

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – MARCH 10, 2021**



CALL TO ORDER

Chair Pat Jenkins called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:32 pm. Board members present were Rob Allen, Daren Jones, Jamilyn Penn and Brian Thomason. The meeting was conducted virtually due to the Safe Start Washington Reopening Plan to slow the transmission of the coronavirus.

CONSENT AGENDA

1. Approval of Minutes of February 10, 2021, Regular Meeting
2. Approval of February 2021 Payroll, Benefits and Vouchers

Trustee Thomason moved for approval of the consent agenda. Trustee Penn seconded the motion and it was passed.

BOARD MEMBER REPORTS

There were no Board Reports.

ROUTINE REPORTS

Trustees expressed their appreciation for the depth of information in the statistical reports.

Branch Services Report – Customer Experience Manager Meghan Sullivan reported the Lakewood Library reopened for technology service on February 22. Customers were pleased to be able to reenter the Library to get help with tax forms, printing and other services. Staff reported many positive interactions with customers. The Fife Library will open next week, followed by a focus to provide browsing services in the next phase of reopening.

Executive Director Lomax noted staff and customer safety are a priority as the Library welcomes the community back into its buildings.

UNFINISHED BUSINESS

Equity, Diversity, Inclusion, and Anti-Racism Policies – Director Lomax reported the Racial Equity team selected HenderWorks Consultants to work with the Library to develop a strategic plan and framework to build an inclusive and diverse culture, operations, and service approach.

Trustee Vacancy – Director Lomax shared the draft application form that will be used for the upcoming trustee recruitment. Trustees expressed interest in broadening recruitment efforts to attract a more diverse set of applicants. They also recommended including an EEO statement on the application form.

Lomax and Trustees Thomason and Jenkins will meet to discuss ways the Library could recruit more diversely.

NEW BUSINESS

Policies Review - Electronic Signatures – Trustees agreed on the need for the organization to utilize electronic signatures. A draft policy will be presented next month.

BOARD EDUCATION AND SERVICE

5-year Technology Roadmap Update – IT Manager Stephanie Ratko presented an update on the Library's third year of the technology work plan. She noted much of the unplanned work was related to the needs brought forth due to the pandemic. Lomax noted the importance of plans such as this to improve the organizational maturity of the Library.

The Board expressed appreciation for the report, noting its impact in making decisions on future Library facilities and services.

OFFICERS REPORTS

COVID-19 Update: Technology Services – Customer Experience Director Prothro said the order of reopening locations is dependent on a variety of factors. The Library will balance efficiency, speed and safety. She said Wi-Fi would be expanded into the parking lots and be available during service hours.

ANNOUNCEMENTS

Foundation Director Carrell reported the 3rd Annual Library Giving Day is April 7, 2021. The Foundation’s goal is to raise \$75,000 in honor of Pierce County Library’s 75th year of service to the community. Donations can be made at <https://librarygivingday.org>.

ADJOURNMENT

The meeting was adjourned at 4:29 pm on motion by Trustee Penn, seconded by Trustee Allen.

Georgia Lomax, Secretary

Pat Jenkins, Chair

AGENDA

**Regular Meeting of the Pierce County Library System Board of Trustees
March 10, 2021 | 3:30 PM**

This is a Virtual Meeting. Attendees may join via either:

- **Phone:** Dial+1.253.215.8782 | Webinar ID: 977 6052 7787| Passcode: 106659; or
- **Web browser** (Zoom user account is required to join via web browser):
<https://zoom.us/j/97760527787?pwd=T1VGT0ZvbEhhRWVmSXdOTEFwQndrQT09>; or
- **App** (Zoom user account is NOT required if joining by app) ([Windows App](#) | [iPad / iPhone App](#) | [Android App](#))
<https://zoom.us/j/97760527787?pwd=T1VGT0ZvbEhhRWVmSXdOTEFwQndrQT09>

3:30 pm	02 min.	Call to Order: Pat Jenkins, Chair	
3:32 pm	05 min.	Public Comment: <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 submit comments in writing (including your Name, Address and Topic) to pmcbride@piercecountylibrary.org by 2 pm on March 10. Comments will be read aloud to the Board. Time limit for comments is three minutes.</i>	
3:37 pm	03 min.	Consent Agenda	Action
		<ol style="list-style-type: none"> 1. Approval of Minutes of February 10, 2021, Regular Meeting 2. Approval of February 2021 Payroll, Benefits and Vouchers 	
3:40 pm	05 min.	Board Member Reports	
3:45 pm	10 min.	Routine Reports	
		<ol style="list-style-type: none"> 1. Fundraising Performance Report, Dean Carrell 2. Metrics Dashboard, Melinda Chesbro 3. January Financial Report, Cliff Jo 4. Branch Services Report, Jaime Prothro 	
3:55 pm	10 min.	Unfinished Business	
		<ol style="list-style-type: none"> 1. Equity, Diversity, Inclusion, and Anti-Racism Consultant, Georgia Lomax 2. Trustee Vacancy, Georgia Lomax 	
4:05 pm	10 min.	New Business	
		<ol style="list-style-type: none"> 1. Policies Review - Electronic Signatures, Georgia Lomax 	
4:15 pm	15 min	Board Education and Service	
		<ol style="list-style-type: none"> 1. 5-year Technology Roadmap Update, Stephanie Ratko 	
4:30 pm	05 min.	Officers Reports	
		<ol style="list-style-type: none"> 1. COVID-19 Update: Technology Services 2. MARCOM Q2 2021 Focus: 75th Anniversary/The Big Umbrella 3. Mandatory Cybersecurity Training 	
4:35 pm	01 min.	Announcements	
		The 3 rd Annual Library Giving Day is April 7, 2021. Donations can be made at https://librarygivingday.org .	
4:36 pm		Adjournment	

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4:36 pm		Adjournment	

Consent Agenda

**BOARD OF TRUSTEES
PIERCE COUNTY LIBRARY SYSTEM
MEETING MINUTES – FEBRUARY 10, 2021**



CALL TO ORDER

Chair Pat Jenkins called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were Rob Allen, Brian Thomason and Daren Jones. Jamilyn Penn joined the meeting at 3:37 pm. The meeting was conducted virtually due to the Safe Start Washington Reopening Plan to slow the transmission of the coronavirus.

CONSENT AGENDA

1. Approval of Minutes of January 13, 2021, Regular Meeting
2. Approval of January 2021 Payroll, Benefits and Vouchers

Trustee Allen moved for approval of the consent agenda. Trustee Thomason seconded the motion and it was passed.

BOARD MEMBER REPORTS

There were no Board Reports.

ROUTINE REPORTS

Metrics Dashboard – Deputy Director Chesbro reported that due to a vendor change, statistics will be reflected differently in upcoming months. Trustee Allen praised the Library for checking out over 3 million items despite being closed for nearly a year due to the pandemic.

UNFINISHED BUSINESS

Equity, Diversity, Inclusion, and Anti-Racism Policies – Staff Experience Director Cheree Green shared the revisions to the policies based on trustees' feedback from last month.

Trustee Penn recommended updating the language of the policies using third person pronouns to reflect the role of the Board and executive leadership as stewards of the Library versus owners of the Library.

Director Green acknowledged she would update all policies to reflect those changes.

Trustee Penn recommended the honorifics used when identifying members of the board and Library staff in the meeting minutes align with the updated policies. Future meeting minutes will identify participants of the meeting using their titles, followed by their last name.

Trustee Allen moved for approval of the Equity, Diversity and Inclusion policy as amended. Trustee Penn seconded the motion and it was passed.

Trustee Allen moved for approval of the Equal Employment Opportunity policy as amended. Trustee Thomason seconded the motion and it was passed.

Trustee Allen moved for approval of the Anti-Harassment policy as amended. Trustee Penn seconded the motion and it was passed.

Executive Director Lomax reported the Library interviewed five candidates for the Equity, Diversity, Inclusion and Anti-Racism consultant and expects to announce the successful candidate this week.

NEW BUSINESS

2021 Foundation Addendum

Trustee Allen authorized Executive Director Lomax to sign the 2020 addendum to the Foundation Addendum. Trustee Jones seconded the motion and it was passed.

OFFICERS REPORTS

Virtual All Staff Meeting – Director Lomax reported the 2-day event was well attended by staff and allowed them to engage, learn and discuss the work of the Library.

ANNOUNCEMENTS

There were no announcements.

ADJOURNMENT

The meeting was adjourned at 4:15 pm on motion by Trustee Allen, seconded by Trustee Penn.

Georgia Lomax, Secretary

Pat Jenkins, Chair

**Pierce County Library System
Payroll, Benefits and Vouchers
February 2021**

	<u>Source</u>	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Payroll Warrants	EDEN	3925 - 3926	2/05/2021 - 2/22/2021	\$ 2,928.02
Electronic Payments - Payroll & Acct Payable	EDEN		2/5/2021	883,229.71
Electronic Payments - Payroll & Acct Payable	EDEN		2/22/2021	895,713.59
Accounts Payable Warrants*	EDEN	631699 - 631707	2/5/2021 - 2/22/2021	273,337.01
Accounts Payable Warrants	MUNIS	701096 - 701184	2/5/2021 - 2/26/2021	945,484.85
Total:				\$ 3,000,693.18

** AP Out of Eden is occurring for Payroll-related payments, only (e.g., Employee contributions to additional insurance, Foundation donations, and Union dues)*

As of 3.2.2021

Check History Listing
Pierce County Library System

Check #	Bank	Date	Paid to	Status	Can/Vd Date	Pay Period Dates	Dir Dep	Amount
3925	key KeyBank N.A.	02/05/2021	ALSTON, LATHEEFA	C	02/08/2021	01/16/21 - 01/31/21	0.00	1,544.52
3926	key KeyBank N.A.	02/22/2021	ADDISON, NICOLAS	C	02/26/2021	02/01/21 - 02/15/21	0.00	1,383.50
Total:							0.00	2,928.02

Checks in report: 2

Grand Total: 0.00 2,928.02

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLIBRARY
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: sdkarabotsos@piercecounyalibrary.org
 Comments: 2/05/21 Payroll

Withdrawal Date: 2/5/2021

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	66,929.13
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	56,274.41
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	56,274.41
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	522,839.62
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	11,959.17
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	59,416.04
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	97,575.54
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	7,506.47
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,454.92
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	-
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,000.00
Total Deposit						\$ 883,229.71

Certification:

Stacy Karabotsos
 Signature (Department Designee)

2/3/2021
 Date

Comments:

Ad-hoc bank transaction (Withdrawal)

PCL_Company

ACH Template Name in KTT : RLBRARY
 Description: Pierce County Rural Library

Contact Name: Stacy Karabotsos
 Contact Phone: 253-548-3451
 Contact e-mail: sdkarabotsos@piercecountylibrary.org
 Comments: 2/22/21 Payroll

Withdrawal Date: 2/22/2021

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	68,072.72
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	57,006.07
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	57,006.07
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	528,473.35
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	12,104.33
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	60,182.78
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	98,906.00
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	7,706.47
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	2,547.79
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	-
PCL_Company	H.S.A Employee Fee	237100	CC_Library_District	697-00	5100000	209.00
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	1499.01
PCL_Company	WA State Support Registry	237100	CC_Library_District	697-00	5100000	2,000.00
Total Deposit						\$ 895,713.59

Certification:

Stacy Karabotsos
 Signature (Department Designee)

2/17/2021
 Date

Comments:

Check History Listing
Pierce County Library System

Bank code: key

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Status</u>	<u>Check Total</u>
631699	02/05/2021	000828 AFSCME AFL-CIO	C	13,289.87
631700	02/05/2021	003985 PACIFICSOURCE ADMINISTRATORS	C	1,849.64
631701	02/05/2021	001181 PIERCE CTY LIBRARY FOUNDATION	C	758.49
631702	02/08/2021	000175 ASSOCIATION OF WASHINGTON CITI	C	249,645.65
631703	02/22/2021	003778 AFLAC		4,795.78
631704	02/22/2021	001578 COLONIAL SUPPLEMENTAL INSURANC		196.46
631705	02/22/2021	003985 PACIFICSOURCE ADMINISTRATORS	C	1,849.64
631706	02/22/2021	000821 PIERCE COUNTY SUPERIOR COURT		192.99
631707	02/22/2021	001181 PIERCE CTY LIBRARY FOUNDATION		758.49

key Total: 273,337.01

9 checks in this report

Total Checks: 273,337.01

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
701096	02/05/2021	PRINTED	341	BAKER & TAYLOR	0.00	93,117.73	02/12/2021
701097	02/05/2021	PRINTED	427	BLACKSTONE PUBLISHING	0.00	89.82	02/18/2021
701098	02/06/2021	VOID	1892	BAY CONCRETE LLC	0.00	0.00	
701099	02/06/2021	PRINTED	432	CITY OF BONNEY LAKE , WA	0.00	260.93	02/12/2021
701100	02/06/2021	PRINTED	642	BUILDINGWORK LLC	0.00	1,710.63	02/12/2021
701101	02/06/2021	PRINTED	124	CONSOLIDATED TECHNOLOGY SERVICES	0.00	585.09	02/12/2021
701102	02/06/2021	PRINTED	1001	DATA QUEST LLC	0.00	45.00	02/22/2021
701103	02/06/2021	PRINTED	374	EMPLOYMENT SECURITY DEPARTMENT	0.00	7,633.58	02/12/2021
701104	02/06/2021	PRINTED	710	IRON MOUNTAIN INC	0.00	860.91	02/12/2021
701105	02/06/2021	PRINTED	26	LINGO	0.00	103.02	02/17/2021
701106	02/06/2021	PRINTED	216	CITY OF MILTON	0.00	697.42	02/12/2021
701107	02/06/2021	PRINTED	227	MOUNTAIN MIST	0.00	16.89	02/11/2021
701108	02/06/2021	PRINTED	501	NORTHWEST DOOR LLC	0.00	362.67	02/16/2021
701109	02/06/2021	PRINTED	552	PENINSULA LIGHT CO	0.00	2,499.52	02/12/2021
701110	02/06/2021	PRINTED	560	PIERCE COUNTY	0.00	120.00	02/16/2021
701111	02/06/2021	PRINTED	765	PROQUEST LLC	0.00	18,081.16	02/16/2021
701112	02/06/2021	PRINTED	776	PUGET SOUND ENERGY	0.00	5,350.28	02/10/2021
701113	02/06/2021	PRINTED	782	QUALITY BUSINESS SYSTEMS INC	0.00	734.66	02/12/2021
701114	02/06/2021	PRINTED	782	XEROX CORPORATION	0.00	136.31	02/12/2021
701115	02/06/2021	PRINTED	61	RICOH USA INC	0.00	2,759.41	02/16/2021
701116	02/06/2021	PRINTED	61	RICOH USA INC	0.00	992.10	02/12/2021
701117	02/06/2021	PRINTED	1891	SEATTLE PUBLIC LIBRARY	29.93	0.00	
701118	02/06/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	0.00	57.70	02/11/2021
701119	02/06/2021	PRINTED	273	TOWN OF STEILACOOM	0.00	1,024.87	02/11/2021
701120	02/06/2021	PRINTED	590	TRI-TEC COMMUNICATIONS INC	0.00	1,815.54	02/12/2021
701121	02/13/2021	PRINTED	341	BAKER & TAYLOR	0.00	265.91	02/22/2021
701122	02/13/2021	PRINTED	1892	BAY CONCRETE LLC	0.00	10,638.32	02/19/2021
701123	02/13/2021	PRINTED	638	CITY OF BUCKLEY	0.00	267.64	02/24/2021
701124	02/13/2021	PRINTED	998	CINTAS CORPORATION	445.62	0.00	
701125	02/13/2021	PRINTED	363	TOWN OF EATONVILLE	0.00	759.48	02/19/2021
701126	02/13/2021	PRINTED	460	GRAY MEDIA PRODUCTIONS LLC	0.00	1,090.00	02/19/2021
701127	02/13/2021	PRINTED	482	HERMANSON COMPANY LLP	0.00	25,424.63	02/19/2021
701128	02/13/2021	PRINTED	520	CITY OF ORTING	0.00	156.78	02/22/2021
701129	02/13/2021	PRINTED	540	PARKLAND LIGHT & WATER	0.00	152.60	02/24/2021
701130	02/13/2021	PRINTED	776	PUGET SOUND ENERGY	0.00	788.68	02/19/2021
701131	02/13/2021	PRINTED	792	WASHINGTON WATER SERVICE	0.00	223.88	02/19/2021
701132	02/13/2021	PRINTED	61	RICOH USA INC	0.00	918.53	02/24/2021
701133	02/13/2021	PRINTED	285	CITY OF SUMNER	0.00	1,051.08	02/19/2021
701134	02/13/2021	PRINTED	605	US BANK	0.00	270,285.27	02/25/2021
701135	02/12/2021	PRINTED	341	BAKER & TAYLOR	0.00	99,150.39	02/22/2021

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
701136	02/12/2021	PRINTED	1895	NEWSBANK INC	0.00	7,510.00	02/22/2021
701137	02/14/2021	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	0.00	113.60	02/23/2021
701138	02/19/2021	PRINTED	341	BAKER & TAYLOR	0.00	65,055.77	02/26/2021
701139	02/19/2021	PRINTED	1789	BARSNESS GROUP	77,440.00	0.00	
701140	02/19/2021	PRINTED	657	CENGAGE LEARNING INC / GALE	0.00	2,363.94	02/25/2021
701141	02/19/2021	PRINTED	662	CENTURYLINK	0.00	843.83	02/26/2021
701142	02/19/2021	PRINTED	379	E-RATE EXPERTISE INC	1,875.00	0.00	
701143	02/19/2021	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	11,325.84	0.00	
701144	02/19/2021	PRINTED	390	FAIRVEGA LIBRARY SERVICES	0.00	1,694.66	02/25/2021
701145	02/19/2021	PRINTED	447	GIG HARBOR CHAMBER OF COMMERCE	0.00	625.00	02/25/2021
701146	02/19/2021	PRINTED	703	INGRAM LIBRARY SERVICES	0.00	3,931.68	02/26/2021
701147	02/19/2021	PRINTED	211	MIDWEST TAPE	50,872.37	0.00	
701148	02/19/2021	PRINTED	1081	NASIM & SONS INC	7,677.40	0.00	
701149	02/19/2021	PRINTED	510	OCLC INC	4,107.34	0.00	
701150	02/19/2021	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	0.00	130.00	02/25/2021
701151	02/19/2021	PRINTED	531	PAN ASIAN PUBLICATIONS (USA) INC.	4,577.20	0.00	
701152	02/19/2021	PRINTED	552	PENINSULA LIGHT CO	0.00	1,773.02	02/24/2021
701153	02/19/2021	PRINTED	1037	PIERCE COUNTY SEWER	0.00	359.94	02/25/2021
701154	02/19/2021	PRINTED	61	RICOH USA INC	1,178.35	0.00	
701155	02/19/2021	PRINTED	1884	CHARLOTTE SHERMAN	150.00	0.00	
701156	02/19/2021	PRINTED	111	SHOUTBOMB LLC	4,020.00	0.00	
701157	02/19/2021	PRINTED	269	SPRAGUE PEST SOLUTIONS	458.13	0.00	
701158	02/19/2021	PRINTED	284	SUMMIT WATER & SUPPLY CO	0.00	337.16	02/25/2021
701159	02/19/2021	PRINTED	672	CITY OF UNIVERSITY PLACE	0.00	66.58	02/26/2021
701160	02/19/2021	PRINTED	811	WCP SOLUTIONS	0.00	966.21	02/25/2021
701161	02/26/2021	PRINTED	341	BAKER & TAYLOR	47,451.95	0.00	
701162	02/26/2021	PRINTED	427	BLACKSTONE PUBLISHING	155.70	0.00	
701163	02/26/2021	PRINTED	1896	ROSA NICOLE BOOKER	150.00	0.00	
701164	02/26/2021	PRINTED	658	CENTER POINT PUBLISHING	133.02	0.00	
701165	02/26/2021	PRINTED	998	CINTAS CORPORATION	891.24	0.00	
701166	02/26/2021	PRINTED	146	DAILY JOURNAL OF COMMERCE	193.50	0.00	
701167	02/26/2021	PRINTED	369	EHS-INTERNATIONAL INC	12,276.23	0.00	
701168	02/26/2021	PRINTED	405	NORTHWEST CASCADE INC	761.82	0.00	
701169	02/26/2021	PRINTED	1044	JILL A FREY	150.00	0.00	
701170	02/26/2021	PRINTED	703	INGRAM LIBRARY SERVICES	339.84	0.00	
701171	02/26/2021	PRINTED	742	KITSAP REGIONAL LIBRARY	16.95	0.00	
701172	02/26/2021	PRINTED	6	CITY OF LAKEWOOD	500.00	0.00	
701173	02/26/2021	PRINTED	211	MIDWEST TAPE	31,741.34	0.00	
701174	02/26/2021	PRINTED	535	PAPERROLLS-N-MORE.COM	1,332.52	0.00	
701175	02/26/2021	PRINTED	776	PUGET SOUND ENERGY	3,324.55	0.00	

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	UNCLEARED	CLEARED	CLEAR DATE
701176	02/26/2021	PRINTED	782	XEROX CORPORATION	136.31	0.00	
701177	02/26/2021	PRINTED	796	RECORDED BOOKS INC	30,000.00	0.00	
701178	02/26/2021	PRINTED	61	RICOH USA INC	927.02	0.00	
701179	02/26/2021	PRINTED	61	RICOH USA INC	876.11	0.00	
701180	02/26/2021	PRINTED	1042	SHARON STYER	150.00	0.00	
701181	02/26/2021	PRINTED	290	SURPRISE LAKE SQUARE LLC	10,292.25	0.00	
701182	02/26/2021	PRINTED	581	TILlicum COMMUNITY SERVICE CEN	1,692.21	0.00	
701183	02/26/2021	PRINTED	590	TRI-TEC COMMUNICATIONS INC	1,335.29	0.00	
701184	02/26/2021	PRINTED	1893	ZENO	500.00	0.00	
					309,485.03	635,999.82	945,484.85

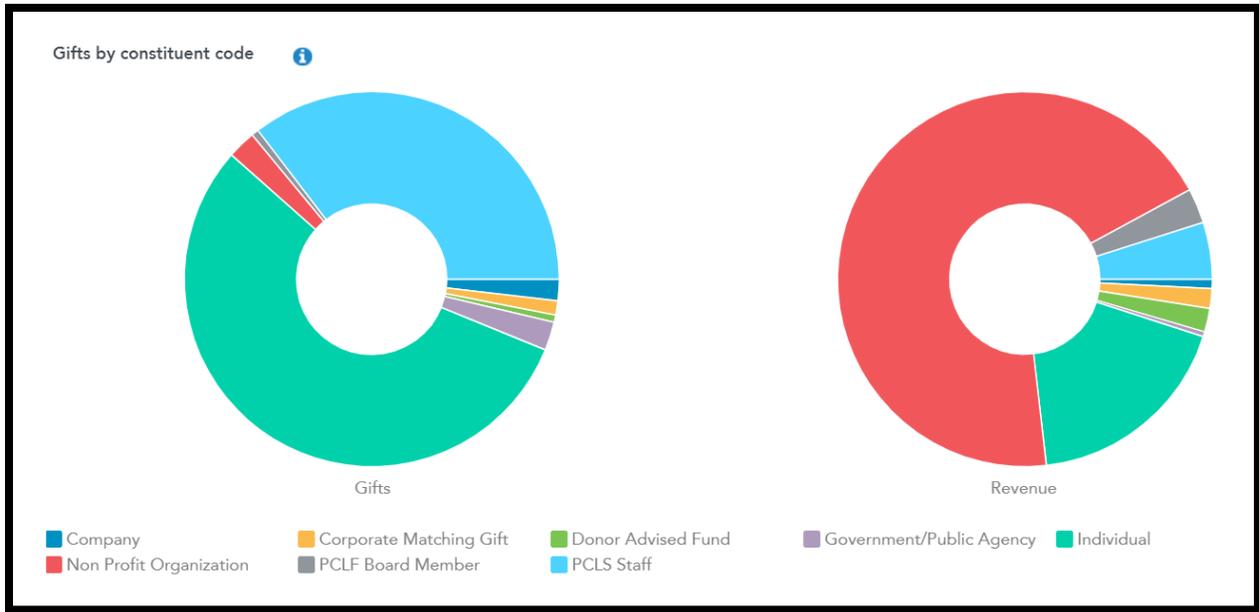
Routine Reports

Pierce County Library Foundation Fundraising Performance Report FY2021: February

Total Committed Revenue: \$63,855 (23.2% of Impact goal of \$275,000) (16.2% of PCLS Agreement)

- Unrestricted Revenue: \$57,665
- Temporarily Restricted Revenue: \$6,190

Constituency Giving



Acquired Donors (YTD)

- Donors 12
- Rate .40%
- Revenue \$2,120
- Rate 1.81%

Recaptured Donors (YTD)

- Donors 42
- Rate 2.3%
- Revenue \$2,575
- Rate 7.7%

Retained Donors (YTD)

- Donors 121
- Rate 10.04%
- Revenue \$59,160
- Rate 17.23%

LYBUNT Donors (YTD)

- Donors 1,082
- Revenue \$275,021

Retained Donors (1st Year)

- Donors 18
- Rate 5.10%
- Revenue \$1,035
- Rate 1.34%

LYBUNT Donors (1st Year)

- Donors 335
- Revenue \$48,635

In Kind Gifts \$0

What's going well

- Capital Campaign Board Giving Task Force recruited and moving forward with board solicitation process
- Library Giving Day scheduled and on-track for April 7
- Major Gift stewardship and cultivation happening with individuals and companies

Areas to capitalize on

- Library Giving Day (April 7) with individual donors
- Review investment policy conversation pertaining to endowed funds managed by Greater Tacoma Community Foundation

Fundraising Performance Report: Terms Defined

Total Committed Revenue

- All cash gifts + pledges

Unrestricted Revenue

- Undesignated funds which PCLF Board can commit all or a portion to PCLS for agreed upon programs/services in fiscal year

Temporarily Restricted Revenue

- Designated funds (typically) from sources like Friends groups, GTCF, etc., in support of priority and/or special PCLS projects

Constituency

- A group of donors/prospects categorized to ensure more personalized, meaningful engagement

Constituency Gifts

- The number of gifts, not necessarily number of donors, from each donor constituency

Constituency Revenue

- All committed revenue from each donor constituency

Acquired Donor Rate (YTD)

- How the total number of new donors acquired in the current fiscal year compares to the number of constituents who gave over the previous five years

Acquired Revenue Rate (YTD)

- How much newly acquired donors gave — in total — during the current fiscal year

Retained Donor Rate (YTD)

- How the total number of donors from the previous year — as a percentage — gave again during current year

Retained Revenue Rate (YTD)

- How retained revenue amount compares to previous year's overall giving from retained donors

Retained Donors (1st Year)

- A donor who gave their first gift last fiscal year and gave again in the current fiscal year

Recaptured Donor Rate (YTD)

- How the total number of donors who lapsed in their giving last year and have given again this year compares to everyone who gave two to five years ago but not last year

Recaptured Revenue Rate (YTD)

- How recaptured revenue amount compares to the previous fiscal year's recaptured revenue

LYBUNT (YTD)

- Gifts which came in **L**ast **Y**ear **B**ut **U**nfortunately **N**ot **T**his year

LYBUNT (1st Year) — a subset of LYBUNTS

- First time gifts which came in **L**ast **Y**ear **B**ut **U**nfortunately **N**ot **T**his year

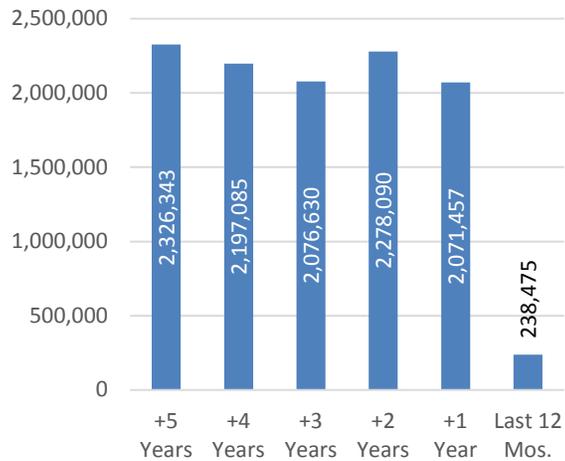
PCLS Statistics During COVID-19 and Severe Weather Conditions

Month	Item Checkouts			In-Person Service				Online Service					PCLS COVID-19 Response & Severe Weather Timeline		
	Online e-book and audiobook (Overdrive)	Physical books and items	Online magazines	Curbside appointments (scheduled)	Visitors (appointments & walk-up)	Print jobs picked up	Wi-Fi	Overdrive visits (e-books and audiobooks)	Website visits	Catalog visits	Reference calls & emails	My Next Read (reading recommendations)	Action Taken	Date	Locations
Apr	144,549	793	10,346	n/a	n/a	n/a	181	23,218	54,621	48,970	400	5	PCLS closed to the public	3/14/2020	All PCLS Locations
May	157,580	988	10,482	n/a	n/a	n/a	118	23,212	48,615	45,185	801	64	Wi-Fi service restored for outside of building use	6/15/2020	All PCLS Locations
Jun	154,276	561	8,907	n/a	n/a	n/a	4,657	23,128	58,876	46,877	912	27	Bookdrops opened at select library locations	6/15/2020	FIF, GIG, LWD, PKS, SH, SUM, SMT, UP
Jul	156,335	51,744	9,757	6,702	5,436	159	15,737	23,011	78,303	66,545	1,149	56	Bookdrops opened at additional library locations	6/30/2020	Previous + ACL, BLK, BUC, DPT, EAT, GHM, KC, MIL, ORT, STL & TIL
Aug	155,337	121,246	9,972	11,046	14,613	274	19,688	23,075	94,957	91,879	792	28	Curbside pickup begins at eight library locations	7/20/2020	FIF, GIG, LWD, PKS, SH, SUM, SMT & UP
Sep	148,405	134,873	10,994	9,689	10,691	253	20,284	22,954	101,504	110,178	588	51	Curbside pickup expands to fifteen library locations	8/3/2020	Previous + BUC, DPT, EAT, KC, MIL, ORT & TIL
Oct	150,499	152,931	11,766	13,857	14,422	442	21,905	22,936	101,095	95,785	540	45	Curbside pickup expands to sixteen library locations	8/10/2020	Previous + GHM
Nov	149,897	142,549	10,458	13,182	14,496	578	18,723	22,894	88,702	93,389	497	52	Curbside pickup expands to eighteen library locations	8/17/2020	Previous + BLK, STL
Dec	161,011	147,023	9,053	14,416	15,547	624	16,367	23,232	81,091	90,478	456	59	Wildfires cause partial system closure	9/8/2020	BLK, BUC, ORT & SUM
Jan	168,348	147,287	9,697	15,145	16,392	641	19,656	24,338	90,342	99,313	412	28	Wildfires cause partial system closure, late curbside start	9/9/2020	BLK, BUC, ORT & SUM closed Remaining Curbside start at 1 PM
Feb	152,640	141,950	4,608	14,020	14,938	618	19,962	23,854	87,570	91,330	385	36	Wildfires cause partial system closure	9/10/2020	BLK, BUC & ORT
													Wildfires cause partial system closure, late curbside start	9/11/2020	BLK, BUC & ORT curbside start at 1 PM. All other locations closed.
													Poor air quality: No curbside services, only internal branch & remote work	9/12/2020	All PCLS Locations
													Poor air quality: No curbside services, only internal branch & remote work	9/13/2020 - 9/15/2020	All PCLS Locations
													Poor air quality: Modified curbside service available, no deliveries	9/16/2020-9/18/2020	All PCLS Locations
													New fall hours for curbside pickup	10/11/2020	All PCLS Locations except Administrative Center Library
													Curbside pickup expands to nineteen library locations	10/14/2020	All previous + Anderson Island
													Storm causes partial curbside services closure	1/13/2021	BLK, GHM & SMT
													Storm causes partial curbside services closure	1/14/2021 - 1/15/2021	GHM
													Closed to curbside due to ramps being replaced at all the building entrances	2/2/2021-2/6/2021	FIF
													Snow causes partial curbside services closure	2/12/2021	TIL, EAT, ORT, GHM. KC closed for curbside at noon
													Snow causes Systemwide closure	2/13/2021-2/14/2021	All PCLS Locations

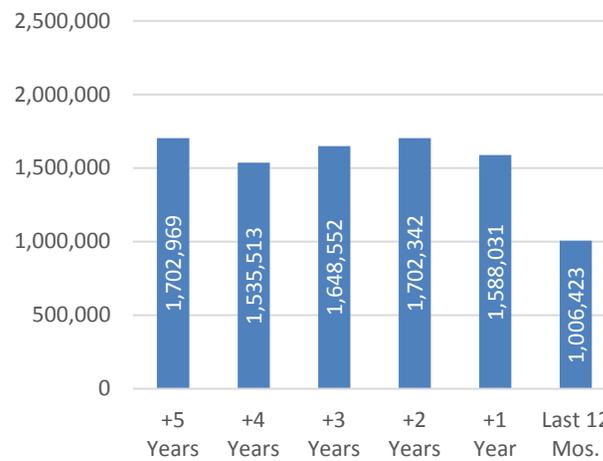
In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13, 2020. All branches remained closed to the public for the remainder of the month of March, and have remained closed through January 2021. Curbside service is now available at all branches except the Administrative Center.

Customers / Visits - January 2021

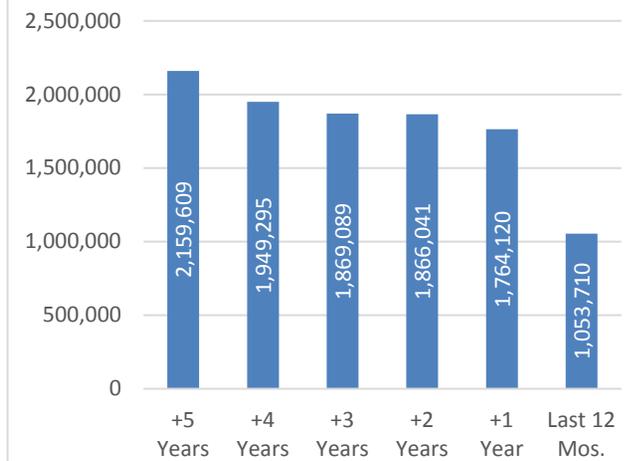
Branch Visits



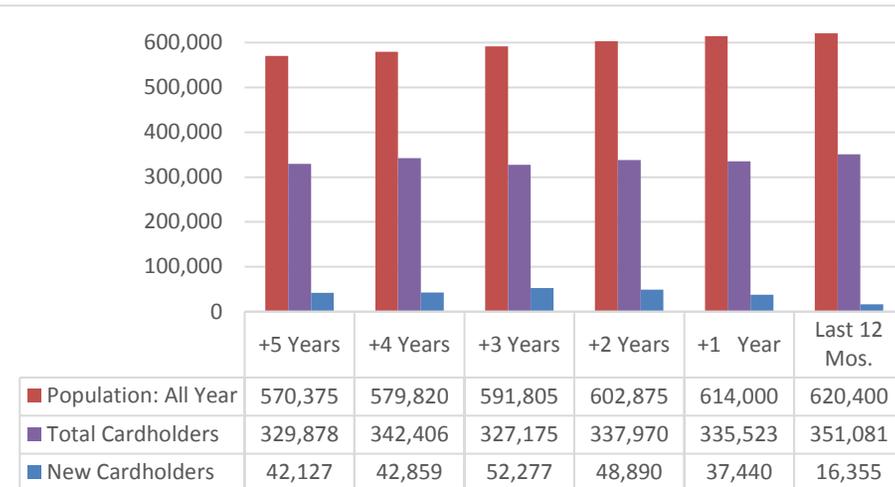
Catalog Visits



Website Visits



PCLS Cardholder Statistics



January and Rolling 12-Month Comparison

	January 2021	January 2020	% Change Jan. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
Branch Visits	0	165,342	-100.0%	238,475	2,071,457	-88.5%
Catalog Visits	99,313	134,809	-26.3%	1,006,423	1,588,031	-36.6%
Public Website Visits	90,342	149,173	-39.4%	1,053,710	1,764,120	-40.3%

Technology

	January 2021	January 2020	% Change Jan. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
PC/Laptop Sessions	0	21,771	-100.0%	28,355	309,017	-90.8%
Wi-Fi Sessions	19,656	71,287	-72.4%	243,424	956,876	-74.6%

Public Spaces Usage

	2021	Rolling Last 12 Months	Rolling Last 12 Months	% Change Year Over Year
# of Public Meeting Uses	0	1,581	11,259	-86.0%
# of Attendees	0	18,720	134,031	-86.0%

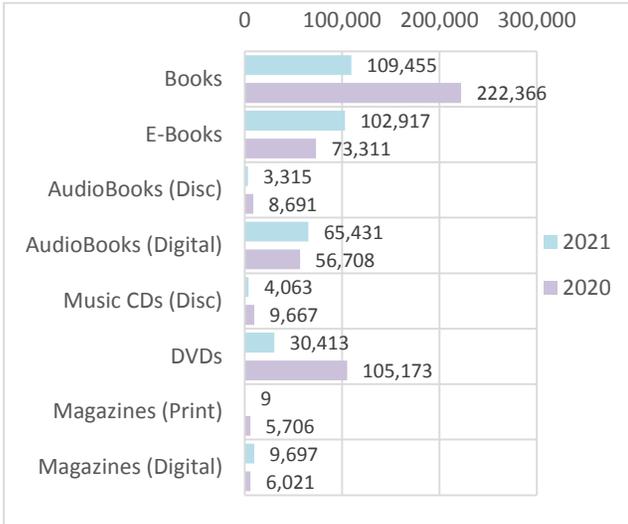
In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13, 2020. All branches remained closed to the public for the remainder of the month of March, and have remained closed through January 2021. Curbside service is now available at all branches except the Administrative Center. Data Tables Note: New columns were introduced to the above data tables in August to show the year over year change between the current month in 2020 and 2019.

Wi-Fi Sessions Note: Public Wi-Fi was restored in June for customer use outside of the buildings. Branches remain closed to the public.

Branch Visits Note: Branches remain closed to the public.

Collection Use - January 2021

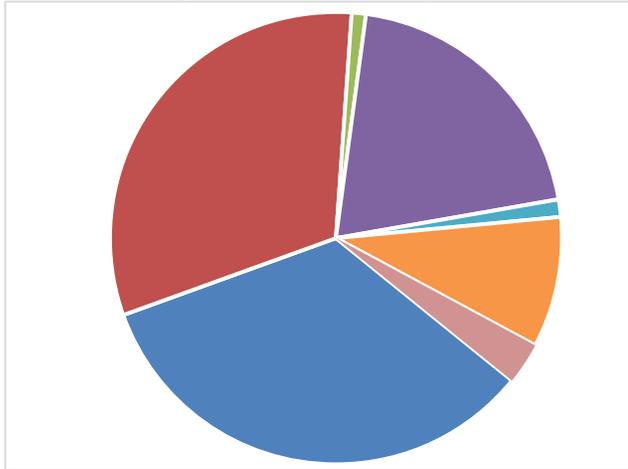
Jan. 2021 vs Jan. 2020 Checkouts



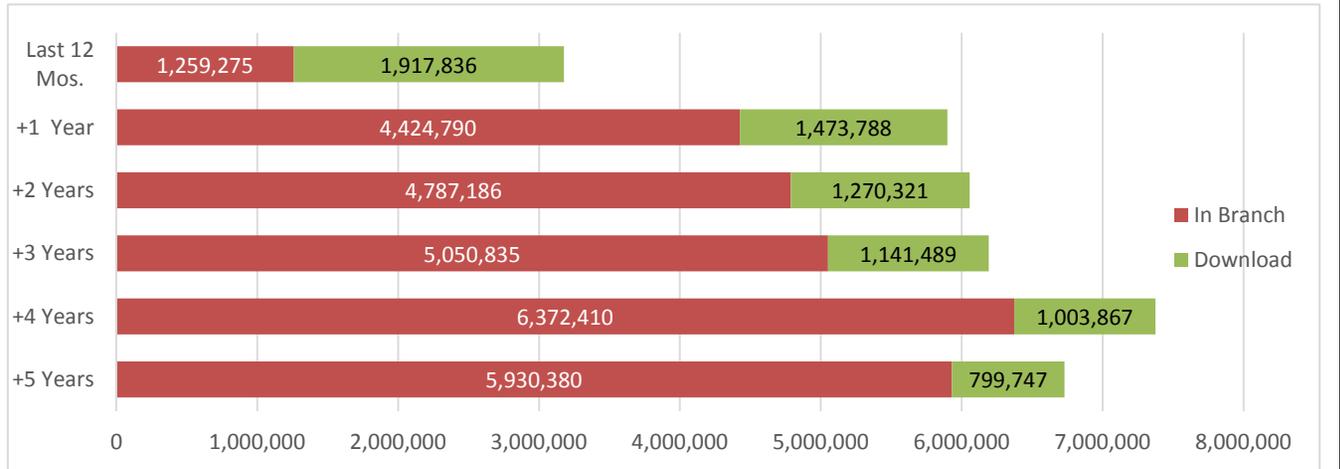
Data Table

Categories	December 2020	January 2021	January 2020	% Change of Jan. Year Over Year	% of Total Jan. 2020 Checkouts	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change 12 Months Year Over Year
Books	106,096	109,455	222,366	-50.78%	33.65%	983,419	2,754,521	-64.30%
E-Books	98,275	102,917	73,311	40.38%	31.64%	1,102,678	799,395	37.94%
AudioBooks (Disc)	3,211	3,315	8,691	-61.86%	1.02%	33,539	121,139	-72.31%
AudioBooks (Digital)	62,736	65,431	56,708	15.38%	20.11%	695,024	588,356	18.13%
Music CDs (Disc)	4,492	4,063	9,667	-57.97%	1.25%	41,225	125,288	-67.10%
DVDs	33,344	30,413	105,173	-71.08%	9.35%	334,379	1,326,901	-74.80%
Magazines (Print)	36	9	5,706	-99.84%	0.00%	8,910	71,720	-87.58%
Magazines (Digital)	9,053	9,697	6,021	61.05%	2.98%	120,134	86,037	39.63%
Totals:	317,243	325,300	487,643	-33.29%	100.00%	3,319,308	5,873,357	-43.49%

Checkouts By Format - January 2021



Collection Checkouts



Continued change in data reporting

In order to highlight the impact that the system closure had had on collection use, new columns were added to the Data Table in August to show the difference between the current month, and the same month last year. A new chart was also added to visualize this difference.

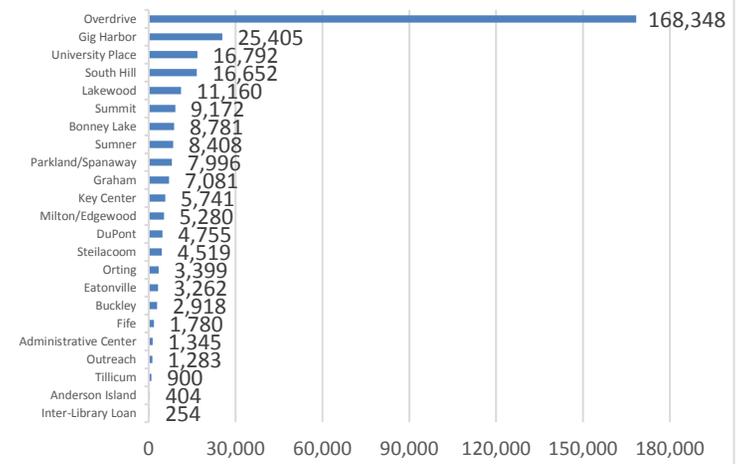
While checkouts of physical media are still historically low due to the system closure, we have seen an increase in circulation thanks to the high demand for curbside pickup services. Use of digital resources also continues to be strong.

In response to the COVID-19 outbreak, all PCLS branches closed to the public at 6:00 PM on Friday, March 13, 2020, and have remained closed to the public through January.

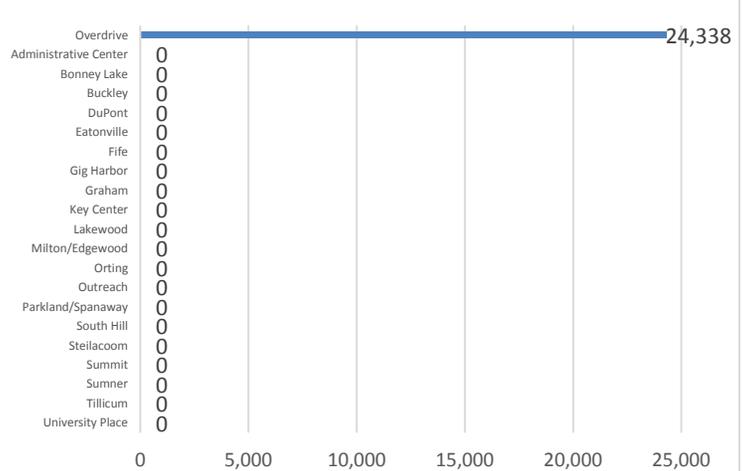
Activity - January 2021

Location	Checkouts				Visitors			
	Jan. 2021	Last 12 Mo.	+1 Year	% Change	Jan. 2021	Last 12 Mo.	+1 Year	% Change
Administrative Center	1,345	20,067	63,465	-68.4%	0	3,153	2,040	54.6%
Anderson Island	404	2,795	11,970	-76.6%	No Door Counter for Anderson Island			
Bonney Lake	8,781	73,445	271,335	-72.9%	0	11,965	36,402	-67.1%
Buckley	2,918	26,815	87,104	-69.2%	0	5,043	105,718	-95.2%
DuPont	4,755	43,500	117,488	-63.0%	0	5,628	46,136	-87.8%
Eatonville	3,262	28,725	99,253	-71.1%	0	8,193	52,379	-84.4%
Fife	1,780	23,649	66,610	-64.5%	0	3,883	74,582	-94.8%
Gig Harbor	25,405	221,430	611,475	-63.8%	0	24,607	54,398	-54.8%
Graham	7,081	66,978	237,434	-71.8%	0	11,424	214,678	-94.7%
Inter-Library Loan	254	1,574	4,711	-66.6%	No "visitors" for Inter-Library Loan			
Key Center	5,741	47,104	154,041	-69.4%	0	6,640	90,842	-92.7%
Lakewood	11,160	121,692	432,146	-71.8%	0	31,159	81,221	-61.6%
Milton / Edgewood	5,280	47,302	142,533	-66.8%	0	8,767	241,528	-96.4%
Orting	3,399	28,075	89,783	-68.7%	0	5,117	72,704	-93.0%
Overdrive	168,348	1,797,702	1,387,751	29.5%	24,338	275,244	267,573	2.9%
Outreach	1,283	15,668	55,226	-71.6%	0	1,758	43,084	-95.9%
Parkland / Spanaway	7,996	91,088	363,084	-74.9%	0	33,033	34,019	-2.9%
South Hill	16,652	164,601	530,610	-69.0%	0	19,813	234,588	-91.6%
Steilacoom	4,519	37,438	117,030	-68.0%	0	11,042	166,789	-93.4%
Summit	9,172	80,751	223,052	-63.8%	0	9,574	83,933	-88.6%
Sumner	8,408	87,017	225,806	-61.5%	0	13,307	89,747	-85.2%
Tillicum	900	8,545	31,929	-73.2%	0	4,179	114,393	-96.3%
University Place	16,792	162,440	488,705	-66.8%	0	20,190	44,199	-54.3%
Total	315,635	3,198,401	5,812,541	-45.0%	24,338	513,719	2,150,953	-76.1%

January Checkouts



January Visitors



Branch Closure Information - Last 12 Months

Location	Start Date	End Date	Duration	Location	Start Date	End Date	Duration
Full System Closure	3/14/2020		System closure continued through January.				

In response to the COVID-19 outbreak, all PCLS locations closed to the public at 6:00 PM on Friday, March 13th 2020, and have remained closed to the public through January, even though curbside pickup services have started at all locations except the Administrative Center.

Visitor Counts Note: Branches remain closed to the public.

Monthly Financial Reports

January 31, 2021

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

General Fund

On February 28, the Library recorded \$887,000 of property tax and other County distributed revenue. The amount yet to be collected for 2020 is about \$393,000, of which \$200,000 to \$250,000 will be collected throughout 2021.

January

- On January 31, the Library recorded \$91,000 of property tax and other County distributed revenue. While this amount is short of the remaining \$440,000 for total 2020 receipts, most will be recovered throughout 2021 and then applied to the Levy Sustainability Fund.
- 54120. Includes annual renewal for Microsoft services.
- 54501. Includes semi-annual payment for UP shared costs.
- 54998. The US Bank Clearing balance through October 2020 is complete and \$2,872,611.81 in total was distributed to the appropriate line items in the General and Capital Funds. November-December will be completed in March.

Capital Improvement Projects Fund

January

- 56280. Includes payment for Parkland/Spanaway Library furnishings.

Special Purpose Fund

January

- No significant activity.

Levy Sustainability Fund

January

- No significant activity.

Debt Service Fund

January

- No significant activity.

US BANK Clearing Distributions

Fiscal Month	Original Payment	General Fund Posting	Capital Fund Posting	Outstanding*
January 2020	\$ 221,615.20	\$ 223,341.64	\$ 1,510.73	-\$ 3,237.17
February 2020	186,701.71	173,398.39	12,709.94	593.38
March 2020	567,102.64	567,301.22	- 0 -	- 198.58
April 2020	235,086.31	237,643.74	- 0 -	- 2,557.43
May 2020	141,073.33	144,680.38	- 0 -	- 3,607.05
June 2020	262,358.49	265,446.11	- 0 -	- 3,087.62
July 2020	258,448.61	227,767.80	36,283.86	- 5,603.05
August 2020	355,253.45	355,295.62	- 0 -	- 42.17
September 2020	445,691.25	434,299.73	101.65	11,289.87
October 2020	188,005.75	192,831.00	- 0 -	- 4,825.25
Thru October	\$ 2,861,336.74	\$ 2,822,005.63	\$ 50,606.18	-\$ 6,448.82
November 2020	664,331.58	TBD	TBD	664,331.58
December 2020	579,050.24	TBD	TBD	579,050.24
2020 YTD	\$ 4,104,718.56	\$ 2,822,005.63	\$ 50,606.08	\$ 1,232,106.75

Fiscal Month	Original Payment	General Fund Posting	Capital Fund Posting	Outstanding*
January 2021	\$ 157,475.26	TBD	TBD	\$157,475.26
2021 YTD	\$ 157,475.26	TBD	TBD	\$157,475.26

* Outstanding items from processed months are credits or transactions that require additional work, which will be completed by yearend. We have developed a process involving journal entries that will resolve the outstanding items as noted, which will begin to be applied in November.

**PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF FINANCIAL POSITION
January 31, 2021**

	GENERAL FUND	SPECIAL PURPOSE FUND	LEVY SUSTAINABILITY FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND
ASSETS					
Current Assets					
Cash	\$ 105,897	\$ 2,000	\$ 290,000	\$ 100	\$ 88,978
Investments	\$ 6,620,411	\$ 3,917,923	\$ 8,178,122	\$ 88,526	\$ 3,129,488
Accrued Interest on Investments	\$ 3,599	\$ (1,353)	\$ 187	\$ 7	\$ (1,917)
Total Current Assets	\$ 6,729,907	\$ 3,918,570	\$ 8,468,309	\$ 88,633	\$ 3,216,549
TOTAL ASSETS	\$ 6,729,907	\$ 3,918,570	\$ 8,468,309	\$ 88,633	\$ 3,216,549
LIABILITIES					
Current Liabilities					
Warrants Payable*	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ (11)	\$ -	\$ -	\$ -	\$ -
Payroll Payable	\$ 137,220	\$ -	\$ -	\$ -	\$ -
US Bank Payable*	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ 137,209	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES	\$ 137,209	\$ -	\$ -	\$ -	\$ -
FUND BALANCE					
Reserve for Encumbrances	\$ -	\$ -	\$ -	\$ -	\$ -
Election Set-Aside		\$ 1,020,451	\$ -		
Land/Property/Facility Set-Aside		\$ 2,830,117	\$ -		
Unreserved Fund Balance	\$ 6,592,697	\$ 68,002	\$ 8,468,309	\$ 88,633	\$ 3,216,549
TOTAL FUND BALANCE	\$ 6,592,697	\$ 3,918,570	\$ 8,468,309	\$ 88,633	\$ 3,216,549
TOTAL LIABILITIES & FUND BALANCE	\$ 6,729,907	\$ 3,918,570	\$ 8,468,309	\$ 88,633	\$ 3,216,549
BEGINNING FUND BALANCE, 01/01/20					
	\$ 9,184,508	\$ 3,918,105	\$ 8,467,339	\$ 88,623	\$ 3,240,090
YTD Revenue	\$ 121,949	\$ 465	\$ 970	\$ 10	\$ 371
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (2,713,759)	\$ -	\$ -	\$ -	\$ (23,912)
ENDING FUND BALANCE, 01/31/21	\$ 6,592,697	\$ 3,918,570	\$ 8,468,309	\$ 88,633	\$ 3,216,549
TAXES RECEIVABLE	\$ 41,978,393	\$ -	\$ -	\$ -	\$ -

* Does not include Munis payables
These will be applied to each month
prior to closing the fiscal year.

**PIERCE COUNTY LIBRARY SYSTEM
COMPARATIVE STATEMENT OF FINANCIAL POSITION
General Fund as of January 31, 2021**

	HISTORICAL 1/31/2020	HISTORICAL 2/29/2020	HISTORICAL 3/31/2020	HISTORICAL 4/30/2020	HISTORICAL 5/31/2020	HISTORICAL 6/30/2020	HISTORICAL 7/31/2020	HISTORICAL 8/31/2020	HISTORICAL 9/30/2020	HISTORICAL 10/31/2020	HISTORICAL 11/30/2020	HISTORICAL 12/31/2020	CURRENT 1/31/2021
ASSETS													
Current Assets													
Cash	\$ 878,667	\$ 1,823,571	\$ 3,212,353	\$ 14,272,498	\$ 3,713,947	\$ 1,702,067	\$ 538,305	\$ 457,547	\$ 14,759,992	\$ 14,759,992	\$ 293,860	\$ 2,247,241	\$ 105,897
Investments	\$ 5,850,000	\$ 3,150,000	\$ 650,000	\$ 650,000	\$ 12,280,000	\$ 13,582,000	\$ 12,457,858	\$ 10,210,283	\$ 6,216,051	\$ 6,216,051	\$ 17,617,730	\$ 7,619,546	\$ 6,620,411
Accrued Interest on Investments						\$ 388	\$ 3,597	\$ 3,589	\$ 3,577	\$ 3,577	\$ 3,607	\$ 3,599	\$ 3,599
Deposits Refundable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Assets	\$ 6,728,667	\$ 4,973,571	\$ 3,862,353	\$ 14,922,498	\$ 15,993,947	\$ 15,284,455	\$ 12,999,761	\$ 10,671,418	\$ 20,979,620	\$ 20,979,620	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907
TOTAL ASSETS	\$ 6,728,667	\$ 4,973,571	\$ 3,862,353	\$ 14,922,498	\$ 15,993,947	\$ 15,284,455	\$ 12,999,761	\$ 10,671,418	\$ 20,979,620	\$ 20,979,620	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907
LIABILITIES													
Current Liabilities													
Warrants Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax Payable*	\$ 8,388	\$ 9,747	\$ 10,306	\$ 10,306	\$ 787	\$ 790	\$ 790	\$ 790	\$ (11)	\$ (11)	\$ (11)	\$ (11)	\$ (11)
Payroll Payable	\$ 131,287	\$ 154,329	\$ 174,402	\$ 130,122	\$ 146,218	\$ 166,532	\$ 129,080	\$ 151,695	\$ 131,399	\$ 131,399	\$ 149,867	\$ 176,335	\$ 137,220
Total Current Liabilities	\$ 139,676	\$ 164,077	\$ 184,708	\$ 140,427	\$ 147,005	\$ 167,321	\$ 129,870	\$ 152,484	\$ 131,388	\$ 131,388	\$ 149,856	\$ 176,324	\$ 137,209
TOTAL LIABILITIES	\$ 139,676	\$ 164,077	\$ 184,708	\$ 140,427	\$ 147,005	\$ 167,321	\$ 129,870	\$ 152,484	\$ 131,388	\$ 131,388	\$ 149,856	\$ 176,324	\$ 137,209
FUND BALANCE													
Reserve for Encumbrance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved Fund Balance	\$ 6,588,991	\$ 4,809,495	\$ 3,677,645	\$ 14,782,070	\$ 15,846,942	\$ 15,117,133	\$ 12,869,891	\$ 10,518,934	\$ 20,848,232	\$ 20,848,232	\$ 17,765,341	\$ 9,694,062	\$ 6,592,697
TOTAL FUND BALANCE	\$ 6,588,991	\$ 4,809,495	\$ 3,677,645	\$ 14,782,070	\$ 15,846,942	\$ 15,117,133	\$ 12,869,891	\$ 10,518,934	\$ 20,848,232	\$ 20,848,232	\$ 17,765,341	\$ 9,694,062	\$ 6,592,697
TOTAL LIABILITIES & FUND BALANCE	\$ 6,728,667	\$ 4,973,571	\$ 3,862,353	\$ 14,922,498	\$ 15,993,947	\$ 15,284,455	\$ 12,999,761	\$ 10,671,418	\$ 20,979,620	\$ 20,979,620	\$ 17,915,197	\$ 9,870,386	\$ 6,729,907
PROPERTY TAXES RECEIVABLE	\$ 41,259,626	\$ 40,435,226	\$ 38,840,000	\$ 25,069,543	\$ 21,464,956	\$ 19,590,710	\$ 19,322,607	\$ 19,038,022	\$ 3,750,424	\$ 3,750,424	\$ 1,058,458	\$ 765,929	\$ 41,978,393

* Does not include Munis payables
These will be applied to each month
prior to closing the fiscal year.

PIERCE COUNTY LIBRARY SYSTEM
STATEMENT OF REVENUE & EXPENDITURES
For the Period Ending January 31, 2021

GENERAL FUND - 01	2020 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ 38,353,400	\$ 92,221	\$ -	\$ 38,261,179	0%
Other Revenue	\$ 1,044,500	\$ 29,728	\$ -	\$ 1,014,772	3%
TOTAL REVENUE	\$ 39,397,900	\$ 121,949	\$ -	\$ 39,275,951	0%
EXPENDITURES					
Personnel/Taxes and Benefits	\$ 27,623,800	\$ 2,193,748	\$ -	\$ 25,430,052	8%
Materials	\$ 4,582,200	\$ 80,383	\$ -	\$ 4,501,817	2%
Maintenance and Operations	\$ 6,811,900	\$ 439,628	\$ -	\$ 6,372,272	6%
Transfers Out & Reserves	\$ 380,000	\$ -	\$ -	\$ 380,000	0%
TOTAL EXPENDITURES	\$ 39,397,900	\$ 2,713,759	\$ -	\$ 36,684,141	7%
Excess/(Deficit)		\$ (2,591,811)			
Additional Transfers Out		-			
NET EXCESS (DEFICIT)		\$ (2,591,811)			

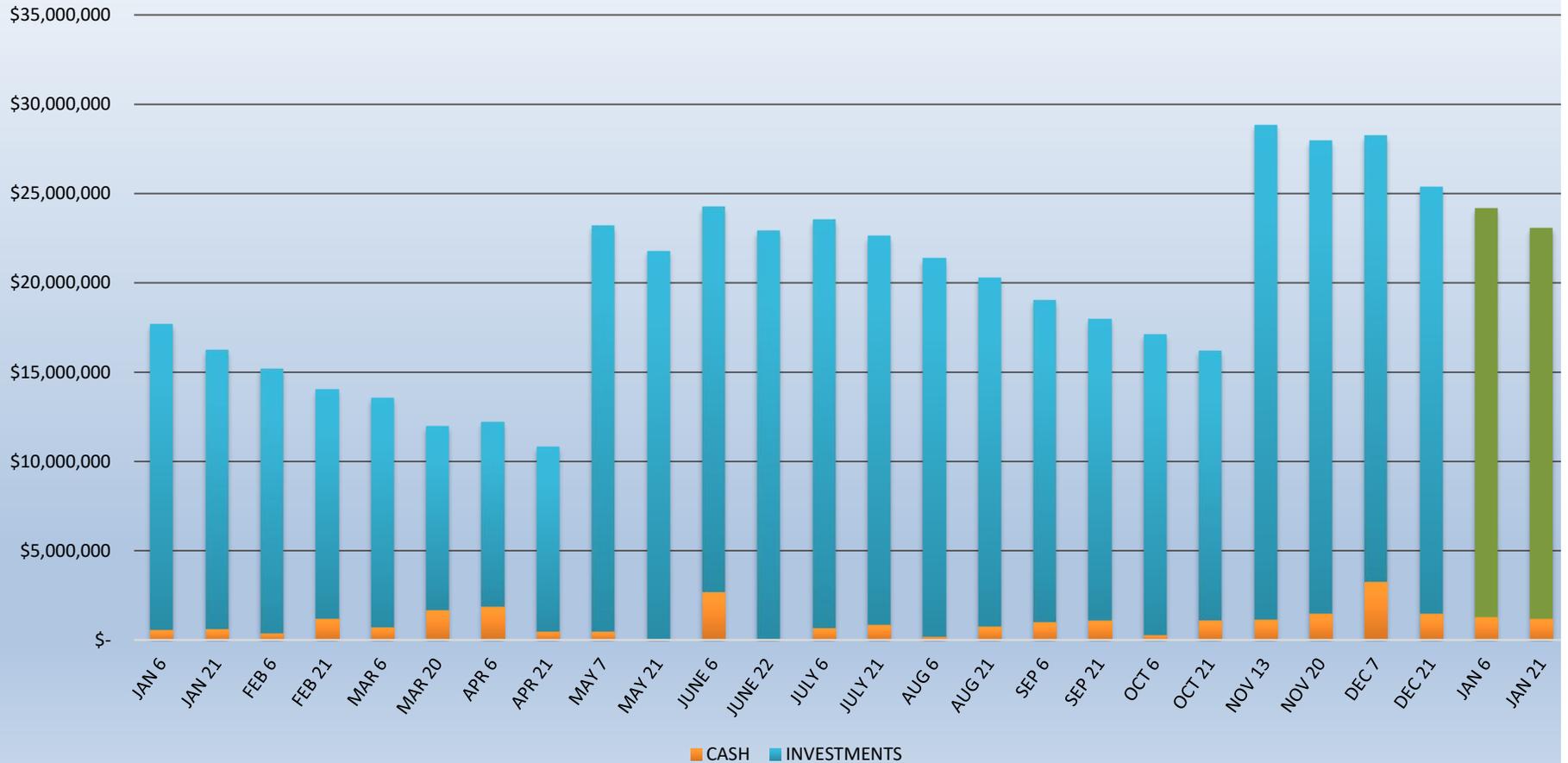
SPECIAL PURPOSE FUND - 15	2020 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 465	\$ -	\$ (465)	-
TOTAL REVENUE	\$ -	\$ 465	\$ -	\$ (465)	-
EXPENDITURES					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 465			
Additional Transfers In		\$ -			
NET EXCESS (DEFICIT)		\$ 465			

LEVY SUSTAINABILITY FUND - 16	2020 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 970	\$ -	\$ (970)	-
TOTAL REVENUE	\$ -	\$ 970	\$ -	\$ (970)	-
EXPENDITURES					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
Excess/(Deficit)		\$ 970			
Additional Transfers In		\$ -			
NET EXCESS (DEFICIT)		\$ 970			

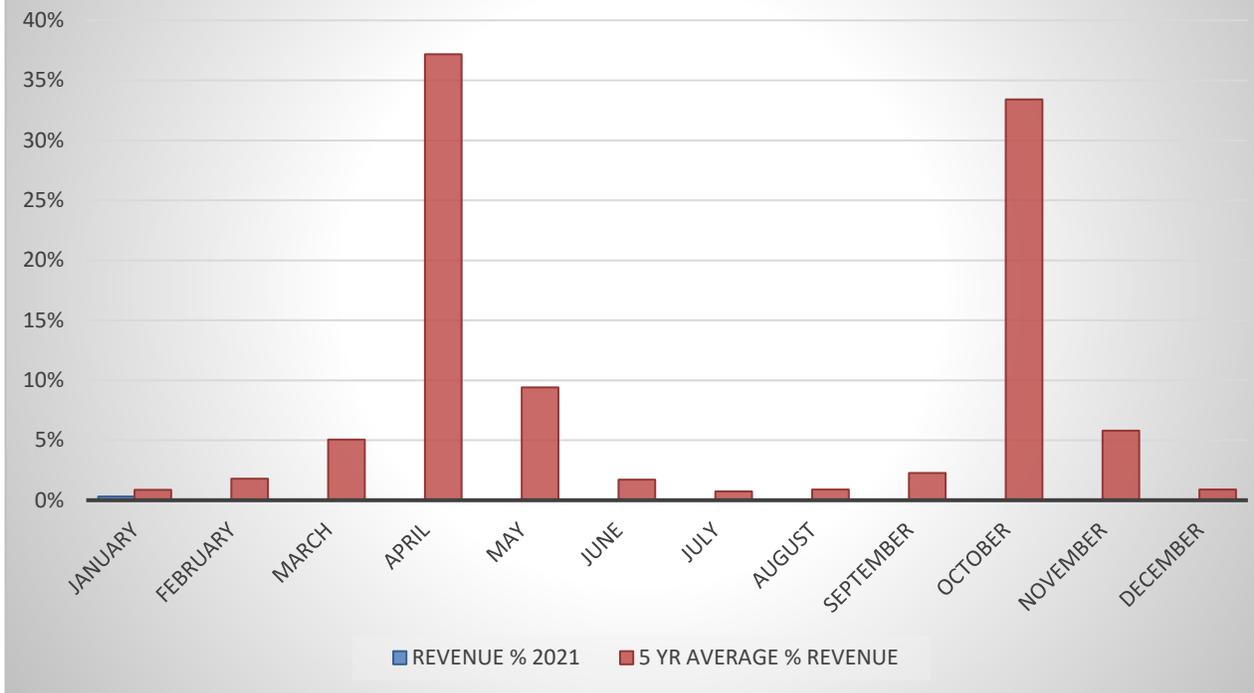
DEBT SERVICE FUND - 20	2020 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Property Tax & Related Income	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$ -	\$ 10	\$ -	\$ (10)	-
TOTAL REVENUE	\$ -	\$ 10	\$ -	\$ (10)	-
EXPENDITURES					
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	-
NET EXCESS (DEFICIT)		\$ 10			

CAPITAL IMPROVEMENT PROJECTS FUND - 30	2020 BUDGET	YEAR TO DATE	ENCUMBRANCES	BUDGET BALANCE	% OF BUDGET
REVENUE					
Use of Fund Balance	\$ 2,095,000	\$ -	\$ -	\$ 2,095,000	0%
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	\$ -	\$ 371	\$ -	\$ (371)	-
TOTAL REVENUE	\$ 2,095,000	\$ 371	\$ -	\$ 2,094,629	0%
EXPENDITURES					
Capital Improvement Projects	\$ 1,845,000	\$ 23,912	\$ -	\$ 1,821,088	1%
TOTAL EXPENDITURES	\$ 1,845,000	\$ 23,912	\$ -	\$ 1,821,088	1%
Excess/(Deficit)		\$ (23,541)			
Additional Transfers In		-			
NET EXCESS (DEFICIT)		\$ (23,541)			

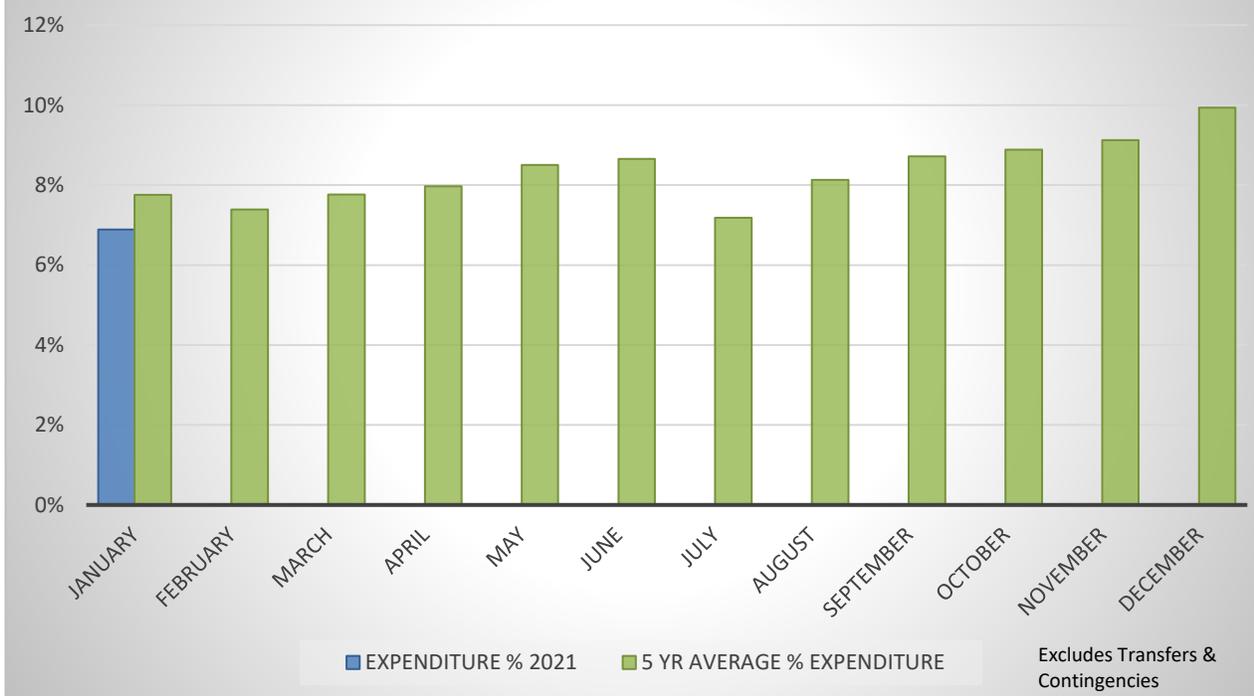
**CASH & INVESTMENTS - SEMI-MONTHLY
2021 - ALL FUNDS COMBINED (EXCLUDES DEBT SERVICE FUND)
- 13 MONTHS MOVING -**



GENERAL FUND - REVENUE TREND (%) THROUGH JANUARY 2021



GENERAL FUND - EXPENDITURE TREND (%) THROUGH JANUARY 2021



Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
31111 PROPERTY TAX--CURRENT	37,701,400.00	942.45	942.45	0.00	37,700,457.55	0.00
31112 PROPERTY TAX--DELINQUENT	478,000.00	90,152.37	90,152.37	0.00	387,847.63	18.86
31113 PROPERTY TAX--KING COUNTY	60,000.00	260.43	260.43	0.00	59,739.57	0.43
31130 SALE OF TAX TITLE PROPERTY	6,000.00	0.00	0.00	0.00	6,000.00	0.00
31720 LEASEHOLD EXCISE TAX	20,000.00	0.00	0.00	0.00	20,000.00	0.00
31740 TIMBER EXCISE TAX	63,000.00	0.00	0.00	0.00	63,000.00	0.00
TAXES:	38,328,400.00	91,355.25	91,355.25	0.00	38,237,044.75	0.24
33533 ST FOREST FUNDS/DNR TIMB TRST	15,000.00	0.00	0.00	0.00	15,000.00	0.00
34161 GRAPHICS SERVICES CHARGES	7,500.00	0.00	0.00	0.00	7,500.00	0.00
34730 LIBRARY SERVICES FEES--ILL	0.00	25.00	25.00	0.00	(25.00)	0.00
35970 LIBRARY FINES	10,000.00	2,832.95	2,832.95	0.00	7,167.05	28.33
36110 INVESTMENT EARNINGS	10,000.00	865.51	865.51	0.00	9,134.49	8.66
36200 RENTS AND LEASES--KPHC	1,000.00	0.00	0.00	0.00	1,000.00	0.00
36700 DONOR PROCEEDS--FOUNDATION	275,000.00	0.00	0.00	0.00	275,000.00	0.00
36726 REIMBURSEMENTS--OTHER	0.00	1,875.00	1,875.00	0.00	(1,875.00)	0.00
36790 OPPORTUNITY DONATIONS	160,000.00	0.00	0.00	0.00	160,000.00	0.00
36910 SALE OF SURPLUS--GENERAL	2,000.00	0.00	0.00	0.00	2,000.00	0.00
36915 SALE OF SURPLUS--MATERIALS	4,000.00	6,412.88	6,412.88	0.00	(2,412.88)	160.32
36991 PAYMENT FOR LOST MATERIALS	5,000.00	71.00	71.00	0.00	4,929.00	1.42
36998 ERATE REIMBURSEMENT	530,000.00	18,511.03	18,511.03	0.00	511,488.97	3.49
36999 PROCUREMENT CARD REBATES	50,000.00	0.00	0.00	0.00	50,000.00	0.00
CHARGES OTHER:	1,069,500.00	30,593.37	30,593.37	0.00	1,038,906.63	2.86
TOTAL FOR REVENUE ACCOUNTS	39,397,900.00	121,948.62	121,948.62	0.00	39,275,951.38	0.31
EXPENSE ACCOUNTS						
51100 SALARIES AND WAGES	20,616,500.00	1,552,382.15	1,552,382.15	0.00	19,064,117.85	7.53
51105 ADDITIONAL HOURS	152,000.00	5,168.39	5,168.39	0.00	146,831.61	3.40
51106 SHIFT DIFFERENTIAL	186,800.00	13,280.82	13,280.82	0.00	173,519.18	7.11
51107 SUBSTITUTE HOURS	155,000.00	1,349.72	1,349.72	0.00	153,650.28	0.87
51109 TUITION ASSISTANCE	10,000.00	3,459.89	3,459.89	0.00	6,540.11	34.60
51200 OVERTIME WAGES	19,100.00	789.98	789.98	0.00	18,310.02	4.14
51999 ADJ WAGE/SALARY TO MATCH PLAN	(739,900.00)	0.00	0.00	0.00	(739,900.00)	0.00
52001 INDUSTRIAL INSURANCE	200,400.00	9,096.90	9,096.90	0.00	191,303.10	4.54
52002 MEDICAL INSURANCE	2,811,800.00	257,952.91	257,952.91	0.00	2,553,847.09	9.17
52003 FICA	1,616,500.00	117,436.15	117,436.15	0.00	1,499,063.85	7.26
52004 RETIREMENT	2,453,200.00	202,249.44	202,249.44	0.00	2,250,950.56	8.24
52005 DENTAL INSURANCE	255,800.00	18,894.61	18,894.61	0.00	236,905.39	7.39
52006 OTHER BENEFIT	30,800.00	2,320.00	2,320.00	0.00	28,480.00	7.53
52010 LIFE AND DISABILITY INSURANCE	87,800.00	7,059.33	7,059.33	0.00	80,740.67	8.04
52020 UNEMPLOYMENT/ PAID FML INSURANCE	30,000.00	2,307.48	2,307.48	0.00	27,692.52	7.69
52999 ADJ BENEFITS TO MATCH PLAN	(262,000.00)	0.00	0.00	0.00	(262,000.00)	0.00
PERSONNEL	27,623,800.00	2,193,747.77	2,193,747.77	0.00	25,430,052.23	7.94
53100 OFFICE/OPERATING SUPPLIES--DEP	121,900.00	2,269.32	2,269.32	0.00	119,630.68	1.86
53102 OFFICE/OPERATING SUPPLIES--SUP	77,400.00	0.00	0.00	0.00	77,400.00	0.00
53104 OFFICE/OPERATING SUPPLIES--PUB	67,600.00	0.00	0.00	0.00	67,600.00	0.00
53110 CUSTODIAL SUPPLIES	76,500.00	4,115.60	4,115.60	0.00	72,384.40	5.38

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
53120 MAINTENANCE SUPPLIES	30,000.00	0.00	0.00	0.00	30,000.00	0.00
53130 MATERIAL PROCESSING SUP	16,000.00	0.00	0.00	0.00	16,000.00	0.00
53200 FUEL	35,000.00	0.00	0.00	0.00	35,000.00	0.00
53400 MATERIALS COLLECTION	41,000.00	0.00	0.00	0.00	41,000.00	0.00
53401 ADULT AV - CDS	50,000.00	0.00	0.00	0.00	50,000.00	0.00
53402 ADULT AV - DVD	490,000.00	0.00	0.00	0.00	490,000.00	0.00
53404 ADULT AV AUDIOBOOKS	40,000.00	0.00	0.00	0.00	40,000.00	0.00
53405 ADULT BOOK CLUB KITS	3,500.00	0.00	0.00	0.00	3,500.00	0.00
53406 ADULT FICTION	240,000.00	9,834.87	9,834.87	0.00	230,165.13	4.10
53408 ADULT LARGE PRINT	80,000.00	6,396.50	6,396.50	0.00	73,603.50	8.00
53409 ADULT LUCKY DAY	80,000.00	1,031.91	1,031.91	0.00	78,968.09	1.29
53410 ADULT NONFICTION	315,000.00	16,658.05	16,658.05	0.00	298,341.95	5.29
53411 ADULT PAPERBACKS	35,000.00	199.02	199.02	0.00	34,800.98	0.57
53413 ADULT REFERENCE	11,500.00	0.00	0.00	0.00	11,500.00	0.00
53414 ADULT YA FICTION	70,000.00	579.38	579.38	0.00	69,420.62	0.83
53415 ADULT YA GRAPHIC NOVELS	25,000.00	983.83	983.83	0.00	24,016.17	3.94
53416 ADULT YA NONFICTION	20,000.00	381.28	381.28	0.00	19,618.72	1.91
53417 ADULT AV - DVDNF	50,000.00	0.00	0.00	0.00	50,000.00	0.00
53418 ADULT GRAPHIC NOVELS	15,000.00	211.05	211.05	0.00	14,788.95	1.41
53421 CHILDREN'S STANDING ORDERS	35,000.00	0.00	0.00	0.00	35,000.00	0.00
53422 CHILDREN'S BOOK CLUB KITS	1,500.00	0.00	0.00	0.00	1,500.00	0.00
53423 CHILDREN'S COMIC BOOKS	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53424 CHILDREN'S EARLY LEARNING	7,500.00	743.36	743.36	0.00	6,756.64	9.91
53425 CHILDREN'S FICTION	170,000.00	8,899.77	8,899.77	0.00	161,100.23	5.24
53426 CHILDREN'S GRAPHIC NOVELS	35,000.00	589.98	589.98	0.00	34,410.02	1.69
53427 CHILDREN'S NONFICTION	160,000.00	9,300.30	9,300.30	0.00	150,699.70	5.81
53428 CHILDREN'S SCIENCE TO GO	4,000.00	0.00	0.00	0.00	4,000.00	0.00
53429 CHILDREN'S STORYTIME	5,000.00	365.23	365.23	0.00	4,634.77	7.30
53430 DATABASES	440,000.00	0.00	0.00	0.00	440,000.00	0.00
53440 EBOOK - REFERENCE	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53441 EBOOKS	745,000.00	0.00	0.00	0.00	745,000.00	0.00
53442 EDOWNLOADABLE AUDIO	700,000.00	0.00	0.00	0.00	700,000.00	0.00
53443 ESTREAMING BOOKS	21,900.00	0.00	0.00	0.00	21,900.00	0.00
53444 EHOSTING FEES	13,900.00	1,200.00	1,200.00	0.00	12,700.00	8.63
53445 EMAGAZINES	75,000.00	0.00	0.00	0.00	75,000.00	0.00
53446 ONLINE BOOK CLUBS	15,000.00	0.00	0.00	0.00	15,000.00	0.00
53450 MAGAZINES	52,000.00	(450.62)	(450.62)	0.00	52,450.62	(0.87)
53460 VENDOR PROCESSING	0.00	1,786.54	1,786.54	0.00	(1,786.54)	0.00
53464 VENDOR PROCESSING SERVICES	160,000.00	1,242.98	1,242.98	0.00	158,757.02	0.78
53466 VENDOR CATALOGING	10,000.00	0.00	0.00	0.00	10,000.00	0.00
53467 OCLC BIBLIOGRAPHIC SERVICES	35,000.00	0.00	0.00	0.00	35,000.00	0.00
53468 OCLC RESOURCE SHARING SERVICES	17,000.00	0.00	0.00	0.00	17,000.00	0.00
53470 WORLD - ADULT SPANISH	14,000.00	794.37	794.37	0.00	13,205.63	5.67
53471 WORLD - CHILDREN'S SPANISH	14,000.00	1,545.30	1,545.30	0.00	12,454.70	11.04
53472 WORLD - CHINESE	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53474 WORLD - GERMAN	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53475 WORLD - JAPANESE	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53476 WORLD - KOREAN	19,000.00	4,580.53	4,580.53	0.00	14,419.47	24.11

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrances	Balance	Expend %
EXPENSE ACCOUNTS						
53477 WORLD - TAGALOG	14,000.00	1,541.31	1,541.31	0.00	12,458.69	11.01
53478 WORLD - VIETNAMESE	10,000.00	4,342.47	4,342.47	0.00	5,657.53	43.42
53479 WORLD - RUSSIAN	14,000.00	7,625.96	7,625.96	0.00	6,374.04	54.47
53480 WORLD - SAMOAN	5,000.00	0.00	0.00	0.00	5,000.00	0.00
53481 YOUTH CHILDREN'S AUDIO BOOKS	40,000.00	0.00	0.00	0.00	40,000.00	0.00
53482 YOUTH DVD - FTY	45,000.00	0.00	0.00	0.00	45,000.00	0.00
53483 YOUTH YA AUDIO BOOKS	3,000.00	0.00	0.00	0.00	3,000.00	0.00
53490 FOUNDATION FUNDED	110,400.00	0.00	0.00	0.00	110,400.00	0.00
53500 MINOR EQUIPMENT	34,000.00	0.00	0.00	0.00	34,000.00	0.00
53502 TECHNOLOGY HARDWARE--PUBLIC	200,000.00	0.00	0.00	0.00	200,000.00	0.00
53503 TECHNOLOGY HARDWARE--STAFF	300,000.00	136.31	136.31	0.00	299,863.69	0.05
53504 TECHNOLOGY HARDWARE--GENERAL	40,000.00	0.00	0.00	0.00	40,000.00	0.00
53505 SOFTWARE/LICENSES/HOST--APPS	510,800.00	3,756.63	3,756.63	0.00	507,043.37	0.74
53506 SOFTWARE/LICENSES/HOST--INFRA	423,000.00	1,373.70	1,373.70	0.00	421,626.30	0.32
53510 FURNISHINGS--PUBLIC	95,000.00	0.00	0.00	0.00	95,000.00	0.00
53515 FURNISHINGS--STAFF	97,500.00	0.00	0.00	0.00	97,500.00	0.00
54100 INDEPENDENT CONTRACTORS	179,700.00	5,045.40	5,045.40	0.00	174,654.60	2.81
54104 INDEPENDENT CONTRACTORS--INFRA	25,000.00	0.00	0.00	0.00	25,000.00	0.00
54110 PERFORMER SERVICES	28,000.00	250.00	250.00	0.00	27,750.00	0.89
54120 CONTRACTUAL SERVICES	339,100.00	65,825.96	65,825.96	0.00	273,274.04	19.41
54140 DATA SERVICES	4,500.00	0.00	0.00	0.00	4,500.00	0.00
54150 LEGAL SERVICES	55,000.00	0.00	0.00	0.00	55,000.00	0.00
54162 BIBLIOGRAPHIC & RELATED SERVIC	0.00	4,107.34	4,107.34	0.00	(4,107.34)	0.00
54163 PRINTING AND BINDING	25,800.00	0.00	0.00	0.00	25,800.00	0.00
54165 ILL LOST ITEM CHARGE	3,000.00	60.00	60.00	0.00	2,940.00	2.00
54200 POSTAGE	73,200.00	10,548.85	10,548.85	0.00	62,651.15	14.41
54210 TELECOM SERVICES--PHONES	50,000.00	1,468.92	1,468.92	0.00	48,531.08	2.94
54211 TELECOM SERVICES--CELLPHONES	76,200.00	0.00	0.00	0.00	76,200.00	0.00
54212 TELECOM SERVICES--INTERNET	668,000.00	0.00	0.00	0.00	668,000.00	0.00
54300 TRAVEL AND TOLLS	53,100.00	0.00	0.00	0.00	53,100.00	0.00
54301 MILEAGE REIMBURSEMENTS	58,500.00	3,928.01	3,928.01	0.00	54,571.99	6.71
54400 ADVERTISING	138,000.00	9,929.08	9,929.08	0.00	128,070.92	7.19
54501 RENTALS/LEASES--BUILDINGS	492,900.00	95,971.91	95,971.91	0.00	396,928.09	19.47
54502 RENTALS/LEASES--EQUIPMENT	188,900.00	6,737.36	6,737.36	0.00	182,162.64	3.57
54600 INSURANCE	270,000.00	0.00	0.00	0.00	270,000.00	0.00
54700 ELECTRICITY	265,000.00	12,835.31	12,835.31	0.00	252,164.69	4.84
54701 NATURAL GAS	12,000.00	1,971.47	1,971.47	0.00	10,028.53	16.43
54702 WATER	30,000.00	2,598.74	2,598.74	0.00	27,401.26	8.66
54703 SEWER	34,000.00	2,541.30	2,541.30	0.00	31,458.70	7.47
54704 REFUSE	36,000.00	310.91	310.91	0.00	35,689.09	0.86
54800 GENERAL REPAIRS/MAINTENANCE	381,500.00	17,918.78	17,918.78	0.00	363,581.22	4.70
54801 CONTRACTED MAINTENANCE	475,300.00	6,223.21	6,223.21	0.00	469,076.79	1.31
54805 VEHICLE REPAIR AND MAINTENANCE	65,000.00	0.00	0.00	0.00	65,000.00	0.00
54810 IT SYSTEMS MAINTENANCE--APPS	6,200.00	0.00	0.00	0.00	6,200.00	0.00
54811 IT SYSTEMS MAINTENANCE--INFRA	70,000.00	0.00	0.00	0.00	70,000.00	0.00
54900 INDIVIDUAL REGISTRATIONS	76,300.00	0.00	0.00	0.00	76,300.00	0.00
54901 ORGANIZATIONAL REGISTRATIONS	1,500.00	0.00	0.00	0.00	1,500.00	0.00
54902 DUES AND MEMBERSHIPS	54,000.00	20,158.60	20,158.60	0.00	33,841.40	37.33

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: GENERAL FUND (01)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
EXPENSE ACCOUNTS						
54903 LICENSES AND FEES {{OLD}}	0.00	217.85	217.85	0.00	(217.85)	0.00
54904 LICENSES	5,500.00	0.00	0.00	0.00	5,500.00	0.00
54905 FEES	80,500.00	1,852.32	1,852.32	0.00	78,647.68	2.30
54911 FOUNDATION IMPACT PROJECTS	95,500.00	0.00	0.00	0.00	95,500.00	0.00
54912 CONTINGENCY	270,000.00	0.00	0.00	0.00	270,000.00	0.00
54998 US BANK CLEARING	0.00	157,475.26	157,475.26	0.00	(157,475.26)	0.00
59711 TRANSFERS OUT--FUTURE ELECTION	80,000.00	0.00	0.00	0.00	80,000.00	0.00
59712 TRANSFERS OUT--FUTURE LAND, PR	300,000.00	0.00	0.00	0.00	300,000.00	0.00
ALL OTHER EXPENSES	11,774,100.00	520,011.51	520,011.51	0.00	11,254,088.49	4.42
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	39,397,900.00	2,713,759.28	2,713,759.28	0.00	36,684,140.72	6.89
NET SURPLUS / DEFICIT	0.00	(2,591,810.66)	(2,591,810.66)	0.00	2,591,810.66	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: SPECIAL PURPOSE FUND (15)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	464.67	464.67	0.00	(464.67)	0.00
CHARGES OTHER:	0.00	464.67	464.67	0.00	(464.67)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	464.67	464.67	0.00	(464.67)	0.00
EXPENSE ACCOUNTS						
NEED A CATEGORY	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	0.00	0.00	0.00	0.00	0.00	0.00
NET SURPLUS / DEFICIT	0.00	464.67	464.67	0.00	(464.67)	0.00

FUND: LEVY SUSTAINABILITY FUND (16)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
TAXES:	0.00	0.00	0.00	0.00	0.00	0.00
36110 INVESTMENT EARNINGS	0.00	969.94	969.94	0.00	(969.94)	0.00
CHARGES OTHER:	0.00	969.94	969.94	0.00	(969.94)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	969.94	969.94	0.00	(969.94)	0.00
NET SURPLUS / DEFICIT	0.00	969.94	969.94	0.00	(969.94)	0.00

Pierce County Library System
 Board Report - Budget to Actual by Object
 Report as of: 1/31/2021

FUND: DEBT SERVICE FUND (20)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
36110 INVESTMENT EARNINGS	0.00	9.95	9.95	0.00	(9.95)	0.00
CHARGES OTHER:	0.00	9.95	9.95	0.00	(9.95)	0.00
TOTAL FOR REVENUE ACCOUNTS	0.00	9.95	9.95	0.00	(9.95)	0.00
NET SURPLUS / DEFICIT	0.00	9.95	9.95	0.00	(9.95)	0.00

FUND: CAPITAL IMPROVEMENT PROJECTS FUND (30)

Object	2021 Budget	January Actual	Year-To-Date Actual	Encumbrance s	Balance	Expend %
REVENUE ACCOUNTS						
29150 USE OF FUND BALANCE-BUDGET	2,095,000.00	0.00	0.00	0.00	2,095,000.00	0.00
36110 INVESTMENT EARNINGS	0.00	371.17	371.17	0.00	(371.17)	0.00
CHARGES OTHER:	2,095,000.00	371.17	371.17	0.00	2,094,628.83	0.02
TOTAL FOR REVENUE ACCOUNTS	2,095,000.00	371.17	371.17	0.00	2,094,628.83	0.02
EXPENSE ACCOUNTS						
54100 INDEPENDENT CONTRACTORS	425,000.00	0.00	0.00	0.00	425,000.00	0.00
54120 CONTRACTUAL SERVICES	0.00	2,110.08	2,110.08	0.00	(2,110.08)	0.00
54160 ARCHITECTURAL/ENGR SERVICES	0.00	567.50	567.50	0.00	(567.50)	0.00
54912 CONTINGENCY	250,000.00	0.00	0.00	0.00	250,000.00	0.00
56200 BUILDINGS ACQUISITIONS	120,000.00	0.00	0.00	0.00	120,000.00	0.00
56201 BUILDING IMPROVEMENTS/REFRESHE	350,000.00	0.00	0.00	0.00	350,000.00	0.00
56280 FURNITURE AND FIXTURES	200,000.00	21,234.57	21,234.57	0.00	178,765.43	10.62
56430 TECHNOLOGY EQUIPMENT	500,000.00	0.00	0.00	0.00	500,000.00	0.00
TOTAL FOR EXPENSE ACCOUNTS	1,845,000.00	23,912.15	23,912.15	0.00	1,821,087.85	1.30
NET SURPLUS / DEFICIT	250,000.00	(23,540.98)	(23,540.98)	0.00	273,540.98	(9.42)

MEMO

Date: February 28, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Jaime Prothro, Customer Experience Director

Subject: Branch Services Report

Customer Experiences

Lakewood Library's technology services launched on February 22 with customers who were able to access printouts of resumes, apply for professional certifications, complete financial and tax work, and reconnect with PCLS staff. At one point in the afternoon, a customer exclaimed "You've made my day" as she came to complete some work. A grandmother brought her granddaughter to the library so she could read and learn on technology like she did last year.

A customer wrote to Sumner staff, "I will probably have to eventually buy these books for my toddler. We had to return these, and she decided it was time to get "Cuddle" back. She tried to grab her coat and shoes and wanted to go to the library right away to get it. So I put it on hold and you can see how happy she was when it came in two days later!"

At Tillicum, staff noticed several teens outside the building looking for a good Wi-Fi spot. Staff began talking with the teens about curbside options and the teen expressed a longing for the library to re-open and how much she missed the librarians.

At the Gig Harbor Literary Society Meeting participants shared gratitude for the ease of curbside service and at Key Center, customers are engaging staff with a lot of gratitude.

When staff set out curbside orders at Gig Harbor, a gentleman approached and said he wanted to thank staff for hosting virtual reality last year. This inspired his family to get a virtual headset and made COVID-19 limitations more bearable for them.



At Adult Fiction Book Group this month, staff received the following comments: "Book group encourages me to read things I wouldn't have read." "I love this group of people, and I have missed you!"

"We come together and connect." "I learn so much from the books we read." "Downloadable books have been a life saver." "The book selections are so good." "I joined as soon as I moved here." "I feel welcome." "We have lively discussions." To the new members: "You are going to like it." One group member mentioned she was having trouble getting the vaccine, another was too and everyone had suggestions for each other. It was great to see community in action. The group filled my cup with pennies today. I'm so happy to be part of the library and the work we do!

Serving ALICE Households

Virtual Talk Time focused on healthcare resources this month.

Staff continue to connect with partner agencies and schools to understand needs, and connect to library resources.

Operational Highlights

Restoration of service at Lakewood was the departmental priority, with plans to launch at Fife next.

Tax forms are a high-need resource for the community this month and are available at all locations curbside.

A project to expand Wi-Fi into parking lots and library grounds has launched, with vendors being selected and work will begin this next month.

A new primary source database from ProQuest was introduced this month: Black Freedom Struggle in the United States: Challenges and Triumphs in the Pursuit of Equality.

Initiatives Highlights

The 5th Annual African American Read-in brought over 40 participants to connect with authors Charlotte Watson Sherman, D'Mario Carter, and Rosa Nicole Booker. The authors read from their work, and answered questions about their craft, their call to writing, publishing and marketing,

The virtual program *Spring into Reading* has launched with over 280 participants in the first month, and 33 finishers reported. This group of engaged readers have already completed 1246 books.

Branches are at work to select spaces and places to host an upcoming county-wide storywalk in April.

Gig Harbor Librarians are working to plan a Community Scavenger Hunt that began on February 16 and will help drive traffic to small businesses struggling during COVID-19.

Community Engagement Highlights

PCLS is working with the Tacoma Pierce County Health Department to explore a partnership for COVID-19 test distribution.

Staff across the county have been working to help communities become aware of programs by taking out promotional materials for Our Own Expressions, Get Hired, and Library Curbside.

Staff attended partnership meetings in Orting, Buckley, and South Hill.

Unfinished Business

MEMO



Date: March 2, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director

Subject: 2021 Trustee Vacancy

Next month we begin the recruitment process for candidates to replace Rob Allen on the Board of Trustees. Rob's term ends August 4, 2021.

During the March Board meeting we will review the timeline and application materials.

Library Trustees are appointed by the Pierce County Executive and confirmed by a vote of the Pierce County Council. In 1991, a competitive vacancy process was established to recruit, interview and select a candidate to recommend to the County Executive for appointment.

2021 Trustee Vacancy Process Timeline	
Advertise vacancy	April
Applications due	April 30
Interviews	May
Candidate selected	Late May
Recommendation sent to County Executive	Late May
County process	June/July
New Trustee orientation	July
New Trustee's term begins	August

In January, the Trustees discussed skills, qualities, and knowledge that would bring value to governing the Library. The Board has prioritized seeking diverse candidates. During the March meeting I would be interested in whether the Board would like to appoint a couple trustees to review the existing process through an equity, diversity and inclusion lens and consider any changes that would further recruiting a diverse candidate pool. We have made a change to the application form in support of that goal that we will confirm with you during the meeting.

Date	Activity	Responsibility
January	Board of Trustees Meeting <ul style="list-style-type: none"> ◆ Discuss process ◆ Discuss needed skills and expertise ◆ Review Trustee Roles and Responsibilities 	Georgia
February	Letter sent to Pierce County Executive reviewing process	Georgia
March	Board of Trustees Meeting <ul style="list-style-type: none"> ◆ Review process and application materials 	Board of Trustees
April	Application (PDF fill in) on Website with links to materials	Mary/Carol
April	Ad runs on Hubbard Radio and KZTM-FM Spanish Radio	Mary
April	Flyer in libraries, online, and curbside bags	Mary/Carol
April	News release issued, posted on social media, article sent to Chambers of Commerce, runs in email marketing message	Mary/Nicole
April	Application forms distributed to libraries (Supporting information, including Trustee responsibilities and system overview, annual report can be found on website)	Troy
April	Letters/emails sent announcing vacancy (selected list)	Mary/Georgia/ Petra
April	Direct ask to share information via partners such as Asian Pacific Cultural Center, Black Collective, Centro Latino, Korean Women’s Association, Tacoma Urban League, etc.	Georgia
April 14	Board of Trustees Meeting <ul style="list-style-type: none"> ◆ Interview process and questions finalized 	Board of Trustees
April 30	Applications due	
April	<ul style="list-style-type: none"> ◆ Trustee Interview Committee finalized ◆ Interview date set 	Georgia
By May 4	Applications received; acknowledgement letters sent to all applicants, informing them of interview date	Georgia & Petra
By May 4	Applications mailed to Interview Panel Interview committee screens applicants, selects 5 - 7 applicants to interview	Petra Interview Comm.
By May 11	Names of candidates selected for interview due to Petra	Interview Comm.
May 13	Candidates notified and scheduled for interviews Non-successful candidates notified	Petra

Date	Activity	Responsibility
Mid-late May	Interviews held and candidate selected	Interview Comm.
June 9	Board of Trustees meeting <ul style="list-style-type: none"> ◆ Recommends candidate to County Council ◆ Appointment request sent to Pierce County 	Board of Trustees Georgia
June	Reviews and makes appointment	County Executive
June-July	County Council committee reviews appointments Resolution for submittal to full council prepared	County Council
June-July	County Council adopts Resolution	County Council
July	New trustee orientation	Georgia, Petra
July	Trustee bio prepared for public website and posted	Mary/New Trustee
July	News release to announce new trustee	Mary
August 11	Board Meeting <ul style="list-style-type: none"> ◆ New Trustee's first Board meeting ◆ Current trustees share advice 	Board of Trustees

Help guide valued library services!

Apply to be a member of the Board of Trustees with the Pierce County Library System

As a volunteer trustee, you would:

- Advocate for library services for the county's diverse communities
- Set goals and direction
- Approve budgets and policies

Welcome Back!

5

- Call 253-548-3302 for assistance
- Leave laptop when finished





APPLICATION FORM FOR
PIERCE COUNTY LIBRARY SYSTEM
BOARD OF TRUSTEES

Application Due: April 30, 2021
Please attach resume if available.

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

Name: _____

Phone Personal: _____ Business: _____

Email: _____

Address: Please indicate preferred mailing address with an asterisk (*). (Trustees must live in the Library System's service area.)

Home: _____ Business: _____

Occupation/employment/volunteer/experience:

Community and professional activities, including experience serving on a board or commission:

[] I ATTACHED a short statement describing my interest in serving on the Board and my perspective on the role of the public library in the community.

How did you hear about this opening? _____

Do you have immediate family members who are employees of the Pierce County Library System?

[] Yes [] No

Signature: _____ Date: _____

MEMO



Date: March 2, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director, and Cheree Green, Staff Experience Director

Subject: Equity, Diversity, Inclusion and Anti-Racism Consultant

After a thorough interview process, the Library has selected HenderWorks Consulting to assist the Library in developing a strategic action plan and EDI framework, and continue work to build an inclusive and diverse culture, operations, and service approach.

We will be working with HenderWorks President and CEO [Effenus Henderson](#). He is the former Chief Diversity Officer for Weyerhaeuser and has extensive expertise to guide the Library in this direction.

The final project agreement is being prepared and an initial meeting with the Library's Leadership Team is planned for later this month.

New Business

MEMO



Date: March 2, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Georgia Lomax, Executive Director and Petra McBride, Executive Assistant

Subject: Electronic Signature Policy

As we meet for the Board's March meeting, we are just days short of the one-year mark since the Library closed in response to the COVID-19 pandemic. Much has changed for the Library and its communities over the past year, which has led to learning and reconsideration in how Library business is conducted.

After a year of constant response and adjustment, 2021 sees the Library normalizing and documenting its operational changes and identifying potential new policies needed in response to changes that will continue.

In beginning to identify these changes, we are recommending that the Board consider authorizing the use of electronic signatures for official conduct of business and transactions, in addition to handwritten signatures.

State Law originally authorized the use of electronic signatures in 2016, and this authority is now reflected in the Uniform Electronic Transactions Act of June 11, 2020. The Act recognizes the need and value of current technology and organizational changes that help governmental organizations be efficient and prudent stewards of tax resources. Some identified benefits of electronic signatures include faster approval and access to documents, efficiency, improved document security, increased transparency, reduced costs, and modernization of the process.

In order to use electronic signatures, a local jurisdiction must adopt a policy that authorizes that an electronic signature may be used with the same force and effect as a hand-written signature.

During the Board meeting, I'd like to hear your thoughts on this. If it is of interest, we will bring a draft policy for your review and discussion in April.

Board Education and Service Reports

MEMO



Date: March 2, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Stephanie Ratko, IT Manager

Subject: 5-Year Technology Roadmap – Year 3 Update

The Technology Roadmap established the Pierce county Library System’s (PCLS) technology initiatives for a 5-year period (2019-2023). The plan identifies the Library’s overall technology goals, objectives, activities, and projects. Criteria used to identify and prioritize technology reflects current organizational priorities, goals and strategic directions, which are derived from Community needs. Diversity Equity and Inclusion is a top priority of the organization.

The PCLS Leadership Team, the IT Portfolio Management teams, and the IT Department developed the Roadmap. It is reviewed and updated annually. It is used to aid PCLS technology planning, coordination and investment decisions. Additionally, it is used as a reference for the Foundation to raise funds for capital investment campaigns.

This Year-3 update includes information on how we pivoted during the pandemic to continue serving our customers and equip staff to operate and provide service virtually, lists all of our accomplishments and lays out our plans for this year. We have made significant progress. So much to be proud of!

At the March Board meeting I will present to you key elements of the Year-3 Roadmap and answer any questions you may have. I attached some supporting documents to aid in our discussion. They are:

- 5 Year Technology Roadmap – year 3
- 2021 Roadmap Initiatives
- PCLS IT Portfolio Context Map
- PCLS IT Portfolio Management Sock Drawer Metaphor

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

1. We are striving to be a best-in class Library that provides innovative, modern and sustainable technology for customers and staff. We reference IT industry best practices, study them and determine how or if we should operationalize them at PCLS.
2. Technology is an enabler for all Library Programs and Services for both the Public and Staff. It’s not just an IT Department thing.
3. The five-year investments (Operational and Capital) and how we approach this work enables us to continue to provide access for all Pierce County residents to modern technology, access to materials, provide services to assess skills and find employment, train staff and customers.



Pierce County Library System 5 Year Technology Roadmap

2019-2023

year 3

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Part 1 – Who We Are

Purpose and Use

The purpose of this document is to establish the Pierce County Library System's (PCLS) technology initiatives for the next five years, 2019 to 2023. This plan identifies the Library's overall technology goals, objectives, activities, and projects for this five year period. Criteria used to identify and prioritize technology reflects current organizational priorities, goals and strategic directions which are derived from Community needs. Diversity Equity and Inclusion is a top priority of the organization.

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

Methodology We Use to Support the Library's Technology Assets

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

Definition

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

Here is the [current inventory](#) (in process of being updated) of PCLS technology assets that are managed through the IT Portfolio Management process.

Types of Technology Assets Managed and Supported



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

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

PCLS IT Department Guiding Principles

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

THE WHY

We Serve Our Customers' Needs

- We care deeply about what is important to our customers, communities, and teammates.
- We understand our customers' interests as well as their technology environment/needs.

We Are Accountable

- We are focused on transparency, holding ourselves accountable in managing public funds so we can be financially sustainable.
- We hold ourselves accountable by identifying and measuring key performance indicators.
- We listen to and integrate customer feedback.

We Partner to Leverage Technology and Innovation

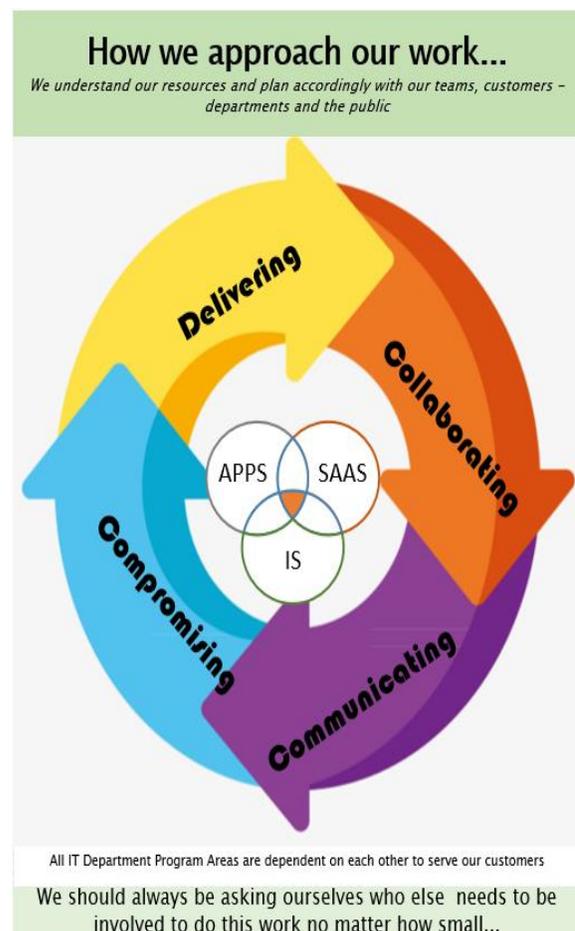
- We are a strategic partner in fulfilling the Library's core services and initiatives.
- We partner with our customers and follow IT Portfolio Management processes to identify issues and opportunities, prioritize the work, plan resources, track our work, and ensure customer satisfaction.

We Remain Professional and Capable

- We are committed to training and professional development so we remain skilled and knowledgeable in our roles.

Year 3 - PCLS Five Year Technology Roadmap 2019-2023

author Stephanie Ratko



- We are trailblazers within our organization:
 - We strive to become more effective at what we do by looking outside ourselves.
 - We borrow from the success of others.
 - We operationalize and share improvements with our strategic partners.

THE WHAT

- Use the *Customer/Supplier Model*: hyper focused on customers (public and staff)
- Keep *perspective* on the work we do: *why* we do it and how it *benefits* our customers
- Know our *role* in meetings: *why* you're there
- *PDCA continuously*: follow up on ideas from projects or work orders; when you have that idea, put in a SAMMIE work order & it will go into the appropriate IT Portfolio
- Be and stay *positive*: presume positive intent
- Continually building *cross-departmental relationships*

IT Department Organizational Information:

The PCLS IT Department provides desktop, application and IT infrastructure support services to PCLS staff, 20 branches and select Outreach locations. We reimagined our services when Covid hit. We pivoted to respond to the changing needs of the world and the community

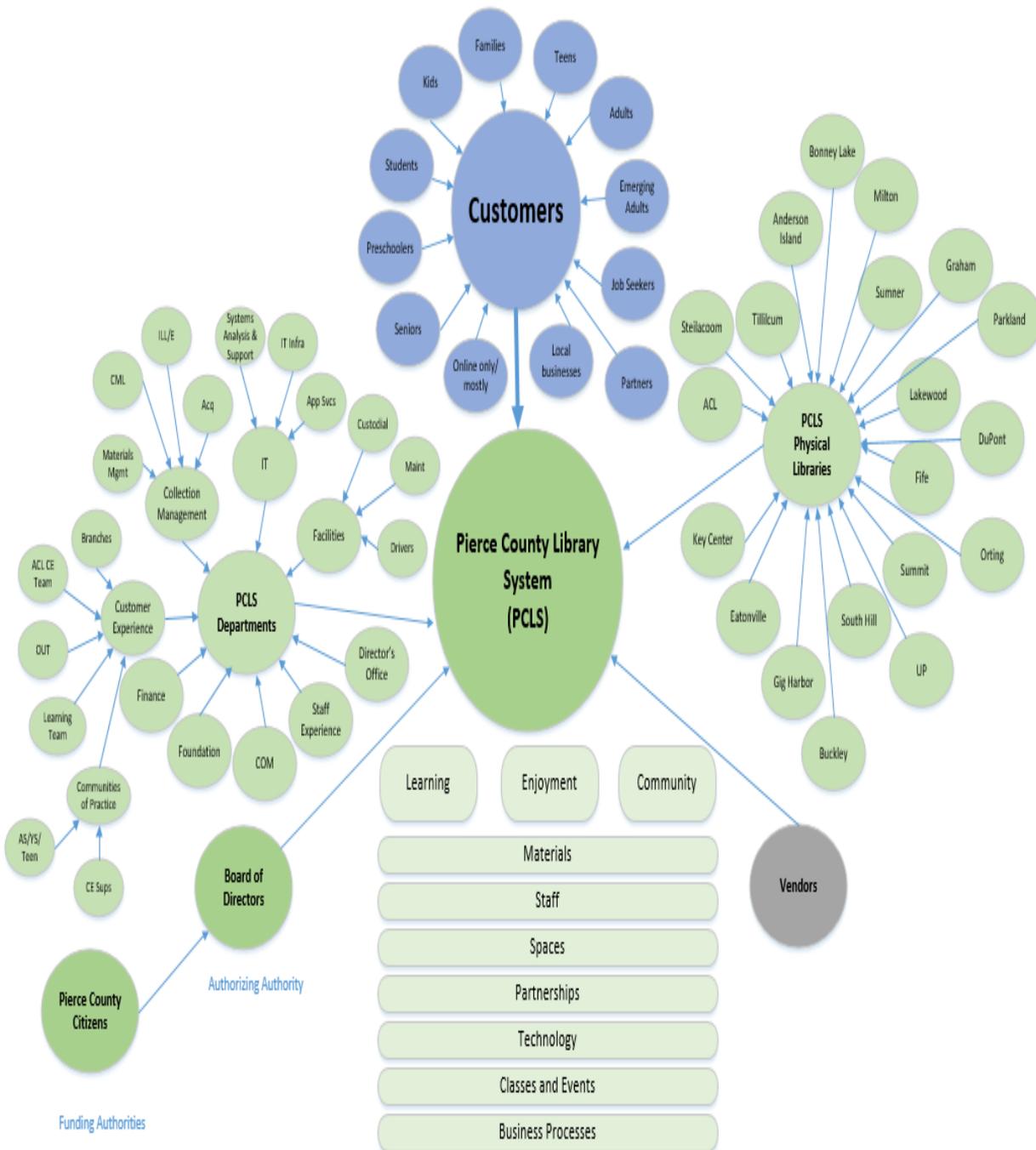
The PCLS IT Department provides the highest-quality, technology-based services in the most cost-effective manner to facilitate the **Pierce County Library Strategic Framework** as it applies to **Learning, Enjoyment, and Community** and our supporting core services:

- **Materials:** We have the books and resources that you want. – Temporarily stopped physical material check outs in March, and introduced curbside reservation and resumption of circulation of physical materials in May with changes in Polaris circulation parameters COVID placed a new emphasis on electronic resources, especially Overdrive eBooks and downloadable audio.
- **Staff:** Our staff connects you to the right resource at the right time. Web Reference ...
- **Spaces:** Our libraries are welcoming, and vital to your community. – Shut down in branch use of spaces in March 2020 due to Covid...
- **Partnerships:** We collaborate with others to best serve you.
- **Classes & Events:** We offer interesting programs, skill-building classes, and special events. – Slowed down in March 2020 due to Covid. Some things started back up and new virtual events were created in the Spring/Summer of 2020
- **Business Processes:** We make smart investments in sound and sustainable operations.
- **Technology:** We meet your needs with today's technology and pivot to respond to the changing needs of the world and the community

Who We Serve

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

Pierce County Library System Business Process Context Map aka "lay of the land"



Year 3 - PCLS Five Year Technology Roadmap 2019-2023

author Stephanie Ratko

How We Serve

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

In 2020, the Library began providing curbside service at its 18 full service libraries and Anderson Island. The library also pivoted to virtual programming.

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

- Books, movies, music, and more to check out through curbside.
 - Answers and information to help people find information and get books to read. Questions also may be answered via mail, phone, or e-mail.
 - Free internet access on library computers or personal laptops.
 - Services for youth to help prepare children to read, and to help students with homework.
 - Job and business help with books and materials, computers, printers, and classes.
 - Most locations offer one or more world languages in books and movies in Spanish, Korean, Russian, Tagalog, Chinese, Japanese, German, , or Vietnamese.
 - Free WiFi access to the internet for customers using both library computers and their personal devices – limited range available outside library buildings
 - Voter Point of Assistance
 - Proctoring and technology certifications
 - Social media – Facebook, Instagram, YouTube, Twitter
 - Web Reference
 - Book a Librarian
-
- Live online help with homework from professional tutors.
 - Help for writing resumes, planning careers, and getting jobs.
 - Audiobooks and e-books to download.
 - Credible, reliable information from online e-sources, subscription magazines, personal investment resources, car repair manuals, encyclopedias, and other resources.
 - Virtual programming
 - Mobile printing
 - Referrals to county-wide services through a common referral system powered by United Way's 2-1-1.

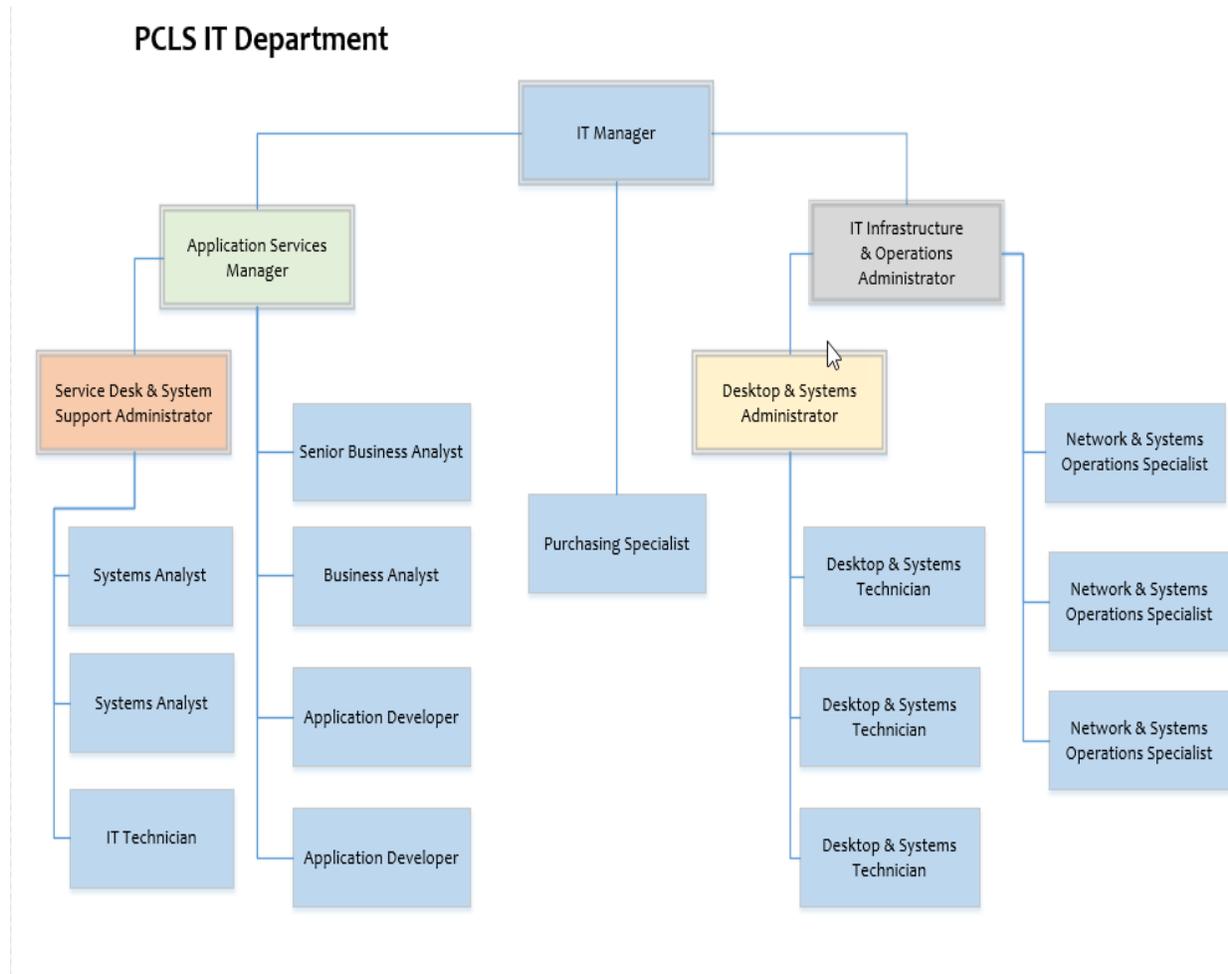
[2020 Fast Facts](#)

[2019 Annual Report](#)

How We Are Organized

In 2017, 2019 and again in 2020 the IT Department was reorganized to better align with the PCLS Strategic Framework, Five year Technology Roadmap and IT industry best practices. In 2020 we:

- Changed the reporting structure for the Service Desk & System Support Administrator to report to the Application Services Manager instead of the IT Manager
- Created a dedicated IT Purchasing Specialist position who also leads the IT Asset Management processes.



IT Department Position Descriptions Overview

IT Manager

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

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Purchasing Specialist

Coordinates and performs the purchasing functions for the Pierce County Library System's IT Department; meets with Project Teams and leaders to understand needs and requirements; manages the procurement process, creates and implements procurement strategies that are innovative, cost-effective, and incorporates the growing complexities and challenges within industry. Leads the IT asset management process, surplus process and recycling and disposal process; submits requests and schedules pick-up as needed.

Application Services Manager

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

Senior Business Analyst

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

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

Business Analyst

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

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

Application Developer

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

Service Desk & System Support Administrator

Plans, coordinates, and oversees the maintenance, configuration, test, QA and administration of the Library's internal-facing systems; leads application testing for the IT Department, plan coordinate, monitor and control of the testing activities, associated tasks and staff; responsible for ensuring a superior experience for the Library's customers and staff. Coordinates information technology projects; and supervises assigned personnel. Manages the staff and day-to-day activities of the IT

Department Service Desk. As a senior-level professional and/or as a team or project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks; coordinates organization-wide information technology training; acts as a liaison on the development of applications. The majority of tasks performed have wide-area impact, integrate new technology, and/or affect how the mission is accomplished. Supervises staff.

Systems Analyst

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

IT Technician

Performs a variety of IT support functions on behalf of the Pierce County Library System's IT Department; receives and processes technical work orders; performs software and application updates; responds to Help Desk inquiries and requests; updates customer account information; assists with special projects; and performs other related duties as assigned. This is an entry-level position in the IT job series in which routine work is performed under general supervision.

IT Infrastructure & Operations Administrator

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

Network & Systems Operations Specialist

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

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

Desktop & Systems Administrator

Performs a variety of systems administration functions for the Pierce County Library System; identifies system requirements and conducts related research; coordinates technology projects; provides advanced level technical support; and performs other related duties as assigned. As a senior-level professional and/or as a project leader, applies advanced technical knowledge and

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considerable discretion to evaluate and resolve complex tasks; evaluates current and future system requirements; represents institution-wide computing and/or telecommunication standards and philosophy at meetings. The majority of tasks performed have wide-area impact, integrate new technology, and/or affect how the mission is accomplished. Supervises staff.

Desktop & Systems Technician

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

How Library Resources are Planned for and Governed

In order for the technology plan to be developed and operationalized it must follow the PCLS Governance process. The annual Library workplan and resource, allocations are governed by the Library's Leadership Team (LT) with the support of other groups who coordinate and provide parameters (Administrative Team, Risk Management Committee and Operations Team). The Purpose of LT Governance is to provide a forum to discuss and make decisions about PCLS project, priorities, staff resources, budgets and issues. Responsibilities include:

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

How We Approach Our Work

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

An IT industry best practice for IT Portfolio Management is that 60% of the work an IT Department performs should be Business Value, and 40% be Technical Debt (see definitions below). Two years ago our ratio was 10% Business value, and 90% Technical Debt. Since we have implemented IT Portfolio Management, our Department's current mix is 30% Business Value and 70% Technical Debt.

Currently, there is not an IT Portfolio Management ratio best practice in the Library sector. We are blazing a trail. We are going to figure out what makes sense for PCLS, then the IT Managers that participate in the Pacific Northwest Library IT Manager Consortium want to collaborate with us to determine how/if we can benchmark with one another.

This year we believe that we were at 40% Business Value and 60% Technical Debt as we implemented several resource intensive "new things" like Teams and SCCM. We also noticed that our Technical Debt is getting easier to perform because of the modernization efforts of the last few years. We aren't fixing as many broken things. We also have additional new tools that enable us to be more efficient.

In 2021 IT will implement a light touch process and tool to track IT Departments time as we perform Business Value and Technical debt activities. This will enable us to better measure our time and come closer to understanding our technology total cost of ownership by system and by IT Portfolio. Additionally, the information collected will aid our prioritization and budgeting processes.

Grow the Organization

Business Value – Taking on something new

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

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

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

Sustain the Organization

Technical Debt – Taking care of something we already have

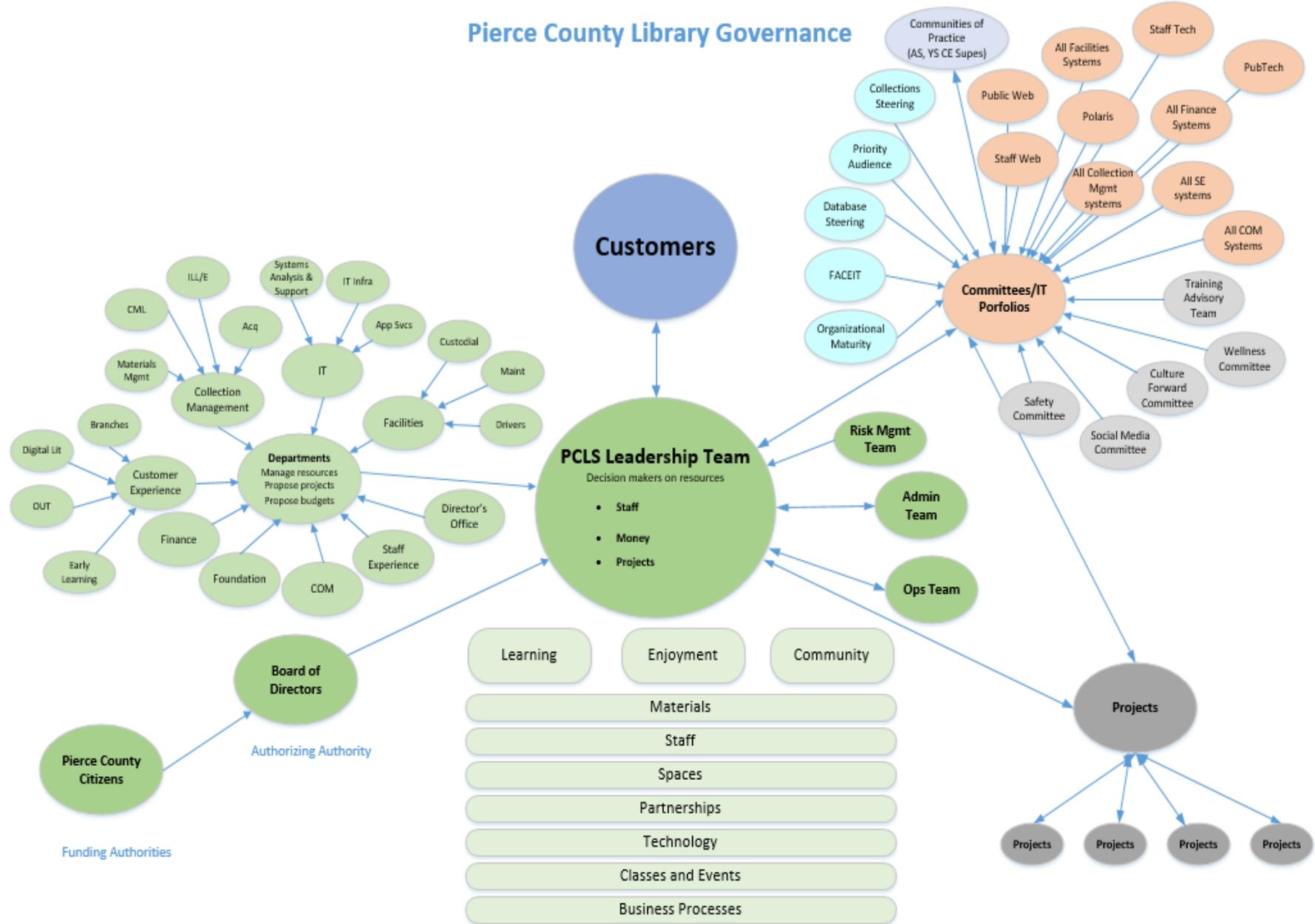
Prioritized by PCLS IT Management Team

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

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

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

Pierce County Library Governance

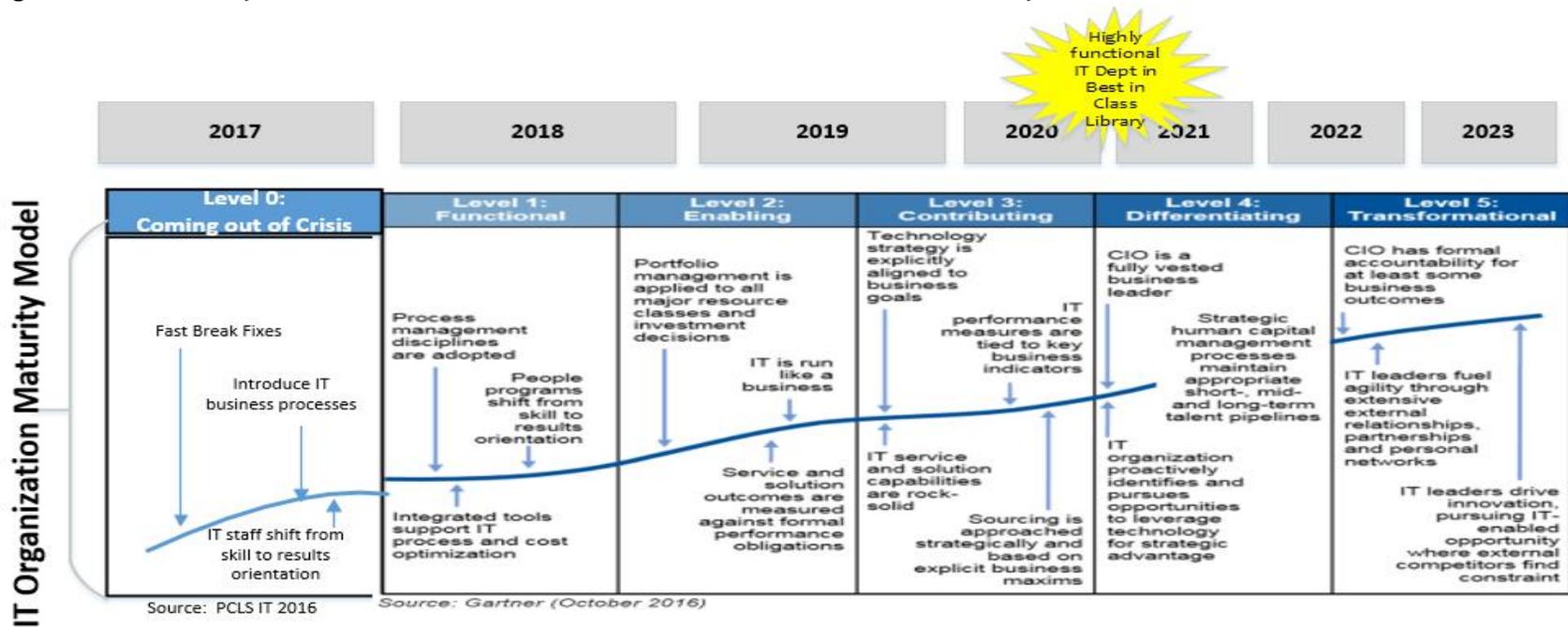


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Part 2 – Where We Want to Go – The What

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

Currently all PCLS Departments are at different organizational maturity levels. The IT Department began working on improving its organizational maturity in 2016. In 2018-2019 we crossed over from level 2 to level 3. Despite the challenges that 2020 brought, PCLS managed to execute a number of projects and business process changes to firmly seat us in level 3 and poised for level 4. We acknowledged that while Human Capital Management (HCM) processes may have limits in hiring frequency and role expansion within the department, we have career ladders in place and strong commitments to professional development among our staff. An area that we see room to grow further is proactively identifying and pursuing opportunities with our strategic partners within the business as our technical debt continues to diminish in resource cost. The PCLS Organizational Maturity Steering Committee for 2020 was put on hold due to Covid-19. Next year the Committee is set to start up and will define an overarching PCLS Maturity model to aid departments to identify their level of organizational maturity and to make a game plan for what optimal PCLS organization maturity should be. Once all Department organizational maturity levels are achieved, PCLS will achieve its most efficient functionality.



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Challenges and Barriers to get where we want to go.

- Race and socio-economic inequities within our communities
- Digital divide
- Pre-existing technical debt
- Staff knowledge and skill gaps
- Library patron/customer knowledge, skill gaps, and access
- Resource constraints as it relates to PCLS organizational ambition vs. realistic resources vs. pace
- Outside influences & changes, and how society responds
 - Library paradigm shift
 - Economic instability
 - Resistance to change
 - Pandemic
 - Cybersecurity threats
- Limited vendor choices for the library market
- Public “will” for library financing and strategic direction
- Competition for services from other community organizations
- Covid-19 pandemic response

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

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

- Infrastructure as a Service (IaaS) - cloud hosted systems and storage
- B. What risks, foundation-building or deferred maintenance issues need to be addressed?**
- Old / unsupported operating (hardware and software) systems (including BIOS)
 - Cybersecurity issues / best practices / Assessment tools
 - Online Content Management strategy and tools
 - Comprehensive approved application / software list
 - PCI compliance
 - Active Directory structure / Group Policies
 - Print management – physical and Wi-Fi printing
 - E-rate funding
 - Resource Management strategies and tools to support them
 - Time Tracking tool
 - Portfolio Management tool
 - Productivity tools
 - Bug Tracking tool
 - SaaS / Cloud security and data access strategy
 - Lack of business continuity and disaster preparedness
- C. Where are we at risk of falling behind the rest of the market?**
- Not having a complete cloud-based technology strategy
 - Falling short of Library customer needs
 - Not having a digital strategy
 - Internships (the lack thereof)
 - Local technology partnerships with Community Partners with IT Department
 - Speed with which we can adapt to public needs

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

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

- **New services** – All Business Value – Something brand spanking new
- **Operational initiatives to enable innovation, cost savings and efficiencies** – All Technical Debt – keep systems stable and working
- **Strategic initiatives to enable innovation, cost savings and efficiencies** – Mix of Business Value and Technical Debt – Leveraging existing technology for new use (i.e. Title Quest using SAMMIE’s Samanage SaaS platform)

When an activity/initiative is given the approval to move forward a project charter will be developed. The projects types will be: Study, Implement, Operationalize and Decommission.

Activity color code key

Green light to start in 2021	In process	Complete
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NOTES:

- EDI will be a priority component of all projects and will be addressed in individual project charters.
- New \$\$ request means identifying funds within the overarching PCLS Operational Budget OR grant funds

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

1. What business change initiatives should we complete in 2019-2023 to move toward this future?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	Covid 2.5 Branch Reopenings	2021	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Operational	Covid 3.0 Branch Reopenings	2021??	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Future Libraries Building Program Development	2020-???	Existing Operational budget + some new \$\$	Executive Office	More Customer driven decisions
Strategic	Explore consolidating work order management into a single system (we have 3 right now – SAMMIE, AMMS, COM)	2021 – Starting with AMMS	Existing Operational budget + some new \$\$	IT Portfolio Management Teams	Portfolio Management strategy

Strategic	Polaris LEAP Study Project	2021	Existing Operational budget + some new \$\$	Polaris IT Portfolio	Portfolio Management strategy
Strategic	Electronic library cards for students and teachers	2021	Existing Operational budget + some new \$\$	Polaris IT Portfolio	More Customer driven decisions
Operational	Centrally located printers / print management	2021-2022	Existing Operational budget + some new \$\$	PubTech and StaffTech	Resource Management Strategy
Strategic	Replace Wi-Fi gear every 3-5 years	2021 already planned and budgeted for Cloud project	Existing Operational budget + some new \$\$	PubTech and StaffTech	Resource Management Strategy
Operational	Business Continuity and Disaster planning plan	2020	Existing Operational budget + some new \$\$	Safety Committee / Staff Experience / IT	Resource Management Strategy
Operational	Expand Public WiFi to parking lots	2021	Existing Operational budget + some new \$\$	PubTech	Portfolio Management strategy
Strategic	New PCLS / SW Websites (platforms)	2020-2021	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	Resource Management Strategy
Strategic	ERP/HCM replacement project (replace Eden)	2019-2021 Percy Project underway	Existing Operational budget + some new \$\$	Finance and Staff Experience	Portfolio Management strategy
Operational	e-source authentication	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Operational	e-content integration	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Strategic	Continue to develop IT Portfolios – StaffWeb, Public Website, Eden, Munis, Polaris, PubTech, StaffTech, Esources, IT Infrastructure	ongoing	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Better IT equipment processes (more self-service)	ongoing	Existing Operational budget + some new \$\$	PubTech and StaffTech	More Customer driven decisions
Strategic	Tech environment that reflects consumer technology, not just library technology (such as BYOD)		Existing Operational budget + some new \$\$	PubTech	More Customer driven decisions
Strategic	Replace 1/4 of all public facing technology annually	2019 – in process. Should be completely	Existing Operational	PubTech	Resource Management Strategy

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		modern with a plan in place 2021	budget + some new \$\$		
Strategic	Replace staff computers and peripherals every 3-5 years	2020-2021 StaffTech by role project and StaffTech ITPM	Existing Operational budget + some new \$\$	StaffTech	Resource Management Strategy
Strategic	Investigate implementing Office 365	2019 – in process. Cloud Strategy is a 3 year project.	Existing Operational budget + some new \$\$	PubTech and StaffTech	Portfolio Management strategy
Operational	Annual Polaris Upgrade	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Strategic	PubTech and Staff Tech IT Portfolios will create an EDI project approach template	2021	Existing Operational budget	PubTech and StaffTech	Portfolio Management strategy
New	Single Sign-on		Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Operational	Expand SharePoint collaboration tool		Existing Operational budget	IT	Resource Management Strategy
Strategic	Expand use of Device Lab beyond the IT Department		Existing Operational budget + some new \$\$	PubTech and Staff Tech	Resource Management Strategy
Operational	Implement PCI Compliance (vendor managed solution?)		Existing Operational budget + some new \$\$	Finance	Portfolio Management strategy
Operational	Collaborative tools (SharePoint)		Existing Operational budget + some new \$\$	Leadership Team	More Customer driven decisions
New	Video training software/virtual classroom		Existing Operational budget + some new \$\$	PubTech and StaffTech	More Customer driven decisions
New	Staff Collaboration tools (Microsoft Teams)		Existing Operational budget + some new \$\$	StaffTech	Resource Management Strategy
New	Wireless printing for customers from their own devices	2019 - complete	Existing Operational budget + some new \$\$	PubTech	More Customer driven decisions

2. What IT product or service changes should we make in 2019-2023 to move toward this future?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Strategic	Application Maintenance Plan for priority systems	2019 – in process	Existing Operational budget	IT Portfolio Management Teams/Committees	Resource management strategy
Strategic	System inventory with application/system health scores	2019 – completed initial round. 2021 we will do more.	Existing Operational budget	IT	Resource management strategy
New	Create Usability lab		New	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Continue to train and operationalize Business Analysis methodology, processes and toolkit	2019 – in process	Existing Operational budget	IT	Resource management strategy
Strategic	Continue to train and operationalize Testing methodology, processes and toolkit	2019 - complete	Existing Operational budget	IT	Resource management strategy
Strategic	IT Asset Inventory strategy and tool	2019 – complete using SAMMIE	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy

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

3. What workforce-related initiatives are needed in 2019-2023?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
New	Expand organizational change management beyond IT projects	2020 – 2021 Organizational Maturity Steering Committee	Existing Operational budget + some new \$\$	Staff Experience / Leadership Team /	More Customer driven decisions
Operational	More branch exposure – learning, opportunity, understanding our customers	2019 – PubTech and FACEIT	Existing Operational budget	Ops Team (CE/CM/FAC/IT)	More Customer driven decisions
Operational	Technology training by role	2019 - complete	Existing Operational budget + some new \$\$	Staff Experience / IT/CE	Resource Management Strategy

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Operational	IT Certifications by role	2019 - complete	Existing Operational budget + some new \$\$	Staff Experience / IT	Resource Management Strategy
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What needs to be addressed in the operations of the business to ensure current and future success?

4. What IT facilities or equipment initiatives are needed in 2019-2023?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	Cable management at branches	2021 –Need to figure out how to prioritize with FACEIT	Existing Operational budget + some new \$\$	IT	Resource management strategy
Operational	Clean up network closets (plan with maintenance)	2021 - M&O Need to figure out how to prioritize with Facilities and CE	New \$\$	Facilities	Resource management strategy
Operational	Another vehicle, right sized for the work	2021 Vehicle study project	Existing Operational budget + some new \$\$	Facilities	Resource management strategy
New	Password management solution	2021	New \$\$	StaffTech	Portfolio Management strategy
Operational	UPS replacements at all branch locations	2020 – Purchased replacements in 2019. M&O Need to figure out how to prioritize with FACEIT	New \$\$	IT	Resource management strategy
Operational	Consistent physical storage	2019 – completed with IT Dept refresh	Existing Operational budget	IT	Resource management strategy
Operational	Equipment deployment staging area	2019 – completed with IT Dept refresh	Existing Operational budget + some new \$\$	IT / Facilities	Resource management strategy
Operational	Standardize equipment	2019 – PubTech and Staff Tech IT Portfolios are helping with this	Operational budget	IT	Resource management strategy

5. What IT financial initiatives are needed in 2019-2023?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Strategic	Establish recurring budget items for public and staff technology	2019 – in process will be final in 2020 budget	Existing Operational budget	IT	More Customer driven decisions
Operational	Standard & consistent technology budgeting & purchasing guidelines across Departments	2019 – in process will be final in 2020 budget. Also, stood up StaffTech	Existing Operational budget	Finance	More Customer driven decisions

6. What IT technology initiatives are needed in 2019-2023?					
The IT Department will be responsible for identifying and prioritizing the work and stakeholder with the Leadership Team					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
New	App store for staff	2021	Existing Operational budget	IT	More Customer driven decisions
Operational	Active Directory and Group Policy review and clean up	2021	Existing Operational budget	IT	More Customer driven decisions Resource Management Strategy
New	IT Password management system	2021	New \$\$	IT	Portfolio Management strategy
Strategic	Portfolio management tool	2021	New \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Office 2017 and Windows 10 (current branch update)	2020-2021	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy
New & Strategic	Develop a Cloud Strategy <i>If we don't do this we will have to find approximately 1.2mm to refresh the existing network equipment in the server room</i>	2019 – in process. 3 year project	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy More Customer

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					driven decisions Resource Management Strategy
New & Strategic	Develop a Cyber Security Strategy	2019 – in process. 3 year project.	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy More Customer driven decisions Resource Management Strategy
Strategic	multifunction devices		Existing Operational budget + some new \$\$	IT	Resource Management Strategy
Strategic	Procure and implement Enterprise Business Architecture Tool		New \$\$	IT	Portfolio Management strategy
New	Software catalog for end users (staff)		New \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Virtual desktop		New \$\$	IT	Resource Management Strategy
New	Implement central Desktop management system (SCCM)	2018-2019 still in process. Should complete in 2020	Existing Operational budget	IT	Resource Management Strategy
Strategic	Reliable remote access (i.e VPN)	2019 – completed for LT and non-LT. 2020 for the remaining laptops.	Existing Operational budget + some new \$\$	IT	Resource Management Strategy
Strategic	Software inventory system	2019 – complete using SAMMIE	New \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
New	Test environments	2019 - complete	New \$\$	IT	Resource Management Strategy
Operational	Exchange Upgrade	2020	Existing Operational budget	IT	Portfolio Management strategy

7. What IT process improvement initiatives are needed 2019-2023? These activities will likely be addressed by the Ops Corps team. Any recommendations will be taken to the Leadership Team for Governance decisions					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	System Decommission Day(s) i.e. all day cross Departmental team work	Start in 2021 then Ongoing	Existing Operational budget	IT	Resource Management Strategy
Strategic	More formal/standard Branch / Department relations check-ins	Ongoing – FACEIT and PUBTECH aid in this	Existing Operational budget	Customer Experience / IT	More Customer driven decisions
Strategic	Further enhance IT onboarding / offboarding process	Ongoing – PERCY project will aid in this	Existing Operational budget	Staff Experience / IT	Resource Management Strategy
Strategic	Security evaluation and decision making process	Ongoing 2019 – Established System Health Scoring that helps with this	Existing Operational budget + some new \$\$	IT	Resource Management Strategy
Operational	Docorama Day(s) i.e. all day system documentation work	Ongoing - 2019 – complete. 2020 planned for	Existing Operational budget	IT	Resource Management Strategy

Pierce County Library System 5 Year Technology Roadmap 2019-2023

Accomplishments since the 2010-2012 Technology Plan

2016 Accomplishments

- Implemented new IT business structures, which included establishing and operationalizing:
 - IT's "Wall of Work"
 - System-Wide IT Governance and Internal IT Team Governance
 - Service Level agreements and Incident management process with customers
 - Tier 1, tier 2 and tier 3 IT support
 - Change Control Board
 - Software & Applications Patching process
 - Lego kanban Board
- Instituted new business processes, including A3 problem solving, IT proposals, Project Charters, Work Breakdown Structures, Business Process Analysis, Business Process Context Maps, Requirements Gathering, IT Value Stream Maps, User Stories, and Use Cases
- Aligned staffing needs with roles and responsibilities:
 - Reorganized the User Experience (UX) Team to be the Applications/UX team. Hired and on-boarded Applications/UX Manager
 - Scheduled Help Desk shifts and Senior IT Technicians for weekend shifts at branches
 - Hired a Database Administrator and added/hired a Senior IT Technician
 - Created the System Analyst job classification and reclassified Help Desk Staff; added a third System Analyst
 - Hired and trained 3 help desk subs to ensure greater coverage
 - Cross-trained all Systems Analysts and Infrastructure Services team members
 - Reconfigured IT staff space, and streamlined IT storage and equipment lab areas

Completed Major Projects:

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

2017 Accomplishments

- Implemented and operationalized new business processes and structures:
 - IT Portfolio Management processes
 - System inventory
- Aligned IT staffing needs with roles and responsibilities:
 - Reorganized IT Department to ensure department was positioned to support the needs of the Library
 - Hired a IT Infrastructure & Operations Administrator
 - Trained and operationalized Agile development methodology, processes and toolkit

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

2018 Accomplishments

- Implemented and operationalize new business processes and structures:
 - Fully implemented PCLS Customer Supplier model in IT Portfolios
 - Further refined IT Portfolio management to include System health score criteria
 - Set up all IT Portfolios with Business Owners, Product Owners and IT Portfolio Managers and IT support teams
 - Developed and implemented Strategy Maps by program for the Department to align with PCLS Strategic Frame work. (Documents are located here: P:\2018 Projects\IT_PCLS Technology Plan\Recommendation\strategy maps)
 - Further identified all IT Department Technical debt assets and responsibilities and operationalized maintenance schedules
 - Held 2nd annual Docorama day
 - Implemented system decommission process. This year identified and decommissioned 7 systems. (Moodle, Watchguard, book letters, Addin4Office, Autocad, legacy door counter, HelpStar)
 - Updated firmware and BIOS for entire system, with recurring yearly plan
- Finished aligning staffing needs with roles and responsibilities:
 - Budgeted for and implemented IT training plans for all IT staff by role to support the IT Department reorganization
 - Implemented cross department Zone coverage to better support branches with wicked IT support issues
 - Hired a IT Infrastructure & Operations Administrator
- Participated in Major Projects:
 - Door Counter system and hardware replacements
 - ERP/HCM Business Process Analysis and provided Business Analysis support to aid in the recommendation that PCLS upgrade from Tyler's Eden system to their Munis system
 - Set up Anderson Island as a branch in Polaris

Year 3 - PCLS Five Year Technology Roadmap 2019-2023

author Stephanie Ratko

Pierce County Library System 5 Year Technology Roadmap 2019-2023

- ITG Movie Tower decommission
- Virtualized Polaris Server
- Upgraded Polaris from 5.6 to 6.0
- Upgraded Envisionware – Print reservation and management
- Replaced Public Copiers and printers at 8 branches and put them on 3 year leases
- Implemented Phase 1 Public PC replacement XXX laptops to replace all Chromebooks, Laptop Labs and Staff training PC's. Digital Literacy laptops ended up coming into scope due to critical production issue
- Upgraded Sonitrol at the remaining 15 branches
- Replaced iPads at all branches
- Implemented Mobile App (Communico)
- Upgraded Active Directory on staff and public domains to AD 2016
 - Also fixed KMS licensing server
- Internet Content Filtering
- Outreach Connectivity Pilot
- Implemented technology to
 - enable central management of iPads and branch emergency cell phones (MaaS 360)
 - support Gig Harbor Law Library (PC)
 - support Title Quest (Samanage)
 - support Summer Reading (PCLS website and Wordpress)
 - support My Next Read (e-readers)
 - support Public meeting rooms and event calendars – (Communico)
 - Readers Advisory Training (TRAIN)

2019 Accomplishments

- Implemented and operationalize new business processes and structures:
 - Began Implementing 5 Year Technology Roadmap
 - IT Data and Asset Management
 - IT Change Control Board Updates
 - IT Zone Team Updates
 - IT Department Refresh
 - Stood up the following IT Portfolio's
 - IT2
 - StaffTech
 - Esources
 - Transitioned PubTech and StaffTech IT Portfolios to Desktop & Systems Administrator
 - Implemented Season of Enlightenment Playbook
- Further aligned staffing needs with roles and responsibilities:
 - Updated reporting structure so the Service Desk & Systems Support Administrator and Help Desk Team report to the Application Services Manager
- Participated in Major Projects:
 - CE/COM – Mobile app (Study and Do)
 - CE/COM – Public website (Study)
 - CM – Collections Architecture (Do)
 - EO – Cybersecurity strategy (Study)
 - EO – Voter Point of Assistance (2x Do)
 - EO/CE/SE – Collaborative tools (Study and Do)

- FACEIT – ACL CE moves
- FACEIT – Lakewood workroom
- IT – Cloud Strategy (Study)
- IT – SCCM (Study and Do)
- PERCY phase 1
- PubTech – Internet filtering (Study and Do)
- PubTech – Envisionware (Study and Do)
- PubTech – Outreach connectivity (study and wrap up)
- PubTech – Public technology replacements (Study and Do)
- PubTech – Approved software list (study)
- StaffTech - LT and non-LT laptop replacements (Do)
- StaffTech – Technology by role (Study)
- Participated in ITPM Activities
 - CE – Card in every hand
 - CE – Decommission door counters
 - CE – Decommission Media Temple
 - CE – Decommission Scout
 - CE – PC Reads
 - CE – Summer Reading
 - CE – Train Station
 - CE – Transfer young adult record sets
 - CE – Welcoming spaces moves adds and changes
 - CE/CM – Book club kits
 - CE/COM – Word Press sites IP blacklisting issue
 - CM – TitleQuest
 - COM - Plotter purchase and install
 - COM – Printshop Pro refresh
 - FAC – AMMS upgrade
 - FACEIT – Supervising Librarians and SBA’s moves adds and changes
 - FIN – TCM Upgrade
 - FIN/SE – FOUR – count them – FOUR - Eden Upgrades
 - IT2 – ACL UPS maintenance work
 - IT2 – Albert Upgrade
 - IT2 – Barracuda Spam filter
 - IT2 – Critical Firmware Upgrades
 - IT2 – Decommission PacSQL stage
 - IT2 – Decommission Public web-site failovers
 - IT2 – Decommission SQL on Yukon
 - IT2 – Device lab
 - IT2 – DNS site bindings
 - IT2 – FOUR – count them – FOUR - Docorama Days
 - IT2 – IT alerts phase 1
 - IT2 – Server 2008 upgrades – Sirius and Envisionware
 - IT2 – SonicWall upgrade
 - IT2 – SQL servicers service pack and security updates

Pierce County Library System 5 Year Technology Roadmap 2019-2023

- IT2 – Temp alert replacements
- IT2 – Windows 7 Office 10 end of life support
- PERCY – ERP Laptops
- Polaris – Fiscal year rollover
- Polaris – Polaris permissions change for CE re-org
- Polaris – Polaris upgrade
- PubTech – Communico category change
- PubTech – Communico reserve booking period extension
- PubTech – Communico user survey
- PubTEch – Decommission Mediabank
- PubTech – Final Internet filter tool changes
- PubTech – MFLT Enhancements
- PubTech – Microfiche from SH to LKWD
- PubTech - PC threshold for disposal
- SE – Articulate pricing comparison
- SE – Careers tab to public web-site
- SE – Decommission Moodle
- SE – Onboarding/Offboarding
- SE – StaffWeb event registration
- SE/COM/CE/FIN/PubTech – Physical to virtual server work – Public Web – Eden Timesheets, Printshop Pro, StaffWeb, Envisionware
- StaffTech – ACL conference room splash page standardization
- StaffTech – COM printer upgrade
- StaffTech – Tableau Reader

2020 Accomplishments

Implemented and operationalized new business processes and structures:

- Windows updates
- Third party updates
- Daily IT huddles with themes due to Covid business process changes and work location changes
- Public PC imaging processes
- New Dell Laptop Carts configuration
- Remote technology distribution
- New model laptop hardware
- App deploy and Installation automation
- Server Room UPS – transfer from FAC to IT
- MS Premier – active mgmt., true-up to fiscal year
- Phishing email response process – Sammie solution
- Refined IT Department cybersecurity critical incident processes
- Helped develop Risk Management critical incident processes
- Refined mandatory M&O - daily systems checks and daily reports processes
- Created additional IT Portfolio Management tools
 - IT Portfolio maturity model
 - Risk calculator
- Updated 5 Year Technology Roadmap

Participated in Major Projects:

- PERCY phase 2
 - Polaris upgrade from 6.2 to 6.5
 - Mandatory Cybersecurity training
 - Video conferencing solutions
 - WebEx
 - Zoom
 - COVID-19 2.5 reopenings
 - Parkland/Spanaway Library Refresh
 - System Center Configuration Manager (SCCM) implementation
 - TEAMS implementation
 - Exchange Upgrade
 - Exchange Hybrid
 - StaffTech – You Get a Laptop
 - PubTech – Covid 2.5 branch reopening's
 - Covid-19 phase 3 planning
 - Website refresh
-
- Participated in ITPM Activities
 - CM - Mail Machine Staff PC
 - CM – Lean Project
 - Eden – Upgrades x4
 - EO – Shared Calendar
 - E-sources – Refine e-sources incident management and support processes
 - FAC – vendor remote access
 - FDTN – BlackBaud
 - IT2 – Windows 7 and Server 2008 ESU
 - IT2 – Branch UPS replacements
 - IT2 – Additional storage for Compellents
 - IT2 – Exchange server upgrade
 - IT2 – Envisionware AAM upgrade
 - IT2 – Additional snowlines
 - IT2 – Server room UPS battery replacements
 - IT2 Windows 7 ESU licenses and Support
 - IT2 Virtualize PDS Stations
 - IT2 – Renewed/upgraded software for all switches, routers and firewalls
 - Munis - Patches
 - Polaris – Covid 19 shutdown activities
 - Polaris – Bring staff back to work and on-line activities
 - Polaris – Student electronic card study recommendation
 - Polaris – Curbside support
 - Polaris - Polaris API implementation
 - Polaris - Polaris EOY activities
 - PubTech – Public Technology refresh phase 1
 - PubTech – Ring Doorbells for branches

Pierce County Library System 5 Year Technology Roadmap 2019-2023

- PubTech – Census displays and stands
- PubTech – Software inventory
- PubTech – Dell base image update
- PubTech - *Adding/configuring Envisionware print release software on laptops
- PubTech – curbside support
- Risk Management – Softphone licenses and testing
- SE – Munis activities, Silk Road, process improvements, data migration
- StaffTech – Repurpose some laptops, ipads, emergency cell phones and MiFi's and deploy them to staff so they could work remotely due to Covid
- StaffTech – thumb drives, headsets and web cams
- StaffTech – Technology refresh planning
- StaffTech – Additional iPhones for branches
- StaffTech – Additional iPads for CE
- StaffTech – COM Mac refres
- StaffTech – COM proofing printer replacement
- StaffTech – iPhone Upgrades
- StaffTech – Social distancing moves/adds/changes
- StaffTech – Curbside support
- StaffTech - ExpressChecks

Cybersecurity incidents of note that we responded to and mitigated risk

- FDTN – Black Baud data breach
- MUNIS – Tyler data breach
- IT2 – Solar Winds data breach
- IT2 – SonicWall emergency security patches
- EO – Whaling phishing attack

Further aligned staffing needs with roles and responsibilities

- Created a Purchasing Specialist position
- Recruited for SDSSA
- Recruited for SA
- Recruiting for NSO

Financing and Resourcing the Technology Roadmap

The Technology Roadmap will be financed by the annual IT Department Operational Budget and by some Capital Improvement Project funding. The Library is committed to allocating up to \$500,000 per year in the Capital Improvement Fund to fund technology initiatives. The investment plan and approach is shown below.

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

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

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

Pierce County Library System 5 Year Technology Roadmap 2019-2023

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

Appendix

Definitions

- **Active Directory:** A function of a Windows Server that authenticates and authorizes users and computers connected to a local computer network, as well as performing other directory-based identity-related services for the network.
- **Agile Development:** A software development philosophy advocating collaboration between cross-functional teams and customers/end users, and promoting adaptability, continual improvement, and rapid evolution in response to change.
- **Application Programming Interface (API):** Acts as an access point into an existing piece of software that allows for software programmers to write new applications that take advantage of existing software's capabilities without having to code redundant functions.
- **Basic Input/Output System (BIOS):** A tool that runs immediately upon turning on a computer that initializes the computer hardware, and prepares the computer to load the operating system.
- **Bring Your Own Device (BYOD):** Policy of allowing employees to use their own personal devices (laptops, tablets, smart phones) to access company data and applications, instead of using company issued equipment.
- **Cloud Computing:** Use of networked servers, accessed via the Internet, to provide services and applications, instead of relying on local servers and desktop computers. Provides advantages of cost reduction (no expensive servers to purchase, store, and maintain), scalability (can increase or decrease capacity on-demand), and improved security.
- **Cloud Storage:** Use of networked servers, accessed via the internet, to provide remote access to data for users and applications. Provides advantages of cost reduction (pay for only the data you use), reduction of energy consumption, and automatic maintenance and backup.
- **Contemporary Digital Strategy**
- **Content Engine:** Web-site that drives web traffic by delivering quality, easily consumable **content**, on a regular basis.
- **Device Lab:** The device lab is a shared work-space comprised of reference devices targeting key library demographics found within existing analytics as well as nationwide trends. It provides PCLS staff with the opportunity to explore, test, or troubleshoot digital experiences that we provide customers.
- **E-Rate:** E-Rate is the commonly used name for the Schools and Libraries Program of the Universal Service Fund, which is administered by the Universal Service Administrative Company (USAC) under the direction of the Federal Communications Commission (FCC). The program provides discounts to assist schools and libraries in the United States to obtain affordable telecommunications and Internet access. It is one of four support programs funded through a Universal Service fee charged to companies that provide interstate and/or international telecommunications services.
- **Enterprise Resource Planning (ERP):** Integrated management of core business processes, often in real-time and mediated by software and technology. ERP is usually referred to as a category of business-management software — typically a suite of integrated applications—that an organization

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

- **Group Policy:** Group Policy is a hierarchical infrastructure that allows a network administrator in charge of Microsoft's Active Directory to implement specific configurations for users and computers. Group Policy can also be used to define user, security and networking policies at the machine level.
- **Human Capital Management (HCM):** the system that supports the business process of acquiring, training, managing, retaining employees for them to contribute effectively in the processes of the organization. In simpler words, upgrading the existing skills of an employee and extracting the best out of him/her.
- **Information Technology (IT):** The study or use of systems (especially computers and telecommunications) for storing, retrieving, and sending information.
- **Magnetic Ink Character Recognition (MICR):** Character-distinguishing technology that makes use of special magnetized ink. It is largely used in banks and other organizations where security is a high priority.
- **Payment Card Industry (PCI):** Information security standard for organizations that handle branded credit cards from the major card schemes. The PCI Standard is mandated by the card brands and administered by the Payment Card Industry Security Standards Council.
- **Plain Old Telephone Service (POTS):** Voice-grade telephone service employing analog signal transmission over copper loops. POTS was the standard service offering from telephone companies from 1876 until 1988 when the now-obsolete Integrated Services Digital Network (ISDN) Basic Rate Interface (BRI) was introduced, followed by cellular telephone systems, and Voice over IP (VoIP).
- **Test Environment:** Setup of software and hardware on which the testing team is going to perform the testing of the newly built software product. This setup consists of the physical setup which includes hardware, and logical setup that includes Server Operating system, client operating system, database server, front end running environment, browser (if web application), IIS (version on server side) or any other software components required to run this software product. This testing setup is to be built on both the ends – i.e. the server and client.
- **Software as a Service (SaaS):** Method of software delivery and licensing in which software is accessed online via a subscription, rather than bought and installed on individual computers.
- **Single Sign-on:** A session and user authentication service that permits a user to use one set of login credentials (e.g., name and password) to access multiple applications.
- **System Center Configuration Manager (SCCM):** Allows administrative professionals to help end users gain access to the devices and applications they need without compromising corporate security.
- **Thin Client:** lightweight computer that is purpose built for remoting into a server (typically desktop virtualization resources). It depends heavily on another computer (its server) to fulfill its computational roles. This is different from the traditional desktop PC (fat client), which is a computer designed to take on these roles by itself.
- **Uninterruptable Power Supply (UPS):** Device that allows a computer to keep running for at least a short time when the primary power source is lost. It also provides protection from power surges. A UPS contains a battery that "kicks in" when the device senses a loss of power from the primary source.

Pierce County Library System 5 Year Technology Roadmap 2019-2023

- **Usability Lab:** Space designated for conducting usability tests by observing user interactions with a system and recording their activities. Additional observers may be present or may observe via two-way mirrors or video streaming in another room.
- **Server Virtualization:** Makes each virtual server look and act like a physical server, multiplying the capacity of every single physical machine. The concept of server virtualization is widely applied in IT infrastructure as a way of minimizing costs by increasing the utilization of existing resources.
- **Virtual Desktop:** Accessible through client software installed directly on an endpoint, which presents the desktop to the user and allows them to interact with it using a keyboard, mouse, touchscreen and peripherals.

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

NOTES:

- EDI will be a priority component of all projects and will be addressed in individual project charters.
- New \$\$ request means identifying funds within the overarching PCLS Operational Budget OR grant funds

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

1. What business change initiatives should we complete in 2019-2023 to move toward this future?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	Covid 2.5 Branch Reopenings	2021	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Operational	Covid 3.0 Branch Reopenings	2021??	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	More Customer driven decisions
Strategic	Future Libraries Building Program Development	2020-???	Existing Operational budget + some new \$\$	Executive Office	More Customer driven decisions
Strategic	Explore consolidating work order management into a single system (we have 3 right now – SAMMIE, AMMS, COM)	2021 – Starting with AMMS	Existing Operational budget + some new \$\$	IT Portfolio Management Teams	Portfolio Management strategy
Strategic	Polaris LEAP Study Project	2021	Existing Operational budget + some new \$\$	Polaris IT Portfolio	Portfolio Management strategy
Strategic	Electronic library cards for students and teachers	2021	Existing Operational budget + some new \$\$	Polaris IT Portfolio	More Customer driven decisions
Operational	Centrally located printers / print management	2021-2022	Existing Operational budget + some new \$\$	PubTech and StaffTech	Resource Management Strategy
Strategic	Replace Wi-Fi gear every 3-5 years	2021 already planned and budgeted for Cloud project	Existing Operational budget + some new \$\$	PubTech and StaffTech	Resource Management Strategy

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

Operational	Business Continuity and Disaster planning plan	2020	Existing Operational budget + some new \$\$	Safety Committee / Staff Experience / IT	Resource Management Strategy
Operational	Expand Public WiFi to parking lots	2021	Existing Operational budget + some new \$\$	PubTech	Portfolio Management strategy
Strategic	New PCLS / SW Websites (platforms)	2020-2021	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	Resource Management Strategy
Strategic	ERP/HCM replacement project (replace Eden)	2019-2021 Percy Project underway	Existing Operational budget + some new \$\$	Finance and Staff Experience	Portfolio Management strategy
Operational	e-source authentication	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Operational	e-content integration	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Strategic	Continue to develop IT Portfolios – StaffWeb, Public Website, Eden, Munis, Polaris, PubTech, StaffTech, Esources, IT Infrastructure	ongoing	Existing Operational budget + some new \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Better IT equipment processes (more self-service)	ongoing	Existing Operational budget + some new \$\$	PubTech and StaffTech	More Customer driven decisions
Strategic	Tech environment that reflects consumer technology, not just library technology (such as BYOD)		Existing Operational budget + some new \$\$	PubTech	More Customer driven decisions
Strategic	Replace 1/4 of all public facing technology annually	2019 – in process. Should be completely modern with a plan in place 2021	Existing Operational budget + some new \$\$	PubTech	Resource Management Strategy
Strategic	Replace staff computers and peripherals every 3-5 years	2020-2021 StaffTech by role project and StaffTech ITPM	Existing Operational budget + some new \$\$	StaffTech	Resource Management Strategy
Strategic	Investigate implementing Office 365	2019 – in process. Cloud	Existing Operational	PubTech and StaffTech	Portfolio Management strategy

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

		Strategy is a 3 year project.	budget + some new \$\$		
Operational	Annual Polaris Upgrade	2021	Existing Operational budget	Polaris IT Portfolio	Portfolio Management strategy
Strategic	PubTech and Staff Tech IT Portfolios will create an EDI project approach template	2021	Existing Operational budget	PubTech and StaffTech	Portfolio Management strategy

2. What IT product or service changes should we make in 2019-2023 to move toward this future?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Strategic	Application Maintenance Plan for priority systems	2019 – in process	Existing Operational budget	IT Portfolio Management Teams/Committees	Resource management strategy
Strategic	System inventory with application/system health scores	2019 – completed initial round. 2021 we will do more.	Existing Operational budget	IT	Resource management strategy

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

3. What workforce-related initiatives are needed in 2019-2023?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
New	Expand organizational change management beyond IT projects	2020 – 2021 Organizational Maturity Steering Committee	Existing Operational budget + some new \$\$	Staff Experience / Leadership Team /	More Customer driven decisions

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

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

4. What IT facilities or equipment initiatives are needed in 2019-2023?					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	Cable management at branches	2021 –Need to figure out how to prioritize with FACEIT	Existing Operational budget + some new \$\$	IT	Resource management strategy
Operational	Clean up network closets (plan with maintenance)	2021 - M&O Need to figure out how to prioritize with Facilities and CE	New \$\$	Facilities	Resource management strategy
Operational	Another vehicle, right sized for the work	2021 Vehicle study project	Existing Operational budget + some new \$\$	Facilities	Resource management strategy
New	Password management solution	2021	New \$\$	StaffTech	Portfolio Management strategy

6. What IT technology initiatives are needed in 2019-2023?					
The IT Department will be responsible for identifying and prioritizing the work and stakeholder with the Leadership Team					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
New	App store for staff	2021	Existing Operational budget	IT	More Customer driven decisions
Operational	Active Directory and Group Policy review and clean up	2021	Existing Operational budget	IT	More Customer driven decisions Resource Management Strategy

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

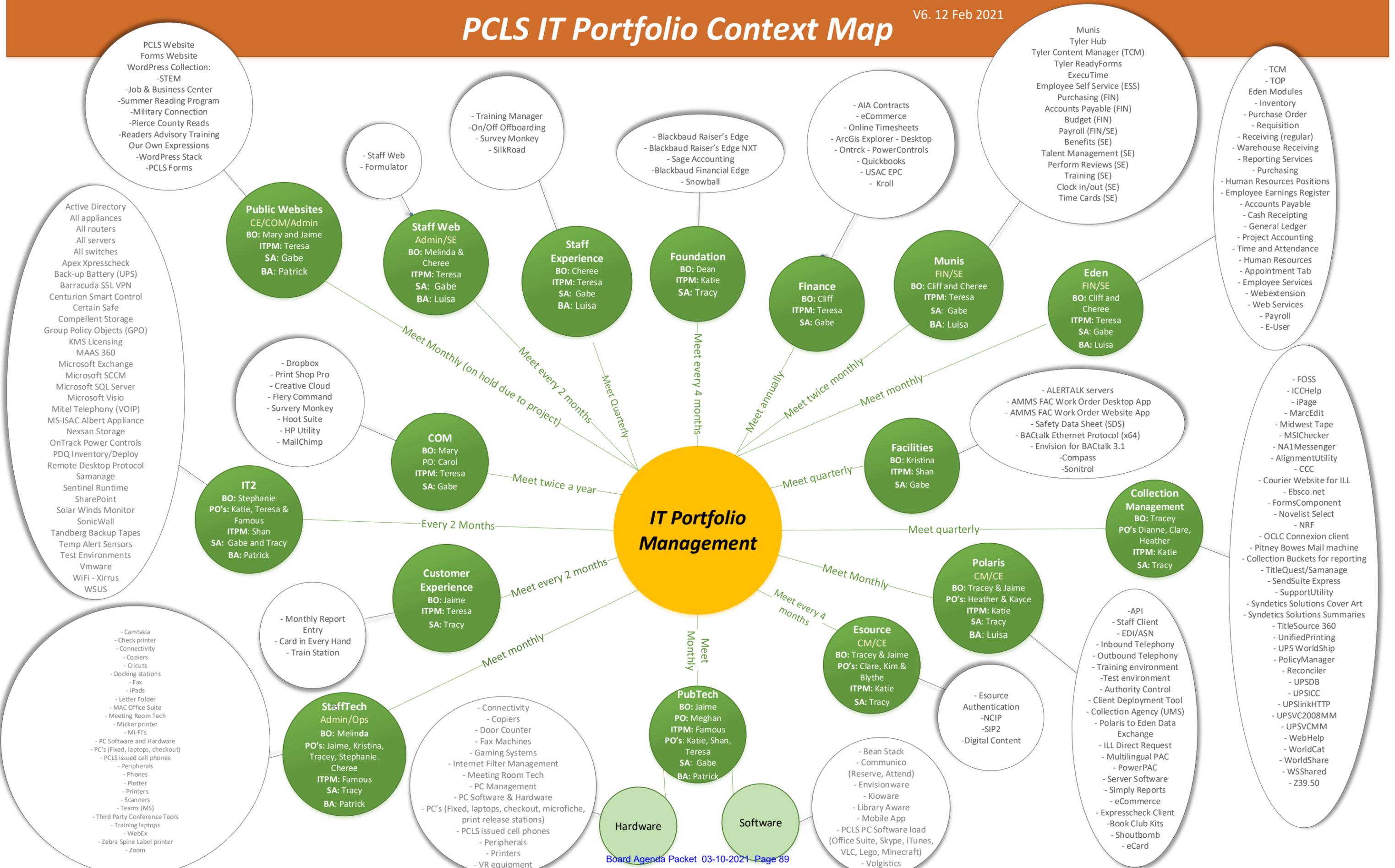
New	IT Password management system	2021	New \$\$	IT	Portfolio Management strategy
Strategic	Portfolio management tool	2021	New \$\$	IT Portfolio Management Teams/Committees	Portfolio Management strategy
Strategic	Office 2017 and Windows 10 (current branch update)	2020-2021	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy
New & Strategic	Develop a Cloud Strategy <i>If we don't do this we will have to find approximately 1.2mm to refresh the existing network equipment in the server room</i>	2019 – in process. 3 year project	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy More Customer driven decisions Resource Management Strategy
New & Strategic	Develop a Cyber Security Strategy	2019 – in process. 3 year project.	Existing Operational budget + some new \$\$	IT	Portfolio Management strategy More Customer driven decisions Resource Management Strategy

PCLS 5-Year Technology Roadmap – Year 3 Initiatives

7. What IT process improvement initiatives are needed 2019-2023?					
These activities will likely be addressed by the Ops Corps team. Any recommendations will be taken to the Leadership Team for Governance decisions					
Type of Activity	Activity/Initiative	Timing	New \$\$ request or in existing IT Operational Budget	PCLS Department who would likely lead	Correlation to where we want to go
Operational	System Decommission Day(s) i.e. all day cross Departmental team work	Start in 2021 then Ongoing	Existing Operational budget	IT	Resource Management Strategy
Strategic	More formal/standard Branch / Department relations check-ins	Ongoing – FACEIT and PUBTECH aid in this	Existing Operational budget	Customer Experience / IT	More Customer driven decisions
Strategic	Further enhance IT onboarding / offboarding process	Ongoing – PERCY project will aid in this	Existing Operational budget	Staff Experience / IT	Resource Management Strategy
Strategic	Security evaluation and decision making process	Ongoing 2019 – Established System Health Scoring that helps with this	Existing Operational budget + some new \$\$	IT	Resource Management Strategy

PCLS IT Portfolio Context Map

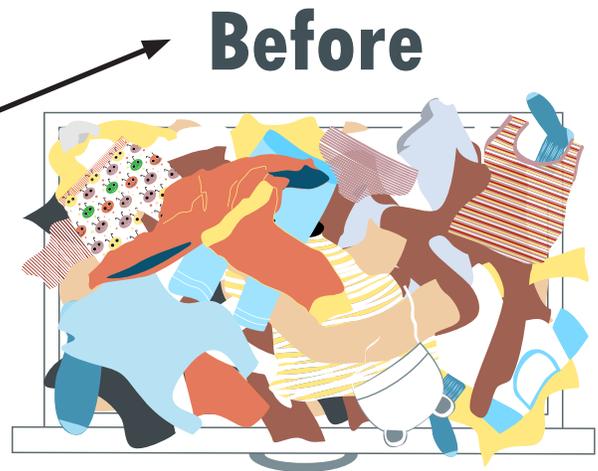
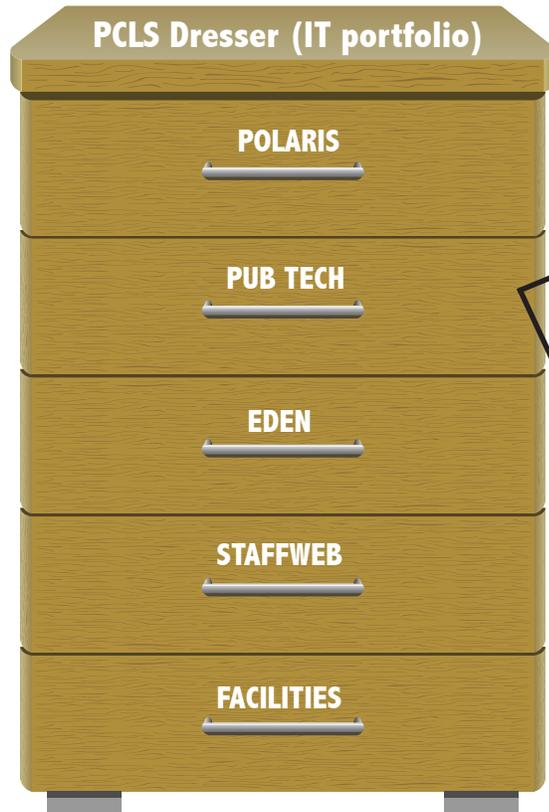
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IT Portfolio Management

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

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



PubTech Portfolio Technology Assets

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

Definition of Terms

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

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

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

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

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

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

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

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

PubTech IT Portfolio Management: A Metaphor

"IT Portfolio Management is like a sock drawer" –

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

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

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

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

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

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

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

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

Officers Reports

MEMO



Date: February 28, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Jaime Prothro, Customer Experience Director

Subject: COVID-19 Update – Technology Services

Lakewood Pierce County Library welcomed its first in-building customers on Monday, February 22 with limited technology services from the meeting room. The soft launch of the service has allowed staff to continue to refine and update workflows as part of this service pilot, however safety protocols outlined by the project have been diligently followed. By the end of the week, approximately 26 customers were served.

Promotions and marketing is underway, and customers are learning about the service in multiple ways: some are making appointments in advance while others have learned about the service from Library marketing or by just walking up. Customer use has been slow but steady. Several customers have sought computers for tax services, several have used the resource to apply for professional certifications like food handlers and nursing, and others have been using the technology and printing for job support. One specific customer shared that he had not checked his email in a year, and was worried that his account was deleted as this was the first time he had been able to use a computer since the Library closed in 2020.

The Library is readying to open Fife Library in March, with Buckley, Eatonville, Key Center, Parkland, and Tillicum in the planning process. These locations have been selected based on geography, the lack of technology present at home, and overall community need for access. Additional work to expand Wi-Fi into parking lots and Library grounds has been launched and work is underway to further strengthen technology services. We have missed serving our communities.

MEMO



Date: February 8, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Marketing and Communications Quarter 2 2021 Focus: 75th Anniversary/The Big Umbrella

The Pierce County Library System's 2021 Marketing and Communications Plan marketing focus for the second quarter of 2021 is celebrating the Library's 75 years of service. This significant diamond anniversary is an excellent opportunity to thank communities for allowing the Pierce County Library to be the community's choice for the discovery and exchange of information and ideas and to spark success for residents! May 1, 2021, the Pierce County Library System celebrates 75 years of service.

The Library System will celebrate and thank communities with a significant community engagement featuring the highly acclaimed picture book "The Big Umbrella" by Amy June Bates and Juniper Bates, a mother-daughter team. Through StoryWalks throughout the community, the Library will celebrate its 75 years of service, which aligns beautifully with "The Big Umbrella" story inspiring inclusion, social consciousness, and peace.

Communications and Marketing Goals:

1. Position Pierce County Library as a trusted organization to spark success for residents.
2. Bolster the Library's visibility in Pierce County communities.
3. Engage communities and community leaders in support of the Library's value, contributions, and achievements.

With an assortment of marketing and communications tactics and assets, the Library will thank and engage audiences about the Library's 75 years of service and encourage people to celebrate their Library System through a community book and StoryWalk. The Library will use mass marketing tactics, such as printed and online products, print and online advertising, digital advertising, KNKX sponsorship, and Spanish radio advertising. In addition, the plan calls for direct marketing tactics including guerrilla marketing to reach asset limited households through nonprofit partners. It also includes reaching Black, Indigenous, and people of color via direct requests to share information via partners. In addition, through author videos, Library Board of Trustees and city/county proclamations, and keepsake bookmarks, the Library will further recognize and involve communities. Also, testimonies from long-term card holders will help share their story of the value of services through the communications, in particular with news media.

Opportunity

- May 1, 2021, the Pierce County Library System celebrates 75 years of service.
- The 75th Anniversary of the Library System is an excellent opportunity to thank communities for allowing the Pierce County Library to be the community's choice for the discovery and exchange of information and ideas and to spark success for residents.
- This diamond anniversary is a superb occasion to recognize the Library's progress and commitment to change its services through the years to meet the communities' top priorities.
- The Library System will celebrate and thank communities with a significant community engagement featuring the high-acclaimed picture book "The Big Umbrella" by Amy June Bates and Juniper Bates, a mother-daughter team.
- Through StoryWalks throughout the community, the Library will celebrate its 75 years of service, which aligns beautifully with "The Big Umbrella" story inspiring inclusion, social consciousness, and peace.
- **Marketing and communications timeframe:**
 - **Develop materials:** February-March 2021.
 - **Implement:** April 15-May 31, 2021, with proclamations continuing through August 31, 2021.

Background

On September 11, 1944, 263 registered Pierce County voters submitted a petition to the Board of the County Commissioners of Pierce County asking to establish a Rural County Library District for public library service in the county, outside of the incorporated cities and towns. The petition included 355 signers; however, the county auditor concluded 263 signers were legal, registered Pierce County voters.

On November 7, 1944, voters in Pierce County elected to establish a rural library district, with 5,567 votes Yes and 3,307 votes No. On January 30, 1945, the Pierce County Board of Commissioners declared the county may establish a rural library district.

In 1945, as part of the State of Washington's provision of public education, it declared establishing and developing public library service throughout its subdivisions (cities and counties).

In January 1946, the Pierce County Rural Library District started service. It registered people for library cards and checked out books and other materials for six weeks at the Tacoma Public Library's building and then beginning February 15, the Library District checked out items from its headquarters building.

On May 1, 1946, the Library District opened its first library location in Gig Harbor, marking the grand opening of the Pierce County Rural Library District.

Communications Goals

1. Position Pierce County Library as a trusted organization to spark success for residents.
2. Bolster the Library's visibility in Pierce County communities.
3. Engage communities and community leaders in support of the Library's value, contributions, and achievements.

Target Audiences

- Pierce County Library's Board of Trustees
- Pierce County Library staff
- Public-Pierce County residents:
 - Families
 - Individuals who are asset limited or Asset Limited, Income Constrained, and Employed (ALICE). United Ways of the Pacific Northwest's 2020 "ALICE in Washington: A Financial Hardship Study" showed 12% (36,274 households) lived in poverty and 22% (66,503 households) were ALICE. These numbers include Tacoma and all of Pierce County, not exclusively the Library's service area.
 - Older segment of Generation Z (born 1995-2009) in 2021, ages 18-24 (per definition this generation's full age span in 2021 is 12-26)
 - Black, Indigenous, and people of color (BIPOC). Pierce County data shows 10% Hispanic, 7% Black, and 6% Asian race and ethnicity. These numbers include Tacoma and all of Pierce County, not only the Library's service area.
 - Military personnel
- News media
- Partners, such as:
 - Child cares
 - Community Centers
 - Food banks
 - Sound Outreach
 - Goodwill
 - Parks
 - Recreation Centers
 - South Sound 2-1-1
 - United Way's Centers for Strong Families
 - Asia Pacific Cultural Center
 - Tacoma Urban League
 - Korean Women's Association
 - Centro Latino
 - Black Collective

Strategy

The marketing and communications activities and tactics focus on the Library's Strategic Plan Initiative of Community, with an emphasis on engaging residents. The marketing and communications will reflect the following:

- Thanking residents for allowing it to help connect and strengthen communities.
- Bringing people together around a shared activity – StoryWalks – featuring “The Big Umbrella.”
- Highlighting the Library's changing services through the years to connect people with the information and community resources to help them navigate life's challenges.

With an assortment of marketing and communications tactics and assets, the Library will thank and engage audiences about the Library's 75 years of service and encourage people to celebrate their Library System through a community book and StoryWalk. The Library will use mass marketing tactics, such as printed and online products, print and online advertising in The News Tribune and ParentMap, digital advertising, KNKX sponsorship, and Spanish radio advertising. In addition, the plan calls for direct marketing tactics including guerrilla marketing to reach asset limited households through nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families. It also includes a direct ask to reach BIPOC individuals via direct requests to share information via partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, and Asia Pacific Cultural Center.

In addition, through author videos, Library Board of Trustees and city/county proclamations, and keepsake bookmarks, the Library will further recognize and involve communities. Also, testimonies from long-term card holders will help share their story of the value of services through the communications, in particular with news media.

As a metaphor featuring a big, friendly, red umbrella to show inclusion, acceptance, and welcoming, the Library plans to engage individuals and families with StoryWalks with the picture book, “The Big Umbrella.” The Library plans to create a companion booklet to guide people through their communities with outdoor activities, combining healthy, social-distanced time with meaningful reading. The booklet, in English and Spanish, will include activities and coloring pages focused on youth. Young children will engage and celebrate with story times of “The Big Umbrella” offered in English and Spanish. Also, the Library plans to highlight books about rain and umbrellas through its marketing and communications assets.

Primary Messengers

- All Staff

Messages/Message Elements

Note primarily third person voice used below.

Key Messages

1. May 1, 2021, the Pierce County Library System celebrates 75 years of service.
2. Thank you to the Pierce County communities for allowing the Library System to be the community's choice for the discovery and exchange of information and ideas and to spark success for residents for 75 years!
3. Join with the Library System to celebrate its diamond anniversary and learn about the Library's progress and commitment to transform its services through the years to meet the diverse communities' top priorities.
4. Some of the longest-term cardholders declare their love and extreme gratitude for their Pierce County Library.
5. Yesterday's Library System would likely not recognize today's Library System.
6. From a tiny library district of seven library locations serving 55,000 people to the state's fourth largest Library System with 20 locations serving 620,000 people.
7. The Library's commitment to connect people with valued, reliable resources at the right time continues steadfast.
8. With the public's investment, the Library System continues to support residents' growth and curiosity, offer excellent reading choices, and work to connect and strengthen growing and changing communities.
9. The Library also thanks the Pierce County Library Foundation and Friends of the Library groups and their donors for their decades of advocacy and support to extend and enhance valued library services.
10. The Library System is celebrating and thanking communities with a significant community engagement featuring the high-acclaimed picture book "The Big Umbrella" by Amy June Bates and Juniper Bates, a mother-daughter team.
11. Through StoryWalks throughout the community, the Library will celebrate its 75 years of service, which aligns beautifully with "The Big Umbrella" story inspiring inclusion, social consciousness, and peace.

12. "The Big Umbrella" shares a simple and beautiful message of inclusion and welcoming. What better book to thank the community for allowing the Library System to include and welcome all people for 75 years!
13. As Pierce County expands, its metaphorical umbrella, the Pierce County Library, will continue to change to meet the needs of all people in the many diverse communities, neighborhoods and families the Library is very thankful and appreciative to serve.

Additional Messages

1. Formats of books and materials and requests from the public have transformed in the past 75 years.
2. In 1946, the Library offered 6,385 books. In the 1980s, people could check out artwork from the libraries and hang it in their homes for up to a month. Through the years, the Library System offered 8-millimeter films, cassette players, film projectors and films, eight track tapes and other formats that were current for the time.
3. With 20 libraries and online services, the Library provides learning resources for all ages; delivers books, materials, and classes for enjoyment; and offers welcoming places and spaces for diverse communities to connect.
4. Today, the Library System offers 822,000 books, movies and other materials, as well as nearly half a million online/downloadable items. It also offers computers with high-speed Internet access and free Wi-Fi.
5. The Library is a major regional leader in providing free books, e-books, audiobooks, online audiobooks, movies, and other materials.
6. The Library offers extensive and ever-expanding international/world language choices of books to reflect the interests and needs of diverse communities with materials available in 10 languages and in multiple formats.
7. As with most industries, a significant service difference from 1946 and today is technology. In 1946, none of the libraries envisioned space for computers or printers. Now, via the internet, people can send copies to be printed at a library and pick up copies at the curb, and they can check out books and read them instantly 24/7 from their computer, electronic tablet or phone.
8. Through the years services changed to meet community needs – from staff reading stories to individuals calling a library on the phone to staff engaging people in story times in online Facebook groups.

9. Some changes resulted in significant controversies internal to the Library, such as offering a wild new paperback format. Some staff gasped at the idea, saying the paperbacks would fall apart too quickly and would not sustain multiple checkouts. Ultimately, the new idea of paperbacks prevailed as a community choice in format and paperbacks continue as a high checkout from libraries and indeed sustain the popularity of paperbacks!

10. Other interesting facts about the Library System today compared with 1946:

- Number of items available: 1946: 6,385; 2019: 1,087,518.
- Number of library locations: 1946: 7; 2019: 20 + online library.
- Number of cardholders: 1946: 1,108; 2019: 359,862.
- People in service area: 1946: 55,000; 2019: 602,000 (Currently 622,000).
- Items checked out: 1946: 10,342 books in 1946. 2019: 5.9 million books, e-books and other items.
- Number of employees (full time equivalents): 3 in 1946; 2019: 291.
- Cost of book: 25 cents in 1946; 2019: \$28.
- Operating Budget: 2046: \$35,137; 2019: \$33.3 million.

11. The system supports growth and curiosity. It prepares preschoolers, babies and toddlers to learn, so children enter kindergarten ready to learn. The Pierce County Library is a leader in early learning.

- From Science to Go with books and activities for children, the Library System offers a variety of events and classes and online resources to bolster STEAM skills and interests for all ages.
- The Job + Business services help people develop their technology skills, improve their career marketability to get jobs, and give them resources to start or grow their small business.

12. The Library System helps people enjoy their free time. It inspires imaginations through an extensive and diverse selection of books, movies and other materials, so people discover outlets to offset the pressures of daily life and relax.

- Fostering a love of reading, as well as supporting and encouraging people to read more and Enjoy BOOKS! the Library offers many reading and enjoyment services.
- Always at the core of the Library System is reading – from Summer Reading, a community one-book program—Pierce County READS and personal reading shoppers to e-newsletters with reading recommendations, Read to a Dog to build children’s reading skills, and other ways to engage and connect people with reading.

13. The Library System connects and strengthens communities. It brings people together around shared interests and activities, so people are engaged in their thriving community and optimistic about their community's future.
 - In recent years, thousands of DIY-ers and makers gathered at MakerFest with arts and crafts, technology, robotics and homesteading, and learned and shared in hands-on activities.
 - In partnership with other libraries in the county and the Pierce County Auditor's Office, the Pierce County Libraries are Voter Points of Assistance on Election Days, helping people register to vote, update voter their registration, get a ballot and vote, and replace ballots that have been lost.
14. During the pandemic, the Library pivoted and changed how it serves communities and added more e-books and e-audiobooks people could check out from their homes, offered virtual events and classes, and created curbside pickup of books, movies and copies of prints people send remotely to libraries.
15. In the past several decades, the Library has prepared books for childcares and homebound people and taken books and other materials to adult care facilities to ensure that access isn't a barrier.
16. Celebrate the Library's diamond anniversary with StoryWalks throughout the community featuring "The Big Umbrella".
17. Combine healthy outdoor adventures with meaningful reading, with a booklet filled with activities and coloring pages focused on youth.
18. With its ever-expanding umbrella, the story tells the spirit of kindness and inclusion.
19. As the story unfolds and the umbrella expands – it doesn't matter if you are tall, plaid or hairy – everyone is welcome at the Pierce County Library!
20. The picture book is a debut as an author for the well-known illustrator, Amy June Bates, with her then 11-year-old co-author, her daughter, Juniper Bates.

Activities/Tactics

Tactic	Audience	Lead Staff	Target Date
Identify, contact, cultivate longest-term card holders, for use in communications (e.g. news media, email marketing messages, web page, social media marketing)	Public News media	Steve Campion/Somer Hanson/Mary	December 2020-Steve identify January 2021-Somer contact February 2021-Mary cultivate
Establish short URL: 75.pcls.us	Public	Mary	February 19, 2021
Library Board of Trustees and County/City Councils Proclamations	Public Community Leaders	Mary/Customer Experience Supervisors	February-Mary/CE Supervisors make asks February-Mary writes proclamation April-August-Board and councils sign proclamations
Author video saying Happy Anniversary Pierce County Library System	Public Customers Potential Customers	Mary/Kim Archer	February 19-Mary coordinate with videographer and provide script ask to Kim for use

Tactic	Audience	Lead Staff	Target Date
			<p>with Readers Advisory Team February 22-March 26-Kim coordinates with Readers Advisory Team to make ask to up to 20 authors, obtain video clips and provide to Mary April 9: Videographer produces video April 15-Nicole makes live on YouTube</p>
<p>StoryWalk signs – in ground yard and storefront laminated 24 sets total, with 1 set for each location + two sets of backups. Each sign in English and Spanish and include an introduction and conclusion/exit/thank you for each set of signs, for 19 signs in a set. Costs charged to CE Credit the usage of the text and images of the book: BIG UMBRELLA Copyright © 2018 by Amy June Bates. If space include: Used by permission of Simon & Schuster Books for Young Readers, a division of Simon & Schuster Children’s Publishing Include on the intro sign: StoryWalk® trademark and include the following statement in all promotion of the project: “The StoryWalk® Project was created by Anne Ferguson of Montpelier, VT and developed in</p>	<p>Public Customers Potential Customers Families</p>	<p>Mary/Carol Sheehan</p>	<p>February-CE Supervisors determine type of sign March-design, print, distribute April 15 live</p>

Tactic	Audience	Lead Staff	Target Date
collaboration with the Kellogg-Hubbard Library. StoryWalk® is a registered service mark owned by Ms. Ferguson.”			
Companion booklet to “The Big Umbrella” story to guide people through their communities with outdoor activities. The booklet in English and Spanish will include activities and coloring pages focused on youth. Costs charged to CE	Customers Families	Susan Anderson- Newham/Mary/Carol	February-Susan provides content March-Carol designs/prints April 15 live at libraries
News media Pitch story, including long-term customers’ connection Write and issue news release – email message, social media content will be based off of news release Include Story times with The Big Umbrella	News media/public	Mary	February, connect with long term customers March 15, pitch April 15, issue news release
Staff Web image	Staff	Carol Sheehan	April 15, 2021 live
Create and distribute talking points to supervisors for staff use with customers	Customers	Mary Somer put on Staff web, talking points page	April 8
Cover to Cover Articles	Staff	Mary/Somer	April 9, ongoing-May 28
Public web home page ad	Public	Mary/Carol/Nicole	April 15, live

Tactic	Audience	Lead Staff	Target Date
		Milbradt/IT post	
<p>Anniversary/The Big Umbrella web pages, to align with marketing and communications plan and materials</p> <p>Include cover image of author video and link to it.</p> <p>Include English and Spanish Story times with The Big Umbrella</p> <p>Include message linking to booklists about rain and umbrellas</p> <p>Include messages highlighting long-term customers' connection</p> <p>Credit the usage of the text and images of the book: BIG UMBRELLA Copyright © 2018 by Amy June Bates. If space include: Used by permission of Simon & Schuster Books for Young Readers, a division of Simon & Schuster Children's Publishing</p>	Public	Nicole	April 15, live
<p>Flyers for curbside bags and guerrilla marketing with QR code</p> <p>Translated into Spanish and Korean</p> <p>Include English and Spanish Story times with The Big Umbrella</p>	<p>Customers</p> <p>Families</p> <p>Potential customers</p> <p>Pierce County residents:</p> <ul style="list-style-type: none"> ▪ Asset Limited ▪ Gen Z (18-24) 	<p>Mary writes/Carol designs</p> <p>Troy prints, distributes and puts in stores</p>	April 15, live

Tactic	Audience	Lead Staff	Target Date
	<ul style="list-style-type: none"> ▪ BIPOC ▪ Military personnel and families ▪ 		
<p>Commemorative bookmarks for curbside bags and guerrilla marketing Translated into Spanish and Korean Costs charged to CE</p>	<p>Customers Families Potential customers Pierce County residents:</p> <ul style="list-style-type: none"> ▪ Asset Limited ▪ Older Gen Z (18-24) ▪ BIPOC ▪ Military personnel and families 	<p>Mary writes/Carol designs Troy prints, distributes and puts in stores</p>	<p>April 15, live</p>
<p>Fife/Milton/DuPont Library posters in windows</p>	<p>Customers Potential customers</p>	<p>Mary/Carol</p>	<p>April 15-May 31</p>
<p>Polaris-generated email message</p>	<p>Customers</p>	<p>Nicole</p>	<p>April 15, live</p>
<p>Library event script (introduction only)</p>	<p>Customers</p>	<p>Nicole</p>	<p>April 15, live</p>
<p>Google My Business profile</p>	<p>Public</p>	<p>Nicole</p>	<p>April 15, live</p>

Tactic	Audience	Lead Staff	Target Date
<p>Guerrilla marketing of flyer with QR code in particular to reach asset limited households-nonprofit partners such as food banks, Sound Outreach, Goodwill, South Sound 2-1-1, United Way's Centers for Strong Families, etc.</p>	<p>Customers Potential customers Families Potential customers Pierce County residents:</p> <ul style="list-style-type: none"> ▪ Asset Limited ▪ Older Gen Z (18-24) ▪ BIPOC ▪ Military personnel and families ▪ 	<p>Mary/Customer Experience Supervisors</p>	<p>April 15, live</p>
<p>Place flyer in PeachJar</p>	<p>Families</p>	<p>Somer</p>	<p>April 15</p>
<p>Seek information sharing with local governments and school districts</p>	<p>Public</p>	<p>Mary</p>	<p>April 15</p>
<p>Email marketing messages Include messages linking to author video Include message linking to booklists about rain and umbrellas Include messages highlighting long-term</p>	<p>Public</p>	<p>Somer</p>	<p>April 15, bi-weekly through May 28</p>

Tactic	Audience	Lead Staff	Target Date
customers' connection			
Social media messages Create hashtag Encourage people to post photos of their engagement in a StoryWalk Include messages linking to author video Include message linking to booklists about rain and umbrellas Include messages highlighting long-term customers' connection	Public	Nicole	April 15, bi-weekly through May 28
Convert home page ad Facebook and Twitter posts, Facebook, Twitter, LinkedIn, YouTube covers pages	Public	Nicole	April 15- May 31
Direct ask to partners and request their sharing information to partners such as Tacoma Urban League, Korean Women's Association, Centro Latino, Black Collective, Asian Pacific Cultural Center, etc. Share flyer with QR code, ask to share social media posts, information via e-newsletters, posting flyer at locations	BIPOC	Anna Shelton/Jaime Prothro	April 15-30
Spanish radio ads	Public BIPOC	Mary	April 15, live
KNKX ads	Public Customers	Mary	April 15, live

Tactic	Audience	Lead Staff	Target Date
	Potential Customers Asset Limited BIPOC Older Gen Z (18-24)		
TNT Print and digital ads + digital ads managed through TNT	Public Customers Potential customers Pierce County residents: <ul style="list-style-type: none"> ▪ Asset Limited ▪ Older Gen Z (18-24) ▪ BIPOC ▪ Military personnel and families 	Mary/Carol	April 15, live
ParentMap Print and digital ads	Public Customers Potential customers Families	Mary/Carol	April-May, live
Facebook and Instagram advertising	Public	Nicole/Carol	April 15, live

Tactic	Audience	Lead Staff	Target Date
	Customers Potential customers Pierce County residents: <ul style="list-style-type: none"> ▪ Asset Limited ▪ Older Gen Z (18-24) ▪ BIPOC ▪ Military personnel and families 		

Evaluation

1. Plan implemented on time and on budget.
2. Position Pierce County Library as a trusted organization to spark success for residents.
 - News stories: two
 - Author video clips: 10
 - Checkouts of “The Big Umbrella”: 500
3. Bolster the Library’s visibility in Pierce County communities.
 - Social media engagement:
 - Reach: meet or exceed industry standard
 - Engaged: meet or exceed industry standard
 - Marketing email open rate: meet or exceed industry standard
 - Digital advertising: meet or exceed industry standard
4. Engage communities and community leaders in support of the Library’s value, contributions, and achievements.
 - Proclamations: 14 of 17 possible
 - Video views: meet or exceed industry standard

MEMO



Date: February 24, 2021

To: Chair Pat Jenkins and Members of the Board of Trustees

From: Stephanie Ratko, IT Manager and Petra McBride, Executive Assistant

Subject: Mandatory Cybersecurity Training

The Library has entered into an agreement with cybersecurity training firm Knowbe4 to provide a full-spectrum training platform that provides content, tracking and reporting functionality.

In the fall of 2020, the Mandatory Cybersecurity Training project team launched a campaign that included on-demand video modules on cybersecurity topics that would inform staff of internet security risks and best practices to use when faced with a potential threat.

Some examples of the offerings included are:

- 2020 Common Threats
- 2020 Your Role: Internet Security and You
- Cybersecurity Starter Kit
- Spot the Phish Game
- Empowering Your Employees for Better Security
- Phishing & Social Engineering for Executives
- CEO Fraud
- Gatekeepers: Protecting Private Information and Access
- The Inside Man feature film

Staff were given until the end of December to complete 5 training modules (2 of which were directly related to their roles in the organization). We are pleased to report a 99% completion rate at the end of our first campaign. Supervisors of staff that have not completed the training follow up to ensure completion.

Staff feedback has been positive. Most importantly, the IT Service Desk staff report that they have received increased reports of possible threats which indicates this training is working as intended.

Cybersecurity training is now included in our onboarding process for new hires. In 2021, additional required training modules will be rolled out to staff to keep cybersecurity awareness top of mind.

Pierce County Library FYI Packet
Link List
March 10, 2021

Pierce County Library in the News

- [Pierce County Libraries Offer Career Advancement Resources](#) – South Sound Business (also in Auburn Examiner)
- [Our Own Expressions art and writing contest opens for Buckley students](#) – Courier Herald
- [Enjoy books with the Pierce County Library’s Spring into Reading Challenge](#) – Auburn Examiner
- [Lakewood Library Reopens with Limited Technology Services](#) – South Sound Business
- [Snow blankets South Sound, more expected Saturday and Sunday](#) – The News Tribune
- [Link to a KBTC-TV interview](#) re the Library’s record setting e-book downloads during 2020 – KBTC-TV