

**REVISED  
AGENDA  
Regular Meeting of the Pierce County Library System Board of Trustees  
April 8, 2015  
3:30 pm**

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- |         |         |   |               |
|---------|---------|---|---------------|
| 3:30 pm | 01 min. | <b>Call to Order:</b> <i>Rob Allen, Chair</i>   |               |
| 3:31 pm | 05 min. | <b>Public Comment:</b> <i>This is time set aside for members of the public to speak to the Board of Trustees. Unless the item you wish to discuss is of an emergency nature, the Board ordinarily takes matters under advisement before taking action. Please sign up at the time of the meeting to speak during the public Comment period, and limit your comments to three minutes.</i> |               |
| 3:36 pm | 04 min. | <b>Consent Agenda</b>   | <b>Action</b> |
|         |         | 1. Approval of Minutes of the March 11, 2015 Regular Meeting  |               |
|         |         | 2. Approval of March 2015 Payroll, Benefits and Vouchers  |               |
| 3:40 pm |         | <b>New Business</b>   |               |
|         | 10 min. | 1. E-Rate Program Contracts, Karim Adib   | <b>Action</b> |
|         | 10 min. | 2. Servers, Storage System and Staff PCs, Karim Adib  | <b>Action</b> |
| 4:00 pm | 00 min. | <b>Executive Session:</b> <i>There will be no Executive Session</i>   |               |
| 4:00 pm | 01 min. | <b>Announcements</b>  |               |
| 4:01 pm |         | <b>Adjournment</b>  |               |

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|         |         | <ol style="list-style-type: none"> <li>1. Approval of Minutes of the March 11, 2015 Regular Meeting</li> <li>2. Approval of March 2015 Payroll, Benefits and Vouchers</li> </ol>   |               |
| 3:40 pm | 05 min. | <b>Board Members Report</b>  |               |
| 3:45 pm | 25 min. | <b>Officers Reports</b>  |               |
|         |         | <ol style="list-style-type: none"> <li>1. Dashboard, Georgia Lomax</li> <li>2. March 2015 Financial Report, Dale Hough</li> <li>3. Executive Director Activities, Georgia Lomax</li> <li>4. Public Libraries Article by Kati Irons, Melinda Chesbro</li> <li>5. ALA Annual Conference/ULC Annual Forum, Georgia Lomax</li> <li>6. Lakewood MakerFest, Jaime Prothro</li> <li>7. Florence Davis Reading Lounge, Lynne Hoffman</li> <li>8. Administrative Center Library Update, Jennifer Patterson</li> <li>9. Story Capture Method, Linda Farmer</li> <li>10. E-Rate Program Update and Summary, Karim Adib</li> </ol> |               |
| 4:10 pm |         | <b>Unfinished Business</b>   |               |
|         | 05 min. | 1. Fife Library Update - Surrounding Development, Clifford Jo  |               |
|         | 10 min. | 2. Board Vacancy -Trustee Appointment Process, Georgia Lomax   |               |
| 4:25 pm |         | <b>New Business</b>  |               |
|         | 15 min. | 1. Strategic Planning Project Guidelines, Clifford Jo  |               |
|         | 30 min. | 2. E-Rate Program Contracts, Karim Adib  | <b>Action</b> |
|         | 15 min. | 3. Servers, Storage System and Staff PCs, Karim Adib   | <b>Action</b> |
|         | 15 min. | 4. 2015 Laptop Labs, Andrew Schulz   |               |
|         | 10 min. | 5. Digital Literacy Training, Jaime Prothro  |               |
| 5:50 pm | 00 min. | <b>Executive Session:</b> <i>There will be no Executive Session</i>  |               |
| 5:50 pm | 01 min. | <b>Announcements</b>   |               |
| 5:51 pm |         | <b>Adjournment</b>   |               |

# Consent Agenda

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING, MARCH 11, 2015**

**CALL TO ORDER**

Chair Rob Allen called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:33 pm. Board members present were Allen Rose, Donna Albers, J.J. McCament, and Linda Ishem.

**PUBLIC COMMENT**

There was no public comment.

**CONSENT AGENDA**

1. Approval of Minutes of the February 11, 2015 Regular Meeting
2. February 2015 Payroll, Benefits and Vouchers
  - a. Payroll Warrants 3595-3599, dated 02/01/15 – 02/28/15 in the amount of \$4,837.99
  - b. Payroll Disbursement Voucher dated 02/05/15 in the amount of \$160,906.31
  - c. Payroll Disbursement Voucher dated 02/19/15 in the amount of \$557,974.05
  - d. Accounts Payable Warrants 623738-624052 dated 02/01/15 – 02/28/15 in the amount of \$1,236,363.14

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

**BOARD MEMBER REPORTS**

Mr. Rose said he would not be attending the April 8, 2015 meeting.

Ms. Albers reported Fircrest Golf and Country Club would not be able to display the Library's promotional material showcasing the library card designed for the upcoming US Open Golf Tournament. The club's private status precludes them from promoting the event.

**OFFICER REPORTS**

Chair Allen announced an amendment to the agenda, adding a discussion on the ERate program to the Officer's Report.

**System Metrics** - Georgia Lomax, Executive Director, reviewed the document, noting several statistics are being examined more closely as potential drivers of library usage. She said one of the Library's goals is to identify two to three potential drivers to the statistics as well as the key measures. The goal is to identify the statistics the Library should focus on that will have most impact.

Ms. Albers said as services shift and evolve, it would be important to examine digital services use, as well as space use, when identifying drivers.

Chair Allen stressed the need to consider operating costs as absolute measures on facilities.

**February 2015 Financial Report** - Dale Hough, Finance Manager, reported property tax revenue received from the County was approximately \$400,000.

**PC Reads Update** - Ms. Lomax provided each Board member with a copy of the book, "The Boys in the Boat." She said 300 copies are being given away in the Read and Release program and staff is sharing the places they are releasing the book. During a recent meeting with Charles Lord, Library Director of University of Washington Tacoma, she learned students from the campus' art class created a sculpture based on the community event. It will be installed in the reflecting pool at the Museum of Glass. Ms. Lomax also distributed books to the Pierce County Council members during their recent meeting, where she was presented with the Pierce County Reads Proclamation.

Linda Farmer, Communications Director, presented a video posted on the Library's Facebook page, noting it had been viewed over 11,000 times. Ms. Farmer highlighted upcoming events pertaining to PC Reads. She said this year's book selection is very popular. It has been checked out 900 times.

**Executive Director Activities** - Ms. Lomax reviewed her activities over the past month. She said the enthusiasm for the Library from leaders in the community has been good.

**StoryCorps Animated Short** - Ms. Lomax said Pierce County Library will be supporting Ms. Reyes' efforts in this project. The Board was pleased to learn the story will continue to be told.

**Global Libraries Legacy Grants Process** - Ms. Lomax reported the first meeting of the Global Libraries Advisory Board will be held in May. She will be working on how to continue the focus on measuring the impact of libraries in communities.

**Bright Ideas Award - Block Play** - Ms. Lomax thanked the Foundation for nominating Pierce County Library for the award.

**Library Legislation** - Ms. Lomax reported today was the cutoff for bills to come out of their House of origination. HB 2145 and SB 6018 are no longer of issue in this session.

**ERate** - Karim Adib, Digital Experience Director, reported the open bidding process has been successful and negotiations are underway. The Library has three active bidders. Mr. Adib noted the contracts will be for approximately \$1,060,000 for the ERate-able component. He noted the non ERate-able component will be approximately an additional \$350,000.

Ms. Lomax summarized by saying the Library has been negotiating for the best rate programs. Since the ERate filing must be completed by March 19, 2015, to be eligible for the rebates, and negotiations have not been finalized, she requested a Special Meeting via conference call. The Board will identify mutual dates of availability for the call.

Clifford Jo, Director of Finance and Business, said the Library will be getting rebates for its purchases as well as its monthly recurring costs.

Ms. Lomax noted her strategy is to become more aggressive about ERate, which is why the Library is taking stronger actions this year. Chair Allen asked about longevity of the program. Mr. Adib said he does not foresee it ending, but it may evolve as different components are added or removed from the program.

## UNFINISHED BUSINESS

**Fife Library Update** - Mr. Jo reported that the Library is now being asked to complete the deferred street maintenance.

*Mr. Rose made a motion to authorize the Library to create a \$300,000 capital project for the Fife Library. Ms. McCament seconded the motion and it was passed.*

*Mr. Rose made a motion to authorized the Library to approve the purchase order on the successful bid for the Fife Library capital project. Ms. McCament seconded the motion and it was passed.*

**Leadership Competency/Development Update** - Chereé Green, Staff Experience Director, reported approximately 50 Library supervisors participated in the Leadership Competency program roll-out on February 23, 2015. Feedback from staff was positive. The Leadership Competencies will be integrated into performance evaluations.

**Compensation Study** - Ms. Green reported The Singer Group visited the Library and conducted interviews with management groups and union leaders to gather information. Communications to staff have been ongoing. The Singer Group expects to make its recommendations by the end of June.

Ms. Albers asked if time off policies are included in this work. Ms. Green said many variables will be taken into consideration, including time off, prorated full time benefits for 20 hour staff and family contributions since all benefits and compensation translate to real dollars.

**Employee Communications Work Plan** - Ms. Farmer reported on actions being undertaken as a result of the responses in the survey. She said Ms. Lomax's regular Monday message to all staff is enormously popular and will continue. Ms. Lomax noted senior management will be more visible in the branches and departments as part of the action plan.

Ms. Farmer said teams will be formed to further explore the desired outcomes from the survey and she expects the teams to implement future actions by June 30, 2015. She said all activities will be undertaken using existing staff and budget.

## NEW BUSINESS

**Board Vacancy - Trustee Appointment Process** - Ms. Lomax asked the Board for thoughts and feedback on the application form and additional documents that will be used in the recruiting and announcement efforts.

Ms. McCament recommended that Ms. Lomax seek information and feedback about the process from Mr. Rose independent of the next Board meeting since he will not be in attendance.

Discussion ensued pertaining to desired skill sets relating, but not limited, to urban planning, marketing, insurance, budgeting, real estate, and law.

Ms. McCament asked for clarification on residential requirements of any Trustee serving on the Board. Mr. Allen noted the importance of selecting someone who is comfortable working with a budget the size of the Library's. Ms. McCament recommended reaching out to minority organizations during the recruitment efforts.

Ms. McCament and Ms. Ishem indicated they would be willing to serve on the selection committee. Ms. Albers will serve as a backup. Ms. McCament will chair the committee.

**Employee Engagement Survey** - Ms. Green provided an update on the action plans for the survey. She said the Library has not conducted an opinion survey in the past and wants to identify benchmarks and baselines to know how engaged staff are in their positions at the Library. NBRI has been chosen as the vendor conducting the survey.

Chair Allen suggested incorporating information from the survey into the Library's metrics.

**2015 Work Plan** - Ms. Lomax provided an overview of key activities that are underway within the Library. She said her community engagement with internal and external customers has been critical.

Ms. Lomax said it is imperative to narrow the focus when identifying the key actions the Library will undertake that will have the greatest impact. She noted staff have indicated they feel the Library's focus is too broad. She said tough decisions will be made in determining how to move the Library forward with renewed focus and add additional services only as progress builds.

Ms. Lomax reviewed her 2015 work plan diagram showing activities currently underway or planned throughout the year. She noted the technology plan will be added as issues related to staffing are resolved.

Ms. Ishem said the diagram was helpful. Ms. McCament said it is helpful for the Trustees to see the amount of work being done, noting it was clear how much thought went into it developing the diagram.

Ms. Lomax shared additional outcomes of her meetings in the past month, during which various organizations expressed an interest in partnership. She stressed that community response is strong and there is much desire to partner with the Library. She said while it is imperative she remains realistic about the fact that the Library does not have the funds for new buildings, she is open minded about all offers and potential opportunities.

Chair Allen noted the relevance of libraries is evident when hearing about these conversations.

## EXECUTIVE SESSION

At 5:43 pm, Ms. McCament moved to recess into Executive Session, per RCW 42.30.110, for 10 minutes to discuss legal and personnel issues. Ms. Ishem seconded the motion and it passed. The session was reopened to the public at 5:55 pm.

**ANNOUNCEMENTS**

Ms. Albers announced she was summoned for Federal jury duty for two weeks, beginning on April 6, 2015, and may be unable to attend the April 8, 2015 Board meeting.

**ADJOURNMENT**

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

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**GEORGIA LOMAX, SECRETARY**

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**ROB ALLEN, CHAIR**

## March Payroll, Benefits and Vouchers

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	3600-3604	3/1/15-3/31/15	\$1,872.18
Electronic Payments - Payroll & Acct Payable		03/05/15	\$540,117.52
Electronic Paymentsr - Payroll & Acct Payable		03/19/15	\$557,610.25
Accounts Payable Warrants	624054-624189	3/1/15-3/31/15	\$1,256,953.10
<b>Total:</b>			<u><u>\$2,356,553.05</u></u>

**Check History Listing**  
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3600	pr	03/06/2015	LINDBERG, JILL			02/16/15 - 02/28/15	0.00	286.13
3601	pr	03/06/2015	KARNES, KAREN			02/16/15 - 02/28/15	0.00	87.93
3602	pr	03/20/2015	CALIP, VINCENT			03/01/15 - 03/15/15	0.00	744.89
3603	pr	03/20/2015	RYMER, JASMIN			03/01/15 - 03/15/15	0.00	382.23
3604	pr	03/20/2015	SCHOOLEY, EMILY			03/01/15 - 03/15/15	0.00	371.00
<b>Total:</b>							<b>0.00</b>	<b>1,872.18</b>

Checks in report: 5

**Grand Total: 0.00 1,872.18**

COUNTY OF PIERCE  
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74	Agency No.	D.J.V. Date	D.J.V. No.
	001-116	revised 3/5/2015	

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$55,655.49
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$41,204.27
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$41,204.17
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$387,929.23
5	697	001	0000	237	00				2014 941 refund 3rd qtr	(\$1,743.34)
6	697	001	0000	237	00				2014 941 refund 4th qtr	(\$4.63)
7	697	001	0000	237	00				dept of rev	\$0.00
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$10,769.50
13	697	001	0000	237	00				VOYA	\$2,712.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$1,579.98
15	697	001	0000	237	00				H.S.A. Employer Contribution	\$625.00
16	697	001	0000	237	00				H.S.A. fee	\$185.85
									please put the total amt below into PCLS payroll account	
									<b>TOTAL</b>	<b>\$540,117.52</b>
Bank No.	Check No.	Issued To		Bank No.		Check No.		Issued To		
		U.S. Treasury								
Prepared By:				Date:		Approved By:				
Christy Telling				3/5/2015		Christy Telling				
						3/5/2015				

COUNTY OF PIERCE  
BUDGET AND FINANCE DEPARTMENT

Disbursement Journal Voucher (T/C) 74	Agency No.	D.J.V. Date	D.J.V. No.
	001-116	revised 3/19/2015	

	Account Code							Acct. Action	DESCRIPTION	AMOUNT
	Fund	Dept	Prog	BASUB	Elem	OB	M/OB			
1	697	001	0000	237	00				FIT EE and EIC- Wire to IRS	\$57,635.30
2	697	001	0000	237	00				Fica EE and Medicare - Wire to IRS	\$42,334.22
3	697	001	0000	237	00				Fica ER and Medicare - Wire to IRS	\$42,334.22
4	697	001	0000	237	00				DIR DEP-file to Columbia Bank	\$397,875.64
5	697	001	0000	237	00					
6	697	001	0000	237	00					
7	697	001	0000	237	00				dept of rev	\$2,366.44
8	697	001	0000	237	00					
9	697	001	0000	237	00					
10	697	001	0000	237	00					
11	697	001	0000	237	00					
12	697	001	0000	237	00				Deferred Comp. Program	\$10,769.50
13	697	001	0000	237	00				VOYA	\$2,712.00
14	697	001	0000	237	00				H.S.A. Employee deductions	\$1,579.98
15	697	001	0000	237	00				H.S.A. Employer Contribution	\$0.00
16	697	001	0000	237	00				H.S.A. fee	\$2.95
									please put the total amt below into PCLS payroll account	
									<b>TOTAL</b>	<b>\$557,610.25</b>

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

Prepared By:	Date:	Approved By:	
Christy Telling	3/19/2015	Christy Telling	3/19/2015

**Check History Listing**  
**Pierce County Library System**

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
624053	03/04/2015	006182 GOLEMAN LIBRARY		80.00
624054	03/04/2015	006164 INDIANA STATE UNIVERSITY		28.74
624055	03/04/2015	005979 METCO ELECTRIC		4,292.57
624056	03/04/2015	005344 MT HOOD COMMUNITY COLLEGE		45.00
624057	03/04/2015	006181 READING IS FUNDAMENTAL INC		4,461.27
624058	03/04/2015	001290 REGIONAL BUILDING SVCS CORP		507.25
624059	03/04/2015	001969 JEAN ROJAS		148.75
624060	03/04/2015	002282 SEATTLE PUBLIC LIBRARY		32.00
624061	03/04/2015	001004 TECHNICAL FURNITURE SYSTEMS IN		2,998.66
624062	03/04/2015	006183 TIGARD PUBLIC LIBRARY		20.00
624063	03/04/2015	000534 WCP SOLUTIONS		393.85
624064	03/06/2015	000175 ASSOCIATION OF WASHINGTON CITI		19,995.02
624065	03/06/2015	000273 CARRILLO & ASSOCIATES		1,406.25
624066	03/06/2015	000895 COLUMBIA BANK		50.00
624067	03/06/2015	003530 EARLY LEARNING PUBLIC LIBRARY		6,645.00
624068	03/06/2015	002317 DIANNE ELLIS		60.00
624069	03/06/2015	006180 GRAND CINEMA, THE		75.00
624070	03/06/2015	005979 METCO ELECTRIC		400.00
624071	03/06/2015	004056 MIKE'S DIGITAL PRODUCTIONS		277.50
624072	03/06/2015	006184 MONKEYHOUSE MEDIA		2,000.00
624073	03/06/2015	000857 PIERCE COUNTY RECYCLING		121.29
624074	03/06/2015	006135 SEDGWICK CLAIMS MANAGEMENT SVC		3,020.07
624075	03/06/2015	000469 TACOMA-PIERCE COUNTY CHAMBER		450.00
624076	03/06/2015	000497 TILLICUM COMMUNITY SERVICE CEN		1,786.82
624077	03/06/2015	001518 TUMBUSCH PHOTOGRAPHY		313.33
624078	03/06/2015	000830 BAKER & TAYLOR		11,990.20
624079	03/06/2015	000189 BAKER & TAYLOR ENTERTAINMENT		279.34
624080	03/06/2015	000087 BLACKSTONE AUDIO BOOKS INC		160.00
624081	03/06/2015	000242 BUCKLEY CITY OF		221.88
624082	03/06/2015	000847 CENTER POINT PUBLISHING		66.51
624083	03/06/2015	000184 CITY TREASURER		1,698.91
624084	03/06/2015	000184 CITY TREASURER		907.41
624085	03/06/2015	000195 FIRGROVE MUTUAL WATER CO		275.20
624086	03/06/2015	006186 KIMBERLY GARRETT		36.94
624087	03/06/2015	001643 IMPACT		65.70
624088	03/06/2015	000243 INGRAM LIBRARY SERVICES		18,623.94
624089	03/06/2015	004625 JOY KIM		430.26
624090	03/06/2015	000352 MIDWEST TAPE		29,976.61

## Check History Listing

### Pierce County Library System

Bank code: boa

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
624091	03/06/2015	000377 PUGET SOUND ENERGY		3,159.69
624092	03/06/2015	005463 ROURKE EDUCATIONAL MEDIA		201.50
624093	03/06/2015	001060 SCHOLASTIC LIBRARY PUBLISHING		6,954.90
624094	03/06/2015	001060 SCHOLASTIC LIBRARY PUBLISHING		1,493.61
624095	03/06/2015	003772 SOUND PUBLISHING INC		39.00
624096	03/06/2015	000460 STEILACOOM TOWN OF		675.72
624097	03/06/2015	000535 WESTON WOODS STUDIOS		4,146.72
624098	03/09/2015	000828 AFSCME AFL-CIO		5,392.23
624099	03/09/2015	000175 ASSOCIATION OF WASHINGTON CITI		175,597.08
624100	03/09/2015	003985 PACIFICSOURCE ADMINISTRATORS		1,735.21
624101	03/09/2015	001181 PIERCE CTY LIBRARY FOUNDATION		371.53
624102	03/09/2015	004276 STATE CENTRAL COLLECTION UNIT		151.67
624103	03/09/2015	000823 UNITED WAY		82.58
624104	03/09/2015	004782 US DEPARTMENT OF EDUCATION		165.77
624105	03/09/2015	001355 VOLUNTARY EMPLOYEES' BENEFICIA		3,667.92
624106	03/09/2015	000827 WA STATE- DEPT OF RETIREMENT S		76,358.39
624107	03/11/2015	000895 COLUMBIA BANK		289.23
624108	03/11/2015	004779 CONVERGENT TECHNOLOGY SYS		542.50
624109	03/11/2015	005272 GREEN EFFECTS INC		6,104.08
624110	03/11/2015	004018 STAPLES INC		350.43
624111	03/11/2015	003719 UNIQUE MANAGEMENT SERVICES		1,270.90
624112	03/11/2015	004022 US BANK		56,579.92
624113	03/11/2015	000534 WCP SOLUTIONS		4,165.85
624114	03/13/2015	001512 DAILY JOURNAL OF COMMERCE		77.00
624115	03/13/2015	006196 LBA RV COMPANY IV, LP		97,801.37
624116	03/13/2015	005979 METCO ELECTRIC		513.70
624117	03/13/2015	000348 PUGET SOUND BUSINESS INTERIORS		5,963.39
624118	03/13/2015	004397 SHKS ARCHITECTS PS INC		1,939.50
624119	03/13/2015	000635 WAYNES ROOFING INC		1,163.13
624120	03/16/2015	001583 ALIBRIS		196.33
624121	03/16/2015	000830 BAKER & TAYLOR		29,858.40
624122	03/16/2015	000189 BAKER & TAYLOR ENTERTAINMENT		108.23
624123	03/16/2015	000087 BLACKSTONE AUDIO BOOKS INC		280.00
624124	03/16/2015	006163 CARRIE L CASE CREATIVE		124.65
624125	03/16/2015	000847 CENTER POINT PUBLISHING		3,573.36
624126	03/16/2015	006040 CREATIVE LIBRARY SALES		89.75
624127	03/16/2015	005300 DANGER ROOM COMICS LLC		842.09
624128	03/16/2015	000093 PAYMENT PROCESSING CENTER EBSCO		255.98
624129	03/16/2015	000243 INGRAM LIBRARY SERVICES		20,778.94

**Check History Listing**  
Pierce County Library System

Bank code: boa

Check #	Date	Vendor	Status	Check Total
624130	03/16/2015	000352 MIDWEST TAPE	V	0.00
624131	03/16/2015	000352 MIDWEST TAPE		79,963.81
624132	03/16/2015	000907 NEW YORK TIMES		910.00
624133	03/16/2015	000406 RECORDED BOOKS LLC		1,525.73
624134	03/16/2015	006187 ERIK WALTERS		13.89
624135	03/16/2015	000535 WESTON WOODS STUDIOS		9,757.05
624136	03/18/2015	000363 OVERALL LAUNDRY SERV. DBAARAMARI		65.64
624137	03/18/2015	000895 COLUMBIA BANK		103.50
624138	03/18/2015	003311 DEPARTMENT OF LABOR & INDUSTRI		28.20
624139	03/18/2015	005428 GRITTON BUILDING CO INC		5,688.80
624140	03/18/2015	004022 US BANK		111,656.19
624141	03/18/2015	000534 WCP SOLUTIONS		746.73
624142	03/18/2015	006051 WILLIAM MORRIS		2,500.00
624143	03/18/2015	001650 CALIFORNIA STATE UNIVERSITY		115.00
624144	03/19/2015	000184 CITY TREASURER		4,781.96
624145	03/19/2015	000184 CITY TREASURER		1,074.52
624146	03/19/2015	000184 CITY TREASURER		474.83
624147	03/19/2015	000184 CITY TREASURER		47.92
624148	03/19/2015	004169 COMCAST		474.09
624149	03/19/2015	006192 SANDRA SMITH		6.99
624150	03/19/2015	000463 SUMMIT WATER & SUPPLY CO		307.62
624151	03/20/2015	004022 US BANK		164,795.27
624152	03/20/2015	000377 PUGET SOUND ENERGY		944.72
624153	03/20/2015	000541 STATE OF WASHINGTON		361.16
624154	03/23/2015	003778 AFLAC		6,194.51
624155	03/23/2015	000828 AFSCME AFL-CIO		5,458.43
624156	03/23/2015	000175 ASSOCIATION OF WASHINGTON CITI		1,667.55
624157	03/23/2015	001578 COLONIAL SUPPLEMENTAL INSURANC		562.24
624158	03/23/2015	003985 PACIFICSOURCE ADMINISTRATORS		1,735.21
624159	03/23/2015	001181 PIERCE CTY LIBRARY FOUNDATION		371.53
624160	03/23/2015	004276 STATE CENTRAL COLLECTION UNIT		151.67
624161	03/23/2015	000823 UNITED WAY		82.58
624162	03/23/2015	004782 US DEPARTMENT OF EDUCATION		170.51
624163	03/23/2015	000827 WA STATE- DEPT OF RETIREMENT S		79,316.77
624164	03/24/2015	001554 ANDREW'S FIXTURE CO INC		1,855.60
624165	03/24/2015	005862 ELITE PROPERTY INVESTMENTS LLC		9,033.26
624166	03/24/2015	004674 MCHUGH MANAGEMENT CONSULTING		9,796.94
624167	03/24/2015	005979 METCO ELECTRIC		3,916.52
624168	03/24/2015	000370 PIERCE COUNTY		1,365.00

**Check History Listing**  
**Pierce County Library System**

Bank code: boa

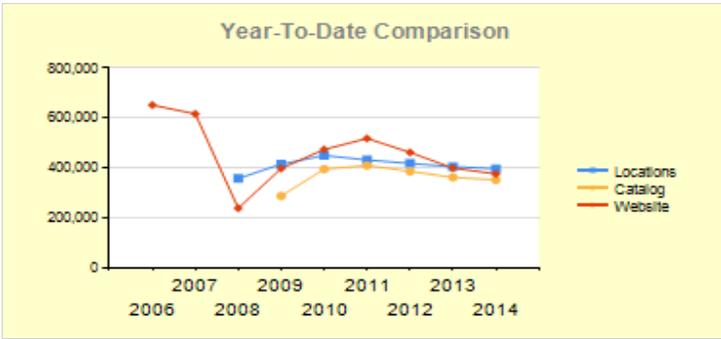
<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
624169	03/24/2015	004395 SEATTLE PACIFIC UNIVERSITY		75.00
624170	03/24/2015	001137 SPOKANE COUNTY LIBRARY DISTRIC		23.00
624171	03/24/2015	006203 THE COLLEGE OF IDAHO		13.00
624172	03/24/2015	000534 WCP SOLUTIONS		842.38
624173	03/24/2015	004683 WILSONVILLE PUBLIC LIBRARY		7.00
624174	03/24/2015	004391 WRP SURPRISE LAKE LLC		8,050.05
624175	03/24/2015	000830 BAKER & TAYLOR		10,322.04
624176	03/24/2015	000087 BLACKSTONE AUDIO BOOKS INC		400.00
624177	03/24/2015	000243 INGRAM LIBRARY SERVICES		8,979.14
624178	03/24/2015	000352 MIDWEST TAPE		45,850.71
624179	03/24/2015	000406 RECORDED BOOKS LLC		893.53
624180	03/27/2015	001554 ANDREW'S FIXTURE CO INC		656.40
624181	03/27/2015	000895 COLUMBIA BANK		352.13
624182	03/27/2015	001787 COLUMBIA FORD INC		24,870.01
624183	03/27/2015	004779 CONVERGENT TECHNOLOGY SYS		918.96
624184	03/27/2015	005869 OASI DEPARTMENT OF RETIREMENT SY		87.94
624185	03/27/2015	005428 GRITTON BUILDING CO INC		960.53
624186	03/27/2015	002065 TRISHA MUSCHETT		264.24
624187	03/27/2015	000323 NEWS TRIBUNE		83.57
624188	03/27/2015	004936 PMI TRUCK BODIES INC		4,401.71
624189	03/27/2015	006195 SINGER GROUP INC		13,476.30
<b>boa Total:</b>				<b>1,256,953.10</b>
<b>Total Checks:</b>				<b>1,256,953.10</b>

137 checks in this report

# OFFICERS REPORT

CUSTOMER SERVICE/PHILANTHROPY DASHBOARD - FEBRUARY

VISITS



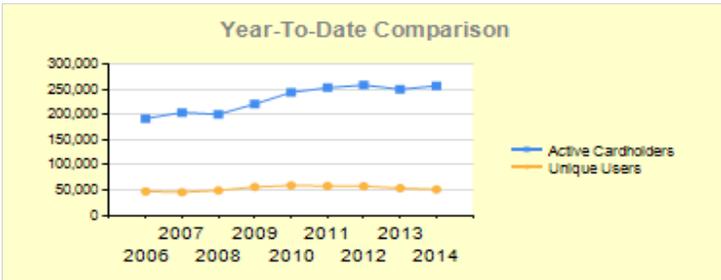
	February		
	2013	2014	% Change
Door Count	203,266	192,184	-5.45%
Catalog	170,990	161,216	-5.72%
Website	177,772	181,443	2.07%
Job & Business Portal	2,334	2,111	-9.55%
Military Portal	109	82	-24.77%
Total	554,471	537,036	-3.14%

CHECKOUTS



	February		
	2013	2014	% Change
Checkouts	508,686	452,551	-11.04%
Downloadables	46,816	51,081	9.11%
Total	555,502	503,632	-9.34%

CUSTOMERS



	February		
	2013	2014	% Change
Active Cardholders	250,767	257,523	2.69%
New Cards	3,074	3,451	12.26%
Checkout Transactions	93,500	86,123	-7.89%
Unique Users	41,412	39,370	-4.93%

PHILANTHROPY



	February		
	2013	2014	% Change
FoundationDonors	61	80	31.15%
NewFoundationDonors	16	6	-62.50%
\$ Raised by Foundation	\$13,650.00	\$9,066.00	-33.58%
\$ Provided by Friends	\$11,384.00	\$386.00	-96.61%

BRANCH CLOSURES

2012		
Location	Dates	Duration (days)
Various (Snow Closures)	1/17-23	7
Bonney Lake	2/13-26	13
Graham	3/21-4/5	15
South Hill	4/9-5/6	27
Tillicum	7/3-8/5	33
Sumner	7/30-9/3	35
Summit	9/17-30	13
Steilacoom	10/17-11/14	28
Bookmobile Ends	11/11	
Key Center	11/14-12/31	47

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

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

# Monthly Financial Reports

## March 30, 2015

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- Pierce County Tax Revenue data was not available at time of publication.
- Expected tax revenue of \$1,000,000 in March.
- In April, PCLS should receive an estimated \$8.6 million in tax revenue.

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

**Pierce County Library System  
Statement of Financial Position - Interim  
March 30, 2015  
All Funds**

	General Fund	Debt Service Fund	Capital Improvement Projects Fund
<b>Assets</b>			
<b>Current Assets - Cash</b>			
Cash	\$ 2,522,217	\$ 83,662	\$ 1,880,899
Investments	\$ -	\$ -	\$ -
<b>Total Cash</b>	<b>\$ 2,522,217</b>	<b>\$ 83,662</b>	<b>\$ 1,880,899</b>
<b>Total Current Assets</b>	<b>\$ 2,522,217</b>	<b>\$ 83,662</b>	<b>\$ 1,880,899</b>
<b>Liabilities and Fund Balance</b>			
<b>Current Liabilities</b>			
Warrants Payable	\$ 51,631	\$ -	\$ -
Sales Tax Payable	\$ 11,936	\$ -	\$ -
Payroll Taxes and Benefits Payable	\$ 43,400	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 106,968</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance</b>			
Reserve for Encumbrances	\$ 441,159	\$ -	\$ 233,797
Net Excess (Deficit)	\$ (5,829,016)	\$ 13	\$ (387,512)
Unreserved Fund Balance	\$ 7,803,107	\$ 83,649	\$ 2,034,615
<b>Total Fund Balance</b>	<b>\$ 2,415,250</b>	<b>\$ 83,662</b>	<b>\$ 1,880,899</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 2,522,217</b>	<b>\$ 83,662</b>	<b>\$ 1,880,899</b>
Anticipated Property Tax Revenue	\$ 27,079,256	\$ 12	\$ -

Pierce County Library System Comparative Statement of Financial Position - Interim General Fund - Rolling Comparison <i>(as of the listed date of the reported month)</i>													
	HISTORICAL 3/31/2014	HISTORICAL 4/30/2014	HISTORICAL 5/31/2014	HISTORICAL 6/30/2014	HISTORICAL 7/31/2014	HISTORICAL 8/31/2014	HISTORICAL 9/30/2014	HISTORICAL 10/31/2014	HISTORICAL 11/30/2014	HISTORICAL 12/31/2014	HISTORICAL 1/31/2015	HISTORICAL 2/28/2015	CURRENT 3/30/2015
<b>Assets</b>													
<b>Current Assets - Cash</b>													
Cash	\$ 2,874,141	\$ 10,202,373	\$ 12,760,371	\$ 1,400,630	\$ 1,475,909	\$ 1,566,485	\$ 1,783,229	\$ 10,585,428	\$ 3,821,250	\$ 8,536,402	\$ 1,229,471	\$ 2,036,210	\$ 2,522,217
Investments	\$ 2,650,000	\$ 1,975,000	\$ -	\$ 9,492,593	\$ 7,500,000	\$ 5,580,000	\$ 3,768,000	\$ 1,800,000	\$ 8,255,000	\$ -	\$ 5,100,000	\$ 2,500,000	\$ -
<b>Total Cash</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,536,402</b>	<b>\$ 6,329,471</b>	<b>\$ 4,536,210</b>	<b>\$ 2,522,217</b>
<b>Total Current Assets</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,536,402</b>	<b>\$ 6,329,471</b>	<b>\$ 4,536,210</b>	<b>\$ 2,522,217</b>
<b>Liabilities and Fund Balance</b>													
<b>Current Liabilities</b>													
Warrants Payable	\$ 242,745	\$ 156,099	\$ 219,223	\$ 237,131	\$ 279,472	\$ 352,429	\$ 416,700	\$ 450,616	\$ 454,093	\$ 729,888	\$ 538,965	\$ 307,513	\$ 51,631
Sales Tax Payable	\$ 3,438	\$ 3,657	\$ 4,896	\$ 6,057	\$ 4,000	\$ 4,295	\$ 3,683	\$ 4,930	\$ 5,293	\$ 2,082	\$ 3,879	\$ 4,383	\$ 11,936
Payroll Taxes and Benefits Payable	\$ 12,414	\$ 12,450	\$ 12,183	\$ 11,400	\$ 10,937	\$ 11,507	\$ 12,671	\$ 14,507	\$ 24,239	\$ 17,190	\$ 25,256	\$ 41,786	\$ 43,400
<b>Total Current Liabilities</b>	<b>\$ 258,596</b>	<b>\$ 172,206</b>	<b>\$ 236,303</b>	<b>\$ 254,588</b>	<b>\$ 294,408</b>	<b>\$ 368,230</b>	<b>\$ 433,053</b>	<b>\$ 470,053</b>	<b>\$ 483,624</b>	<b>\$ 749,161</b>	<b>\$ 568,100</b>	<b>\$ 353,682</b>	<b>\$ 106,968</b>
<b>Fund Balance</b>													
Reserve for Encumbrances	\$ 382,261	\$ 515,313	\$ 415,441	\$ 372,048	\$ 339,182	\$ 275,413	\$ 227,145	\$ 208,720	\$ 155,364	\$ -	\$ 480,435	\$ 438,730	\$ 441,159
Net Excess (Deficit)	\$ (4,149,643)	\$ 2,456,926	\$ 3,075,700	\$ 1,233,659	\$ (690,609)	\$ (2,530,086)	\$ (4,141,897)	\$ 2,673,728	\$ 2,404,334	\$ -	\$ (2,506,304)	\$ (4,043,443)	\$ (5,829,016)
Unreserved Fund Balance	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 9,032,928	\$ 7,787,241	\$ 7,787,241	\$ 7,787,241	\$ 7,803,107
<b>Total Fund Balance</b>	<b>\$ 5,265,545</b>	<b>\$ 12,005,167</b>	<b>\$ 12,524,068</b>	<b>\$ 10,638,635</b>	<b>\$ 8,681,501</b>	<b>\$ 6,778,254</b>	<b>\$ 5,118,176</b>	<b>\$ 11,915,375</b>	<b>\$ 11,592,625</b>	<b>\$ 7,787,241</b>	<b>\$ 5,761,372</b>	<b>\$ 4,182,528</b>	<b>\$ 2,415,250</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$ 5,524,141</b>	<b>\$ 12,177,373</b>	<b>\$ 12,760,371</b>	<b>\$ 10,893,223</b>	<b>\$ 8,975,909</b>	<b>\$ 7,146,485</b>	<b>\$ 5,551,229</b>	<b>\$ 12,385,428</b>	<b>\$ 12,076,250</b>	<b>\$ 8,536,402</b>	<b>\$ 6,329,471</b>	<b>\$ 4,536,210</b>	<b>\$ 2,522,217</b>
<b>Anticipated Property Tax Revenue</b>	<b>\$ 23,682,603</b>	<b>\$ 14,993,995.22</b>	<b>\$ 12,484,118</b>	<b>\$ 12,375,381</b>	<b>\$ 12,288,973</b>	<b>\$ 12,166,212</b>	<b>\$ 11,762,780</b>	<b>\$ 11,762,780</b>	<b>\$ 1,098,207</b>	<b>\$ -</b>	<b>\$ 27,468,688</b>	<b>\$ 27,079,256</b>	<b>\$ 27,079,256</b>

**PIERCE COUNTY LIBRARY SYSTEM**  
Statement of Revenue and Expenditures - INTERIM  
Year to Date March 30, 2015  
no pre-encumbrances

<u>General Fund</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ 26,645,748	\$ 494,374	\$ -	\$ 26,151,374	2%
Other Revenue	\$ 1,418,000	\$ 304,311	\$ -	\$ 1,113,689	21%
<b>Total Revenue</b>	<b>\$ 28,063,748</b>	<b>\$ 798,685</b>	<b>\$ -</b>	<b>\$ 27,265,063</b>	<b>3%</b>
Expenditures					
Personnel/Taxes and Benefits	\$ 19,897,279.00	\$ 4,655,846	\$ -	\$ 15,241,433	23%
Materials	\$ 3,555,073	\$ 729,623	\$ -	\$ 2,825,450	21%
Maintenance and Operations	\$ 3,769,484	\$ 801,072	\$ 441,159	\$ 2,527,253	33%
Transfers Out	\$ 841,912	\$ -	\$ -	\$ 841,912	0%
<b>Total Expenditures</b>	<b>\$ 28,063,748</b>	<b>\$ 6,186,542</b>	<b>\$ 441,159</b>	<b>\$ 21,436,047</b>	<b>24%</b>
Excess/(Deficit)		\$ (5,387,857)			
(less encumbrances)		(441,159)			
<b>Net Excess (Deficit)</b>		<b>\$ (5,829,016)</b>			

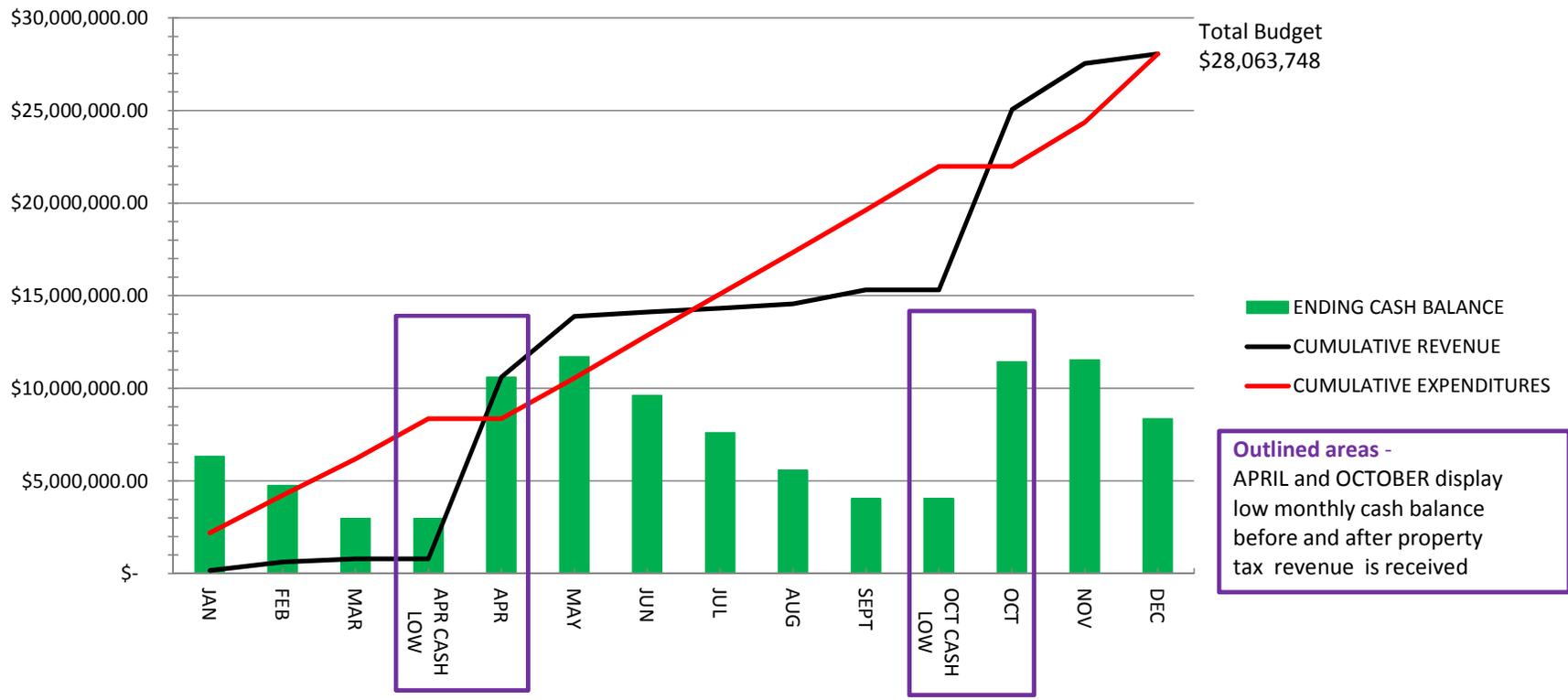
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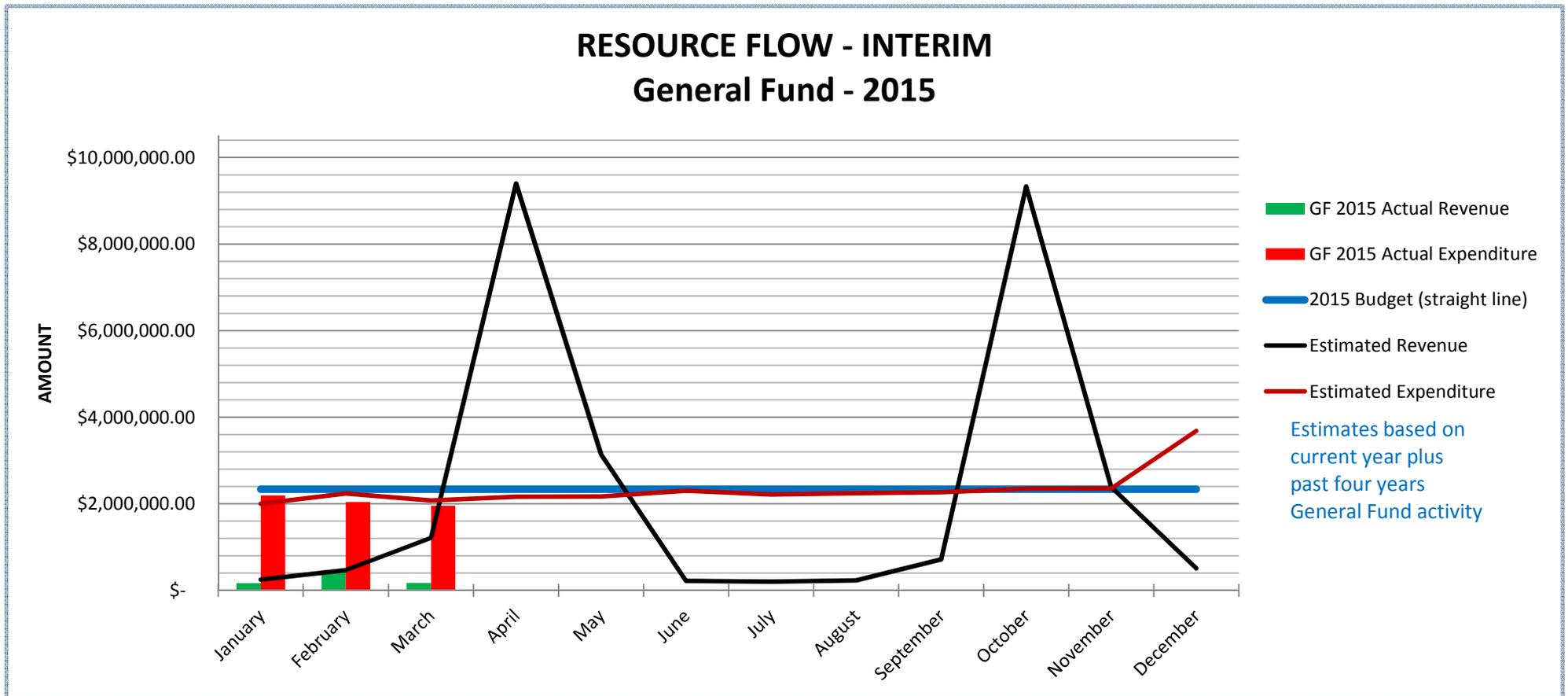
<u>Debt Service Fund</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Property Tax/Investment Income & Other PC Revenue	\$ -	\$ 13	\$ -	\$ (13)	0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	0%
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ 13</b>	<b>\$ -</b>	<b>\$ (13)</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>
<b>Net Excess (Deficit)</b>		<b>\$ 13</b>			

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<u>Capital Improvement Projects</u>	<u>2015 Budget</u>	<u>Year To Date</u>	<u>Encumbrances</u>	<u>Budget Balance</u>	<u>% of Budget</u>
Revenue					
Use of Fund Balance	\$ 1,027,588	\$ -	\$ -	\$ 1,027,588	0%
Other Revenue	\$ -	\$ 164,365	\$ -	\$ (164,365)	0%
Transfers In	\$ 841,912	\$ -	\$ -	\$ 841,912	0%
<b>Total Revenue</b>	<b>\$ 1,869,500</b>	<b>\$ 164,365</b>	<b>\$ -</b>	<b>\$ 1,705,135</b>	<b>9%</b>
Expenditures					
Maintenance and Operations	\$ 1,869,500	\$ 318,080	\$ 233,797	\$ 1,317,623	30%
<b>Total Expenditures</b>	<b>\$ 1,869,500</b>	<b>\$ 318,080</b>	<b>\$ 233,797</b>	<b>\$ 1,317,623</b>	<b>30%</b>
Excess/(Deficit)		\$ (153,716)			
(less encumbrances)		(233,797)			
<b>Net Excess (Deficit)</b>		<b>\$ (387,512)</b>			

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





Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 3/31/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	March Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31111 PROPERTY TAXES CURRENT	25,674,805.00	0.00	301,585.32	0.00	25,373,219.68	1.17
31112 PROPERTY TAXES DELINQUENT	872,943.00	0.00	169,172.04	0.00	703,770.96	19.38
31130 SALE OF TAX TITLE PROPERTY	3,000.00	0.00	0.00	0.00	3,000.00	0.00
31210 PRIVATE HARVEST/ FOREST EXCISE TAX	50,000.00	0.00	18,242.17	0.00	31,757.83	36.48
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	4,606.11	0.00	15,393.89	23.03
<b>TAXES:</b>	<b>26,620,748.00</b>	<b>0.00</b>	<b>493,605.64</b>	<b>0.00</b>	<b>26,127,142.36</b>	<b>1.85</b>
33872 CONTRACTS FEES - CITIES	0.00	0.00	810.00	0.00	(810.00)	0.00
34160 COPIER FEES	30,000.00	2,563.12	7,817.60	0.00	22,182.40	26.06
34161 GRAPHICS SERVICES CHARGES	0.00	55.50	97.50	0.00	(97.50)	0.00
34162 PRINTER FEES	105,000.00	11,530.68	33,091.76	0.00	71,908.24	31.52
34163 FAX FEES	21,000.00	2,073.72	5,691.43	0.00	15,308.57	27.10
34730 INTERLIBRARY LOAN FEES	0.00	15.99	34.94	0.00	(34.94)	0.00
35970 LIBRARY FINES	600,000.00	45,302.51	139,670.05	0.00	460,329.95	23.28
36110 INVESTMENT INCOME	10,000.00	0.00	767.53	0.00	9,232.47	7.68
36111 INTEREST - STATE FOREST FUND	0.00	0.00	0.47	0.00	(0.47)	0.00
36190 OTHER INTEREST EARNINGS	0.00	0.03	0.28	0.00	(0.28)	0.00
36200 KEY PEN HLTH DEPT FACILITY REV	0.00	0.00	339.68	0.00	(339.68)	0.00
36700 FOUNDATION DONATIONS	350,000.00	91,330.00	91,330.00	0.00	258,670.00	26.09
36710 FRIENDS' DONATIONS	0.00	0.00	257.01	0.00	(257.01)	0.00
36720 FRIENDS' REIMBURSEMENTS	0.00	3,489.10	3,806.65	0.00	(3,806.65)	0.00
36725 DONATIONS - OTHER	250,000.00	80.45	503.79	0.00	249,496.21	0.20
36920 BOOK SALE REVENUE	20,000.00	261.00	1,320.85	0.00	18,679.15	6.60
36990 MISCELLANEOUS REVENUE	0.00	14.86	35.92	0.00	(35.92)	0.00
36991 PAYMENT FOR LOST MATERIALS	12,000.00	1,158.25	3,359.09	0.00	8,640.91	27.99
36994 UNCLAIMED PROPERTY	0.00	35.11	44.49	0.00	(44.49)	0.00
36996 JURY DUTY REIMBURSEMENT	0.00	30.00	290.00	0.00	(290.00)	0.00
36997 PRIOR YEAR'S REFUNDS	0.00	729.66	1,885.45	0.00	(1,885.45)	0.00
36999 REBATES - PROCUREMENT CARD	30,000.00	13,923.88	13,924.77	0.00	16,075.23	46.42
<b>CHARGES OTHER:</b>	<b>1,428,000.00</b>	<b>172,593.86</b>	<b>305,079.26</b>	<b>0.00</b>	<b>1,122,920.74</b>	<b>21.36</b>
39510 SALE OF FIXED ASSETS/TIMBER (GOV)	15,000.00	0.00	0.00	0.00	15,000.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>28,063,748.00</b>	<b>172,593.86</b>	<b>798,684.90</b>	<b>0.00</b>	<b>27,265,063.10</b>	<b>2.85</b>
<b>EXPENSE ACCOUNTS</b>						
51100 SALARIES AND WAGES	14,345,866.00	1,057,126.36	3,316,226.29	0.00	11,029,639.71	23.12
51105 ADDITIONAL HOURS	259,045.00	24,252.75	68,665.54	0.00	190,379.46	26.51
51106 SHIFT DIFFERENTIAL	151,607.00	11,371.07	36,808.37	0.00	114,798.63	24.28
51107 SUBSTITUTE HOURS	315,515.00	14,448.96	56,018.61	0.00	259,496.39	17.75
51109 TUITION ASSISTANCE PROGRAM	300.00	0.00	0.00	0.00	300.00	0.00
51200 OVERTIME WAGES	5,400.00	230.97	1,222.30	0.00	4,177.70	22.64
51999 ADJ WAGE/SALARY TO MATCH PLAN	(377,539.00)	0.00	0.00	0.00	(377,539.00)	0.00
52001 INDUSTRIAL INSURANCE	193,617.00	11,554.09	36,993.63	0.00	156,623.37	19.11
52002 MEDICAL INSURANCE	2,191,477.00	156,391.18	516,911.01	0.00	1,674,565.99	23.59
52003 F.I.C.A.	1,153,581.00	83,626.43	263,327.34	0.00	890,253.66	22.83
52004 RETIREMENT	1,508,392.00	97,476.20	303,768.20	0.00	1,204,623.80	20.14
52005 DENTAL INSURANCE	212,859.00	16,412.32	49,209.93	0.00	163,649.07	23.12
52006 OTHER BENEFIT	11,020.00	880.00	2,720.00	0.00	8,300.00	24.68
52010 LIFE AND DISABILITY INSURANCE	26,987.00	1,210.75	3,933.45	0.00	23,053.55	14.58

Pierce County Library System  
 Board Report - Budget to Actual by Object  
 Report as of: 3/31/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	March Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
52020 UNEMPLOYMENT COMPENSATION	30,500.00	0.00	0.00	0.00	30,500.00	0.00
52200 UNIFORMS	1,300.00	0.00	41.63	0.00	1,258.37	3.20
52999 ADJ BENEFITS TO MATCH PLAN	(132,648.00)	0.00	0.00	0.00	(132,648.00)	0.00
<b>PERSONNEL</b>	<b>19,897,279.00</b>	<b>1,474,981.08</b>	<b>4,655,846.30</b>	<b>0.00</b>	<b>15,241,432.70</b>	<b>23.40</b>
53100 OFFICE/OPERATING SUPPLIES	164,400.00	24,882.32	51,324.52	25,759.71	87,315.77	46.89
53101 CUSTODIAL SUPPLIES	52,500.00	5,627.69	9,958.99	0.00	42,541.01	18.97
53102 MAINTENANCE SUPPLIES	60,200.00	2,347.95	4,813.93	0.00	55,386.07	8.00
53103 AUDIOVISUAL PROCESSING SUP	25,000.00	4,693.71	7,445.76	822.64	16,731.60	33.07
53104 BOOK PROCESSING SUPPLIES	20,000.00	527.72	598.57	0.00	19,401.43	2.99
53200 FUEL	47,000.00	0.00	7,131.01	33,618.99	6,250.00	86.70
53401 ADULT MATERIALS	806,000.00	43,562.07	119,620.41	0.00	686,379.59	14.84
53403 PERIODICALS	88,135.00	910.00	2,280.93	0.00	85,854.07	2.59
53405 JUVENILE BOOKS	544,279.00	28,353.86	74,819.36	0.00	469,459.64	13.75
53406 PROFESSIONAL COLLECTION	4,200.00	104.11	230.56	0.00	3,969.44	5.49
53407 INTERNATIONAL COLLECTION	60,000.00	514.68	1,655.84	0.00	58,344.16	2.76
53408 AUDIOVISUAL MATERIALS - ADULT	842,000.00	109,354.31	186,449.33	0.00	655,550.67	22.14
53409 AUDIOVISUAL MATERIALS - JUV	94,000.00	14,590.62	24,296.06	0.00	69,703.94	25.85
53411 ELECTRONIC INFO SOURCES	379,068.00	0.00	109,259.00	0.00	269,809.00	28.82
53412 REFERENCE SERIALS	18,000.00	711.65	711.65	0.00	17,288.35	3.95
53413 ELECTRONIC SERVICES	149,391.00	0.00	139,567.78	0.00	9,823.22	93.42
53414 ELECTRONIC COLLECTION	417,000.00	1,769.34	36,101.82	0.00	380,898.18	8.66
53464 VENDOR PROCESSING SERVICES	153,000.00	19,211.71	34,384.03	0.00	118,615.97	22.47
53499 GIFTS - MATERIALS	0.00	246.60	246.60	0.00	(246.60)	0.00
53500 MINOR EQUIPMENT	3,500.00	(16.29)	1.53	0.00	3,498.47	0.04
53501 FURNISHINGS	35,000.00	3,760.26	5,566.34	24,609.79	4,823.87	86.22
53502 IT HARDWARE	20,000.00	100,363.75	126,169.19	0.00	(106,169.19)	630.85
53503 PRINTERS	10,000.00	0.00	0.00	0.00	10,000.00	0.00
53505 SOFTWARE	13,500.00	514.75	2,686.42	0.00	10,813.58	19.90
54100 PROFESSIONAL SERVICES	437,884.00	57,969.74	86,705.15	27,288.87	323,889.98	26.03
54101 LEGAL SERVICES	30,000.00	0.00	1,922.00	0.00	28,078.00	6.41
54102 COLLECTION AGENCY	22,000.00	1,270.90	3,439.09	0.00	18,560.91	15.63
54161 RESOURCE SHARING SERVICES	19,000.00	(7.00)	1,076.11	0.00	17,923.89	5.66
54162 BIBLIOGRAPHICS SERVICES	33,000.00	0.00	2,417.61	0.00	30,582.39	7.33
54163 PRINTING AND BINDING	1,500.00	0.00	0.00	0.00	1,500.00	0.00
54165 ILL LOST ITEM CHARGE	2,800.00	88.43	445.79	0.00	2,354.21	15.92
54200 POSTAGE AND SHIPPING	35,000.00	0.00	245.94	0.00	34,754.06	0.70
54201 TELECOM SERVICES	461,300.00	426.86	52,704.85	0.00	408,595.15	11.43
54300 TRAVEL	42,100.00	680.70	1,892.98	0.00	40,207.02	4.50
54301 MILEAGE REIMBURSEMENTS	31,150.00	1,358.00	5,868.50	0.00	25,281.50	18.84
54400 ADVERTISING	43,000.00	1,315.09	2,935.11	4,916.43	35,148.46	18.26
54501 RENTALS/LEASES - BUILDINGS	389,950.00	17,574.99	114,960.26	65,510.59	209,479.15	46.28
54502 RENTALS/LEASES - EQUIPMENT	32,300.00	0.00	3,772.29	19,433.97	9,093.74	71.85
54600 INSURANCE	189,500.00	0.00	73,673.73	0.00	115,826.27	38.88
54700 ELECTRICITY	235,000.00	13,568.30	45,888.02	0.00	189,111.98	19.53
54701 NATURAL GAS	15,000.00	313.32	2,797.84	0.00	12,202.16	18.65
54702 WATER	20,000.00	1,298.28	3,281.26	0.00	16,718.74	16.41
54703 SEWER	36,000.00	1,546.82	3,441.52	0.00	32,558.48	9.56

Pierce County Library System  
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 Report as of: 3/31/2015

**FUND: GENERAL FUND (01)**

Object	2015 Budget	March Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>EXPENSE ACCOUNTS</b>						
54704 REFUSE	27,500.00	262.60	3,124.17	761.75	23,614.08	14.13
54800 GENERAL REPAIRS/MAINTENANCE	229,300.00	14,779.58	24,736.47	56,222.40	148,341.13	35.31
54801 CONTRACTED MAINTENANCE	788,000.00	14,226.72	112,112.34	182,213.77	493,673.89	37.35
54803 MAINT. TELECOM EQUIPMENT	31,000.00	0.00	0.00	0.00	31,000.00	0.00
54900 REGISTRATIONS	42,750.00	1,205.00	10,508.00	0.00	32,242.00	24.58
54901 DUES AND MEMBERSHIPS	35,170.00	(12,169.02)	18,994.00	0.00	16,176.00	54.01
54902 TAXES AND ASSESSMENTS	29,500.00	65.49	138.48	0.00	29,361.52	0.47
54903 LICENSES AND FEES	38,890.00	2,951.21	8,294.62	0.00	30,595.38	21.33
54904 MISCELLANEOUS	790.00	0.00	0.00	0.00	790.00	0.00
54905 WELLNESS EVENTS/REGISTRATION	2,000.00	0.00	0.00	0.00	2,000.00	0.00
55100 INTERGOVERNMENTAL	17,000.00	0.00	0.00	0.00	17,000.00	0.00
59700 TRANSFERS OUT	841,912.00	0.00	0.00	0.00	841,912.00	0.00
<b>ALL OTHER EXPENSES</b>	<b>8,166,469.00</b>	<b>480,756.82</b>	<b>1,530,695.76</b>	<b>441,158.91</b>	<b>6,194,614.33</b>	<b>24.15</b>
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>28,063,748.00</b>	<b>1,955,737.90</b>	<b>6,186,542.06</b>	<b>441,158.91</b>	<b>21,436,047.03</b>	<b>23.62</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(1,783,144.04)</b>	<b>(5,387,857.16)</b>	<b>(441,158.91)</b>	<b>5,829,016.07</b>	<b>0.00</b>

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

Object	2015 Budget	March Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
31112 PROPERTY TAXES DELINQUENT	0.00	0.00	0.02	0.00	(0.02)	0.00
<b>TAXES:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.02</b>	<b>0.00</b>	<b>(0.02)</b>	<b>0.00</b>
36110 INVESTMENT INCOME	0.00	0.00	13.26	0.00	(13.26)	0.00
<b>CHARGES OTHER:</b>	<b>0.00</b>	<b>0.00</b>	<b>13.26</b>	<b>0.00</b>	<b>(13.26)</b>	<b>0.00</b>
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>0.00</b>	<b>0.00</b>	<b>13.28</b>	<b>0.00</b>	<b>(13.28)</b>	<b>0.00</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>0.00</b>	<b>13.28</b>	<b>0.00</b>	<b>(13.28)</b>	<b>0.00</b>

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

Object	2015 Budget	March Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
<b>REVENUE ACCOUNTS</b>						
29150 USE OF FUND BALANCE-BUDGET	1,027,588.00	0.00	0.00	0.00	1,027,588.00	0.00
36110 INVESTMENT INCOME	0.00	0.00	253.18	0.00	(253.18)	0.00
36200 KEY PENINSULA SHARED COSTS	0.00	1,500.00	11,500.00	0.00	(11,500.00)	0.00
36700 FOUNDATION DONATIONS	0.00	65,811.40	152,561.40	0.00	(152,561.40)	0.00
36725 DONATIONS - OTHER	0.00	50.00	50.00	0.00	(50.00)	0.00
<b>CHARGES OTHER:</b>	<b>1,027,588.00</b>	<b>67,361.40</b>	<b>164,364.58</b>	<b>0.00</b>	<b>863,223.42</b>	<b>16.00</b>
39700 TRANSFERS IN	841,912.00	0.00	0.00	0.00	841,912.00	0.00
<b>TOTAL FOR REVENUE ACCOUNTS</b>	<b>1,869,500.00</b>	<b>67,361.40</b>	<b>164,364.58</b>	<b>0.00</b>	<b>1,705,135.42</b>	<b>8.79</b>
<b>EXPENSE ACCOUNTS</b>						
53100 OFFICE/OPERATING SUPPLIES	0.00	11,134.39	12,820.06	0.00	(12,820.06)	0.00
53102 MAINTENANCE SUPPLIES	0.00	10,050.58	10,050.58	0.00	(10,050.58)	0.00
53501 FURNISHINGS	50,000.00	7,057.39	29,710.50	73,953.00	(53,663.50)	207.33
53502 IT HARDWARE	1,119,000.00	0.00	73,890.64	0.00	1,045,109.36	6.60
54100 PROFESSIONAL SERVICES	0.00	1,939.50	1,939.50	3,251.00	(5,190.50)	0.00
54800 GENERAL REPAIRS/MAINTENANCE	10,000.00	0.00	0.00	0.00	10,000.00	0.00
54912 CONTINGENCY/RESERVE	37,000.00	0.00	0.00	0.00	37,000.00	0.00
56200 BUILDINGS & BLDG IMPROVEMENTS	271,000.00	918.96	918.96	153,495.40	116,585.64	56.98
56201 CONSTRUCTION	0.00	103,085.39	103,085.39	0.00	(103,085.39)	0.00
56203 FLOORING	114,500.00	0.00	0.00	0.00	114,500.00	0.00
56301 PARKING LOT REPAIR & IMPROVEMENT	97,000.00	0.00	0.00	0.00	97,000.00	0.00
56400 MACHINERY & EQUIPMENT	16,000.00	0.00	0.00	0.00	16,000.00	0.00
56401 VEHICLES	0.00	29,271.72	85,664.64	3,097.31	(88,761.95)	0.00
56402 HVAC	155,000.00	0.00	0.00	0.00	155,000.00	0.00
<b>TOTAL FOR EXPENSE ACCOUNTS</b>	<b>1,869,500.00</b>	<b>163,457.93</b>	<b>318,080.27</b>	<b>233,796.71</b>	<b>1,317,623.02</b>	<b>29.52</b>
<b>NET SURPLUS / DEFICIT</b>	<b>0.00</b>	<b>(96,096.53)</b>	<b>(153,715.69)</b>	<b>(233,796.71)</b>	<b>387,512.40</b>	<b>0.00</b>

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# MEMO

Date: March 31, 2015  
To: Chair Rob Allen and members of the Board of Trustees  
From: Georgia Lomax, Executive Director  
Subject: Executive Director Activities - March

In March, I attended a Board meeting and a Finance Committee meeting at Tacoma Community House. I also attended a Pierce County Library Foundation Board meeting and two Growth Partnership meetings. I was invited to speak at the Friends of Steilacoom meeting and also at the unveiling of the Florence Davis Reading Lounge at the South Hill Library.

Initial meetings with my internal community members have concluded, with individual meetings with two department supervisors (Finance and Facilities) and with custodians during their recent staff meeting. Within my first 79 days, I met with approximately 308 staff members. We've also established a special email address that allows me to toss questions to staff and get their thoughts and ideas.

As of the date of this memo I have enjoyed 93 working days as Executive Director and continue to meet with the "Community First 30". This month I met with Frank Hewins, Superintendent, and Willie Painter, Public Information Officer for the Franklin Pierce School District; Michele Johnson, Chancellor at Pierce College; Charles Lord, Library Director and Jennifer Sundheim, Assistant Library Director, at UW Tacoma; Debbie LeBeau, Superintendent, and Brian Laubach, Deputy Superintendent, for the Clover Park School District; Denise McCluskey, Mayor of University Place; Ron Williams, City Administrator of Gig Harbor; Bruce Kendall, CEO of the Economic Development Board; Cecilia Hanson, Director of the Roy Library and Roy Councilmember, Debbie Doig; Dr. Timothy Yeomans, Superintendent and Christine Moloney, Director of Instructional Leadership of the Puyallup School District; John Galle, Administrator, Ryan Windish, Planning Manager, and Jason Wilson, Administrative Services Director for the City of Sumner and Dr. Anthony Chen, Director of the Tacoma Pierce County Health Department.

I attended the Pierce County Council meeting during which I book talked "The Boys in the Boat" and Pierce County Library was presented with the PC Reads Proclamation. Additionally, I attended the Center for Arts & Technology kickoff at the Hotel Murano, the welcome Reception for Dr. Sheila Ruhland, new President of Tacoma Community College and the Puyallup/Sumner Chamber networking breakfast.

I also met with Jeanne Staley, Librarian at Frontier Middle School and participated in their Battle of the Books event.

I continue to participate in weekly Legislative conference calls and will keep you informed of any legislation affecting libraries.

As of the date of this memo, five meetings have been scheduled with key community leaders during the month of April. I will also be attending the WLA Annual Conference in April to help present on the process improvement work of Reading & Materials.

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# MEMO



Date: March 25, 2015

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

From: Melinda Chesbro, Reading & Materials Director

Subject: Public Libraries Article by Kati Irons

I am pleased to share with you a recent article, "Low-Hanging Fruit," published in the January/February 2015 issue of *Public Libraries* magazine written by Kati Irons, Collection Management Librarian. Kati provides a comprehensive review of the recent work underway at PCLS focusing on process improvement.

A copy of the article is attached.

# Low-Hanging Fruit

## Learning How to Improve Customer Service, Staff Communication, and Job Satisfaction with Process Improvement

By Kati Irons

Process improvement has become an axiom in the business world recently. Discussions of process improvement methodologies such as Six Sigma and Lean have become commonplace in both business and public service board rooms. In 2014, the Pierce County (WA) Library System (PCLS) began conducting something of an experiment; working to discover if it is possible for a midsize public library without the resources of General Electric or Toyota to implement process improvement techniques in a real-world environment. We are, at present, about halfway through the work of our first process improvement team, but we've already begun to see exciting results.

The PCLS process improvement process (yes, it's an awkward mouthful) grew out of methods of evaluating services that PCLS began using during the economic downturn. "With the recession," said PCLS Executive Director Georgia Lomax,<sup>1</sup> "we became very focused on evaluating how we do things. We started tracking how we were making improvements, particularly to save money to save staff so we could get through the recession." Even as the economy improved, Lomax felt it was important that the library not lose this momentum. "We're never going have all the

money or all the staff that we want to do the things that our communities need," she said. "Taxpayers appreciate us not wasting money, not wasting time, all of those things about being good stewards!"

Due to the recession, revenues for PCLS had dropped five years in a row. The system reduced operating expenses by \$6.4 million between 2009 and 2013. Reductions had been taken from every area. In considering how to improve things, PCLS was wrestling, as almost all public service organizations are, with the Triple Constraint (also called the Iron Triangle). All projects, including the daily undertakings of work, hinge upon time, quality, and money.<sup>2</sup> If you want things faster and cheaper, quality will go down. If you want things faster and better quality, the cost will go up.

The more Lomax learned about various process improvement models and their impact on the business world, she realized "that's what we've been doing, without in effect calling it that." *Lean* is the umbrella term for a practice of eliminating waste in manufacturing processes that was pioneered by Toyota and other Japanese car manufacturers in the 1970s and '80s.<sup>3</sup> Lean aims to provide the best service to customers while reducing or eliminating waste. The "waste" it wants to eliminate is not people, skill, or quality. The waste is that seemingly immovable side of the Iron Triangle: time.<sup>4</sup>

Lomax wanted to take PCLS's work with process improvement further, and an opportunity presented itself. PCLS's Reading & Materials (R&M) Department is a large department with many moving parts. The department has thirty-two staff members, eighteen full-time and fourteen part-time. Under the umbrella of R&M are Acquisitions, Processing, Cataloging, Collection Development, Interlibrary Loan, Delivery, Circulation for the Processing & Administration Center, and Audio-Visual Mends. In 2013 the R&M Department added 195,000 new items to the collection and, as of November 2014, the department had added 185,000.

"Our Reading & Materials staff works very hard, but they were struggling with increasingly complex processes and managing workloads," Lomax said. Staff was asking both management and

### About the Author

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Kati is currently reading *Letters of Note: An Eclectic Collection of Correspondence Deserving of a Wider Audience* by Shaun Usher.

each other if there were ways they could do things better. "They were saying 'We can do things better.' and they were saying 'We want to be a part of doing things better. We have ideas.'"

Lomax worked with consultant Catherine McHugh, PhD, to create a tutorial on process improvement for staff. "Catherine comes from an industrial background and a production line environment," Lomax said, "and this is an area she has expertise in. So she was able to support us, and helped us develop this tutorial that taught us all the key principals about customer supplier partnerships." Lomax was concerned that the process improvement methodology used by the library not be overwhelming. "We didn't want to be bureaucratic. We didn't want to create a new process that overwhelmed us. We just wanted a really grassroots, effective, day-to-day thing that we could do. . . . [W]hat we ended up with is what our staff found worked for them."

### The Process Improvement Steering Team

Beyond the tutorial, the library's next step was to form a steering team responsible for applying process improvement to the R&M Department. Team members included R&M Department staff members, the Library Materials Supervisor, the R&M Department Director, the PCLS Deputy Director, and McHugh. Department members included staff from various sections and levels, including a cataloging librarian, cataloging specialist, collection development librarian, library assistant, and virtual experience librarian.

Before the R&M Process Improvement Steering Team got started with the task of process improvement, they spent the first several meetings receiving training, both about process improvement and about participating in successful meetings. The training was fundamental to their success.

The group was given a charter outlining the specific task they were to accomplish and the parameters of the project. The task before them was to evaluate the whole department and identify the section to begin implementing process im-

provement. Of the charter, Steering Team member Clare Murphy, virtual experience librarian, said, "[Process improvements] had to be staffing neutral and had to be

within the budget. It had to be within the computer system that we have available to us. We had to look at every area within our department and figure out which

**Figure 1.** Ground Rules Guidelines (Used with permission; taken from *Customer Supplier Partnership & Lean Thinking: Working to Meet Our Customers' Needs*, a training manual created for PCLS by Catherine McHugh, PhD, 2014.)

<b>Team Ground Rules: Suggested Categories</b>
<p><b><u>Participation &amp; Communication Courtesies</u></b></p> <ul style="list-style-type: none"> <li>• Share relevant information openly, clearly, and transparently</li> <li>• Listen openly, with curiosity</li> <li>• No monopolizing air space</li> <li>• No interrupting / one voice at a time</li> <li>• Speak up: Input matters, Silence = Consent</li> <li>• No mind-reading expected</li> <li>• No electronic distractions</li> <li>• Value all perspectives</li> <li>• Don't take things personally</li> <li>• Ask for clarification</li> <li>• Assume positive intent</li> <li>• Respond, don't react</li> <li>• Come to meetings prepared</li> </ul>
<p><b><u>Non-Negotiables</u></b></p> <ul style="list-style-type: none"> <li>• Meeting attendance</li> <li>• Starting / ending on time</li> <li>• Confidentiality</li> </ul>
<p><b><u>Meeting Logistics</u></b></p> <ul style="list-style-type: none"> <li>• Day, time, and location</li> <li>• Frequency</li> </ul>
<p><b><u>Meeting Process</u></b></p> <ul style="list-style-type: none"> <li>• Team Role Assignments               <ul style="list-style-type: none"> <li>○ Task Roles: Scribe, Time keeper, Note taker</li> <li>○ Process Roles: Gatekeeper, Devil's Advocate, Consensus Tester, Mediator</li> </ul> </li> <li>• Intra-team communication practices</li> <li>• External team communication practices</li> <li>• Decision Making processes</li> <li>• Meeting organization: use &amp; timeliness of Agendas; Identifying and tracking Action Items; sending out pre-work</li> <li>• Flow of meeting (check-in, breaks, next steps, debrief, etc.)</li> <li>• Use of Parking Lot</li> </ul>

areas could actually accomplish something of value [with process improvement] given those parameters.”

They also established ground rules (see figure 1 on previous page) for the meetings, which helped create a safe space. One of the challenging aspects of the team was that it was made up of staff from very different levels. Cataloging specialist Cathy O’Donnell said, “The rules and the charter emphasized that everyone was on a level playing field. There was not a boss, not a deputy director. We were told that in that room, in that meeting, everyone’s words had the exact same value.” Library assistant Sheri Kurfurst said, “The work we did could never have been done without the pre-work, without the charter, the ground rules. It took all

the personality out of it [and] it allowed us to move forward and start being able to communicate and talk because we knew what the rules were.”

The training on process improvement methods cleared the way for success. O’Donnell said, “Catherine first taught us how to look at process improvement. She gave us the tools we would need, and the most important thing she taught us is that we are looking at the process. We are not looking at the person in the job. To remove ourselves and just look at the process and ask if anything can be tweaked. It’s not about how somebody does their job. This is how we do it now. Maybe if we try this, it will work out a little better, it will be easier to do it.”

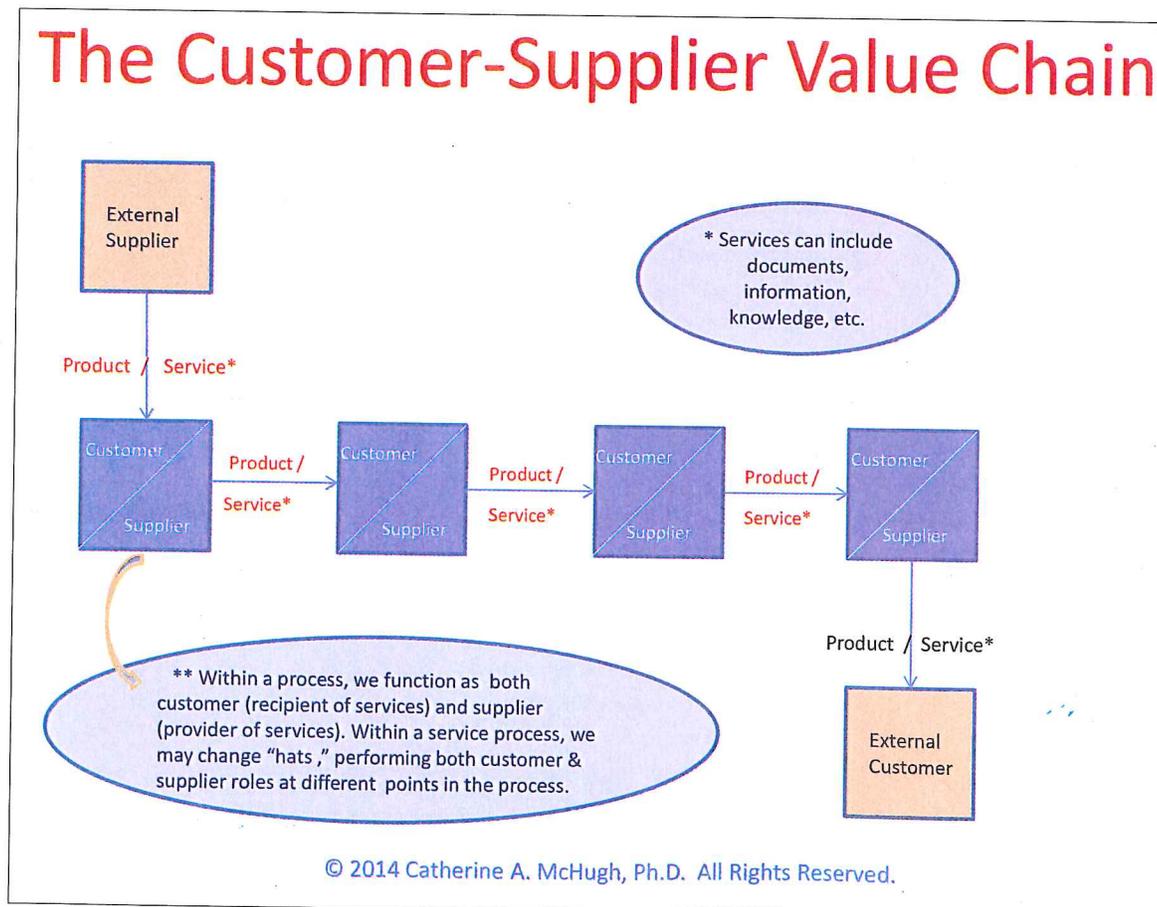
Process improvement training included learning about customer-supplier

partnerships, a key component of process improvement. Customer-supplier partnerships (see figure 2) are the link each department has with another. At any point in time, a department may be a customer, or they may be a supplier, depending on which hat they’re wearing.

Library assistant Sheri Kurfurst said, “My biggest thing was learning about the customer-supplier roles. [We learned] that we wear these different hats all the time. It’s really important for us to communicate to the branches, and for them to communicate to us. So they can be aware that sometimes I am acting as their customer and sometimes their supplier.” Learning about the “changing hats” of customer service was vital to the success of the project.

Public service employees are always aware of the importance of customer service. We focus on providing the best service we can. Challenges arise when we forget that the people we serve also serve us. In the case of an administrative center serving many branches, the service they provide to us is almost invariably information—information that we need to serve them the best we can. Service can break down when it appears we’ve received a request to do something we can’t do. In a “customer is always right” environment, do we move heaven and earth to do it anyway, despite the problems it will cause? Do we toss it to a “problem pile”

Figure 2. Customer Supplier Value Chain (Used with permission; taken from *Customer Supplier Partnership & Lean Thinking: Working to Meet Our Customers’ Needs*, a training manual created for PCLS by Catherine McHugh, PhD, 2014.)



and hope they forget they asked? Or, as suggested by the customer-supplier roles, do we put on our own customer hat and ask them for more information? Do we discuss limitations and discover an alternative solution? Do we work in an environment that encourages this kind of communication?

Another key concept that was vital to the Steering Team in choosing which section to begin process improvement was the concept of low-hanging fruit, "which are the things that would be very easy to take care of but would have a major impact on what we were doing," said O'Donnell. Identifying sections that had a bounty of low-hanging fruit helped the team ultimately decide which section would be the first to experience process improvement.

### The Process Improvement Team

The Steering Team chose the Audio-Visual (AV) Mends section of the R&M Department. The AV Mends section deals with a variety of issues relating to the care of AV. They clean discs and mend or replace damaged cases and artwork. They match up cases and sets with lost and misplaced discs. They order replacement discs to complete sets with missing discs, and they manage a "boneyard" of discs from incomplete sets to complete sets when possible. The work in AV Mends also feeds into the weeding process. O'Donnell said, "We chose them first, and part of that was we saw that there was a lot of low-hanging fruit that would be easy for us to change, it was totally within our control, we didn't have to rely on any outsider vendors." Within the self-contained section, it would also be easy to see and measure the impact of process improvement.

Another part of the Steering Team's role was acting as ambassadors of the process to the rest of the department. "Coming in, there was a lot of paranoia," said team member Matt Lemanski, collection services librarian. "Morale was low." After multiple years of budget cuts, staff was very concerned about job security. Doing more with less at top speed,

while continually feeling behind, left staff exhausted and disheartened. Sally Sheldon, library assistant in the AV Mends section said, "I had reservations. I was thinking it was a point of cost cutting. I was thinking as they make things 'leaner' they're going to eliminate different things that people are doing, and that will help with the elimination of positions."

Sheldon's feelings are not at all uncommon when staff starts hearing terms like *lean* and *efficiencies*. Terms like these and others, like *trimming the fat* or *being nimble*, have been used for years as polite euphemisms for eliminating staff and positions. The implication of using terms in this way is that staff is made to feel like they're the problem, not the solution. An organization that wants to take on process improvement needs to open their minds to thinking about these concepts in a new way. It is not staff that

needs to learn how to do the old way more efficiently with less people. Organizations must embrace the idea that it's the process that needs to become lean so that staff can do it well, quickly, and with high quality. "Ultimately what you want is people working at the highest level of their jobs," said Lomax. "Doing what is the most interesting to them. So the more you can process engineer the tedious stuff the more you can have fun at your job."

"We worked really hard to be as transparent as possible," said Lemanski. "Because we realized very quickly that the goal of this team was not to fire people." The Steering Team sent out communications to the department after every meeting, providing a digest of the proceedings and their action steps for the next one. Full notes of each meeting were also posted on the library's staff website. "Our

Figure 3. AV Mends Process Improvement Ground Rules

#### AV MENDS PROCESS IMPROVEMENT GROUND RULES

- Confidentiality (Support Team Decisions)
- If you disagree, speak up
- Be respectful of each other (Don't interrupt, don't put down or discredit ideas or suggestions)
- Stay on topic
- Assume positive intent—don't take things personally (DTIP)
- Start and end meetings on time and team will agree to extend meeting if needed
- Meetings start at 9:30 or later
- Team members participate in meetings
- Ground rules can be modified
- Focus on Customer—remember what we're here for (take ourselves out of the equation)
- Listen for possibilities
- Listen to understand
- Be honest in discussions and work through difficulties
- No mind reading (Ask and don't expect people to read your mind)
- Be open to new ideas
- Change doesn't have to be threatening
- Don't need to throw out everything involving the process (Focus on improvement)
- Focus on the process not the person
- Be mindful and appreciate team member's differences
- Everyone here has something to bring
- Be prepared to do your work including homework
- Support each other and ask for help when needed
- No whining allowed! When there is a problem, work on solution
- Clarify what stays in the meeting and what we can share
- Be concise and don't be repetitive
- Follow ground rules and call each other on them

end goal was to establish a safe environment within our team to [learn about] process improvement and then extend that safe environment outward," said Agnes Wiacek, cataloging librarian.

Team members reached out to department members about their fears. Tris Bazzar, supervisor of the AV Mends section, said, "One of the real turning points for my people was when Cathy O'Donnell came over and said 'This is not to have the higher ups come in and tell you how to do your job. This is to empower you to do your jobs the best you can.'"

Once the AV Mends section had been chosen, The AV Mends Process Improvement (PI) Team was formed. In addition to some of the members of the original Steering Team, the new team included Bazzar, Sheldon, and Julie McKay, library assistants in the AV Mends department; Kati Irons (that's me!), AV collection development librarian; and Kathy Norbeck, supervisor of the Buckley-PCLS branch. Original Steering Team members in-

cluded Lomax, McHugh, Lemanski, and O'Donnell.

The AV Mends PI Team began with the same training on how to participate in process improvement and how to participate in effective meetings. Despite the groundwork that Steering Team members had done ahead of time, there were some rocky moments early in the process. As the AV Selector I had worked closely with the AV Mends section for years and had been asked several times over the years to lead evaluations of the department to determine ways to streamline it, and had been stymied every time. There were simply too many moving parts. In addition, since part of my professional charge is weeding, my head is full of packed branch shelves. "One in, one out" is my clear charge from the library, but my push to weed items had sometimes seemed to the AV Mends department as disrespectful to their work.

In addition, every time conversations came up about how to "fix" things over

in AV Mends, the staff who worked in the section felt defensive. They were working tirelessly every day, moving hundreds of items in and out. They were being budget conscious by attempting to fix things rather than throw them away. But here they were again, being asked to fix things instead of being acknowledged for their hard work.

As the AV Mends team worked through the early stages of the process, including building ground rules (see figure 3) and clarifying the purpose of the team, the tension was obvious. Eventually a conversation revealed the different perspectives at play, which was an eye opener for both sides. Lemanski said, "I didn't realize how many hurt feelings there were in that area and I didn't realize the background around it. I think once people were able to talk about that and clear the air, it was a major road block removal."

As hard as it is to experience, having those uncomfortable conversations is an important part of the process. One of the key components of looking at workflow through process improvement is "It's the process, not the person." When emotions are running high, that has to be acknowledged before team members can set the personal aside and start looking at the whole dispassionately.

After the AV Mends team worked through the training, it was time for the group to move on to the nuts and bolts of process improvement, the Value Stream Map (see figures 4 and 5). Value stream mapping, which could also be called a workflow map, is the actual mapping of every step in a process. It's easy to explain, but it's very hard to do. "It's hard for people who do a job to recognize their own steps," said Murphy. But the breaking down of a task into the component parts is essential to process improvement, and essential in coming to understand that it's not the person, it's the process.

As the process owners (those who actually do the work being mapped) worked on the map, other members of the team who were not familiar with the process pushed them to be more specific. O'Donnell said "Julie [McKay] and Sally [Sheldon] were saying 'Okay, we have the different categories of things [cleaning, mending,

Figure 4. Values Stream Mapping Guidelines (Used with permission; taken from *Customer Supplier Partnership & Lean Thinking: Working to Meet Our Customers' Needs*, a training manual created for PCLS by Catherine McHugh, PhD, 2014.)

## Value Stream Mapping

- A visual tool (or map) that helps us understand the current process
- Allows people to understand / identify Customer Value and where Waste exists
- Provides a basis for prioritizing improvement efforts
- Gives Process Improvement teams a visual tool for sharing their improvement ideas

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etc.] and they get set here. 'Well, how do they get set there?' 'Well, Wayne [Taylor, a library assistant] goes and gets it.' 'Well does he get it all at one time?' 'Well, no, some come in envelopes and some come in crates.' 'Well, does he get it all at the same time, or throughout the day?' And they were realizing they didn't know that Wayne was doing all this stuff."

As finicky as that seems (discussing who goes to get envelopes and when) it was while working through that very part of the map that led to the first process improvement breakthrough for the AV Mends section. During the discussion, I mentioned that, in my role as the AV collection development librarian, I often get CDs and DVDs sent to me from the branches that really should go to AV Mends, but I just walk them over. It's not a big deal. O'Donnell, in her role as a cataloging specialist, then said that she gets things that should go to AV Mends too, as does her supervisor. Murphy, the virtual experiences librarian who also works with our DVD vending machines, then said that, actually, she gets them too.

Initially, I had considered not saying anything. I didn't want to complicate things, and, really, so I have to walk envelopes over to the AV Mends section several times a week. What's the big deal? But by bringing it up, in an attempt to make the Value Stream Map as accurate as possible, we uncovered that at least five different people were receiving materials from branches that should be sent directly to AV Mends. Five different people were walking dozens of envelopes across the building every week thinking to themselves, this is a pain, but it's no big deal. I don't want to make a fuss.

### The Results, So Far

The Value Stream Map quickly reveals the complexity of a process, and reveals the low-hanging fruit. The AV Mends PI Team ended up mapping four different processes for which the AV Mends section is responsible, and there are still more to map. In reviewing the maps created so far, several changes have already been implemented or are in the process of being implemented.

Figure 5. A section of the DVD Workflow Values Stream Map created by the AV Mends Process Improvement Team (photo by the author)



The team created a new AV Mends slip for branches to use when sending in AV problems. The old one, which hadn't been updated for years, was a two-sided slip that included questions the section no longer needed answered and didn't include information AV Mends could really use. The slip has been edited to be one-sided, instead of two, and the space to indicate what's wrong with the item has been moved to the top. This removes the need to pull out the slips and search for information. The new slip has a place for branches to indicate if the item has holds, so now mends with holds can easily be identified and pushed to the front of the line.

The team also began to set criteria for when items go to AV Mends for cleaning or repair, and when they should be weeded instead. Circulation thresholds have been set for DVDs, CDs, and Talking Books, and the branches have been informed that items that have circulated beyond these thresh-

olds should be weeded, not sent in for cleaning.

The next process improvement came from the envelope discussion. Previously, when branches needed to send items in to AV Mends, they used a crate or an interoffice envelope. Too often the crates arrived with little to no information about where it was directed and envelopes were addressed to the wrong people. Although it would have been easy to say the solution would be to train branch staff better, the team recognized that we're a large system and the easier we make this process for the branches, the better it's going to be. We are now in the process of implementing an AV Mends bag, created from repurposed fabric bags formerly used by our Youth Services department. Branches can stick any and all AV problems into the bag and it will go directly to AV Mends. If they are sending in a crate, they can lay the mends bag on top of the crate, and it will be delivered to AV Mends.

Sheldon and McKay both have identified areas of day-to-day work in the department that they are working to streamline. McKay said, "Walking through the mapping makes you look at all the steps you do in your job, and it makes you want to find ways to get rid of some of those steps." After going through the process improvement training, Sheldon immediately saw a good place for change in the disc cleaning process. "Wayne would put the discs on the top shelf, and I would move them down lower, so he would have room to put more discs, instead of just moving them over by the machine to be cleaned. I was moving them to the top to the bottom to the left to the right," she said. The work of the team made Sheldon realize she wasn't sure why they did it that way. "I was thinking what a waste of time. Why am I doing this? Just because that's the way I'd always done it," she said.

Branches have been excited to participate in the changes from the AV Mends PI Team. The new AV Mends slip was launched as a trial for one month, after which we asked for feedback from the branches. They asked for a few tweaks, but expressed satisfaction with the changes as a whole. When the team asked if any branches wanted to volunteer to be "guinea pigs" for the trial run of the AV Mends bags, half of them immediately volunteered. The really exciting thing about process improvement is how much people want to be a part of it when they see the results.

The work in the AV Mends section is still in process. More analysis of the items that move in and out of the department needs to be done. Training for the branches in how best to handle AV Mends requests and weeding is being created.

As the AV Mends PI Team continues its work, Lomax has plans to continue the

spread of process improvement through the system. Based on the experience of the AV Mends PI Team, the Steering Team will decide which section will make up the next process improvement team within the R&M department. "As things continue in Reading & Materials, we need to start finding other areas that want to take on the process," Lomax said. Norbeck, who served on the AV Mends team, would like to be the first volunteer: "I think one of the biggest things I took away was looking at how to streamline everything you do."

Starting your own process improvement process may seem daunting. It's not a fast process, and it's not an easy fix. It requires a mental shift, a realization that this isn't a project with a beginning and

**Organizations must embrace the idea that it's the process that needs to become lean so that staff can do it well, quickly, and with high quality.**

end date. It's a new way of operating. "Make sure you're willing to commit what it takes to get it started, and that you're going to sustain it," said Lomax. "If this is going to be a one-time thing I don't know if it's worth it. You need to trust your staff to participate and believe, truly, that they know what they're doing and that they can do this. And then be flexible. Adjust as it goes. Focus on the process, not the people. People want to do a good job. You have to design a process that allows them to. That is so critical in how you approach things. Everyone wants to do a good job, but you have to design a process that

allows them to. It makes you approach problems in a whole different way. Everyone is trying to the best they can. If you haven't designed something right, how can they?"

### Conclusion

At the end of February, the AV Mends Process Team will be reporting back to the Process Improvement Steering Team about its work so far. Training classes for branch staff on AV Mends will also begin in late February. In addition to the practical improvements, the AV Mends Process Improvement Process is having a positive impact on employee interactions and morale. Within the department, as areas of responsibility have been clearly defined, the relationship between AV selection librarian and the library assistants is much more cheerful and productive. Helping our customers has become much easier, too! From my personal perspective, I find that instead of worrying that branches are going to ask for something I can't give them, I now see each customer as my partner in finding a solution that works. ■

### References and Notes

1. Georgia Lomax served as the PCLS deputy director from 2006 to November 2014, when she was appointed PCLS executive director.
2. Project Management Knowhow, "Triple Constraint," accessed Dec. 31, 2014, [www.project-management-knowhow.com/triple\\_constraint.html](http://www.project-management-knowhow.com/triple_constraint.html).
3. Lean Enterprise Institute, "What is Lean?" accessed Dec. 31, 2014, [www.lean.org/WhatsLean](http://www.lean.org/WhatsLean).
4. John J. Huber, "Prologue: The Power of Lean Transformation," *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services* (New York: Neal-Schulman, 2011): 1-3.

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# MEMO



Date: March 31, 2015

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

From: Georgia Lomax, Executive Director

Subject: ALA Annual Conference/ULC Annual Forum

The American Library Association (ALA) Annual Conference will be take place June 25-30 in San Francisco, CA.

I'd like to invite you to attend the conference. This year eight staff members, including myself, will be attending. The Library will also have a presence in the ALA JobLIST Placement Center to recruit and answer questions about employment at PCLS.

Attached is information on highlighted events and speakers. You can also find more at <http://alaac15.ala.org/highlights>.

I also invite you to join me in attending the ULC Annual Forum, taking place June 25-26 in San Jose, CA. This year's event is entitled "High Tech, High Touch, High Trust" and will focus on exploring and discussing changes in technology and relationships that will continue to acknowledge the library as a highly trusted and valuable public institution. Attached is information on this event. You can also find more details at <http://www.urbanlibraries.org/2015-ulc-annual-forum--event-65.php>.

Should you elect to attend either event , please contact Petra by April 13, 2015, so we can take advantage of group registration prices and so that she can make your travel arrangements.

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- + Library Unconference on Friday, Library Camp on Monday, and Networking Uncommons for impromptu sessions, follow-up conversations, and small get-togethers
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## Preliminary Schedule

### REGISTRATION HOURS

Thursday, June 25	7:30 am–6:00 pm
Friday, June 26	7:30 am–7:30 pm
Saturday, June 27	7:30 am–5:00 pm
Sunday, June 28	7:30 am–5:00 pm
Monday, June 29	7:30 am–2:00 pm

### EXHIBIT HOURS

Friday, June 26	5:30 pm–7:00 pm
Saturday, June 27	9:00 am–5:00 pm
Sunday, June 28	9:00 am–5:00 pm
Monday, June 29	9:00 am–2:00 pm

### AT-A-GLANCE SCHEDULE OF EVENTS

#### Thursday, June 25

8:30 am–5:30 pm	Preconferences and Meetings
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#### Friday, June 26

8:30 am–4:00 pm	Preconferences and Meetings
4:00 pm–5:15 pm	Opening General Session & Ribbon-Cutting Ceremony
5:30 pm–7:00 pm	Opening Reception in Exhibit Hall
8:00 pm–10:00 pm	Michael L. Printz Program and Reception

#### Saturday, June 27

8:30 am–5:30 pm	Programs and Meetings
8:30 am–5:30 pm	Auditorium Speaker Series
9:00 am–5:00 pm	Now Showing @ ALA Film Program
9:00 am–5:00 pm	Exhibit Hall open
8:00 pm–10:00 pm	Andrew Carnegie Medals for Excellence in Fiction & Nonfiction Announcements and Awards Ceremony

#### Sunday, June 28

8:30 am–5:30 pm	Programs and Meetings
8:30 am–5:30 pm	Auditorium Speaker Series
9:00 am–5:00 pm	Now Showing @ ALA Film Program
9:00 am–5:00 pm	Exhibit Hall open
3:30 pm–5:30 pm	ALA President's Program & Awards Presentations
6:00 pm–11:00 pm	Newbery Caldecott Wilder Banquet

#### Monday, June 29

8:30 am–5:30 pm	Programs and Meetings
8:30 am–5:30 pm	Auditorium Speaker Series
9:00 am–5:00 pm	Now Showing @ ALA Film Program
9:00 am–2:00 pm	Exhibit Hall open
2:00 pm–3:00 pm	Wrap Up / Rev Up Celebration and drawing

#### Tuesday, June 30

9:30 am–11:00 am	Closing General Session
11:15 am–1:00 pm	Inaugural Brunch

All events are subject to change.

See updates at [alaannual.org/preliminary-program](http://alaannual.org/preliminary-program).

For an overview of activities in the Exhibit Hall, visit [alaannual.org/general-exhibits-info](http://alaannual.org/general-exhibits-info).



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## SPEAKERS AND RELATED EVENTS

### Opening General Session with Special Keynote Speaker

Roberta Kaplan opens the conference on a high note as part of the conference's Opening General Session, where the ALA President and others welcome you to ALA Annual Conference and set the stage for the coming days.



**Roberta Kaplan**

**Friday, June 26**

**4:00-5:15pm**

Hear how Roberta A. Kaplan—with the help of a band of supporters extended equal rights and made America a more democratic nation. Kaplan will offer insights into how the Defense of Marriage Act (DOMA) was defeated, how laws get overturned, and how change is made legally.

“Robbie Kaplan has been involved in some of the most important legal developments of recent years,” notes *The Financial Times*. When Edie Windsor called Roberta Kaplan to take on the case that would bring down the Defense of Marriage Act (DOMA), Kaplan did not hesitate, as gay advocates and other lawyers had. In *Windsor*, the nation’s highest court ruled that a key provision of DOMA violated the U.S. Constitution by barring legally married same-sex couples from enjoying the wide-ranging benefits of marriage conferred under federal law. Kaplan’s forthcoming book, “Then Comes Marriage: *United States v. Windsor* and the Fight for Gay Marriage” (Norton, Fall 2015), will offer a complete account of the success.

Described as a “litigation superstar,” a “powerhouse corporate litigator” and a “pressure junkie” who “thrives on looking at the big picture,” Kaplan is a partner at Paul, Weiss, Rifkind, Wharton & Garrison and an adjunct professor of law at Columbia Law School, and is currently litigating the case against Mississippi’s gay marriage ban. Selected as one of “The 100 Most Influential Lawyers,” as well as a 2013 “Litigator of the Year” by *The American Lawyer*, the 2013 “Lawyer of the Year” by *Above The Law* and the 2014 “Most Innovative Lawyer of The Year” by *The Financial Times*, she was ranked as number 5 in this year’s “Politico 50.”

Sponsored by W.W. Norton & Company

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### Auditorium Speaker Series

A rare opportunity to hear leading authors, thought-leaders, and experts from adult and youth fiction, technology, popular culture, and other areas in these stimulating general sessions on Saturday, Sunday, and Monday at various times.



#### Haifaa al-Mansour

**Saturday, June 27**

**10:30-11:30am**

Award-winning Saudi Arabian film director and screenwriter Haifaa al-Mansour—outspoken, smart, and media-savvy—adds ALA to a long list of high-profile appearances, including being interviewed by Jon Stewart on “The Daily Show” and Dave Eggers for McSweeney’s journal “Wholphin.” Winner of an EDA Female Focus Award, al-Mansour’s first feature-length film “Wadjda” also won the Best International Feature Audience Award at the Los Angeles Film Festival, among other awards, and is the first feature-length movie filmed entirely in Saudi Arabia, the first feature filmed by a female Saudi Arabian director, and the first Saudi Arabian film submitted for the Best Foreign Language Oscar.

The film is the basis of al-Mansour’s middle-grade (and debut) novel *The Green Bicycle*, about a spunky and sly eleven-year-old living in Riyadh, the capital of Saudi Arabia, who constantly pushes the boundaries of what’s considered proper. The story of her attempt to get a bicycle, considered improper for girls to ride, unfolds against the shifting social attitudes of the Middle East, and explores gender roles, conformity, and the importance of family with warmth, spirit, and humor.

The daughter of a poet, al-Mansour studied comparative literature in Cairo and later attended film school in Australia. Her 2005 documentary “Women Without Shadows” speaks to the hidden lives of women in Arab States of the Persian Gulf and was shown at 17 international festivals, received the Golden Dagger for Best Documentary in the Muscat Film Festival, and got a special jury mention in the fourth Arab Film Festival in Rotterdam. Her next film, “A Storm in the Stars,” about Mary Wollstonecraft Shelley and starring Elle Fanning, is set to release in 2016.

Sponsored by Dial Books for Young Readers, an imprint of Penguin Young Readers.



**Sarah Vowell**

**Saturday, June 27**

**12:00-1:00pm**

Be among the first to hear this journalist, essayist, social commentator and *New York Times* bestselling author of nonfiction books on American history and culture as she talks (among other things) about her humorous and perceptive account of the Revolutionary War hero Marquis de Lafayette. Lafayette was a general who became wildly unpopular in his native France but so beloved by Americans that George Washington considered him a son and 90,000 people showed up to cheer for him when he sailed into New York Harbor after a 30-year absence. In the forthcoming book "Lafayette in the Somewhat United States" (October 2015), Vowell offers an insightful look at a nation's idealism and its reality through her portrait of the one Frenchman we could all agree upon.

Vowell is often referred to as a "social observer," and her previous books include *Unfamiliar Fishes*, *The Wordy Shipmates*, *Assassination Vacation*, *The Partly Cloudy Patriot*, and essay collections *Take the Cannoli* and *Radio On*. She was a contributing editor for *This American Life* and an original contributor to *McSweeney's*. She has been a columnist for *Salon*, *Time* and *San Francisco Weekly* and writes occasional essays for the opinion page of the *New York Times*. In addition to making numerous appearances on the *Late Show with David Letterman*, *Late Night with Conan O'Brien* and the *Daily Show with Jon Stewart*, Vowell is also the voice of teen superhero Violet Parr in the Academy Award-winning animated film *The Incredibles*.

Sponsored by Riverhead, a division of Penguin.



**Nick Offerman**

**Saturday, June 27**

**3:30-4:30pm**

Actor, author, humorist, and woodworker Nick Offerman—best known for his role as Ron Swanson on NBC's "Parks and Recreation"—promises attendees plenty of laughter as well as a special library connection. As a lifelong reader coming from a family of librarians, he credits his aunt, Michelle Houchens, the local history librarian at the Three Rivers Public Library in Minooka, Illinois, with encouraging his love of reading.

Offerman is the author of the *New York Times* bestseller *Paddle Your Own Canoe: One Man's Fundamentals for Delicious Living* and the forthcoming *Gumption: Relighting the Torch of Freedom with America's Gutsiest Troublemakers* (Dutton, May 2015). He acted with Chicago theatre companies, worked as a fight choreographer and master carpenter at Steppenwolf Theatre Company, and has appeared in numerous films. Prior to "Parks and Recreation," for which he received the Television Critics Award for Individual Achievement in Comedy, his most prominent role was as factory worker and Benny-Lopez-love-interest Randy McGee on "George Lopez." In 2007, he co-starred in the Comedy Central series "American Body Shop." Other TV appearances include as a plumber on "Will & Grace," as a hobo on "The King of Queens," in "24," and in an episode of "The West Wing."

Attendees can look forward to a humor-filled hour if the introduction on Offerman's professional woodshop's website is any indication: "We like to carve spoons, chainsaw stumps, plank canoes, keep our chisels sharp with stones, build pinball machines and fine furniture. From refined modern designs to enormous Middle-Earth masterpieces, we build it all while smiling a lot."

Sponsored by Dutton, a division of Penguin Publishing.



**Joshua Davis**

**Monday, June 29**

**8:30 - 9:30am**

In this session—"From Cover to Screen - Books to Movies,"—Joshua Davis, author of "Spare Parts," will be joined by producer Rick Jacobs and esteemed film critic David Thomson to talk about the writing of the book, the creation of the movie and how movies are judged and reviewed.

Attendees will also a trailer for the film version, starring George Lopez, Jamie Lee Curtis and Marissa Tomei. "Spare Parts" is about four undocumented Mexican teenagers overcoming all odds to win a high-tech underwater robot competition against teams from elite universities, and has been called a "triumphant read" by the *Toronto Star* and "a great American story" by the *Washington Post*.

Joshua Davis is a contributing editor at *Wired*, cofounder of *Epic* magazine, and the author of "The Underdog," a memoir about his experiences as an arm wrestler, backward runner, and matador. A 2014 nominee for a National Magazine Award for feature writing, he has written for *The New Yorker* and other periodicals, and his writing is widely anthologized. David Thomson, author of the forthcoming "How to Watch a Movie" (Random House, November 2015), is the definitive source on all things film. He was film critic for *The New Republic* and has also written for *The Guardian* and *The Independent* (in London), *The New York Times*, *Salon*, *Movieline*, *Film Comment*, and *Sight & Sound*. Rick Jacobs is a producer and manager specializing in "genre" development and the convergence of media between feature films, television, video games and print publication, with a focus on adapting projects from source material including comic books and graphic novels, video games, Asian remakes, and magazine articles. The three speakers will be interviewed on stage by *Library Journal's* Barbara Hoffert.

Davis, Jacobs, and Thomson are also appearing in this Auditorium Speaker session as United for Libraries President Christine Lind Hage's program speakers. A book signing will follow the presentation (books subject to availability).

Sponsored by Macmillan and Random House.



## **Edwidge Danticat**

**Monday, June 29**

**10:30-11:30am**

A writer named "1 of 20 people in their twenties who will make a difference" in *Harper's Bazaar*, featured in the *New York Times Magazine* as one of "30 under 30" people to watch, and called one of the "15 Gutsiest Women of the Year" by *Jane Magazine* is definitely one not to miss. Edwidge Danticat's first novel, *Breath, Eyes, Memory*, was also an Oprah's Book Club Selection, and her second book, the story collection *Krik? Krak!* made her the youngest National Book Award nominee ever.

Born in Haiti, Danticat immigrated to a Haitian American neighborhood in Brooklyn at age 12. Her disorientation in her new surroundings saw her turn to literature for solace, and two years later she published her first writing in English in a citywide magazine written by teenagers. "Writing for *New Youth Connections* had given me a voice. My silence was destroyed completely, indefinitely." Prominent themes in her writing include national identity, mother-daughter relationships, and diasporic politics, and she is a strong advocate for issues affecting Haitians abroad and at home. Her work has been translated into many languages, and her numerous awards include a Pushcart Short Story Prize, The National Book Critics Circle Award, the American Book Award, a Langston Hughes Medal, and a MacArthur Fellowship, and fiction awards from *Essence* and *Seventeen* magazines. Her most recent novel, *Claire of the Sea Light*, was shortlisted for ALA's 2014 Andrew Carnegie Medal for Excellence in Fiction.

The forthcoming picture book *Mama's Nightingale: A Story of Immigration and Separation* is a poignant and tender story about the human side of immigration and how every child has the power to make a difference, highlighting the connective and transformative power of words and stories. (September 2015)

Sponsored by Dial Books for Young Readers, an imprint of Penguin Young Readers



**Sonia Manzano**

**Monday, June 29**

**12:00 - 1:00pm**

One of America's "most influential Hispanics" according to *People en Español*, Sonia Manzano—best known as the Emmy Award–winning actor who defined the role of Maria on *Sesame Street*—has won fifteen Emmy Awards for her television writing and was twice nominated for an Emmy Award as best performer in a children's series. She is the author of the Pura Belpré Honor Book, *The Revolution of Evelyn Serrano*, which was a *Kirkus Reviews* Best Children's Book of 2012 and hailed in a starred review in *Booklist* as a "wry . . . moving" novel. Manzano has also been recognized by the Congressional Hispanic Caucus in Washington, D.C.

*Becoming Maria*, Manzano's latest book, is her coming-of-age memoir, the remarkable story of a girl plunged into a world she never expected. It's the story of dreams—some of them nightmares, others visions of romance and escape. Set in the Bronx in the 1950s, it's the tale of a family that is loving and troubled, and of the child who grew up to become a TV star. Sonia's creative drive keeps her afloat despite the turbulence of her life and times—including the cramped, colorful world of her Latino neighborhood and an abusive and alcoholic father. Spiced with Nuyorican culture, heartache, and humor, the memoir paints a revealing portrait of a girl's resilience as she grows up to become an inspiration to millions.

Sponsored by Scholastic

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## ALA President's Program and ALA Awards Presentations



**Sarah Lewis**

**Sunday, June 28**

**3:30 - 4:30pm**

Join ALA President Courtney L. Young for the ALA Awards followed by her featured speaker Sarah Lewis.

“Sarah Lewis is applying her turbocharged intellect to bridging the gap between art and social policy,” says *Vogue* magazine. Join ALA President Courtney L. Young to welcome art historian, critic, writer, and “cultural powerhouse” Lewis as she celebrates creativity, focusing on how it can lead us through fear and failure to ultimate success. In our pursuit of success and mastery, is it actually our near wins that push us forward and our failures that become the process?

“Embrace the Near Win” was selected as one of TED Talks’ 2014 Collection of the Most Powerful Talks. In it, as in her acclaimed debut book *The Rise: Creativity, the Gift of Failure and the Search for Mastery* (described by the *New York Times* as “strikingly original”), Lewis urges her audience to consider the role of the almost-failure in our own lives. “Coming close to what you thought you wanted can help you attain what you never dreamed you could,” she says. She came to understand that what really motivates us is “the unfinished” and that mastery is in the reaching rather than the arriving when, at her first museum job, she noticed that not every work by an artist she was studying was a total masterpiece.

Lewis has served on President Obama’s Arts Policy Committee, been selected for Oprah’s “Power List,” and is a Du Bois Fellow at Harvard University. She is also an active curator, having held positions at both the Tate Modern and The Museum of Modern Art. Her writing on contemporary art has been published extensively, and her fresh perspectives on the dialogue between culture, history, and identity have made her central to these conversations.

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**JUN 25 2015 ULC ANNUAL FORUM:  
HIGH TECH, HIGH TOUCH, HIGH TRUST**

*June 25th - June 26th, 2015  
San Jose Marriott - San Jose, CA*

Public libraries serve communities whose needs are driven by changes in technology, the global economy and shifting demographics. The library is the institution at the forefront of understanding and innovating new opportunities to connect people to technology, address key community issues, and support participatory learning experiences across a lifetime. Join us at this year's Annual Forum as we explore and discuss changes in technology and relationships that will continue to acknowledge the library as a highly trusted and valuable public institution.

The ULC Annual Forum is about bringing library staff teams together. Gather your team and join us for interactive sessions, lively panels and the opportunity to hear from experts both within and outside of the library field. The Forum is an ideal time to network with ULC Members and share your library's work and innovations!

For the first time, Annual Forum has discounts for group registrations. Register as a team today to receive special \$50 discounts off multiple registrations!

**\$395 for first staff member**  
**\$345 for each additional registrant**

We look forward to seeing you in June!

[Click here to register and learn more >>](#)

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# MEMO



Date: March 27, 2015

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

From: Jaime Prothro, Customer Experience Manager

Subject: Lakewood MakerFest

We are excited to announce that the 3<sup>rd</sup> Annual Lakewood MakerFest will be held on Saturday, May 2, 2015 from 11am-5pm at Pierce College in the Rainier Building and Science Dome. This event is a collaborative partnership with Pierce County Library System, Pierce College, the Lakewood Computer Clubhouse, and Brown Paper Tickets. Recruitment for makers to display and show off their inventions, talents, and creativity is currently underway. Information about the event can be found at [www.lakewoodmakerfest.org](http://www.lakewoodmakerfest.org).



## Memorandum

**To:** Pierce County Library System Board of Trustees  
Robert Allen, Chair

**From:** Lynne Hoffman, Foundation Director

**Date:** March 31, 2015

**Re:** Florence Davis Reading Lounge Dedication

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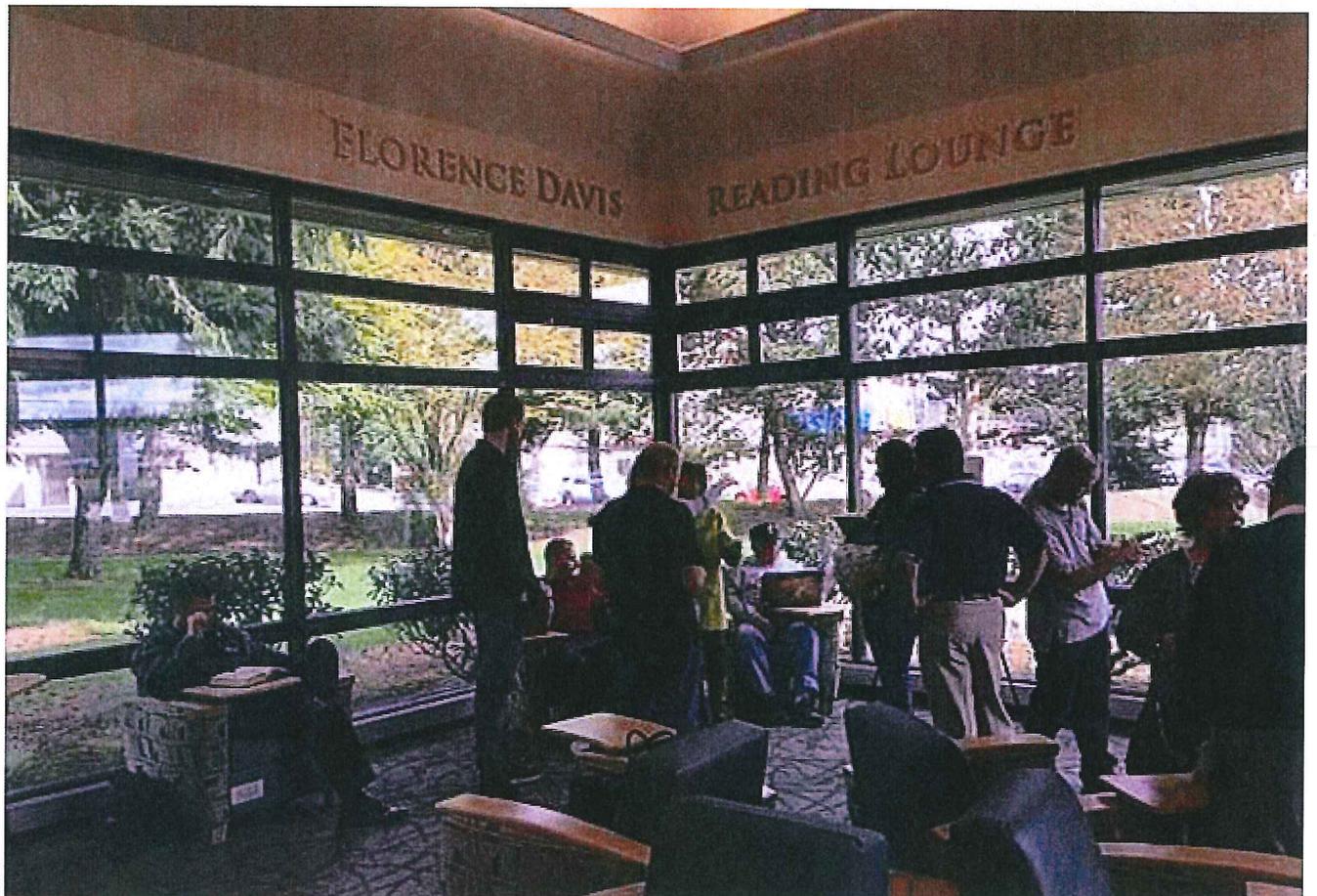
More than 30 friends, family and library supporters gathered on Saturday, March 28, 2015 for a brief ceremony to unveil the Florence Davis Reading Lounge at the South Hill Library. Pierce County Library Executive Director Georgia Lomax made the presentation. Phil Yates, a Friend of the South Hill Library shared his remembrances of Florence. All three of Florence's daughter's unveiled the Florence Davis Reading Lounge lettering above the floor to ceiling windows.

Florence Davis was a charter member of the Friends of the South Hill Library before the current library opened in 1990. She served faithfully into her 80s and could be seen almost daily stocking shelves for the Friends book sale. She was a reader and active volunteer throughout the community. Florence died September 20, 2014 at the age of 93.

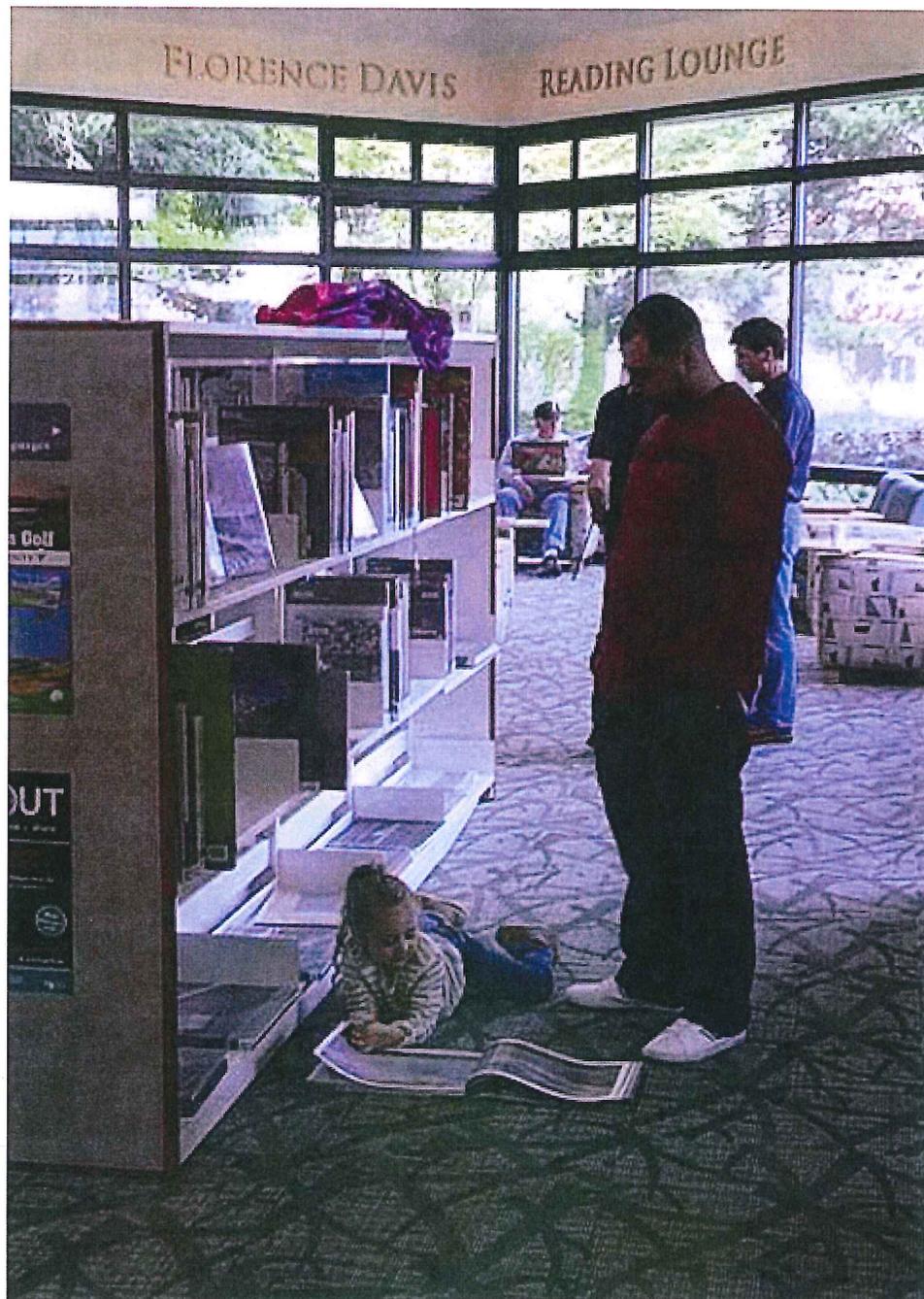
It was apparent that Florence was well-loved by her family and had many friends. Attending the dedication were Florence's three daughters and their families, Trustees Al Rose and Linda Ishem, Foundation Board Member Joan Cooley, former South Hill Library manager Rose Jetter and several current and former library staff, South Hill Library Friends and donors to the Florence Davis Reading Lounge and the South Hill Library Project.

Donors had the opportunity to view the new furnishings, charging stations and displays made possible through their gifts and the generosity of Gary and Amanda Tucci. The library looked wonderful; however, the day was all about Florence.

Attached are some photos taken during the event.







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# MEMO

Date: March 30, 2015

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

From: Jennifer Patterson, Customer Experience Manager

Subject: Administrative Center Library

The Library will be piloting services and staffing in the Processing and Administrative Center Lobby during a 3-month pilot project starting Monday, April 6th. The purpose of this pilot is to enhance public service options for people using the Administrative Center while providing reception services, extending meeting room booking and public internet options, and establishing core library account and circulation services.

The Processing and Administrative Center will be slightly renamed in order to communicate that there is library service at this location. The new name of this location will be Administrative Center and Library.

## **Administrative Center Library Services during the pilot will include:**

- Staffed hours of service 7:30 a.m. - 5:00 p.m. Monday – Friday
- Reception service for phone calls and visitors
- Library card registration, basic account services, self-service fine payment (no cash register)
- 2 Internet Stations
- 1 Self-Check Station
- Representative collection of non-fiction, Lucky Day and audiobooks
- Item pickup for Administrative Center collection during staffed hours of service
- Holds pick-up during staffed hours of service
- Exterior book drop near lobby entrance
- Meeting room support and coordination
- Meeting room changes to maximize availability:
  - Change from offering only 2 reservation slots per meeting room per day, to multiple bookings throughout the day to match branch meeting room operations.
  - To facilitate multiple bookings throughout the day, provide two meeting rooms (Room A and Room B/C) instead of multiple meeting room configurations and move to self-service meeting room set-up.

At the conclusion of the pilot, an evaluation will be conducted to determine whether the service should continue and if so, what level of service and staffing should be provided. An update will be provided to the Library Board of Trustees at that time.

# MEMO

Date: March 30, 2015

To: Members of the Board of Trustees

From: Linda Farmer, APR, Communications Director

Subject: Method for capturing stories at Pierce County Library System

Storytelling is a strategic business tool. Research done at [Johns Hopkins University](#) last year shows that stories awaken memory centers in the brain and help people retain information longer and more accurately. Stories also are a powerful motivator when it comes to changing attitudes and behaviors.

Pierce County Library System has long recognized the importance of storytelling in helping our key stakeholders, voters and customers know and understand the impact the library has in its varied communities.

As such, the library has set up a number of methods to capture stories on an ongoing basis:

- Staff submit stories via the “Make a Difference” section of StaffWeb. Staff have access to an electronic form for capturing their stories. The stories are then catalogued by branch so any staff member can look up their branch and find an applicable story. A short report is completed at the end of each year highlighting the newest stories. The Communications Department manages this function.
- Ahead of each of its quarterly newsletters, The Pierce County Library Foundation queries staff for current stories. For example, the most recent edition of *BookEnds* features Carlos Chavez Gonzales, a fifth grader at Harvard Elementary School whose life was enhanced by the library’s Card in Every Hand campaign.
- When the library launches special campaigns, it captures stories to help tell the story. The most recent is the StoryCorps grant that came about as part of the National Medal for Museum and Library Service Award. We captured 18 compelling stories about how the library made an impact on our community. As you know, one of those stories featured former library employee Storm Reyes and aired last year on NPR.

As the library debuts new services and programs, staff will continue to capture the stories that will help tell our story to our current and future customers.

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# MEMO

Date: March 25, 2015

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

From: Karim Adib, Digital Experience Director

Subject: E-Rate Program Update and Summary

In the December, 2014, Board meeting we informed the Board of changes made by the FCC to the E-Rate program which would allow the library \$2.30 per square foot, per branch for Category-2 funding. Additionally, we informed the Board that a Non-Instructional Facility location, such as the PAC, would not receive any funding but that the library was in the process of making changes to our IMLS profile and meeting the legal requirements to make the PAC a branch. We also informed the Board that we were adding our service location on Anderson Island as a regular branch. Finally, we explained that if the PAC qualifies as a normal branch, the library would be allowed a Category-2 budget of approximately \$515,000 for network equipment and services.

Thanks to efforts by library organizations nationwide, the FCC has modified the law to allow \$5 per square foot for some specific types of libraries. This change impacts the budget calculation for all but four of our branches. Using the new FCC calculations, the library's Category-2 budget would increase from approximately \$515,000 to approximately \$985,000. This amount is available to the library for five years. Again, we note that the actual expenditure and refund process for Category-2 funding is complicated. The total budgetary amount is not a lump sum to be used by the library. Rather, it is distributed across all location in amounts ranging from \$9,200 up to \$250,000, depending on the size of the facility. The actual refund will be very close but not exactly the amounts we have indicated here.

Additionally, in December, we informed the board that if the PAC is ultimately approved as the central facility, we can expect our discount rate (refund rate) to increase from 66% to 80%. We explained that the ultimate discount rate is dependent on the free and reduced lunch program. Recently, the Washington Office of the Superintendent for Public Instruction (OSPI) produced its latest report which shows the free and reduced lunch participation rate for each school district. The PAC is located in the Franklin Pierce School District, which has a participation rate above 75%. This means the library's Category-1 discount rate will increase from 66% to the maximum 90% and the Category-2 discounts rate will be the maximum 85%.

The table on the following page summarizes the total costs of all Category-1 and Category-2 expenditures, the associated discount rates, the funding request amount (refund amount) and the net expenditures by the library. You will notice the first four items are shown at a discount rate of 70%. As we explained in December, the E-Rate program will begin this year to phase out support for telephony and the lower discount rate is a reflection of that intent. Still, the discount rate is the maximum allowed for this year.

#	Category 1	Annual Costs	Discount %	Funding Request	Net PCLS
1	C-L Qwest POTS	\$ 34,740.00	70%	\$ 24,318.00	\$ 10,422.00
2	C-L Qwest ISDN PRI	\$ 9,288.00	70%	\$ 6,501.60	\$ 2,786.40
3	C-L CenTel POTS	\$ 8,186.52	70%	\$ 5,730.56	\$ 2,455.96
4	Verizon Cell Phones	\$ 2,589.84	70%	\$ 1,812.89	\$ 776.95
5	Comcast Cable Internet	\$ 33,132.00	90%	\$ 29,818.80	\$ 3,313.20
6	Comcast PAC Internet	\$ 64,776.00	90%	\$ 58,298.40	\$ 6,477.60
7	Comcast Ethernet WAN	\$ 315,095.04	90%	\$ 283,585.54	\$ 31,509.50
<b>Total Category 1</b>		<b>\$ 467,807.40</b>		<b>\$ 410,065.79</b>	<b>\$ 57,741.61</b>

Item	Category 2	Costs	Discount %	Funding Request	Net PCLS
8	Dell Marketing LP	\$ 534,812.48	85%	\$ 454,590.61	\$ 80,221.87
<b>Total Category 2</b>		<b>\$ 534,812.48</b>		<b>\$ 454,590.61</b>	<b>\$ 80,221.87</b>

<b>TOTAL E-RATE:</b>		<b>\$ 1,002,619.88</b>		<b>\$ 864,656.40</b>	<b>\$ 137,963.48</b>
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# UNFINISHED BUSINESS

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# MEMO



Date: March 31, 2015

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

From: Lorie Erickson, Facilities Director

Subject: Fife Library Update

Comcast completed the installation of two 4" conduit lines, backfilling, and asphalt patching in front of the Library entrance and bus stop the week of March 23, 2015.

The Puget Sound Energy poles along 20<sup>th</sup> Street are being relocated due to widening of the street. Tacoma Power, Centurylink, and Click Network services are being buried underground along the PCLS frontage to make way for the new street widening. This work may result in loss of power to the library for one full day early in April.

AHBL is working on the design specifications for the library frontage. This work will be bid as soon as the specifications are complete.

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# MEMO



Date: March 31, 2015

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

From: Georgia Lomax, Executive Director

Subject: Board Vacancy -Trustee Appointment Process

We have begun the process for filling the vacancy due to the expiration of Al Rose's term on the Board.

**Pierce County Executive:** I sent a letter to Pat McCarthy, Pierce County Executive, on March 20, 2015 reviewing the process. Keri Rooney has agreed to, once again, serve on the Selection Panel.

**Applications:** The application has been posted on the Library's website ([Trustee Application](#)) and is being advertised in several newspapers as well as on social media. Letters are being sent to individuals, past applicants, library stakeholders and organizations to cast a broad net and reach potential interested citizens, including those who represent communities of diversity, and informing them of the open application process. We sent each of you a link to the website to share the application with qualified candidates. The application deadline is April 24, 2015.

**Interviews:** The interviews will be held the week of May 11, 2015. The panel includes Keri Rooney, Linda Ishem and J.J. McCament. Donna Albers will be an alternate in the event Ms. Ishem's schedule precludes her from participating. Linda Tieman, of the Foundation Board, has agreed to serve. We are waiting for confirmation that our selected library customer's schedule will accommodate the interview schedule.

**Screening Criteria:** Attached for your information is the criteria we send to the Interview Panel to help them screen and rank and applicants. I would like you to review these during the Board meeting and suggest any changes or additions.

**Interview Questions:** Attached are the questions that we used for the last Board vacancy. During the Board meeting I would like to know any issues you would like addressed, added to the questions or any questions you feel are not needed.

March 20, 2015

Pat McCarthy, Pierce County Executive  
Room 737, County/City Building  
930 Tacoma Avenue South  
Tacoma, WA 98402

Dear Ms. McCarthy:

Alan Rose, member of the Board of Trustee of the Pierce County Library System, will complete his second full term on the Board in July 2015. Al has been an exemplary and invaluable Trustee during the time he has served on the Board. His advice and support will be greatly missed.

As you know, a Board member may fill only two full five-year terms so he is not eligible for re-appointment. As I mentioned Thursday, we have begun the process to recruit a new Board member to fill this July 20, 2015, vacancy.

We will advertise the vacancy in all of our local newspapers, including *The News Tribune* and the *Puyallup Herald*, in local Chamber of Commerce newsletters, as well as through the Library's website and individual branch libraries. The application period will close April 24, 2015. We plan to interview candidates between May 11-15, 2015.

An Interview Panel will be convened, comprised of Keri Rooney (representing your office), two Library Board members (J.J. McCament and Linda Ishem), a member of the Pierce County Library Foundation Board and a Library customer. Ms. Rooney participated on our interview panels in 2009, 2010 and 2011. The panel will carefully consider the duties and responsibilities of the Board, the needs of the Library system, the current diverse make-up of the Board, the skills and experience currently represented and those skills needed to complement other Board members. Thank you for your recent suggestions on possible candidates and connections to candidates, as well as your support of this process.

With 96% of the Library's revenue derived from property taxes, the Board of Trustees provides critical fiscal oversight, makes policy-level decisions and plays a key role informing our strategies and priorities for effectively managing the Library's resources and targeting services to meet the needs of our communities.

If you should have any questions or concerns, I would be happy to discuss this vacancy with you further.

Sincerely,



Georgia Lomax  
Executive Director

cc: Keri Rooney

## **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 at 3:30 p.m. at the Administrative Center in the Midland/Summit area. Special meetings or study sessions are called as necessary at times convenient to members.

## Library Trustee Interview Questions

### Background/Skills/Qualities

1. Why are you interested in serving on the Pierce County Library System Board of Trustees?
2. What expertise would you bring to the Library Board?
3. What personal qualities and skills do you have that would benefit the Board of Trustees?
4. Tell us about your experience serving on a board or working with a board.

### Commitment to Libraries/Philosophy

5. Anyone connected with the library can expect to regularly hear: "We don't need libraries now that everyone has Internet." Why do YOU think we still need libraries?
6. The Pierce County Library service area is rapidly growing and changing – increasing ethnic diversity and languages spoken, aging population and changing needs of children, teenagers and young families. It is a daily challenge to accommodate all the needs and preferences of our customers. How would you set priorities to serve these diverse customers?
7. The library system supports the right of the user to read, view and listen to materials of their choice. Please tell us if you can support the principle and if so, what would you say to someone who asks that material be removed because they feel it is inappropriate for children or adults.
8. The Vision of Pierce County Library System is "We are the community's choice for the discovery and exchange of information and ideas." What does this mean to you?

### Community & Library Knowledge or Awareness

9. Tell us about your experience with the Pierce County Library System and its services.
10. Tell us about your experience involved in the community.

### The Trustee's Job

11. As a junior taxing district, the Board of Trustees is directly responsible for property taxes collected through the library's levy. Over the next 10 years, revenues are projected to drop significantly while use and expenses continue to grow. What guidance and priorities would you provide to the Director and staff as they develop annual budget proposals?
12. As you know, the Library System is primarily funded through property taxes. Please describe your views, and/or experience related to revenue strategies beyond taxes.
13. What would you want to know so that you would be able to determine if PCLS is successful and why?
14. A friend calls you to complain about her experience at a particular branch. What would you do?
15. As a member of the Board of Trustees, how would you view your relationship with staff?  
With the Library Director?
16. Once a year Board members attend, at library expense, the American Library Association Conference for 5 to 6 days in June or July and every other year, the Public Library Association in March. Would you be able to participate?
17. The Board meets for about 3 hours each month and for occasional 2-hour study sessions. It is essential to have full attendance and active preparation and participation at Board meetings. Is there anything that would affect your ability to fulfill this requirement?

## **BOARD OF TRUSTEES APPLICANT SCREENING CRITERIA**

**Goal:** *To insure Trustees bring a variety of skills and represents the diverse communities within the Library's service area.*

**Skills & Qualities:**

Will this individual's skills, knowledge and background lend expertise to the Board and benefit the Library?

**Region:**

Does this individual reside in a region different from other board members?

**Diversity:**

Does this individual bring diversity to the Board?

**Board Experience:**

Does this individual have experience working on a board, or other experience that would help them succeed as a trustee?

**Community Activity:**

Is this individual active in the community or able to represent the interests of the community and their region?

***Please use the short statements accompanying the application to assess the individual's understanding, interest and commitment to:***

- 1. The role and value of a contemporary Public Library and its service to the community.**
- 2. Their role as a Library Trustee.**

## PIERCE COUNTY LIBRARY SYSTEM BOARD OF TRUSTEES: SKILLS AND QUALITIES

Name:

Interviewer: \_\_\_\_\_

Skills and Qualities	+	-
Customer focus		
Serious commitment to the work of a Library Trustee		
Ability to prepare for, attend and actively participate in regularly scheduled Board meetings, study session and major library events		
Dedication to the provision of high quality, contemporary library services		
Able to represent the public and the communities we serve		
Committed to ensuring service to the entire community		
Commitment to freedom of expression and inquiry for all people		
Seeks community involvement and listens to community input		
Understanding and support for libraries as changing organizations serving a changing public		
Able to handle opposition and make a decision in the interest of library service to the community		
An open mind, curiosity, respect for the opinions of others and the ability to work cooperatively		
Future focused and aware of current trends		

# WANTED

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

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

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



**Pierce County  
Library System**

Information & Imagination

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

Photos by Chris Tumbusch  
Washington Relay TTY 711

### Wanted

- Strategic thinker
- Customer focused
- Library advocate

### Desired Skills

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



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

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

### Application Deadline: April 24, 2015

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





APPLICATION FORM FOR
PIERCE COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES

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

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

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

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

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

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

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

\_\_\_\_\_

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

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

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

\_\_\_\_\_

Professional and community activities - Including experience serving on a board or commission:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

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

Attach additional documentation/pages as needed.

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

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

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# NEWS RELEASE



March 26, 2015

## Contact

Linda Farmer, APR | Director of Communications | 253.548.3428 | 253.232.2891 cell  
Petra McBride | Executive Assistant | 253.548.3420

## Pierce County Library System seeks new board of trustees member

Pierce County Library System is seeking a new board of trustees member. The library is looking for a strategic thinker with a customer focus who can serve as an advocate for reading, learning and libraries. Trustees set library system goals and objectives, approve budgets and contracts, set policy, and study community needs and ensure the library meets them. Desired: skills or knowledge in business, urban planning, marketing, insurance, budgeting, real estate or law; as well as residency in the library's service area.

Trustees are appointed by the Pierce County Executive and approved by the Pierce County Council. Trustees serve five-year terms and are non-paid volunteer positions. Trustees meet monthly to make policy-level decisions and to discuss library strategies and direction. The current board includes: Robert Allen, Chair; Donna Albers, Vice-Chair; Linda Ishem; J.J. McCament; and Allen P. Rose. Rose's term expires in July 2015. The new board member's first meeting will be August 2015.

Applications are due April 24, 2015. Download a flyer/fillable application form and find more information at www.piercecountylibrary.org (search site: trustee) or get a paper form at any of the library's 19 locations. Call 253-548-3420 with questions.

## About Pierce County Library System

Pierce County Library System's service area is 1,800 square miles and serves a population of 563,000. With 19 library locations and extensive online services, the system serves all of unincorporated Pierce County and 15 annexed cities and towns: Bonney Lake, Buckley, DuPont, Eatonville, Edgewood, Fife, Gig Harbor, Lakewood, Milton, Orting, South Prairie, Steilacoom, Sumner, University Place and Wilkeson. With a 2015 budget of more than \$28 million, the Pierce County Library System is the fourth largest in the state. Established in 1946, Pierce County Library lends more than 6.9 million items each year. The library is an independent taxing district that receives 96 percent of its revenue through property taxes. In 2013, Pierce County Library earned the coveted National Medal for Museum and Library Service award.

###

# **NEW BUSINESS**

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# MEMO

Date: April 1, 2015

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

From: Clifford Jo, Finance & Business Director

Subject: Strategic Planning Project Guidelines

The Library's Administrative Team has been working expeditiously on the Strategic Plan. To kickoff this key project, we created guidelines that will help us through this process. Attached on the next page are those guidelines, and we'd like to spend a few minutes during the Board meeting discussing these, and getting your impressions.

The guidelines answer three crucial questions:

1. Why are we conducting a Strategic Plan?
2. What does "Strategy" look like to us?
3. What does the process look like?

These questions are designed to guide us through the "Why," "What," and "How" of this project.

We are currently creating the high level goals and activities for the project—a project plan with timelines and general assignment of resources—and will share those with you during the next Board meeting. We will also bring the Board into this process, too.

Anticipated project completion is around June 30, 2015, thoughtfully set to coincide with the mid-year budget process and importantly, the 2016 fiscal budget process.

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## **GUIDELINES FOR THE LIBRARY'S 2015 STRATEGIC PLAN**

### **Why... are we conducting a Strategic Plan?**

We are conducting a strategic plan to show our evolving story to the community about our purpose and why we exist, and to provide relevance and support for our future. The plan helps identify the challenges and opportunities we face and the environment in which we serve; it is our means to create structure to deal with a fast-changing world, and one of the challenges we face is making choices. What to keep, what to let go, and what to create will become goals for aligning the Library to new realities. Our workforce is vital, and the plan gives direction, clarity, and purpose to staff so that we are achieving the Library's future.

### **What... does *strategy* look like?**

The Library understands and promotes *strategy* as a process of simple and understandable values. It provides us ideas and actions that are compelling and clear, while aspirational and exciting. Those doing the work know that the desired goals are doable, while the community resonates to the incredible work we are doing to serve them. Strategy drives decisions, and embodies an overarching framework that brings out our strengths and gives us a way to work as a cohesive team looking forward into the future and working together for community success.

### **How... will the process work?**

The strategic planning process is simple and honors the work conducted during recent times. It gathers the wealth of information we already have and through analysis and activities, creates an implementable plan in an efficient, effective, and timely manner. The process will be economical and straightforward, invite staff participation, and seek help wherever needed. Activities of the project will be realistic, inclusive, and actionable. We will smartly use the knowledge in hand while discovering gaps in our understanding of the community and its future. The project will deliver a plan to the expectations of customers, and kickoff implementation.

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# MEMO

Date: March 25, 2015

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

From: Karim Adib, Digital Experience Director

Subject: E-Rate Program Contracts

Since our last update to the Board on March 11, 2015, we have completed the required open bidding process, which E-rate refers to as Form-470. We have also completed the necessary negotiations with the various vendors. We are now ready to award contracts, as required by the E-Rate process. We request the following Board authorizations:

1) We are requesting a **motion to authorize the Information Technology department to enter into a five year contract with Comcast Business Communication LLC, for network products and services listed under Attachment A - Comcast LLC contract.** The contract provides details pertaining to the winning Comcast bid to deliver Enterprise Fiber Ethernet Network Services and Enterprise Fiber Ethernet Dedicated Internet Services. Additionally, the contract provides details regarding those services which the board had previously authorized but will be rendered redundant and will be cancelled, without an early termination penalty. The total value of the contract over five years is \$1,554,720 (\$310,944 annual). Please note that it is customary for telecommunication contracts to not show taxes and fees. The actual billing will reflect the appropriate taxes and fees which we will include in our E-Rate applications. We estimate the value of the contract to be approximately \$1,899,355 (\$379,871 annual), including taxes and fees. By executing this contract, the Information Technology department will be able to increase bandwidth to all library location to ten times current levels and increases dedicated Internet bandwidth to approximately three times current levels. As required by E-Rate, the contract will be effective after July 1, 2015.

2) We are requesting a **motion to authorize the Information Technology department to enter into a contract with Dell Marketing LP, for products and services listed under Attachment B - Dell contract.** The contract provides network and security hardware and software, as well as some training and expert implementation assistance. The contract also provides a new Uninterrupted Power Supply (UPS) system for the library's Data Center. The total value of the contract is \$534,812.48. Five years of maintenance is included for all hardware except the UPS. By executing this contract, the Information Technology department will be able to provide a higher level of integration and maximum level of security through deployment of an intelligent network capable of dynamically adapting to user needs and providing protection against network failure. As required by E-Rate, the contract will be effective after July 1, 2015 but can be executed without penalty after April 1, 2015.

2a) We are requesting a **motion to authorize the Information Technology department to expend an amount not to exceed \$595,000 with Dell Inc., for products and services listed under Attachment B - Dell contract.**

## Services Agreement (E-Rate)

This Services Agreement (“Agreement”) is made on the 19th day of March, 2015 (“Effective Date”) by and between Comcast Cable Communications Management, LLC, a Delaware limited liability company, on behalf of itself and its applicable operating affiliates and subsidiaries offering services as identified below, with offices located at One Comcast Center, 1701 JFK Blvd Philadelphia, PA 19103 and Pierce County Library System (“Customer”), with offices located at 3005 12<sup>th</sup> Street East Tacoma, WA 98446. Herein, the above shall be collectively referred to as the “Parties” and individually as “Party”.

Description of Services to be provided by Comcast to Customer: 2000 Mbps Ethernet Dedicated Internet (“EDI”) Services, as set forth in the Sales Order Form(s) (“Sales Order Form(s)”) attached hereto. 100, 1000, 2000 Mbps Ethernet Network Services (“ENS”), as set forth in the Sales Order Form(s) (“Sales Order Form(s)”) attached hereto.	
Service Term (Months): Sixty (60)	Agreement Number: WA-10113-03192015-01
Non-Recurring Charges (“NRC”): \$0.00	Monthly Recurring Charges (“MRC”): \$25,912.00
Number of Service Location(s): Nineteen (19)	Estimated Service Date: On or after July 1, 2015
Notes / Comments: 1. E-Rate funding, if applicable, to be sought solely by Customer. 2. The Services specified herein shall be provided by Comcast Business Communications, LLC. The Comcast Business Communications, LLC SPIN No. is 143003990.	
Sales Person: Karen Dhillon	Telephone Number: (253) 864-4671
General Manager: Chris Prekopa	Telephone Number: (720) 357-3264
Customer Contact: Adam Schulz	Telephone Number: (253) 548-3374

This Agreement sets forth the terms and conditions under which Comcast Cable Communications Management, LLC and its applicable operating affiliates and subsidiaries (identified above, “Comcast”) will provide communications and other services (“Services”) to the above Customer. This Agreement consists of this document (“Service Agreement Cover Page”), the Comcast General Terms and Conditions for E-Rate (“General Terms and Conditions”), Sales Order Form(s), the applicable PSAs, and any written amendments to the Agreement and executed by both Parties (“Amendment(s)”), collectively referred to as the “Agreement”. In the event of an explicit inconsistency among these documents, precedence will be as follows: (1) Amendment(s), (2) PSA(s), (3) General Terms and Conditions, (4) this Service Agreement Cover Page, and the (4) Sales Order Form(s). This Agreement shall commence and become a legally binding agreement upon the mutual execution of this Service Agreement Cover Page by the Parties. The Agreement shall terminate as set forth in the General Terms and Conditions. All capitalized terms not defined on this Service Agreement Cover Page shall have the definitions given to them in the General Terms and Conditions.

Customer, by signing below, agrees and accepts the terms and conditions of this Agreement.

### Pierce County Library System

### Comcast Cable Communications Management, LLC

Signature:		Signature:	
Printed Name:		Printed Name:	
Title:		Title:	
Date:		Date:	

CONFIDENTIAL and PROPRIETARY

COMCAST ENTERPRISE SERVICES SALES ORDER FORM

METRO ETHERNET SERVICES AND PRICING

Account Name:  Date:

MSA ID#:  SO ID#:

Short Description of Service:

Service Term:

PAGE 2 of X

Line	Request	Action	Service(s)	Description	Service Location A*	Service Location Z*	Tax Jurisdiction	Solution Charges	
								Monthly	One-Time
001	Change	Remove	EDI - Network Interface	100 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	\$0.00	\$0.00
002	Change	Remove	EDI - Bandwidth	100 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	(\$2,100.00)	\$0.00
003	Change	Remove	Ethernet Network Interface - 10 / 100	Port	BONNEY LAKE LIBRARY / 18501	-	Interstate	(\$95.39)	\$0.00
004	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	BONNEY LAKE LIBRARY / 18501	-	Interstate	(\$763.11)	\$0.00
005	Change	Remove	Ethernet Network Interface - 10 / 100	Port	BUCKLEY LIBRARY / 123 SOUTH	-	Interstate	(\$95.39)	\$0.00
006	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	BUCKLEY LIBRARY / 123 SOUTH	-	Interstate	(\$330.68)	\$0.00
007	Change	Remove	Ethernet Network Interface - 10 / 100	Port	DUPONT LIBRARY / 1540 WILMIR	-	Interstate	(\$95.39)	\$0.00
008	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	DUPONT LIBRARY / 1540 WILMIR	-	Interstate	(\$330.68)	\$0.00
009	Change	Remove	Ethernet Network Interface - 10 / 100	Port	EATONVILLE LIBRARY / 205 CEN	-	Interstate	(\$95.39)	\$0.00
010	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	EATONVILLE LIBRARY / 205 CEN	-	Interstate	(\$330.68)	\$0.00
011	Change	Remove	Ethernet Network Interface - 10 / 100	Port	FIFE LIBRARY / 6622 20TH STRE	-	Interstate	(\$95.39)	\$0.00
012	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	FIFE LIBRARY / 6622 20TH STRE	-	Interstate	(\$763.11)	\$0.00
013	Change	Remove	Ethernet Network Interface - 10 / 100	Port	GIG HARBOR LIBRARY / 4424 PG	-	Interstate	(\$95.39)	\$0.00
014	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	GIG HARBOR LIBRARY / 4424 PG	-	Interstate	(\$763.11)	\$0.00
015	Change	Remove	Ethernet Network Interface - 10 / 100	Port	GRAHAM LIBRARY / 9202 224TH	-	Interstate	(\$95.39)	\$0.00
016	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	GRAHAM LIBRARY / 9202 224TH	-	Interstate	(\$763.11)	\$0.00
017	Change	Remove	Ethernet Network Interface - 10 / 100	Port	KEY CENTER LIBRARY / 8905 KR	-	Interstate	(\$95.39)	\$0.00
018	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	KEY CENTER LIBRARY / 8905 KR	-	Interstate	(\$330.68)	\$0.00
019	Change	Remove	Ethernet Network Interface - 10 / 100	Port	LAKEWOOD LIBRARY / 6350 WIL	-	Interstate	(\$95.39)	\$0.00
020	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	LAKEWOOD LIBRARY / 6350 WIL	-	Interstate	(\$763.11)	\$0.00
021	Change	Remove	Ethernet Network Interface - 10 / 100	Port	MILTON EDGEWOOD LIBRARY /	-	Interstate	(\$95.39)	\$0.00
022	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	MILTON EDGEWOOD LIBRARY /	-	Interstate	(\$763.11)	\$0.00
023	Change	Remove	Ethernet Network Interface - 10 / 100	Port	ORTING LIBRARY / 202 WASHIN	-	Interstate	(\$95.39)	\$0.00
024	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	ORTING LIBRARY / 202 WASHIN	-	Interstate	(\$330.68)	\$0.00
025	Change	Remove	Ethernet Network Interface - 10 / 100	Port	PARKLANDSPANAWAY LIBRAR	-	Interstate	(\$95.39)	\$0.00
026	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	PARKLANDSPANAWAY LIBRAR	-	Interstate	(\$763.11)	\$0.00
027	Change	Remove	Ethernet Network Interface - 10 / 100	Port	SOUTH HILL LIBRARY / 15420 MI	-	Interstate	(\$95.39)	\$0.00
028	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	SOUTH HILL LIBRARY / 15420 MI	-	Interstate	(\$763.11)	\$0.00
029	Change	Remove	Ethernet Network Interface - 10 / 100	Port	STELLACOOM LIBRARY / 2950 S	-	Interstate	(\$95.39)	\$0.00
030	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	STELLACOOM LIBRARY / 2950 S	-	Interstate	(\$330.68)	\$0.00
031	Change	Remove	Ethernet Network Interface - 10 / 100	Port	SUMMIT LIBRARY / 5107 112TH	-	Interstate	(\$95.39)	\$0.00
032	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	SUMMIT LIBRARY / 5107 112TH	-	Interstate	(\$763.11)	\$0.00
033	Change	Remove	Ethernet Network Interface - 10 / 100	Port	SUMNER LIBRARY / 1116 FRYAR	-	Interstate	(\$95.39)	\$0.00
034	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	SUMNER LIBRARY / 1116 FRYAR	-	Interstate	(\$763.11)	\$0.00
035	Change	Remove	Ethernet Network Interface - 10 / 100	Port	TILlicUM LIBRARY / 14916 WAS	-	Interstate	(\$95.39)	\$0.00
036	Change	Remove	ENS - Basic Network Bandwidth	10 Mbps	TILlicUM LIBRARY / 14916 WAS	-	Interstate	(\$330.68)	\$0.00
037	Change	Remove	Ethernet Network Interface - 10 / 100	Port	UNIVERSITY PLACE LIBRARY / 3	-	Interstate	(\$95.39)	\$0.00
038	Change	Remove	ENS - Basic Network Bandwidth	100 Mbps	UNIVERSITY PLACE LIBRARY / 3	-	Interstate	(\$763.11)	\$0.00
039	Change	Remove	Ethernet Network Interface - Gig E	Port	PROCESSING & ADMINISTRATIV	-	Interstate	(\$413.35)	\$0.00
040	Change	Remove	ENS - Basic Network Bandwidth	1000 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	(\$1,278.21)	\$0.00
041	Renew	Add	EDI - Network Interface	2000 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	\$600.00	\$0.00
042	Renew	Add	EDI - Bandwidth	2000 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	\$4,498.00	\$0.00
043	Renew	Add	Ethernet Network Interface - Gig E	Port	BONNEY LAKE LIBRARY / 18501	-	Interstate	\$278.57	\$0.00
044	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	BONNEY LAKE LIBRARY / 18501	-	Interstate	\$861.43	\$0.00
045	Renew	Add	Ethernet Network Interface - 10 / 100	Port	BUCKLEY LIBRARY / 123 SOUTH	-	Interstate	\$94.50	\$0.00
046	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	BUCKLEY LIBRARY / 123 SOUTH	-	Interstate	\$758.00	\$0.00
047	Renew	Add	Ethernet Network Interface - 10 / 100	Port	DUPONT LIBRARY / 1540 WILMIR	-	Interstate	\$94.50	\$0.00
048	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	DUPONT LIBRARY / 1540 WILMIR	-	Interstate	\$758.00	\$0.00
049	Renew	Add	Ethernet Network Interface - 10 / 100	Port	EATONVILLE LIBRARY / 205 CEN	-	Interstate	\$94.50	\$0.00
050	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	EATONVILLE LIBRARY / 205 CEN	-	Interstate	\$758.00	\$0.00

\* Services Location Details attached

PAGE 2 SUBTOTAL: (\$7,128.06) \$0.00

COMCAST  
BUSINESS

**COMCAST ENTERPRISE SERVICES SALES ORDER FORM**

METRO ETHERNET SERVICES AND PRICING

Account Name: Pierce County Library System

Date: 2/9/2016

MSA ID#: \_\_\_\_\_

SO ID#: \_\_\_\_\_

PAGE 3 of X

Line	Request	Action	Service(s)	Description	Service Location A*	Service Location Z*	Tax Jurisdiction	Solution Charges	
								Monthly	One-Time
051	Renew	Add	Ethernet Network Interface - Gig E	Port	FIFE LIBRARY / 6622 20TH STRE	-	Interstate	\$278.57	\$0.00
052	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	FIFE LIBRARY / 6622 20TH STRE	-	Interstate	\$861.43	\$0.00
053	Renew	Add	Ethernet Network Interface - Gig E	Port	GIG HARBOR LIBRARY / 4424 PC	-	Interstate	\$278.57	\$0.00
054	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	GIG HARBOR LIBRARY / 4424 PC	-	Interstate	\$861.43	\$0.00
055	Renew	Add	Ethernet Network Interface - Gig E	Port	GRAHAM LIBRARY / 9202 224TH	-	Interstate	\$278.57	\$0.00
056	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	GRAHAM LIBRARY / 9202 224TH	-	Interstate	\$861.43	\$0.00
057	Renew	Add	Ethernet Network Interface - 10 / 100	Port	KEY CENTER LIBRARY / 8905 Ke	-	Interstate	\$94.50	\$0.00
058	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	KEY CENTER LIBRARY / 8905 Ke	-	Interstate	\$756.00	\$0.00
059	Renew	Add	Ethernet Network Interface - Gig E	Port	LAKEWOOD LIBRARY / 6300 WIL	-	Interstate	\$278.57	\$0.00
060	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	LAKEWOOD LIBRARY / 6300 WIL	-	Interstate	\$861.43	\$0.00
061	Renew	Add	Ethernet Network Interface - Gig E	Port	MILTON/ EDGEWOOD LIBRARY /	-	Interstate	\$278.57	\$0.00
062	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	MILTON/ EDGEWOOD LIBRARY /	-	Interstate	\$861.43	\$0.00
063	Renew	Add	Ethernet Network Interface - 10 / 100	Port	ORTING LIBRARY / 202 WASHIN	-	Interstate	\$94.50	\$0.00
064	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	ORTING LIBRARY / 202 WASHIN	-	Interstate	\$756.00	\$0.00
065	Renew	Add	Ethernet Network Interface - Gig E	Port	PARKLAND/SPANAWAY LIBRARY	-	Interstate	\$278.57	\$0.00
066	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	PARKLAND/SPANAWAY LIBRARY	-	Interstate	\$861.43	\$0.00
067	Renew	Add	Ethernet Network Interface - Gig E	Port	SOUTH HILL LIBRARY / 15420 ME	-	Interstate	\$278.57	\$0.00
068	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	SOUTH HILL LIBRARY / 15420 ME	-	Interstate	\$861.43	\$0.00
069	Renew	Add	Ethernet Network Interface - 10 / 100	Port	STEILACOOM LIBRARY / 2950 S	-	Interstate	\$94.50	\$0.00
070	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	STEILACOOM LIBRARY / 2950 S	-	Interstate	\$756.00	\$0.00
071	Renew	Add	Ethernet Network Interface - Gig E	Port	SUMMIT LIBRARY / 5107 112TH S	-	Interstate	\$278.57	\$0.00
072	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	SUMMIT LIBRARY / 5107 112TH S	-	Interstate	\$861.43	\$0.00
073	Renew	Add	Ethernet Network Interface - Gig E	Port	SUMNER LIBRARY / 1116 FRYAR	-	Interstate	\$278.57	\$0.00
074	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	SUMNER LIBRARY / 1116 FRYAR	-	Interstate	\$861.43	\$0.00
075	Renew	Add	Ethernet Network Interface - 10 / 100	Port	TILlicUM LIBRARY / 14916 WAS	-	Interstate	\$94.50	\$0.00
076	Renew	Add	ENS - Basic Network Bandwidth	100 Mbps	TILlicUM LIBRARY / 14916 WAS	-	Interstate	\$756.00	\$0.00
077	Renew	Add	Ethernet Network Interface - Gig E	Port	UNIVERSITY PLACE LIBRARY / 3	-	Interstate	\$278.57	\$0.00
078	Renew	Add	ENS - Basic Network Bandwidth	1000 Mbps	UNIVERSITY PLACE LIBRARY / 3	-	Interstate	\$861.43	\$0.00
079	Renew	Add	Ethernet Network Interface - 10 Gig	Port	PROCESSING & ADMINISTRATIV	-	Interstate	\$900.00	\$0.00
080	Renew	Add	ENS - Basic Network Bandwidth	2000 Mbps	PROCESSING & ADMINISTRATIV	-	Interstate	\$1,120.50	\$0.00
081	-	-	-	-	-	-	-	\$0.00	\$0.00
082	-	-	-	-	-	-	-	\$0.00	\$0.00
083	-	-	-	-	-	-	-	\$0.00	\$0.00
084	-	-	-	-	-	-	-	\$0.00	\$0.00
085	-	-	-	-	-	-	-	\$0.00	\$0.00
086	-	-	-	-	-	-	-	\$0.00	\$0.00
087	-	-	-	-	-	-	-	\$0.00	\$0.00
088	-	-	-	-	-	-	-	\$0.00	\$0.00
089	-	-	-	-	-	-	-	\$0.00	\$0.00
090	-	-	-	-	-	-	-	\$0.00	\$0.00
091	-	-	-	-	-	-	-	\$0.00	\$0.00
092	-	-	-	-	-	-	-	\$0.00	\$0.00
093	-	-	-	-	-	-	-	\$0.00	\$0.00
094	-	-	-	-	-	-	-	\$0.00	\$0.00
095	-	-	-	-	-	-	-	\$0.00	\$0.00
096	-	-	-	-	-	-	-	\$0.00	\$0.00
097	-	-	-	-	-	-	-	\$0.00	\$0.00
098	-	-	-	-	-	-	-	\$0.00	\$0.00
099	-	-	-	-	-	-	-	\$0.00	\$0.00
100	-	-	-	-	-	-	-	\$0.00	\$0.00
101	-	-	-	-	-	-	-	\$0.00	\$0.00
102	-	-	-	-	-	-	-	\$0.00	\$0.00

\* Services Location Details attached

PAGE 3 SUBTOTAL: \$16,822.50 \$0.00



**COMCAST CABLE COMMUNICATIONS  
MANAGEMENT, LLC**

**GENERAL TERMS AND CONDITIONS FOR E-RATE**

**ARTICLE 1. DEFINITIONS**

**Affiliate:** Any entity that controls, is controlled by or is under common control with Comcast.

**Agreement, Services Agreement or SA:** Consists of the Services Agreement Cover Page executed by both Parties, these General Terms and Conditions for E-Rate ("General Terms and Conditions"), Sales Order Form(s) and the Product-Specific Attachment(s) ("PSA(s)") referenced on the Service Agreement Cover Page, and any written amendments to the Agreement executed by both Parties including any supplemental terms and conditions ("Amendment(s)").

**Amendment(s):** Any written amendment to the Agreement, executed by both Parties, including any supplemental terms and conditions.

**Comcast:** The operating company affiliate or subsidiary of Comcast Cable Communications Management, LLC that provides the Services under the Service Agreement. References to Comcast in the Limitation of Liability, Disclaimer of Warranties and Indemnification Articles shall also include its directors, officers, employees, agents, Affiliates, suppliers, licensors, successors, and assigns, as the case may be.

**Comcast Website or Website:** The Comcast website where the Comcast use, security, privacy and other policies applicable to the Agreement will be posted. Comcast may update the Website documents and/or URL from time to time.

**Comcast Equipment:** Any and all facilities, equipment or devices provided by Comcast or its authorized contractors at the Service Location(s) that are used to deliver any of the Services including, but not limited to, all terminals, wires, modems, lines, circuits, ports, routers, gateways, switches, channel service units, data service units, cabinets, and racks. Notwithstanding the above, inside telephone wiring within the Service Location, whether or not installed by Comcast, shall not be considered Comcast Equipment.

**Confidential Information:** All information regarding either Party's business which has been marked or is otherwise communicated as being "proprietary" or "confidential," or which reasonably should be known by the receiving party to be proprietary or confidential information. Without limiting the generality of the foregoing, Confidential Information shall include, even if not marked, the Agreement, all Licensed Software, promotional materials, proposals, quotes, rate information, discount information, subscriber information, network upgrade information and schedules, network operation information (including without limitation information about outages and planned maintenance) and

invoices, as well as the Parties' communications regarding such items.

**Customer:** The company, corporation, or other entity named on the Service Agreement Cover Page.

**Customer-Provided Equipment (CE):** Any and all facilities, equipment or devices supplied by Customer for use in connection with the Services.

**Demarcation Point:** The point of interconnection between the Network and Customer's provided equipment located at a Service Location. In some cases the Demarcation Point shall be the User to Network Interface (UNI) port on Comcast Equipment at a Service Location.

**General Terms and Conditions:** These General Terms and Conditions for E-Rate.

**Licensed Software:** Computer software or code provided by Comcast or required to use the Services, including without limitation, associated documentation, and all updates thereto.

**Network:** Consists of the Comcast Equipment, facilities, fiber optic cable associated with electronics and other equipment used to provide the Services.

**Party:** A reference to Comcast or the Customer; and in the plural, a reference to both companies.

**Enterprise Services Product Specific Attachment(s) (PSA):** The additional terms and conditions applicable to Services ordered by Customer under the Agreement.

**Sales Order Form(s):** A request for Comcast to provide the Services to a Service Location(s) submitted by Customer to Comcast (a) on a then-current Comcast form designated for that purpose or (b) if available, through a Comcast electronic order processing system designated for that purpose ("Sales Order"). The initial Sales Order is attached to the Service Agreement Cover Page.

**Service(s):** A service provided by Comcast pursuant to a Sales Order. All Services provided under the Agreement are for commercial use only.

**Service Commencement Date:** The date(s) on which Comcast first makes Service available for use by Customer.

**Service Location(s):** The Customer location(s) where Comcast provides the Services, to the extent the Customer owns, leases, or otherwise controls such location(s).

**Service Term:** The duration of time (commencing on the Service Commencement Date) for which Services are ordered, as specified on the Service Agreement Cover Page.

**Tariff:** A federal or state Comcast tariff and the successor documents of general applicability that replace such tariff in the event of detariffing.

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## ARTICLE 2. DELIVERY OF SERVICE

**2.1 Orders.** Customer shall submit to Comcast a properly completed Sales Order to initiate Service to a Service Location(s). A Sales Order shall become binding on the Parties when (i) it is specifically accepted by Comcast either electronically or in writing, (ii) Comcast begins providing the Service described in the Sales Order or (iii) Comcast begins Custom Installation (as defined in Article 2.7) for delivery of the Services described in the Sales Order, whichever is earlier. When a Sales Order becomes effective it shall be deemed part of, and shall be subject to, the Agreement.

**2.2 Access.** In order to deliver certain Services to Customer, Comcast may require access, right-of-way, conduit, and/or common room space ("Access"), both within and/or outside each Service Location. Customer shall provide an adequate environmentally controlled space and such electricity as may be required for installation, operation, and maintenance of the Comcast Equipment used to provide the Services within the Service Location(s). Customer shall be responsible for securing, and maintaining on an initial and ongoing basis during the applicable Service Term and/or Renewal Term, such Access within each Service Location unless Comcast has secured such access prior to this Agreement. In the event that Customer, fails to secure or maintain such Access within a particular Service Location, Comcast may cancel or terminate Service at such particular Service Location, without further liability, upon written notice to Customer. In such event, if Comcast has incurred any costs or expense in installing or preparing to install the Service that it otherwise would not have incurred, a charge equal to those costs and expenses shall apply to Customer's final invoice for that particular Service Location. If Comcast is unable to secure or maintain Access outside a particular Service Location, which Access is needed to provide Services to such Service Location, Customer or Comcast may cancel or terminate Service at such particular Service Location, without further liability beyond the termination date, upon a minimum thirty (30) days' prior written notice to the other Party. In such event, if Comcast has incurred any costs or expense in installing or preparing to install the Service that it otherwise would not have incurred, Comcast shall be responsible for such costs or expenses. Any other failure on the part of Customer to be ready to receive Service, or any refusal on the part of Customer to receive Service, shall not relieve Customer of its obligation to pay charges for any Service that is otherwise available for use.

**2.3 Hazardous Materials.** If the presence of asbestos or other hazardous materials exists or is detected at a Service Location or within the building where the Service Location is located, Comcast may immediately stop providing Services until such a time as such materials are removed. Alternatively Customer may notify Comcast to install the applicable portion of the Service in areas of any such Service Location not containing such hazardous material. Any additional expense incurred by Comcast as a result of encountering hazardous materials, including but not limited to, any additional equipment shall be borne by Customer. Customer shall use

reasonable efforts to maintain its property and Service Locations in a manner that preserves the integrity of the Services.

**2.4 Comcast Equipment.** At any time Comcast may remove or change Comcast Equipment in its sole discretion in connection with providing the Services. Customer shall not move, rearrange, disconnect, remove, attempt to repair, or otherwise tamper with any Comcast Equipment or permit others to do so, and shall not use the Comcast Equipment for any purpose other than that authorized by the Agreement. Comcast shall maintain Comcast Equipment in good operating condition during the term of this Agreement; provided, however, that such maintenance shall be at Comcast's expense only to the extent that it is related to and/or resulting from the ordinary and proper use of the Comcast Equipment. Customer is responsible for damage to, or loss of, Comcast Equipment caused by its acts or omissions, and its noncompliance with this Article, or by fire, theft or other casualty at the Service Location(s), unless caused by the gross negligence or willful misconduct of Comcast.

**2.5 Ownership, Impairment and Removal of Network.** The Network is and shall remain the property of Comcast regardless of whether installed within or upon the Service Location(s) and whether installed overhead, above, or underground and shall not be considered a fixture or an addition to the land or the Service Location(s) located thereon. Customer agrees that it shall take no action that directly or indirectly impairs Comcast's title to the Network, or any portion thereof, or exposes Comcast to any claim, lien, encumbrance, or legal process, except as otherwise agreed in writing by the Parties. Nothing in this Agreement shall preclude Comcast from using the Network for services provided to other Comcast customers. For a period of twelve (12) months following Comcast's discontinuance of Service to the Service Location(s), Comcast retains the right to remove the Network including, but not limited to, that portion of the Network that is located in the Service Location. To the extent Comcast removes such portion of the Network it shall be responsible for returning the Service Location(s) to its prior condition, reasonable wear and tear excepted.

**2.6 Customer Provided Equipment ("CE").** Comcast shall have no obligation to install, operate, or maintain CE. Customer shall have sole responsibility for providing maintenance, repair, operation and replacement of all CE, inside telephone wiring and other Customer equipment and facilities on the Customer's side of the Demarcation Point. Neither Comcast nor its employees, Affiliates, agents or contractors will be liable for any damage, loss, or destruction to CE, unless caused by the gross negligence or willful misconduct of Comcast. CE shall at all times be compatible with the Network as determined by Comcast in its sole discretion. In addition to any other service charges that may be imposed from time to time, Customer shall be responsible for the payment of service charges for visits by Comcast's employees or agents to a Service Location when the service difficulty or trouble report results from the use of CE or facilities provided by any party other than Comcast.

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**2.7 Engineering Review.** Each Sales Order submitted by Customer may be subject to an engineering review. The engineering review will determine whether and to what extent the Network must be extended, built or upgraded ("Custom Installation") in order to provide the ordered Services at the requested Service Location(s). Comcast will provide Customer written notification in the event Service installation at any Service Location will require an additional non-recurring installation fee ("Custom Installation Fee"). Custom Installation Fees may also be referred to as Construction Charges on a Sales Order or Invoice. Customer will have five (5) days from receipt of such notice to reject the Custom Installation Fee and terminate, without further liability, the Sales Order with respect to the affected Service Location(s). For certain Services, the Engineering Review will be conducted prior to Sales Order submission. In such case, Customer will have accepted the designated Custom Installation Fee upon submission of the applicable Sales Order.

**2.8 Service Acceptance.** Except as may otherwise be identified in the applicable PSA, the Service Commencement Date shall be the date Comcast completes installation and connection of the necessary facilities and equipment to provide the Service at a Service Location.

**2.9 Administrative Website.** Comcast may furnish Customer with one or more user identifications and/or passwords for use on the Administrative Website. Customer shall be responsible for the confidentiality and use of such user identifications and/or passwords and shall immediately notify Comcast if there has been an unauthorized release, use or other compromise of any user identification or password. In addition, Customer agrees that its authorized users shall keep confidential and not distribute any information or other materials made available by the Administrative Website. Customer shall be solely responsible for all use of the Administrative Website, and Comcast shall be entitled to rely on all Customer uses of and submissions to the Administrative Website as authorized by Customer. Comcast shall not be liable for any loss, cost, expense or other liability arising out of any Customer use of the Administrative Website or any information on the Administrative Website. Comcast may change or discontinue the Administrative Website, or Customer's right to use the Administrative Website, at any time. Additional terms and policies may apply to Customer's use of the Administrative Website. These terms and policies will be posted on the site.

### **ARTICLE 3. BILLING AND PAYMENT**

**3.1 Charges.** Except as otherwise provided in the applicable PSA, Customer shall pay Comcast one hundred percent (100%) of the Custom Installation Fee prior to the installation of Service. Customer further agrees to pay all charges associated with the Services, as set forth or referenced in the applicable PSA, Sales Order(s) or invoice from Comcast. These charges may include, but are not limited to standard and custom non-recurring installation charges,

monthly recurring service charges, usage charges including without limitation charges for the use of Comcast Equipment, per-call charges, pay-per-view charges, charges for service calls, maintenance and repair charges, and applicable federal, state, and local taxes, fees, surcharges and recoupments (however designated). Some Services such as measured and per-call charges, pay-per-view movies or events, and interactive television (as explained in the applicable PSA) may be invoiced after the Service has been provided to Customer. Except as otherwise indicated herein or in the applicable PSA(s) monthly recurring charges for Ethernet, Video and Internet Services that are identified on a Sales Order shall not increase during the Service Term. Except as otherwise indicated herein or in the Sales Order(s), Voice Service pricing, charges and fees can be found in the applicable PSA.

**3.2 Third-Party Charges.** Customer may incur charges from third party service providers that are separate and apart from, or based on the amounts charged by Comcast. These may include, without limitation, charges resulting from wireless services including roaming charges, accessing on-line services, calls to parties who charge for their telephone based services, purchasing or subscribing to other offerings via the Internet or interactive options on certain Video services, or otherwise. Customer agrees that all such charges, including all applicable taxes, are Customer's sole responsibility. In addition, Customer is solely responsible for protecting the security of credit card information provided to others in connection with such transactions.

**3.3 Payment of Bills.** Except as otherwise indicated herein or in a PSA, Comcast will invoice Customer in advance on a monthly basis for all monthly recurring charges and fees arising under the Agreement. All other charges will be billed monthly in arrears, including without limitation certain usage based charges and third party pass through fees. Payment is due upon presentation of an invoice. Payment will be considered timely made to Comcast if received within thirty (30) days after the invoice date. Any charges not paid to Comcast within such period will be considered past due. If a Service Commencement Date is not the first day of a billing period, Customer's first monthly invoice shall include any pro-rated charges for the Services, from the date of installation to the start of the next billing period. In certain cases, Comcast may agree to provide billing services on behalf of third parties, as the agent of the third party. Any such third-party charges shall be payable pursuant to any contract or other arrangement between the third party and Customer and/or Comcast. Comcast shall not be responsible for any dispute regarding these charges between Customer and such third party. Customer must address all such disputes directly with the third party.

**3.4 Partial Payment.** Partial payment of any bill will be applied to the Customer's outstanding charges in amounts and proportions solely determined by Comcast. No acceptance of partial payment(s) by Comcast shall constitute a waiver of any rights to collect the full balance owed under the Agreement.

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**3.5 Credit Approval and Deposits.** Initial and ongoing delivery of Services may be subject to credit approval. Customer shall provide Comcast with credit information requested by Comcast. Customer authorizes Comcast to make inquiries and to receive information about Customer's credit history from others and to enter this information in Customer's records. Customer represents and warrants that all credit information that it provides to Comcast will be true and correct. Comcast, in its sole discretion, may deny the Services based upon an unsatisfactory credit history. Additionally, subject to applicable regulations, Comcast may require Customer to make a deposit (in an amount not to exceed an estimated two months charge for the Services) as a condition to Comcast's provision of the Services, or as a condition to Comcast's continuation of the Services. The deposit will not, unless explicitly required by law, bear interest and shall be held by Comcast as security for payment of Customer's charges. Comcast may apply the deposit to any delinquent Customer charges upon written notice to Customer. If Comcast uses any or all of the deposit to pay an account delinquency, Customer will replenish the deposit by that amount within five (5) days of its receipt of written notice from Comcast. If the provision of Service to Customer is terminated, or if Comcast determines in its sole discretion that such deposit is no longer necessary, then the amount of the deposit (plus any required deposit interest) will be credited to Customer's account or will be refunded to Customer, as determined by Comcast.

**3.6 Taxes and Fees.** Except to the extent Customer provides a valid tax exemption certificate prior to the delivery of Service, Customer shall be responsible for the payment of any and all applicable local, state, and federal taxes or fees (however designated). Customer also will be responsible to pay any Service fees, payment obligations and taxes that become applicable retroactively.

**3.7 Other Government-Related Costs and Fees.** Comcast reserves the right to invoice Customer for any fees or payment obligations in connection with the Services imposed by governmental or quasi-governmental bodies in connection with the sale, installation, use, or provision of the Services, including, without limitation, applicable franchise fees, right of way fees and universal service fund charges (if any), regardless of whether Comcast or its Affiliates pay the fees directly or are required by an order, rule, or regulation of a taxing jurisdiction to collect them from Customer. Taxes and other government-related fees and surcharges may be changed with or without notice. In the event that any newly adopted law, rule, regulation or judgment increases Comcast's costs of providing Services, Customer shall pay Comcast's additional costs of providing Services under the new law, rule, regulation or judgment.

**3.8 Disputed Invoice.** If Customer disputes any portion of an invoice by the due date, Customer must pay fifty percent (50%) of the disputed charges, in addition to the undisputed portion of the invoice and submit a written claim, including all documentation substantiating Customer's claim, to Comcast

for the disputed amount of the invoice by the invoice due date. The Parties shall negotiate in good faith to resolve any billing dispute. Comcast will refund/credit all valid disputes resolved in Customer's favor as of the date the disputed charges first appeared on the Customer's invoice.

**3.9 Past-Due Amounts.** Any payment not made when due will be subject to a late charge of 1.5% per month or the highest rate allowed by law on the unpaid invoice, whichever is lower. If Customer's account is delinquent, Comcast may refer the account to a collection agency or attorney that may pursue collection of the past due amount and/or any Comcast Equipment that Customer fails to return in accordance with the Agreement. If Comcast is required to use a collection agency or attorney to collect any amount owed by Customer or any unreturned Comcast Equipment, Customer agrees to pay all reasonable costs of collection or other action. The remedies set forth herein are in addition to and not in limitation of any other rights and remedies available to Comcast under the Agreement or at law or in equity.

**3.10 Rejected Payments.** Except to the extent otherwise prohibited by law, Customer will be assessed a service charge up to the full amount permitted under applicable law for any check or other instrument used to pay for the Services that has been rejected by the bank or other financial institution.

**3.11 Fraudulent Use of Services.** Customer is responsible for all charges attributable to Customer with respect to the Service(s), even if incurred as the result of fraudulent or unauthorized use of the Service. Comcast may, but is not obligated to, detect or report unauthorized or fraudulent use of Services to Customer. Comcast reserves the right to restrict, suspend or discontinue providing any Service in the event of fraudulent use of Customer's Service.

**3.12 E-Rate Funding.** Comcast makes no representations or warranties with respect to the eligibility or ineligibility of the Services or any Service component for federal e-rate support or for other governmental and quasi-governmental telecommunications/internet discounts or entitlements (collectively, "E-Rate Funding"). Customer expressly understands and agrees that it shall pay Comcast one hundred percent (100%) of all non-recurring charges ("NRCs"), monthly recurring Service charges ("MRCs") and other amounts required under this Agreement in accordance with the payment intervals specified therein. Customer may not withhold or offset any such amounts on the basis of its actual or anticipated receipt of E-Rate Funding, except as otherwise set forth below. In the event that the Customer has received, or has been designated as a recipient of, E-Rate Funding for the Services, Customer will utilize the applicable customer-initiated reimbursement process relative to such E-Rate Funding. Comcast shall have no obligation to discount or prorate its invoices or to take other action to process such E-Rate Funding, except to the extent specifically required by law and regulation, or except as otherwise set forth above or below. Notwithstanding this, Comcast will reasonably assist Customer in the completion of those portions of the FCC

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Form 472 which, as a matter of law or regulation, are required to be completed by the service provider. In the event that the Parties have expressly amended this Agreement in writing to permit E-Rate Funding to be applied in the form of discounts to, or a pro-ration of, Customer's invoices, Comcast shall have no obligations under this Agreement until Customer provides Comcast the copy of the Notification and Acceptance of Form(s) 486 from the Universal Services Administrative Company, Schools and Libraries Division ("SLD"), approving Customer's eligibility for E-Rate Funding. If during the term of this Agreement Customer fails to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of the Agreement succeeding the first fiscal period, Customer may elect to (i) continue to receive Services under this Agreement, in which Customer shall remain bound by the terms and conditions set forth hereunder and remain responsible for all NRC and MRC, as set forth in the Sales Order Form(s) attached hereto, for the remaining term of the Agreement, irrespective of E-Rate Funding status, or, (ii) terminate this Agreement upon written notice as of the beginning of the fiscal year for which funds are not appropriated or otherwise made available. The effect of termination of the Agreement hereunder will be to discharge both Comcast and the Customer from future performance of the Agreement. However, Comcast shall be reimbursed for any and all unpaid non-recurring charges, any unpaid past due balance(s), and any additional costs already incurred by Comcast in conjunction with this Agreement. Customer shall notify Comcast in writing within thirty (30) days of fiscal budget denial indicating funds may not be available for the continuation of the Agreement for each succeeding fiscal period beyond the first year. In no event shall Comcast initiate construction of the Network until proof of funding has been received, in whole or in part, based on 100% Customer-furnished funds or partially reimbursed funds by the SLD.

#### **ARTICLE 4. TERM; REVENUE COMMITMENT**

##### **4.1 Reserved.**

**4.2 Service Term.** The applicable Service Term shall be set forth in the Sales Order or on the Service Agreement Cover Page.

**4.3 Renewal Term.** Upon the expiration of the Service Term, and unless otherwise agreed to by the Parties in writing, each Sales Order shall automatically renew on month to month bases not to exceed twelve (12) months ("Renewal Term(s)"), unless otherwise stated in these terms and conditions or prior notice of non-renewal is delivered by either Party to the other at least thirty (30) days before the expiration of the Service Term or the then current Renewal Term. Effective at any time after the end of the Service Term and from time to time thereafter, Comcast may, modify the charges for Ethernet, Internet and/or Video Services subject to thirty (30) days prior written notice to Customer. Customer will have thirty (30) days from receipt of such notice to cancel the applicable Service without further liability. Should Customer fail to

cancel within this timeframe, Customer will be deemed to have accepted the modified Service pricing.

#### **ARTICLE 5. TERMINATION WITHOUT FAULT; DEFAULT**

**5.1 Termination for Convenience.** Notwithstanding any other term or provision in this Agreement, Customer shall have the right, in its sole discretion, to terminate any or all Sales Order(s) at any time during the Service Term(s), upon thirty (30) days prior written notice to Comcast and subject to payment to Comcast of all outstanding amounts due for the Services, and the return of all applicable Comcast Equipment. Comcast may terminate the Agreement if Customer does not take any Service under a Sales Order for twelve (12) consecutive months or longer.

**5.2 Termination for Cause.** If either Party breaches any material term of the Agreement, other than a payment term, and the breach continues un-remedied for thirty (30) days after written notice of default, the other Party may terminate for cause any Sales Order materially affected by the breach. If Customer is in breach of a payment obligation (including failure to pay a required deposit) and fails to make payment in full within ten (10) days after receipt of written notice of default, Comcast may, at its option, terminate the Agreement, terminate the affected Sales Orders, suspend Service under the affected Sales Orders, and/or require a deposit, advance payment, or other satisfactory assurances in connection with any or all Sales Orders as a condition of continuing to provide Service; except that Comcast will not take any such action as a result of Customer's non-payment of a charge subject to a timely billing dispute, unless Comcast has reviewed the dispute and determined in good faith that the charge is correct. A Sales Order may be terminated by either Party immediately upon written notice if the other Party has become insolvent or involved in liquidation or termination of its business, or adjudicated bankrupt, or been involved in an assignment for the benefit of its creditors. Termination by either Party of a Sales Order does not waive any other rights or remedies that it may have under this Agreement. The non-defaulting Party shall be entitled to all available legal and equitable remedies for such breach.

##### **5.3 Effect of Expiration/Termination of a Sales Order.**

Upon the expiration or termination of a Sales Order for any reason:

- A.** Comcast shall disconnect the applicable Service;
- B.** Comcast may delete all applicable data, files, electronic messages, or other information stored on Comcast's servers or systems;
- C.** Reserved.
- D.** Customer shall, permit Comcast to retrieve from the applicable Service Location any and all Comcast Equipment. If Customer fails to permit such retrieval or if the retrieved Comcast Equipment has been damaged and/or destroyed other than by Comcast or

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its agents, normal wear and tear excepted, Comcast may invoice Customer for the manufacturer's list price of the relevant Comcast Equipment, or in the event of minor damage to the retrieved Comcast Equipment, the cost of repair, which amounts shall be immediately due and payable; and

- E. Customer's right to use applicable Licensed Software shall automatically terminate, and Customer shall be obligated to return all Licensed Software to Comcast.

**5.4 Resumption of Service.** If a Service has been discontinued by Comcast for cause and Customer requests that the Service be restored, Comcast shall have the sole and absolute discretion to restore such Service. At Comcast's option, deposits, advanced payments, nonrecurring charges, and/or an extended Service Term may apply to restoration of Service.

**5.5 Regulatory and Legal Changes.** The Parties acknowledge that the respective rights and obligations of each Party as set forth in this Agreement upon its execution are based on applicable law and regulations as they exist on the date of execution of this Agreement. The Parties agree that in the event of any subsequent decision by a legislative, regulatory or judicial body, including any regulatory or judicial order, rule, regulation, decision in any arbitration or other dispute resolution or other legal or regulatory action that materially affects the provisions or ability to provide Services on economic terms of the Agreement, Comcast may, by providing written notice to the Customer, require that the affected provisions of the Agreement be renegotiated in good faith. If Customer refuses to enter such renegotiations, or the Parties can't reach resolution on new Agreement terms, Comcast may, in its sole discretion, terminate this Agreement, in whole or in part, upon sixty (60) days written notice to Customer.

## **ARTICLE 6. LIMITATION OF LIABILITY; DISCLAIMER OF WARRANTIES; WARNINGS**

### **6.1 Limitation of Liability.**

**A, THE AGGREGATE LIABILITY OF COMCAST FOR ANY AND ALL LOSSES, DAMAGES AND CAUSES ARISING OUT OF THE AGREEMENT, INCLUDING, BUT NOT LIMITED TO, THE PERFORMANCE OF SERVICE, AND NOT OTHERWISE LIMITED HEREUNDER, WHETHER IN CONTRACT, TORT, OR OTHERWISE, SHALL NOT EXCEED DIRECT DAMAGES EQUAL TO THE SUM TOTAL OF PAYMENTS MADE BY CUSTOMER TO COMCAST DURING THE THREE (3) MONTHS IMMEDIATELY PRECEDING THE EVENT FOR WHICH DAMAGES ARE CLAIMED. THIS LIMITATION SHALL NOT APPLY TO COMCAST'S INDEMNIFICATION OBLIGATIONS AND CLAIMS FOR DAMAGE TO PROPERTY AND/OR PERSONAL INJURIES (INCLUDING DEATH) ARISING OUT OF THE GROSS NEGLIGENCE OR WILLFUL**

## **MISCONDUCT OF COMCAST WHILE ON THE CUSTOMER SERVICE LOCATION.**

**B. NEITHER PARTY SHALL BE LIABLE TO THE OTHER FOR ANY INCIDENTAL, INDIRECT, SPECIAL, COVER, PUNITIVE OR CONSEQUENTIAL DAMAGES, WHETHER OR NOT FORESEEABLE, OF ANY KIND INCLUDING BUT NOT LIMITED TO ANY LOSS REVENUE, LOSS OF USE, LOSS OF BUSINESS, OR LOSS OF PROFIT WHETHER SUCH ALLEGED LIABILITY ARISES IN CONTRACT OR TORT HOWEVER, THAT NOTHING HEREIN IS INTENDED TO LIMIT CUSTOMER'S LIABILITY FOR AMOUNTS OWED FOR THE SERVICES, OR FOR ANY EQUIPMENT OR SOFTWARE PROVIDED BY COMCAST.**

### **6.2 Disclaimer of Warranties.**

**A.** Services shall be provided pursuant to the terms and conditions in the applicable PSA and Service Level Agreement, and are in lieu of all other warranties, express, implied or statutory, including, but not limited to, the implied warranties of merchantability, fitness for a particular purpose, title, and non-infringement. To the maximum extent allowed by law, Comcast expressly disclaims all such express, implied and statutory warranties.

**B.** Without limiting the generality of the foregoing, and except as otherwise identified in a PSA or Service Level Agreement, Comcast does not warrant that the Services, Comcast Equipment, or Licensed Software will be uninterrupted, error-free, or free of latency or delay, or that the Services, Comcast Equipment, or Licensed Software will meet customer's requirements, or that the Services, Comcast Equipment, or Licensed Software will prevent unauthorized access by third parties.

**C.** In no event shall Comcast, be liable for any loss, damage or claim arising out of or related to: (i) stored, transmitted, or recorded data, files, or software; (ii) any act or omission of Customer, its users or third parties; (iii) interoperability, interaction or interconnection of the Services with applications, equipment, services or networks provided by Customer or third parties; or (iv) loss or destruction of any Customer hardware, software, files or data resulting from any virus or other harmful feature or from any attempt to remove it. Customer is advised to back up all data, files and software prior to the installation of Service and at regular intervals thereafter.

**6.3 Disruption of Service.** Notwithstanding the performance standards identified in a PSA, the Services are not fail-safe and are not designed or intended for use in situations requiring fail-safe performance or in which an error or interruption in the Services could lead to severe injury to business, persons, property or environment ("High Risk Activities"). These High Risk Activities may include, without limitation, vital business or personal communications, or

activities where absolutely accurate data or information is required.

**6.4** Customer's sole and exclusive remedies are expressly set forth in the Agreement. Certain of the above exclusions may not apply if the state in which a Service is provided does not allow the exclusion or limitation of implied warranties or does not allow the limitation or exclusion of incidental or consequential damages. In those states, the liability of Comcast is limited to the maximum extent permitted by law.

## **ARTICLE 7. INDEMNIFICATION**

**7.1 Comcast's Indemnification Obligations.** Comcast shall indemnify, defend, and hold harmless Customer and its parent company, affiliates, employees, directors, officers, and agents from and against all claims, demands, actions, causes of actions, damages, liabilities, losses, and expenses (including reasonable attorneys' fees) ("Claims") incurred as a result of: infringement of U.S. patent or copyright relating to the Comcast Equipment or Comcast Licensed Software hereunder; damage to tangible personal property or real property, and personal injuries (including death) arising out of the gross negligence or willful misconduct of Comcast while working on the Customer Service Location.

**7.2 Customer's Indemnification Obligations.** Customer shall indemnify, defend, and hold harmless Comcast from any and all Claims arising on account of or in connection with Customer's use or sharing of the Service provided under the Agreement, including with respect to: libel, slander, infringement of copyright, or unauthorized use of trademark, trade name, or service mark arising out of communications via the Service; for patent infringement arising from Customer's combining or connection of CE to use the Service; for damage arising out of the gross negligence or willful misconduct of Customer with respect to users of the Service.

**7.3 Indemnification Procedures.** The Indemnifying Party agrees to defend the Indemnified Party for any loss, injury, liability, claim or demand ("Actions") that is the subject of this Article 7. The Indemnified Party agrees to notify the Indemnifying Party promptly, in writing, of any Actions, threatened or actual, and to cooperate in every reasonable way to facilitate the defense or settlement of such Actions. The Indemnifying Party shall assume the defense of any Action with counsel reasonably satisfactory to the Indemnified Party. The Indemnified Party may employ its own counsel in any such case, and shall pay such counsel's fees and expenses. The Indemnifying Party shall have the right to settle any claim for which indemnification is available; provided, however, that to the extent that such settlement requires the Indemnified Party to take or refrain from taking any action or purports to obligate the Indemnified Party, then the Indemnifying Party shall not settle such claim without the prior written consent of the Indemnified Party, which consent shall not be unreasonably withheld, conditioned or delayed.

## **ARTICLE 8. SOFTWARE & SERVICES**

**8.1 License.** If and to the extent that Customer requires the use of Licensed Software in order to use the Service

supplied under any Sales Order, Customer shall have a personal, nonexclusive, nontransferable, and limited license to use such Licensed Software in object code only and solely to the extent necessary to use the applicable Service during the corresponding Service Term. All Licensed Software provided to Customer, and each revised version thereof, is licensed (not sold) to Customer by Comcast only for use in conjunction with the Service. Customer may not claim title to, or an ownership interest in, any Licensed Software (or any derivations or improvements thereto), and Customer shall execute any documentation reasonably required by Comcast, including, without limitation, end-user license agreements for the Licensed Software. Comcast and its suppliers shall retain ownership of the Licensed Software, and no rights are granted to Customer other than a license to use the Licensed Software under the terms expressly set forth in this Agreement.

**8.2 Restrictions.** Customer agrees that it shall not: (i) copy the Licensed Software (or any upgrades thereto or related written materials) except for emergency back-up purposes or as permitted by the express written consent of Comcast; (ii) reverse engineer, decompile, or disassemble the Licensed Software; (iii) sell, lease, license, or sublicense the Licensed Software; or (iv) create, write, or develop any derivative software or any other software program based on the Licensed Software.

**8.3 Updates.** Customer acknowledges that the use of Service may periodically require updates and/or changes to certain Licensed Software resident in the Comcast Equipment or CE. If Comcast has agreed to provide updates and changes, such updates and changes may be performed remotely or on-site by Comcast, at Comcast's sole option. Customer hereby consents to, and shall provide free access for, such updates deemed reasonably necessary by Comcast. If Customer fails to agree to such updates, Comcast will be excused from the applicable Service Level Agreement and other performance credits, and any and all liability and indemnification obligations regarding the applicable Service.

**8.4 Export Law and Regulation.** Customer acknowledges that any products, software, and technical information (including, but not limited to, services and training) provided pursuant to the Agreement may be subject to U.S. export laws and regulations. Customer agrees that it will not use, distribute, transfer, or transmit the products, software, or technical information (even if incorporated into other products) except in compliance with U.S. export regulations. If requested by Comcast, Customer also agrees to sign written assurances and other export-related documents as may be required for Comcast to comply with U.S. export regulations.

**8.5 Ownership of Telephone Numbers and Addresses.** Customer acknowledges that use of certain Services does not give it any ownership or other rights in any telephone number or Internet/on-line addresses provided, including but not limited to Internet Protocol ("IP") addresses, e-mail addresses and web addresses.

CONFIDENTIAL and PROPRIETARY

**8.6 Intellectual Property Rights in the Services.** Title and intellectual property rights to the Services are owned by Comcast, its agents, suppliers or affiliates or their licensors or otherwise by the owners of such material. The copying, redistribution, bundling or publication of the Services, in whole or in part, without express prior written consent from Comcast or other owner of such material, is prohibited.

#### **ARTICLE 9. CONFIDENTIAL INFORMATION AND PRIVACY**

**9.1 Disclosure and Use.** All Confidential Information disclosed by either Party shall be kept by the receiving party in strict confidence and shall not be disclosed to any third party without the disclosing party's express written consent. Notwithstanding the foregoing, such information may be disclosed (i) to the receiving party's employees, affiliates, and agents who have a need to know for the purpose of performing this Agreement, using the Services, rendering the Services, and marketing related products and services (provided that in all cases the receiving party shall take appropriate measures prior to disclosure to its employees, affiliates, and agents to assure against unauthorized use or disclosure); or (ii) as otherwise authorized by this Agreement. Each Party agrees to treat all Confidential Information of the other in the same manner as it treats its own proprietary information, but in no case using a degree of care less than a reasonable degree of care.

**9.2 Exceptions.** Notwithstanding the foregoing, each Party's confidentiality obligations hereunder shall not apply to information that: (i) is already known to the receiving party without a pre-existing restriction as to disclosure; (ii) is or becomes publicly available without fault of the receiving party; (iii) is rightfully obtained by the receiving party from a third party without restriction as to disclosure, or is approved for release by written authorization of the disclosing party; (iv) is developed independently by the receiving party without use of the disclosing party's Confidential Information; or (v) is required to be disclosed by law or regulation.

**9.3 Publicity.** The Agreement provides no right to use any Party's or its affiliates' trademarks, service marks, or trade names, or to otherwise refer to the other Party in any marketing, promotional, or advertising materials or activities. Neither Party shall issue any publication or press release relating to, or otherwise disclose the existence of, the terms and conditions of any contractual relationship between Comcast and Customer, except as permitted by the Agreement or otherwise consented to in writing by the other Party. Notwithstanding the foregoing, Comcast may include Customer's name on Comcast's customer lists together with a description of Services purchased (financial terms not to be disclosed). If Customer wishes to remove Customer's name from such list or to limit the foregoing use of Customer's name, Customer may contact Comcast as set forth in Article 11.3 of these General Terms and Conditions and Comcast will effect such removal.

**9.4 Reserved.**

**9.5 Remedies.** Notwithstanding any other Article of this Agreement, the non-breaching Party shall be entitled to seek equitable relief to protect its interests pursuant to this Article 9, including, but not limited to, injunctive relief.

**9.6 Monitoring of Services.** Except as otherwise expressly set forth in a PSA, Comcast assumes no obligation to pre-screen or monitor Customer's use of the Service, including without limitation postings and/or transmission. However, Customer acknowledges and agrees that Comcast and its agents shall have the right to pre-screen and monitor such use from time to time and to use and disclose such results to the extent necessary to operate the Service properly, to ensure compliance with applicable use policies, to protect the rights and/or property of Comcast, or in emergencies when physical safety is at issue, and that Comcast may disclose the same to the extent necessary to satisfy any law, regulation, or governmental request. Comcast shall have no liability or responsibility for content received or distributed by Customer or its users through the Service, and Customer shall indemnify, defend, and hold Comcast and its directors, officers, employees, agents, subsidiaries, affiliates, successors, and assigns harmless from any and all claims, damages, and expenses whatsoever (including reasonable attorneys' fees) arising from such content attributable to Customer or its users.

**9.7 Survival of Confidentiality Obligations.** The obligations of confidentiality and limitation of use described in this Article 9 shall survive the expiration and termination of the Agreement for a period of two (2) years (or such longer period as may be required by law).

#### **ARTICLE 10. USE OF SERVICE; USE AND PRIVACY POLICIES**

**10.1 Prohibited Uses and Comcast Use Policies.** Customer is prohibited from using, or permitting the use of, any Service (i) for any purpose in violation of any law, rule, regulation, or policy of any government authority; (ii) in violation of any Use Policy (as defined below); (iii) for any use as to which Customer has not obtained all required government approvals, authorizations, licenses, consents, and permits; or (iv) to interfere unreasonably with the use of Comcast service by others or the operation of the Network. Customer is responsible for assuring that any and all of its users comply with the provisions of the Agreement. Comcast reserves the right to act immediately and without notice to terminate or suspend the Services and/or to remove from the Services any information transmitted by or to Customer or users, if Comcast determines that such use is prohibited as identified herein, or information does not conform with the requirements set or Comcast reasonably believes that such use or information may violate any laws, regulations, or written and electronic instructions for use. Furthermore, to the extent applicable, Services shall be subject to Comcast's acceptable use policies ("Use Policies") that may limit use. The Use Policies and other security policies concerning the Services

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are posted on the Website, and are incorporated into this Agreement by reference. Comcast may update the Use Policies from time to time, and such updates shall be deemed effective immediately upon posting, with or without actual notice to Customer. Comcast's action or inaction in enforcing acceptable use shall not constitute review or approval of Customer's or any other users' use or information.

**10.2 Privacy Policy.** In addition to the provisions of Article 9, Comcast's commercial privacy policy applies to Comcast's handling of Customer confidential information. Comcast's privacy policy is available on the Website.

**10.3 Privacy Note Regarding Information Provided to Third Parties.** Comcast is not responsible for any information provided by Customer to third parties. Such information is not subject to the privacy provisions of this Agreement. Customer assumes all privacy and other risks associated with providing personally identifiable information to third parties via the Services.

**10.4 Prohibition on Resale.** Customer may not sell, resell, sublease, assign, license, sublicense, share, provide, or otherwise utilize in conjunction with a third party (including, without limitation, in any joint venture or as part of any outsourcing activity) the Services or any component thereof.

**10.5 Violation.** Any breach of this Article 10 shall be deemed a material breach of this Agreement. In the event of such material breach, Comcast shall have the right to restrict, suspend, or terminate immediately any or all Sales Orders, without liability on the part of Comcast, and then to notify Customer of the action that Comcast has taken and the reason for such action, in addition to any and all other rights and remedies under this Agreement.

## ARTICLE 11. MISCELLANEOUS TERMS

**11.1 Force Majeure.** Neither Party (and in the case of Comcast, Comcast affiliates and subsidiaries) shall be liable to the other Party for any delay, failure in performance, loss, or damage to the extent caused by force majeure conditions such as acts of God, fire, explosion, power blackout, cable cut, acts of regulatory or governmental agencies, unavailability of right-of-way, unavailability of right-of-way or materials, or other causes beyond the Party's reasonable control, except that Customer's obligation to pay for Services provided under the Agreement shall not be excused. Changes in economic, business or competitive condition shall not be considered force majeure events.

**11.2 Assignment or Transfer.** Customer shall not assign any right, obligation or duty, in whole or in part, nor of any other interest hereunder, without the prior written consent of the other Party, which shall not be unreasonably withheld. All obligations and duties of either Party under this Agreement shall be binding on all successors in interest and assigns of such Party. Nothing herein is intended to limit Comcast's use of third-party consultants and contractors to perform Services

under a Sales Order.

**11.3 Notices.** Any notice sent pursuant to the Agreement shall be deemed given and effective when sent by facsimile (confirmed by first-class mail), or when delivered by overnight express or other express delivery service, in each case as follows: (i) with respect to Customer, to the address set forth on any Sales Order; or (ii) with respect to Comcast, to: Vice President/Enterprise Sales, One Comcast Center, 1701 JFK Blvd., Philadelphia, PA 19103, with a copy to Cable Law Department, One Comcast Center, 50<sup>th</sup> Floor, 1701 JFK Blvd., Philadelphia, PA 19103. Each Party shall notify the other Party in writing of any changes in its address listed on any Sales Order.

**11.4 Entire Understanding.** The Agreement, together with any applicable Tariffs, constitutes the entire understanding of the Parties related to the subject matter hereof. The Agreement supersedes all prior agreements, proposals, representations, statements, or understandings, whether written or oral, concerning the Services or the Parties' rights or obligations relating to Services. Any prior representations, promises, inducements, or statements of intent regarding the Services that are not embodied in the Agreement are of no effect. No subsequent agreement among the Parties concerning Service shall be effective or binding unless it is made in writing by authorized representatives of the Parties. Terms or conditions contained in any Sales Order, or restrictive endorsements or other statements on any form of payment, shall be void and of no force or effect.

**11.5 Tariffs.** Notwithstanding anything to the contrary in the Agreement, Comcast may elect or be required to file with regulatory agencies tariffs for certain Services. In such event, the terms set forth in the Agreement may, under applicable law, be superseded by the terms and conditions of the Tariffs. Without limiting the generality of the foregoing, in the event of any inconsistency with respect to rates, the rates and other terms set forth in the applicable Sales Order shall be treated as individual case based arrangements to the maximum extent permitted by law, and Comcast shall take such steps as are required by law to make the rates and other terms enforceable. If Comcast voluntarily or involuntarily cancels or withdraws a Tariff under which a Service is provided to Customer, the Service will thereafter be provided pursuant to the Agreement and the terms and conditions contained in the Tariff immediately prior to its cancellation or withdrawal. In the event that Comcast is required by a governmental authority to modify a Tariff under which Service is provided to Customer in a manner that is material and adverse to either Party, the affected Party may terminate the applicable Sales Order upon a minimum thirty (30) days' prior written notice to the other Party, without further liability

**11.6 Construction.** In the event that any portion of the Agreement is held to be invalid or unenforceable, the Parties shall replace the invalid or unenforceable portion with another provision that, as nearly as possible, reflects the original

CONFIDENTIAL and PROPRIETARY

intention of the Parties, and the remainder of the Agreement shall remain in full force and effect.

**11.7 Survival.** The rights and obligations of either Party that by their nature would continue beyond the expiration or termination of a Sales Order shall survive termination or expiration of the Sales Order.

**11.8 Choice of Law.** The domestic law of the state in which the Service is provided shall govern the construction, interpretation, and performance of this Agreement, except to the extent superseded by federal law.

**11.9 No Third Party Beneficiaries.** This Agreement does not expressly or implicitly provide any third party (including users) with any remedy, claim, liability, reimbursement, cause of action, or other right or privilege.

**11.10 Parties' Authority to Contract.** The persons whose signatures appear below are duly authorized to enter into the Agreement on behalf of the Parties name therein.

**11.11 No Waiver; Etc.** No failure by either Party to enforce any rights hereunder shall constitute a waiver of such right(s). This Agreement may be executed in counterpart copies.

**11.12 Independent Contractors.** The Parties to this Agreement are independent contractors. Neither Party is an agent, representative, or partner of the other Party. Neither Party shall have any right, power, or authority to enter into any agreement for, or on behalf of, or incur any obligation or liability of, or to otherwise bind, the other Party. This Agreement shall not be interpreted or construed to create an association, agency, joint venture, or partnership between the Parties or to impose any liability attributable to such a relationship upon either Party.

**11.13 Article Headings.** The article headings used herein are for reference only and shall not limit or control any term or provision of this Agreement or the interpretation or construction thereof.

**11.14 Compliance with Laws.** Each of the Parties agrees to comply with all applicable local, state and federal laws and regulations and ordinances in the performance of its respective obligations under this Agreement.



## Dell | E-Rate 2015 CONTRACT FOR EQUIPMENT AND SERVICES

**Customer Name: PIERCE CO RURAL LIBRARY DIST**

**Customer Address: 3005 112th St E Ste E, Tacoma, WA 98446**

**Contract/ RFP # (if applicable): State of Washington WSCA cc WN32ACA**

**Dell Quotation No(s): 704620469, 704620363, 704620582, 704620805, 703633819**

**Not to exceed Price ("NTE"): \$534,812.48**

**Effective Date:**

### 1. INTRODUCTION

This E-Rate Agreement ("Agreement"), effective as the date above ("Effective Date"), is made between the Customer identified above ("Customer") and Dell Marketing LP, One Dell Way, Round Rock, Texas 78682 ("Dell"). This document constitutes a legally binding agreement between Customer and Dell, as required by the Federal Communications Commission for compliance purposes under the Universal Service Support Mechanism for Schools and Libraries, commonly referred to as the "E-rate Program.". Dell and Customer (each a "Party," and collectively, the "Parties") agree to the following terms and conditions:

### 2. SCOPE

Customer has selected Dell as a supplier of E-rate eligible equipment and/or services, and warrants that it has (i) done so in accordance with all of the E-rate Program's competitive bidding requirements and (ii) complied with the Program's rules in all other respects. In reliance on that compliance by Customer and subject to the E-rate Program's rules and the conditions set forth herein, Customer may purchase computer hardware and related products, including software licensing arrangements ("Products") and/or related services ("Services") as specified in Attachment 1 of this Agreement, which is incorporated by this reference, using the E-rate discounts approved by USAC as described in paragraph 4 below, and Dell shall be entitled to rely on Customer's representations relating to those discounts in connection with these purchases. Purchases of Products and Services under this Agreement shall be governed by the terms and conditions of the contract referenced above or, if no contract is referenced, Dell's standard terms and conditions of sale located at [www.dell.com/termsandconditions](http://www.dell.com/termsandconditions) shall apply ("Contract"). Except as expressly agreed by the Parties in a separate Contract, this Agreement also incorporates the terms of the limited warranties applicable to Dell-branded hardware Products, which can be found at [www.dell.com/warranty](http://www.dell.com/warranty) or in the documentation Dell provides with the Product.

Customer is submitting the entire proposed amount for E-Rate eligible Products and Services to the Schools and Libraries Division of the Universal Service Administrative Company ("USAC") for approval and acknowledgement of the funding requested under the E-rate program. Pending USAC approval, all Products and Services work shall be performed during the period beginning July 1, 2015 and ending on or before June 30, 2015 for recurring services or September 30, 2016 for non-recurring services. This deadline is defined as the Service Delivery Deadline. Customer may request and be approved for an extension by USAC for additional time to complete any particular project, in which case, the terms of this Agreement shall continue to apply to such project until completion. Dell agrees to use commercially reasonable efforts to deliver and, if required, install all eligible Products and Services ordered before the Customer's E-rate Service Delivery Deadline. If the Customer's complete order is placed less than 45 days before the Service Delivery Deadline, however, or due to other circumstances beyond Dell's control, Dell cannot meet the Service Delivery Deadline, and the Customer is unable to (or fails to) extend the Service Delivery Deadline, Customer/ Dell reserve the right to cancel all or part of its order for the delayed products and/or services or pay Dell in full for whatever products and/or services it decides to order.

Customer reserves the right to propose modifications, or to reduce or eliminate items specified for purchase from Attachment 1 of this Agreement or to terminate the proposal entirely, based on the levels of E-Rate funding received. Should Customer seek such changes in the specifications for the Products and/or Services, Customer shall notify Dell of the proposed changes and the Parties will determine mutually acceptable amendments to the proposal. No changes will be final unless made in writing in an addendum to this Agreement. Within thirty (30) days of filing its E-rate application for discounts on Dell products and/or

services, Customer will deliver to Dell a copy of the Item 21 Description of Services in which those products and/or services are described.

### **3. PRICES**

Subject to the provisions of this Agreement and the Contract, Customer agrees to purchase and Dell agrees to provide the Products and /or Services as described in Dell Quotation No(s) listed above and/or Statement of Work, as detailed in Attachment 1 of this Agreement, for the Not to Exceed Price (as defined above). Customer represents and warrants that it has complied with all applicable laws and regulations concerning the procurement of these Products and/or Services and has obtained all necessary approvals and authorizations needed to enter into this Agreement.

### **4. USAC PROCEDURE**

(1) In a Funding Commitment Decision Letter ("FCDL"), USAC will designate Customer's approved discount rate or rates along with the amount(s) of funding approved;

(2) Customer will then submit the FCC Form 486 to USAC. USAC will subsequently issue a Form 486 Receipt Notification Letter to both Customer and Dell. Customer will separately notify Dell when to begin to provide Services and/or ship Products. Form 486 cannot be filed before receipt of the FCDL from USAC. Upon approval of Form 486, Dell will ship the Products and/or provide the Services.

(a) Both Parties acknowledge that some Products or Services may be used for a combination of eligible and ineligible functions. If Customer deploys Products or Services in a partially ineligible manner, Customer understands that applicable E-rate funding requests must be cost-allocated according to FCC regulations. The Item 21 Attachment and any modifications to it that Customer files with USAC, the FCDL, and any USAC or FCC adjustments to funding, including but not limited to those included in correspondence received from USAC during the application review process and in USAC's FRN explanatory notes, will be used to determine eligibility or percentage of eligibility.

(3) When Customer is ready to submit a Purchase Order to Dell, the following documentation is required for order placement: 1) Purchase Order to Dell for the Products and/or Services included in the Notice, 2) Copy of the original Item 21 Attachment and any subsequent modifications to it, 3) Correspondence and documentation from USAC and/or the FCC, if any, adjusting or proposing to adjust the amount or nature of the funding commitment, 4) Copy of the Form 486, and 5) copy of the FCDL(s). Dell will ship the agreed-upon Products and/or provide the agreed upon Services, resulting in an invoice to Customer and USAC.

### **5. PAYMENT AND INVOICES**

As Services are performed and/or Products are shipped to Customer, Dell shall submit invoices and supporting documentation to Customer and USAC. Invoices shall include a breakout of the FRN number being billed, the USAC portion and the Customer/ Applicant portion. Based on the Item 21 Attachment, the Dell order will be placed exactly as stated on the Dell quotation(s). Should a product on the Dell quotation(s) reach its end of life before the order is placed, the product will be substituted with a similar product as indicated on the global product/service substitution form. If the Products and/or Services are not on the Item 21 Attachment, the Customer/ Applicant will be invoiced for those items in full and the Customer's/ Applicant's portion will be adjusted accordingly. Customer understands and agrees that: Customer shall be liable for any discounted amount that Dell submits to USAC for payment if Dell is not at fault for USAC's refusal to pay; Customer is required to pay the non-discounted portion of all eligible discounted invoices in accordance with payment terms stipulated in this Agreement. Customer understands that all goods and services deemed ineligible by USAC at any time and for any reason are to be paid in full by customer.

Compensation shall be based on actual Services provided during the term of this Agreement. Customer shall process invoices and make payments within sixty (60) days from the date of invoice. Purchase orders may be terminated at any time prior to the time that manufacturing begins for Products or resources have been committed for Services.

### **6. SERVICE CERTIFICATIONS**

Customer agrees to sign and submit any required service certifications within the time proscribed by USAC. If Customer disputes the information contained in the service certification, Customer agrees to notify Dell within one calendar day of receipt.

## 7. PRODUCT/ SERVICE SUBSTITUTIONS

Customer agrees to submit product/ service substitution requests for any and all desired changes to product/service delivery from Customer's original Item 21 Description of Products/ Services documentation, unless USAC has already approved a "global" substitution request for the product or service. Vendor shall not be required to deliver any products or services that deviate from the original Description of Products/ Services attachment until product/ service substitution approval has been obtained.

## 8. SERVICE PROVIDER IDENTIFICATION NUMBER ("SPIN") CHANGES

Customer may not submit a SPIN change request to the E-Rate program administrator without prior written consent from Dell.

## 9. ELIGIBLE USERS AND LOCATIONS

Customer understands that discounted equipment and services may only be deployed at eligible locations and used by eligible users. Dell will not install discounted equipment and/or services in ineligible locations or configurations, nor in any configuration that deviates from the originally stated purpose in Customers' Item 21 Attachment or PIA correspondence. Dell will not be held liable for penalties assessed by the E-rate program administrator if Customer moves or reconfigures discounted equipment or services in an ineligible manner.

If at any time and for any reason, the E-rate program administrator determines any products or services to be ineligible for E-rate discounts, Customer will be charged in full for any such items delivered under the Contract.

## 10. REGULATORY COMPLIANCE

Customer certifies that it has complied with all applicable laws, orders and regulations of any governmental authority with jurisdiction over its activities in connection with this Agreement, including, but not limited to gift and entertainment rules applicable to the E-Rate program.

## 11. TERMINATION

Either party may terminate this Agreement at any time by providing at least thirty (30) days prior written notice to the other party. Either Party may terminate this Agreement if the other party commits a material breach of this Agreement and the breach is not cured within ten (10) business days of receipt of written notice from the non-breaching party. If either party gives notices of termination, Dell may, but will not be obligated to, continue to accept orders from Customer following receipt of such notice. The terms and conditions of this Agreement will control the acceptance and shipment of any such orders.

## 12. MISCELLANEOUS

The use of preprinted forms, such as purchase orders, will be for convenience only, and all preprinted terms and conditions stated on such forms will not apply to the Agreement or to goods or services purchased or provided under the Agreement. Dell and Customer acknowledge that Products licensed or sold under this or any resulting Agreement are subject to the export control laws and regulations of the United States or those of other countries in which they are used and agree to abide by those laws and regulations.

NEITHER PARTY WILL BE RESPONSIBLE TO THE OTHER FOR INDIRECT, CONSEQUENTIAL, OR SPECIAL DAMAGES. IN NO EVENT SHALL EITHER PARTY BE RESPONSIBLE TO THE OTHER FOR LOST PROFITS, LOST DATA, NOR FOR ANY DAMAGES THAT EXCEED THE AMOUNT INVOICED FOR THE APPLICABLE PRODUCT OR SERVICES AS SET FORTH IN THIS AGREEMENT. This is the exclusive statement of the understanding between Dell and Customer regarding this subject matter and supersedes any prior or oral agreements between the parties.

This Agreement has been executed on behalf of the Parties by their duly authorized representatives.

<b>Dell Marketing L.P.</b>
Signature: 
Name: Stephanie Miller
Position: Contract Manager
Date:

<b>PIERCE CO RURAL LIBRARY DIST</b>
Signature:
Name:
Position:
Date:

## Attachment 1



### QUOTATION

Quote #:	704620469
Customer #:	8888851
Contract #:	WN32ACA
Customer Agreement #:	T10-MST-296/B27160
Quote Date:	03/30/2015
Date: 3/30/2015    Customer Name:	PIERCE COUNTY LIBRARY SYSTEM

Thanks for choosing Dell! Your quote is detailed below; please review the quote for product and informational accuracy. If you find errors or desire certain changes please contact your sales professional as soon as possible.

Sales Professional Information			
SALES REP:	ELIZABETH D MCCANN	PHONE:	1800 - 4563355
Email Address:	<a href="mailto:Thomas_Bedeian@Dell.com">Thomas_Bedeian@Dell.com</a>	Phone Ext:	80000

GROUP: 1	QUANTITY: 1	SYSTEM PRICE: \$2,500.00	GROUP TOTAL: \$2,500.00
Description			Quantity
Dell Networking Software, Active Fabric Manager (225-4755)			1
Thank you for Your Order (929-3709)			1
Thank you for Your Order (935-6720)			1
Thank you for choosing Dell (973-9009)			1
Active Fabric Manager, Standard Edition, 1 yr subscription (634-0291)			1

<b>*Total Purchase Price:</b>	<b>\$2,735.00</b>
Product Subtotal:	\$2,500.00
Tax:	\$235.00
Shipping & Handling:	\$0.00
State Environmental Fee:	\$0.00
Shipping Method:	LTL 5 DAY OR LESS

*(\* Amount denoted in \$)*



## QUOTATION

Quote #: 704620363  
 Customer #: 8888851  
 Contract #: WN32ACA  
 Customer Agreement #: T10-MST-296/B27160  
 Quote Date: 03/30/2015  
 Date: 3/30/2015 Customer Name: PIERCE COUNTY LIBRARY SYSTEM

Thanks for choosing Dell! Your quote is detailed below; please review the quote for product and informational accuracy. If you find errors or desire certain changes please contact your sales professional as soon as possible.

### Sales Professional Information

SALES REP:	ELIZABETH D MCCANN	PHONE:	1800 - 4563355
Email Address:	<a href="mailto:Thomas_Bedeian@Dell.com">Thomas_Bedeian@Dell.com</a>	Phone Ext:	80000

SOFTWARE & ACCESSORIES		GROUP TOTAL: \$25,800.00	
Product	Quantity	Unit Price	Total
Dell Custom Network Deployment Services (996-5219)	30	\$855.00	\$25,650.00
Dell Custom Network Deployment Services (996-5239)	1	\$85.41	\$85.41
Dell Custom Network Deployment Services (996-5249)	7	\$8.54	\$59.78
Dell Custom Network Deployment Services (996-5259)	5	\$0.85	\$4.25
Dell Custom Network Deployment Services (996-5269)	56	\$0.01	\$0.56
EDT SMB Partner Project Tracking, Information SKU (968-1833)	1	\$0.00	\$0.00

<b>*Total Purchase Price:</b>	<b>\$28,225.20</b>
Product Subtotal:	\$25,800.00
Tax:	\$2,425.20
Shipping & Handling:	\$0.00
State Environmental Fee:	\$0.00
Shipping Method:	LTL 5 DAY OR LESS

(\* Amount denoted in \$)



## QUOTATION

**Quote #:** 704620582  
**Customer #:** 8888851  
**Contract #:** WN32ACA  
**Customer Agreement #:** T10-MST-296/B27160  
**Quote Date:** 03/30/2015  
**Date:** 3/30/2015 **Customer Name:** PIERCE COUNTY LIBRARY SYSTEM

Thanks for choosing Dell! Your quote is detailed below; please review the quote for product and informational accuracy. If you find errors or desire certain changes please contact your sales professional as soon as possible.

### Sales Professional Information

<b>SALES REP:</b>	ELIZABETH D MCCANN	<b>PHONE:</b>	1800 - 4563355
<b>Email Address:</b>	<a href="mailto:Thomas_Bedeian@Dell.com">Thomas_Bedeian@Dell.com</a>	<b>Phone Ext:</b>	80000

### GROUP: 1 QUANTITY: 2 SYSTEM PRICE: \$18,140.97 GROUP TOTAL: \$36,281.94

Description	Quantity
Force10, S4810P, 1RU, 48 x 10GbE SFP+, 4 x 40GbE QSFP+, 1 x AC PSU, 2 x FM, PSU to IO Panels (Reverse) (225-2479)	2
Force10, User Documentation for S4810, DAO/BCC (331-6279)	2
SW Support,Force10 Software ,5 Years (938-8088)	2
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	2
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-5584)	2
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-5601)	2
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-5614)	2
Dell Hardware Limited Warranty Initial Year (996-2670)	2
Dell Hardware Limited Warranty Extended Year(s) (996-2760)	2
On-Site Installation Declined (900-9997)	2
Declined Remote Consulting Service (973-2426)	2
Force10, Software, L3 Latest Version, S4810 (421-6981)	2
Force10, S4810P, AC Power Supply, PSU to IO Panels (Reverse) (331-5105)	2
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 1 Meter (470-AAFE)	2
Dell Networking, Cable, SFP+ to SFP+, 10GbE, Copper Twinax Direct Attach Cable, 3 Meter (470-AAGP)	4
Dell Networking, Jumper Cord, 250V, 12A, 2 Meters, C13/C14, US (450-AASX)	4
Force10 Customer not deploying this switch in iSCSI or FCOE environment. (332-0139)	2
Force10, Rear Rack Mounting Bracket, 4 Post, S4810 (331-5393)	2
ProSupport for, Force10,Layer 3 Enablement, 5 Year (933-1124)	2

### GROUP: 2 QUANTITY: 6 SYSTEM PRICE: \$6,685.85 GROUP TOTAL: \$40,115.10

Description	Quantity
Force10, S55, 1RU, 44 x 10/100/1000 BASE-T, 4 x 1GbE SFP, 1 x AC PSU, 2 x FM, PSU to IO Panels (Reverse) (225-2504)	6
Force10, User Documentation for S55/S60, DAO/BCC (331-6271)	6
ProSupport: 4-Hour 7x24 On-site Service After Problem Diagnosis, 4 Year Extended (933-0164)	6
ProSupport: 7x24 HW / SW Tech Support and Assistance, 5 Years (933-0174)	6

Dell Hardware Limited Warranty Initial Year (935-1367)	6
Dell Hardware Limited Warranty Extended Year(s) (938-7578)	6
Dell ProSupport. For tech support, visit <a href="http://support.dell.com/ProSupport">http://support.dell.com/ProSupport</a> or call 1-800-945-3355 (989-3439)	6
SW Support,Force10 Software ,5 Years (995-9649)	6
Force10, 5 Year Return To Depot Service, Base Warranty (996-0540)	6
ProSupport: 4-Hour 7x24 On-site Service After Problem Diagnosis, Initial Year (996-0580)	6
On-Site Installation Declined (900-9997)	6
Declined Remote Consulting Service (973-2426)	6
Force10, Adapter, Card, 12Gbps, 2 Port, Stacking, S55 (331-5391)	6
Force10, Adapter, Card, 10 GbE, 2 Port, SFP+, S55 (331-5392)	6
Force10, S55, AC Power Supply, PSU to IO Panels (Reverse) (331-5244)	6
Dell Networking, Cable, SFP+ to SFP+, 10GbE, Copper Twinax Direct Attach Cable, 3 Meter (470-AAGP)	6
Force10, Stacking Cable, 60CMS, 12Gbps, S60/S55/S50/S25 (331-5264)	6
Dell Networking, Jumper Cord, 250V, 12A, 2 Meters, C13/C14, US (450-AASX)	12
Force10, Rear Rack Mounting Bracket, 4 Post, S55 (331-5252)	6

**GROUP: 3 QUANTITY: 2 SYSTEM PRICE: \$30,390.38 GROUP TOTAL: \$60,780.76**

Description	Quantity
Dell Networking, S6000, 1U, 32 x 40GbE QSFP+, 2 x AC PSU, 3 x Fan Modules, PSU to IO Panel (Reverse) Airflow (210-AAUC)	2
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	2
Dell Hardware Limited Warranty Extended Year(s) (955-0866)	2
Dell Hardware Limited Warranty Initial Year (955-0867)	2
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (955-0988)	2
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (955-0989)	2
ProSupport Plus: 7x24 HW / SW Tech Support and Assistance, 5 Years (955-0998)	2
On-Site Installation Declined (900-9997)	2
ProSupport for, Force10,Layer 3 Enablement, 5 Year (933-1124)	2
Force10, Software, iSCSI-Optimized Configuration (634-BBDX)	2
Dell Networking S6000, USER DOCS, DAO/BCC (634-BBEF)	2
Dell Networking, Jumper Cord, 250V, 12A, 2 Meters, C13/C14, US (450-AASX)	4
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 1 Meter (470-AAFE)	4
Dell Networking,Transceiver,40GE QSFP+ Short Reach Optics,850nm Wavelength,100-150m Reach on OM3/OM4 (407-BBBY)	2
Dell Networking, Cable, OM3 MTP to 4xLC, 1M (QSFP+, SFP+ Optics required, not included) (470-AAFL)	2
Force10, Software, L3 Latest Version, S6000 (634-BBDZ)	2

**GROUP: 4 QUANTITY: 21 SYSTEM PRICE: \$5,111.08 GROUP TOTAL: \$107,332.68**

Description	Quantity
Dell Networking N3048P, L3, POE+, 48x 1GbE, 2xCombo, 2x 10GbE SFP+ fixed ports, Stacking, IO to PSU air, 1x 1100w AC PSU (210-ABOH)	21
Thank you for choosing Dell ProSupport Plus. For tech support. visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a>	21

(951-2015)	
Dell Hardware Limited Warranty Initial Year (966-3310)	21
Dell Hardware Limited Warranty Extended Year(s) (966-3312)	21
Lifetime Limited Hardware Warranty with Basic Hardware Service Next Business Day Parts Only on Your Network Switch (966-3320)	21
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (966-3505)	21
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (966-3513)	21
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (966-3567)	21
On-Site Installation Declined (900-9997)	21
US Order (332-1286)	21
Dell Networking N2000/3000 Series User Guide (343-BBBQ)	21
Power Supply, 1100w, Hot Swap, Required for more than 900 watts of POE+, or for redundancy (450-ABKF)	21
Power Cord, 125V, 13A, 6 Feet, C15 to NEMA 5-15P (450-ADYH)	42

**GROUP: 5 QUANTITY: 32 SYSTEM PRICE: \$2,984.81 GROUP TOTAL: \$95,513.92**

Description	Quantity
Dell Networking N2048P, L2, POE+, 48x 1GbE + 2x 10GbE SFP+ fixed ports, Stacking, IO to PSU air, AC (210-ABNY)	32
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	32
Dell Hardware Limited Warranty Initial Year (966-3149)	32
Dell Hardware Limited Warranty Extended Year(s) (966-3150)	32
Lifetime Limited Hardware Warranty with Basic Hardware Service Next Business Day Parts Only on Your Network Switch (966-3154)	32
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (966-3246)	32
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (966-3250)	32
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (966-3277)	32
On-Site Installation Declined (900-9997)	32
US Order (332-1286)	32
Dell Networking N2000/3000 Series User Guide (343-BBBQ)	32
Power Cord, 125V, 13A, 6 Feet, C15 to NEMA 5-15P (450-ADYH)	32

**GROUP: 6 QUANTITY: 1 SYSTEM PRICE: \$4,484.57 GROUP TOTAL: \$4,484.57**

Description	Quantity
Open Manage Network Manager Subscription (210-ADJS)	1
Thank you for Your Order (929-3709)	1
Thank you for Your Order (935-6720)	1
Thank you for choosing Dell (974-0508)	1
US Order (332-1286)	1
Open Manage Network Manager, 50 devices 5 year subscription (634-BCMS)	1

<b>SOFTWARE &amp; ACCESSORIES</b>		<b>GROUP TOTAL: \$49,691.25</b>	
<b>Product</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Total</b>
NETWORK SECURITY ADMIN TRAINING 2DAY INSTRUC LED CLASS 1SEAT (A7487186)	1	\$897.75	\$897.75
Dell SonicWALL SuperMassive 9200 High Availability - 1-User Rack Mountable (A6833467)	1	\$8,503.65	\$8,503.65
2YR CGSS BUNDL FOR SUPERMASSIVE 9200 (A7483633)	1	\$9,912.60	\$9,912.60
SONIC OS SECURITY PROFESSIONAL INSTRUCTOR LED TRAINING (A7487187)	1	\$897.75	\$897.75
Customer Kit, Dell Networking, Transceiver, SFP+, 10 GbE, SR (331-5311)	18	\$324.00	\$5,832.00
Stacking Cable, for Dell N2000 or N3000 series switches (no cross-series stacking), 1m, Customer Kit (470-AAPW)	23	\$44.55	\$1,024.65
Dell SonicWALL SuperMassive 9200 Secure Upgrade Plus - 3-Year (A6833480)	1	\$22,060.35	\$22,060.35
ANALYZER REPORTING SOFTWARE NSA5600 6600 E-CLASS SUPERMASSIVE (A7483569)	1	\$562.50	\$562.50

<b>*Total Purchase Price:</b>		<b>\$431,255.01</b>
<b>Product Subtotal:</b>		\$394,200.22
<b>Tax:</b>		\$37,054.79
<b>Shipping &amp; Handling:</b>		\$0.00
<b>State Environmental Fee:</b>		\$0.00
<b>Shipping Method:</b>		LTL 5 DAY OR LESS

(\* Amount denoted in \$)



# QUOTATION

Quote #: 704620805  
 Customer #: 8888851  
 Contract #: WN32ACA  
 Customer Agreement #: T10-MST-296/B27160  
 Quote Date: 03/30/2015  
 Date: 3/30/2015 Customer Name: PIERCE COUNTY LIBRARY SYSTEM

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Sales Professional Information			
SALES REP:	LESLEY BOATRIGHT	PHONE:	1800 - 4563355
Email Address:	<a href="mailto:Thomas_Bedeian@Dell.com">Thomas_Bedeian@Dell.com</a>	Phone Ext:	80000

SOFTWARE & ACCESSORIES		GROUP TOTAL: \$6,290.00	
Product	Quantity	Unit Price	Total
Dell Custom Security Network Deployment Services (972-1023)	8	\$714.28	\$5,714.24
Dell Custom Security Network Deployment Services (972-1024)	1	\$357.12	\$357.12
Dell Custom Security Network Deployment Services (972-1025)	3	\$71.42	\$214.26
Dell Custom Security Network Deployment Services (972-1027)	6	\$0.72	\$4.32
Dell Custom Security Network Deployment Services (972-1028)	6	\$0.01	\$0.06
EDT SMB Partner Project Tracking, Information SKU (968-1833)	1	\$0.00	\$0.00

<b>*Total Purchase Price:</b>		<b>\$6,881.27</b>
Product Subtotal:		\$6,290.00
Tax:		\$591.27
Shipping & Handling:		\$0.00
State Environmental Fee:		\$0.00
Shipping Method:		LTL 5 DAY OR LESS

(\* Amount denoted in \$)



## QUOTATION

Quote #: 703633819  
 Customer #: 8888851  
 Contract #: WN32ACA  
 Customer Agreement #: T10-MST-296/B27160  
 Quote Date: 03/16/2015  
 Date: 3/16/2015 Customer Name: PIERCE COUNTY LIBRARY SYSTEM

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### Sales Professional Information

SALES REP:	ELIZABETH D MCCANN	PHONE:	1800 - 4563355
Email Address:	<a href="mailto:Thomas_Bedeian@Dell.com">Thomas_Bedeian@Dell.com</a>	Phone Ext:	80000

SOFTWARE & ACCESSORIES		GROUP TOTAL: \$60,069.46	
Product	Quantity	Unit Price	Total
Pierce County- Dell Only DCF Racks (A8257111)	1	\$4,431.79	\$4,431.79
Pierce County-Dell Only APM 45kVA (A8257168)	1	\$51,111.23	\$51,111.23
Pierce County-Dell Only MPH PDU (A8262888)	1	\$4,526.44	\$4,526.44

<b>*Total Purchase Price:</b>	<b>\$65,716.00</b>
Product Subtotal:	\$60,069.46
Tax:	\$5,646.54
Shipping & Handling:	\$0.00
State Environmental Fee:	\$0.00
Shipping Method:	LTl 5 DAY OR LESS

(\* Amount denoted in \$)

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For certain products shipped to end-users in California, a State Environmental Fee will be applied to your invoice. Dell encourages customers to dispose of electronic equipment properly.

All information supplied to PIERCE COUNTY LIBRARY SYSTEM for the purpose of this proposal is to be considered confidential information belonging to Dell.

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# MEMO

Date: March 25, 2015

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

From: Karim Adib, Digital Experience Director

Subject: Servers, Storage System and Staff PCs

The majority of library servers are outside their warranty period or about to have their warranty expire. Some of the servers are quite old and lacking the necessary memory and performance required to handle the demands of modern application. In almost all cases, the library's servers are configured in a single instance scenario, which means if the single server fails there is no other server to provide that same service. In a highly integrated environment, a single server failing will cause services on multiple servers to fail as well.

Data is the most valuable asset of any Information Technology department and as such, the availability, performance and stability of data systems are of paramount importance. Currently, the library has one new data storage system but all other data storage systems in use are quite old and their upkeep is a drain on library resources.

The Information Technology department is requesting Board authorization to acquire the necessary technology to upgrade the library's servers and storage architecture:

1) We are requesting a **motion to authorize the Information Technology department to expend \$314,612.90 with Dell Inc., for products and services listed under Attachment C - Dell Servers and SAN.** The agreement provides Blade Servers, High Performance (sideways) Network Switch and a High Performance Storage Area Network. Five years of mission critical support is included. By executing this agreement, the Information Technology department will be able to provide a parallel and fully redundant servers and storage solutions for high availability and mission critical applications.

Additionally, the Desktop PCs used by staff are quite old and starting to create operational and public service issues. The operational drain on the Information Technology department is substantial. The library has two technicians for over 900 PCs. The inefficiency created by these aging devices in all library departments is noticeable.

The information Technology department is requesting Board authorization to acquire the necessary technology to upgrade staff PCs at all library locations:

2) We are requesting a **motion to authorize the Information Technology department to expend an amount not to exceed \$260,000 with Dell Inc., for products and services listed under Attachment D - Dell Desktops.** The agreement provides desktop PCs. Four years of support is included. By executing this agreement, the Information Technology department will be able to upgrade all staff Desktop PCs throughout the library.

						Company	PIERCE COUNTY LIBRARY SYSTEM
Quote Date						12/3/14	
Quote #	Product Description	QTY	Subtotal	Tax	Shipping	Customer #	8888851
						Extended	Application Description
<a href="#">696866326</a>	Blade Server Enclosure, (2)M620s, (7)M420s	1	\$81,377.67	\$7,649.51	\$0.00	\$89,027.18	
<a href="#">696817149</a>	Blade Server Enclosure, (3)M620s, (4)M420s	1	\$74,970.45	\$7,047.27	\$0.00	\$82,017.72	
<a href="#">DLA86978</a>	SC4020	1	\$108,477.40	\$10,196.94	\$0.00	\$118,674.34	
<b>Adam Dehler</b> <a href="mailto:Adam_Deher@Dell.com">Adam_Deher@Dell.com</a> 512.513.3771							
						Shipping (no charge with WSCA)	\$0.00
						Sales Tax	\$24,893.66
<b>Grand Total</b>							<b>\$314,612.90</b>



### QUOTATION

Quote #: 696866326  
 Customer #: 8888851  
 Contract #: WN32ACA  
 Customer Agreement #: T10-MST-296/B27160  
 Quote Date: 12/3/2014

Date: 11/26/2014

Customer Name: PIERCE COUNTY LIBRARY SYSTEM

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#### Sales Professional Information

SALES REP: LESLEY BOATRIGHT PHONE: 1800 - 4563355  
 Email Address: [lesley\\_boatright@dell.com](mailto:lesley_boatright@dell.com) Phone Ext: 80000

GROUP: 1	QUANTITY: 1	SYSTEM PRICE: \$5,283.01	GROUP TOTAL: \$5,283.01
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- Blade Server Enclosure, No Blades, M1000E, PowerEdge (223-3244) 1
- Thank you for choosing Dell ProSupport Plus. For tech support, visit <http://www.dell.com/contactdell> (951-2015) 1
- ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-3665) 1
- ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-3668) 1
- ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-3694) 1
- Dell Hardware Limited Warranty Plus On Site Service Extended Year(s) (989-0728) 1
- Dell Hardware Limited Warranty Plus On Site Service Initial Year (989-0747) 1
- Installation of a Dell Server, Storage or Peripheral Device, Blade Enclosure (989-0689) 1
- Proactive Maintenance Service Declined (926-2979) 1
- Redundant Power Supplies (3+3, 2700W) High Efficiency, M1000e Blade Chassis (331-0824) 1
- Redundant Chassis Management Controller, PowerEdge M1000E (311-7787) 1
- Flex Address Plus Enabled (342-1668) 1
- CMC Extended Storage Card (342-2666) 1
- No Operating System Media Kit (420-1908) 1
- Dell OpenManage CD Kit for PowerEdge M420 Blade Server (331-7711) 1
- Users Guide, PowerEdge M-Series Blades (330-4117) 1
- Dell OpenManage CD Kit for PowerEdge M1000E Blade Server Chassis (310-9694) 1
- Users Guide, PowerEdge M-Series Blades (330-4117) 1
- Redundant Ethernet Switch Configuration (311-8060) 1
- No I/O Modules, (I/O Bay Filler Panels, Qty 2) M1000E Blade Server Chassis (310-9711) 1
- No I/O Modules, (I/O Bay Filler Panels, Qty 2) M1000E Blade Server Chassis (310-9711) 1
- PowerEdge M-Series Blade Multipack Box Processor FamilyLabel, Intel (310-9952) 1
- Rack Chassis w/Rapid Rails forDell, HPQ or other Square HoleRacks (310-9689) 1
- Avocent Integrated KVM Analog Switch Module, PowerEdge M1000E Chassis (430-2628) 1
- Power Cords, QTY3, 2FT C19/C20 for M1000E Server Blade Chassis (330-0146) 2
- User Guide, Force10 MXL Blade Switch (331-8184) 1
- Serial I/O Management Cable, for Ethernet Blade Switches (310-9696) 1
- Blade Blanking Panel for PowerEdge M1000E Blade Server Chassis (310-9709) 10
- M420 Sleeve (318-2252) 2
- M420 Sleeve Blank (331-7857) 1

GROUP: 2	QUANTITY: 1	SYSTEM PRICE: \$8,701.37	GROUP TOTAL: \$8,701.37
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- PowerEdge M620 Blade Server, Intel Xeon E-26XX Processors (210-ABVM) 1
- PowerEdge M620 Regulatory Label, DAO (389-BDFT) 1
- Hard Drive Blank (400-ABHQ) 1
- PowerEdge M620 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (591-BBBM) 1
- No OS, No Utility Partition (421-2869) 1
- Broadcom 57840S 10Gb Quad Port KR Blade Network Daughter Card (540-BBCQ) 1
- 30 days Trial License for Vmware Enterprise Plus (600-BBBC) 1
- VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB) 1
- No Operating System Media Kit (420-1908) 1
- Dell Hardware Limited Warranty Plus On Site Service Initial Year (936-2207) 1
- Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-5208) 1
- Thank you for choosing Dell ProSupport Plus. For tech support, visit <http://www.dell.com/contactdell> (951-2015) 1
- ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6574) 1
- ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6577) 1
- ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6596) 1
- Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937) 1
- Proactive Maintenance Service Declined (926-2979) 1
- Asset Tag Order Details (366-0188) 1
- CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262) 1
- No System Documentation, No OpenManage DVD Kit (310-5171) 1
- System ordered as part of Multipack order (330-4118) 1
- 12G iDRAC7 Enterprise for Blades (421-5357) 1
- Serial-Attach SCSI Backplane for M620 (331-4358) 1
- Standard Cooling (331-4951) 1
- Diskless Configuration with PERC (331-8676) 1
- No Controller (342-1211) 1
- PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361) 1
- Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz (338-BDBD) 1

DIMM Blanks for Systems with 2 Processors (317-8688)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz,2nd Proc (338-BDBS)	1
8GB RDIMM, 1866MT/s, Standard Volt, Dual Rank, x8 Data Width (370-ABQZ)	24
1866MT/s RDIMMs (370-AAWM)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 3</b>	<b>QUANTITY: 1</b>	<b>SYSTEM PRICE: \$14,804.10</b>	<b>GROUP TOTAL: \$14,804.10</b>
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PowerEdge M620 Blade Server, Intel Xeon E-26XX Processors (210-ABVM)	1
PowerEdge M620 Regulatory Label, DAO (389-BDFT)	1
Hard Drive Blank (400-ABHQ)	1
PowerEdge M620 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (591-BBBM)	1
No OS, No Utility Partition (421-2869)	1
Broadcom 57840S 10Gb Quad Port KR Blade Network Daughter Card (540-BBCQ)	1
30 days Trial License for VMware Enterprise Plus (600-BBBC)	1
VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB)	1
No Operating System Media Kit (420-1908)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (936-2207)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-5208)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6574)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6577)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6596)	1
Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937)	1
Proactive Maintenance Service Declined (926-2979)	1
Asset Tag Order Details (366-0188)	1
CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
System ordered as part of Multipack order (330-4118)	1
12G iDRAC7 Enterprise for Blades (421-5357)	1
Serial-Attach SCSI Backplane for M620 (331-4358)	1
Standard Cooling (331-4951)	1
Diskless Configuration with PERC (331-8676)	1
No Controller (342-1211)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz (338-BDBD)	1
DIMM Blanks for Systems with 2 Processors (317-8688)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz,2nd Proc (338-BDBS)	1
32GB LRDIMM, 1866MT/s, Standard Volt, Quad Rank, x4 Data Width (370-ABGL)	16
1866MT/s LRDIMMs (379-BBGJ)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 4</b>	<b>QUANTITY: 7</b>	<b>SYSTEM PRICE: \$5,320.97</b>	<b>GROUP TOTAL: \$37,246.79</b>
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PowerEdge M420 Blade Server, Intel Xeon E-24XX v2 Processors (210-ACBB)	1
M-Series 1.8in Hard Drive Filler Panel (329-BBXD)	1
PowerEdge M420 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (329-BBXE)	1
PowerEdge M420 Regulatory Label, DAO (389-BDVL)	1
No OS, No Utility Partition (421-2869)	1
Onboard Broadcom 57810 Dual Port10GBE (331-7705)	1
No PCIe Pass-Through Mezzanine Adapter (331-7858)	1
30 days Trial License for VMware Enterprise Plus (600-BBBC)	1
VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB)	1
No Operating System Media Kit (420-1908)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (939-7797)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-7807)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6458)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6464)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6483)	1
Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937)	1
Proactive Maintenance Service Declined (926-2979)	1
Declined Remote Consulting Service (973-2426)	1
Asset Tag Order Details (366-0188)	1

CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262)	1
No Documentation (310-1972)	1
System ordered as part of Multipack order (330-4118)	1
12G iDRAC7 Enterprise for Blades (421-5357)	1
Standard Cooling (331-8757)	1
Diskless Configuration (331-7706)	1
Hard drive blank (342-5494)	1
Embedded H310 Controller (342-4781)	1
PE M420 Heatsink For 2 Processors (331-7710)	1
Intel Xeon E5-2450 v2 2.50GHz, 20M Cache, 8.0GT/s QPI, Turbo, 8C, 95W, Max Mem 1600MHz (338-BDWH)	1
DIMM Blanks for Systems with 2 Processor (319-0366)	1
DIMM Blanks for Systems with 2 Processor (319-0366)	1
PE M420 Heatsink For 2 Processors (331-7710)	1
Intel Xeon E5-2450 v2 2.50GHz, 20M Cache, 8.0GT/s QPI, Turbo, 8C, 95W (374-BBFL)	1
8GB RDIMM, 1600MT/s, Low Volt, Single Rank, x4 Data Width (370-AAVV)	6
1600MT/s RDIMMS (331-4424)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 5</b>	<b>QUANTITY: 2</b>	<b>SYSTEM PRICE: \$7,671.20</b>	<b>GROUP TOTAL: \$15,342.40</b>
Dell Force10 MXL 10/40 GbE DCB Blade Switch, Factory Installed in M1000e Chassis, Redundant (225-3527)			1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (935-1685)			1
SW Support,Force 10 MXL10/40GbE,90 Day (935-1725)			1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (935-2665)			1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)			1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-5145)			1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-5167)			1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-5168)			1
Installation and Layer-3 implementation of one Dell Networking Ethernet Switch: S, N, M, or X-Series (938-5498)			1
Declined Remote Consulting Service (973-2426)			1
QSFP+ 40GbE Module, 2-Port, Hot Swap, used for 40GbE Uplink, Stacking, or 8x 10GbE Breakout (331-8186)			1
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 0.5 m (470-AAIB)			1
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 5 Meters (470-AAFF)			1

**\*Total Purchase Price: \$89,027.18**

Product Subtotal:	\$81,377.67
Tax:	\$7,649.51
Shipping & Handling:	\$0.00
State Environmental Fee:	\$0.00
Shipping Method:	LTL 5 DAY OR LESS
	(* Amount denoted in \$)

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**QUOTATION**

Quote #: 696817149  
Customer #: 8888851  
Contract #: WN32ACA  
Customer Agreement #: T10-MST-296/B27160  
Quote Date: 12/3/2014

Date: 11/26/2014

Customer Name: PIERCE COUNTY LIBRARY SYSTEM

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**Sales Professional Information**

SALES REP: LESLEY BOATRIGHT PHONE: 1800 - 4563355  
Email Address: [lesley\\_boatright@dell.com](mailto:lesley_boatright@dell.com) Phone Ext: 80000

**GROUP: 1 QUANTITY: 1 SYSTEM PRICE: \$5,283.01 GROUP TOTAL: \$5,283.01**

Blade Server Enclosure, No Blades, M1000E, PowerEdge (223-3244)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-3665)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-3668)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-3694)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year(s) (989-0728)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (989-0747)	1
Installation of a Dell Server, Storage or Peripheral Device, Blade Enclosure (989-0689)	1
Proactive Maintenance Service Declined (926-2979)	1
Redundant Power Supplies (3+3, 2700W) High Efficiency, M1000e Blade Chassis (331-0824)	1
Redundant Chassis Management Controller, PowerEdge M1000E (311-7787)	1
Flex Address Plus Enabled (342-1668)	1
CMC Extended Storage Card (342-2666)	1
No Operating System Media Kit (420-1908)	1
Dell OpenManage CD Kit for PowerEdge M420 Blade Server (331-7711)	1
Dell OpenManage CD Kit for PowerEdge M620 Blade Server (331-4356)	1
Users Guide, PowerEdge M-Series Blades (330-4117)	1
Dell OpenManage CD Kit for PowerEdge M1000E Blade Server Chassis (310-9694)	1
Users Guide, PowerEdge M-Series Blades (330-4117)	1
Redundant Ethernet Switch Configuration (311-8060)	1
No I/O Modules, (I/O Bay Filler Panels, Qty 2) M1000E Blade Server Chassis (310-9711)	1
No I/O Modules, (I/O Bay Filler Panels, Qty 2) M1000E Blade Server Chassis (310-9711)	1
PowerEdge M-Series Blade Multipack Box Processor FamilyLabel, Intel (310-9952)	1
Rack Chassis w/Rapid Rails forDell, HPQ or other Square HoleRacks (310-9689)	1
Avocent Integrated KVM Analog Switch Module, PowerEdge M1000E Chassis (430-2628)	1
Power Cords, QTY3, 2FT C19/C20 for M1000E Server Blade Chassis (330-0146)	2
Serial I/O Management Cable, for Ethernet Blade Switches (310-9696)	1
User Guide, Force10 MXL Blade Switch (331-8184)	1
Blade Blanking Panel for PowerEdge M1000E Blade Server Chassis (310-9709)	13
M420 Sleeve (318-2252)	1

**GROUP: 2 QUANTITY: 2 SYSTEM PRICE: \$8,701.37 GROUP TOTAL: \$17,402.74**

PowerEdge M620 Blade Server, Intel Xeon E-26XX Processors (210-ABVM)	1
PowerEdge M620 Regulatory Label, DAO (389-BDFT)	1
Hard Drive Blank (400-ABHQ)	1
PowerEdge M620 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (591-BBBM)	1
No OS, No Utility Partition (421-2869)	1
Broadcom 57840S 10Gb Quad Port KR Blade Network Daughter Card (540-BBCQ)	1
30 days Trial License for Vmware Enterprise Plus (600-BBBC)	1
VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB)	1
No Operating System Media Kit (420-1908)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (936-2207)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-5208)	1
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ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6574)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6577)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6596)	1
Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937)	1
Proactive Maintenance Service Declined (926-2979)	1
CS,FEE,INTG,SO,AT,Medium,ORDDET,Factory Install (366-0188)	1
CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
System ordered as part of Multipack order (330-4118)	1
12G iDRAC7 Enterprise for Blades (421-5357)	1
Serial-Attach SCSI Backplane for M620 (331-4358)	1
Standard Cooling (331-4951)	1
Diskless Configuration with PERC (331-8676)	1
No Controller (342-1211)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz (338-BDBD)	1

DIMM Blanks for Systems with 2 Processors (317-8688)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz,2nd Proc (338-BDBS)	1
8GB RDIMM, 1866MT/s, Standard Volt, Dual Rank, x8 Data Width (370-ABQZ)	24
1866MT/s RDIMMs (370-AAWM)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 3</b>	<b>QUANTITY: 1</b>	<b>SYSTEM PRICE: \$14,804.10</b>	<b>GROUP TOTAL: \$14,804.10</b>
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PowerEdge M620 Blade Server, Intel Xeon E-26XX Processors (210-ABVM)	1
PowerEdge M620 Regulatory Label, DAO (389-BDFT)	1
Hard Drive Blank (400-ABHQ)	1
PowerEdge M620 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (591-BBBM)	1
No OS, No Utility Partition (421-2869)	1
Broadcom 57840S 10Gb Quad Port KR Blade Network Daughter Card (540-BBCQ)	1
30 days Trial License for VMware Enterprise Plus (600-BBBC)	1
VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB)	1
No Operating System Media Kit (420-1908)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (936-2207)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-5208)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6574)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6577)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6596)	1
Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937)	1
Proactive Maintenance Service Declined (926-2979)	1
CS,FEE,INTG,SO,AT,Medium,ORDDT,Factory Install (366-0188)	1
CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
System ordered as part of Multipack order (330-4118)	1
12G iDRAC7 Enterprise for Blades (421-5357)	1
Serial-Attach SCSI Backplane for M620 (331-4358)	1
Standard Cooling (331-4951)	1
Diskless Configuration with PERC (331-8676)	1
No Controller (342-1211)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz (338-BDBD)	1
DIMM Blanks for Systems with 2 Processors (317-8688)	1
PE M620 Heatsink For 2 Processors,LGA,2.2X3.9X1 (331-4361)	1
Intel Xeon E5-2650v2 2.6GHz, 20M Cache, 8.0GT/s QPI, Turbo, HT, 8C, 95W, Max Mem 1866MHz,2nd Proc (338-BDBS)	1
32GB LRDIMM, 1866MT/s, Standard Volt, Quad Rank, x4 Data Width (370-ABGL)	16
1866MT/s LRDIMMs (379-BBGJ)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 4</b>	<b>QUANTITY: 4</b>	<b>SYSTEM PRICE: \$5,534.55</b>	<b>GROUP TOTAL: \$22,138.20</b>
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PowerEdge M420 Blade Server, Intel Xeon E-24XX v2 Processors (210-ACBB)	1
M-Series 1.8in Hard Drive Filler Panel (329-BBXD)	1
PowerEdge M420 Motherboard, TPM, Intel Xeon E5-26XX v2 Processors (329-BBXE)	1
PowerEdge M420 Regulatory Label, DAO (389-BDVL)	1
No OS, No Utility Partition (421-2869)	1
Onboard Broadcom 57810 Dual Port10GBE (331-7705)	1
No PCIe Pass-Through Mezzanine Adapter (331-7858)	1
30 days Trial License for VMware Enterprise Plus (600-BBBC)	1
VMware ESXi 5.5 U2 Embedded Image on Flash Media (600-BBQB)	1
No Operating System Media Kit (420-1908)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (939-7797)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (939-7807)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-6458)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-6464)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-6483)	1
Installation of a Dell Server, Storage or Peripheral Device, PE Server LWT (985-0937)	1
Proactive Maintenance Service Declined (926-2979)	1
Declined Remote Consulting Service (973-2426)	1
CS,FEE,INTG,SO,AT,Medium,ORDDT,Factory Install (366-0188)	1

CFI,Information,VAL,CHASSISDEF,Factory Install (377-8262)	1
No Documentation (310-1972)	1
System ordered as part of Multipack order (330-4118)	1
12G iDRAC7 Enterprise for Blades (421-5357)	1
Standard Cooling (331-8757)	1
Diskless Configuration (331-7706)	1
Hard drive blank (342-5494)	1
Embedded H310 Controller (342-4781)	1
PE M420 Heatsink For 2 Processors (331-7710)	1
Intel Xeon E5-2450 v2 2.50GHz, 20M Cache, 8.0GT/s QPI, Turbo, 8C, 95W, Max Mem 1600MHz (338-BDWH)	1
DIMM Blanks for Systems with 2 Processor (319-0366)	1
DIMM Blanks for Systems with 2 Processor (319-0366)	1
PE M420 Heatsink For 2 Processors (331-7710)	1
Intel Xeon E5-2450 v2 2.50GHz, 20M Cache, 8.0GT/s QPI, Turbo, 8C, 95W (374-BBFL)	1
8GB RDIMM, 1600MT/s, Low Volt, Single Rank, x4 Data Width (370-AAVV)	6
1600MT/s RDIMMS (331-4424)	1
Performance Optimized (331-4428)	1
No Hard Drive (341-9160)	1
No System Documentation, No OpenManage DVD Kit (310-5171)	1
2GB SD Card For RIPS (342-1627)	1
2GB SD Card For RIPS (342-1627)	1
Enable Redundant SD Cards (468-4612)	1
OpenManage Integration for VMware vCenter,1Server,5Year (634-BBLP)	1

<b>GROUP: 5</b>	<b>QUANTITY: 2</b>	<b>SYSTEM PRICE: \$7,671.20</b>	<b>GROUP TOTAL: \$15,342.40</b>
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Dell Force10 MXL 10/40 GbE DCB Blade Switch, Factory Installed in M1000e Chassis, Redundant (225-3527)	1
Dell Hardware Limited Warranty Plus On Site Service Initial Year (935-1685)	1
SW Support,Force 10 MXL10/40GbE,90 Day (935-1725)	1
Dell Hardware Limited Warranty Plus On Site Service Extended Year (935-2665)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (951-5145)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 5 Year (951-5167)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 4 Year Extended (951-5168)	1
Installation and Layer-3 implementation of one Dell Networking Ethernet Switch: S, N, M, or X-Series (938-5498)	1
Declined Remote Consulting Service (973-2426)	1
QSFP+ 40GbE Module, 2-Port, Hot Swap, used for 40GbE Uplink, Stacking, or 8x 10GbE Breakout (331-8186)	1
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 0.5 m (470-AAIB)	1
Dell Networking, Cable, QSFP+ to QSFP+, 40GbE Passive Copper Direct Attach Cable, 5 Meters (470-AAFF)	1

<b>*Total Purchase Price:</b>	<b>\$82,017.72</b>
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Product Subtotal:	\$74,970.45
Tax:	\$7,047.27
Shipping & Handling:	\$0.00
State Environmental Fee:	\$0.00
Shipping Method:	LTL 5 DAY OR LESS
	(* Amount denoted in \$)

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## Compellent Quote for PIERCE CO RURAL LIBRARY DIST

Dell Marketing, LP  
P.O. Box 149257  
Austin, TEXAS 78714

**ROM Configuration #:** DLA86978  
**Contract Code:** WN32ACA  
**Prepared By:** Paul Wishall  
**SFDC Deal Id:** 9235278  
**Type:** System

**Bill To:**  
PIERCE CO RURAL LIBRARY DIST  
3005 112th St E Ste E  
Tacoma, WA 98446

Description	Model Number	Dell SKU	Quantity	Years of Support	1 Yr Base Unit Price	List Price	Subtotal
<b>Hardware &amp; Drives</b>							
SC4020 10Gb iSCSI - 4ports (6pack drives)	CT-SC4020-BASE-iSCSI6		1			\$12,055.00	\$12,055.00
6-Pack, Dell 1.2TB, SAS, 6Gb, 2.5", 10K, HDD	DS-SAS6-25-1200X10K-6X-Y		2			\$13,140.00	\$26,280.00
1.2TB, SAS, 6Gb, 10K HDD	DS-SAS6-25-1200X10K-D		12			\$2,190.00	\$26,280.00
6pack, Dell 800GB, SAS 6Gb, 2.5 SSD, W/1	DS-SAS6-25-800XSSD-6X-WI-Y		2			\$79,800.00	\$159,600.00
Enclosure Blank, SAS, 6 Gb, Drive Bay Blank, 2.5"	EN-BLUNK-SAS6-25-D		12			\$10.00	\$120.00
Compellent SC220 Enclosure, 2.5" 24-Bay	EN-SC220-2425		1			\$5,830.00	\$5,830.00
6Gb Mini-SAS to Mini-SAS Cable, 2M, Qty 2	PA-CBL-SAS-2M-D		1			\$187.00	\$187.00
C13-C14, PDU, 12AMP, 6.5 FT (2m), Power Cord, Qty2	PA-PC-2M-D		1			\$20.00	\$20.00
C13-C14, PDU, 12AMP, 6.5 FT (2m), Power cord, Qty2	PA-PC-2M-Y		1			\$20.00	\$20.00
Ready Rails II Static Rails for 4-post Racks	PA-RK-RR2-D		1			\$100.00	\$100.00
<b>Software</b>							
SW, Storage Center OS Core Base License	SW-CORE-BASE48		1			\$0.00	\$0.00
SW, Performance Bundle Base License	SW-PERF-BASE48		1			\$6,000.00	\$6,000.00
SW, Remote Data Protection Bundle Base License	SW-RDP-BASE48		1			\$5,000.00	\$5,000.00
SW, Replay Manager Enterprise License, Unlimited	SW-RMSV-EN	A7389500	1			\$15,840.00	\$15,840.00
<b>Training</b>							
DES-ILT Compellent Admin Training 4 Day	973-7428		1			\$4,995.00	\$4,995.00
<b>Professional Services</b>							
Installation and Implementation of a Dell Compellent SC4xxx Storage Array, up to 4 hosts	975-2971		1			\$5,388.58	\$5,388.58
Implementation of Dell Compellent Replay Manager, up to 4 hosts	975-2992		1			\$3,820.00	\$3,820.00

Description	Model Number	Dell SKU	Quantity	Years of Support	1 Yr Base Unit Price	Amount	Subtotal
<b>Copilot Support (CML-HWMTCS)</b>							
CT-SC4020-BASE-MTCH : Support, 24x7, Dell/Compellent Series SC4020	CT-SC4020-BASE-MTCH		1	5		\$7,958.77	\$7,958.77
EN-SC220-2425-MTCH : Support, 24x7, Enclosure, SC220, 2.5" 24-bay	EN-SC220-2425-MTCH		1	5		\$5,792.00	\$5,792.00

Description	Model Number	Dell SKU	Quantity	Years of Support	1 Yr Base Unit Price	Amount	Subtotal
<b>Support Center (CML-SWMTCS)</b>							
SW-CORE-BASE48-MTCS : Support, 24x7, SW, Storage Center OS Core	SW-CORE-BASE48-MTCS		1	5		\$3,000.15	\$3,000.15
SW-PERF-BASE48-MTCS : Support, 24x7, SW, Performance Bundle	SW-PERF-BASE48-MTCS		1	5		\$5,999.85	\$5,999.85
SW-RDP-BASE48-MTCS : Support, 24x7, SW, Remote Data Protection Bundle	SW-RDP-BASE48-MTCS		1	5		\$4,999.95	\$4,999.95
SW-RMSV-EN-MTCS : Support, 24x7, Replay Manager Enterprise License, Unlimited	SW-RMSV-EN-MTCS	972-9745	1	5		\$10,691.10	\$10,691.10

<b>Totals</b>
Power (Watts): 950
Heat (BTUs): 3,243.00
Rack Units: 4
Weight (Lbs): 111
FC (Raw TB): 0
SATA (Raw TB): 0
SSD (Raw TB): 9.6
SAS (Raw TB): 28.8
Total (Raw TB): 38.4

Hardware Total	\$230,492.00
Software Total	\$0.00
VA Software Total	\$26,840.00
Copilot Support Total	\$13,750.77
VA Software Support Total	\$24,691.05
Training Total	\$4,995.00
Professional Services Total	\$9,208.58
<b>Subtotal</b>	<b>\$309,977.48</b>
Discount	(\$201,500.00)
Freight	\$0.00
<b>*Grand Total</b>	<b>\$108,477.48</b>

24x7 Support Center w/ Priority On-Site (4 hour)

\*Plus applicable taxes

\*\*\*Copilot Support Term: 5 year (60 months)

\*\*\*\*The pricing is displayed in the US Dollar currency.

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## QUOTATION

**Quote #:** 704648751  
**Customer #:** 8888851  
**Contract #:** WN32ACA  
**Customer Agreement #:** T10-MST-296/B27160  
**Quote Date:** 03/30/2015  
**Date:** 3/31/2015  
**Customer Name:** PIERCE COUNTY LIBRARY SYSTEM

Thanks for choosing Dell! Your quote is detailed below; please review the quote for product and informational accuracy. If you find errors or desire certain changes please contact your sales professional as soon as possible.

### Sales Professional Information

**SALES REP:** ELIZABETH D MCCANN **PHONE:** 1800 - 4563355  
**Email Address:** [Thomas\\_Bedeian@Dell.com](mailto:Thomas_Bedeian@Dell.com) **Phone Ext:** 80000

**GROUP: 1 QUANTITY: 325 SYSTEM PRICE: \$685.00 GROUP TOTAL: \$222,625.00**

Description	Quantity
OptiPlex 9020 Ultra Small Form Factor HF (210-AAWQ)	325
8GB (2x4GB) 1600MHz DDR3 Non-ECC (370-AAMG)	325
US English (QWERTY) Dell KB212-B QuietKey USB Keyboard Black (580-AAQX)	325
No Monitor (480-ABHJ)	325
Intel Integrated Graphics, Dell OptiPlex (490-BBFG)	325
No Wireless (555-BBFO)	325
500GB Solid State Hybrid Hard Drive, 5,400 rpm (400-AAANE)	325
Windows 7 Professional, English, 64bit (includes Windows 8.1 Pro 64bit License and Media) (536-BBBL)	325
US Order (332-1286)	325
OptiPlex 9020 Ultra Small Form Factor HF Chassis w/ up to 90 Percent Efficient PSU (EPA V2) (329-BCJZ)	325
Dell MS111 USB Optical Mouse (570-AACZ)	325
No ESTAR (387-BBCG)	325
8X DVD-ROM Drive (429-AADR)	325
Internal Dell Business Audio Speaker (520-AABU)	325
No Wireless (555-BBFO)	325
System Power Cord (English) (Halogen Free) (450-AAOH)	325
Windows 8.1 DVD OS Recovery(English) (620-AASU)	325
Dell Backup and Recovery Basic (637-AAAS)	325
No Quick Reference Guide (340-ABKW)	325
Microsoft Office Trial, MUI, OptiPlex, Precision, Latitude (630-AABP)	325
Thank you choosing Dell ProSupport. For tech support, visit <a href="http://support.dell.com/ProSupport">http://support.dell.com/ProSupport</a> or call 1-866-516-3115 (989-3449)	325
Dell Limited Hardware Warranty Plus Service (997-6870)	325
ProSupport: Next Business Day Onsite 4 Years (997-6896)	325
ProSupport: 7x24 Technical Support, 4 Years (997-6916)	325
No Special BIOS Setup Required (696-BBBC)	325
Intel vPro Technology Enabled (631-AABI)	325

No Diagnostic/Recovery CD media (340-ABJI)	325
No Quick Reference Guide (340-ABKW)	325
Mouse Pad (340-ACBI)	325
Thank You for Choosing Dell (340-ADBJ)	325
NO ADAPTER (470-AAJL)	325
Dell Digital Delivery Client (421-4047)	325
Thank you for buying Dell (421-9982)	325
Dell Data Protection System Tools Digital Delivery/DT (422-0008)	325
Visit www.dell.com/encryption (632-BBBZ)	325
Thank you for buying Dell (632-BBCB)	325
Adobe Reader 11 (640-BBDF)	325
Dell Data Protection   Protected Workspace (640-BBEV)	325
Enable Low Power Mode (658-BBMQ)	325
Dell Client System (658-BBMT)	325
Waves Maxx Audio (658-BBNH)	325
No Anti-Virus software (650-AAHJ)	325
Intel Core i5-4690S Processor (Quad Core, 3.2 GHz, 6MB Cache, w/HD Graphics 4600) (338-BFIJ)	325
No DDPE Encryption Software (954-3465)	325
Chassis Intrusion Switch (461-AABD)	325
No Intel Responsive (551-BBBJ)	325
Ultra Small Form Factor Chassis Mainstream Heatsink (65watts) (412-AABB)	325
Shipping Material for System,Ultra Small Form Factor (340-ACOH)	325
PowerDVD Software not included (429-AAGQ)	325
Regulatory Label, USFF,Mexico (389-BCDC)	325
Intel Core I5 vPro Label (389-BBWQ)	325
CFI Titan Code for CFI FIDA orBypass SI (364-1846)	325
CFI,Service,Software,Dell,CFI,RW,Install,Factory Installl (364-6797)	325
CFI Routing SKU (365-0257)	325
CFI Service (368-0001)	325
CFI,Information,Optiplex, Only,Factory Install (371-0950)	325
CFI,Information,Estar,CFI,Allowed,Factory Install (372-9365)	325
CFI,Information,CSRouting,Eligible,Factory Install (375-3088)	325

<b>*Total Purchase Price:</b>	<b>\$243,551.75</b>
<b>Product Subtotal:</b>	\$222,625.00
<b>Tax:</b>	\$20,926.75
<b>Shipping &amp; Handling:</b>	\$0.00
<b>State Environmental Fee:</b>	\$0.00
<b>Shipping Method:</b>	LTL 5 DAY OR LESS

(\* Amount denoted in \$)

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# MEMO

Date: March 31, 2015

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

From: Andrew Schulz, Network Systems Administrator

Subject: 2015 Laptop Labs

During the month of February and extending into March 2015, IT deployed a new Public Laptop Lab experience. A total of 110 Dell Laptops, 10 Charging Carts and 22 traveling cases were distributed to a total of 10 locations.

As part of this deployment, IT has implemented an automated update process that significantly improves process for Branch staff and ensure that systems managed by IT are current and secure. The previous process required branch staff to follow the process listed below on a weekly basis:

1. remove all 10 laptops from case(s)
2. plug into power
3. turn them on
4. logon
5. unlock the protection software
6. run Windows, security and application updates
7. lock the protection software
8. shutdown
9. stow back in case(s)

This process took, on average, up to two hours per lab, per location. Approximately 40 - 80 hours per month, or 480 - 940 hours per year, directly impacted branch staff for this process. Perhaps, the more important point was that updates are often necessary more frequently and keeping up with them was a substantial load on busy branch staff. Meanwhile, IT could not offer assurance that the laptops were up to date.

Through some reengineering of our network and servers, the new process allows IT to create automated processes for managing and maintaining the laptops across our public network without violating our security standards. The new process runs updates daily and weekly, as necessary. Also, IT continuously monitors the machines to make sure they are current and secure.

In addition to the change in the update process, IT also looked at how to improve the existing cases and powering stations. Previously, the labs were stored in large cases. Branch staff would need to pull all the laptops out of the case to run updates, and they would also use the large cases to transport the laptops between locations. The new cases are much lighter and easier to manage. IT has also provided each branch with a large, specially designed charging cabinet in which the laptops are stored most of the time. This cabinet has dedicated power, eliminating the need for staff to deal with power cords.

Finally, IT also added a mobile lab that can be scheduled and used for any number of needs.

Laptop Labs are currently at the following locations:

Bonney Lake	Fife	Gig Harbor
Graham	Lakewood	Parkland/Spanaway
South Hill	Summit	Sumner
University Place	Mobile/Travelling	

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# MEMO



Date: March 27, 2015

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

From: Jaime Prothro, Customer Experience Manager

Subject: Digital Literacy Training Presentation

Pierce County Library System has received three grants to help develop new technology classes, assist job seekers, and provide digital literacy training. The grant funds total \$264,750. The concepts and approaches taken with each grant serve distinct purposes, but each project builds upon the other to help PCLS make use of products (lynda.com, Treehouse, Microsoft IT Academy, and Universal Class), while providing programs that help test our community's interest and need for learning technology.

An overview of each grant was provided to the Board several months ago. This presentation will provide the Board with an update on the status of each grant, which includes programs like *Microsoft IT Academy Open Lab*, *6 Week Geek*, *Camp Code*, and *PCLS Job TRACK*.

**2015 BOARD OF TRUSTEES CALENDAR OF WORK**

Date	Strategic/Policy	Routine
<b>January 14</b>	<ul style="list-style-type: none"> <li>• 2015 Board of Trustees Calendar of Work</li> <li>• Board Code of Conduct/Ethics</li> <li>• Leadership Academy</li> <li>• Employee Communication Survey</li> <li>• Compensation Study</li> <li>• E-Rate Program</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Statement</li> <li>• 2015 Legislative Day</li> <li>• STAR Libraries</li> <li>• Executive Director Activities</li> </ul>
<b>Jan 30-Feb 3</b>	<b><i>American Library Association (ALA) Mid-Winter Conference, Chicago IL</i></b>	
<b>February 8</b>	<ul style="list-style-type: none"> <li>• US Open at the Library Preview</li> <li>• Open Hours</li> <li>• Annual Branch Service Plans- 2014 Evaluation</li> <li>• 2015 Library Legislative Day</li> <li>• Trustee Policy on Ethics, Conduct and Responsibilities</li> <li>• Strategic Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Statement</li> <li>• 2015 Legislation Related to Libraries</li> <li>• 2015 Pierce County Library Foundation Agreement</li> <li>• PC Reads Preview</li> <li>• Executive Director Activities</li> <li>• Introduce New R&amp;M Director</li> </ul>
<b>March 11</b>	<ul style="list-style-type: none"> <li>• Fife Library Update - Surrounding Development</li> <li>• Trustee Vacancy Process (Al Rose's term exp. 7/20/15)</li> <li>• Meaningful Metrics</li> <li>• 2015 Work Plan/Strategic Planning Process</li> <li>• Employee Engagement Survey</li> <li>• Employee Communications Work Plan</li> <li>• Leadership Competencies/Development</li> <li>• Compensation Study</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Statement</li> <li>• PC Reads Update</li> <li>• Executive Director Activities</li> <li>• WLA Presentations</li> <li>• Library Legislation</li> </ul>
<b>April 8</b>	<ul style="list-style-type: none"> <li>• 2014 Reciprocal Borrowing Report</li> <li>• Strategic Planning Process</li> <li>• Fife Library Update - Surrounding Development</li> <li>• E-Rate Program</li> <li>• 2015 Laptop Labs</li> <li>• Trustee Vacancy Process</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• Executive Director Activities</li> </ul>
<b>April 15 - 17</b>	<b><i>Oregon Library Association/Washington Library Association (OLA/WLA) Conference, Marysville WA</i></b>	
<b>May 13</b>	<ul style="list-style-type: none"> <li>• 2015 Year-End Financial Review</li> <li>• Technology Plan Update</li> <li>• Trustee Self-Evaluation</li> <li>• Strategic Action Plan</li> <li>• Circulation Decline</li> <li>• Repositioning Card Drive Resources</li> <li>• Trustee Branch Visits</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• ULC Innovations Initiative</li> <li>• IRS Tax Form 990</li> <li>• Summer Reading Program</li> <li>• WLA Attendance</li> <li>• Executive Director Activities</li> </ul>
<b>June 10</b>	<ul style="list-style-type: none"> <li>• 2014 Capital Projects – Year End Report</li> <li>• 2015 Mid-Year Budget Process</li> <li>• Strategic Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• PC Reads Final Report</li> <li>• Our Own Expressions</li> <li>• Executive Director Activities</li> </ul>

Date	Strategic/Policy	Routine
<b>June 25 -30</b>	<b>American Library Association (ALA) Annual Conference, San Francisco CA</b>	
<b>July 8</b>	<ul style="list-style-type: none"> <li>• 2015 Mid-Year Budget Adjustment: <ul style="list-style-type: none"> <li>♦ Operating Budget</li> <li>♦ Capital Improvement Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• IRS Tax Form 990 Final Review</li> <li>• Evaluate Electronic FYI Packet</li> </ul>
<b>August 12</b>	<ul style="list-style-type: none"> <li>• 2016 Budget: Budget Process and Calendar</li> <li>• 2016 CPIU</li> <li>• 2016 Labor Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• Executive Director Activities</li> </ul>
<b>September 9</b>	<ul style="list-style-type: none"> <li>• 2016 Budget: Estimated Revenue and Expenditures</li> <li>• Long Term Capital Project Projections</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• Library Card Campaign</li> <li>• Executive Director Activities</li> </ul>
<b>October 21</b>	<ul style="list-style-type: none"> <li>• 2016 Revenue and Expenditures Draft</li> <li>• 2016 Materials Budget Summary</li> <li>• 2016 Preliminary Levy Certification</li> <li>• 2015 IPD for 2015 Property Tax Levy</li> <li>• 2016 – 2019 Cash Flow</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Statement</li> <li>• Set 2016 Board Meeting Schedule</li> <li>• Pierce County Library Foundation Annual Report</li> <li>• Executive Director Activities</li> </ul>
<b>November 11</b>	<ul style="list-style-type: none"> <li>• First Public Hearing Regarding 2016 Budget</li> <li>• Review of Draft 2016 Budget and Capital Improvement Plan</li> <li>• Review And Approval To Certify Property Taxes To Be Levied For Collection in 2016</li> <li>• Review Of Regular 2015 Capital Improvement Budget And 2016 Capital Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• <i>Resolution:</i> Schedule of Recurring Meetings</li> <li>• Summer Reading Program Report</li> <li>• United Way Day of Caring</li> <li>• Executive Director Activities</li> </ul>
<b>December 9</b>	<ul style="list-style-type: none"> <li>• Second Public Hearing Regarding 2016 Budget</li> <li>• Resolution to transfer a portion of the fund balance of the general fund to the capital improvement fund</li> <li>• Resolution to Adopt 2016 Budget</li> <li>• Resolution to Adopt 2016 Capital Improvement Fund Budget</li> <li>• Motion to certify property taxes to be levied for collection in 2016 (if needed)</li> <li>• Resolution to set 2016 wages for non-represented staff</li> <li>• 2016 Election of Officers</li> <li>• Negotiate 2016 Executive Director Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Dashboard</li> <li>• Monthly Financial Report</li> <li>• <i>Resolution:</i> Cancellation of unredeemed warrants</li> <li>• 2016 Insurance Renewal</li> <li>• Executive Director Activities</li> </ul>