



2024 Budget

We Spark Success for Pierce County



On behalf of the Board of Trustees, I express my deep appreciation for your support of the Pierce County Library System’s progress to spark success in the communities it serves.

The 2024 budget, developed in adherence to our guiding principles – financial sustainability and prudent stewardship – reflects the Library System’s commitment to delivering valuable services while respecting taxpayers’ investments. This year marks the sixth year of operating under the Library’s Levy Sustainability Plan, initiated following the voter-approved reauthorized levy in 2018. The plan established a multi-year funding cycle, allocating unspent funds in phase one for future years when operational costs exceed revenues, as is anticipated in phase three of the sustainability plan.

In 2024, the Library System embarks on the first year of phase two, achieving a balance between revenue and expenditures without depositing or withdrawing funds from the Levy Sustainability Fund. Notably, The Library’s property tax revenue has increased to slightly more than \$45.5 million.

A notable feature of the 2024 budget is the Library System’s ongoing dedication to its fine-free policy, which has been in place for four years. This year marks the Library’s first full year since the Board of Trustees approved the permanent elimination of fines. This aligns with the overarching goal of removing barriers and enhancing equitable access to library services.

The 2024 General Fund budget includes a \$2.76 million increase from the 2023 General Fund budget, primarily attributed to heightened building maintenance costs, personnel expenses, Capital Fund transfers for priority capital projects and the impact of continued inflation on operational costs.

Looking ahead to 2024, the Library System’s focus includes creating a new strategic plan and its commitment to equity, diversity and inclusion. Concurrently, the Library will determine building needs through a comprehensive capital plan. Collaboration with the Pierce County Council and the City of Sumner is underway for the formation of a Library Capital Facility Area (LCFA), an independent taxing district approved by Sumner voters in the August 2023 Primary Election to fund the new Sumner Pierce County Library.

Simultaneously, efforts persist to address building needs in downtown Lakewood and Tillicum. Following the closure of the Lakewood Pierce County Library in June 2022, the Library System has been serving the community with pop-up libraries and services throughout the community. This year, we will welcome people to the interim Lakewood Pierce County Library, with full library services. In addition, this year, the Board of Trustees plans to make decisions for long-term library services in downtown Lakewood and Tillicum.

On behalf of the Board of Trustees, thank you for your interest in the Library System’s finances and your support of the Library’s literacy-rich resources and services for all people in Pierce County.

Pamela Duncan
Chair, Board of Trustees

Fiscal Sustainability Plan

“The Pierce County Library System Board of Trustees shall implement and maintain sound financial management of the entrusted resources provided by the taxpayers and other sources of funding, consistent with the Library’s mission.”

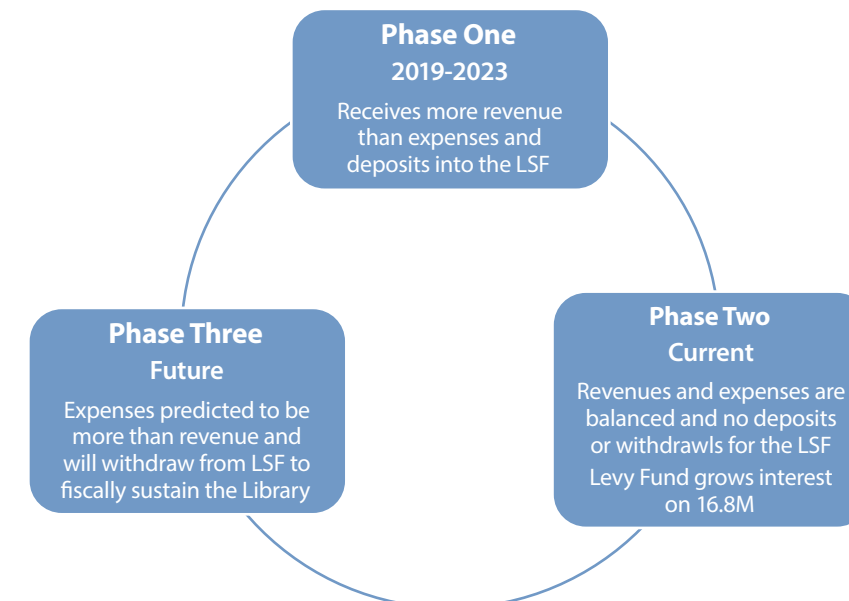
—Library Board’s Fiscal Management Policy

With the restored levy voters approved in 2018, the Library System promised to use the funding to deliver library services for at least five years. In order to fulfill this stewardship of the voters’ investment, the Library created a Fiscal Sustainability Plan. The plan guides the Library System to set aside a portion of current levy revenue during the early years of the cycle, which the Library System will use to fund services in future years when it projects operating costs to exceed revenue.

In 2019, the Library Board of Trustees created a Levy Sustainability Fund to support this plan. 2024 marks the fifth full fiscal year of operating with a Levy Sustainability Fund.

Development of a three-phase, multi-year funding cycle is central to the Library’s funding strategy. In phase one of the funding cycle, the Library receives more revenue than is spent and the Library deposits unallocated funds into a Levy Sustainability Fund. During phase two of the funding cycle, revenue and expenditures are in balance and the Library does not deposit funds into, nor does it withdraw from the Levy Sustainability Fund. In phase three of the funding cycle, the Library projects costs to operate the Library System to exceed revenue and the Library will withdraw funds from the Sustainability Levy Fund to close the budget shortfall. During all three phases, the Levy Sustainability Fund earns interest, adding to the balance. The Library System projects the current funding cycle will provide stable funding to deliver valued library services for several years.

The estimated total revenue for the Library in 2024 is \$46.8 million, of which \$44.8 million is allocated to 2024 services, operations and materials. Additionally, the Library plans to fund capital projects of \$2.1 million through transfers from the General Fund. In 2023, the Library successfully achieved its goal for the Levy Sustainability Fund (LSF), reaching \$16.8 million. The Levy Fund is in phase two and is expected to accrue further interest in 2024 with no planned expenditures for the current year.



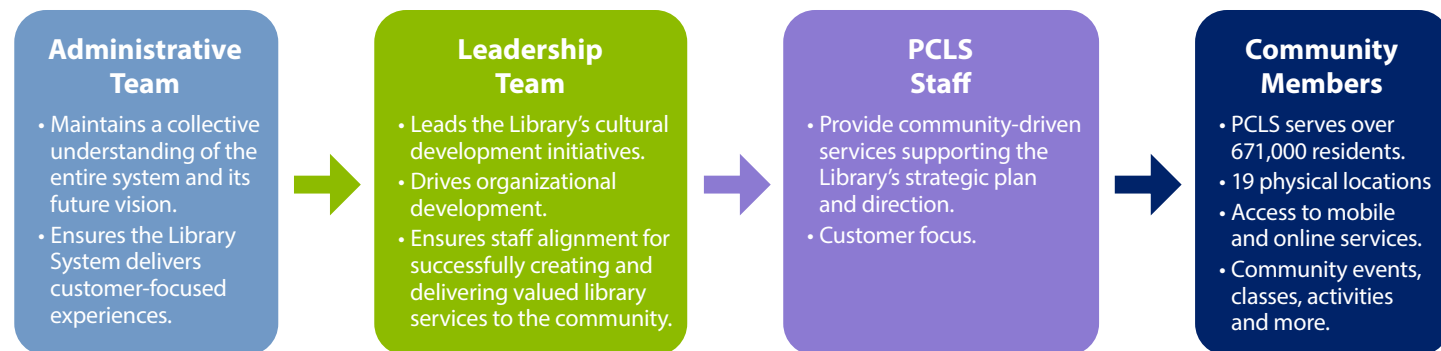
Pierce County Library System: Organization and Structure

Established in 1946 under Washington State law Chapter 27.12 RCW, the Library operates as an independent taxing district governed by a five-member volunteer Board of Trustees appointed by the County Executive. The Board sets the annual property tax levy and approves the budget autonomously, with property taxes being the primary revenue source.

As the fourth-largest library system in Washington State, it serves 671,000 residents across 1,800 square miles in unincorporated Pierce County and 15 annexed cities and towns through 19 physical library locations, along with mobile and online services.

Skilled and knowledgeable staff members provide community-driven services to support the Library's strategic plan and direction. The Library actively engages the public to understand their priorities, ensuring the delivery of valued services to residents. The Library fosters a deeply collaborative organizational culture, driven by the Library's Core Skills and Qualities that steer staff in designing, delivering, and assessing services. These encompass customer focus, teamwork, professional integrity, leadership, effective communication, problem solving, adaptability, a proactive learning approach, positive attitude and embracing diversity.

Management teams aid the organization's efforts, ensuring accountability, nurturing the organizational culture, and embodying the Library's Leadership Competencies, which involve fostering trust, effective communication, team building, personnel management and development, achieving outcomes, driving innovation and change and exemplifying leadership. This structured approach aims to create, oversee and provide an exceptional experience to best serve both communities and staff.



2024 marks 78 years of Pierce County Library Service

The Library System thanks communities for supporting library services for 78 years. The Library continuously transformed its services through the years to meet the diverse communities' top priorities. 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.

Services

The Pierce County Library is committed to meeting the public's highest priority library needs. In 2024, the Library will offer services and programs through learning, enjoying and connecting as a community, to spark successes for Pierce County residents.

Online Service Options

- Help from library staff for questions, finding books and materials and utilizing technology.
- Explore more than 595,000 in-building books, DVDs, and magazines.
- Access more than 200,000 titles and 795,000 copies of online e-books, audiobooks, videos, and magazines.
- Use computers, Wi-Fi, printers, and other technology.
- Present classes to prepare children for kindergarten, including story time.
- Host events and materials for school-aged children on science, technology, engineering, art, and math (STEAM).
- Organize events for teens and adults to enjoy books, authors, and other shared activities.
- Provide an online service for homework help with real-time professional tutors for students.
- Offer services for job seekers and small businesses.

Look Back- 2023 Initiatives

- Passed the LCFA for a new Sumner Library in 2023.
- Secured the site permit for the Lakewood interim modular library building and remained on track for production and delivery in mid-2024.
- Eliminated all cardholder late fines in 2023.
- Launched a new updated website in compliance with ADA regulations.
- Updated all library public rooms with new displays, Microsoft adapters, cables, and Wi-Fi connectivity, which allows for virtually any type of connectivity in-room devices and displays.
- Advanced the development of equity, diversity, and inclusion strategy and commitment.
- Launched Northstar Digital Literacy's self-paced online learning platform.
- Offered Our Own Expressions, Summer Reading program, Enjoy BOOKS!, and supported the Pierce County Library Foundation's Trivia Bee fundraising event.
- Expanded services to community spaces and places.

Current Year 2024 - Projects and Activities

In 2024, the Library System will continue delivering books and materials to people with barriers to access, including those who live in adult care centers, are homebound or are in childcare. In addition, throughout the year, staff will foster partnerships with community organizations to leverage services and increase access for all people in Pierce County. The 2024 projects focus the Library's resources on developing and delivering high-quality information and services to all of Pierce County, with an emphasis to remove barriers to access and working toward a vision of a culture of equity, diversity, inclusion and belonging.

The following is an overview of key 2024 projects and activities, in addition to routine service delivery and operational support.

Future Libraries: Lakewood Library Interim Opening

The efforts to establish a temporary Lakewood Library are progressing steadily. The result will be a new, modern library building in an accessible area with amenities that Lakewood residents can use for several years until a permanent library facility is built. The construction of the modular library building is proceeding as planned for production and delivery. The site permit has been granted, and construction of the modular building commenced in late 2023, with the installation to occur in 2024.

Future Libraries: Sumner Library Building Design

The vote to establish a LCFA to fund a new library building in Sumner passed. The LCFA will be established in 2024. The Library Foundation is working on implementing the Library Capital Campaign to raise funds for the new library. With secure funding, the Library will be able to move into the design phase of the project in 2024.

Equity, Diversity and Inclusion (EDI) Strategy

Staff led-pillar teams in three areas: Respectful and Inclusive Work Environment, Building Diversity in Business Planning, Design and Delivery and Inclusive Systems, Processes, and Practices presented recommendations to the Leadership Team. The projects for the action plan have finalized and will launch in 2024, which will continue to form the framework for EDI initiatives to build a safe and equitable work environment for all staff by creating a shared vocabulary around EDI concepts. We will work at promoting safety and belonging for marginalized staff and community members, reducing turnover, improving communications and trust and creating a stronger, more efficient workforce.

Strategic Plan

The Library is working with the Coraggio Group, a business consulting firm, to create a new strategic plan. The plan includes critical engagement with the public through focus groups, one-on-one interviews and a survey. The new strategic plan will be available by the end of 2024 with the implementation plan following in the first months of 2025.

Employee Resource Groups

The Library is to create employee groups where employees come together voluntarily based on a common interest in order to attract, recruit, and retain diverse staff, promote diversity, cultural awareness, and an inclusive work environment, and increase employee job satisfaction, morale and productivity.

Fines and Fees

The Library System has ceased charging fines as of April 2023 for overdue books and chosen to waive all existing overdue fines from cardholder accounts. By removing fines, it decreases barriers to library services for our community. The Library System will evaluate fees in 2024 for damaged or lost materials as well as services such as printing and faxing.

Community Data for Decision-Making

In 2024 the Library plans to develop a process for gathering and using regularly updated data on demographic and service delivery measurements, both at the location and system-wide levels. Data will inform decision-making processes, maximize the impact of programming, and ensure specific needs of the communities we serve are met.

Facilities Condition Assessments Including ADA Evaluation

Conduct a thorough review of existing facilities, including building systems, infrastructure, renovations and additions, ADA accessibility, and maintenance history to identify deficiencies, required repairs, areas of improvement and optimization.

Incident Reports and Public Space Management

Identify and clarify all governance, policies and processes pertaining to managing public spaces and customer incident response. Includes a pilot contract with Peer Washington. Peer Washington provides Peer Support Specialists. These individuals have lived experience and can connect our most marginalized customers to resources in our community. A Peer Specialist will be assigned to one library location where they will connect with people onsite.

Intellectual Freedom Training and Discussion Space

Provide comprehensive training to all Library staff regarding Intellectual Freedom principles to enable staff members to navigate and address issues around the Freedom to Read, First Amendment in public libraries and creating inclusive spaces. Project to include discussion spaces for open dialogue and understanding surrounding these complex issues.

Public Services 3-Year Development Plan

Continue to implement a 3-year plan to develop the Public Services Division's governance, roles and responsibilities, financial stewardship, resource management, processes, and culture. Because of implementing this plan, Public Services Division members should have the internal support and clarity and support they need to provide excellent public service.

Future Libraries Planning

Sumner

In 2019, the Library interacted with numerous Sumner residents to gauge interest in potential new library constructions. This involved a thorough capital fundraising feasibility study to evaluate private support for funding such projects. The community expressed keen interest in a new building. In October 2021, the Library secured a 1.67-acre site in Sumner for the proposed new library through purchase from the City of Sumner.

Early in 2023, the Library engaged with thousands of residents in the Sumner area to gather input on spaces and services they envisioned in the new library. Following this extensive public engagement, collaborative efforts between the Library System and the City of Sumner were initiated to place a ballot measure in the August Primary Election aimed at establishing a new Sumner Pierce County Library. The measure passed successfully in August 2023, greenlighting the support of construction of a new Sumner Library.

Lakewood

In June 2022, the Pierce County Library closed the Lakewood Pierce County Library because of significant safety and access issues necessitating extensive repairs and replacements, including a new roof, repairs from roof leaks, elevator replacement, seismic upgrades, HVAC and plumbing system upgrades, and window and door improvements. In spring 2022, efforts were made to secure an interim space for the Lakewood Library. In the summer and fall of 2022, a community advisory committee reviewed information from building experts, the Library System, City of Lakewood, and community members to make recommendations for long-term library service in Lakewood. The Library Board of Trustees is making plans to move forward with the committee's recommendations.

In 2022, the Library System leased property for an interim Lakewood Library and in 2023 worked with architects and builders as well as government agencies to make progress on the building. The Library System obtained site development permits in early 2024 and aims to be open to the public within the year. In January 2024, the Library issued a Request for Bid (RFB) for the demolition of the existing Lakewood Library, with bids due in March 2024.

2024 Revenue Allocations

In 2024, the Library will receive nearly \$47 million in new revenue from all sources as identified in each fund provided below. Revenue excludes use of existing fund balances to pay for projects, namely in the Capital Improvement Fund.

Total Revenue (all sources)	\$ 46,844,600
Fund Allocations	
General-	
Personnel	\$ 31,787,000
M&O	8,442,900
Materials	4,564,700
Total General Fund	\$ 44,794,600
Capital Improvement	\$ 2,050,000
Property & Facility	- 0 -
Elections	- 0 -
Levy Sustainability	- 0 -
Grand total Allocations	\$ 46,844,600
Net of Revenue & Allocations	\$ - 0 -

2024 General Fund – Revenue and Expenditures

With more than 97% of the Library’s budget derived from property tax and state law limiting property tax collections to a 1% annual increase plus the levy on new construction, it is essential for the Library to project revenues and expenditures in advance to plan for sustaining services for the current year and future years.

By law, the Library may collect up to 50 cents per \$1,000 of assessed property value (also known as mill rate). In 2024, the Library’s mill rate is 33.82 cents per \$1,000 of assessed property value.

For 2024, total new General Fund revenues from all sources are budgeted to increase by \$2.7 million from 2023. This is due to moving into phase two of the fiscal sustainability plan where property taxes will no longer exceed expenditures. Therefore, all property taxes will be allocated to the General Fund for 2024 and no longer deposit excess funds to the Levy Sustainability Fund. The total amount of property tax revenue is certified at \$45.5 million in 2024.

Funding the Library – Revenues

FINAL December 13, 2023	2023 FINAL Approved 12/22	2024 FINAL	Change (\$)	Change (%)	Notes
-- REVENUE --					
Property Taxes	\$ 42,474,200	\$ 45,503,600	\$ 3,029,400	7.13%	
Excise Taxes	83,000	83,000	-		
Timber Taxes	15,000	15,000	-		
Fees (Printer, Fax, Copier)	7,500	4,000	(3,500)	-46.67%	Reduced revenue is anticipated in 2024
Fines	10,000	-	(10,000)	-100.00%	Removed overdue Fines
Investment Income	400,000	452,000	52,000	13.00%	Return rates are higher
Sales of Goods/Services	1,000	1,000	-		
Donors & Reimbursements	470,000	485,000	15,000	3.19%	Includes Foundation
Other (Erate, P-card Rebates, etc.)	621,000	301,000	(320,000)	-51.53%	Decrease in Erate funds
TOTAL REVENUE	\$ 44,081,700	\$ 46,844,600	\$ 2,762,900	6.27%	

General Fund. An accounting fund used by the Library to receive revenues and pay for ongoing services and operations.

Taxes. Local property taxes used to fund the General Fund constitute 97% of total 2024 revenues. Pierce County Office of the Assessor-Treasurer, using statutory rates and limitations, calculates the total allowable property tax levy. A small amount comes from other taxes including tax title and leasehold excise taxes.

Intergovernmental. The Library occasionally receives revenues from various governmental entities, including grants and contracts, primarily allocated for specific projects. However, these sources constitute a relatively small portion compared to other revenue streams.

Fees. The Library continues to assess replacement fees for lost and damaged items. Fees for services include revenue from photocopying, visitor printing and faxing in the libraries and interlibrary loan fees.

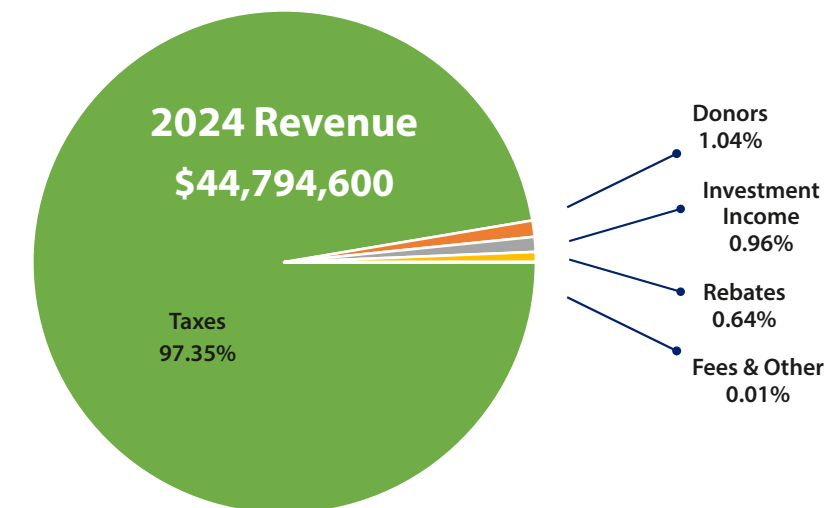
Fines. The Library is no longer budgeting or charging overdue fines for books and other materials.

Donors. The Pierce County Library Foundation, a separate 501(c)(3) nonprofit organization, fundraises for the Library and distributes donor gifts and benefits to the Library. Annually, the Friends of the Library donations continue to aid in Library events and activities that promote learning, enjoyment and community.

E-Rate & Rebates. The Library benefits from the E-Rate program, a federal initiative offering eligible schools and libraries rebates on telecommunications and internet services. Additionally, the Library receives a 1% rebate on all P-Card purchases.

Investment Income. Interest earned on investments hit a high of 5.33% for 2023, with 2024 anticipated investment returns to continue to be higher than industry average.

Other. Other revenues include scrap sales of assets and for communication printing services.



Operating the Library – Expenditures

FINAL December 13, 2023	2023 FINAL Approved 12/22	2024 FINAL	Change (\$)	Change (%)	Notes
-- EXPENDITURES --					
PERSONNEL					
Salaries & Wages	\$ 23,344,858	\$ 23,831,000	\$ 486,142	2.08%	
Overtime Wages	67,000	67,000	-		
Employee Benefits	7,663,104	7,889,000	225,896	2.95%	Includes increase in healthcare rates
TOTAL PERSONNEL	\$ 31,074,962	\$ 31,787,000	\$ 712,038	2.29%	
MAINTENANCE & OPERATIONS					
Supplies and Consumables	\$ 540,450	\$ 484,900	\$ (55,550)	-10.28%	
Fuel	50,000	47,000	(3,000)	-6.00%	
Equipment (Computers, Software, Furnishings)	1,471,720	1,541,600	69,880	4.75%	
Professional, Legal, Other Services	1,203,900	1,316,700	112,800	9.37%	
Networking, Phones, Postage	913,000	547,900	(365,100)	-39.99%	Replaced network provider at lowered cost
Travel & Mileage	113,490	158,400	44,910	39.57%	Increased in person trainings
Advertising	153,000	141,500	(11,500)	-7.52%	
Rentals & Leases	1,156,700	1,136,450	(20,250)	-1.75%	Includes GASB 87 Lease requirements
Insurance	300,000	300,000	-		
Utilities	416,500	493,500	77,000	18.49%	Aligned budget to actuals
Repairs & Maintenance, Maintenance Contracts	1,177,258	1,289,300	112,042	9.52%	Aligned budget to actuals
Registrations	113,650	125,650	12,000	10.56%	
Dues, Taxes, Licenses, Fees, Misc Expenses	112,150	131,900	19,750	17.61%	
Pass-through Funding	154,000	155,300	1,300	0.84%	Funded by Foundation donors
Contingency	542,920	572,800	29,880	5.50%	
Intergovernmental	-	-	-		
TOTAL MAINTENANCE & OPERATIONS	\$ 8,418,738	\$ 8,442,900	\$ 24,162	0.29%	
MATERIALS					
Books, DVDs, Music, eBooks, Databases	\$ 4,588,000	\$ 4,564,700	\$ (23,300)	-0.51%	
TOTAL MATERIALS	\$ 4,588,000	\$ 4,564,700	\$ (23,300)	\$ (0)	
SET-ASIDES & TRANSFERS					
Capital Fund Transfer	-	\$ 2,050,000	\$ 2,050,000		new
Property and Facility Fund Transfer	-	-	-		
Set Aside for Future Sustainability	-	-	-		
Set Aside for Apr/Oct Cashflow	-	-	-		
TOTAL SET-ASIDES AND TRANSFERS	\$ -	\$ 2,050,000	\$ 2,050,000	\$ -	
TOTAL EXPENDITURES	\$ 44,081,700	\$ 46,844,600	\$ 2,762,900	\$ 0	

Salaries and Benefits. Personnel costs account for 68% of expenditures and pay for staffing the Library to meet its mission and goals. Included are salaries/wages, healthcare/dental, FICA (Federal Insurance Contributions Act-Social Security and Medicare), retirement and other personnel costs. The Library also provided mandated Federal Emergency Leave for employees. The Library will employ 324 FTEs in 2024.

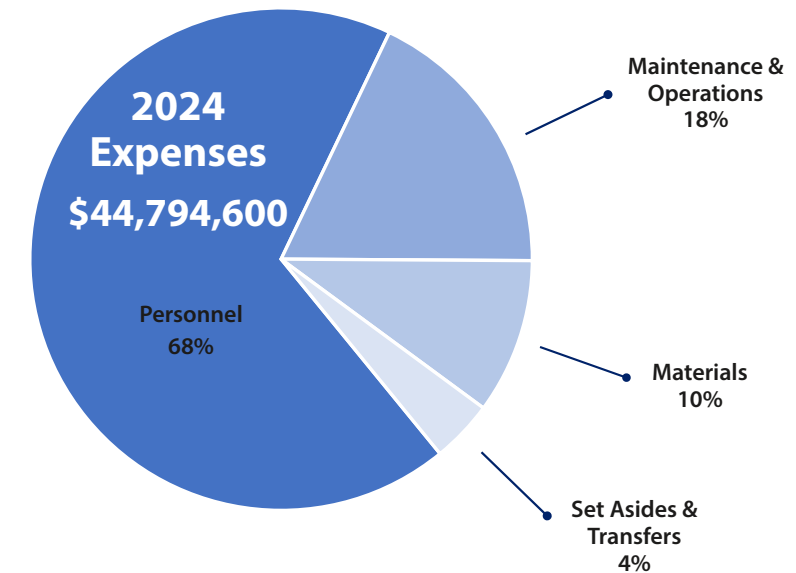
Materials. The Library offers a variety of materials for patrons to read, watch and listen to. Staff selects books, movies, music, magazines and e-books from a diversity of sources.

Maintenance and Operations. Encompasses a broad spectrum of expenditures, including office and custodial supplies, furnishings, computers, contracted services, legal and professional services, telecommunications costs, rent and leases, utilities, dues and memberships.

Contingency. The Library sets aside a portion of its budget to address unforeseen requirements, including emergency repairs. Throughout the fiscal year, savings resulting from efficiencies or anticipated project cost reductions are added to the contingency fund.

Transfers to Capital Fund. To finance capital projects, a portion of funding transferred from the operating budget.

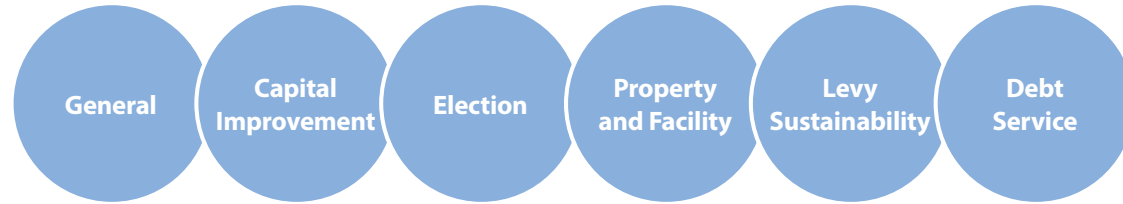
Transfers to Special Revenue Funds. The Library earmarks a specific portion of its revenue and savings to cover expenses associated with upcoming elections and future property and building-related costs. Notably, transfers to the Levy Sustainability Fund are directly sourced from revenue receipts, rather than internal fund transactions. 2024 earmarks the beginning of phase two of the fiscal sustainability plan, so no additional funds are deposited into the Levy Sustainability Fund.



2024 Fund Accounts

Fund Accounts and Balances

The Library currently has seven fund accounts that are managed, and available funds are invested. These fund balances are held with the Pierce County Treasurer in cash and investment accounts. When the Library reports on our fund balances monthly, these fund balances include cash and investments less outstanding invoices.



General Fund

The General Fund serves as the Library's primary financial account. It performs a crucial role in tracking and managing day-to-day operational expenses. Revenues flowing into the General Fund come from a variety of sources, including taxes, intergovernmental, fees, donors and investments.

Capital Improvement Fund

The Capital Improvement Fund funds projects aimed at enhancing or expanding the Library's capital assets, primarily encompassing facilities, technology, and other capital asset purchases. For 2024, the Library has allocated resources towards acquiring a new modular building for the interim Lakewood Library, engaging in work towards developing a new Sumner Library, finishing the Buckley Library site contamination work, implementing updates to technology infrastructure and making critically-needed vehicle purchases.

2024 CAPITAL IMPROVEMENT FUND

-BUDGET-

FINAL December 13, 2023	2023 Amended Approved 10/23	2024 Draft Budget	2024 FINAL	Draft / Final Difference	Notes
----- Budget Summary -----					
-- FUNDING SOURCES --					
USE OF FUND BALANCE					
Use of Fund Balance/Cash Reserves	\$ 4,918,000	\$ 3,114,500	\$ 9,576,800	\$ 6,462,300	
TOTAL USE OF FUND BALANCE	\$ 4,918,000	\$ 3,114,500	\$ 9,576,800	\$ 6,462,300	
NEW REVENUE					
Transfer from General Fund - 2024 Revenue	\$ -	\$ 2,050,000	\$ 2,050,000	\$ -	
Transfer from General Fund - Unspent	\$ 4,000,000	\$ -	\$ -	\$ -	
Transfer from Property and Facility Fund	\$ 1,400,000	\$ -	\$ -	\$ -	
TOTAL NEW REVENUE	\$ 5,400,000	\$ 2,050,000	\$ 2,050,000	\$ -	
TOTAL FUNDS AVAILABLE	\$ 10,318,000	\$ 5,164,500	\$ 11,626,800	\$ 6,462,300	

2024 CAPITAL IMPROVEMENT FUND

-BUDGET-

FINAL December 13, 2023	2023 Amended Approved 10/23	2024 Draft Budget	2024 FINAL	Draft / Final Difference	Notes
----- Budget Summary -----					
-- EXPENDITURES --					
CURRENT BUILDING IMPROVEMENTS					
Buckley Site Evaluation	\$ 1,075,000	\$ 235,500	\$ 1,040,100	\$ 804,600	Rollforward from 2023 Amended Budget
LWD Demo	\$ 55,000	\$ 500,000	\$ 541,500	\$ 41,500	
Door replacement	\$ 375,000	\$ 70,000	\$ 440,100	\$ 370,100	Rollforward from 2023 Amended Budget
Vehicle purchases - 2022 roll forward	\$ 187,000	\$ 263,000	\$ 266,000	\$ 3,000	Remaining vehicles delivery in 2024
Vehicle purchases- 2023 purchases	\$ 54,000	\$ 3,000	\$ -	\$ (3,000)	
Facilities Condition Assessment	\$ 500,000	\$ 200,000	\$ 659,100	\$ 459,100	Rollforward from 2023 Amended Budget
Parking Lot Refreshes	\$ 100,000	\$ -	\$ -	\$ -	
TOTAL CURRENT BUILDING IMPROVEMENTS	\$ 2,346,000	\$ 1,271,500	\$ 2,946,800	\$ 1,675,300	
FUTURE BUILDINGS					
Lakewood Interim Library					
LWD building	\$ 5,000,000	\$ 1,510,000	\$ 4,584,100	\$ 3,074,100	Rollforward from 2023 Amended Budget
LWD site work	\$ 1,500,000	\$ 500,000	\$ 1,600,000	\$ 1,100,000	Rollforward from 2023 Amended Budget
LWD FF&E	\$ 250,000	\$ -	\$ 302,000	\$ 302,000	City review fees, permit fees, storage fees, and utility tie-ins cost
LWD other	\$ 120,000	\$ 227,000	\$ 419,700	\$ 192,700	Most of these costs paid in 2023
LWD architects	\$ 556,000	\$ -	\$ 81,700	\$ 81,700	
LWD Project Work	\$ 26,000	\$ 16,000	\$ 22,000	\$ 6,000	
Sumner Library Planning Phase					
SUM polling	\$ 12,000	\$ -	\$ -	\$ -	
SUM project communications	\$ 13,000	\$ 2,000	\$ 2,000	\$ -	
SUM Architect and Legal Consulting	\$ 15,000	\$ 1,000,000	\$ 1,000,000	\$ -	
Other Future				\$ -	
Capital Campaign Consultants	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	
Consultant for Facilities Master Plan	\$ -	\$ 150,000	\$ 150,000	\$ -	
Strategic Planning	\$ -	\$ 178,000	\$ 178,500	\$ 500	
TOTAL FUTURE BUILDINGS	\$ 7,552,000	\$ 3,643,000	\$ 8,400,000	\$ 4,757,000	
TECHNOLOGY UPDATES					
Facilities Work Order System	\$ -	\$ -	\$ 30,000	\$ 30,000	
Branch Wi-Fi equipment replacements	\$ 20,000	\$ -	\$ -	\$ -	
High-Speed Copier	\$ 150,000	\$ -	\$ -	\$ -	
TOTAL TECHNOLOGY PROJECTS	\$ 170,000	\$ -	\$ 30,000	\$ 30,000	
CONTINGENCY	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	
TOTAL EXPENDITURES	\$ 10,318,000	\$ 5,164,500	\$ 11,626,800	\$ 6,462,300	
NET OF REVENUE AND EXPENDITURES	\$ -	\$ -	\$ -	\$ -	

Election Fund

In October 2021, the Library Board of Trustees approved the creation of the Election Fund, to be an independent Special Revenue Fund that the Library uses for committed and restricted projects related to paying its share of the County's costs for printing and mailing ballots for levy lid lifts and bonds. The Library creates an expenditure budget only when the Board approves the release of the committed funds for specific projects, which happened in 2023 to pay for the Library's share of the County's costs for printing and mailing ballots for the Sumner LCFA primary election ballot measure.

FINAL December 13, 2023	2023 Amended Approved 12/23	2024 FINAL	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Election Fund Set Aside	\$ 15,259.00	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -	
Investment Income	\$ 50,000.00	\$ 30,000.00	\$ (20,000.00)	-40%
TOTAL NEW REVENUE	\$ 50,000.00	\$ 30,000.00	\$ (20,000.00)	-40%
TOTAL FUNDS AVAILABLE	\$ 50,000.00	\$ 30,000.00	\$ (20,000.00)	-40%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2024	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2024	\$ 15,259.00	\$ -	\$ (15,259.00)	
TOTAL PROJECTS	\$ 15,259.00	\$ -	\$ (15,259.00)	
TOTAL EXPENDITURES	\$ 15,259.00	\$ -	\$ (15,259.00)	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 34,741.00	\$ 30,000.00	\$ (4,741.00)	-14%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Election Fund for Future Election Costs	\$ 1,172,366.00	\$ 1,202,366.00	\$ -	3%
TOTAL COMMITTED SET-ASIDES	\$ 1,172,366.00	\$ 1,202,366.00	\$ -	3%

Property and Facility Fund

In October 2021, the Library Board of Trustees approved the creation of the Property and Facility Fund, to be an independent Special Revenue Fund the Library uses for committed and restricted projects related to the procurement and construction of land and facilities. The Library creates an expenditure budget only when the Board approves the release of the committed funds for specific project.

FINAL December 13, 2023	2023 Amended 11/23	2024 FINAL	Change (\$)
-- FUNDING SOURCES --			
USE OF FUND BALANCE			
Use of Property and Facility Set Aside	\$ 1,400,000.00	\$ -	\$ (1,400,000.00)
REVENUE			
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -
Investment Income	\$ 110,000.00	\$ 55,000.00	\$ (55,000.00)
TOTAL NEW REVENUE	\$ 110,000.00	\$ 55,000.00	
TOTAL FUNDS AVAILABLE	\$ 1,510,000.00	\$ 55,000.00	
-- EXPENDITURES --			
PROGRAMS			
None planned for 2024	\$ -	\$ -	\$ -
TOTAL PROGRAMS	\$ -	\$ -	
PROJECTS			
Transfer from Property and Facilities Fund to Capital Fund	\$ 1,400,000.00	\$ -	\$ (1,400,000.00)
TOTAL PROJECTS	\$ 1,400,000.00	\$ -	
TOTAL EXPENDITURES	\$ 1,400,000.00	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 110,000.00	\$ 55,000.00	
(To be committed as a set aside at Fiscal Year End)			

Levy Sustainability Fund

The Library created a Levy Sustainability Fund in 2019 to accumulate funds from the 2018 Levy Lid-Lift to pay for future sustainability of operations. The annual amount deposited into this fund depends on the amount of revenue available after budgeting for operations, which is accomplished through recording revenue directly to the fund (instead of transfers). The original goal to extend fiscal sustainability for up to five years is for the fund to have approximately \$15 million. In 2023, the Library deposited \$3.2 million directly from property revenue receipts and exceeded this goal by bringing the fund to \$16.8 million.

FINAL December 13, 2023	2023 Final Approved 12/22	2024 FINAL	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Levy Sustainability Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Property Taxes (Funding Cycle Revenue)	\$ 2,016,600.00	\$ -	\$ (2,016,600.00)	
Investment Income	\$ 450,000.00	\$ 500,000.00	\$ 50,000.00	11%
TOTAL NEW REVENUE	\$ 2,466,600.00	\$ 500,000.00	\$ (1,966,600.00)	-80%
TOTAL FUNDS AVAILABLE	\$ 2,466,600.00	\$ 500,000.00	\$ (1,966,600.00)	-80%
-- EXPENDITURES --				
PROGRAMS				
None planned for 2024	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2024	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 2,466,600.00	\$ 500,000.00	\$ (1,966,600.00)	-80%
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Levy Sustainability Funds for Future Levy Sustainability Costs	\$ -	\$ -	\$ -	
TOTAL COMMITTED SET-ASIDES	\$ 14,500,000.00	\$ 15,000,000.00	\$ 500,000.00	3%

Debt Service Fund

The Library Debt Service Fund makes payments related to debt, for example bonds. The Library last used the Debt Service Fund in 2002. Other than unbudgeted revenue from investment returns, the fund is neither actively budgeted nor are expenses incurred.

FINAL December 13, 2023	2023 Final Approved 12/22	2024 FINAL	Change (\$)	Change (%)
-- FUNDING SOURCES --				
USE OF FUND BALANCE				
Use of Debt Service Fund Set Aside	\$ -	\$ -	\$ -	
NEW REVENUE				
Transfer from General Fund for Committed Setasides	\$ -	\$ -	\$ -	
Investment Income	\$ 2,000.00	\$ 2,000.00	\$ -	
TOTAL NEW REVENUE	\$ 2,000.00	\$ 2,000.00	\$ -	
TOTAL FUNDS AVAILABLE	\$ 2,000.00	\$ 2,000.00	\$ -	
-- EXPENDITURES --				
PROGRAMS				
None planned for 2024	\$ -	\$ -	\$ -	
TOTAL PROGRAMS	\$ -	\$ -	\$ -	
PROJECTS				
None planned for 2024	\$ -	\$ -	\$ -	
TOTAL PROJECTS	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	
NET OF FUNDING SOURCES AND EXPENDITURES	\$ 2,000.00	\$ 2,000.00	\$ -	
(TO BE DESIGNATED AS COMMITTED DURING THE FY)				
-- COMMITTED SET-ASIDES IN FUND BALANCE --				
PROJECTED BALANCES AS OF 12/31				
Debt Fund for Future Debt Service Costs	\$ 93,774.00	\$ 95,774.00	\$ 2,000.00	
TOTAL COMMITTED SET-ASIDES	\$ 93,774.00	\$ 95,774.00	\$ 2,000.00	

2024 Debt

The Library is a special purpose taxing district and by Washington State law, is authorized to issue voted and non-voted debt—Unrestricted General Tax Obligation (UGTO) bonds and Councilmanic bonds, respectively. Currently, the Library maintains no debt of any form.

Debt Capacity 2024

Unrestricted General Tax Obligation Bonds (UGTO)

Library District assessed value:	\$ 133,213,469,377
Legal Councilmanic bond capacity:	0.005000
Maximum Councilmanic capacity:	\$ 666,067,347
Current outstanding Councilmanic bonds:	- 0 -
Available UGTO Capacity:	\$ 666,067,347

Councilmanic Bonds

Library District assessed value:	\$ 133,213,469,377
Legal Councilmanic bond capacity:	0.001000
Maximum Councilmanic capacity:	\$ 133,213,469
Current outstanding Councilmanic bonds:	- 0 -
Available Councilmanic bond capacity:	\$ 133,213,469

Summary of Current Bonds and Debt

Sum of all outstanding UGTO bonds:	\$ - 0 -
Sum of all outstanding Councilmanic bonds:	- 0 -
Sum of all other forms of debt:	- 0 -
Total of all outstanding bonds and debt:	\$ - 0 -

City of Sumner Library Capital Facilities Area (LCFA)

On August 1, 2023, voters in the City of Sumner approved a bond measure to build a new Sumner Library. The bond would levy property owners up to \$15 million, to be repaid over 20 years. As an LCFA forms a separate taxing district, the debt issuance does not affect the Library's debt capacity.

Last Use of Debt (System Expansion Project)

In 1986, voters passed a \$28.9 million general obligation bond levy to construct new library facilities, including the purchase of land and the acquisition of furniture and equipment. It included funds to remodel/renovate existing library facilities throughout the Library System and to purchase books and other materials. Bonds were issued in 1986 (\$18 million), 1990-91 (\$8 million), and 1992 (\$2.9 million). In 1995, the Library refinanced a portion of the 1986 and 1990-91 issues; the value of this refunding was \$6.93 million. With the payment of principal and interest in December 2002, the entire debt was retired.

Future Debt Needs

The Library's previous Facilities Master Plan was completed in January 2010 and requires a major update. In 2024, the Library will begin efforts to create a new Facilities Master Plan that incorporates modern service delivery and needs. Funding the results may require issuing debt.

Bonds Explained

The Library's common form of debt include:

Unrestricted General Tax Obligation Bonds (UGTO).

Bonds may be issued as a measure to voters in the taxing district and require 60% approval. The Library's maximum legal debt capacity is one-half of 1% of the Library District's assessed valuation, and in the simplest form may be levied up to 30 years. The Library's assessed value of \$133.2 billion means the Library may issue an aggregate total of general obligation bonds of \$666 million.

Library Capital Facilities Area (LCFA).

District-wide projects or a sub-district of the larger taxing district may use UGTO bonds. In the latter case, the Library would create a specific area to include, for example, one or two cities and a portion of unincorporated Pierce County. This forms a Library Capital Facilities Area within which a bond would be issued. An LCFA includes the creation of the LCFA and approval of bonds for construction of one or more library buildings, and requires a passage of 60% majority + 1 vote, as well as a 40% voter turnout from the previous general election. Since an LCFA forms a separate taxing district, it does not affect the overall debt capacity of the Library.

Councilmanic Bonds. The Library may also issue debt in the form of Councilmanic bonds at a rate of one tenth of 1% of the Library assessed valuation. Because these bonds are non-voted, the bonds may be considered a bank loan secured by property tax revenue, payable out of the Library's existing funds or future revenue receipts. The Library assessed value of \$133.2 billion means the Library may borrow up to \$133.2 million. The borrowing entity must repay the debt within twenty years.

Entities may use Councilmanic bonds for short-term financing of small construction projects, equipment needs or emergencies that current General Fund funds or Capital Improvement Fund funds cannot fund. Entities would not use these forms of bonds for covering budget shortfalls in ongoing operations.

All forms of debt require one-time attorney and bank set-up fees, which may total between 1% and 5% of the principle value.

Current Strategic Plan

Pierce County Library System sparks success for Pierce County

With 19 libraries, hundreds of events, helpful staff, and more than one million books, e-books, movies, and other materials, the possibilities are endless.

Guiding Principles

The Library System is creative, community-focused, and system strong. It pledges to:

Be true to communities. Listen and respond to what is important.

Innovate strategically. Find inventive ways to serve.

Provide access for all. Serve everyone with the same degree of interest and respect.

Deliver convenience. Life is busy, and the Library System makes resources accessible and easy to use.

Play the right role. Use strengths as a library to get results and to support community partners.

Be financially sustainable. The public trusts the Library System with public resources, and the Library responsibly manages them for today and tomorrow.

Focus Areas



Learning. Support growth and curiosity.

1. Prepare babies, toddlers and preschoolers so they are ready to learn.
2. Support school and career success for people of all ages.
3. Strengthen the practical skills and knowledge of Pierce County residents so they can navigate the real world and meet their goals.



Enjoyment. Help people enjoy their free time.

1. Inspire imagination through an extensive and diverse selection of books, movies and other materials, so individuals discover outlets to help offset the pressures of daily life and relax.
2. Foster a love of reading.
3. Create opportunities to discover new interests and pursue passions, so people live balanced lives and find joy.



Community. Connect and strengthen communities.

1. Bring people together around shared interests and activities, so they are engaged in a thriving community and are optimistic about its future.
2. Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces.
3. Connect people with information and community resources to help them navigate life's challenges, so they have a sense of belonging and embrace the diversity of their community.

Core Services



Materials

Provide books and resources the public values.



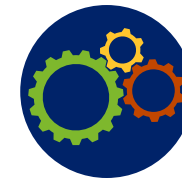
Staff

Connect people to the right resource at the right time.



Spaces

Provide welcoming and vital spaces for communities.



Business Processes

Make smart investments in sound and sustainable operations.



Technology

Meet needs with today's technology.



Partnerships

Collaborate with others to serve communities best.



Classes & Events

Offer skill-building classes and interesting events.

LEARNING ENJOYMENT COMMUNITY