAN UNIVERSITY		10.37
630006	12/21/2018	006026 PAPERROLLS-N-MORE.COM		942.08
630007	12/21/2018	003933 QUALITY BUSINESS SYSTEMS INC		1,336.67
630008	12/21/2018	007146 JEFFREY SAXON		350.00
630009	12/21/2018	006135 SEDGWICK CLAIMS MANAGEMENT SVC		2,138.27
630010	12/21/2018	000730 SMITH FIRE SYSTEMS MGT LLC		1,231.49
630011	12/21/2018	001130 SNO-ISLE REGIONAL LIBRARY		14.99

Bank code: key

Check #	Date	Vendor	Status	Check Total
630012	12/21/2018	001124 SUMMIT LAW GROUP PLLC		7,930.00
630013	12/21/2018	007253 TAPESTRY SINGERS		100.00
630014	12/21/2018	000497 TILLICUM COMMUNITY SERVICE CEN		1,411.30
630015	12/21/2018	003719 UNIQUE MANAGEMENT SERVICES		1,199.30
630016	12/21/2018	007244 KARI VAN BAALEN		14.34
630017	12/26/2018	004022 US BANK		98,375.41
630018	12/26/2018	004022 US BANK		73,296.92
630019	12/26/2018	004022 US BANK		40,537.94
630020	12/31/2018	006935 EMILY'S PAPERCRAFTS		1,100.00
630021	12/31/2018	006478 EVERGREEN MAINT LANDSCAPING		2,895.60
630022	12/31/2018	004098 PUPPETS PLEASE		3,250.00
630023	12/31/2018	001767 WALTER E NELSON OF WESTERN WAS		4,469.53
630026	12/31/2018	000830 BAKER & TAYLOR		2,896.05
630027	12/31/2018	007097 BAKER & TAYLOR STANDING ORDER		992.40
630028	12/31/2018	000847 CENTER POINT PUBLISHING		1,889.91
630029	12/31/2018	000180 CENTURYLINK		774.07
630030	12/31/2018	000184 CITY TREASURER		1,659.65
630031	12/31/2018	005300 DANGER ROOM COMICS LLC		803.85
630032	12/31/2018	000093 EBSCO		478.37
630033	12/31/2018	000243 INGRAM LIBRARY SERVICES		968.53
630034	12/31/2018	007281 LESLI KOIVISTO		16.99
630035	12/31/2018	007280 AGUSTIN LELIS		79.96
630036	12/31/2018	000352 MIDWEST TAPE		12,231.16
630037	12/31/2018	000353 MILTON CITY OF		655.97
630038	12/31/2018	003824 OVERDRIVE INC		118,506.75
630039	12/31/2018	007282 MICHELLE PATE		28.99
630040	12/31/2018	000377 PUGET SOUND ENERGY		7,534.63
630041	12/31/2018	000406 RECORDED BOOKS LLC		449.58

Bank code: key

Check #	Date	Vendor	Status	Check Total
630042	12/31/2018	007283 CHYANNE SIMMONS		28.19
630043	12/31/2018	000572 WORLD BOOK INC		7,685.32
			key Total:	**969,549.08**
169 checks in this report			**Total Checks:**	**969,549.08**

RESOLUTION NO. 2019-01

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT TO DECLARE FURNISHINGS AND EQUIPMENT SURPLUS TO PUBLIC SERVICE NEEDS

WHEREAS, the Pierce County Library District has identified items of furnishings and equipment surplus to public service needs of the Library District, and

WHEREAS, unless otherwise noted, each item has an estimated value of less than $500, now, therefore,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PIERCE COUNTY RURAL LIBRARY DISTRICT THAT:

The item(s) on the attached list be declared surplus and disposed, including but not limited to being sold at public auction and as trade-in value toward replacement.

PASSED AND APPROVED THIS 9TH DAY OF JANUARY, 2019.

BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT

Robert Allen, Chair _____

Daren Jones, Vice-Chair _____

Monica Butler, Member _____

Pat Jenkins, Member _____

Donna Albers, Member _____

QTY	ITEM	DESCRIPTION
1	Furnishings	Computer work station (30"x48")
1	Furnishings	Computer work station (24"x48")
2	Furnishings	Computer work station (24"x48") old
6	Furnishings	Brown plastic stacking chairs
1	Furnishings	Octogon
1	Furnishings	2 drawer file cabinet
1	Furnishings	Manual Adj. table (72"x36") purple
1	Furnishings	Cot
1	Equipment	Speed Setter Printer
1	Equipment	Heidelberg Printing press
1	Equipment	Large book drop
9	Furnishings	ITG tables
1	Furnishings	Wooden stool
10	Office Equipment	Book carts
1	Equipment	AC unit
1	Furnishings	2 drawer file cabinet, Horizontal
1	Furnishings	3 drawer file cabinet, Horizonal
3	Furnishings	4 drawer file cabinet, Vertical
1	Furnishings	Pallet of old carpet squares
18	Furnishings	Recessed computer station
4	Equipment	Media Bank
4	Furnishings	CD Displays
1	Furnishings	Computer work station
2	Furnishings	Slot wall
1	Furnishings	Small 3 drawer file cabinet
4	Furnishings	Curved table tops
2	Equipment	Book-drop carts
5 cs	Furnishings	OPTO mesh shelves
1	Furnishings	Computer work station
1	Furnishings	OPTO Display
1	Furnishings	Computer work station (small)
2	Furnishings	Computer work station (24" x 48")
1	Furnishings	Printer island from PKS
1	Equipment	Book drop bin
2	Furnishings	Adjustable height table (manual)
2	Furnishings	Red plastic chairs
2	Furnishings	Privacy screen (tan)
2	Furnishings	Metal book shelves (42" x 36")
1	Equipment	Carpet Extractor, Clean Master (green)
1	Equipment	Carpet Extractor, Tennant (green)
1	Equipment	Wet / dry vacuum, Nobles (green)
1	Equipment	Wide area vacuum, Tennant (green)
1	Equipment	Air blower, (yellow)
1	Equipment	Air blower, (grey)
1	Equipment	Up right vacuum, Windsor (grey/blue)

MEMO

Pierce County Library System
Information & Imagination

Date: December 31, 2018

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

From: Clifford Jo, Finance & Business Director

Subject: GFOA Contract for ERP/HCM project consulting

As we mentioned during December's Board meeting, we'd bring to you another contract regarding the ERP/HCM (Tyler Munis) replacement project. This contract relates to specific and needed consulting services for the overall project.

In 2017, Gartner Group offered specific advice while we were conducting initial research regarding ERP/HCM systems. Gartner Group is aware of Tyler and mentioned that the company doesn't offer their products through resellers, which meant that there is no market for consultants having substantial and independent knowledge of their products. Further, Gartner Group recommended that we hire professional consultants that are independent of Tyler so that we are best represented for our project interests.

To this end, we looked at Government Finance Officers Association (GFOA), a large, international association with substantial resources available for government entities, including public libraries. We have taken advantage of GFOA offerings and sent several staff to a Portland Conference last year to learn about readiness for an ERP/HCM project, which proved to affirm the approach we have taken to substantively map and document our business processes *prior to* implementing a new system.

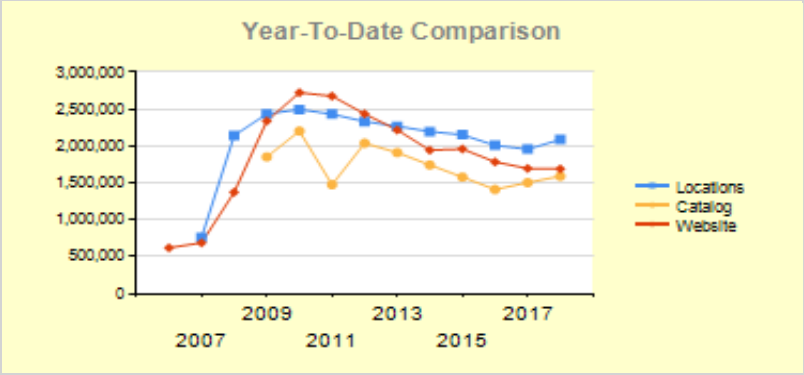
We are also a member of GFOA and several months ago began investigating their consulting offerings and concluded that selecting GFOA consulting resources as sole source provider would yield the best and qualified results for our project needs. We talked to two GFOA consultant groups and selected a working group who would provide one or more consultants on our project and have negotiated a contract in the amount of $89,500 over a two year period. Our assigned consultants will lead us through a business process workshop, project oversight, deliverable review, and periodic project progress review. We recommend that the Board approve a sole source purchase order to that end.

Action: Move to approve a sole source purchase order for GFOA consulting services contract at $89,500.

Routine Reports

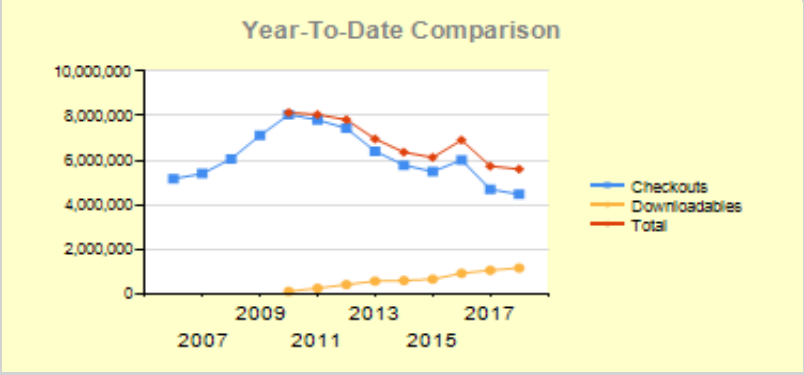
CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - NOVEMBER

VISITS



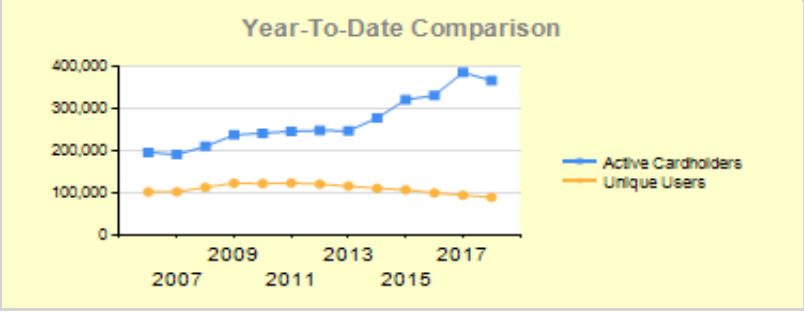
	November		
	2017	2018	% Change
Door Count	154,292	175,445	13.71%
Catalog	131,412	130,705	-0.54%
Website	141,529	152,163	7.51%
Job & Business Portal	2,965	2,586	-12.78%
Military Portal	464	425	-8.41%
Total	430,662	461,324	7.12%

CHECKOUTS



	November		
	2017	2018	% Change
Checkouts	396,510	379,219	-4.36%
Downloadables	93,066	109,516	17.68%
Total	489,576	488,735	-0.17%

CUSTOMERS



	November		
	2017	2018	% Change
Active Cardholders	386,960	367,541	-5.02%
New Cards	2,397	2,626	9.55%
Checkout Transactions	64,762	60,326	-6.85%
Unique Users	30,444	28,560	-6.19%

BRANCH CLOSURES

Year	Location	Dates	Duration
2015	Gig Harbor	11/9-11/22	13
2016	Buckley	11/14-12/4	20
	Tillicum	12/5-12/25	20
2017	System Snow Closure	2/6	1
	University Place	3/1-3/2	2
	Eatonville	4/10-4/30	20
	Summit	5/8 -5/31	21
	Parkland	5/31	1
2018	Graham	1/4-5	2
	DuPont	1/11	1
	Steilacoom	4/2	1
	Orting	4/23-25	3
	Orting	5/8	1
	Parkland	8/15 - 16	1

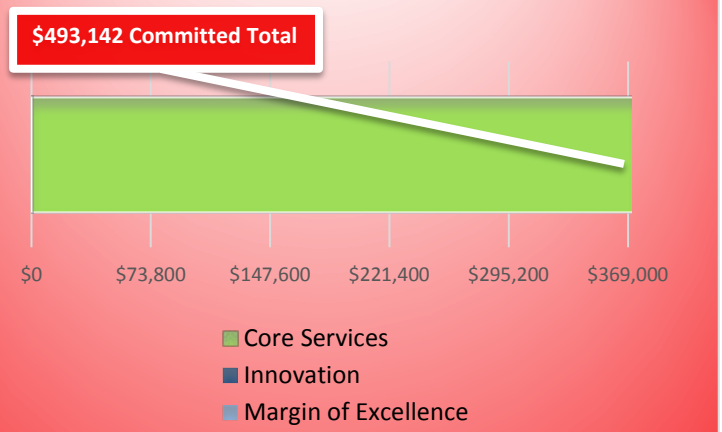
2017 - 2018
Fundraising Performance Report

Pierce County Library Foundation

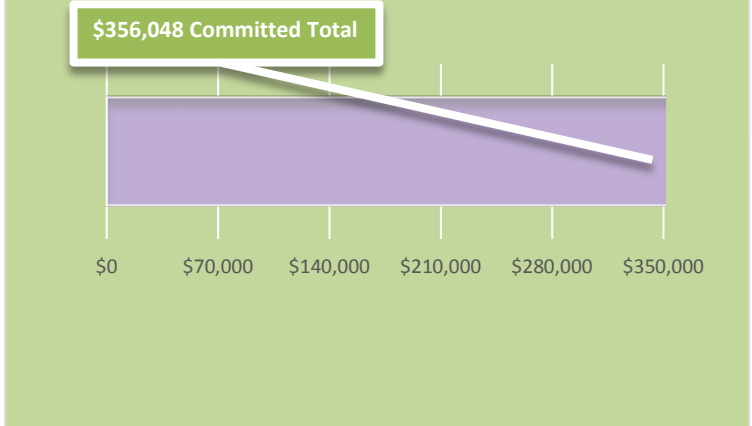
Reporting Period: July 1, 2017 to November 30, 2018

Prepared: December 2018

Annual Campaign



2018 Impact Funding Commitment



Memoir Society

9 Commitments

Goal 12 Members

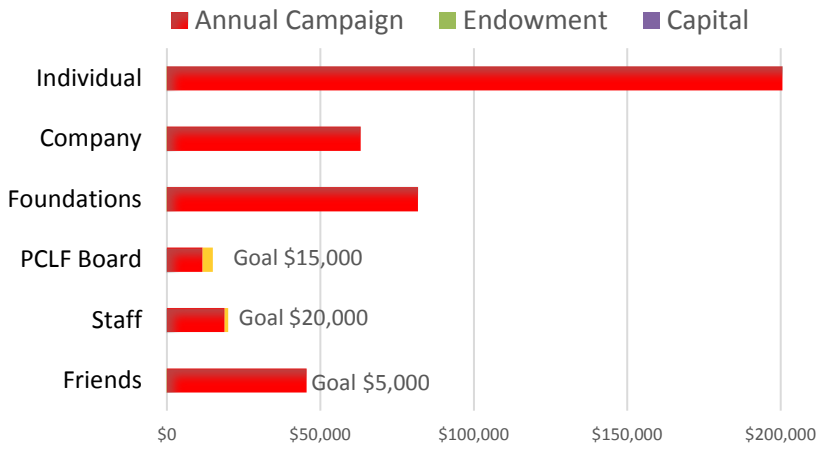
Endowment

$40,000

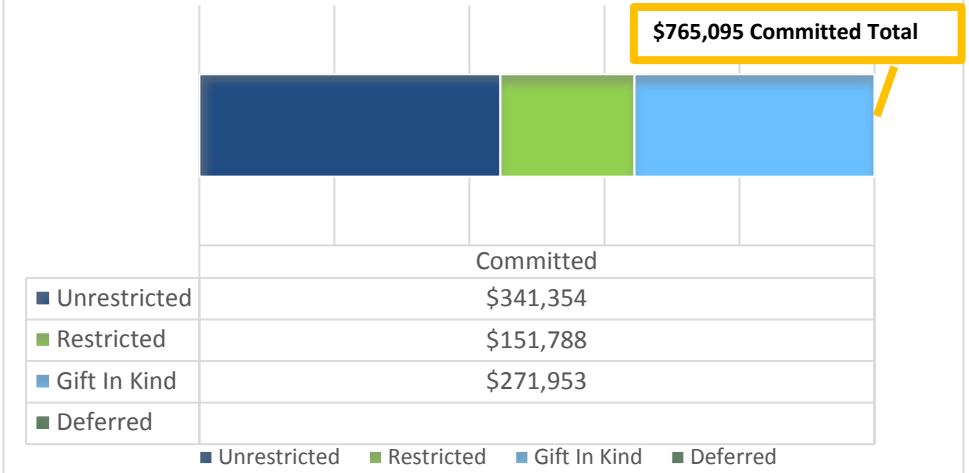
Capital

Gifts reflected when received.

Giving Totals: Donor Type



Giving Totals: Support Type



Monthly Financial Reports
November 30, 2018

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

General Fund

November

- **35970. Library fines are estimated to be 15% higher than budgeted.**
- **36110. Higher investment income is due to return rates of 2.23%, up from 1.28% in January.**
- **36700. Final 2018 Foundation distribution will be recorded in December.**
- **53502. Yearend purchase of 111 Dell laptops and related equipment.**

October

- 36998. A fifth Erate reimbursement for the year was filed and received due to the ability to accelerate filings by one quarter. This extra reimbursement helped October cash flow and will additional assist during April's low point next year. Resuming in 2019, there will be the standard four quarterly reimbursements.
- 55100. Audit costs were paid. Total amount for 2018 is projected to be at or under budget.
- 54502. New copier Leases are initially encumbered for multiple years in order to create the purchase order. Once the equipment is delivered and the exact contract dates are known, encumbrances are adjusted for the remainder of the year. 54502 is projected to be on or around budget by year end.

July – September (Quarter 3)

- 54912. Expenditure management initiatives have been preparing for end of October's cash low point. In September, managers added significant savings into contingency as a reserve, which increased from August's $164,000 to $566,000. At the end of 2018, the additional $402,000 will automatically add to the General Fund cash, which will significantly address April 2019's low cash point.
- 52020. Quarter 2 payment for Employment Security Department ($7,509). An adjustment will be made to increase the budget; funds will come from Contingency.
- 53505. Includes Friends-committed funding for Lakewood furnishings ($12,933).
- 54200. Postage meter was reloaded ($15,000).
- 54502. Encumbrances for Equipment Leases are under review and adjustments will be made accordingly.
- 53501. Phase 2 of Ergonomic project—ergonomic chair purchases ($16,151).

- 54100. Payment for Leadership Academy ($8,000)—final payment will be after the graduation ceremony.

April – June (Quarter 2)

- 53505. Annual renewal costs for Polaris, Anti-Virus subscription, and Applicant Tracking System (approximately $216,800).
- 54200. Postage for Spring Focus Direct Mail (approximately $20,000).
- 31111. We have collected just over 53% of our annual current property taxes. This is almost exactly the same percentage as last year at this time. Delinquent taxes are being collected at a rate 1% higher than last year.
- 36700. Foundation donations for Pierce County Conversations and Summer Reading.
- 53501. Stacking chairs and carts @ Fife.
- 54100. PC Reads (approximately $12,000).
- 54103. Employee survey and public opinion polls (approximately $20,000).
- 54905. Payment from outside organizations for the Pacific Northwest Consortium event.
- 31111. We have collected just under 45% of our annual current property taxes. This is approximately 3% higher than last year at this time. This is consistent with delinquent tax collections as well which are just under 2% higher than last year.
- 36110. Investment income thus far totals $11,127 – up from $3,353 in April 2017. This is due primarily to a steady increase in interest rates and a change to the timing of investments related to the new accounts payable schedule.
- 53499. Reclassification of items incorrectly coded to Gifts.
- Warrants Payable (Balance Sheet Account). This account does not typically carry a negative balance which was caused by a batch of accounts payable invoices that were paid in April but posted in May. This will self-correct itself in May.

January – March (Quarter 1)

- 31111. We have collected 5.07% of our property taxes through the month of March. This is consistent with last year at this time when taxes collected represented 5.21% of the total.
- 36700. Foundation funds for print services (classified incorrectly – will appear corrected in April as Graphics Service Charges).
- 54903. Reclassification of Association of Washington Cities annual assessment from Licenses & Fees (54903) to Dues & Memberships (54901).
- 36110. Interest rates have increased to 1.428%.
- January Foundation distribution (unanticipated) – Baby Books To Go, various branches, Tuition Assistance
- 53411. Several subscription renewals (Cengage, Value Line Publishing, Proquest, Recorded Books, etc.)
- 31111 & 31112. Tax collections through March 21st (as reported by the Pierce County Treasurer) were just over $700,000. These collections are not posted to our account until the last day of the month. We should receive approximately $1,000,000 through the 31st.

- 36110. Interest rates have increased to 1.275%.
- 36998. We received an E-Rate payment in the amount of $184,886.
- 52002. Medical insurance is inflated in January. This is related to the first HSA payment made to employees ($750 benefit for 76 employees). This will occur again in April.
- 54201. Comcast refund from a closed account.

Capital Improvement Projects Fund

November

- **No significant activity.**

October

- No significant activity.

July – September (Quarter 3)

- 56200. City of University Place—paid the 7th year installment cost of $120,000.

April – June (Quarter 2)

- 36700. Foundation payment for the South Hill capital project. This was a prior commitment to be paid over a three year term.
- 54103. (Encumbrance) EHS International Inc. – environmental assessment and investigation @ Buckley

January – March (Quarter 1)

- 54103. (Encumbrance) EHS International Inc. – environmental assessment @ Buckley
- 56200. (Encumbrance) City of University Place – library expansion unit
- 54100. (Encumbrance) New Ventures Group – broker services
- 54103. (Encumbrance) EHS International Inc. – environmental assessment @ Buckley
- 56200. UP Library Expansion Unit

Debt Service Fund

- **No significant activity**

Special Purpose Fund

November

- **54400. Payments related to election costs.**

October

- 54200 & 54400. Payments for election costs.

July – September (Quarter 3)

- 54103. (Encumbrance) Contractual service fees for election
- 54400. (Encumbrance) Advertising fees for election

April – June (Quarter 2)

- Election Cost budget created and increased transfer established

Jan – March (Quarter 1)

- No significant activity

Pierce County Library System
Information & Imagination

PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF FINANCIAL POSITION
November 30, 2018

	GENERAL FUND	SPECIAL PURPOSE FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND
ASSETS				
Current Assets				
Cash	$ 1,999,546	$ 23,009	$ 1,015	$ 66,332
Investments	$ 9,250,000	$ 950,000	$ 85,000	$ 1,200,000
Total Current Assets	**$ 11,249,546**	**$ 973,009**	**$ 86,015**	**$ 1,266,332**
TOTAL ASSETS	**$ 11,249,546**	**$ 973,009**	**$ 86,015**	**$ 1,266,332**
LIABILITIES				
Current Liabilities				
Warrants Payable	$ 160,876	$ -	$ -	$ -
Sales Tax Payable	$ 2,643	$ -	$ -	$ -
Payroll Payable	$ 129,840	$ -	$ -	$ -
Total Current Liabilities	**$ 293,359**	**$ -**	**$ -**	**$ -**
TOTAL LIABILITIES	**$ 293,359**	**$ -**	**$ -**	**$ -**
FUND BALANCE				
Reserve for Encumbrances	$ 425,324	$ 22,904	$ -	$ 108,909
Election Set-Aside	$ -	$ 337,096	$ -	$ -
Land/Property/Facility Set-Aside	$ -	$ 630,117	$ -	$ -
Unreserved Fund Balance	$ 10,530,864	$ (17,107)	$ 86,015	$ 1,157,423
TOTAL FUND BALANCE	**$ 10,956,188**	**$ 973,009**	**$ 86,015**	**$ 1,266,332**
TOTAL LIABILITIES & FUND BALANCE	**$ 11,249,546**	**$ 973,009**	**$ 86,015**	**$ 1,266,332**
BEGINNING FUND BALANCE, 01/01/18	**$ 6,443,991**	**$ 990,117**	**$ 84,726**	**$ 1,390,170**
YTD Revenue	$ 31,703,700	$ 14,774	$ 1,289	$ 49,841
Transfers In/(Out)	$ -	$ -		$ -
YTD Expenditures	$ (27,191,503)	$ (31,882)	$ -	$ (173,678)
ENDING FUND BALANCE, 06/30/18	**$ 10,956,188**	**$ 973,009**	**$ 86,015**	**$ 1,266,332**
TAXES RECEIVABLE	**$ 695,763**	**N/A**	**$ 0**	**N/A**

Pierce County Library System
Information & Imagination

PIERCE COUNTY LIBRARY SYSTEM
COMPARATIVE STATEMENT OF FINANCIAL POSITION
General Fund as of November 30, 2018

	HISTORICAL 11/30/2017	*HISTORICAL* 12/31/2017	*HISTORICAL* 1/31/2018	*HISTORICAL* 2/28/2018	*HISTORICAL* 3/31/2018	*HISTORICAL* 4/30/2018	*CURRENT* 5/31/2018	*CURRENT* 6/30/2018	*CURRENT* 7/31/2018	*CURRENT* 8/31/2018	*CURRENT* 9/30/2018	*CURRENT* 10/31/2018	*CURRENT* 11/30/2018
ASSETS													
Current Assets													
Cash	$ 2,668,110	$ 330,760	$ 458,797	$ 601,524	$ 1,261,791	$ 11,172,984	$ 2,712,123	$ 266,955	$ 305,347	$ 338,006	$ 728,164	$ 11,923,103	$ 1,999,546
Investments	$ 7,155,000	$ 7,300,000	$ 4,400,000	$ 2,270,000	$ 325,000	$ -	$ 8,750,000	$ 8,800,000	$ 6,630,000	$ 4,200,000	$ 1,800,000	$ -	$ 9,250,000
Total Current Assets	**$ 9,823,110**	**$ 7,630,760**	**$ 4,858,797**	**$ 2,871,524**	**$ 1,586,791**	**$ 11,172,984**	**$ 11,462,123**	**$ 9,066,955**	**$ 6,935,347**	**$ 4,538,006**	**$ 2,528,164**	**$ 11,923,103**	**$ 11,249,546**
TOTAL ASSETS	**$ 9,823,110**	**$ 7,630,760**	**$ 4,858,797**	**$ 2,871,524**	**$ 1,586,791**	**$ 11,172,984**	**$ 11,462,123**	**$ 9,066,955**	**$ 6,935,347**	**$ 4,538,006**	**$ 2,528,164**	**$ 11,923,103**	**$ 11,249,546**
LIABILITIES													
Current Liabilities													
Warrants Payable	$ (144)	$ 1,045,213	$ 6,765	$ 6,730	$ 61,835	$ (15,003)	$ -	$ 142	$ 142	$ 6,629	$ 114,808	$ 118,663	$ 160,876
Sales Tax Payable	$ 2,553	$ 2	$ 1,718	$ 1,694	$ 2,935	$ 2,905	$ 2,206	$ 1,481	$ 2,149	$ 2,757	$ 2,827	$ 2,703	$ 2,643
Payroll Payable	$ 127,875	$ 141,553	$ 105,963	$ 122,423	$ 142,843	$ 112,083	$ 128,499	$ 144,913	$ 112,963	$ 130,996	$ 144,004	$ 111,920	$ 129,840
Total Current Liabilities	**$ 130,284**	**$ 1,186,769**	**$ 114,446**	**$ 130,847**	**$ 207,613**	**$ 99,985**	**$ 130,705**	**$ 146,536**	**$ 115,255**	**$ 140,382**	**$ 261,639**	**$ 233,286**	**$ 293,359**
TOTAL LIABILITIES	**$ 130,284**	**$ 1,186,769**	**$ 114,446**	**$ 130,847**	**$ 207,613**	**$ 99,985**	**$ 130,705**	**$ 146,536**	**$ 115,255**	**$ 140,382**	**$ 261,639**	**$ 233,286**	**$ 293,359**
FUND BALANCE													
Reserve for Encumbrance	$ 615,538	$ -	$ 1,297,073	$ 1,294,634	$ 1,246,589	$ 1,144,590	$ 1,222,274	$ 959,916	$ 927,759	$ 720,874	$ 745,765	$ 634,256	$ 425,324
Net Excess (Deficit)	$ 2,635,030	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unreserved Fund Balance	$ 6,442,258	$ 6,443,991	$ 3,447,278	$ 1,446,043	$ 132,590	$ 9,928,409	$ 10,109,145	$ 7,960,503	$ 5,892,334	$ 3,676,750	$ 1,520,760	$ 11,055,561	$ 10,530,864
TOTAL FUND BALANCE	**$ 9,692,826**	**$ 6,443,991**	**$ 4,744,351**	**$ 2,740,677**	**$ 1,379,178**	**$ 11,072,999**	**$ 11,331,419**	**$ 8,920,419**	**$ 6,820,093**	**$ 4,397,624**	**$ 2,266,525**	**$ 11,689,817**	**$ 10,956,188**
TOTAL LIABILITIES & FUND BALANCE	**$ 9,823,110**	**$ 7,630,760**	**$ 4,858,797**	**$ 2,871,524**	**$ 1,586,791**	**$ 11,172,984**	**$ 11,462,123**	**$ 9,066,955**	**$ 6,935,347**	**$ 4,538,006**	**$ 2,528,164**	**$ 11,923,103**	**$ 11,249,546**
PROPERTY TAXES RECEIVABLE	**$ 786,632**	**$ 663,874**	**$ 30,880,445**	**$ 30,199,556**	**$ 30,650,910**	**$ 28,418,336**	**$ 14,708,135**	**$ 14,597,041**	**$ 14,479,270**	**$ 14,311,321**	**$ 14,311,321**	**$ 2,404,814**	**$ 695,763**

PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF REVENUE & EXPENDITURES
For the Period Ending November 30, 2018

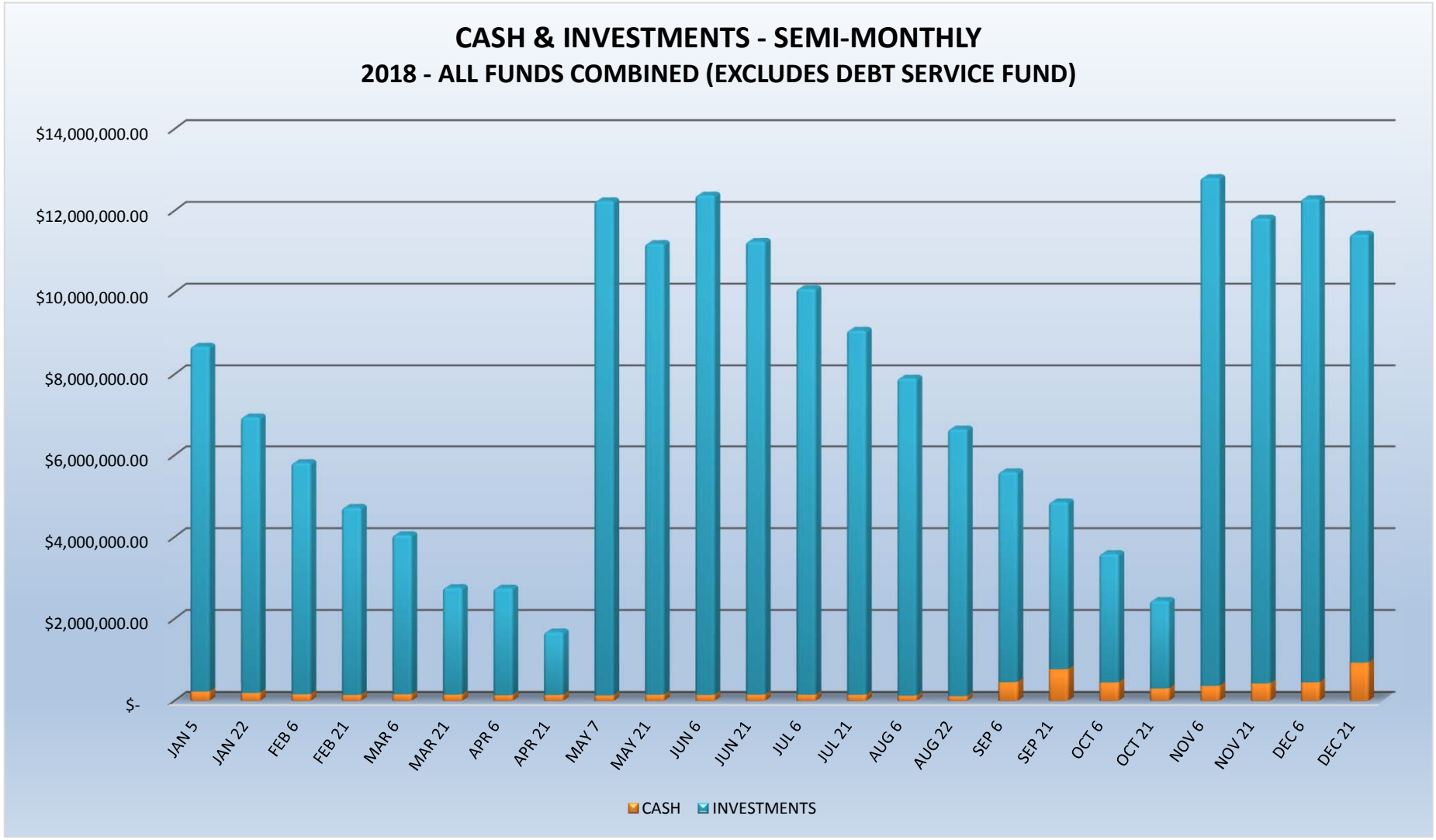
GENERAL FUND - 01	2018 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	$ 30,229,200	$ 30,288,289	$ -	$ (59,089)	100%
Other Revenue	$ 1,744,500	$ 1,415,411	$ -	$ 329,089	81%
TOTAL REVENUE	**$ 31,973,700**	**$ 31,703,700**	**$ -**	**$ 270,000**	**99%**
EXPENDITURES					
Personnel/Taxes and Benefits	$ 22,733,883	$ 20,650,175	$ -	$ 2,083,708	91%
Materials	$ 3,367,600	$ 2,964,716	$ -	$ 402,884	88%
Maintenance and Operations	$ 5,287,217	$ 3,576,612	$ 425,324	$ 1,285,281	76%
Transfers Out	$ 585,000	$ -	$ -	$ 585,000	0%
TOTAL EXPENDITURES	**$ 31,973,700**	**$ 27,191,503**	**$ 425,324**	**$ 4,356,873**	**86%**
Excess/(Deficit)		$ 4,512,197			
Additional Transfers Out		-			
NET EXCESS (DEFICIT)		**$ 4,512,197**			

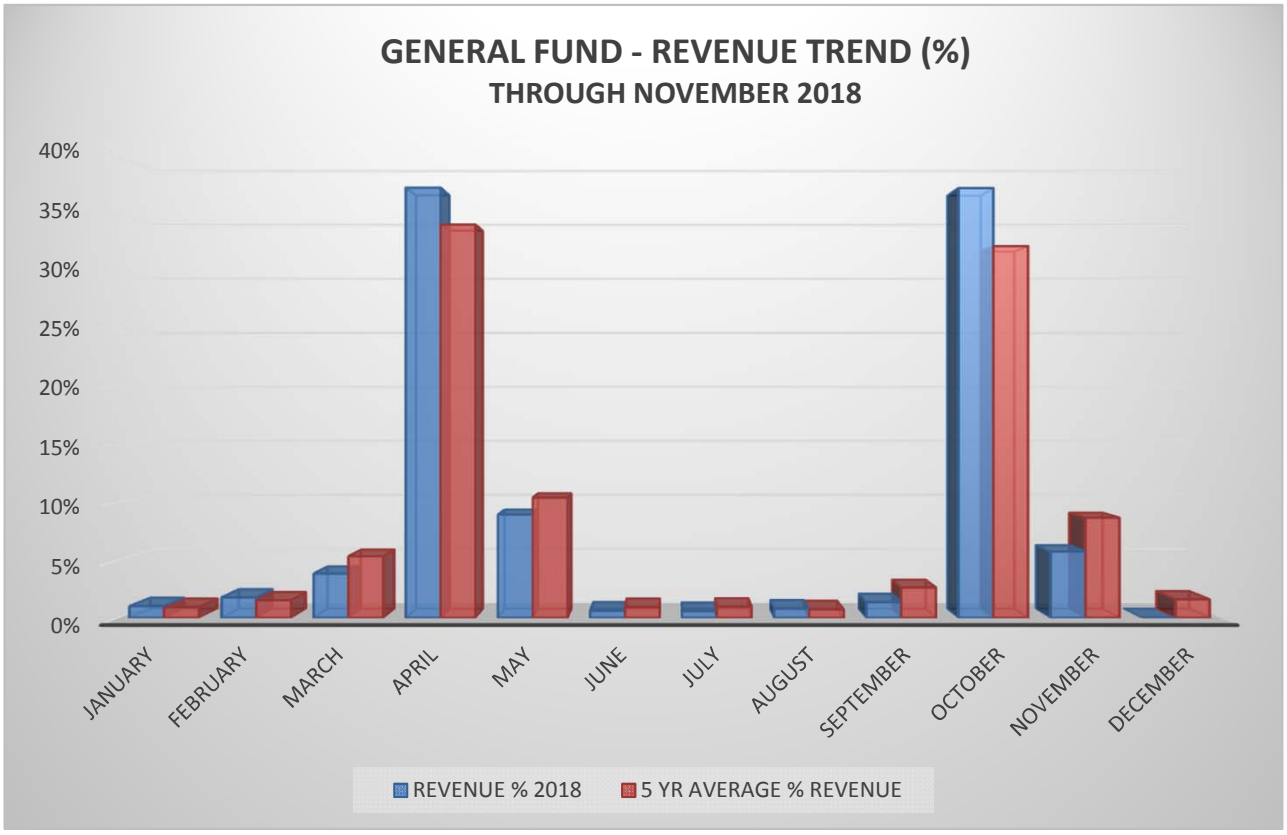
SPECIAL PURPOSE FUND - 15	2018 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	$ 360,000	$ -	$ -	$ 360,000	0%
Transfers In	$ 300,000	$ -	$ -	$ 300,000	0%
Investment Income	$ -	$ 14,774	$ -	$ (14,774)	-
TOTAL REVENUE	**$ 660,000**	**$ 14,774**	**$ -**	**$ 645,226**	**2%**
EXPENDITURES					
Election Costs	$ 660,000	$ 31,882	$ 22,904	$ 605,214	8%
TOTAL EXPENDITURES	**$ 660,000**	**$ 31,882**	**$ 22,904**	**$ 605,214**	**8%**
Excess/(Deficit)		$ (17,107)			
Additional Transfers In		$ -			
NET EXCESS (DEFICIT)		**$ (17,107)**			

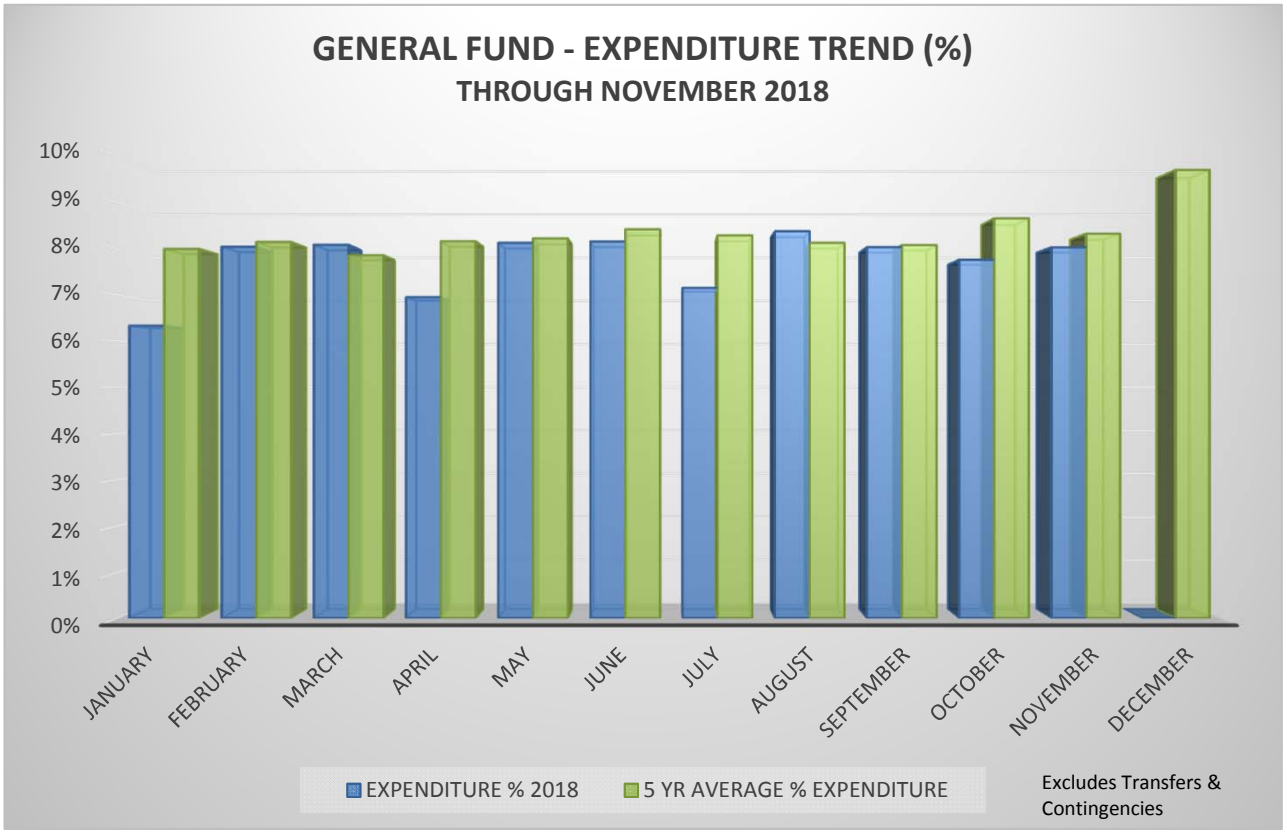
DEBT SERVICE FUND - 20	2018 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	$ -	$ 1,289	$ -	$ (1,289)	-
Other Revenue	$ -	$ -	$ -	$ -	-
TOTAL REVENUE	**$ -**	**$ 1,289**	**$ -**	**$ (1,289)**	**-**
TOTAL EXPENDITURES	$ -	$ -	$ -	$ -	-
NET EXCESS (DEFICIT)		**$ 1,289**			

CAPITAL IMPROVEMENT PROJECTS FUND - 30	2018 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	$ 100,000	$ -	$ -	$ 100,000	0%
Transfers In	$ 285,000	$ -	$ -	$ 285,000	0%
Other Revenue	$ -	$ 49,841	$ -	$ (49,841)	-
TOTAL REVENUE	**$ 385,000**	**$ 49,841**	**$ -**	**$ 335,159**	**13%**
EXPENDITURES					
Capital Improvement Projects	$ 385,000	$ 173,678	$ 108,909	$ 102,413	73%
TOTAL EXPENDITURES	**$ 385,000**	**$ 173,678**	**$ 108,909**	**$ 102,413**	**73%**
Excess/(Deficit)		$ (123,838)			
Additional Transfers In		-			
NET EXCESS (DEFICIT)		**$ (123,838)**			

Pierce County Library System
Information & Imagination




GENERAL FUND - REVENUE TREND (%)
THROUGH NOVEMBER 2018
40%
35%
30%
25%
20%
15%
10%
5%
0%
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
REVENUE % 2018
5 YR AVERAGE % REVENUE


GENERAL FUND - EXPENDITURE TREND (%)
THROUGH NOVEMBER 2018
10%
9%
8%
7%
6%
5%
4%
3%
2%
1%
0%
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
EXPENDITURE % 2018
5 YR AVERAGE % EXPENDITURE
Excludes Transfers & Contingencies

FUND: GENERAL FUND (01)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAXES CURRENT	29,502,700.00	1,701,403.55	29,647,864.10	0.00	(145,164.10)	100.49
31112 PROPERTY TAXES DELINQUENT	575,500.00	21,675.16	419,930.33	0.00	155,569.67	72.97
31130 SALE OF TAX TITLE PROPERTY	3,000.00	782.84	8,724.80	0.00	(5,724.80)	290.83
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	15,566.62	0.00	4,433.38	77.83
31740 TIMBER EXCISE TAX	63,000.00	39,310.67	82,241.56	0.00	(19,241.56)	130.54
TAXES:	**30,164,200.00**	**1,763,172.22**	**30,174,327.41**	**0.00**	**(10,127.41)**	**100.03**
33345 PLAY TO LEARN - FED INDIRECT	0.00	0.00	1,925.10	0.00	(1,925.10)	0.00
33533 STATE FOREST FUNDS/DNR TIMBER TRUS	0.00	2,762.54	10,056.28	0.00	(10,056.28)	0.00
33710 SHARED FIXED ASSETS - TIMBER	15,000.00	0.00	0.00	0.00	15,000.00	0.00
34160 COPIER FEES	30,000.00	2,540.72	30,458.93	0.00	(458.93)	101.53
34161 GRAPHICS SERVICES CHARGES	7,500.00	0.00	7,462.49	0.00	37.51	99.50
34162 PRINTER FEES	125,000.00	9,014.76	115,506.67	0.00	9,493.33	92.41
34163 FAX FEES	21,000.00	2,026.56	23,215.76	0.00	(2,215.76)	110.55
34193 ORTING - SERVICE FEES	3,000.00	0.00	2,430.00	0.00	570.00	81.00
34730 INTERLIBRARY LOAN FEES	0.00	483.44	845.50	0.00	(845.50)	0.00
35970 LIBRARY FINES	400,000.00	32,044.80	400,278.00	0.00	(278.00)	100.07
36110 INVESTMENT INCOME	50,000.00	14,867.22	76,374.72	0.00	(26,374.72)	152.75
36140 OTHER INTEREST EARNED - COUNTY	0.00	3.32	23.52	0.00	(23.52)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	1,000.00	0.00	960.44	0.00	39.56	96.04
36290 BOOK SALES	7,000.00	10.92	1,923.77	0.00	5,076.23	27.48
36700 FOUNDATION DONATIONS	403,265.00	0.00	75,536.94	0.00	327,728.06	18.73
36705 AWC GRANT	0.00	1,000.00	1,500.00	0.00	(1,500.00)	0.00
36720 FRIENDS' REIMBURSEMENTS	0.00	0.00	1,757.76	0.00	(1,757.76)	0.00
36725 DONATIONS - OTHER	104,735.00	22.70	24,602.70	0.00	80,132.30	23.49
36910 SALE OF SURPLUS	5,000.00	0.00	1,956.31	0.00	3,043.69	39.13
36920 FOUND MONEY	3,000.00	84.90	618.30	0.00	2,381.70	20.61
36990 MISCELLANEOUS REVENUE	0.00	(57.59)	2,712.12	0.00	(2,712.12)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	414.39	6,473.49	0.00	5,526.51	53.95
36996 JURY DUTY REIMBURSEMENT	0.00	20.00	280.00	0.00	(280.00)	0.00
36998 E RATE REIMBURSEMENT	552,000.00	0.00	663,536.59	0.00	(111,536.59)	120.21
36999 REBATES - PROCUREMENT CARD	70,000.00	0.00	46,969.18	0.00	23,030.82	67.10
CHARGES OTHER:	**1,809,500.00**	**65,238.68**	**1,497,404.57**	**0.00**	**312,095.43**	**82.75**
39510 SALE OF FIXED ASSETS (GOV)	0.00	5,540.02	27,507.24	0.00	(27,507.24)	0.00
39520 INSURANCE RECOVERIES - ASSETS	0.00	0.00	4,460.97	0.00	(4,460.97)	0.00
TOTAL FOR REVENUE ACCOUNTS	**31,973,700.00**	**1,833,950.92**	**31,703,700.19**	**0.00**	**269,999.81**	**99.16**
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	16,387,700.00	1,360,400.46	14,387,597.08	0.00	2,000,102.92	87.80
51105 ADDITIONAL HOURS	225,400.00	27,139.77	244,676.83	0.00	(19,276.83)	108.55
51106 SHIFT DIFFERENTIAL	165,600.00	10,726.63	154,886.73	0.00	10,713.27	93.53
51107 SUBSTITUTE HOURS	279,000.00	17,851.96	275,871.18	0.00	3,128.82	98.88
51109 TUITION ASSISTANCE PROGRAM	17,975.00	0.00	7,941.87	0.00	10,033.13	44.18
51200 OVERTIME WAGES	12,400.00	3,150.19	23,432.15	0.00	(11,032.15)	188.97
51999 ADJ WAGE/SALARY TO MATCH PLAN	(597,110.00)	0.00	0.00	0.00	(597,110.00)	0.00
52001 INDUSTRIAL INSURANCE	178,430.00	11,665.73	119,794.71	0.00	58,635.29	67.14
52002 MEDICAL INSURANCE	2,482,604.00	182,236.03	2,122,266.76	0.00	360,337.24	85.49
52003 F.I.C.A.	1,305,772.00	105,499.10	1,125,519.34	0.00	180,252.66	86.20

FUND: GENERAL FUND (01)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
52004 RETIREMENT	2,135,279.00	178,605.20	1,858,916.35	0.00	276,362.65	87.06
52005 DENTAL INSURANCE	230,396.00	17,875.91	197,466.84	0.00	32,929.16	85.71
52006 OTHER BENEFIT	10,800.00	1,420.00	15,500.00	0.00	(4,700.00)	143.52
52010 LIFE AND DISABILITY INSURANCE	74,327.00	6,161.10	68,354.33	0.00	5,972.67	91.96
52020 UNEMPLOYMENT COMPENSATION	50,500.00	0.00	47,950.79	0.00	2,549.21	94.95
52200 UNIFORMS	1,300.00	0.00	0.00	0.00	1,300.00	0.00
52999 ADJ BENEFITS TO MATCH PLAN	(226,490.00)	0.00	0.00	0.00	(226,490.00)	0.00
PERSONNEL	**22,733,883.00**	**1,922,732.08**	**20,650,174.96**	**0.00**	**2,083,708.04**	**90.83**
53100 OFFICE/OPERATING SUPPLIES	311,789.00	10,872.23	172,015.09	5,095.65	134,678.26	56.80
53101 CUSTODIAL SUPPLIES	69,000.00	1,307.63	52,343.38	7,175.05	9,481.57	86.26
53102 MAINTENANCE SUPPLIES	55,400.00	2,349.73	24,129.84	2,000.00	29,270.16	47.17
53103 AUDIOVISUAL PROCESSING SUP	10,000.00	0.00	3,458.52	268.51	6,272.97	37.27
53104 BOOK PROCESSING SUPPLIES	20,000.00	1,482.54	12,467.03	874.15	6,658.82	66.71
53200 FUEL	35,000.00	0.00	28,329.75	8,280.02	(1,609.77)	104.60
53401 ADULT MATERIALS	723,500.00	42,808.64	584,950.09	0.00	138,549.91	80.85
53403 PERIODICALS	90,000.00	2,660.94	82,164.89	0.00	7,835.11	91.29
53405 JUVENILE BOOKS	521,100.00	10,019.08	478,041.84	0.00	43,058.16	91.74
53406 PROFESSIONAL COLLECTION	1,500.00	52.75	1,465.86	0.00	34.14	97.72
53407 INTERNATIONAL COLLECTION	43,000.00	374.70	27,577.09	0.00	15,422.91	64.13
53408 AUDIOVISUAL MATERIALS - ADULT	715,000.00	51,862.89	575,779.95	0.00	139,220.05	80.53
53409 AUDIOVISUAL MATERIALS - JUV	82,000.00	3,348.75	58,692.46	0.00	23,307.54	71.58
53411 ELECTRONIC INFO SOURCES	496,600.00	0.00	462,612.31	0.00	33,987.69	93.16
53412 REFERENCE SERIALS	10,000.00	0.00	1,632.41	0.00	8,367.59	16.32
53414 ELECTRONIC COLLECTION	549,900.00	115,704.22	567,268.74	0.00	(17,368.74)	103.16
53464 VENDOR PROCESSING SERVICES	135,000.00	10,014.05	124,475.26	0.00	10,524.74	92.20
53499 GIFTS - MATERIALS	0.00	0.00	55.06	0.00	(55.06)	0.00
53500 MINOR EQUIPMENT	62,600.00	7,010.50	43,130.82	3,074.71	16,394.47	73.81
53501 FURNISHINGS	67,500.00	8,458.79	93,583.99	15,972.80	(42,056.79)	162.31
53502 PC HARDWARE	191,000.00	111,323.33	155,702.29	4,392.05	30,905.66	83.82
53505 SOFTWARE/LICENSES/HOSTING	500,850.00	3,537.45	336,095.08	6,881.30	157,873.62	68.48
54100 PERSONAL SERVICES	254,700.00	17,119.15	156,862.35	20,752.50	77,085.15	69.73
54101 LEGAL SERVICES	47,500.00	0.00	31,540.75	4,537.25	11,422.00	75.95
54103 CONTRACTUAL SERVICES	168,000.00	12,755.37	170,451.57	16,795.44	(19,247.01)	111.46
54162 BIBLIOGRAPHIC & RELATED SERVICES	51,900.00	4,054.72	39,932.02	0.00	11,967.98	76.94
54163 PRINTING AND BINDING	42,500.00	0.00	20,250.13	0.00	22,249.87	47.65
54165 ILL LOST ITEM CHARGE	2,500.00	65.41	1,536.49	0.00	963.51	61.46
54200 POSTAGE AND SHIPPING	68,000.00	692.98	58,225.27	0.00	9,774.73	85.63
54201 TELECOM SERVICES	654,800.00	64,342.46	562,318.19	71,145.23	21,336.58	96.74
54300 TRAVEL	34,500.00	384.79	22,523.51	806.95	11,169.54	67.62
54301 MILEAGE REIMBURSEMENTS	35,700.00	4,080.13	33,691.71	0.00	2,008.29	94.37
54400 ADVERTISING	70,500.00	6,937.68	43,914.36	13,964.47	12,621.17	82.10
54501 RENTALS/LEASES - BUILDINGS	427,350.00	21,558.90	363,681.21	5,444.35	58,224.44	86.38
54502 RENTALS/LEASES - EQUIPMENT	99,200.00	5,365.03	79,186.00	134,884.01	(114,870.01)	215.80
54600 INSURANCE	222,000.00	0.00	859.00	0.00	221,141.00	0.39
54700 ELECTRICITY	235,000.00	26,135.50	218,602.78	0.00	16,397.22	93.02
54701 NATURAL GAS	15,000.00	413.85	6,957.88	0.00	8,042.12	46.39
54702 WATER	29,700.00	9,147.45	39,159.83	0.00	(9,459.83)	131.85

FUND: GENERAL FUND (01)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
54703 SEWER	25,500.00	5,359.45	33,914.90	0.00	(8,414.90)	133.00
54704 REFUSE	31,500.00	3,889.95	32,988.73	61.41	(1,550.14)	104.92
54800 GENERAL REPAIRS/MAINTENANCE	235,200.00	16,182.47	241,594.69	83,523.90	(89,918.59)	138.23
54801 CONTRACTED MAINTENANCE	306,700.00	53,369.50	283,623.82	19,393.99	3,682.19	98.80
54810 IT SYSTEMS MAINTENANCE	139,000.00	0.00	51,653.00	0.00	87,347.00	37.16
54900 INDIVIDUAL REGISTRATIONS	37,600.00	1,310.00	25,391.36	0.00	12,208.64	67.53
54901 DUES AND MEMBERSHIPS	47,700.00	3,346.00	42,654.34	0.00	5,045.66	89.42
54902 TAXES AND ASSESSMENTS	40,000.00	82.63	38,019.73	0.00	1,980.27	95.05
54903 LICENSES AND FEES	49,700.00	3,551.38	42,127.07	0.00	7,572.93	84.76
54905 ORGANIZATIONAL REGISTRATIONS	4,130.00	150.00	1,940.19	0.00	2,189.81	46.98
54912 CONTINGENCY	575,198.00	0.00	0.00	0.00	575,198.00	0.00
55100 INTERGOVERMENTAL	13,000.00	1,365.51	11,755.55	0.00	1,244.45	90.43
59700 TRANSFERS OUT - CIP	285,000.00	0.00	0.00	0.00	285,000.00	0.00
59702 TRANSFERS OUT - SPF	300,000.00	0.00	0.00	0.00	300,000.00	0.00
ALL OTHER EXPENSES	**9,239,817.00**	**644,848.53**	**6,541,328.18**	**425,323.74**	**2,273,165.08**	**75.40**
NEED A CATEGORY	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
TOTAL FOR EXPENSE ACCOUNTS	**31,973,700.00**	**2,567,580.61**	**27,191,503.14**	**425,323.74**	**4,356,873.12**	**86.37**
NET SURPLUS / DEFICIT	**0.00**	**(733,629.69)**	**4,512,197.05**	**(425,323.74)**	**(4,086,873.31)**	**0.00**

FUND: SPECIAL PURPOSE FUND (15)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	360,000.00	0.00	0.00	0.00	360,000.00	0.00
TAXES:	**360,000.00**	**0.00**	**0.00**	**0.00**	**360,000.00**	**0.00**
36110 INVESTMENT INCOME	0.00	1,754.06	14,774.25	0.00	(14,774.25)	0.00
CHARGES OTHER:	**0.00**	**1,754.06**	**14,774.25**	**0.00**	**(14,774.25)**	**0.00**
39700 TRANSFERS IN	300,000.00	0.00	0.00	0.00	300,000.00	0.00
TOTAL FOR REVENUE ACCOUNTS	**660,000.00**	**1,754.06**	**14,774.25**	**0.00**	**645,225.75**	**2.24**
EXPENSE ACCOUNTS						
PERSONNEL	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
53100 OFFICE/OPERATING SUPPLIES	0.00	0.00	272.38	0.00	(272.38)	0.00
54100 PERSONAL SERVICES	15,000.00	0.00	0.00	0.00	15,000.00	0.00
54101 LEGAL SERVICES	5,000.00	28.00	588.00	4,412.00	0.00	100.00
54103 CONTRACTUAL SERVICES	25,000.00	0.00	0.00	18,491.95	6,508.05	73.97
54200 POSTAGE AND SHIPPING	19,000.00	0.00	18,961.47	0.00	38.53	99.80
54400 ADVERTISING	15,000.00	1,836.20	11,909.83	0.00	3,090.17	79.40
54903 LICENSES AND FEES	0.00	150.00	150.00	0.00	(150.00)	0.00
54912 CONTINGENCY	71,000.00	0.00	0.00	0.00	71,000.00	0.00
55200 ELECTION COSTS	510,000.00	0.00	0.00	0.00	510,000.00	0.00
ALL OTHER EXPENSES	**660,000.00**	**2,014.20**	**31,881.68**	**22,903.95**	**605,214.37**	**8.30**
TOTAL FOR EXPENSE ACCOUNTS	**660,000.00**	**2,014.20**	**31,881.68**	**22,903.95**	**605,214.37**	**8.30**
NET SURPLUS / DEFICIT	**0.00**	**(260.14)**	**(17,107.43)**	**(22,903.95)**	**40,011.38**	**0.00**

FUND: DEBT SERVICE FUND (20)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	128.11	0.00	(128.11)	0.00
TAXES:	**0.00**	**0.00**	**128.11**	**0.00**	**(128.11)**	**0.00**
36110 INVESTMENT INCOME	0.00	146.33	1,160.89	0.00	(1,160.89)	0.00
CHARGES OTHER:	**0.00**	**146.33**	**1,160.89**	**0.00**	**(1,160.89)**	**0.00**
TOTAL FOR REVENUE ACCOUNTS	**0.00**	**146.33**	**1,289.00**	**0.00**	**(1,289.00)**	**0.00**
NET SURPLUS / DEFICIT	**0.00**	**146.33**	**1,289.00**	**0.00**	**(1,289.00)**	**0.00**

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2018 Budget	November Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	100,000.00	0.00	0.00	0.00	100,000.00	0.00
36110 INVESTMENT INCOME	0.00	2,194.92	20,281.15	0.00	(20,281.15)	0.00
36200 KEY PENINSULA SHARED COSTS	0.00	0.00	9,559.37	0.00	(9,559.37)	0.00
36700 FOUNDATION DONATIONS	0.00	0.00	20,000.00	0.00	(20,000.00)	0.00
CHARGES OTHER:	**100,000.00**	**2,194.92**	**49,840.52**	**0.00**	**50,159.48**	**49.84**
39700 TRANSFERS IN	285,000.00	0.00	0.00	0.00	285,000.00	0.00
TOTAL FOR REVENUE ACCOUNTS	**385,000.00**	**2,194.92**	**49,840.52**	**0.00**	**335,159.48**	**12.95**
EXPENSE ACCOUNTS						
53501 FURNISHINGS	50,000.00	0.00	2,947.21	0.00	47,052.79	5.89
54100 PERSONAL SERVICES	150,000.00	0.00	22,598.49	41,050.71	86,350.80	42.43
54101 LEGAL SERVICES	0.00	0.00	3,225.75	0.00	(3,225.75)	0.00
54103 CONTRACTUAL SERVICES	0.00	442.00	27,406.72	67,857.18	(95,263.90)	0.00
54912 CONTINGENCY/RESERVE	25,000.00	0.00	0.00	0.00	25,000.00	0.00
56100 LAND	0.00	0.00	(2,500.00)	0.00	2,500.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	150,000.00	0.00	120,000.00	1.00	29,999.00	80.00
56202 ELECTRICAL	10,000.00	0.00	0.00	0.00	10,000.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	**385,000.00**	**442.00**	**173,678.17**	**108,908.89**	**102,412.94**	**73.40**
NET SURPLUS / DEFICIT	**0.00**	**1,752.92**	**(123,837.65)**	**(108,908.89)**	**232,746.54**	**0.00**

MEMO

Pierce County Library System
Information & Imagination

Date: January 3, 2019

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

From: Georgia Lomax, Executive Director

Subject: Executive Director Report – December

- Finance and Business Director Cliff Jo and I met with City of Edgewood Mayor Daryl Eidinger and Community Development Director Darren Groth to learn about the city's vision for updating its comprehensive plan in support of a walkable, community-oriented town center area located near City Hall at 24th Street E and Meridian. We also continued discussions with City of Lakewood about their libraries. I met with Jerry Vandenberg, Barb Bitetto and David Prestin of the Rotary Club of Sumner and Marilee Hill-Anderson, Director of Community Engagement at the Sumner/Bonney Lake School District about their Family Service Center project which provides health, human and social services through community partnerships.

- With stable funding in place for the next five years through the restored levy, we are returning to our work on the Facilities Master Plan. This month we began developing a project plan to engage the public in Lakewood and Sumner about their vision for their libraries and interest in a capital project. Both projects are initiated in response to the strategic plans and priorities of the cities and their commitment to being engaged partners in the projects.

- The state legislature begins its session January 14. The 105-day regular session is the first of the new biennium. I serve on the Public Library Legislative Committee. During the session we will meet for a weekly conference call and monitor bills that may impact public library governance, finances, or policy. Library Legislative Day is February 6, 2019. We will provide Pierce County legislators with information about the Library and its services that day.

MEMO

Pierce County Library System
Information & Imagination

Date: December 28, 2018

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

From: Jaime Prothro, Customer Experience Director

Subject: November Branch Services Report

Buckley: The Buckley Library coordinated with the City of Buckley to present a special holiday story time in conjunction with the City's tree lighting festival. Bob read Christmas stories for families in the meeting room until a certain "Mrs. Claus" arrived to add her own stories to the fun.

Dupont: We had our first Storytime for Grown-ups on Friday November 16.

Eatonville: On November 15, staff attended the Eatonville Chamber of Commerce Meeting and gave a presentation on how to use Library resources to grow their small businesses.

Fife: Staff coordinated with Sound transit to host an open house in January for the Fife community to discuss the building of a new train station for the Light Rail in Fife.

Graham: A representative from Graham Fire and Rescue participated in a Story Time at the Graham Library on November 2nd.

Key Center: Key Center staff attended the JBLM Newcomer's Orientation on Nov. 27, worked with McChord Library staff and shared info about PCLS resources.

Lakewood: A customer at Tech Help shared with staff that she had recently been laid off from her employer of 24 years in the service and hospitality industry. After talking through WorkSource's workshops and drop-ins and JobNow's resume templates, resume lab, and live chat, the customer was eager to start working on her first non-handwritten resume. Though she was not able to complete the resume in the remaining time, she made a significant start. The library's new circulating laptops create new possibilities in this situation, as customers now have the ability to check out the quipment after Tech Help ends to continue their work uninterrupted. The customer said multiple times that she was very grateful for the library and that we can't know what all our help means to her. She left the class which much more confidence in her ability to enter a digital job search as well as feeling empowered to ask staff for help any time she visits the library.

Milton: A fax machine was installed at the branch on November 8, fulfilling a customer requested service that had not previously been available.

Orting: We started our passive 3D program this month and it has been a big hit! So far we have made roughly 90 items for people! We have had a lot of interest and questions about it and people of all ages have been excited to learn more about 3D printing.

Parkland: The Curiosity Machine grant for AI Family Challenge ended on Nov. 28th. The 8 part series had lower attendance than anticipated but was well-received by participants. Staff are modifying activities to begin offering another round of programs at Graham in 2019.

South Hill: Youth Services staff Brandi gave a presentation on library services to 60 Moms of Preschoolers. Preschoolers and toddlers got messy making footprint painted trees in Petite Picasso, and school aged kids learned how to trap a dinosaur using the six simple machines during Tinker Thursday.

Summit: The Summit Friends held their first event book sale in years with the assistance of Teen Library Corps volunteers. Inventory was cleared and a valuable new partnership was born!

Tillicum: The monthly senior citizen program remains strong and this group has requested to keep the event going. On Nov. 5, participants created a paper craft to create attractive fall wreaths.

University Place: Staff reports much positive feedback regarding adult programs at the branch. On an evaluation, one person wrote "Thank You! Tax $ is at work ☺." In addition to hearing about the experience at the program, staff note more customer contributions regarding topics for new programming and will be using this information in their planning.

Unfinished Business

MEMO

Pierce County Library System
Information & Imagination

Date: January 2, 2019
To: Members of the Board of Trustees
From: Rob Allen, Board Chair
Subject: Election of Officers Process

During our meeting to elect officers for 2019, we decided that at our January meeting we would discuss how the Board would like to approach determining the Chair and Vice Chair. This might be creating a rotation that allows each member to take a turn in the roles, or seeking volunteers each year, or using another method.

Please be prepared to share your thoughts and we will decide on our desired approach during the meeting.

Here is what the Bylaws say about officers:

ARTICLE IV. Officers

Section 1. Election: The Board shall elect from its membership a Chair and Vice-Chair at the December meeting.

Section 2. Vacancies: Vacancies in either such office shall be filled by vote of the Board at the next regular meeting of the Board after the vacancy occurs.

Section 2. Term: Officers elected shall serve January through December of the following year or until their successors are elected if later; provided, that any officer may succeed himself/herself.

Section 3. Chair: The Chair of the Board shall preside at all meetings of the Board, appoint all committees, act and perform all other duties necessary for the fulfillment of the objectives and decisions of the Board.

Section 4. Vice-Chair: The Vice Chair shall preside in the absence of the Chair and fulfill the duties of the Chair in the Chair's absence, inability to serve or removal from office.

Section 5. Secretary: The Library Director or her/his designate shall serve as Secretary of the Board. The Secretary shall ensure that a true and accurate record is maintained of all meetings of the Board.

MEMO

Pierce County Library System
Information & Imagination

Date: January 2, 2019

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

From: Melinda Chesbro

Subject: Metrics – Dashboard Update

At the January meeting I'll bring November dashboard statistics in the new format for your feedback. You'll be able to compare this presentation to the old dashboard statistics in your packet. The new format will include the elements you requested including larger graphics with supporting tabular date, more narrative for context and highlights of trends.

New Business

MEMO

Pierce County Library System
Information & Imagination

Date: December 31, 2018

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

From: Dean Carrell, Development Director
Clifford Jo, Finance & Business Director

Subject: 2019 Foundation/Library Agreement and Addendum

Every year, the Foundation and Library enter into an agreement that allows the Library to fund staff and resources for Foundation-related work and in turn the Library receives benefits from those activities. The purpose of this memo is to (1) report on the performance of the expiring agreement and (2) introduce the new agreement for approval by both Library Board of Trustees and Foundation Board of Directors.

2018 Results

The 2018 agreement stated that the Library would provide $278,000 in value of support by funding the Development Office, space, and equipment, and that the Foundation would provide benefits to the Library through its fundraising efforts and other promotional activities.

Foundation distributions*:	$ 350,000
Agreement:	278,000
Net:	$ 72,000

* Includes $7,000 distributed in 2018 but carried over into 2019.

The Agreement includes an Addendum to promote and communicate significant benefits to the Library that are non-monetary. It has been updated to reflect the changes the Foundation made in the approach to determining the programs to fundraise and also mirrors the Library's strategic plan.

Provided on the following page is a historical table of actual distributions compared to supporting costs identified in the agreement, which is based on an auditor-approved formula that accounts for a proportion of staff time on Foundation work, along with prorated technology costs and facility uses. Note that in 2017 distributions were lower, due to the Foundation's 6 month fiscal year change to align with the calendar year. Fundraising still continued in 2017 and the results were distributed in 2018.

Record of Actual Distributions Compared to Agreement for Supporting Costs

Library Fiscal Year	Actual Distributions	Agreement for Supporting Costs	Difference From Distributions
2019	$ 350,000	$ 265,000	$ 85,000
2018	350,000	278,000	72,000
2017[1]	211,008	251,000	-39,992
			2017-18: 32,008
2016	287,081	228,000	59,081
2015	438,771[2]	219,000	219,771
2014	537,093[3]	216,000	321,093
2013	266,982	185,000	81,982
2012[4]	252,257	208,000	44,257
2011	229,300	163,000	66,300
2010	587,333[5]	163,000	424,333

[1] 2017 included only 6 months due to fiscal year transition.
[2] Includes WorkForce Central funding ($137,068).
[3] Includes Interactive Development Platform and Science to Go ($204,066).
[4] First year of Addendum.
[5] Includes UP Capital Campaign distribution of $382,017.

2019 Agreement and Addendum

In 2019, the value of staffing, services, space, and equipment which the Library provides for the Development Office working on the Foundation's Annual Development Plan is estimated at $265,000 and distributions are projected to be $350,000, yielding a positive position of $72,000.

The Addendum documents that the Foundation contributes more than just the money that it raises and provides transparency on the full range of activities the Foundation will undertake. The items in the Addendum were based on the Foundation's 2019 Impact Committee recommendations.

Attached are the Agreement and Addendum. The Agreement and Addendum may have different amendment needs and are considered separate documents. Therefore each needs to be approved by the Board. We recommend that the Board pass two motions:

Motion: Authorize Georgia Lomax to sign the Foundation Agreement as presented.

Motion: Authorize Georgia Lomax to sign the Addendum as presented.

AGREEMENT

THIS AGREEMENT is made and entered into this _____ of _____, _____ by and between the Pierce County Rural Library District, a municipal corporation herein after referred to as "Library", and the Pierce County Library Foundation, a non-profit corporation designed to provide assistance and aid in the development, maintenance, and promotion of growth and preservation of the Library and its staff, herein after referred to as "Foundation".

WHEREAS, pursuant to RCW 27.12.210(5), the Library Board of Trustees is authorized to control the finances of the Library; and

WHEREAS, pursuant to RCW 27.12.210(6), the Library Board of Trustees is authorized to accept gifts of money or property for Library purposes; and

WHEREAS, pursuant to RCW 27.12.210(10), the Library Board of Trustees is authorized to all acts necessary for the orderly and efficient management and control of the Library; and

WHEREAS, the Library Board of Trustees desires to have a Foundation as a tax-exempt non-profit corporation organized and operated exclusively to receive and administer property for the benefit of the Library and to make contributions, grants, gifts, bequests, trusts, and property to the Library; and

WHEREAS, the Foundation is empowered to provide services to the Library related to the solicitation of contributions, grants, gifts, bequests, trusts, and property for the benefit of the Library and other fundraising activities; and

WHEREAS, the purpose of the Foundation is to support the mission of the Library; and

WHEREAS, the Foundation desires to provide certain financial services for the Library as described in this Agreement in furtherance of its corporate purpose;

NOW, THEREFORE, in consideration of the mutual exchange of services and the other covenants and agreements hereinafter mentioned, the parties hereto covenant and agree as follows:

A. THE FOUNDATION AGREES TO:

1. Encourage continuous philanthropic support and development of relationships for the benefit of the Library.

2. Establish rules, regulations, and procedures for the necessary management of all affairs of the Foundation in consonance with the laws and regulations described in section 501(c)(3) of the Internal Revenue Code as now enacted or hereafter amended or supplemented.

3. Accept, hold, administer, invest, and disperse such funds and properties in accordance with its purpose as established within the Foundation Articles of Incorporation and Bylaws.

4. Use all assets and earnings of the Foundation exclusively for Library purposes.

5. Engage in and disperse all parts of its funds for any and all lawful activities permitted by the laws and regulations governing tax exempt charitable corporations at the time of dispersal, and which may be necessary or incidental to the furtherance of the purposes of the Foundation.

6. Use reasonable portions of its funds and income to pay the administrative expenses of the Foundation.

7. Pursuant to RCW 27.12.300, tender immediately to the Library all donations and instruments deemed gifts it may receive for which the donor names the Library as the recipient.

8. Be responsible for and account for, in its own records, all donations and instruments deemed gifts where the donor names the Foundation as the recipient.

9. Maintain its stated purposes of existence as set forth herein and in its Articles and Bylaws during the lifetime of this Agreement.

10. Provide such other services and undertake such other activities for the benefit of the Library as the Foundation and the Library shall identify from time to time by written addenda to this Agreement.

B. THE LIBRARY AGREES TO:

1. Provide professional staff and services to Foundation, consistent with the Library Board-approved Library budget, including without limiting the generality of the foregoing a Development Director, including necessary office space, clerical support, utilities, equipment and furniture, consumable office supplies, telephone service, office equipment including but not limited to photocopiers and facsimile machines, computer hardware, software, productivity tools, network connectivity, printers, and other computer peripherals, all in partial payment for Library services as described herein. The Library further agrees to maintain proper accounting records of the costs of such services.

2. Establish the value of the aforementioned services, space, and equipment which the Library provides to the Foundation, not to exceed the total amount of $265,000 during the Library fiscal year 2019. The Library, pursuant to its budgeting and fiscal policies, shall review the actual costs to assure that this agreement's value of services is not exceeded or will be adjusted accordingly in subsequent agreements. Such reports and information shall be made available to the Foundation.

3. Purchase any items, including but not limited to food, gifts, and honorariums specifically funded by the Foundation and for the benefit of the Library. Pass through purchases shall be periodic in nature and properly recorded. Time spent to make said purchases shall be "de minimis" in nature.

C. ANNUAL EVALUATION AND REVIEW

The Foundation and the Library shall annually identify the specific services that the Foundation will provide and the specific activities that the Foundation will undertake for the benefit of the Library, which shall be described in addenda to this Agreement signed by the parties. The Foundation shall provide the Library with a written report annually, which shall confirm that it has fully complied with its obligation to expend its best efforts to seek to accrue gifts, grants, donations, endowments for the benefit of the Library, and set forth its progress in furtherance of the identified activities and services, and list its other accomplishments for the preceding year. For this purpose, the Foundation will share with the Library its revenue and expense statements for the preceding year and its end-of-year balance sheet.

D. TERM OF AGREEMENT

The initial term of this Agreement shall be one year, but such term shall be automatically extended on each anniversary date hereof for an additional one year period unless either party shall have given written notice to the other, at least 30 days prior to the next anniversary date hereof, of its desire not to extend this Agreement.

E. MODIFICATION

No alteration or modification of any terms of this Agreement shall be valid unless made in writing and signed by the parties.

E. TERMINATION

Notwithstanding the provisions of Term of Agreement, either party may terminate this Agreement effective at the end of any Library fiscal year, with or without cause, upon 30 days written notice to the other party.

F. ASSIGNMENT

Neither party may assign or transfer this Agreement.

G. GOVERNING LAW AND DISPUTES

This agreement shall be construed and enforced in accordance with, and the validity and performance hereof shall be governed by the laws of the State of Washington. Venue for all litigation arising out of this Agreement shall be Pierce County, Washington.

Pierce County Library Foundation	Pierce County Rural Library District
_____	_____
Signature	Signature
_____	_____
Printed Name	Printed Name
_____	_____
Title	Title
_____	_____
Date	Date

ADDENDUM NO. 1 (2019) TO FOUNDATION AGREEMENT BETWEEN PIERCE COUNTY RURAL LIBRARY DISTRICT AND PIERCE COUNTY LIBRARY FOUNDATION

Purpose

The purpose of this Addendum is to identify the specific services that the Pierce County Library Foundation (the "Foundation") will provide and the specific activities that the Foundation will undertake for the benefit of the Pierce County Rural Library District (the "Library") during the Library's fiscal year 2019, including, but not limited to, the estimated distributions that the Foundation will forward to the Library. The effective date of this addendum is January 9, 2019.

Estimated Distributions

The Foundation will make $350,000 in distributions to the Library from gifts, grants, donations, endowments solicited by the Foundation for the benefit of the Library as managed through the Foundation's Impact Committee and Philanthropy Committee.

Services and Activities

The Library's Vision is *"We spark success for Pierce County. With 20 libraries, hundreds of events, helpful staff, and more than a million materials to choose from, the possibilities are endless."*

The Foundation's Vision is to *"Ignite literacy of all kinds for every child, teen, and adult in Pierce County to build a knowledgeable, aware, engaged, and empowered community, critical to fueling our social and economic prosperity."*

The Library's Vision benefits from the Foundation's Vision. In addition to its fundraising purpose, the Foundation:

- Attracts people and resources to build upon and enhance taxpayer support to strengthen and supplement, not supplant, public funding for the Library.
- Purchases or secures items, including but not limited to food, gifts, and honorariums for the benefit of the Library. Pass through purchases or in-kind gifts are periodic in nature and are properly recorded, with time expended to complete as "de minimis" in nature.
- Engages and stewards a community of Library supporters who understand and effectively advocate for the Library's purpose, goals, and services.
- Communicates community awareness of the Library's value as the largest provider of free books and information in Pierce County. Educates and informs the community of Library services in 20 locations and online.

Encourages and promotes opportunities for children and adults to learn and enrich their lives through Library programs and services.

To those ends, the Foundation will undertake the following additional services and activities for the benefit of the Library:

Communicating the Library to constituents
The Foundation will communicate with the community and provide updates about what's happening in the Library. Includes:

- E-newsletters four times a year
- Honor Roll of Donors in Library Annual Report
- Spring and Fall direct mail appeals to both acquire and retain donors
- Email communications and solicitations
- Acknowledgement of gifts and personal thank you cards
- Invitations for one donor recognition and cultivation event with the Tacoma Rainiers celebrating Summer Reading, and one promotional event still to be determined through the work of the Foundation's Philanthropy Committee
- Stewardship calls to donors
- Foundation website for the public

Bringing awareness of the Library to local businesses and foundations
The Foundation will contact businesses to secure unrestricted support through its Library Champions program, and event sponsorships for the Tacoma Rainiers Summer Reading donor event and one promotional event. The Foundation will also submit proposals to charitable foundations on behalf of the Library for selected projects.

- The Foundation will research, apply, and report on Library programs and their benefits to the community.
- Grant proposals will be submitted for programs which have been recommended through the Foundation's Impact Committee process and voted into approval by the Foundation Board.
- Grantors and sponsors are updated with project reports which include outcomes and expense, and are submitted in a timely manner.

Promoting the Library through events
The Foundation will organize and conduct the following events:

- The Foundation will secure sponsors to help underwrite Library programs and events which the Foundation Board committed to fund based upon the Foundation's Impact Committee recommendations.
- Library Night with the Tacoma Rainiers Summer Reading donor reception: the Foundation will host a sponsored donor recognition and cultivation reception prior to the August 20, 2019 Tacoma Rainiers game for donors who have contributed $250 or more in the past year.

- Promotional event: the Foundation will host one sponsored event to promote the Pierce County Library System and its many programs and services.
- Commemorative naming ceremonies, if appropriate.

Attracting a cadre of loyal library supporters

- Board of Directors: the Foundation will recruit and engage up to 25 active volunteer board members who are passionate ambassadors of the Pierce County Library System.
- Donors: the Foundation will seek to engage and secure a growing number of donors at all recognition levels every fiscal year.
- Grantors and Sponsors: the Foundation will research and submit proposals for awards from charitable foundations, local businesses, and corporations.

Pierce County Library Foundation	**Pierce County Rural Library District**
_____	_____
Signature	Signature
_____	_____
Printed Name	Printed Name
_____	_____
Title	Title
_____	_____
Date	Date

MEMO

Pierce County Library System
Information & Imagination

Date: January 3, 2019

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

From: Georgia Lomax, Executive Director

Subject: 2019 Trustee Vacancy

In August, Donna Albers will complete her term on the Pierce County Library System's Board of Trustees.

The Pierce County Executive appoints members to the Board, and the appointment is ratified by the Pierce County Council. A competitive vacancy process was developed in 1991 to recruit, interview and select a candidate to recommend to the County Executive for appointment.

To begin to prepare for launching the recruitment and selection process this spring, the Board assesses gaps and desired skills, knowledge, diversity and other representation to strengthen the Board in providing fiscal oversight, and policy and strategic direction in order to best serve residents of the District. Your discussion will be used to draft recruitment materials, which you will review prior to advertising the vacancy.

Some questions to consider:

- What key skills, knowledge, diversity, etc., are needed for an individual to be successful as a trustee?
- What key skills, knowledge, diversity, etc., will be important to have on the Board for the Library's success over the next five years?
- What key skills, knowledge, diversity, etc., would further enhance the Board's ability to govern the Library District?

Attached is a copy of the Trustee Roles and Responsibilities.

Vacancy Process Timeline

Advertise vacancy	April
Interviews	May
Recommendation to County Executive	June
County appointment process	July
Orientation	August
New Trustee term begins	September

Pierce County Library System
INFORMATION ▪ *IMAGINATION*

LIBRARY TRUSTEE - ROLES AND RESPONSIBILITIES

Board of Trustees is the governing board of the Pierce County Library System. The Board assumes fiscal oversight and policy direction for the Library System. Management of the library is the responsibility of the Executive Director and administrative staff. The Board's duties include broad responsibilities required for the efficient management of a tax-funded institution and legal powers vested in the Board by Washington State law (RCW, Title 27.12).

Primary responsibilities of the Board include:

- Adopting written policies to govern the operation and services of the Library.
- Approving and monitoring the Library's annual budget, and ongoing fiscal health.
- Planning for the future of the Library, setting long-term strategic direction and goals.
- Acting as an advocate for the Library and a liaison to the public, organizations, and public officials.
- Hiring the Executive Director and evaluating performance.
- Accepting gifts of money or property for library purposes.
- Obtaining land and buildings for library purposes, and ensuring they are maintained.

Additional responsibilities and principal activities

- Study the needs and interests of the community and ensure they are addressed when considering library services and policies.
- Become familiar with library law, principles, standards, trends, and issues.
- Lend expertise to the Library.
- Ensure Library policy and practices are legal and maintain ethical integrity and public accountability.
- Attend when possible, American Library Association, Washington Library Association, or other appropriate conferences or learning opportunities related to providing effective library decision-making.
- Encourage and support Pierce County Library Foundation work and activities.
- Foster cooperation with other area libraries, agencies, governments, and organizations to maximize use of available resources.
- Ensure the Library and Board operate in accordance with state and local laws, including open meeting laws.
- Approve necessary contracts.
- Determine the need and authorize the library district to place levy or bond measures before the voter.

Expectations:

- Serious commitment to the work of a library trustee.
- Dedication to the provision of high quality, contemporary library services.
- The ability to prepare for, attend, and actively participate in regularly scheduled board meetings, study sessions, and major library events.
- A commitment to freedom of expression and inquiry for all people.
- The ability to handle opposition and make decisions in the interest of library service to the community.
- An open mind, curiosity, respect for the opinions of others and ability to work cooperatively.

Appointment/Term of Office:

The Pierce County Executive appoints trustees to serve a five-year term. A maximum of two terms may be served.

Time Commitment:

The Pierce County Library Board of Trustee meetings are generally scheduled on the second Wednesday of the month from 3:30 – 6 p.m. at the Processing and Administrative Center in the Midland/Summit area. Special meetings or study sessions are called as necessary at times convenient to members.

MEMO

Pierce County Library System
Information & Imagination

Date: January 2, 2019

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

From: Cheree Green, Staff Experience Director

Subject: Collective Bargaining Agreement Negotiations

On December 21st, the Library's negotiation team reached a verbal agreement with the Union on our Collective Bargaining Agreement, pending ratification. The Union's voting process will be completed by January 25, 2019. If the Union membership ratifies the 2019-2021 contract, we will bring it back to the Library's negotiating team, provide you with an overview of the key terms and recommend that you vote to ratify it at February's Board meeting.

Board Education and Service Reports

MEMO

Pierce County Library System
Information & Imagination

Date: December 29, 2018

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

From: Stephanie Ratko, IT Manager

Subject: 5-Year Technology Roadmap

The purpose of the 5 Year Technology Roadmap is to establish the Pierce County Library System's (PCLS) technology initiatives for the next five years, 2018 to 2023. This roadmap identifies the Library's overall technology goals, objectives, activities, and projects for this five year period.

This roadmap was developed by the PCLS Leadership Team, the IT Portfolio Management team, and the IT Department over a period of 5 months. It will be used to aid PCLS technology planning, coordination and investment decisions. Additionally, it could be used as a reference for the Foundation to raise funds for capital investment campaigns.

At the January Board meeting I will present to you key elements of the Roadmap and answer any questions you may have. I attached some supporting documents to aid in our discussion. They are:

- 5 Year Technology Roadmap
- 2019 Roadmap Initiatives
- IT Portfolio Management (ITPM) Industry Standards
- PCLS ITPM – Sock Drawer Metaphor
- 2018 PubTech Journey and Map

Three key things I'd like for you to take away from the Roadmap are:

1. We are striving to be a best-in-class Library that provides innovative, modern and sustainable technology for customers and staff. We reference IT industry best practices, study them and determine how or if we should operationalize them at PCLS.

2. Technology is an enabler for all Library Programs and Services for both the Public and Staff. It's not just an IT Department thing.

3. The five year investments (Operational and Capital) and how we approach this work will enable us to continue to provide access to all Pierce County citizens to modern technology, access to materials, provide services to assess skills and find employment, train staff and customers, and improve the digital literacy and economic landscape of our region**.**

Pierce County Library System

5 Year Technology Roadmap

Stephanie Ratko, IT Department, IT Portfolio Teams, PubTech and Leadership Team

12/14/18

FINAL

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Part 1 – Who We Are

Purpose and Use

The purpose of this document is to establish the Pierce County Library System's (PCLS) technology initiatives for the next five years, 2018 to 2023. This plan identifies the Library's overall technology goals, objectives, activities, and projects for this five year period.

This roadmap was developed by the PCLS Leadership Team, the IT Portfolio Management team, and the IT Department over a period of 5 months. It will be used to aid PCLS technology planning, coordination and investment decisions. Additionally, it could be used as a reference for the Foundation to raise funds for capital investment campaigns.

Methodology We Use to Support the Library's Technology Assets

We use IT Portfolio Management to systematically manage the Library's IT investments (applications, websites, and infrastructure), IT projects, and IT department activities. This is an important step for our organization in order to accomplish both tactical and strategic objectives through best practices and our governance model.

Definition

IT Portfolio Management is the application of systematic management to the investments, projects and activities of IT departments. Examples of IT portfolios would be planned initiatives, projects, and ongoing IT services. The promise of IT portfolio management is the quantification of previously informal IT efforts, enabling measurement and objective evaluation of investment scenarios.

Here is the current inventory of PCLS technology assets that are managed through the IT Portfolio Management process.

Types of Technology Assets Managed and Supported

With a majority of technology expenditures going to manage existing technology assets, a primary goal of IT Portfolio Management is the transparency with customers of the current inventory of IT assets and resource consumption. By maintaining an inventory of our systems, we're able to:

- Identify and eliminate redundant investments.
- Quantify the condition of our assets in terms of stability, quality, and maintainability.
- Qualify the business value/impact of our investments and the relative importance of each investment to the Library.
- Allocate resources according to the condition and importance of an asset in the context of business priorities.

PCLS IT Department Operating Principles

Our services are inherently designed to provide innovative solutions that increase business process efficiency and drive down total cost of ownership. We are able to deliver these benefits to our customers because:

- We deeply care about what is important to our customers, communities and teammates.
- We strive to lead in IT best practices by utilizing industry standards and repeatable processes.
- We are focused on transparency, holding ourselves accountable in managing public funds so we can be financially sustainable.
- We are a strategic partner in fulfilling the library's core services and initiatives.
- We understand our customer's business cycles and processes as well as their technology environment/needs.
- We partner with our customers to follow IT Portfolio Management processes to identify issues and opportunities, prioritize the work, plan resources, and track our work.
- We hold ourselves accountable by identifying and measuring key performance indicators.
- We are committed to training and professional development so we are skilled and knowledgeable in our roles.
- We are trailblazers within our organization:
    - We strive to become more effective at what we do by looking outside ourselves.
    - We borrow from the success of others.
    - We operationalize and share improvements with our strategic partners.

IT Department Organizational Information:

The Pierce County Library System IT Department provides desktop, application and IT infrastructure support services to PCLS staff, 20 branches and select Outreach locations.

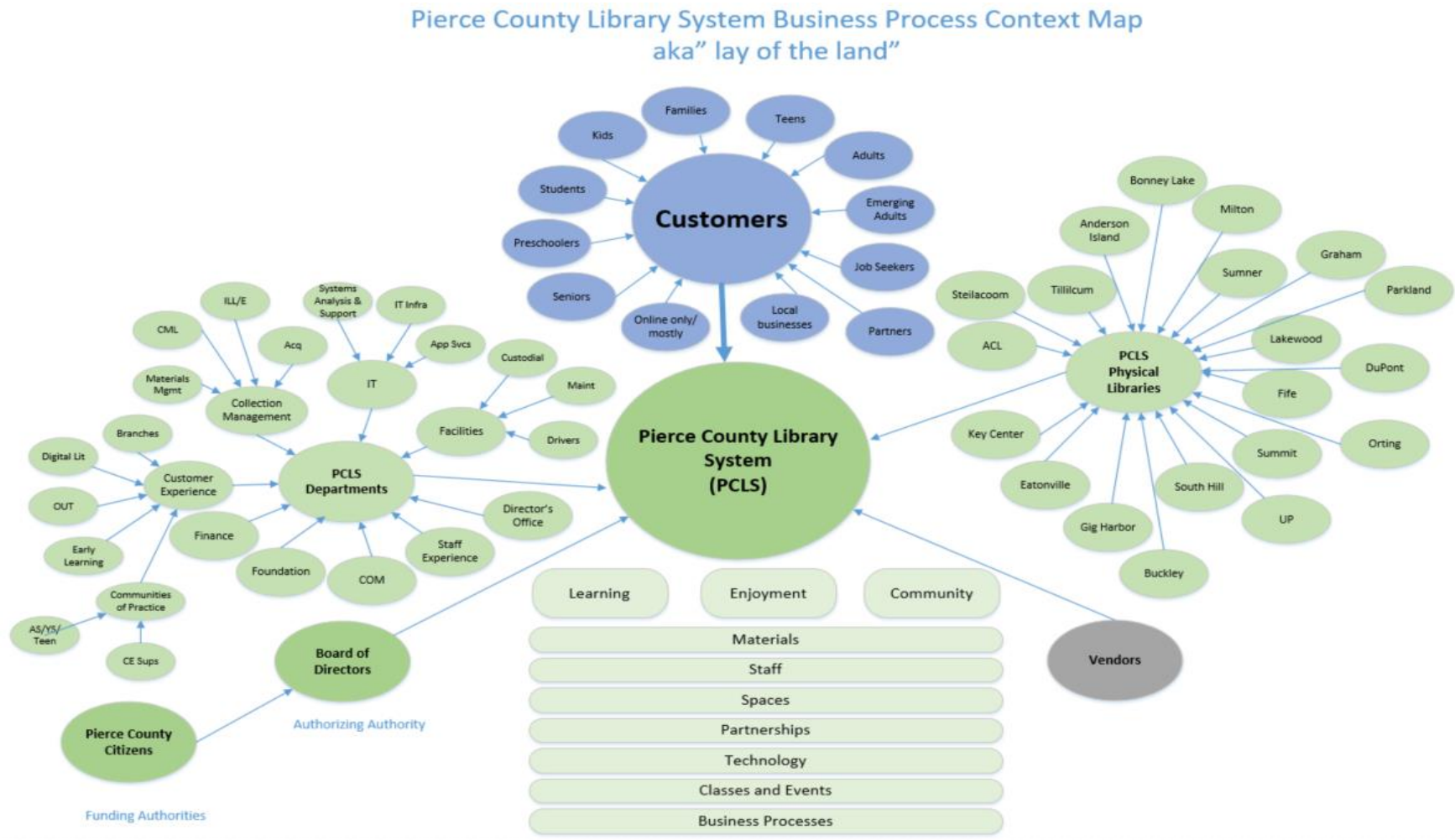
The PCLS IT Department provides the highest-quality, technology-based services in the most cost-effective manner to facilitate the **Pierce County Library Strategic Framework** as it applies to **Learning, Enjoyment,** and **Community** and our supporting core services:

- **Materials:** We have the books and resources that you want.
- **Staff:** Our staff connects you to the right resource at the right time.
- **Spaces:** Our libraries are welcoming, and vital to your community.
- **Partnerships:** We collaborate with others to best serve you.
- **Classes & Events:** We offer interesting programs, skill-building classes, and special events.
- **Business Processes:** We make smart investments in sound and sustainable operations.
- **Technology:** We meet your needs with today's technology.

Who We Serve

Pierce County Library System's 20 libraries bring people together, enrich lives, and provide children and adults with opportunities to learn.

The libraries offer families and children fun, learning and free access to 1.5 million books, e-books, audiobooks, downloadable audiobooks, movies, and numerous events and classes for children and adults.



The Library served an estimated population of 600,000 during 2017 (using 2010 census results). In December 2017, 342,000 people had active Pierce County Library System library cards, an increase of over 10,000 from the previous year. The Library offers nearly 1.5 million books, DVDs, audiobooks, and other items. In 2017, people checked out nearly 6.2 million items (2016: 7.4 million) and people made over 2.1 million visits to libraries and bookmobiles (2016: 2.2 million).

In Washington state, there are 62 library systems serving the state. Of these, nine library systems serve populations greater than 250,000, including Pierce County Library. In 2016, of all libraries Pierce County Library ranked fourth in population served and fourth in total items checked out. These nine library systems managed a total of 215 branches and 22 bookmobiles.

Services

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

The six busiest libraries are open 63 hours per week, seven days per week and provide a range of services, including Adult Services and Youth Services librarians, meeting rooms, and extensive fiction and nonfiction materials. Three of the next busiest libraries (Bonney Lake, Graham, and Summit) are each open 60 hours, seven days per week. These nine libraries are open on Sundays, from 1 to 5 p.m. Seven other libraries (Buckley, DuPont, Eatonville, Fife, Key Center, Milton/Edgewood, Orting, and Steilacoom) provide services to local communities and are open 47 hours per week, six days a week. The Tillicum library is open 39 hours per week, six days a week.

In 2017, the Community & Outreach Services Department served over 30 adult care facilities and about 50 group homes and people who are homebound. The Explorer Kid's Bookmobile provided summer service to children in low-income neighborhoods. The Youth Services staff serves about 70 childcare centers and over 80 family childcare programs.

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

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

Online library services people may access:

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

Library History in Brief

The Pierce County Library System has served customers for more than 70 years. The Library System has changed a lot in that time. In 1946 seven libraries served 55,000 people. Today, Pierce County Library is the state's fourth largest library system with 20 libraries serving 600,000 people. In 1946 Pierce County Library offered 6,385 books and 6,800 from Tacoma Public Library. Today the Pierce County Library System offers 1.5 million books, CDs, DVDs, audiobooks and more. It also offers computers with high-speed internet access and free Wi-Fi.

Pierce County in Brief

Although City of Tacoma and City of Puyallup are not part of the Library's district, they are included in the data in this section due to them being reciprocal borrowing areas (residents in those two large cities are able to use Pierce County Library System resources by mutual agreement).

Year	Median Household Income	Median Age	Single Unit Homes
2001	44,965	34.3	189,111
2002	45,581	34.4	193,073
2003	47,084	34.6	197,414
2004	49,151	34.8	201,655
2005	50,678	35.1	205,702
2006	55,506	35.2	210,722
2007	56,426	35.3	215,161
2008	57,674	35.4	218,132
2009	56,555	35.6	219,891
2010	55,531	35.9	218,828
2011	56,114	36.1	220,212
2012	57,162	36.2	221,467
2013	57,238	36.5	223,046
2014	59,998	36.8	225,376
2015	59,566	37.1	227,526
2016	61,042	37.2 (est)	229,571

Source of data: Washington State Office of Fiscal Management.

Top 10 Employers in Pierce County (2017)

Employer	FTEs
Joint Base Lewis-McCord	60,100
Multicare Health System	7,439
Washington State Employees	6,838
Franciscan Health System	6,528
Tacoma Public Schools	3,541
Pierce County Government	3,058
Bethel School District	2,465
City of Tacoma	2,251
State Farm Insurance Companies	2,150
Puyallup School District	2,124

Source of data: Tacoma-Pierce County Economic Development Board

Pierce County Library System is 74th at 278 FTEs in 2017

Other Pierce County Data (2014-16)

K-12 students enrolled (2016-17)[1]	132,966
School districts / schools (2016)[2]	17 / 300
Colleges and Universities (2016)[2]	7
Licensed drivers (2014)[3]	578,224

1. Office of Superintendent for Public Instruction (public schools only)
2. Pierce County website
3. Washington State Office of Fiscal Management

Snapshot of Key Data

Provided below is a table of key data regarding the Pierce County Library System.
Snapshot of the Library's Key Data thru 2017. (This will be updated with new key data elements in 2018)

	2013	2014	2015	2016	2017*
Population of service area as of end of fiscal year	558,000	564,000	580,000	590,000	602,000
Service area size (in square miles, rounded)	1,800	1,800	1,800	1,800	1,800
Library materials	1,149,283	1,095,007	1,038,481	977,892	907,627
Circulation	6,937,235	6,906,394	6,722,843	7,414,947	6,201,782
Library visits	2,271,627	2,325,547	2,325,785	2,203,898	2,097,680
Open hours/week	977	977	1,024.5	1,024.5	1,024.50
No. of registered borrowers (active cardholders)	250,091	285,292	324,350	334,362	322,744
Programs given for children	3,127	3,700	3,057	3,089	3,094
Pierce County READS program attendance	1,176	2,181	2,535	2,944	781
Hours kids read during Summer Reading	93,470	107,405	122,585	143,620	295,680
Volunteer hours/year	17,989	18,447	20,400	18,653	18,496
Website visits	2,425,736	2,097,905	2,120,040	1,930,901	3,533,795
Staff (employees, excluding substitutes)	349	351	356	356	341
Staff (FTE equivalent)	257.4	261.3	268.9	272.7	276.9

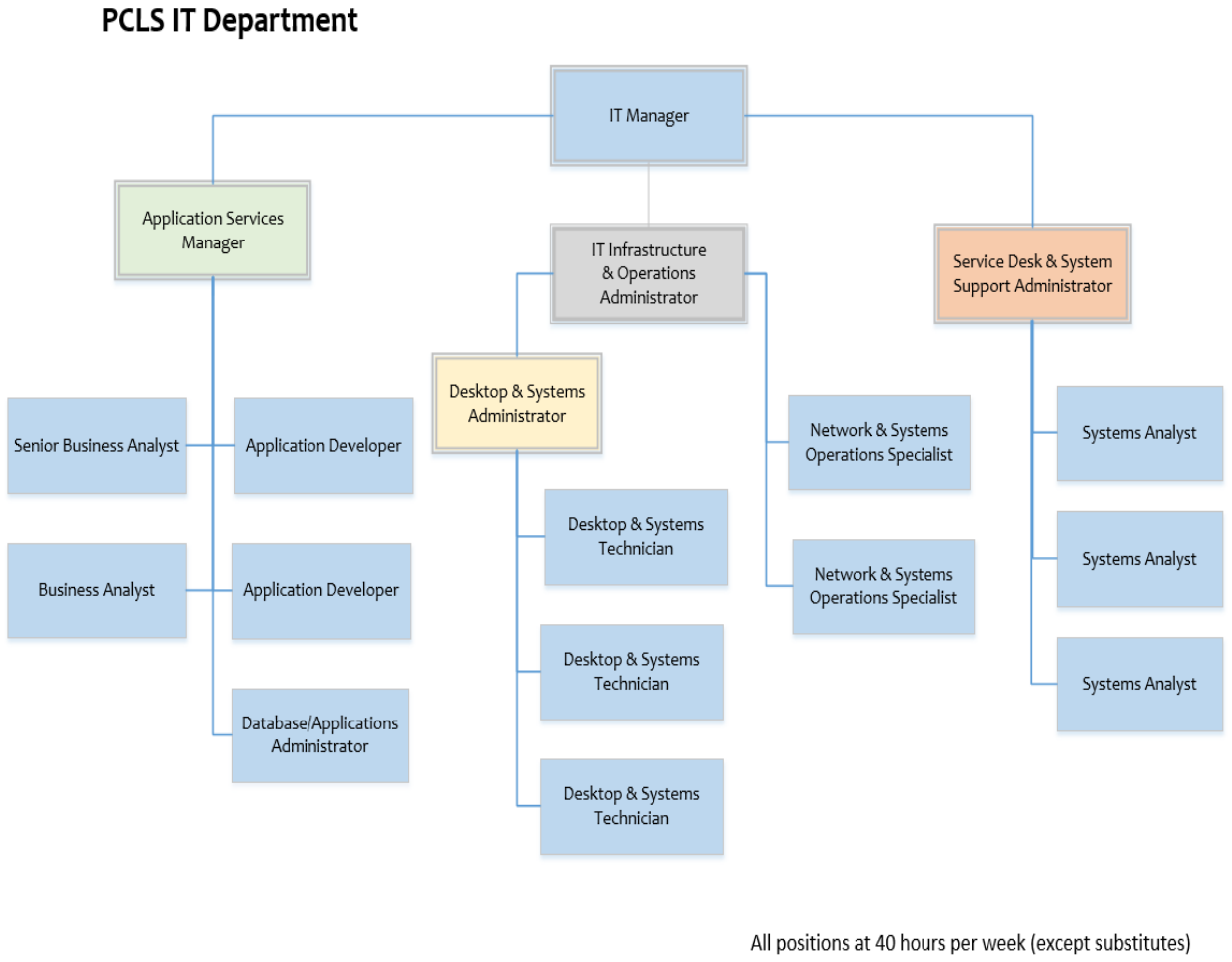
***** Recorded as part of the annual report in February/March of the following fiscal year.

Statistics according to Washington State Library publications showed that in Washington state, Pierce County Library System ranked in 2016:

- 4th in population served
- 4th in registered cardholders
- 4th in operating budget
- 5th in total staffing (FTEs)
- 5th in number of librarians (MLS degreed staff)
- 3rd in total square footage
- 8th in materials expenditures per capita among libraries with populations of over 250,000.
- 4th in total circulation
- 5th in total annual library visits

How We Are Organized

In 2017 the IT Department was reorganized to better align with the PCLS Strategic Framework and IT industry best practices.



IT Department Position Descriptions Overview

IT Manager

Manages and directs the operations, activities, and projects of the Pierce County Library System's IT Department including technology infrastructure, equipment, and services. Develops, oversees and administers technology plans, policies, budgets, and procedures; maintains and updates the network connectivity and technology equipment; coordinates departmental activities with other departments; supervises assigned personnel.

Application Services Manager

Oversees, plans, coordinates, and manages operations and activities of assigned teams in the Application Services Program area. Oversees and manages the Library's customer-facing systems; responsible for ensuring a superior experience for the Library's customers. Works in conjunction with and under the direction of the IT Manager to ensure a positive end-to-end digital experience for the Library's customers. Supervises staff.

Senior Business Analyst
Highest levels of responsibility to identify, plan, coordinate and implement all necessary Business Analysis Services for broad program areas and complex business processes. Responsible for establishing best practices and toolkits for the Business Analysis Services. Leads others in developing skills and adopting processes through coaching, mentoring, partnering and hands-on training opportunities. Collaborates with customers, end-users and technology staff in delivery of applications and services.

Business Analysis Services include expertise and the ability to lead the following activities; facilitation, project management, agile leadership, research analysis, business process analysis, usability testing, process improvement/lean facilitation, requirements analysis and management, organizational change management, implementation coordination, usability analysis, testing, training, user acceptance coordination and post implementation support.

Business Analyst
Identify, plan, coordinate and implement all necessary Business Analysis Services for broad program areas and complex business processes. Collaborates with customers, end-users and technology staff in delivery of applications and services.

Business Analysis Services include expertise and the ability to lead the following activities; facilitation, project management, agile leadership, research analysis, business process analysis, usability testing, process improvement/lean facilitation, requirements analysis and management, prototyping, organizational change management, implementation coordination, usability analysis, testing, training, user acceptance coordination and post implementation support.

Application Developer
Maintains the Pierce County Library System's major systems; responds to and resolves all application related issues; manages and maintains websites; provides technical support to end users; and performs other related duties as assigned.

Database and Applications Administrator
Oversees and coordinates the data management function for the Pierce County Library System; installs and maintains database servers; conducts data analyses and data systems mapping; develops and produces data systems reports; and performs other related duties as assigned including application development.

IT Infrastructure & Operations Administrator
Designs, coordinates and oversees a variety of network and systems administration functions for the Pierce County Library System; identifies network and system requirements and conducts related research; coordinates technology projects; installs, repairs, and maintains network and systems technology equipment; provides advanced level technical support; and supervises assigned personnel. As a senior level professional and/or as a project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks; evaluates current and future network and system requirements; represents institution wide networking and/or telecommunication standards and philosophy at meetings. The majority of tasks performed have wide area impact, integrate new technology, and/or affect how the mission is accomplished. Supervises staff.

Network & Systems Operations Specialist
Coordinates and performs a variety of advanced technical functions for the Pierce County Library System's IT Department; configures, installs, and maintains assigned technical equipment and software applications; responds to and resolves technical issues; provides technical support to end users; and performs other related duties as assigned. The predominant and essential function of the job is to serve as an expert in a particular specialty within the Information Technology Department. May be assigned more than one specialty area.

Examples of identified specialty areas may include, but are not limited to: Hardware, Software, Network, Systems, Telephony.

Desktop & Systems Administrator
Performs a variety of systems administration functions for the Pierce County Library System; identifies system requirements and conducts related research; coordinates technology projects; provides advanced level technical support; and performs other related duties as assigned. As a senior-level professional and/or as a project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks; evaluates current and future system requirements; represents institution-wide computing and/or telecommunication standards and philosophy at meetings. The majority of tasks performed have wide-area impact, integrate new technology, and/or affect how the mission is accomplished. Supervises staff.

Desktop & Systems Technician
Coordinates and performs a variety of skilled technical functions for the Pierce County Library System's IT Department; configures, installs, and maintains assigned technical equipment and software applications; responds to and resolves technical issues; provides technical support to end users; and performs other related duties as assigned. This class works under general supervision and differs from the lower-level classification of IT Technician by the variety and nature of technical duties performed.

Service Desk & System Support Administrator
Plans, coordinates, and oversees the maintenance, configuration, test, QA and administration of the Library's internal-facing systems; leads application testing for the IT Department, plan coordinate, monitor and control of the testing activities, associated tasks and staff; responsible for ensuring a superior experience for the Library's customers and staff. Coordinates information technology projects; and supervises assigned personnel. Manages the staff and day-to-day activities of the IT Department Service Desk. As a senior-level professional and/or as a team or project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks; coordinates organization-wide information technology training; acts as a liaison on the development of applications. The majority of tasks performed have wide-area impact, integrate new technology, and/or affect how the mission is accomplished. Supervises staff.

Systems Analyst
Performs a variety of IT support functions on behalf of the Pierce County Library System's IT Department; receives and processes technical work orders; performs software and application updates; responds to Help Desk inquiries and requests; updates customer account information; implements computer system and application requirements by defining and analyzing system problems; designs and tests standards and solutions; assists with special projects; and performs other related duties as assigned. This is a junior-level position in the IT job series in which routine work is performed under general supervision.

How Library Resources are Planned for and Governed

In order for the technology plan to be developed and operationalized it must follow the PCLS Governance process. All Library resources, including Information Technology (IT), are governed by the Library's Leadership Team (LT). The Purpose of LT Governance is to provide a forum to discuss and make decisions about ALL PCLS project, priorities, staff resources, budgets and issues. Responsibilities include:

- Project priority and objective setting
- Project approval and progress review
- Communication conduits between LT and PCLS staff
- Communication of resource realities to staff and management
- Communications medium among stakeholders and constituents
- Issues forum

How We Approach Our Work

We leveraged Gartner resources to develop this roadmap and figure out how to collaborate with our customers using the PCLS customer/supplier model. Gartner is one of the IT industry organizations that sets out IT best practices.

An IT industry best practice for IT Portfolio Management is that 60% of the work an IT Department performs should be Business Value, and 40% be Technical Debt (see definitions below). Two years ago our ratio was 10% Business value, and 90% Technical Debt. Since implementing IT Portfolio Management, the mix has moved to 30% Business Value and 70% Technical Debt.
Currently, there is not an IT Portfolio Management ratio best practice in the Library sector. We are blazing a trail. We are going to figure out what makes sense for PCLS, then the IT Managers that participate in the Pacific Northwest Library IT Manager Consortium want to collaborate with us to determine how/if we can benchmark with one another.

Additionally, the 2019 Capacity project will further aid in this approach. The project is to figure out how to better manage all PCLS staff resources. For more details, reference the project charter.

How IT Portfolio Management Works

Business Value - *Prioritized by PCLS Leadership Team Governance and IT Portfolio Management (see diagram on next page)*

Enhancements – Enhancements are any product change to a system that increases software or hardware capabilities, enabling customers to take advantage of new features beyond the existing implementation.

Projects/Strategic -- Enables the enterprise to expand upon or enable new business models.

Technical Debt – *Prioritized by PCLS IT Management Team*

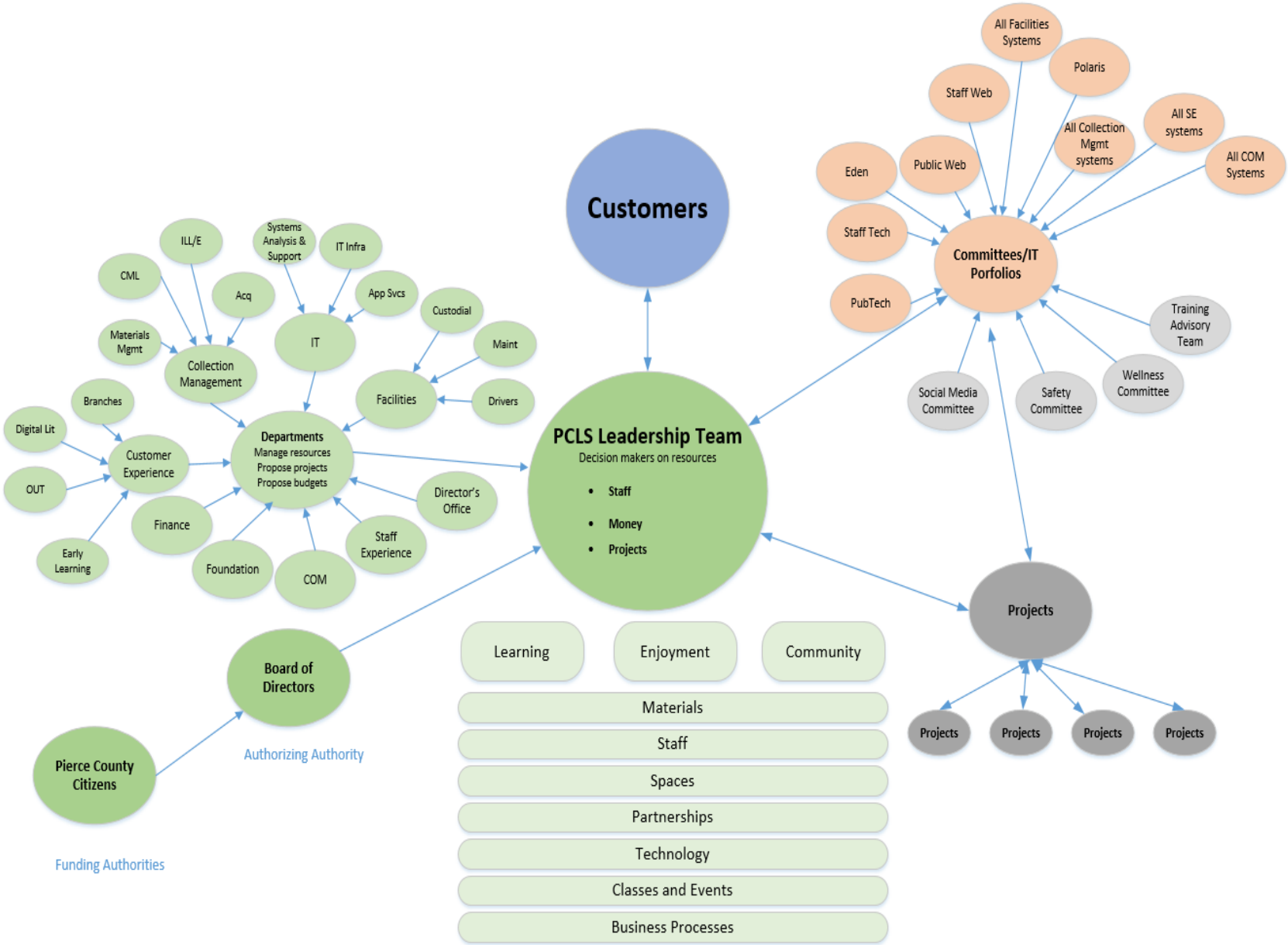
Maintenance -- Regular repair of problems and bugs, necessary upgrades related to changes in hardware, software (e.g. versions) or protocols, and other work necessary to ensure the existing set of agreed upon requirements for performance, function, and features are met and maintained. Includes systems and infrastructure.

Operations – Day-to-day routine tasks related to the operation of infrastructure components and applications.

Administrative -- Receiving training, leave, team meetings, evaluations, fire drills, interviews, and 1:1 meetings.

Our day-to-day Service Level Agreement (SLA) for the technology we support is located here.

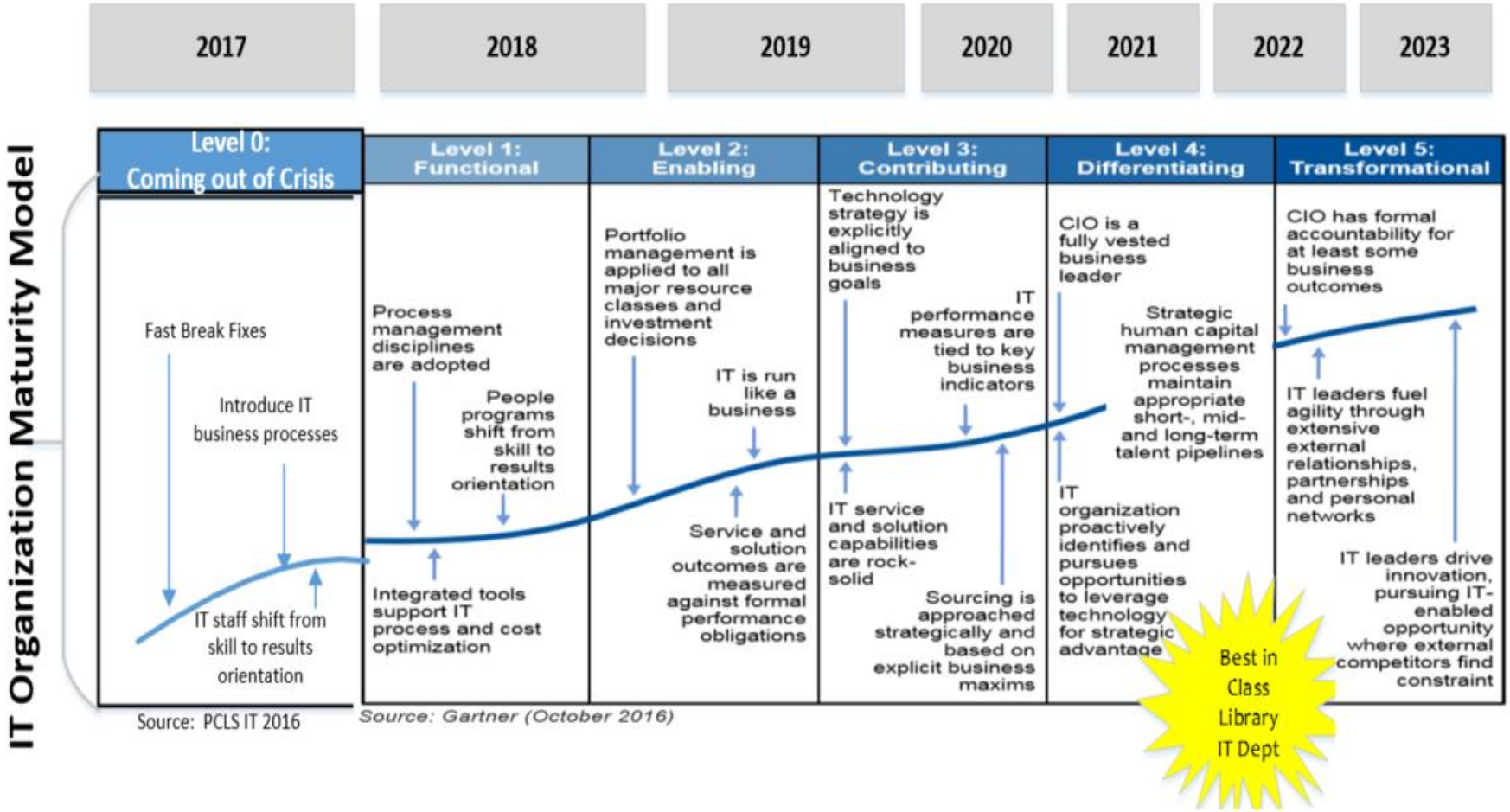
Pierce County Library Governance



Part 2 – Where We Want to Go – The What

We are striving to be a best-in-class Library that provides innovative, modern and sustainable technology for customers and staff. We reference IT industry best practices, study them and determine how or if we should operationalize them at PCLS. Below depicts our journey, achievements and our aim for the future.

Currently all PCLS Departments are at different organizational maturity levels. The IT Department began working on improving its organizational maturity in 2016. This year we are crossing over from level 2 to level 3. At the rate we are going by the end of 2019 we predict that will be crossing from level 3 to level 4. Once all PCLS departments are at similar organizational maturity levels PCLS will achieve its most efficient functionality.



Challenges and Barriers to get where we want to go.

- Pre-existing technical debt
- Staff knowledge and skill gaps
- Library patron/customer knowledge, skill gaps, and access
- Resource constraints as it relates to PCLS organizational ambition vs. realistic resources vs. pace
- Outside influences & changes, and how society responds
    - Library paradigm shift
    - Economic instability
    - Resistance to change
- Limited vendor choices for the library market
- Public "will" for library financing and strategic direction
- Competition for services

A. **What will the future look like for this line of business in the next 5 years? What are the major changes and most relevant trends in this line of business and its products and services?**

- Modern technology expertise expectations for all PCLS staff
- Virtualization
- Application Deployment tools for automation, self-service, role-based, license mgmt.
- More Wi-Fi, less wired
- More multi-use devices
- More mobile devices
- More mobile apps
- More self-service
- More customer-driven decisions
- Customer expectations of what they can do with devices in our building/on our network
- Artificial Intelligence, virtual reality and other cutting edge forward thinking technology we don't even know about
- More SaaS / cloud hosting
- Data, data, data (data points)
- Data analysis
- More streaming services
- Evolving technology support for the public
- More agile-type implementations
- Smaller device form factors
- More application installation self-service
- More e-sources
    - API (open)
    - Thin clients
    - Social media
- Contemporary Digital strategy
- Internet of Things (IoT) – more connected, "smart" systems

B. **What risks, foundation-building or deferred maintenance issues need to be addressed?**

- Our remaining physical infrastructure – servers, switches, PDUs, appliances
- Old / unsupported operating (hardware and software) systems (including BIOS)

- Management of too many appliances/applications, whereas either consolidation, learning/experience, more staff, or separation of ownership would help make the list more manageable.
- Web security issues / best practices
- Online Content Management strategy and tools
- Old versions of Enterprise Systems i.e. Polaris and Eden
- Comprehensive approved application / software list
- System Health and incorporating it into IT Portfolio Management (ROI)
    - System Health
    - Scoring Criteria
- PCI compliance
- Active Directory structure / Group Polices
- Central management of IT resources????
- Print management – physical and Wi-Fi printing
- E-rate funding (POTS line) going away
- Resource Management strategies and tools to support them
    - Time Tracking tool
    - Portfolio Management tool
    - Productivity tools
    - Bug Tracking tool
- Cyber Security strategy
- SaaS / Cloud security and data access strategy
- Lack of IT business continuity and disaster preparedness

C. **Where are we at risk of falling behind the rest of the market?**
- Applications could become unsupported if we don't get them on standard maintenance plans
- Not having a cloud-based technology strategy
- Falling short of Library customer needs
- Not fulfilling customer and staff technology needs
- Not having a digital strategy
- Internships (the lack thereof)
- Local technology partnerships with Community Partners with IT Department
- Speed with which we can adapt to public needs
- Ignoring / not checking IT resources outside of the Library sector

PART 3 – Implications and Strategic Business Plan for the Future – The How

The activities outlined below are directly linked to Business Value and Technical debt reference on page 10.

- **New services** – *All Business Value – Something brand spanking new*

- **Operational initiatives to enable innovation, cost savings and efficiencies** – *All Technical Debt – keep systems stable and working*

- **Strategic initiatives to enable innovation, cost savings and efficiencies** – *Mix of Business Value and Technical Debt – Leveraging existing technology for new use (i.e. Title Quest using SAMMIE's Samanage SaaS platform)*

When an activity/initiative is given the approval to move forward a project charter will be developed. The projects types will be: Study, Implement, Operationalize and Decommission. Finalizing the plan and sequencing this work will be completed after the November election results (levy lid lift).

A. In what ways should we change in order to support our customers over the next five years?

1. What business change initiatives should we complete in 2019-2023 to move toward this future?					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
New	Single Sign-on		Existing Operational budget + some new $$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Continue to develop Portfolios – StaffWeb, Public Website, Eden, Polaris, PubTech, StaffTech	2019	Existing Operational budget + some new $$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Better IT equipment processes (more self-service)	2019	Existing Operational budget + some new $$	PubTech Committee and StaffTech	More Customer driven decisions
Strategic	Consolidate work order management into a single system *(we have 3 right now – SAMMIE, AMMS, COM)*		Existing Operational budget + some new $$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Expand use of Device Lab beyond the IT Department		Existing Operational budget + some new $$	PubTech Committee and Staff Tech	Resource Management Strategy
Strategic	ERP/HCM replacement project (replace Eden)	2019	Existing Operational budget + some new $$	Finance and Staff Experience	Portfolio Management strategy
Operational	Implement PCI Compliance (vendor managed solution?)		Existing Operational budget + some new $$	Finance	Portfolio Management strategy

Operational	Collaborative tools (SharePoint)	2019	Existing Operational budget + some new $$	Leadership Team	More Customer driven decisions
Operational	Centrally located printers / print management		Existing Operational budget + some new $$	PubTech and StaffTech	Resource Management Strategy
Strategic	Tech environment that reflects consumer technology, not just library technology (such as BYOD)		Existing Operational budget + some new $$	PubTech Committee	More Customer driven decisions
New	Video training software/virtual classroom		Existing Operational budget + some new $$	PubTech and StaffTech	More Customer driven decisions
New	Wireless printing for customers from their own devices	6 pubTech votes	Existing Operational budget + some new $$	PubTech Committee	More Customer driven decisions
Strategic	Replace 1/4 of all public facing technology annually	2019	Existing Operational budget + some new $$	PubTech Committee	Resource Management Strategy
Strategic	Replace staff computers and peripherals every 3-5 years		Existing Operational budget + some new $$	StaffTech	Resource Management Strategy
Strategic	Replace Wi-Fi gear every 3-5 years	2019-2020 already planned and budgeted for	Existing Operational budget + some new $$	PubTech and StaffTech	Resource Management Strategy
Operational	Business Continuity and Disaster planning plan	2019	Existing Operational budget + some new $$	Safety Committee / Staff Experience / IT	Resource Management Strategy
Strategic	Implement Office 365	6 PubTech votes	Existing Operational budget + some new $$	PubTech and StaffTech	Portfolio Management strategy
Strategic	New PCLS / SW Websites (platforms)	2019	Existing Operational budget + some new $$	IT Portfolio Management Teams/Committees	Resource Management Strategy
Operational	Facilities work order and asset management and tracking solution		Existing Operational budget + some new $$	Facilities	Resource Management Strategy

2. What IT product or service changes should we make in 2019-2023 to move toward this future?					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
New	Create Usability lab		New	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Continue to train and operationalize Business Analysis methodology, processes and toolkit	2019	Existing Operational budget	IT	Resource management strategy
Strategic	Continue to train and operationalize Testing methodology, processes and toolkit	2019	Existing Operational budget	IT	Resource management strategy
Strategic	Application Maintenance Plan for priority systems	2019	Existing Operational budget	IT Portfolio Management Teams/Committees	Resource management strategy
Strategic	IT Asset Inventory strategy and tool		Existing Operational budget + some new $$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	System inventory with application/system health scores	2019	Existing Operational budget	IT	Resource management strategy

What does our IT workforce need to be successful now and in the new future?

3. What workforce-related initiatives are needed in 2019-2023?					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
New	Expand organizational change management beyond IT projects		Existing Operational budget + some new $$	Staff Experience / Leadership Team /	More Customer driven decisions
Operational	Technology training by role	2019	Existing Operational budget + some new $$	Staff Experience / IT/CE	Resource Management Strategy
Operational	IT Certifications by role	2019	Existing Operational budget + some new $$	Staff Experience / IT	Resource Management Strategy
Operational	More branch exposure – learning, opportunity, understanding our customers	M&O Need to figure out how to prioritize with Facilities and CE	Existing Operational budget	Ops Team (CE/CM/FAC/IT)	More Customer driven decisions

What needs to be addressed in the operations of the business to ensure current and future success?

4. What IT facilities or equipment initiatives are needed in 2019-2023?					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
Operational	Cable management at branches	M&O Need to figure out how to prioritize with Facilities and CE	Existing Operational budget + some new $$	IT	Resource management strategy
Operational	UPS replacements	M&O Need to figure out how to prioritize with Facilities and CE	New $$	IT	Resource management strategy
Operational	Clean up network closets (plan with maintenance)	M&O Need to figure out how to prioritize with Facilities and CE	New $$	Facilities	Resource management strategy
Operational	Consistent storage	M&O Need to figure out how to prioritize with Facilities	Existing Operational budget	IT	Resource management strategy
Operational	Equipment deployment staging area	M&O Need to figure out how to prioritize with Facilities and CE	Existing Operational budget + some new $$	IT / Facilities	Resource management strategy
Operational	Another vehicle, right sized for the work		Existing Operational budget + some new $$	Facilities	Resource management strategy
Operational	Standardize equipment	2019	Operational budget	IT	Resource management strategy

5. What IT financial initiatives are needed in 2019-2023?					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
Strategic	Establish recurring budget items for public and staff technology	2019	Existing Operational budget	IT	More Customer driven decisions
Operational	Standard & consistent technology budgeting & purchasing guidelines across Departments	2019	Existing Operational budget	Finance	More Customer driven decisions

6. What IT technology initiatives are needed in 2019-2023? The IT Department will be responsible for identifying and prioritizing the work and stakeholder with the Leadership Team					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
New	App store for staff		Existing Operational budget	IT	More Customer driven decisions
Operational	Active Directory and Group Policy review and clean up	2019	Existing Operational budget	IT	More Customer driven decisions Resource Management Strategy
New & Strategic	Develop a Cyber Security Strategy	2019	Existing Operational budget + some new $$	IT	Portfolio Management strategy More Customer driven decisions Resource Management Strategy
New & Strategic	Develop a Cloud Strategy *If we don't do this we will have to find approximately 1.2mm to refresh the existing network equipment in the server room*	2019	Existing Operational budget + some new $$	IT	Portfolio Management strategy More Customer driven decisions

					Resource Management Strategy
Operational	Expand SharePoint collaboration tool		Existing Operational budget	IT	
New	Implement central Desktop management system (SCCM)	2018-2019	Existing Operational budget	IT	Resource Management Strategy
Strategic	Investigate thin clients / multifunction devices		Existing Operational budget + some new $$	IT	Resource Management Strategy
New	IT Password management system		New $$	IT	Portfolio Management strategy
Strategic	Portfolio management tool		New $$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Procure and implement Enterprise Business Architecture Tool		New $$	IT	Portfolio Management strategy
Strategic	Reliable remote access (i.e VPN)		Existing Operational budget + some new $$	IT	Resource Management Strategy
New	Software catalog for end users (staff)		New $$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Software inventory system		New $$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
New	Test environments	2019	New $$	IT	Resource Management Strategy
Strategic	Virtual desktop		New $$	IT	Resource Management Strategy
Strategic	Windows 10 (current branch update)		Existing Operational budget + some new $$	IT	Portfolio Management strategy

7. What IT process improvement initiatives are needed 2019-2023? These activities will likely be addressed by the Ops Corps team. Any recommendations will be taken to the Leadership Team for Governance decisions					
Type of Activity	**Activity/Initiative**	**Timing**	**New $$ request or in existing Operational Budget**	**PCLS Department who would likely lead**	**Correlation to where we want to go**
Strategic	More formal/standard Branch / Department relations check-ins		Existing Operational budget	Customer Experience / IT	More Customer driven decisions
Strategic	Further enhance IT onboarding / offboarding process		Existing Operational budget	Staff Experience / IT	Resource Management Strategy
Strategic	Security evaluation and decision making process		Existing Operational budget + some new $$	IT	Resource Management Strategy
Operational	Docorama Day(s) i.e. all day system documentation work	2019	Existing Operational budget	IT	Resource Management Strategy

Accomplishments since the 2010-2012 Technology Plan

2016 Accomplishments

- Implemented new IT business structures, which included establishing and operationalizing:
  - IT's "Wall of Work"
  - System-Wide IT Governance and Internal IT Team Governance
  - Service Level agreements and Incident management process with customers
  - Tier 1, tier 2 and tier 3 IT support
  - Change Control Board
  - Software & Applications Patching process
  - Lego kanban Board

- Instituted new business processes, including A3 problem solving, IT proposals, Project Charters, Work Breakdown Structures, Business Process Analysis, Business Process Context Maps, Requirements Gathering, IT Value Stream Maps, User Stories, and Use Cases

- Aligned staffing needs with roles and responsibilities:
  - Reorganized the User Experience (UX) Team to be the Applications/UX team. Hired and on-boarded Applications/UX Manager
  - Scheduled Help Desk shifts and Senior IT Technicians for weekend shifts at branches
  - Hired a Database Administrator and added/hired a Senior IT Technician
  - Created the System Analyst job classification and reclassified Help Desk Staff; added a third System Analyst
  - Hired and trained 3 help desk subs to ensure greater coverage
  - Cross-trained all Systems Analysts and Infrastructure Services team members
  - Reconfigured IT staff space, and streamlined IT storage and equipment lab areas

- Completed Major Projects:
    - Equipment and infrastructure stabilization and upgrades (network and firewalls, remote access systems, email/Exchange upgrade, desktop hard drives, Active Directory upgrade, VoIP phone system, Wi-Fi, and credit card readers)
    - Network security updates (e.g., new password procedures)
    - Work order ticketing and asset management system
    - WAVE fiber installation at 8 branches
    - Developed 5 year rolling PC replacement Plan
    - Public PC desktop relocations to improve customer comfort
    - Staff PC replacements (390) and Job and Business Center public PC upgrades
    - Office Depot invoice automation
    - Inter-Library Loan (ILL) analysis project (pilot project to cross train)

2017 Accomplishments

- Implemented and operationalized new business processes and structures:
    - IT Portfolio Management processes
    - System inventory

- Aligned IT staffing needs with roles and responsibilities:
    - Reorganized IT Department to ensure department was positioned to support the needs of the Library
    - Hired a IT Infrastructure & Operations Administrator
    - Trained and operationalized Agile development methodology, processes and toolkit
    - Created IT office collaborative works spaces
    - Budgeted for and implemented IT training plans for all IT staff by role to support the IT Department reorganization.

- Participated in Major Projects:
    - Polaris system configuration audit and implement recommendations
    - ERP/HCM replacement study project (replace Eden)
    - Upgraded software infrastructure (Microsoft Exchange 2016, Active Directory 2012 R2, and Microsoft SQL server 2016)
    - Replaced Watchguard firewall with Sonic Wall firewalls (2 supermassive and 18 branch firewalls)
    - Replaced all branch OPACs
    - Replaced Outreach laptops
    - Replaced public printers and put them on leases
    - Identified the remaining public copiers and printers that needed to be replaced in 2018
    - Staff Experience and Collection Management moves
    - Branch refresh projects
    - Windows 10 laptops for LT and some non-LT staff

2018 Accomplishments

- Implemented and operationalize new business processes and structures:
    - Fully implemented PCLS Customer Supplier model in IT Portfolios
    - Further refined IT Portfolio management to include System health score criteria
        - Set up all IT Portfolios with Business Owners, Product Owners and IT Portfolio Managers and IT support teams

- Developed and implemented Strategy Maps by program for the Department to align with PCLS Strategic Frame work. (Documents are located here: P:\2018 Projects\IT_PCLS Technology Plan\Recommendation\strategy maps)
- Further identified all IT Department Technical debt assets and responsibilities and operationalized maintenance schedules
- Held 2nd annual Docorama day
- Implemented system decommission process. This year identified and decommissioned 7 systems. (Moodle, Watchguard, book letters, Addin4Office, Autocad, legacy door counter, HelpStar)
- Updated firmware and BIOS for entire system, with recurring yearly plan

- Finished aligning staffing needs with roles and responsibilities:
  - Budgeted for and implemented IT training plans for all IT staff by role to support the IT Department reorganization
  - Implemented cross department Zone coverage to better support branches with wicked IT support issues
  - Hired a IT Infrastructure & Operations Administrator

- Participated in Major Projects:
  - Door Counter system and hardware replacements
  - ERP/HCM Business Process Analysis and provided Business Analysis support to aid in the recommendation that PCLS upgrade from Tyler's Eden system to their Munis system
  - Set up Anderson Island as a branch in Polaris
  - ITG Movie Tower decommission
  - Virtualized Polaris Server
  - Upgraded Polaris from 5.6 to 6.0
  - Upgraded Envisionware – Print reservation and management
  - Replaced Public Copiers and printers at 8 branches and put them on 3 year leases
  - Implemented Phase 1 Public PC replacement 167 laptops to replace all Chromebooks, Laptop Labs and Staff training PC's. Digital Literacy laptops ended up coming into scope due to critical production issue
  - Upgraded Sonitrol at the remaining 15 branches
  - Replaced iPads at all branches
  - Implemented Mobile App (Communico)
  - Upgraded Active Directory on staff and public domains to AD 2016
    - Also fixed KMS licensing server
  - Internet Content Filtering
  - Outreach Connectivity Pilot
  - Implemented technology to
    - enable central management of iPads and branch emergency cell phones (MaaS 360)
    - support Gig Harbor Law Library (PC)
    - support Title Quest (Samanage)
    - support Summer Reading (PCLS website and Wordpress)
    - support My Next Read (e-readers)
    - support Public meeting rooms and event calendars – (Communico)
    - Readers Advisory Training (TRAIN)

Financing and Resourcing the Technology Roadmap

The Technology Roadmap will be financed by the annual IT Department Operational Budget and by some Capital Improvement Project funding. The Library is committed to allocating up to $500,000 per year in the Capital Improvement Fund to fund technology initiatives. In some years the entire amount will be spent, in others we might save for future needs. This annual investment ensures the Library is adequately planning for and funding long range technology initiatives. The investment plan and approach is shown below.

Capital Improvement Projects					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Amount	$500,000	$500,000	$500,000	$500,000	$500,000
Type	ERP/HCM Project - Strategic Cloud Strategy - Strategic Cyber Security Strategy - Strategic	ERP/HCM Project - Strategic Cloud Strategy - Strategic Cyber Security Strategy - Strategic	Enterprise System Replacement (i.e. ILS) – New Cloud Strategy - Strategic Cyber Security Strategy - Strategic	IT Infrastructure – New & Strategic	Enterprise System (i.e. something we may not even know exists today) - New & Strategic

IT resources will be spread across the four work categories below, to accomplish our roadmap goals. We are working to reduce the complexity of our IT network and modernize our systems. As we complete this work our IT technical debt will continue to reduce. Our plan is that IT resources will be 60% technical debt by 2023. Achieving this goal will free up IT resources and enable PCLS to identify and implement innovative ideas to better serve our customers more quickly and efficiently.

Work Category	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Operational initiatives to enable innovation, cost savings and efficiencies – *All Technical Debt – keep systems stable and working*	80%	75%	70%	65%	60%
New services – *All Business Value – Something brand spanking new*	2%	2%	10%	15%	18%
Strategic initiatives to enable innovation, cost savings and efficiencies – *Mix of Business Value and Technical Debt* *(e.g., big push to cloud, Enterprise System Replacements)*	16%	21%	18%	18%	20%
Administrative *(training, team meetings, leave, holidays, vacations)*	2%	2%	2%	2%	2%

In conclusion, these investments and how we approach this work will enable us to continue to provide access to all Pierce County citizens to modern technology, access to materials, provide services to assess skills and find employment, train staff and customers, and improve the digital literacy and economic landscape of our region**.**

Appendix

Definitions

- **Active Directory**: A function of a Windows Server that authenticates and authorizes users and computers connected to a local computer network, as well as performing other directory-based identity-related services for the network.

- **Agile Development**: A software development philosophy advocating collaboration between cross-functional teams and customers/end users, and promoting adaptability, continual improvement, and rapid evolution in response to change.

- **Application Programming Interface (API)**: Acts as an access point into an existing piece of software that allows for software programmers to write new applications that take advantage of existing software's capabilities without having to code redundant functions.

- **Basic Input/Output System (BIOS)**: A tool that runs immediately upon turning on a computer that initializes the computer hardware, and prepares the computer to load the operating system.

- **Bring Your Own Device (BYOD)**: Policy of allowing employees to use their own personal devices (laptops, tablets, smart phones) to access company data and applications, instead of using company issued equipment.

- **Cloud Computing**: Use of networked servers, accessed via the Internet, to provide services and applications, instead of relying on local servers and desktop computers. Provides advantages of cost reduction (no expensive servers to purchase, store, and maintain), scalability (can increase or decrease capacity on-demand), and improved security.

- **Cloud Storage**: Use of networked servers, accessed via the internet, to provide remote access to data for users and applications. Provides advantages of cost reduction (pay for only the data you use), reduction of energy consumption, and automatic maintenance and backup.

- **Contemporary Digital Strategy**

- **Content Engine:** Web-site that drives web traffic by delivering quality, easily consumable **content**, on a regular basis.

- **Device Lab:** The device lab is a shared work-space comprised of reference devices targeting key library demographics found within existing analytics as well as nationwide trends. It provides PCLS staff with the opportunity to explore, test, or troubleshoot digital experiences that we provide customers.

- **E-Rate:** E-Rate is the commonly used name for the Schools and Libraries Program of the Universal Service Fund, which is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC). The program provides discounts to assist schools and libraries in the United States to obtain affordable telecommunications and Internet access. It is one of four support programs funded through a Universal Service fee charged to companies that provide interstate and/or international telecommunications services.

- **Enterprise Resource Planning (ERP):** Integrated management of core business processes, often in real-time and mediated by software and technology. ERP is usually referred to as a category of business-management software — typically a suite of integrated applications—that an organization

can use to collect, store, manage, and interpret data from these many business activities

- **Group Policy:** Group Policy is a hierarchical infrastructure that allows a network administrator in charge of Microsoft's Active Directory to implement specific configurations for users and computers. Group Policy can also be used to define user, security and networking policies at the machine level.

- **Human Capital Management (HCM):** the system that supports the business process of acquiring, training, managing, retaining employees for them to contribute effectively in the processes of the organization. In simpler words, upgrading the existing skills of an employee and extracting the best out of him/her.

- **Information Technology (IT):** The study or use of systems (especially computers and telecommunications) for storing, retrieving, and sending information.

- **Magnetic Ink Character Recognition (MICR**): Character-distinguishing technology that makes use of special magnetized ink. It is largely used in banks and other organizations where security is a high priority.

- **Payment Card Industry (PCI):** Information security standard for organizations that handle branded credit cards from the major card schemes. The PCI Standard is mandated by the card brands and administered by the Payment Card Industry Security Standards Council.

- **Plain Old Telephone Service (POTS):** Voice-grade telephone service employing analog signal transmission over copper loops. POTS was the standard service offering from telephone companies from 1876 until 1988 when the now-obsolete Integrated Services Digital Network (ISDN) Basic Rate Interface (BRI) was introduced, followed by cellular telephone systems, and Voice over IP (VoIP).

- **Test Environment:** Setup of software and hardware on which the testing team is going to perform the testing of the newly built software product. This setup consists of the physical setup which includes hardware, and logical setup that includes Server Operating system, client operating system, database server, front end running environment, browser (if web application), IIS (version on server side) or any other software components required to run this software product. This testing setup is to be built on both the ends – i.e. the server and client.

- **Software as a Service (SaaS):** Method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.

- **Single Sign-on:** A session and user authentication service that permits a user to use one set of login credentials (e.g., name and password) to access multiple applications.

- **System Center Configuration Manager (SCCM):** Allows administrative professionals to help end users gain access to the devices and applications they need without compromising corporate security.

- **Thin Client:** lightweight computer that is purpose built for remoting into a server (typically desktop virtualization resources). It depends heavily on another computer (its server) to fulfill its computational roles. This is different from the traditional desktop PC (fat client), which is a computer designed to take on these roles by itself.

- **Uninterruptable Power Supply (UPS):** Device that allows a computer to keep running for at least a short time when the primary power source is lost. It also provides protection from power surges. A UPS contains a battery that "kicks in" when the device senses a loss of power from the primary source.

- **Usability Lab:** Space designated for conducting usability tests by observing user interactions with a system and recording their activities. Additional observers may be present or may observe via two-

way mirrors or video streaming in another room.

- **Server Virtualization:** Makes each virtual server look and act like a physical server, multiplying the capacity of every single physical machine. The concept of server virtualization is widely applied in IT infrastructure as a way of minimizing costs by increasing the utilization of existing resources.

- **Virtual Desktop:** Accessible through client software installed directly on an endpoint, which presents the desktop to the user and allows them to interact with it using a keyboard, mouse, touchscreen and peripherals.

PCLS 5 Year Technology Roadmap - 2019 Initiatives

Calendar Year	Activity	Type of Funding	Budget detail	Business Owner(s)	Activity Type	Supporting Strategy
Operational Budget						
2019	Continue to develop Portfolios – StaffWeb, Public Website, Eden, Polaris, PubTech, StaffTech	Existing Operational budget + some new $$	approx $400K annually for software licensing and vendor maintenance	IT Portfolio Management Teams/Committees	Strategic	Portfolio Management strategy
2019	Better IT equipment processes (more self-service)	Existing Operational budget + some new $$	staff resources only	PubTech Committee and StaffTech	Strategic	More Customer driven decisions
2019	Collaborative tools (SharePoint)	Existing Operational budget + some new $$	part of Microsoft Enterprise Agreement - for all licenses for staff and Public captured in the $400K listed above	Leadership Team	Operational	More Customer driven decisions
2019	Replace 1/4 of all public facing technology annually	Existing Operational budget + some new $$	$180 K	PubTech Committee	Strategic	Resource Management Strategy
2019	Business Continuity and Disaster planning plan	Existing Operational budget + some new $$	may extend the use of existing investment(s). If so use some of the existing $$ allocated for software and hardware	Safety Committee / Staff Experience / IT	Operational	Resource Management Strategy
2019	New PCLS / SW Websites (platforms)	Existing Operational budget + some new $$	part of Communico captured in the $400K listed above + Consulting	IT Portfolio Management Teams/Committees	Strategic	Resource Management Strategy
2019	Continue to train and operationalize Business Analysis methodology, processes and toolkit	Existing Operational budget	staff resources only	IT	Strategic	Resource management strategy
2019	Continue to train and operationalize Testing methodology, processes and toolkit	Existing Operational budget	staff resources only	IT	Strategic	Resource management strategy
2019	Application Maintenance Plan for priority systems	Existing Operational budget	staff resources only	IT Portfolio Management Teams/Committees	Strategic	Resource management strategy

2019	System inventory with application/system health scores	Existing Operational budget	staff resources only	IT	Strategic	Resource management strategy
2019	Technology training by role	Existing Operational budget + some new $$	$20K for entire Dept	Staff Experience / IT/CE	Operational	Resource Management Strategy
2019	IT Certifications by role	Existing Operational budget + some new $$		Staff Experience / IT	Operational	Resource Management Strategy
M&O Need to figure out how to prioritize with Facilities and CE	Cable management at branches	Existing Operational budget + some new $$	use se a portion of the $17K allocated for Office Supplies	IT	Operational	Resource management strategy
M&O Need to figure out how to prioritize with Facilities and CE	UPS replacements	New $$	use a portion of the $15K allocated for Hardware	IT	Operational	Resource management strategy
M&O Need to figure out how to prioritize with Facilities and CE	Clean up network closets (plan with maintenance)	New $$	use a portion of the $17K allocated for Office Supplies	Facilities	Operational	Resource management strategy
M&O Need to figure out how to prioritize with Facilities	Consistent storage	Existing Operational budget	staff resources only	IT	Operational	Resource management strategy
M&O Need to figure out how to prioritize with Facilities and CE	Equipment deployment staging area	Existing Operational budget + some new $$	staff resources only	IT / Facilities	Operational	Resource management strategy
2019	Standardize equipment	Operational budget	staff resources only	IT	Operational	Resource management strategy
2018-2019	Implement central Desktop management system (SCCM)	Existing Operational budget	may extend the use of existing investment(s). If so use some of the existing $$ allocated for software and hardware ($30 K total) and Microsoft Premier hours (captured in the $400K listed above)	IT	New	Resource Management Strategy

2019	Test environments	New $$	may extend the use of existing investment(s). If so use some of the existing $$ allocated for software and hardware ($30 K total)	IT	New	Resource Management Strategy
2019	Active Directory and Group Policy review and clean up	Existing Operational budget	utilize Microsoft Premier hours (captured in the $400K listed above) + staff resources	IT	Operational	More Customer driven decisions
Capital Improvement Projects						
2019	Develop a Cyber Security Strategy	Existing Operational budget + some new $$	yes - CIP funding $$ still TBD	IT	New & Strategic	Portfolio Management strategy, More Customer driven decisions, Resource Management Strategy
2019	Develop a Cloud Strategy If we don't do this we will have to find approximately 1.2mm to refresh the existing network equipment in the server room	Existing Operational budget + some new $$	yes - CIP funding $$ still TBD	IT	New & Strategic	Portfolio Management strategy
2019	ERP/HCM replacement project (replace Eden)	Existing Operational budget + some new $$	yes - CIP approximatley $250K	Finance and Staff Experience	Strategic	Portfolio Management strategy

IT Portfolio Management

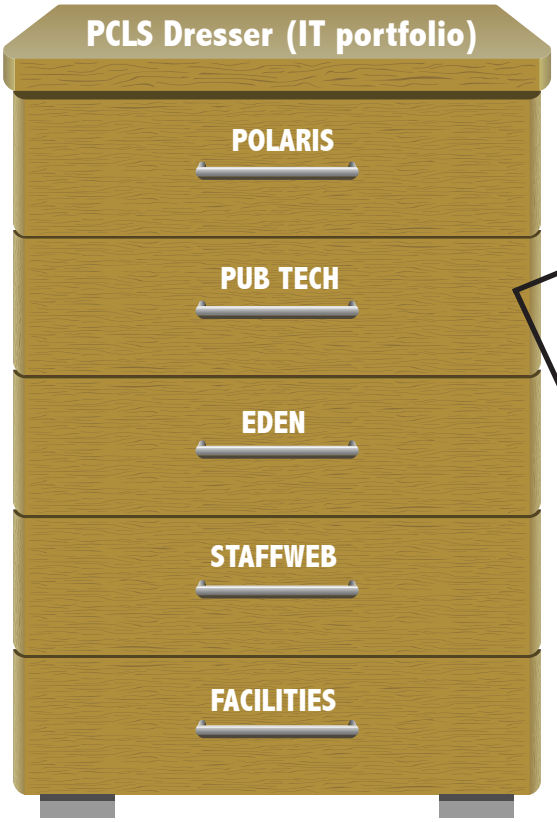
PCLS has over 150 IT assets that we manage using this industry standard methodology.

Pierce County Library System
Information & Imagination

IT Portfolio Management

An IT Portfolio is a collection of projects, processes, services, etc. that fit into a specific, defined category.

IT Portfolio Management is a way to move beyond project management and examine all of the projects and activities that fit into a specific area as a whole. Rather than looking at each project individually, IT Portfolio management allows us to look at how different projects function and affect each other.



Before

After

PubTech Portfolio Technology Assets

- Public Internet PCs
- OPACs
- Self-Check Machines
- Laptops
- Labs
- Chromebooks
- Digital Literacy
- Technology for Youth (AWE machines)
- Print Release Stations
- Express Checks
- Microfiche Readers
- Tablets
- iPads
- Public PC software and hardware
- Operating Systems
- Browsers (Chrome, IE, Elf)
- External DVD player software
- Microsoft Office
- Testing training proctoring software
- Language software
- ereaders (Magazine reading software, TumbleBooks, Overdrive)
- Adobe reader
- Skype
- iTunes
- Audio/Video players (Real Time, Quick Time)
- CAC Readers
- Headphones
- Ear buds
- DVD players (hardware)
- Public Copiers
- Public Fax Machines
- Public Internet Filter Management
- Public Meeting Room Technology
- Public Gaming Systems

Definition of Terms

An IT Portfolio is a collection of projects, processes, services, etc. that fit into a specific, defined category.

IT Portfolio Management is a way to move beyond project management and examine all of the projects and activities that fit into a specific area as a whole. Rather than looking at each project individually, IT Portfolio management allows us to look at how different projects function and affect each other.

The **business owner** (drawer owner) is the individual who has overall responsibility for the entire IT Portfolio. They need to take into account the needs of the items that are part of the IT Portfolio as well as the best interests of the organization. – For PubTech this is Jaime

The **product owner** manages the day to day activities that are included in the IT Portfolio. – For PubTech this is Meghan

The **IT portfolio manager** oversees the IT Portfolio management process. They facilitate meetings, lead activities, act as liaisons between business/product owners and resources/stakeholders. – For PubTech this is Stephanie

A **resource** is a subject matter expert who works on projects, processes or services. They work with the IT Portfolio manager to gather information, test and make recommendations on part of the IT Portfolio. – For PubTech these are the members of PubTech Committee and in some cases a PubTech work group

A **stakeholder** is someone who has an interest in the projects, processes or services that make up the IT Portfolio. They may be individuals who use the items in the IT Portfolio, including employees, customers, board members, etc. – for PubTech this could be CEM's, CE Supervisors, IT Department, Collection Management

The Product Owner and the IT Portfolio manager work together with resources and stakeholders to bring recommendations to the business owner and in some cases the Leadership Team

PubTech IT Portfolio Management: A Metaphor

"IT Portfolio Management is like a sock drawer" –

The organization (PCLS) is a giant chest of drawers. Each drawer is an IT Portfolio. The executive director owns the entire chest. Different people own each individual drawer. The owner of each drawer is the **business owner** – they are ultimately responsible for what goes into each drawer. For example, if PubTech is a sock drawer, Jaime Prothro as Customer Experience Manager is the owner of the sock drawer.

The product owner manages the day to day operation of the items in the drawer. They need to wear socks every day and know what socks they like best, but they don't know everything about every sock or make socks.

The IT Portfolio manager organizes the sock drawer. They sort the socks, point out dirty, missing or soiled socks, and work with resources and stakeholders to make recommendations about new and old socks to the product owner.

Each project, service or process is a pair of socks. They all have their unique purpose – keeping feet dry, keeping feet warm, being particularly cute or thematic – and they should all be necessary to keeping the sock drawer functioning. If a new pair of socks is added to the drawer, the IT Portfolio manager needs to make a recommendation to the product owner about how to make that pair of socks fit. If a pair of socks is dirty or has holes in it, the IT Portfolio manager points it out and works with available resources to make a recommendation about whether to fix the socks, replace the socks, or throw the socks away.

Some socks are durable and long lasting and just stay in the back of the sock drawer. Every once in a while, those socks need to be pulled out and looked at to make sure they don't have any holes in them. If they're still in great shape, they're put in the back of the sock drawer for another year. Otherwise, they go in the damaged sock pile to be mended, replaced or thrown away. These durable socks are probably services or processes.

Some socks are shiny and new. They may be less durable, but they're really exciting. Those socks need to be looked at to determine if they fit in the sock drawer and what can be taken out of the sock drawer to make room for the new socks. The new socks need to be looked at more often. After a set period of time, they'll either be thrown away or made more durable and put into the back of the sock drawer, where they'll be pulled out and looked out once a year or so. These socks are projects.

Resources are people who know a lot about socks. They might make socks, or they might wear socks every day. **Stakeholders** might not wear socks all the time, but they care a lot about socks.

Some socks may fit into more than one drawer. IT Portfolio managers, Product Owners and Business Owners need to work together to make sure that socks are in the right drawer. Sometimes socks may spend time in one drawer and then move to a different drawer or be shared between two drawers.

PubTech Committee 2018

"We'll never survive!"
"Nonsense. You're only saying that because no one ever has."

The 2018 PubTech Committee has been on an almost year-long adventure very akin to the Princess Bride's cast of characters. It's been Inconceivable! We want to thank everyone in every PCLS Department for your patience and support. The PubTech Committee still has more work to do this year and in the years to come. However, we thought it was time to share what's been accomplished so far and outline what's still left to do.

This year's committee picked up January 2018 where the 2017 PubTech Committee left off. The 2017 Committee had some pretty amazing accomplishments. We had a lot to live up to. We embarked on an adventure to map out all the uncharted territory in the PubTech IT Portfolio, make sense of it and fix what we could based on budget and staff resources (see above adventure map). Thanks to the amazing artistry talents of Kit DeForge. She drew our adventure map.

We all stepped up to the challenge with our diverse points of view and experience based on our role in PCLS Library Land. We successfully braved the:

*Horrible marriage to Prince Humperdinck *aka Urban Center Land*

*Cliffs of Insanity aka *the Islands of Public PC's and Software Plaza*

*Hardcore fencing with the man with 6 fingers *aka Peripheralville*

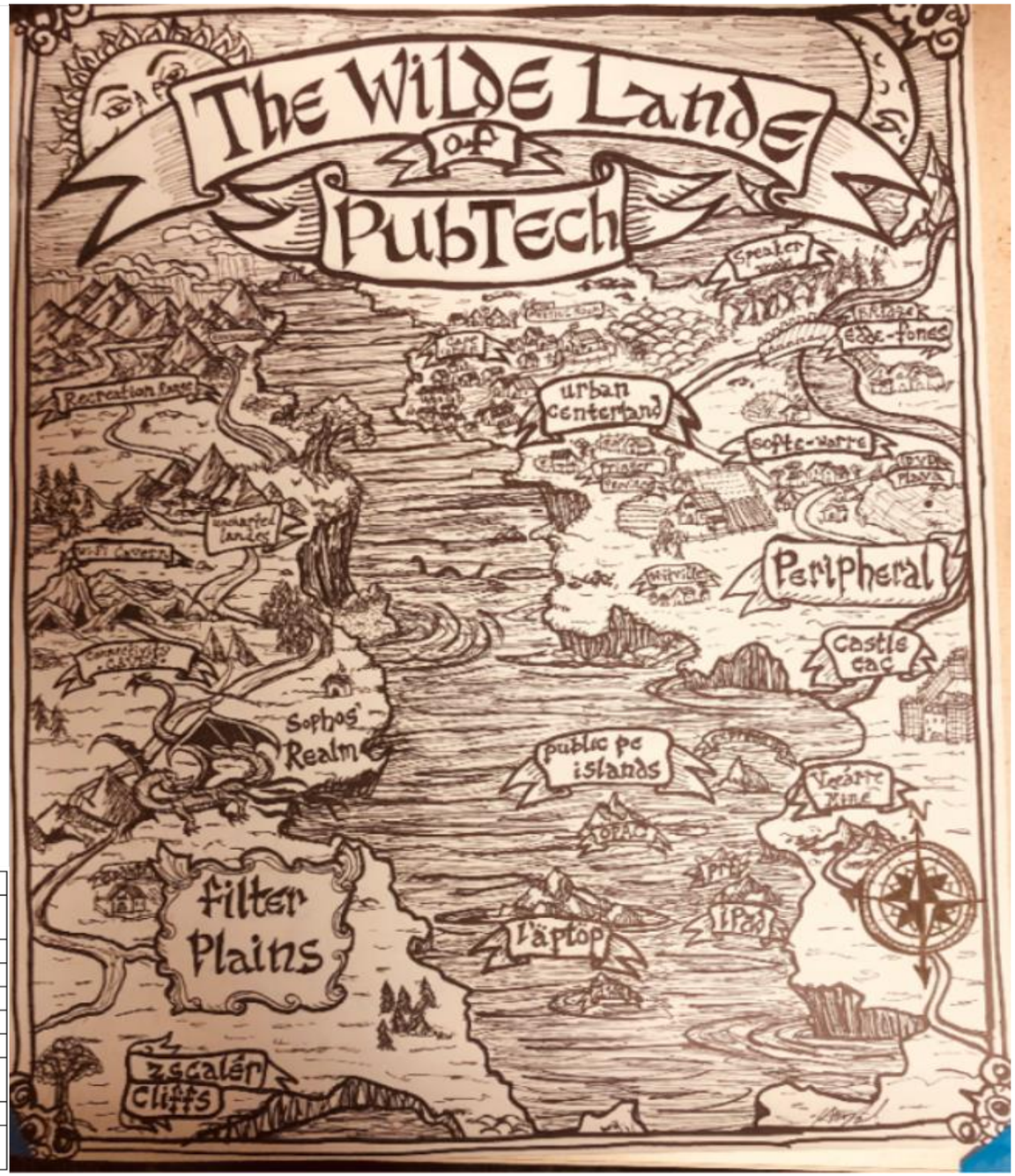
*The torture chamber in the tree *aka the Connectivity Caves*

In November we threw down our gauntlet on the:

*The Fire Swamp *aka the Plains of Internet Filters*

2018 PubTech Team

Jaime Prothro - CET	Business Owner	aka Adventurator
Meghan Sullivan - CET	Product Owner	aka Operationalizer
Alice Darnton - SH	Branch Subject Matter Expert	aka Make it happenator
Ben Haines - SUM	Branch Subject Matter Expert	aka Questionator
Behrooz Madjdi - PKS	Branch Subject Matter Expert	aka Envelope pushinator
Susan McBride - DUP	Branch Subject Matter Expert	aka Imaginator
Stephanie Ratko - IT	IT Portfolio Manager	aka Resourcinator
Jill Henriksen – IT	System & Support Services Administrator	aka Deep Thinkanator
Famous Atkison – IT	Desktop & Systems Administrator	aka Solutionator
Shan Wattnem – IT	IT Infrastructure & Operations Administrator	aka The Diplomat



MEMO

Pierce County Library System
Information & Imagination

Date: December 29, 2018

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

From: Kayce Austin – Customer Experience Manager, Melinda Chesbro - Deputy Director, Karen Brooks – Branch Manager Gig Harbor and Stephanie Ratko, IT Manager

Subject: Core Service Metrics - Technology

The purpose of the Technology Core Service Metrics is to establish benchmark data points that can be used as overall measures of success in support of our Strategic Framework. At the same time, these metrics will provide a shared understanding of data that can be used to measure individual programs and projects.

At the January Board meeting we will present key elements of the Technology Core Service Metrics and answer any questions you may have. This is the first time presenting these metrics to you. We want to know what metrics are useful to you and what metrics are missing that you would like to see included in the future.

Three key things we'd like you to take away from the Technology Core Service Metrics are:

1. We are a county-wide library system used and staffed by individuals with a wide range of technology needs and skills. *By providing access to modern technology to all Pierce County citizens and providing services to assess skills, train staff and customers, PCLS will improve the digital literacy and economic landscape of our region.*

2. Technology is an enabler for all library programs and services for both the public and staff. It's not just an IT department priority. It's a priority for PCLS as a system.

3. These metrics are aligned with the PCLS Strategic Framework and 5 Year Technology Roadmap.

Technology - *We meet your needs with Today's Technology*

Talking Points:

- PLCS does great work – We are known for being local, regional and nationwide leaders
- Most technology is supported by the IT Department – 95%
- Some technology is supported by Branch staff – 5%
- Technology is provided at all locations – 100%

Input

Public Technology	
Public Partnerships	The Library partners with organizations throughout our service area to share resources and bring high quality technology services directly to our customers both inside the Library and in our community. Some partners include: Work Source; the WA State Library; the Pierce County Law Library; the Pacific Northwest IT Manager Consortium.
Technology Education	We provide education to our customers and meet them where they are. We offer basic computer instruction through Book-a-Librarian and Technology Classes; we provide resources for job seekers through databases and partnerships; we provide the information people need to make use of Library resources through our device labs, multifunctional laptops and e-Reader instruction.
Pub Tech Committee	We manage public-facing technology through Portfolio Management, leveraging the expertise of Customer Experience staff to make decisions regarding management of and budgeting for technology resources such as PCs, laptops, WiFi, printers, copiers, projectors, resource booking software, and more.

Staff Technology	
Intra Library Partnerships	The Library System works together across departments to develop technology offerings and skills. The IT Department supports Customer Experience, Collection Management, Staff Experience, etc. in developing tools for staff and works with departments when advancing their own projects.
Technology Education	We work to develop technology education that meets the needs of staff at all levels, from basic Microsoft Office products and Integrated Library System (i.e. Library circulation and cataloging software) training to in-depth technology training on new products for IT staff. In 2018 we developed an online staff training environment, the TRAIN station, which will be used for training on various topics important to staff throughout the Library System.
Staff Technology Committee	We take a multi-faceted approach through Portfolio Management to developing technology resources used by staff to provide Library services, both customer facing and otherwise. (i.e. PCs, staff laptops, meeting room booking software, iPads)

IT Infrastructure Technology	
Connectivity	• Hard wired connectivity, WiFi (in branch and mobile), Switches, Routers

Cyber Security	• Firewalls, Internet Content Filtering Tools
IT Tech Committee	• We manage IT Infrastructure investments through Portfolio Management. This ensures PCLS offers and maintains functional, up-to-date hardware and software for customers and staff to ensure consistent connectivity and a secure network.

Benchmarks & Comparable Libraries

Currently there are no Library industry technology benchmarks. However, what we can use elements of the Edge Initiative to benchmark ourselves with peers on some technology elements. Below is how we currently rank with like type libraries that also participate in the Edge Initiative. Since we completed the survey, we have moved the needle on Digital Tools and Resources and Technology Management. There are areas of opportunity identified through this survey that we will examine as we prioritize our technology initiatives moving forward.

PEER COMPARISON REPORT
PIERCE COUNTY LIBRARY SYSTEM
APRIL 3, 2018

The Pierce County Library System recently completed the Edge Assessment to evaluate its public access technology services and resources. This peer comparison report—along with the assessment evaluation, training opportunities, and action plan feature—is a management and leadership tool to aid the library planning process.

This report shows the Pierce County Library System results in the context of other libraries serving populations of a similar size. Pierce County Library System belongs to the "Very Large" peer group, made up of libraries serving communities with a population greater than 300,000. The peer library scores are derived from the results of a random sample of public libraries across the nation. The scores below will help the library understand the assessment results in the context of possible points and the average points attained by libraries in the Very Large peer group.

No library is expected to achieve 100% on the assessment. In fact, libraries are encouraged to focus on the particular service needs they have identified through community assessments, customer feedback, and community-wide initiatives. Peer scores should not be seen as competitive, but as reference points to support strategic planning. Libraries with below average scores for a targeted benchmark may choose to move resources to that area. Libraries with above average scores for particular benchmarks may have strategies and stories that can inspire other libraries.

Strategic Area	Benchmark	Points Achieved	Peer Average	Points Possible
Community Value	1. Digital literacy	75	55	75
	2. Digital tools and resources	45	80	105
	3. Meeting key community needs	100	94	130
	Total	**220**	**229**	**310**
Engaging the Community	4. Strategy and evaluation	100	91	155
	5. Strategic partnerships	45	48	75
	6. Sharing best practices	40	41	65
	Total	**185**	**180**	**295**
Organizational Management	7. Planning and policies	25	39	50
	8. Staff expertise	75	63	80
	9. Devices and bandwidth	90	63	135
	10. Technology management	65	70	90
	11. Technology inclusiveness	10	20	40
	Total	**265**	**255**	**395**
	Overall Score	**670**	**664**	**1000**

Your score in context:

The overall score for Pierce County Library System is 670 of 1000 possible points.

Pierce County Library System is a member of the Very Large peer group (population greater than 300,000).

In a representative sample of libraries in the Very Large peer group scores ranged from 435-845.

The average score for libraries in the Very Large peer group was 614-717.

Impact/Outcomes

We are a county wide library system used and staffed by individuals with a wide range of technology needs and skills. Opportunities for growth can be identified as we work towards continuous process improvement.

- **Public:** By providing access to modern technology and providing services to assess existing and learn new skills, PCLS supports knowledgeable citizens and improves the digital literacy and economic landscape of our region.
- **Staff:** By developing skilled and knowledgeable staff, having a clear understanding of customer's priorities, and providing tools for in-branch, mobile and online services, PCLS ensures that staff is able to deliver modern services to meet the needs of the public. In addition, a tech-savvy workforce is able to meet professional and departmental goals as well as PCLS strategic goals.

Measures

Overarching

Metric	Result
% Network uptime	99.7%
% of Library budget dedicated to Technology *(includes IT Operational Budget, IT staff salaries, benefits and Capital Improvement Funded Projects)*	Library Budget (less transfer to SPF and cash set-aside): $ 34,774,000.00 IT Budget (Operating & Capital): $ 3,932,955.91 % IT Budget of Library Budget: 11.310% % PubTech of Library Budget: 5.980% % StaffTech of Library Budget: 5.330%

Public

Metric	Result
# of public technology related training provided	871 classes or Book a Librarian Appointments reaching 2,364 people
Public Certifications	62 certification testing sessions with 193 certifications earned
% of Business Value vs. Technical Debt	80% / 20%
# of public computers per 1000 capita	0.98 (at median for other Libraries our size – 3rd highest)
WiFi stats (# of sessions) for 2018 for all PCLS locations	Public Computer reservation stats (# of sessions) for 2018 for each PCLS location

Branch	Visitors	Visits
ACL	2,557	94,264
Bonney Lake	2,978	22,474
Buckley	1,982	22,703
DuPont	2,058	18,031
Eatonville	2,093	27,632
Fife	3,702	27,287
Gig Harbor	9,843	82,314
Graham	4,996	38,022
Key Center	2,928	35,055
Lakewood	12,304	111,526
Milton	2,962	20,812
Orting	1,905	23,658
Parkland	9,020	66,203
South Hill	10,343	70,152
Steilacoom	2,236	20,149
Summit	5,331	45,339
Sumner	3,961	27,312
Tillicum	1,000	14,401
University Place	12,823	124,424
Totals	**95,022**	**891,758**
as of 12/30/2018		

Branch	Sessions	Minutes Used	Hours used
ACL	544	25,174	420
Bonney Lake	14,414	496,075	8,268
Buckley	5,425	239,642	3,994
DuPont	5,909	222,739	3,712
Eatonville	6,490	275,419	4,590
Fife	12,267	520,687	8,678
Gig Harbor	25,239	1,162,849	19,381
Graham	16,684	665,203	11,087
Key Center	8,048	387,321	6,455
Lakewood Upstairs	18,250	1,169,407	19,490
Lakewood Downstairs	55,188	2,188,126	36,469
Milton	8,706	302,319	5,039
Orting	5,167	202,064	3,368
Parkland	48,091	2,042,587	34,043
South Hill	32,424	1,287,232	21,454
Steilacoom	11,095	430,538	7,176
Summit	19,850	746,841	12,447
Sumner	18,404	778,891	12,982
Tillicum	5,027	198,052	3,301
University Place	58,115	2,784,455	46,408
Totals	**375,337**	**16,125,621**	**268,762**
As of 12/28/2018			

Staff

Metric	Result
# of staff that attended technology training	329
# of staff that are Microsoft Office certified and other technical certificates	234

# of PCLS offered technology classes	42
% of Business Value vs. Technical Debt	80% / 20%

Officers Reports

MEMO

Pierce County Library System
Information & Imagination

Date: December 28, 2018

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

From: Melinda Chesbro, Deputy Director

Subject: 2018 Work Plan Update

We are very pleased with our 2018 work plan progress on planned and unplanned work in 2018. As is to be expected, not every project went as planned, and unexpected priorities cropped up, but our list of accomplishments is impressive! This month I'll review the list of 2018 projects that was presented last February with an update on progress.

Projects Completed

Library Priorities

The Library will conduct an extensive public information and involvement process in 2018 to gather input to identify the public's top library priorities. Ultimately, the Library's Board of Trustees will make decisions based upon the public input to sustain or reduce services. This is a top priority project for the Library System in its commitment to deliver high-value services to its communities and invest taxpayers' contributions effectively.

Result: Voters approved restored levy in November to maintain and fund community's top priorities for library services for up to 5 years.

Restored Levy Project

Using the Library's normal and customary communications channels, informed the public about Proposition No. 1, a levy lid lift to restore the Library's funding. From open houses in libraries, presentations in communities and information in libraries, at events, and online to news media coverage and social media engagement, the Library informed the public about the ballot measure.

Result: Voters approved the measure to restore the Library's funding to its full legal amount of 50 cents per $1,000 of assessed property value in 2019.

Reader's Advisory Training

This project will establish regular, consistent Reader's Advisory training for PCLS staff using an interactive learning platform. Providing reading recommendations is called Reader's Advisory in the library industry.

Result: Train Station, and its inaugural course ReAd, launched online to staff on October 21, 2018. Staff are set to complete the first series of training by February 2019.

My Next Read

This project will provide readers with the opportunity to get personalized reading suggestions from PCLS staff. This project has $2,000 in support from the Foundation.

Result: To date, 292 readers have received recommendations. 88.24% of survey respondents have indicated they would refer a friend. One participant shared, "Very awesome! New reads I have never heard of, plus one that I've always wanted to read and had forgotten about. Thank you! I'll be back when I'm done with these."

Emphasize E-books

This project will emphasize e-book reading by increasing the collection's content to appeal to more readers. We will work to connect with customers who prefer large print as a format, offering in-branch hands on experiences for seniors and individuals who are not actively reading e-books. This project has $104,900 in support from the Foundation.

Result: E-Reader kits were taken into the community to promote OverDrive and online reading and listening options. Promotions of this service through a communications campaign reached all Pierce County residents. In 2017, total checkouts were 1,023,610. In 2018, there was a 17.84% increase to 1,206,172. It's also worth noting that children's e-collection statistics increased 24%. This is unprecedented especially compared to peer libraries.

Our Own Expressions

The Our Own Expressions contest is a countywide chance for teens to share their work and be judged by professionals. Each year teens compete in three age categories, and four artistic categories for a chance to be published and win cash prizes. This program has $5,400 in support from the Foundation.

Result: 1,122 original entries for poetry, short stories, drawing/art, and photography were received from students in 82 schools in the county.

Summer Reading Program

Summer Reading is designed to garner excitement about reading for enjoyment, showcasing the connections that can be made through personalized recommendations from PCLS staff, bringing together our communities around books and literature while supporting experiential learning opportunities for youth to lessen/prevent summer slide. This program has $86,700 in support from the Foundation.

Result: Over 13,712,100 minutes were read by 3541 adults and 15,656 babies, youth, students, and teens.

Teen Summer Volunteers

This project will plan and implement a coordinated teen summer volunteer program in line with community service requirements, college and career readiness, and leadership development models.

Result: 104 teens volunteered over 1,615 hours of service in support of Summer Reading activities.

Gig Harbor Law Library Pilot

This project is a partnership with the Pierce County Law Library to provide Gig Harbor, Key Center and Kitsap Peninsula residents with authoritative legal resources without having to shoulder the economic burden of traveling to downtown Tacoma.

Result: The satellite location launched on June 14, 2018. In 2019, we will expand this pilot to Lakewood. An average of 5 people per week signed in to use the service between June and November. Over 30 people attended a Law Library program on estate planning in October.

ITG Conversion

This project will convert the seven branches that still have ITG Movie Towers to open DVD collections. The ITG Movie Tower equipment is no longer supported by the vendor, and PCLS is the last Polaris customer using this product. As a result, we are unable to quickly make repairs to the Movie Towers and ensure we are consistently providing the service our customers expect and rely on.

Result: All branch movie towers were removed at the end of March.

Summer Reading Website

This project will create a one-stop shopping center for anyone in the community to access all the various offerings around Summer Reading, the largest single initiative offered to the Pierce County community.

Currently Summer Reading information regarding materials, events and services are scattered in silos across the public webpages.

Result: The site was launched and positively received by customers.

Patron Request ILL Project

This project will implement an improved system for customers to request purchase or interlibrary loan (ILL) of materials.

Result: A new system was launched in July for customers to request items not currently owned by PCLS. We've moved from a paper-based system to one which facilitates communication with customers regarding the status of their request. We've had 8,087 requests so far. 3,867 went to ILL and 1,938 went to acquisitions to purchase.

Training Plan

This project will implement training to close technical skills and abilities gaps for staff and supervisors.

Result: New **Point Success** training space was opened and offered multiple technical and soft skilled classes for staff to take. 105 classes have been conducted in this space and 711 staff have attended.

Leadership Development Training

This project will provide a focused and intentional approach to developing the leadership competencies in our supervisory group and emerging leaders.

Result: Leadership Academy Cohort #2 was completed and graduated in 2018. Polaris Upgrade project was the capstone work of this group. Successful upgrade was completed with the leadership of this team.

Community Engagement 101

This project will develop the individual skills of Customer Experience site supervisors and librarians and the capacity of branch teams for community engagement through system training and follow-up individual and branch activities.

Result: 35 staff members received training on Aspen and Harwood Community Engagement strategies, as well as participated in facilitation training. These skills were put into practice to a degree as staff engaged the community throughout 2018. They used several of the techniques (listening, probing questions, etc.) as they presented to and talked with customers about our upcoming levy ballot measure.

Staff Engagement Survey

This project will measure ongoing efforts to build staff engagement and create an action plan based on the results of a staff survey.

Result: Staff engagement survey was launched and completed. Staff action planning team successfully recommended implementation next steps. These recommendations were approved by leadership team for the 2019 work plan. Scores remained statistically the same as 2016.

Staff Ergonomics, Phase 2

This is the second year of a three-year project to provide staff with current ergonomic equipment and processes.

Result: Staff chairs, stools and anti-fatigue mats were replaced at Bonney Lake, Buckley and Lakewood.

ERP/HCM Study Project

This project is a continuation of the 2017 project to identify alternatives to our current Tyler EDEN financial system. Automating HR processes is also within the scope of the project. In 2018 the Finance and Staff Experience departments will work on process improvement and efficiencies to allow for a seamless transition into a new solution.

Result: All Finance and Staff Experience work flows and processes were documented and finalized in 2018. The project team recommended upgrading the Tyler product to Munis. These recommendations were approved by leadership team for the 2019 work plan.

Projects in Process

Diversity and Inclusion Strategy

This project will continue to implement the staff diversity and inclusion strategy. We are continuing our review of infrastructure to support recruitment and retention of a broader pipeline of staff. We have successfully completed training of 56% of staff through our respectful and inclusive workplace class as of 10/31/18.

Status: Working towards 100% of staff through our respectful and inclusive workplace training. Over the course of 2019, activities are planned in these areas of our strategy:

- Completion of goal to achieve 100% completion by all PCLS employees of Diversity & Inclusion training
- Review of communication channels for opportunities that help to reflect the community we serve
- Review of tools relating to the employment experience to identify opportunities to broaden visibility of vacancies/hiring and within our infrastructure including policies and language; continue work to provide additional training and tools including for those with hiring authority on key topics to support an inclusive hiring process and a great applicant experience
- Collect and study key measures to identify goals relating to inclusion and measures of success
- Identify and formalize key community partnerships relating to goals
- Improved training, tools, policies, practices and other PCLS infrastructure that better support diversity and inclusion

Public Software Implementation

This project will implement the public software components selected in 2017: meeting room booking, web calendar of events, and mobile app. These efforts will result in improved access and awareness of library services, modernization of PCLS' virtual services and functionality, and improved efficiencies and oversight of the services.

Status: the meeting room booking and web calendar portions of this project were completed in the spring. Staff are working on configuring the mobile app with an expected launch in first quarter 2019.

Outreach Connectivity Pilot

This project will work to strengthen mi-fi connectivity at Outreach locations that offer a strong persistent connection. Outreach staff continue to face significant challenges when attempting to access library resources at community sites and Anderson Island, negatively impacting both the quality and efficiency of service delivery. This project has $5,000 in support from the Foundation.

Status: equipment is being purchased, installation and testing will be early in 2019.

Polaris Optimization Project

This project will implement recommendations from the Polaris system configuration audit done in 2017. The three main components to be done in 2018 are to move to a virtual server environment, establish an upgrade process and schedule, and prepare recommendations for collection codes. Polaris is the Library's integrated library system – the Library Catalog and related components.

Status: virtual server move was completed in June, Polaris upgrade was completed in October, a collection code study is underway with recommendations likely in first quarter 2019. A follow-up project will implement these recommendations in 2019.

Fife BISAC decommission

This project will move the Fife library to the Dewey Decimal classification system used at all other PCLS locations. When Fife Library opened, it was decided to pilot using the BISAC classification system. BISAC isn't a system that could be utilized at the medium and large branches, and having it at just one branch creates extra workflows, increases risk for errors, and hobbles Fife's ability to participate as a system collection.

Status: Work occurred between December 5 to 16, 2018 and customers are responding with positive feedback.

Copier/Printers

In 2017 we were able to stabilize public printing issues, however we did not have capacity to address longer term issues of the age or allocation of copiers. This project will identify the options available within current resources to provide stable, functional copiers.

Status: new copier/printers are currently being deployed to branches.

PCLS Technology Plan

This project will develop a 5 year Technology Plan that aligns with the Strategic Framework and works for PCLS Departments, the Board of Trustees and e-rate.

Status: plan has been completed.

Envisionware System Configuration Audit

This project will engage with the vendor to review and audit our current configuration for Envisionware, which manages Public Internet sessions and Print release, and develop recommendations on potential configuration improvements.

Status: project work begins in December.

Internet Content Filtering Study

This project will review existing internet filtering needs and systems. Currently PCLS uses multiple filters and it is possible that we could consolidate to a single system.

Status: study project work begins in December.

IT Space Design & Furnishings

This project will provide updated space design and furnishings for IT staff to allow for open shared collaborative space for work planning or incident management.

Status: getting quotes on furnishings, expected completion in first quarter 2019.

Metrics

This project will establish benchmark data points that can be used as overall measures of success while building a shared understanding of data that can be used to measure individual projects.

Status: new dashboard report for Board in January, in-depth reports on Focus Areas & Core Services begin in January, EDGE Initiative assessment of public technology complete and results are reflected in 2019 projects, Project Outcome assessment tool for public programs will begin early in 2019.

Collaborative Tools

PCLS has been moving to more collaborative project management, but does not have tools that will allow for the level of collaborative document management that would support our process. This project will assess the extent to which SharePoint, a currently owned, but little used product, can support our needs for collaborative work tools.

Status: project is underway, ready to configure for pilot project.

Central Files

This project will create a system to ensure that official PCLS documents are well-managed, up-to-date, and secure.

Status: project is underway. 30% of files have been inventoried. State Archivist provided on-site consultation. Filing structure in development.

Policy Review

This project will establish priorities and process for review and updating of Board and Administrative policies and carry out review of individual policies.

Status: project is underway with initial groundwork in inventorying existing policies and identifying priorities. The new Workplace Violence Policy was approved and implemented.

Public PC Replacements – Phase 1

In 2018 we will deploy 167 laptops (with Windows 10) to eight branches. This deployment replaces currently deployed Chromebooks, Laptop Labs and staff training PC's. In the short term this project will identify and replace the public computing assets most critical to customer service. In the medium term this project will answer questions about Public desktop and laptop utilization system-wide, and propose a balanced mix of laptops and desktop PCs to meet customer needs. In the long term, this project will recommend ongoing work for the PubTech committee to remain responsive to our customers' changing technology needs and PCLS priorities, and to establish a hardware maintenance cycle that will lead to all relevant assets remaining under warranty for their entire life cycle.

Status: 164 multifunction laptops have been deployed to branches for in-branch support of programs and to increase flexible use of technology within PCLS facilities.

Projects Deferred

Floating Implementation

Floating brings the things that our patrons want to their branches. If an item is checked out elsewhere and returned to a branch, it can be an indication of interest for that item in that area. Floating also reduces overall time that items are in an unavailable status (returned non-held items being immediately available at receiving branch) and the volume of items in delivery.

Status: Currently Talking Books, Graphic Novels, Paperbacks and Large Print are floating. Further work will be more efficient after the last phase of the Polaris Optimization Project is completed. Moved to 2019.

International Collection Study

This project will determine which branches should have which international language collections, the minimum amount of materials needed to make a collection for a branch, and a method of deciding when a language should be added to or removed from the collection.

Status: moved to 2019.

Customer Experience Staff Training

This project will develop relevant and timely training classes that will support the growth of our Customer Experience staff in delivering customer service.

Status: work is underway in the development of databases training content, implementation is moved to 2019.

Crisis Communication

This project will create a comprehensive communications plan that provides library staff with the tools and strategies to handle internal and external communications during times of crisis.

Status: coordinating with Risk Management project and continued to 2019.

Cash Handling & Patron Accounts Study

This project will assess internal controls over cash receipting, and examine the process by which fines and fees are waived to determine if additional training is necessary and if current processes need to be improved.

Status: deferred to 2019 due to Finance Manager vacancy.

MEMO

Pierce County Library System
Information & Imagination

Date: December 31, 2018

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

From: Clifford Jo, Finance & Business Director

Subject: 2019 Revised Levy Certificate

Pierce County Assessor-Treasurer's Office sent us a revised levy certificate, which I have attached. The net effect adds $122,314 in property tax revenue collections for 2019 compared to the levy certificate signed on November 28. Also, the County confirms the levy is based on the Levy Lid Lift and that the mill rate is set at 50¢ per $1,000 assessed value. Georgia signed and I submitted the revised certificate to the county office. The $122,314 will remain unallocated and will flow to the Special Purpose Fund for the Board to assign as committed for a specific need.

Pierce County

Office of the Assessor-Treasurer

2401 South 35th Street, Room 142
Tacoma, Washington 98409-7498
(253) 798-6111 • FAX (253) 798-3142
ATLAS (253) 798-3333
www.piercecountywa.org/atr

Mike Lonergan
Assessor-Treasurer

RECEIVED
12/21/18

MEMORANDUM

DATE: December 20, 2018

TO: Pierce County Taxing Districts

FROM: Mike Lonergan, Assessor-Treasurer

RE: **2018 Certification of Assessed Values/Levy Limit Factor**

Enclosed are the final 2018 assessed values for your taxing district. Limit factor worksheets are provided to applicable districts.

Certification of levies and tax rates will be mailed in January.

- Districts with an increase to their allowable levy may amend their Levy Certification.
- Districts must identify the amount of administrative refunds intended to levy on the "Refund Levy" line, separate from the regular or excess levy amounts.
- Amended levy certifications must be received in the Assessor-Treasurer's office by **Monday, December 31st.**
- **Electronically submit amended levy certifications to the email address listed below, to expedite delivery.**

Please note Pierce County will be closed on Tuesday, December 25th & Tuesday, January 1st in observance of the holidays.

If you need assistance, or have any questions regarding this information, please contact Kim Fleshman at 253-798-7114, ***kim.fleshman@piercecountywa.gov***

Pierce County
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December 20, 2018

OFFICIAL NOTIFICATION TO: **PIERCE COUNTY RURAL LIBRARY-**

Pierce & King County Values (King County values not final)

RE: 2018 FINAL ASSESSED VALUES

FOR REGULAR LEVY

Total Taxable Regular Value	78,704,655,320
Highest lawful regular levy amount since 1985	30,053,910.48
Last year's actual levy amount (including refunds)	**30,139,919.75**
Additional revenue from current year's NC&I	591,181.75
Additional revenue from annexations (RCW 84.55)	0
Additional revenue from administrative refunds (RCW 84.69)	126,462.53
No additional revenue from administrative refunds will be allowed if you are limited by your statutory rate limit.	
Additional revenue from increase in state-assessed property	61,327.90

FOR EXCESS LEVY

Taxable Value	77,931,305,444
Timber Assessed Value	
Total Taxable Excess Value	77,931,305,444

2018 New Construction and Improvement Value	1,376,602,056

If you need assistance or have any questions regarding this information, please contact Kim Fleshman 253.798.7114 kim.fleshman@piercecountywa.gov

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HIGHEST LAWFUL LEVY LIMIT 2018 FOR 2019

RURAL LIBRARY
> 10,000

LID LIFT

REGULAR TAX LEVY LIMIT:	**2017**
A. **Highest** regular tax which could have been **lawfully** levied beginning with the 1985 levy [refund levy not included] times limit factor (as defined in RCW 84.55.005).	30,053,910.48 1.01 30,354,449.58
B. Current year's assessed value of new construction, improvements and wind turbines in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was make in the previous year, use the rate that would have been levied had no error occurred).	1,376,602,056 0.429450000000 591,181.75
C. Current year's state assessed property value in original district if annexed less last year's state assessed property value. The remainder to be multiplied by last year's regular levy rate (or the rate that should have been levied).	1,039,427,189 896,621,509 142,805,680.00 0.429450000000 61,327.90
D. **REGULAR PROPERTY TAX LIMIT (A + B + C)**	**31,006,959.24**
ADDITIONAL LEVY LIMIT DUE TO ANNEXATIONS:	
E. To find rate to be used in F, take the levy limit as shown in Line D above and divide it by the current assessed value of the district, excluding the annexed area.	31,006,959.24 78,704,655,320 0.393966012696
F. Annexed area's current assessed value including new construction and improvements times rate found in E above.	0.00 0.393966012696 0.00
G. **NEW LEVY LIMIT FOR ANNEXATION (D + F)**	**31,006,959.24**
LEVY FOR REFUNDS:	
H. RCW 84.55.070 provides that the levy limit will not apply to the levy for taxes refunded or to be refunded pursuant to Chapters 84.68 or 84.69 RCW. (D or G + refund if any)	31,006,959.24 126,462.53 31,133,421.77
I. **TOTAL ALLOWABLE LEVY AS CONTROLLED BY THE LEVY LIMIT (D,G,or H)**	**31,133,421.77**
J. Amount of levy under statutory rate limitation.	78,704,655,320 0.500000000000 **39,352,327.66**
K. LESSER OF I OR J	**39,352,327.66**
	0.395572811296

Department of Revenue
Washington State

Levy Certification

Submit this document to the county legislative authority on or before November 30 of the year preceding the year in which the levy amounts are to be collected and forward a copy to the assessor.

In accordance with RCW 84.52.020, I, GEORGIA LOMAX (Name),

EXECUTIVE DIRECTOR (Title), for PIERCE COUNTY RURAL LIBRARY DISTRICT (District Name), do hereby certify to the PIERCE (Name of County) County legislative authority that the BOARD (Commissioners, Council, Board, etc.) of said district requests that the following levy amounts be collected in 2019 (Year of Collection) as provided in the district's budget, which was adopted following a public hearing held on 12/12/2018 (Date of Public Hearing):

Regular Levy: $39,352,327.66
(State the **total** dollar amount to be levied)

Excess Levy: _____
(State the **total** dollar amount to be levied)

Refund Levy: _____
(State the **total** dollar amount to be levied)

Signature: Georgia Lomax Date: 12/21/2019

To ask about the availability of this publication in an alternate format for the visually impaired, please call (360) 705-6715. Teletype (TTY) users, please call (360) 705-6718. For tax assistance, call (360) 534-1400.

REV 64 0100e (w) (2/21/12)

MEMO

Pierce County Library System
Information & Imagination

Date: December 31, 2018

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

From: Melinda Chesbro, Deputy Director

Subject: Facilities Update for Fife Library

The Fife Library was closed for 2 weeks in December as the furniture and fixtures were rearranged to provide more defined adult sitting space, relocate and expand children's space and create an overall more open and welcoming experience for customers. Fife staff were assisted in their work by the efforts of departments across the system. The IT, Facilities and Collection Management departments played integral roles in making this project a reality.

The project originated with a desire to move the Fife collection to the Dewey Decimal classification system used at all other PCLS locations. When Fife Library opened, it was decided to pilot using the BISAC classification system, which provides a collection arrangement similar to a book store. The evaluation of this pilot determined that using this system at just one branch created extra workflows, increased risk for catalog errors and prevented Fife from participating as part of the system collection.

Since we knew that every book in the branch would need to be handled, we decided to work with our architect to evaluate how the overall space might better meet customer needs. With the constraints of the 2018 budget and the uncertainty of the levy election outcome, any project work had to largely use existing furniture and shelving. The project team, led by Kayce Austin, Customer Experience Manager and Heather Kaufman, Senior Collection Management Librarian did a fantastic job of working within these parameters to create a transformed space.

The Fife staff team exhibited excellent teamwork and communication throughout the project. In addition to providing customer service from the bookmobile during the closure, staff members Eli Boyd, Leslie Young, Kaitlyn Griffith, and Gabby Fuentes, with the help of Kayce Austin, took down and put back the library materials and shelving in less than two weeks. Staff worked to make the space inviting for customers, by increasing display space, and having displays ready for opening. In addition, staff set up a white board around the library to highlight new, functional areas to inform patrons about what had changed throughout the first week.

The April Board of Trustees meeting will be held at Fife Library and we look forward to showing off the re-designed space.

Teens

Music
música

Music
música

MEMO

Pierce County Library System
Information & Imagination

Date: December 26, 2018

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

From: Max Craft, Adult Services Librarian South Hill Library

Subject: 2018 E-Reader Kits

In the spring-summer of 2018, Pierce County Library System highlighted an area of the Library's Strategic Plan for concentrated communications: Enjoyment with a spotlight on e-books and audiobooks. Through generous support from the Pierce County Library Foundation donors, $104,500 was provided to enhance the offering of online books and to purchase E-Reader kits.

Five E-Reader kits were assembled by the emphasize e-readers initiative team. Each E-Reader kit contains seven different e-reader devices. The devices are Samsung Galaxy Tablet, iPad, Kobo Aura H20, Kindle Paperwhite, Kindle Fire Tablet, Ematic Funtab 3, and a NOOK glowlight.

The E-Reader kits have been available for staff to use for library events and training since June 2018. Library staff have used the E-Reader kits to help customers learn and discover the ease and fun of e-book and audiobook reading. The E-Reader kits have helped staff build a reading community, often helping customers enjoy their free time and offset the pressures of their daily lives.

The E-Reader kits have been booked by branches 43 times and have been used by at least 202 customers. The kits have been used at library programs, farmers markets, book club, tech help, job club, and book a librarian appointments.

The E-Reader kits will have a promotional boost in the spring of 2019 and continue to circulate throughout the year. The library system anticipates removing the kits at the end of the year as the devices in the kits will most likely be obsolete in a year's time.

Executive Session

Motion to recess to Executive Session per RCW 42.30.110,
for 10 minutes to discuss labor matters.

Pierce County Library FYI Packet
Link List
January 9, 2019

Pierce County Library in the News

- PCLS hosts special board meeting after levy passes – Courier Herald
- County library levy ekes out a win with voters – Fife Free Press
- The votes are in and Pierce County libraries win funding boost – News Tribune
- Library Levy Approved – Senior Scene
- Pierce County Library Board Schedules Full Meeting – UP Patch
- It was close, but Pierce library levy is approved – Courier Herald