

## AGENDA

### Regular Meeting of the Pierce County Library System Board of Trustees May 8, 2024 | 3:30 p.m.

The meeting will be held in person at 3005 112<sup>th</sup> St E, Tacoma, WA 98446

Virtual attendance options: **Phone:** Dial+1.253.205.0468 | Webinar ID: 862 2356 6846 | Passcode: 539640

**Web Browser or App:** <https://us06web.zoom.us/j/86223566846?pwd=2hF4iFK21bhxftMgR8R6FSRdN4sPhv.1>

(Zoom user account is required to join via web browser)

**Call to Order:** Pamela Duncan, Chair

**Public Comment:** *This is time set aside for members of the public to speak to the Board of Trustees. Comments will be limited to three (3) minutes. To provide comments virtually, sign up by emailing [pmcbride@piercecountylibrary.org](mailto:pmcbride@piercecountylibrary.org) by 2:00 p.m. on May 8. Written comments must be provided 24 hours prior to the meeting.*

**Consent Agenda [ACTION]:** *Consent agenda items are considered routine and are acted on with one motion. There will be no separate discussion on these items unless a member of the Library Board requests an item to be removed from the Consent Agenda for discussion.*

1. Approval of Minutes of April 10, 2024, Regular Meeting
2. Approval of Minutes of April 20, 2024, Special Meeting
3. Approval of April Payroll, Benefits, and Vouchers
4. Approval of Polaris Support Renewal
5. Resolution 2024-07: To Declare Furnishings and Equipment Surplus to Public Service Needs

### Board Development

1. Cybersecurity Training Modules

### Reports

1. Executive Director Report
2. Fundraising Performance Report
3. March 2024 Financial Report
4. Public Services Report and Metrics Dashboard

### Unfinished Business

1. Lakewood Libraries
  - a. Interim and Downtown Libraries Update **[ACTION]**
  - b. Future Lakewood Library Planning
2. Buckley Site Contamination
  - a. EHSI Change Order Approval **[ACTION]**
  - b. Approval of Landscaping Purchase Order **[ACTION]**
3. Policy Review
  - a. Program and Displays Discussion
  - b. Meeting Room Discussion
  - c. Naming – 2<sup>nd</sup> Reading **[ACTION]**
  - d. Fiscal Management Policy – Introduction

### New Business

1. Levy Sustainability Fund Review
2. 2025 Budget Development Timeline
3. Ordinance No. 802, City of Lakewood Tax Increment Area Notification Discussion
4. Approval of Purchase Order for Security Patrols at Parkland Library **[ACTION]**

## **AGENDA**

**Officers Reports:** *Brief, informational updates or reports about the Library, its staff, and activities*

1. Q1 Marketing and Communications Results
2. Library Giving Day Results
3. All Staff Day
4. National Library Workers Week
5. Friends Connection Meeting
6. Services Available to the Visually Impaired
7. City of Tacoma Annexation of Manitou

## **Announcements**

## **Adjournment [ACTION]**

# Consent Agenda

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
REGULAR MEETING MINUTES – APRIL 10, 2024**

**CALL TO ORDER**

Chair Pamela Duncan called to order the regular meeting of the Pierce County Rural Library District Board of Trustees at 3:31 pm. Board members present were Pamela Duncan, Neesha Patel, Abby Sloan, Jamilyn Penn and Pat Jenkins. The meeting was conducted in person, with the option of virtual attendance.

**CONSENT AGENDA**

1. Approval of Minutes of March 13, 2024, Regular Meeting
2. Approval of March Payroll, Benefits, and Vouchers
3. Resolution 2024-06: To Repeal Board Policies No Longer Needed

*Trustee Sloan moved for approval of the consent agenda as presented. Trustee Jenkins seconded the motion. Motion carried.*

**BOARD DEVELOPMENT**

Books Bans and Advocacy Recording – Executive Director Gretchen Caserotti encouraged the Board to review the list of the top ten challenged books. Trustees were encouraged to review the material referenced in the board report.

**REPORTS**

**Executive Director Report** – Executive Director Caserotti reported the All Staff Day will be held on April 11, 2024, giving all staff the opportunity to connect with others in the Library System, and to discuss the future and focus of the Library as the strategic planning process continues.

Discussion ensued around the differing learning and development needs within the various locations. Executive Director Caserotti noted much of the event will focus on universal elements such as the mission and vision of the Library rather than on skill development.

Chair Duncan noted that it was National Library Workers Week and encouraged Trustees to post on social media and share their appreciation of library workers. She thanked Library Administrators for their efforts to review policies as well as their engagement in the community.

Executive Director Caserotti expressed her appreciation to those who donated on Library Giving Day this month.

**Public Services Report and Metrics Dashboard** – Deputy Director Connie Behe reported on the efficiencies being realized through the consolidation of programming kits.

**UNFINISHED BUSINESS**

**Lakewood Libraries:**



Interim Library Update – Facilities and Capital Projects Director Kristina Cintron reported progress continues at the Interim Library. The modular building is estimated to be placed onto the new site on April 16 and 17, 2024. Discussion ensued on plans for the opening activities.

**Approval of Wildaire Property Demolition Purchase Order** – *Trustee Sloan moved to approve a purchase order to Skycorp, Ltd. not to exceed \$273,000. Trustee Jenkins seconded the motion. Motion carried.*

**Future Lakewood Libraries Planning: In-Person Study Sessions** – Meetings will be held on April 20, 2024, to discuss the Lakewood Library and May 11, 2024, for the Tillicum Library discussions.

### **Policy Review:**

**Naming 1<sup>st</sup> Reading** – Executive Director Caserotti presented the policy for consideration. There was no further discussion.

**Donations and Sponsorships 2<sup>nd</sup> Reading** – *Trustee Patel moved to approve the Donations and Sponsorships policy as presented, and to replace all preceding versions having been merged into this policy and deemed unnecessary. Trustee Sloan seconded the motion. Motion carried.*

### **NEW BUSINESS**

**Increasing Meeting Efficiency: Revised Agenda Structure and Topics** – Executive Director Caserotti noted the Library will be making procedural changes to improve Board meeting efficiency.

Chair Duncan expressed appreciation for the streamlined efforts of calling for votes. Library administrators will continue to seek feedback on the reports and adjust the agenda accordingly throughout the year.

**Strategic Plan Update** – Deputy Director Behe reported that the core planning team is entering into the next phase of their work. Several work sessions are scheduled throughout the summer. The situation assessment and community engagement phase is concluding. Data will be analyzed by the consultants and provided to the core planning team. She noted the Board will be engaged in the review and support of the draft plan later this year.

Discussion ensued on making meaning of the demographic data and changes to the census reporting for certain race and ethnicity criteria.

### **OFFICERS REPORTS**

**2024 Legislative Session Summary** – Executive Director Caserotti noted 2025 is the beginning of the biennial budget and many legislators will be new to their positions due to a significant number of incumbents not seeking re-election. It is unknown whether bills that did not advance will be brought again. Library administrators will continue to monitor legislative activities. Executive Director Caserotti noted Property tax reform is of concern to many organizations and jurisdictions.

**Trustee Recruitment Update** – Chair Duncan expressed gratitude to the panel and Library staff involved in the recruitment process.

**Q2 Marketing and Communications Focus – Online Books, Videos, Magazines** – Discussion ensued on the ADA materials for the board packets and the website.

**ANNOUNCEMENTS**

All Library branches will be closed on April 11, 2024, for All Staff Day.

Board development next month will be on annual cybersecurity training.

The first in-person study session to discuss future Lakewood Libraries will be held on April 20, 2024.

There was discussion on the Library's ADA compliance efforts.

**ADJOURNMENT**

The meeting was adjourned at 4:30 pm on motion by Trustee Sloan, seconded by Trustee Penn.

---

Gretchen Caserotti, Secretary

---

Pamela Duncan, Chair

**BOARD OF TRUSTEES  
PIERCE COUNTY LIBRARY SYSTEM  
SPECIAL MEETING MINUTES – APRIL 20, 2024**

**CALL TO ORDER**

Vice-Chair Neesha Patel called to order the Special Meeting of the Pierce County Rural Library District Board of Trustees at 1:32 pm. Board members present were Abby Sloan and Pat Jenkins. Jamilyn Penn joined the meeting at 1:34 pm. Pam Duncan joined the meeting at 1:59 pm. The meeting was conducted in person, with the option of virtual attendance.

**Long-Term Plans for Future Lakewood Libraries**

Executive Director Gretchen Caserotti provided an overview of the materials in the agenda packet, which included the Lakewood Community Advisory Committee recommendations, the Lakewood Libraries Feasibility Study, Library Building Program and Design Guide, and the Site Selection Criteria. She reminded the Board of the agreement to postpone this discussion because staff's capacity was prioritized to opening an interim Lakewood Library and addressing the City of Lakewood's requirements concerning the existing building. She noted the goal of this study session was to seek direction from the Board and to meet the obligation to discuss options in a transparent way.

Executive Director Caserotti noted that work on the building condition assessments continues, with early drafts of existing facility needs being completed. The Request for Qualifications for consultant services for long range capital planning will be issued by the end of April. The last time this work was done was in 2010.

Discussion ensued on whether there was any reason the Library should not use the existing site on Wildaire Rd. Executive Director Caserotti noted considerations include parking concerns, size constraints, and the lack of ability to co-locate the library with a senior center. The current site could accommodate a site up to an approximately 20,000 square foot building.

Discussion ensued on the projections for use at a new library and whether 20,000 square feet would be adequate to provide the services desired. Executive Director Caserotti noted a common size of a library branch is 15,000-20,000 square feet.

Discussion ensued on parking constraints. Executive Director Caserotti indicated a 15,000 square foot building on the 1.67-acre site could accommodate a 60-70 stall parking lot, but no architectural work has been done to date, that is based on experience with other library building projects. She noted this would limit what programs or services the Library could offer. For large events, there may be a need to seek overflow parking in neighboring businesses.

Executive Director Caserotti noted the City of Lakewood had expressed interest in the past to build a senior center and work with the Library on co-location. To date, she has not heard anything from the City that they are taking active steps to develop such a project. Caserotti reported the City recently passed Ordinance 802, designating the Lakewood Downtown Tax Increment Area, which will freeze property revenue and reallocate funds for growth in two local

parks. Additionally, multi-family housing is in development in the Towne Center on the Barnes and Noble property. Growth in the downtown is anticipated which will increase demand for library services, but the Tax Increment Financing (TIF) will redirect revenue growth toward the repayment of the City's parks. Caserotti will add this to the May meeting agenda for further discussion.

Discussion ensued on safety concerns from the public. Executive Director Caserotti noted all are welcome in the Library and those who are unhoused and needing shelter are free to utilize the library buildings. The Wildaire building was not modernized and there were sightline issues that limited visibility for staff to effectively manage the space. The second story also required additional staff to supervise that area. The concerns of the community regarding safety were incorporated into the design of the interim building.

Discussion ensued on the possibility of lockers on the interim site. Executive Director Caserotti noted there are no lockers planned. It was important to ensure a space for the Friends of the Library. She noted the Library is open to ideas such as this but the expectation of self-management would be required.

Trustees reflected on the survey results, the outreach efforts and the diversity of stakeholders. They discussed the genuine connection of the respondents to the Wildaire property.

Additional discussion ensued on how to effectively separate the youth and teens group spaces, addressing behavior and the expectation is that parents are responsible for the supervision of their children.

Discussion ensued on shared workspaces and dedicated space for staff. Most locations include dedicated restrooms for staff. The Library also includes provisions for wellness/nursing rooms. There is a need for restricted access to staff areas which will be addressed in facility planning.

Trustees discussed the lack of feasible options available for a future Library site, which limits the Board's choices. Executive Director Caserotti offered to explore locations, but noted that financial constraints could prohibit the Library from purchasing property. She also noted that leasing was not available in the privately owned Lakewood Towne Center, as was explored and determined when the Library closed in 2022.

Executive Director Caserotti reminded the Board that the goal of this discussion was to meet the obligation to discuss options in a transparent way and provide staff with direction for future planning.

Next steps include preparation for demolition of the Wildaire building. The intention is to prepare the site and make it build-ready. This includes back filling the site. This work is expected to take throughout the year.

Executive Director Caserotti noted the Library understands it can take years to fund, design and build a project. She reminded the Board that the Library entered into a 10-year ground lease for the interim Library.

Executive Director Caserotti noted she would include the capital funding methods information that was shared with the Board in November 2022 in the agenda packet for review at the upcoming May 11, 2024, study session to discuss the Tillicum Library.

Discussion ensued on long-range capital funding. The Library is faced with funding challenges based on the sustainability fund balances and property tax caps. The long range plan will inform modernizations for the Lakewood building. Initial estimates for the entire project were estimated at \$900 per square foot. Those estimates of \$900 per square foot now cover only construction costs. While there may be reductions in labor costs, bids are coming in at 20% over estimates.

Business and Compliance Director Cliff Jo stated the Library cannot bear the costs without a major influx of funding. Cost-estimates for the 20,000 square foot building in Sumner is approaching \$30 million. He added there would be much more work needed to identify whether the community will support this endeavor.

Discussion ensued on ballot measures and the uncertainty of taxpayer support. It was noted that community outreach, marketing, and communications will be very important. The importance of directing the community to the interim Library as a temporary solution for service needs was also stated.

Discussion ensued on considerations to move toward a framework to inform future Library locations and the importance of distance and travel time considerations. Executive Director Caserotti stated that while that would be difficult to achieve fully, it is important for the Library to find alternate means of providing services to its communities.

Trustees expressed the need to respond to the Lakewood residents and provide direction for the long-term future of the Library as each delay increases prices. Trustees stressed the importance of honoring the community's connection to the Wildaire property, and the need to consider the expression of the heart and what it might mean to rebuild on the current site. Also discussed was the importance of respecting the time the residents took to send their messages through public comment and other engagement activities, and the Board's responsibility to demonstrate responsiveness while being careful stewards of the taxpayers' dollars.

Executive Director Caserotti acknowledged that she understands the impossibility of altering the past. She expressed a commitment to rebuilding community trust by collaborating with the City of Lakewood to retain the Douglas Slice artifact, thus honoring the public's sentiment. Additionally, she acknowledged the presence of voices advocating for a new building instead of renovating the existing one. Caserotti emphasized her aspiration to restore trust by demonstrating a dedication to serving the community through the Interim library.

The conversation then turned to the oversight in adequately preparing the public for the closure of the Library prior to opening another site. Trustees expressed that what goes on inside library buildings has a greater impact than the building itself.

The consensus of the Board was that the Library rebuilds on the current Wildaire site, although there is concern about a potential lack of available parking.

Executive Director Caserotti stated Library administrators would take that direction and factor into library planning. She noted engaging architects at this time would be premature.

Executive Director Caserotti reiterated the Library would be honoring the passion and recognition of the building's design and history through its work with future architects. Regional Services Manager Elysha Ryan worked closely with the Lakewood Historical Society to preserve additional artifacts. Some artwork will be displayed in the interim library. Other larger pieces will be stored for use in a future building.

Discussion ensued about the importance of preparing the community for the actual demolition, noting the distinction between hearing about and actually witnessing the demolition. Questions arose on what the Library could do to help residents move through their sense of loss and how to honor those sentiments. Executive Director Caserotti expressed that the Library has an obligation to honor the disruption and hurt felt by the Lakewood community. She was hopeful that the community will be excited by the opening of the interim Library, which brings new possibilities and opportunities for healing.

Executive Director Caserotti noted public engagement is an important element in a new building program and will be important to gauge funding support.

The timeline between the opening of the interim Library and the Wildaire demolition is not finalized. The interim Library is anticipated for an August opening.

#### **ADJOURNMENT**

The meeting was adjourned at 2:42 pm on motion by Trustee Jenkins, seconded by Trustee Sloan.

---

Gretchen Caserotti, Secretary

---

Pamela Duncan, Chair

**Pierce County Library System  
Payroll, Benefits and Vouchers  
April 2024**

	<u>Warrant Numbers</u>	<u>Date(s)</u>	<u>Amount</u>
Electronic Payments - Payroll & Acct Payable		4/5/2024	\$ 1,097,750.95
Electronic Payments - Payroll & Acct Payable		4/22/2024	\$ 1,058,287.96
Accounts Payable Warrants	706010 - 706150	4/5/24 - 4/30/24	\$ 1,984,396.95
<b>Total:</b>			<u><u>\$ 4,140,435.86</u></u>

As of 5.2.2024

## 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@piercecountylibrary.org](mailto:sdkarabotsos@piercecountylibrary.org)  
Comments: 4/05/24 Payroll

Withdrawal Date: 4/5/2024

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	\$ 84,912.91
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	\$ 69,127.03
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	\$ 69,127.03
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	\$ 657,733.65
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	\$ 13,623.16
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	\$ 60,690.99
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	\$ 87,645.00
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	\$ 4,682.49
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	\$ 2,958.69
PCL_Company	H.S.A Employer Contribution	237100	CC_Library_District	697-00	5100000	\$ 47,250.00
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	Umqua Bank Analysis Fees (Qtrly)	237100	CC_Library_District	697-00	5100000	\$ -
Total Deposit						\$ 1,097,750.95

Certification:

Stacy Karabotsos  
Signature ( Department Designee)

4/3/2024  
Date

Comments:



## Ad-hoc bank transaction (Withdrawal)

### PCL\_Company

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

Contact Name: Stacy Karabotsos  
Contact Phone: 253-548-3451  
Contact e-mail: [sdkarabotsos@piercecountylibrary.org](mailto:sdkarabotsos@piercecountylibrary.org)  
Comments: 4/22/24 Payroll

Withdrawal Date: 4/22/2024

Company	Description	Revenue/Spend Category	Cost Center	Fund	Business Unit	Total
PCL_Company	FIT EE and EIC	237100	CC_Library_District	697-00	5100000	\$ 86,014.09
PCL_Company	FICA EE and Medicare	237100	CC_Library_District	697-00	5100000	\$ 69,493.97
PCL_Company	FICA ER and Medicare	237100	CC_Library_District	697-00	5100000	\$ 69,493.97
PCL_Company	DIR DEP	237100	CC_Library_District	697-00	5100000	\$ 661,483.01
PCL_Company	Deferred Comp. Plan	237100	CC_Library_District	697-00	5100000	\$ 13,371.53
PCL_Company	DRS (PERS) EE	237100	CC_Library_District	697-00	5100000	\$ 61,111.39
PCL_Company	DRS (PERS) ER	237100	CC_Library_District	697-00	5100000	\$ 88,139.44
PCL_Company	VOYA	237100	CC_Library_District	697-00	5100000	\$ 4,682.49
PCL_Company	H.S.A Employee Deductions	237100	CC_Library_District	697-00	5100000	\$ 2,958.69
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	\$ 174.85
PCL_Company	Department of Revenue	237100	CC_Library_District	697-00	5100000	\$ 741.72
PCL_Company	Umqua Bank Analysis Fees (Qtrly)	237100	CC_Library_District	697-00	5100000	\$ 622.81
Total Deposit						\$ 1,058,287.96

Certification:

Stacy Karabotsos  
Signature ( Department Designee)

4/18/2024  
Date

Comments:

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	OBJECT	DESCRIPTION	UNCLEARED	CLEARED	CLEAR DATE
706010	04/05/2024	PRINTED	2864	AMAZON CAPITAL SERVICES	531000	OFFICE/PROGRAM SUPPLIES	0.00	2,582.72	04/09/2024
706011	04/05/2024	PRINTED	341	BAKER & TAYLOR	534110	MATERIALS	0.00	45,301.85	04/12/2024
706012	04/05/2024	PRINTED	432	CITY OF BONNEY LAKE	547020	BLK WATER,SEWER;ACCT#1-99-204000-00;2/1-3/4/24	0.00	327.55	04/09/2024
706013	04/05/2024	PRINTED	638	CITY OF BUCKLEY	547020	BUC WATER,SEWER;ACCT#1489.0;MAR24	0.00	272.75	04/11/2024
706014	04/05/2024	PRINTED	650	CANZLER TREE SERVICE INC	548010	GRAHAM TREE & SHRUB REMOVAL/ LIMBED	0.00	4,972.60	04/23/2024
706015	04/05/2024	PRINTED	2895	CARR'S RESTAURANT & CATERING	531002	ASD 2024 - CARRS CATERING	0.00	16,028.32	04/08/2024
706016	04/05/2024	PRINTED	657	CENGAGE LEARNING INC / GALE	534120	MATERIALS	0.00	482.77	04/15/2024
706017	04/05/2024	PRINTED	998	CINTAS CORPORATION	531010	ANNUAL 2024 SERVICE FOR CUSTODIAL LAUNDRY - SYS	0.00	481.27	04/16/2024
706018	04/05/2024	PRINTED	2798	CORAGGIO GROUP LLC	541020	CONSULTING SERVICES FOR NEW STRATEGIC PLAN	0.00	6,971.22	04/24/2024
706019	04/05/2024	PRINTED	146	DAILY JOURNAL OF COMMERCE	544000	AD FOR BID FOR BUC LANDSCAPING	0.00	270.30	04/17/2024
706020	04/05/2024	PRINTED	2028	DAVIS DOOR SERVICE INC	548000	DOOR REPAIRS	0.00	984.39	04/09/2024
706021	04/05/2024	PRINTED	455	GORDON THOMAS HONEYWELL LLP	541040	MATTER ID#15	0.00	275.75	04/10/2024
706022	04/05/2024	PRINTED	703	INGRAM LIBRARY SERVICES	534110	MATERIALS	0.00	1,045.72	04/11/2024
706023	04/05/2024	PRINTED	2881	JOHNSTON ARCHITECTS	541060	NEW SUMMER DESIGN	0.00	65,565.00	04/10/2024
706024	04/05/2024	PRINTED	36	LOGIC INTEGRITY INC	541004	2024 EXCHANGE AND ACTIVE DIRECTORY HEALTH CHECKUP	0.00	1,600.00	04/10/2024
706025	04/05/2024	PRINTED	211	MIDWEST TAPE LLC	534005	MATERIALS	0.00	5,034.56	04/15/2024
706026	04/05/2024	PRINTED	216	CITY OF MILTON	547000	MIL ELECTRIC;ACCT#14113;2/15-3/15/24	0.00	995.42	04/12/2024
706027	04/05/2024	PRINTED	2425	NATIONAL CONSTRUCTION RENTALS INC	545020	NATIONAL CONSTRUCTION OLD LWD FENCING	0.00	591.90	04/11/2024
706028	04/05/2024	PRINTED	510	OCLC INC	541650	IFM DEBTS SVC AND IFM ADM FEES;1/2024	0.00	10.52	04/11/2024
706029	04/05/2024	PRINTED	520	CITY OF ORTING	591720	Lease Payment MPC (APRIL 2024)	0.00	3,566.66	04/10/2024
706030	04/05/2024	PRINTED	2845	OTTO ROSENAU & ASSOCIATES INC	562100	iLWD OTTO GROUND COMPACTION TESTING	0.00	2,679.50	04/10/2024
706031	04/05/2024	PRINTED	540	PARKLAND LIGHT & WATER	547020	MIL WATER,SEWER;ACCT#43670;MAR24	0.00	243.84	04/11/2024
706032	04/05/2024	PRINTED	552	PENINSULA LIGHT CO	547000	KC ELECTRIC,WATER;ACCT#59322;2/16-3/22/24	0.00	798.16	04/09/2024
706033	04/05/2024	PRINTED	1200	PIONEER PACKAGING	545020	PIONEER PACKAGING LWD CRATES & DOLLIES RENTAL 2024	0.00	274.59	04/09/2024
706034	04/05/2024	PRINTED	776	PUGET SOUND ENERGY	547000	BUC ELECTRIC;ACCT#200012973018;2/21-3/21/24	0.00	3,374.17	04/10/2024
706035	04/05/2024	PRINTED	61	RICOH USA INC	591720	60 MONTH COPIER LEASE - SH - (2021-2026);4/10-5/9	0.00	665.19	04/16/2024
706036	04/05/2024	PRINTED	2791	SEATTLE UNIVERSAL MATH MUSEUM	541010	SEATTLE UNIVERSAL MATH MUSEUM, 2/18, 3/20, 4/3 UP	0.00	600.00	04/10/2024
706037	04/05/2024	PRINTED	2097	SENTINEL PEST CONTROL	548010	ANNUAL 2024 SENTINEL PEST CONTROL MONTHLY SERVICE	0.00	87.60	04/16/2024
706038	04/05/2024	PRINTED	290	SURPRISE LAKE SQUARE LLC	545030	EDEN POW-C-300077 APRIL 2024 RENT&CAM;ACC#764	0.00	12,590.93	04/15/2024
706039	04/05/2024	PRINTED	2365	TEKS SERVICES INC	541020	ADVERTISING - WHATS HAPPENING IN YOUR LIFE MAILER	0.00	49,336.25	04/10/2024
706040	04/05/2024	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	531010	ANNUAL CUSTODIAL SUPPLIES	0.00	2,254.65	04/19/2024
706041	04/05/2024	PRINTED	811	WCP SOLUTIONS	531004	PAPER PRODUCTS	0.00	1,564.71	04/09/2024
706042	04/05/2024	PRINTED	2015	WEX BANK	532000	ANNUAL 2024 WEX FUEL CARDS	0.00	3,338.27	04/10/2024
706043	04/10/2024	PRINTED	314	AFSCME AFL-CIO	231920	Payroll Run 2 - Warrant 040524	0.00	14,494.18	04/18/2024
706044	04/10/2024	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	231543	Payroll Run 2 - Warrant 040524	0.00	1,982.70	04/19/2024
706045	04/10/2024	PRINTED	1810	PIERCE COUNTY LIBRARY FOUNDATION	231930	Payroll Run 2 - Warrant 040524	0.00	391.00	04/16/2024
706046	04/11/2024	PRINTED	335	AWC EMPLOYEE BENEFIT TRUST	231540	Payroll Run 2 - Warrant 040524	0.00	281,982.94	04/19/2024
706047	04/12/2024	PRINTED	2864	AMAZON CAPITAL SERVICES	531000	OFFICE/PROGRAM SUPPLIES	0.00	4,725.59	04/16/2024
706048	04/12/2024	PRINTED	341	BAKER & TAYLOR	534110	MATERIALS	0.00	15,276.40	04/19/2024
706049	04/12/2024	PRINTED	1043	BLUE CACTUS PRESS	541010	BLUE CACTUS PRESS, AUTHOR TALK 3/21 SUM	0.00	500.00	04/22/2024
706050	04/12/2024	PRINTED	642	BUILDINGWORK LLC	541060	BUILDINGWORK LWD ARCHITECTURE & CONSULTING SVCS	0.00	9,906.25	04/23/2024
706051	04/12/2024	PRINTED	2908	DOW JONES & COMPANY	534505	MATERIALS	0.00	230.40	04/22/2024
706052	04/12/2024	PRINTED	400	FIFE MILTON EDGEWOOD CHAMBER	549020	ANNUAL MEMBERSHIP DUES: 2024	0.00	300.00	04/29/2024
706053	04/12/2024	PRINTED	2499	FLOHAWKS	548000	EMERGENCY SEPTIC PUMPING	0.00	1,242.93	04/18/2024
706054	04/12/2024	PRINTED	2860	FOSTER ORGANIZING	541010	FOSTER ORGANIZING,MINIMIZE TO MAXIMIZE 4/4/24 BLK	0.00	150.00	04/23/2024
706055	04/12/2024	PRINTED	2612	LOUIE FOXX	541010	THE MAGIC OF LOUIE FOXX - 4/12 /24 ( SMT)	0.00	425.00	04/17/2024
706056	04/12/2024	PRINTED	482	HERMANSON COMPANY LLP	548000	HVAC REPAIRS	0.00	13,613.87	04/16/2024
706057	04/12/2024	PRINTED	486	HILLIS CLARK MARTIN & PETERSON	541040	MATTER ID:21162.003;SUMNER LCFA	0.00	1,288.00	04/16/2024
706058	04/12/2024	PRINTED	703	INGRAM LIBRARY SERVICES	534110	MATERIALS	0.00	414.52	04/18/2024
706059	04/12/2024	PRINTED	6	CITY OF LAKEWOOD	549020	2024 MEMBERSHIP FEE: SOUTH SOUND MILITARY COMMUNIT	0.00	500.00	04/17/2024
706060	04/12/2024	PRINTED	2909	BONITA LEE LLC	541010	BONITA LEE, BVIA AUTHOR TALKS - FEB '24	0.00	600.00	04/18/2024
706061	04/12/2024	PRINTED	520	CITY OF ORTING	547020	ORT WATER,SEWER;ACCT#43670;MAR24	0.00	237.81	04/17/2024
706062	04/12/2024	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	549050	EMPLOYERID:P00898;MEMBER FEES APRIL24	0.00	110.00	04/16/2024
706063	04/12/2024	PRINTED	1037	PIERCE COUNTY SEWER	547030	LWD SEWER;ACCT#140830;APR24	0.00	813.01	04/17/2024
706064	04/12/2024	PRINTED	776	PUGET SOUND ENERGY	547000	LWD ELECTRIC;ACCT#200007791946;2/29-3/29/24	0.00	754.41	04/17/2024
706065	04/12/2024	PRINTED	2780	THE REPTILE LADY	541010	REPTILE LADY, REPTILE SHOW - UP/FIF 4/3, 4 &5,	0.00	2,426.10	04/17/2024
706066	04/12/2024	PRINTED	85	SARCO SUPPLY LLC	531010	CUSTODIAL SUPPLIES - ANNUAL	0.00	1,368.24	04/16/2024
706067	04/12/2024	PRINTED	2097	SENTINEL PEST CONTROL	548010	ANNUAL 2024 SENTINEL PEST CONTROL MONTHLY SERVICE	0.00	722.66	04/19/2024
706068	04/12/2024	PRINTED	2897	KATHARINE THREAT	541010	BVA - AUTHOR PANEL, KATHERINE THREAT 2/13/24	0.00	300.00	04/19/2024
706069	04/12/2024	PRINTED	2896	STACEY TOLBERT	541010	BVA - AUTHOR PANEL ANATACIA- RENEE TOLBERT 2/13/24	0.00	300.00	04/24/2024
706070	04/12/2024	PRINTED	605	US BANK	231950	ACC#4246 0445 5567 9202; P-CARD; 4/8/2024	0.00	395,076.95	04/18/2024

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	OBJECT	DESCRIPTION	UNCLEARED	CLEARED	CLEAR DATE
706071	04/12/2024	PRINTED	1095	ZOOBEAN INC	541020	ZOOBEAN/BEANSTACK YEARLY SUBSCRIPTION 4/17/24-4/25	0.00	6,882.15	04/23/2024
706072	04/19/2024	PRINTED	2864	AMAZON CAPITAL SERVICES	531002	OFFICE/PROGRAM SUPPLIES	0.00	5,323.48	04/23/2024
706073	04/19/2024	PRINTED	341	BAKER & TAYLOR	534110	CREDIT MEMO INV#2038131847	0.00	15,470.17	04/24/2024
706074	04/19/2024	PRINTED	2423	BETA - LAKEWOOD LLC	545030	iLWD ;1st Half 2024 Property Taxes	0.00	27,606.75	04/24/2024
706075	04/19/2024	PRINTED	632	BRODART	531030	MATERIALS PROCESSING SUPPLIES	0.00	2,063.41	04/24/2024
706076	04/19/2024	PRINTED	657	CENGAGE LEARNING INC / GALE	534120	MATERIALS	0.00	62.40	04/24/2024
706077	04/19/2024	PRINTED	998	CINTAS CORPORATION	531010	ANNUAL 2024 SERVICE FOR CUSTODIAL LAUNDRY - SYS	0.00	481.27	04/29/2024
706078	04/19/2024	PRINTED	2908	DOW JONES & COMPANY	534505	MATERIALS	0.00	124.80	04/25/2024
706079	04/19/2024	PRINTED	370	ELITE PROPERTY INVESTMENTS LLC	545030	RENT,CAM;SEWER;MAY24	0.00	13,461.36	04/25/2024
706080	04/19/2024	PRINTED	482	HERMANSON COMPANY LLP	548000	HVAC REPAIRS	0.00	4,238.86	04/23/2024
706081	04/19/2024	PRINTED	2378	KANOPY INC	534421	STREAMING FILMS	0.00	26,000.00	04/23/2024
706082	04/19/2024	PRINTED	2421	LOTUS SEATTLE GROUP	544000	ADVERTISING - RADIO AND DIGITAL	0.00	2,504.00	04/24/2024
706083	04/19/2024	PRINTED	211	MIDWEST TAPE LLC	534005	MATERIALS	0.00	8,523.83	04/25/2024
706084	04/19/2024	PRINTED	241	NEWS TRIBUNE	534505	MATERAILS;ACCT#TAC-76999558 26WEEK SUBSCRIP	0.00	263.99	04/25/2024
706085	04/19/2024	PRINTED	241	MCCLATCHY COMPANY LLC	544000	ADVERTISING - TNT ADS AND DIGITAL	0.00	9,185.00	04/24/2024
706086	04/19/2024	PRINTED	512	OETC	535050	PROJECT PLAN 5 EDU (5 LICENSES)	0.00	309.32	04/23/2024
706087	04/19/2024	PRINTED	532	PANDORA MEDIA LLC	541020	ADVERTISING - STRATEGIC PLAN FOR STREAMING	0.00	3,827.81	04/24/2024
706088	04/19/2024	PRINTED	560	PIERCE COUNTY	549020	2023 Pierce County Regional Council (PCRC) Members	0.00	500.00	04/25/2024
706089	04/19/2024	PRINTED	560	PIERCE COUNTY FINANCE	549030	ASSESSMENTS 2024 (KC)	0.00	52,479.74	04/26/2024
706090	04/19/2024	PRINTED	562	PIERCE COUNTY LIBRARY SYSTEM	549050	BOA FEES;\$417.73; KEY BANK FEES:\$121.37;3/2024	0.00	539.10	04/26/2024
706091	04/19/2024	PRINTED	1200	PIONEER PACKAGING	545020	PIONEER PACKAGING LWD CRATES & DOLLIES RENTAL 2024	0.00	274.59	04/23/2024
706092	04/19/2024	PRINTED	765	PROQUEST LLC	534305	DATABASES	0.00	19,950.06	04/24/2024
706093	04/19/2024	PRINTED	782	QUALITY BUSINESS SYSTEMS INC	548010	PER CONTRACT, ADDITIONAL IMAGES CHARGE 2/1-2/29/24	0.00	2,903.92	04/24/2024
706094	04/19/2024	PRINTED	61	RICOH USA INC	541630	60 MONTH COPIER LEASE – UP - (2023-2028);5/1-5/31	0.00	1,868.18	04/26/2024
706095	04/19/2024	PRINTED	61	RICOH USA INC	541630	2024 GOLD FULL SRVC & SILVER MAINT AGREEMENT	0.00	1,827.14	04/23/2024
706096	04/19/2024	PRINTED	1891	SEATTLE PUBLIC LIBRARY	541650	ILL#220488750;REPLACEMENT COST OF MATERIAL	44.93	0.00	
706097	04/19/2024	PRINTED	100	THE SEATTLE TIMES COMPANY	534505	MAGAZINES ONE YR SUBSCRIPTION	0.00	832.00	04/25/2024
706098	04/19/2024	PRINTED	2097	SENTINEL PEST CONTROL	548010	ANNUAL 2024 SENTINEL PEST CONTROL MONTHLY SERVICE	0.00	702.08	04/30/2024
706099	04/19/2024	PRINTED	2765	STARLING WHITEHEAD & LUX ARCHITECTS	541060	SWL ARCHITECTS FACILITIES CONDITION ASSESSMENT	0.00	21,846.63	04/25/2024
706100	04/19/2024	PRINTED	284	SUMMIT WATER & SUPPLY CO	547020	SMT WATER;ACCT#02147900-01;3/4-4/4/24	0.00	392.74	04/23/2024
706101	04/19/2024	PRINTED	581	TILlicum COMMUNITY SERVICE CEN	545030	TILlicum BRANCH CAM & ULTITIES 3/2024	0.00	2,477.84	04/25/2024
706102	04/19/2024	PRINTED	579	TK ELEVATOR	548010	GOLD SERVICE MAINTENANCE AGREEMENT LWD & ACL	0.00	2,853.66	04/30/2024
706103	04/19/2024	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	531010	ANNUAL CUSTODIAL SUPPLIES	0.00	1,176.26	04/24/2024
706104	04/22/2024	PRINTED	313	AFLAC	231590	Payroll Run 2 - Warrant 042224	3,592.08	0.00	
706105	04/22/2024	PRINTED	684	COLONIAL SUPPLEMENTAL INSURANC	231590	Payroll Run 2 - Warrant 042224	65.42	0.00	
706106	04/22/2024	PRINTED	530	PACIFICSOURCE ADMINISTRATORS	231543	Payroll Run 2 - Warrant 042224	1,982.70	0.00	
706107	04/22/2024	PRINTED	1810	PIERCE COUNTY LIBRARY FOUNDATION	231930	Payroll Run 2 - Warrant 042224	0.00	391.00	04/26/2024
706108	04/23/2024	PRINTED	163	DEPT OF LABOR & INDUSTRIES	231510	Q1 2024 L&I Report _ Acct ID# 277,074-00	0.00	55,850.05	04/29/2024
706109	04/23/2024	PRINTED	166	DEPT OF RETIREMENT SERVICES, WASHINGTON STATE	520030	OASI INVOICE - TAX YEAR 2023 (Acct# 740 / Plan A4)	0.00	102.90	04/30/2024
706110	04/23/2024	PRINTED	374	EMPLOYMENT SECURITY DEPARTMENT	231590	WA CARES FUND Q12024 - ID# C278036416	0.00	29,491.92	04/29/2024
706111	04/23/2024	PRINTED	374	EMPLOYMENT SECURITY DEPARTMENT	231590	WA PFML Q1 2024 - ID# C278036416	0.00	41,954.00	04/29/2024
706112	04/26/2024	PRINTED	2749	A-1 LANDSCAPING AND CONSTRUCTION INC	562100	iLWD - A1 LANDSCAPING	0.00	442,090.27	04/30/2024
706113	04/26/2024	PRINTED	2864	AMAZON CAPITAL SERVICES	531000	OFFICE/PROGRAM SUPPLIES	0.00	3,127.93	04/30/2024
706114	04/26/2024	PRINTED	915	ANIMAL ENCOUNTERS	541010	KIM CONNOLLY, ANIMAL ENCOUTNERS 4/10 BUC	895.40	0.00	
706115	04/26/2024	PRINTED	336	ATS AUTOMATION INC	548010	MAINT. & SUPPORT - HVAC CONTROLS (2019-2024)	5,773.37	0.00	
706116	04/26/2024	PRINTED	341	BAKER & TAYLOR	534020	MATERIALS	0.00	14,351.90	04/30/2024
706117	04/26/2024	PRINTED	1789	BARNESS GROUP	541020	SPARK! CAMPAIGN; LWD COMM WORK; PCFL BOARD GROWTH	20,010.00	0.00	
706118	04/26/2024	PRINTED	2153	BLUE CACTUS PRESS	541010	BLUE CACTUS PRESS, POETRY WORKSHOP 4/17 UP	0.00	400.00	04/30/2024
706119	04/26/2024	PRINTED	1320	BUSTOS MEDIA HOLDINGS, LLC	544000	ADVERTISING - MEDIA ADS	0.00	4,750.00	04/30/2024
706120	04/26/2024	PRINTED	657	CENGAGE LEARNING INC / GALE	534120	MATERIALS	1,926.62	0.00	
706121	04/26/2024	PRINTED	998	CINTAS CORPORATION	531010	ANNUAL 2024 SERVICE FOR CUSTODIAL LAUNDRY - SYS	0.00	481.27	
706122	04/26/2024	PRINTED	124	CONSOLIDATED TECHNOLOGY SERVICES	542010	ACCG15-000; MARCH 2024	586.43	0.00	
706123	04/26/2024	PRINTED	1001	DATA QUEST LLC	541020	DATAQUEST BACKGROUND CHECKS	281.36	0.00	
706124	04/26/2024	PRINTED	2801	FATBEAM LLC	542012	MONTHLY INTERNET SERVICES	19,871.43	0.00	
706125	04/26/2024	PRINTED	2370	FENCE SPECIALISTS LLC	548000	FENCE REPAIRS - SYSTEM /MISC	715.65	0.00	
706126	04/26/2024	PRINTED	2499	FLOHAWKS	548000	EMERGENCY SEPTIC PUMPING	3,217.38	0.00	
706127	04/26/2024	PRINTED	482	HERMANSON COMPANY LLP	548000	HVAC REPAIRS	0.00	7,979.02	04/30/2024
706128	04/26/2024	PRINTED	703	INGRAM LIBRARY SERVICES	534110	MATERIALS	0.00	707.54	04/30/2024
706129	04/26/2024	PRINTED	710	IRON MOUNTAIN INC	541020	CONTRACTURAL SERVICES-DOCUMENT STORAGE (2018-2027)	484.98	0.00	
706130	04/26/2024	PRINTED	1886	LAMAR COMPANIES	544000	ADVERTISING	3,407.73	0.00	
706131	04/26/2024	PRINTED	36	LOGIC INTEGRITY INC	541004	2024 EXCHANGE AND ACTIVE DIRECTORY HEALTH CHECKUP	1,600.00	0.00	

CHECK NUMBER	CHECK DATE	CHECK TYPE	VENDOR NUMBER	VENDOR NAME	OBJECT	DESCRIPTION	UNCLEARED	CLEARED	CLEAR DATE
706132	04/26/2024	PRINTED	211	MIDWEST TAPE LLC	534005	MATERIALS	6,616.67	0.00	
706133	04/26/2024	PRINTED	227	MOUNTAIN MIST	531000	DPT WATER COOLER RENTER EQUIPMENT;ACCT#046669	43.09	0.00	
706134	04/26/2024	PRINTED	2380	NASH CONSULTING INC	541000	DAY 1 NASH TRAINING AND TRAVEL EXPENSES	5,862.30	0.00	
706135	04/26/2024	PRINTED	1081	NASIM LANDSCAPE	548010	LANDSCAPING MAINTENANCE SERVICE-3/24 GIG	514.44	0.00	
706136	04/26/2024	PRINTED	2243	GEODESIGN INC	541060	GROUND MONITORING/REGULATORY CLOSURE ACTIVITIES	2,432.83	0.00	
706137	04/26/2024	PRINTED	2514	OMNI YOGA LLC	541010	OMNI YOGA GENTLE YOGA 4/3, 4/17 PKS	250.00	0.00	
706138	04/26/2024	PRINTED	552	PENINSULA LIGHT CO	547000	GIG ELECTRIC;ACCT#59323;3/8-4/8/23	0.00	1,404.89	04/30/2024
706139	04/26/2024	PRINTED	1853	PRINTING CONCEPTS LLC	541020	LIBRARY CARDS	645.00	0.00	
706140	04/26/2024	PRINTED	776	PUGET SOUND ENERGY	547000	SH ELECTRIC;ACCT#200003413115;3/14-4/12/24	0.00	3,767.97	04/30/2024
706141	04/26/2024	PRINTED	782	XEROX CORPORATION	541630	StaffTech - Xerox printer for COM	148.50	0.00	
706142	04/26/2024	PRINTED	61	RICOH USA INC	541630	2024 GOLD FULL SRVC & SILVER MAINT AGREEMENT	1,372.16	0.00	
706143	04/26/2024	PRINTED	2097	SENTINEL PEST CONTROL	548010	ANNUAL 2024 SENTINEL PEST CONTROL MONTHLY SERVICE	174.16	0.00	
706144	04/26/2024	PRINTED	285	CITY OF SUMNER	547020	SUM WATR,SEWER;ACCT#5284;1/3-3/31/24	0.00	1,297.70	04/30/2024
706145	04/26/2024	PRINTED	2893	TERESA D JOHNSON CPA INC	541000	Powerpoint & Presentation for Board Meeting 3/13	0.00	861.00	04/30/2024
706146	04/26/2024	PRINTED	618	WALTER E NELSON CO OF WESTERN WASHINGTON	531010	ANNUAL CUSTODIAL SUPPLIES	1,242.35	0.00	
706147	04/26/2024	PRINTED	829	WOLF HAVEN INTERNATIONAL	541010	TALKING WOLVES 4/10 EAT, 4/24 GHM	44.20	0.00	
706148	04/26/2024	PRINTED	1092	XIOLOGIX LLC	535055	2024 DELL N3000 & N2000 SERIES SWITCHES RENEWAL	66,128.70	0.00	
706149	04/26/2024	PRINTED	2008	ZPROCIS SOLUTIONS INC	541004	2024 DATABASE ADMINISTRATOR CONSULTING	2,900.00	0.00	
706150	04/30/2024	PRINTED	253	SOCIAL SECURITY ADMINISTRATION	231710	Q1 2024 941 PY TAX DUE _ EIN# 91-1098071	303.08	0.00	
							153,614.23	1,830,782.72	1,984,396.95

---

# MEMO



Date: April 23, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Brian Lee, Director of Technology

Subject: 2024 Polaris Licensing and Support Renewal

The Library needs to renew our subscription, support and licenses for our Polaris Integrated Library System (“ILS”) for 2024-25, an essential component of the library services. The renewal provides for the following elements:

1. Staff user licenses
2. SIP2 Interfaces (to interface between this system and other library systems)
3. Polaris PowerPac Multilingual Subscription
4. Polaris Public Core Bundle (a bundle of services specific to public libraries)
5. Polaris Self Check Stations
6. Polaris Client Deployment Subscription (for client automation deployment)
7. Polaris Syndetics Unbound (for enhanced content linking like shareable cover art)
8. Polaris Telephone Services (for Multilingual automated telephone support services)
9. Polaris Third Party E-Commerce (for self-service management of fines and fees)

Innovative Interfaces, Inc. provides managed support for the Library’s ILS system, in use continuously since 2004. This system provides support for the Collection and Patron Management activities that drive the checkout functions for library holdings. This is a module-based system that provides additional services over the basic public bundle as outlined.

This is a planned purchase identified and budgeted in the Library’s annual budget, and is supported in the Library’s Five-Year Technology Roadmap. The estimated cost of annual renewal is \$240,015.31. The Library’s current agreement expires on May 31, 2024. This renewal would be effective from June 1, 2024 to May 31, 2025.

***Board Action: Move to approve the purchase of Polaris Licensing and Support not to exceed \$241,000.***



Part of **Clarivate**

## Invoice

Page 1 of 3

Innovative Interfaces Incorporated  
789 E. Eisenhower Parkway  
Ann Arbor, MI  
48108  
United States  
pq-billing@clarivate.com

<b>Invoice #</b>	INV-INC36635
<b>Invoice Date</b>	3/14/2024
<b>Terms</b>	Net 30
<b>PO #</b>	
<b>Due Date</b>	5/31/2024
<b>Site Code</b>	PICO
<b>Created From</b>	Sales Order #SO-INC37070
<b>Currency</b>	US Dollar

### Bill To

Accounts Payable  
Pierce County Library System  
3005 112th Street East  
Tacoma WA 98446-2215  
United States

Item	Qty	Description	Options	Amount
Staff User Licenses	324	The Polaris Staff Client is licensed software that allows the end user to access all of the Polaris functionality based on the permissions that are set in System Administration. This includes Circulation, Patron Services, Cataloging, Acquisitions, Serials, Utilities and System Admin. Additional License for additional Staff User License. A separate staff user license is required for each concurrent connection made from a staff client to the Polaris ILS server, including from Polaris Web Application (aka Leap).		81,658.89
SIP2 Interface	4	License for additional SIP2 interface. Enables library to integrate with 3rd party systems using SIP2 protocol, including but not limited to self-check, automated sorters, and more. Each login requires a separate license.		672.09
Polaris PowerPAC Multilingual Subscription	3	Polaris PowerPAC Multilingual Subscription		7,467.56
Polaris Core Bundle - Public	1	Polaris Public Core Bundle  Polaris is an integrated library system solution to manage physical and electronic resources and library patron accounts. Combines library operational workflows with open architecture. Supports staff tasks, including a Web-based staff interface (Leap), and patron access services. Public Core Bundle capabilities include: Cataloging, Circulation, Acquisitions, Serials, ILL, Export Express, & Responsive WebPAC with Feature It; Simply Reports and SQL Access for Custom Reporting; SIP2, Self-Check, Patron-Facing eCommerce.		70,431.07
Polaris API	1	Polaris offers a single API wand access to a		0.00

Innovative Interfaces Incorporated  
789 E. Eisenhower Parkway  
Ann Arbor, MI  
48108  
United States  
pq-billing@clarivate.com

Item	Qty	Description	Options	Amount
(PAPI)		developer's sandbox. The API has been used by several libraries to create their own plug-ins to Polaris for PAC and Phone Notification. It is also required for the Bibliotheca/3M Cloud.		
Polaris Self Check Stations	1	Natively developed Self-checkout client that does not require SIP. Offering customized options and user-friendly features, Polaris ExpressCheck reads both barcodes and RFID tags while maintaining the security of a library's collection. Patrons can use this system to check out and renew materials without the assistance of a librarian. They can also use it to view and print account information. Since ExpressCheck can be used in either a wireless or hard-wired environment, it gives a high level of flexibility at an extremely low cost. Each library can configure the self-check station to conform to its circulation policies.		28,003.38
Polaris Client Deployment Subscription	1	Used by library when there is a Polaris upgrade. It allows the library Sys. Admin. to push the Polaris Client out to Staff workstations or have the workstaion 'pull' the updated cleint software. Saves staff time by not having to physically be at each workstation to perform the update manually.		1,016.00
Polaris Syndetics Unbound	1	Syndetics Subscription options enable libraries to display enriched content in their PAC. Content choices include full-color cover art, full-text reviews from commercial sources, professional summaries, table of contents data, book excerpts, author bios, and more.		10,172.98
Polaris Telephone Services	1	Reduce cost of staff time and materials with inbound and outbound calling services. Using real-time, fully- customizable notification of requests, cancellations, and overdue notices. Polaris Telephony Services also comes with a multi-lingual option for French Canadian and Spanish languages calls and prompts.	Incoming: 1 Outgoing: 1	1,773.55
Polaris 3rd Party eCommerce	1	Polaris E-commerce	Polaris eCommerce Vendor: Not Recorded eCommerce Access Point: PAC	0.00
Polaris 3rd Party eCommerce	1	Polaris E-commerce	Polaris eCommerce Vendor: Not Recorded eCommerce Access Point: Self-Check	16,802.03



Part of **Clarivate**

## Invoice

Page 3 of 3

Invoice #

INV-INC36635

Innovative Interfaces Incorporated  
789 E. Eisenhower Parkway  
Ann Arbor, MI  
48108  
United States  
pq-billing@clarivate.com

Item	Qty	Description	Options	Amount
		1 June 2024 - 31 May 2025 Year 2 of 4		

<b>Subtotal</b>	217,997.55
<b>Tax Total</b>	22,017.76
<b>Total</b>	240,015.31
<b>Amount Due</b>	US\$240,015.31

FEIN 94-2553274

Please remit electronically to:  
Bank of America, N.A.  
ABA/Routing Code: 026009593  
SWIFT (USD Payments) : BOFAUS3N  
SWIFT (non-USD Payments) : BOFAUS6S  
Beneficiary: Innovative Interfaces Incorporated  
Beneficiary Account: 1416200046

For payments remitted by check via regular mail:  
Innovative Interfaces, Inc  
PO Box 74008010  
Chicago, IL 60674-8010

For payments remitted by check via FedEx and/or UPS:  
Bank of America Lockbox Services  
Innovative Interfaces, Inc  
LBX #74008010  
540 W Madison, FL 4  
Chicago, IL 60661

Please help fight phishing and other fraud attempts. Confirm any requests to change Innovative's payment Bank Account Details by calling your trusted contact at Innovative

For billing inquiries contact us at:  
1-510-655-6200 or pq-billing@clarivate.com



---

# MEMO



Date: April 25, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Brian Lee, Director of Technology

Subject: 2024 Technology Surplus and Recycling

The Library surpluses high value items, and recycles low value technology items to reduce no longer needed assets. Staff have identified technology to surplus or recycle that was either at end of support from the manufacturer, or damaged and unusable.

Equipment valued at \$50 or more and in good working order is sent to Department of Enterprise Services to be sold in an auction. Due to the age, condition and estimated value of the remaining equipment, these items are recycled through Green PC. In either case, the Board must declare the items as surplus.

See attachment for details.

***Board Action: Move to approve Resolution 2024-07 regarding the surplus and recycling of the technology equipment, as presented.***

<b>Total</b>	<b>Information Technology Surplus Items</b>	<b>estimated value (each)</b>
58	Orbic Speed MiFi (new condition)	\$10
38	Latitude 3310	\$100
1	Latitude 3300	\$100
1	Latitude 3400	\$75
1	Latitude 7400 2-in-1	\$75
2	CAMERA FUJIFILM FINEPIX	\$75
1	CAMERA HP PHOTOSMART E427	\$75
1	Kodak EasyShare	\$75
1	Canon Powershot Digital Camera	\$75
1	PRINTER DELL C3760DN COLOR LASER	\$100
1	Brother IntelliFax 2840	\$100

**RESOLUTION NO. 2024-07**

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

**WHEREAS**, the Pierce County Rural Library District (“Library”) has identified items of furnishings and equipment to surplus, and

**WHEREAS**, unless otherwise noted, each item has an estimated value of less than \$50.00 and is of no further need for public or administrative service, now, therefore,

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

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

**PASSED AND APPROVED THIS 8th DAY OF MAY, 2024.**

**BOARD OF TRUSTEES, PIERCE COUNTY RURAL LIBRARY DISTRICT**

Pamela Duncan, Chair

\_\_\_\_\_

Neesha Patel, Vice-Chair

\_\_\_\_\_

Pat Jenkins, Member

\_\_\_\_\_

Abby Sloan, Member

\_\_\_\_\_

Jamilyn Penn, Member

\_\_\_\_\_

# Board Development

---

# MEMO



Date: May 1, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Mandatory Cybersecurity Training for Trustees

This month's Board development topic centers on Cybersecurity.

As trustees, you play a vital role in the governance and stewardship of our organization, and ensuring the security of our digital assets is paramount to safeguarding our operations, reputation, and the trust of our communities.

In today's digital landscape, cybersecurity threats are constantly evolving, and organizations across all sectors are increasingly targeted by cybercriminals seeking to exploit vulnerabilities in their systems. Trustee email accounts are on Library systems and thus, susceptible to the same risks as employees. As such, it is imperative that we remain vigilant and proactive in our approach to cybersecurity.

To this end, we are continuing our mandatory cybersecurity training for all staff and trustees. This training will cover essential topics such as social engineering/phishing attempts, safeguarding sensitive information, and adhering to best practices for secure online behavior.

Each of you should have received an email from KnowBe4, the Library's cybersecurity training platform, with instructions on completing the required modules. If you encounter any difficulties or have any questions regarding the training, please do not hesitate to reach out to Petra McBride for assistance.

We estimate that the training will require approximately 40 minutes of your time. To ensure timely completion of the training, we are setting a deadline of July 31, 2024. This timeframe provides sufficient opportunity for you to work through the modules at your preferred pace, ensuring that we are all well-prepared to tackle cybersecurity challenges effectively.

# **Executive Director Report (Routine Reports)**

# MEMO

Date: May 2, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Executive Director Report

As always, I will be happy to answer any questions from the Trustees on this or any of the departmental reports this month.

We have published a Request for Qualifications (RFQ) for consultant services to guide us through part II of our new long-range capital planning. This initiative marks a critical step forward in our strategic capital planning process, ensuring that we effectively manage our facilities for the future. We anticipate a full year for this body of work, but are striving to have a consultant selected and under contract this summer and timelines established with the scope of work.

Our Nash Leadership Training supervisors' cohort is currently underway, marking the first of two sessions planned for this year. The goal is to ensure that all Pierce County Library System supervisors complete this training, enhancing leadership capabilities across the organization. This is a major investment in Library leaders and those who have already completed the training are eager to expand the shared language developed further across the system.

In May, Director of Operations Melissa Munn and I completed meetings with all Police Chiefs and the Sheriff to discuss the upcoming legislative change to open carry prohibitions (SB 5444). Their feedback has been invaluable in informing our internal planning processes. The three most important things to know are:

- 1) Open carry of firearms or other visible weapons is prohibited in libraries as of June 6, 2024.
- 2) Signs will be posted in all PCLS facilities before June 6 in compliance with [RCW 9.41.050](#).
- 3) Staff will be provided instructions on handling situations involving open carry in library facilities. This has not been a common problem in the Library System's branches and with a strong communication plan now in place, local law enforcement agencies are aware of the change in legislation and prepared to respond should the instance ever occur.

The first cost-estimates have been received for building and site concepts for the new Sumner Library and we are now working to refine scope and concepts with the architects. We are finalizing the public engagement plan which is scheduled to occur during the Schematic Phase, ensuring that community input is integrated into our planning processes. Additionally, we attended the Sumner Community Summit on April 30, 2024, along with our architects, resulting in valuable input for our projects.

Following the application period closure, five applicants for the Trustee vacancy will be interviewed in May by the Trustee Selection Committee. We have revised the interview questions and tightened our process with the assistance of Petra McBride, Manager of Executive Office Administration. Packets and

---

materials are prepared for both the committee and the candidates, streamlining the recruitment process for new Trustees.

In addition to All Staff Day on April 11<sup>th</sup>, Deputy Director Connie Behe and I have been connecting with library workers by conducting "SnackChats" with library staff in various branches. This initiative has allowed us to connect directly with staff, gaining insights into the excellent programs and services offered across different branches. In April, we visited Bonney Lake, Buckley, Fife, Milton, Sumner, and University Place, engaging with staff and learning about their contributions firsthand. At this point, we have visited about half of the branches with the remaining and the Administrative Center departments coming over the next three months. Coming up, library leaders look forward to hearing more from a Staff Engagement survey that will be administered for us by the National Business Research Institute. A staff engagement survey is conducted to learn about concerns, identify knowledge gaps, and improve employee engagement. These surveys can also help organizations foster a culture of open communication, mutual respect, and continuous growth.

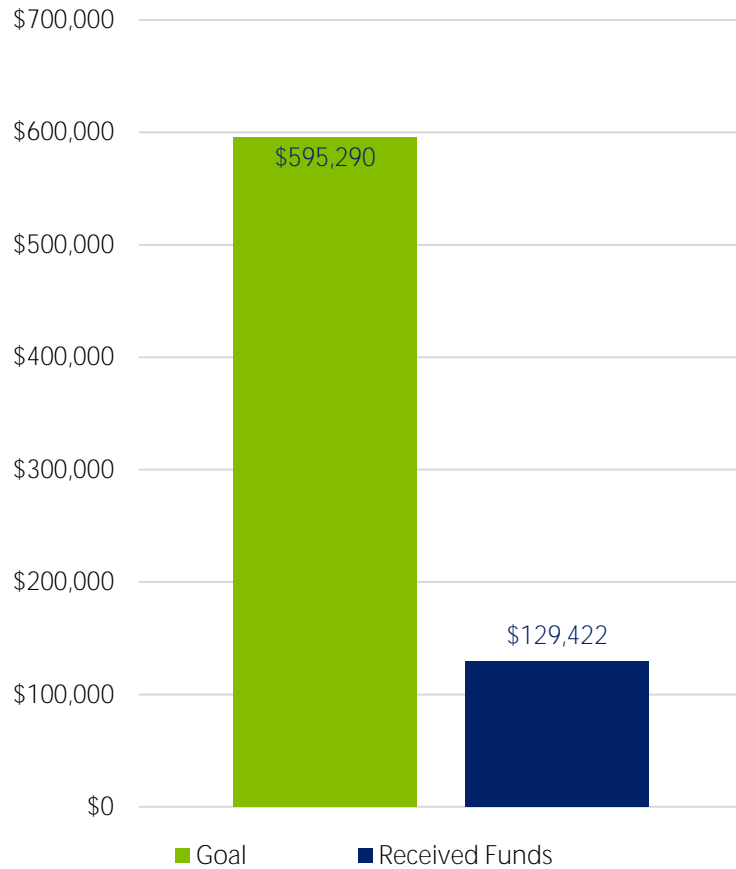
As we move into May and June, we begin the internal budget development process, continued organizational work to simplify and clarify institutional practices, continue to work toward operational efficiencies and build capacity for the critical community engagement we want to be doing. Our commitment to excellence remains unwavering, and we are dedicated to ensuring that our organization continues to thrive.





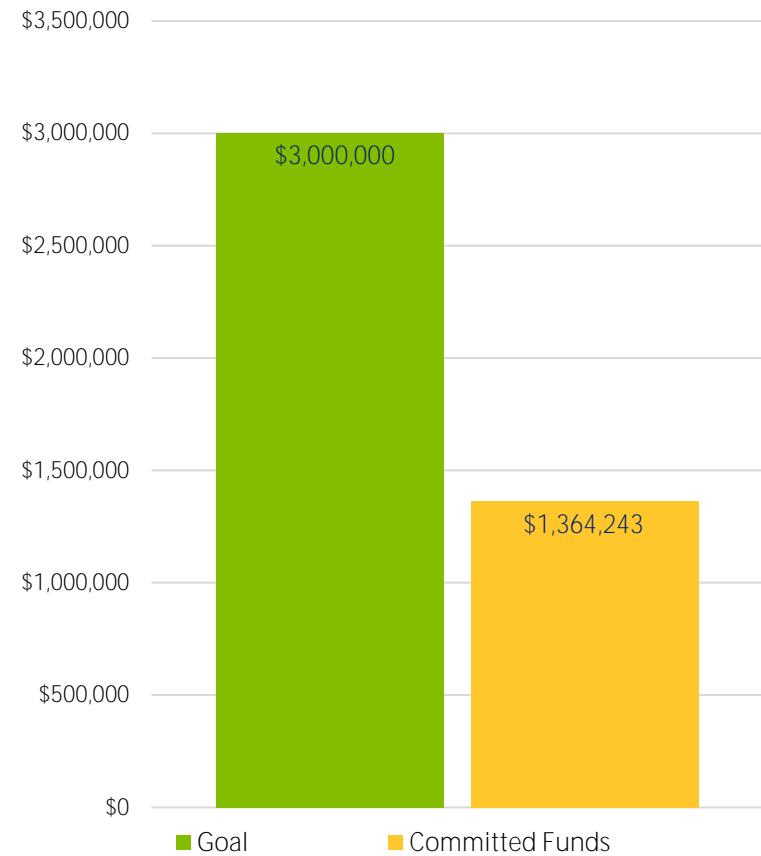
## Fundraising Performance Dashboard

### Fundraising Goal



Goal = PCLS Annual Agreement Value (\$500,000) +  
Foundation Operating Budget (\$95,290)

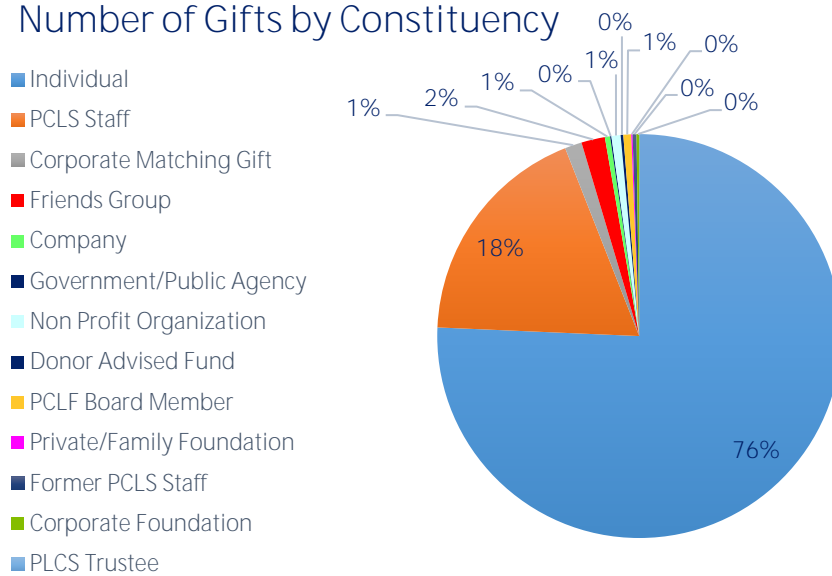
### Capital Campaign



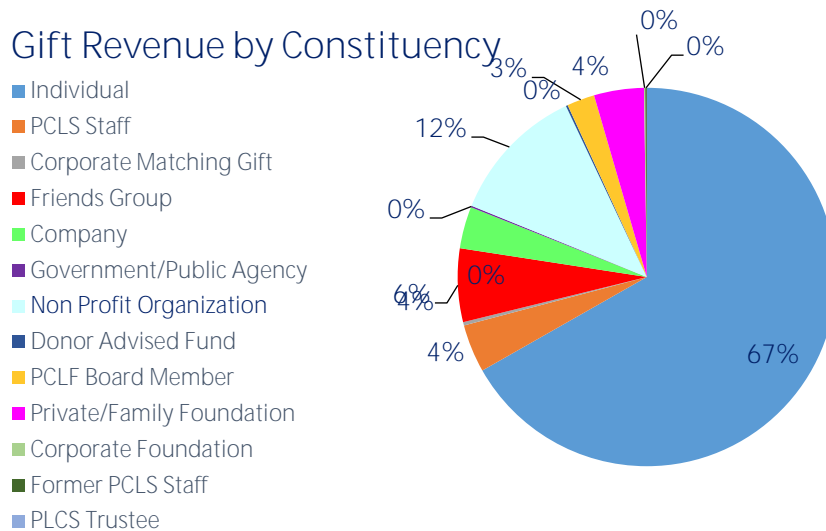
Goal = Multi-year (2021-2024)

## Annual Fundraising Statistics

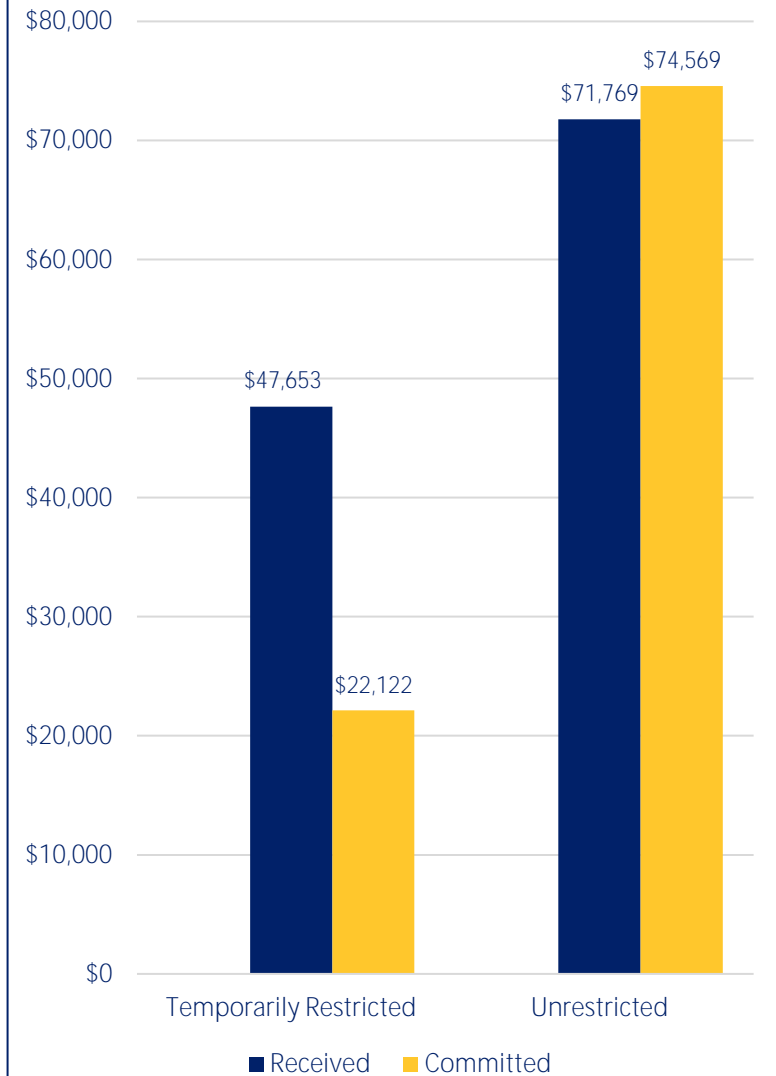
### Number of Gifts by Constituency



### Gift Revenue by Constituency



### Revenue by Type



## Annual Campaign Donors by Lifecycle Status

### Continuing Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
349	37.81%	\$61,368	31.28%	568	\$107,138

### Continuing Corporate/Foundation donors - Year to date

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
5	9.43%	\$11,582	4.87%	43	\$174,552

### Continuing Individual donors - First year donor

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
14	11.48%	\$1,061	7.68%	106	\$14,191

### Continuing Corporate/Foundation donors - First year donor

# of Donors	Donor rate	Revenue	Revenue Rate	LYBUNT donors	LYBUNT revenue
1	6.25%	\$100	0.09%	14	\$28,828

### New Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	
62	2.56%	\$5,487	38.30%	

### New Corporate/Foundation donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	
4	3.33%	\$3,100	2.74%	

### Returning Individual donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	
103	7.10%	\$22,074	76.90%	

### Returning Corporate/Foundation donors - Year to date

# of Donors	Donor Rate	Revenue	Revenue Rate	
2	2.80%	\$16,500	22.10%	

## Updates

### What's going well

- Annual Campaign: we're at 21.7% of Fundraising Goal
- Planned Giving: collaborated with Seattle Public Library Foundation and King County Library Foundation to host a free estate planning webinar: The Power of Planning: Taking Control of Your Own Aging Journey
- Capital Campaign: Campaign Steering Committee at work; LOL's out to a few private foundations

### Areas to capitalize on

- Foundation Board: seeking 5 new board members, specifically with legal, financial, and real estate backgrounds & skills

## Terms Defined

- Fundraising Goal: The minimum required amount of funds distributed to PCLS in fulfillment of the annual agreement value between PCLS & Foundation. Funds originate from the annual campaign, capital campaign, or other.
- Annual Campaign: Raised funds are first applied to fulfill the budgeted Impact Commitment with PCLS, and then to fulfill the Foundation's annual operational budget. Funds exceeding goal are applied to a Reserve Fund. \* (\*in process)
- Capital Campaign: Funds required to fulfill the PCLS/PCLF Spark! Future Libraries projects.
- 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
- New 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
- New Donor Revenue Rate (YTD): How much new donors gave - in total - during the current fiscal year
- Continuing Donor Rate (YTD): How the total number of donors from the previous year - as a percentage - gave again during current year
- Continuing Donor Revenue Rate (YTD): How retained revenue amount compares to previous year's overall giving from retained donors

- Continuing Donors (1st year): A donor who gave their first gift in the previous fiscal year and again in the current fiscal year
- Returning 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
- Returning Donor Revenue Rate (YTD): How returning donor revenue amount compares to the previous fiscal year's returning donor revenue
- LYBUNT (YTD): All gifts received in the Last Year But Unfortunately Not yet received In this year
- LYBUNT (1st year): A subset of LYBUNTs, all first time gifts received in the Last Year But Unfortunately Not yet received In this year

# Monthly Financial Reports

## March 31, 2024

Prepared By: Mary Stimson, Finance Director

---

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

### General Fund

#### March

- **548010. Includes payment to Hermanson for renewal of HVAC annual service contract**
- **541020. Includes payment to National Business Research INS for Employee Survey**
- **535050. Includes payment to Tyler Technologies INC for 2024 Munis Support Renewal**

#### February

- 548000. Includes HVAC repairs
- 545030. Includes semi-annual 2024 assessment for University Place Library
- 541020. Includes payment to National Business Research INS for Employee Survey

#### January

- 549020. Includes annual assessment and membership fees to AWC
- 534305. Includes Mango Languages Database

### Capital Improvement Projects Fund

#### March

- **562100. Includes payment to A-1 Landscaping and Construction for Interim Lakewood Library**
- **541060. Includes payment to Johnston Architects for Sumner Library design work**
- **541060. Includes payment to SWL Architects for Facilities Condition Assessment**
- **541060. Includes payment to EHS-International Inc for A/E Services for Buckley**
- **541020. Includes payment to Coraggio Group LLC for Strategic Plan consulting services**

#### February

- 562000. Includes payment to Modern Building Systems towards contracted work for the Lakewood Interim Library
- 562100. Includes payment to Rivers Edge Environmental Service for work on the Buckley UST landscape remediation

- 541060. Includes payment to PBS Engineering & Environmental INC for hazardous materials handling at LWD Building

January

- 541060. Includes payment to EHS-International Inc for A/E Services for Buckley
- 548000. Includes door replacements for 5 locations
- 541020. Includes payment for SPARK! Campaign Lakewood

#### **Special Purpose Fund**

January–March

- No activity

#### **Election Fund**

January–March

- No significant activity other than receipt of investment earnings

#### **Property & Facility Fund**

January–March

- No significant activity other than receipt of investment earnings

#### **Levy Sustainability Fund**

January–March

- No significant activity other than receipt of investment earnings

#### **Debt Service Fund**

January–March

- No significant activity other than receipt of investment earning

### US BANK Clearing Distributions

2024	Original Payment	General Fund Posting	Capital Fund Posting	Outstanding
January	130,435.60	130,435.60	-	-
February	284,519.07	282,092.02	2,427.05	-
March	375,320.40	375,320.40	-	-
April				
May				
June				
July				
August				
September				
October				
November				
December				
	\$ 790,275.07	\$ 787,848.02	\$ 2,427.05	\$ -

2023 is fully reconciled, as per below.

2023	Original Payment	General Fund Posting	Capital Fund Posting	Outstanding
January	178,192.66	176,350.96	1,841.70	-
February	282,842.67	282,842.67	-	-
March	241,052.34	240,864.09	188.25	-
April	413,814.03	411,197.90	2,616.13	-
May	463,296.98	463,296.98	-	-
June	178,888.74	178,684.74	204.00	-
July	289,722.05	285,531.05	4,191.00	-
August	286,170.87	279,774.27	6,396.60	-
September	321,133.87	319,806.85	1,327.02	-
October	317,122.91	316,918.91	204.00	-
November	443,342.43	344,804.14	98,538.29	-
December	337,890.29	335,983.97	1,906.32	-
	\$ 3,753,469.84	\$ 3,636,056.53	\$ 117,413.31	\$ -

US Bank payments and postings are fully reconciled to the cent.



**PIERCE COUNTY LIBRARY SYSTEM  
STATEMENT OF FINANCIAL POSITION  
March 31, 2024**

	GENERAL FUND	SPECIAL PURPOSE FUND	LEVY SUSTAINABILITY FUND	ELECTION FUND	PROPERTY AND FACILITY FUND	DEBT SERVICE FUND	CAPITAL IMPROVEMENT PROJECTS FUND	TOTAL ALL FUNDS
<b>ASSETS</b>								
<b>Current Assets</b>								
Cash	\$ 2,229,055	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 243,500	\$ 2,472,955
Investments	\$ 1,941,018	\$ -	\$ 17,110,022	\$ 1,203,076	\$ 1,158,655	\$ 96,110	\$ 8,694,586	\$ 30,203,467
Other Receivables	\$ (480)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (480)
Accrued Interest on Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Assets</b>	<b>\$ 4,169,593</b>	<b>\$ -</b>	<b>\$ 17,110,122</b>	<b>\$ 1,203,176</b>	<b>\$ 1,158,755</b>	<b>\$ 96,210</b>	<b>\$ 8,938,086</b>	<b>\$ 32,675,942</b>
<b>TOTAL ASSETS</b>	<b>\$ 4,169,593</b>	<b>\$ -</b>	<b>\$ 17,110,122</b>	<b>\$ 1,203,176</b>	<b>\$ 1,158,755</b>	<b>\$ 96,210</b>	<b>\$ 8,938,086</b>	<b>\$ 32,675,942</b>
<b>LIABILITIES</b>								
<b>Current Liabilities</b>								
Warrants Payable*	\$ 752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 752
Retainage Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,342	\$ 31,342
Sales Tax Payable*	\$ 568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 568
Payroll Payable	\$ 253,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,640
US Bank Payable*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 254,960</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,342</b>	<b>\$ 286,302</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 254,960</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,342</b>	<b>\$ 286,302</b>
<b>FUND BALANCE</b>								
Reserve for Encumbrances	\$ 1,246,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,272,160	\$ 10,518,263
Levy Sustainability	\$ -	\$ -	\$ 12,921,185	\$ -	\$ -	\$ -	\$ -	\$ 12,921,185
Election Set-Aside	\$ -	\$ -	\$ -	\$ 1,122,367	\$ -	\$ -	\$ -	\$ 1,122,367
Land/Property/Facility Set-Aside	\$ -	\$ -	\$ -	\$ -	\$ 1,028,152	\$ -	\$ -	\$ 1,028,152
Unreserved Fund Balance	\$ 2,668,530	\$ -	\$ 4,188,936	\$ 80,809	\$ 130,603	\$ 96,210	\$ (365,416)	\$ 6,799,673
<b>TOTAL FUND BALANCE</b>	<b>\$ 3,914,633</b>	<b>\$ -</b>	<b>\$ 17,110,122</b>	<b>\$ 1,203,176</b>	<b>\$ 1,158,755</b>	<b>\$ 96,210</b>	<b>\$ 8,906,744</b>	<b>\$ 32,389,640</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$ 4,169,593</b>	<b>\$ -</b>	<b>\$ 17,110,122</b>	<b>\$ 1,203,176</b>	<b>\$ 1,158,755</b>	<b>\$ 96,210</b>	<b>\$ 8,938,086</b>	<b>\$ 32,675,942</b>
<b>BEGINNING FUND BALANCE, 01/01/2024</b>								
YTD Revenue	\$ 3,032,915	\$ -	\$ 305,278	\$ 21,465	\$ 20,673	\$ 1,631	\$ 167,465	\$ 3,549,428
Transfers In/(Out)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
YTD Expenditures	\$ (9,688,020)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,925,781)	\$ (11,613,801)
<b>ENDING FUND BALANCE, 03/31/24</b>	<b>\$ 3,914,633</b>	<b>\$ -</b>	<b>\$ 17,110,122</b>	<b>\$ 1,203,176</b>	<b>\$ 1,158,755</b>	<b>\$ 96,210</b>	<b>\$ 8,906,744</b>	<b>\$ 32,389,640</b>
<b>TAXES RECEIVABLE</b>	<b>\$ 43,546,715</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,546,715</b>

**PIERCE COUNTY LIBRARY SYSTEM**  
**COMPARATIVE STATEMENT OF FINANCIAL POSITION**  
**General Fund as of March 31, 2024**

	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>HISTORICAL</i>	<i>CURRENT</i>
	3/31/2023	4/30/2023	5/31/2023	6/30/2023	7/31/2023	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024	2/29/2024	3/31/2024
<b>ASSETS</b>													
<b>Current Assets</b>													
Cash	\$ 3,606,683	\$ 17,836,448	\$ 8,601,818	\$ 543,716	\$ 797,601	\$ 1,658,103	\$ 3,006,223	\$ 632,771	\$ 1,150,845	\$ 371,860	\$ 926,722	\$ 1,456,808	\$ 2,229,055
Investments	\$ 2,913,165	\$ 2,513,165	\$ 12,247,886	\$ 17,283,015	\$ 14,301,356	\$ 10,806,344	\$ 6,847,912	\$ 3,547,912	\$ 14,106,991	\$ 11,001,288	\$ 7,090,000	\$ 4,113,351	\$ 1,941,018
Accrued Interest on Investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Receivables	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)	\$ (480)
<b>Total Current Assets</b>	<b>\$ 6,519,368</b>	<b>\$ 20,349,133</b>	<b>\$ 20,849,223</b>	<b>\$ 17,826,250</b>	<b>\$ 15,098,476</b>	<b>\$ 12,463,966</b>	<b>\$ 9,853,655</b>	<b>\$ 4,180,202</b>	<b>\$ 15,257,356</b>	<b>\$ 11,372,668</b>	<b>\$ 8,016,242</b>	<b>\$ 5,569,678</b>	<b>\$ 4,169,593</b>
<b>TOTAL ASSETS</b>	<b>\$ 6,519,368</b>	<b>\$ 20,349,133</b>	<b>\$ 20,849,223</b>	<b>\$ 17,826,250</b>	<b>\$ 15,098,476</b>	<b>\$ 12,463,966</b>	<b>\$ 9,853,655</b>	<b>\$ 4,180,202</b>	<b>\$ 15,257,356</b>	<b>\$ 11,372,668</b>	<b>\$ 8,016,242</b>	<b>\$ 5,569,678</b>	<b>\$ 4,169,593</b>
<b>LIABILITIES</b>													
<b>Current Liabilities</b>													
Warrants Payable	\$ 143,430	\$ 1,233	\$ 426	\$ 411	\$ 411	\$ 411	\$ 1,733	\$ 1,302	\$ 464	\$ 245,962	\$ 1,852	\$ 1,429	\$ 752
Sales Tax Payable	\$ 1,515	\$ 2,167	\$ 3,221	\$ 1,111	\$ 2,840	\$ 1,175	\$ 2,410	\$ 1,522	\$ 2,278	\$ 5,311	\$ (173)	\$ (176)	\$ 568
Payroll Payable	\$ 212,126	\$ 153,846	\$ 186,682	\$ 221,318	\$ 166,893	\$ 210,398	\$ 250,234	\$ 169,370	\$ 208,158	\$ 1,610	\$ 168,188	\$ 213,883	\$ 253,640
US Bank	\$ (1,481)	\$ (3,479)	\$ -	\$ (204)	\$ -	\$ -	\$ -	\$ (204)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Current Liabilities</b>	<b>\$ 355,590</b>	<b>\$ 153,767</b>	<b>\$ 190,329</b>	<b>\$ 222,635</b>	<b>\$ 170,144</b>	<b>\$ 211,984</b>	<b>\$ 254,377</b>	<b>\$ 171,989</b>	<b>\$ 210,900</b>	<b>\$ 252,884</b>	<b>\$ 169,867</b>	<b>\$ 215,136</b>	<b>\$ 254,960</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 355,590</b>	<b>\$ 153,767</b>	<b>\$ 190,329</b>	<b>\$ 222,635</b>	<b>\$ 170,144</b>	<b>\$ 211,984</b>	<b>\$ 254,377</b>	<b>\$ 171,989</b>	<b>\$ 210,900</b>	<b>\$ 252,884</b>	<b>\$ 169,867</b>	<b>\$ 215,136</b>	<b>\$ 254,960</b>
<b>FUND BALANCE</b>													
Reserve for Encumbrance	\$ 1,384,188	\$ 1,584,072	\$ 1,120,019	\$ 928,631	\$ 905,598	\$ 718,410	\$ 828,437	\$ 836,123	\$ 711,556	\$ 126,543	\$ 1,237,779	\$ 1,197,415	\$ 1,246,103
Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,500,000)					
Unreserved Fund Balance	\$ 4,779,590	\$ 18,611,293	\$ 19,538,876	\$ 16,674,984	\$ 14,022,735	\$ 11,533,572	\$ 8,770,841	\$ 5,672,090	\$ 14,334,899	\$ 10,993,241	\$ 6,608,596	\$ 4,157,126	\$ 2,668,530
<b>TOTAL FUND BALANCE</b>	<b>\$ 6,163,778</b>	<b>\$ 20,195,365</b>	<b>\$ 20,658,895</b>	<b>\$ 17,603,616</b>	<b>\$ 14,928,333</b>	<b>\$ 12,251,983</b>	<b>\$ 9,599,278</b>	<b>\$ 4,008,213</b>	<b>\$ 15,046,456</b>	<b>\$ 11,119,784</b>	<b>\$ 7,846,375</b>	<b>\$ 5,354,541</b>	<b>\$ 3,914,633</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>\$ 6,519,368</b>	<b>\$ 20,349,133</b>	<b>\$ 20,849,223</b>	<b>\$ 17,826,250</b>	<b>\$ 15,098,476</b>	<b>\$ 12,463,966</b>	<b>\$ 9,853,655</b>	<b>\$ 4,180,202</b>	<b>\$ 15,257,356</b>	<b>\$ 11,372,668</b>	<b>\$ 8,016,242</b>	<b>\$ 5,569,678</b>	<b>\$ 4,169,593</b>
<b>PROPERTY TAXES RECEIVABLE</b>	<b>\$ 42,281,228</b>	<b>\$ 24,983,590</b>	<b>\$ 24,983,590</b>	<b>\$ 24,749,652</b>	<b>\$ 20,828,481</b>	<b>\$ 20,617,928</b>	<b>\$ 20,071,430</b>	<b>\$ 20,071,430</b>	<b>\$ 1,007,589</b>	<b>\$ 840,230</b>	<b>\$ 46,224,172</b>	<b>\$ 45,408,418</b>	<b>\$ 43,546,715</b>

**PIERCE COUNTY LIBRARY SYSTEM**  
**STATEMENT OF REVENUE & EXPENDITURES**  
For the Period Ending March 31, 2024



<b>GENERAL FUND - 001</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Property Tax & Related Income	\$ 45,586,600	\$ 2,770,870	\$ -	\$ 42,815,730	6%
Other Revenue	\$ 1,258,000	\$ 262,046	\$ -	\$ 995,954	21%
<b>TOTAL REVENUE</b>	<b>\$ 46,844,600</b>	<b>\$ 3,032,915</b>	<b>\$ -</b>	<b>\$ 43,811,685</b>	<b>6%</b>
<b>EXPENDITURES</b>					
Personnel/Taxes and Benefits	\$ 31,787,000	\$ 7,482,062	\$ -	\$ 24,304,938	24%
Materials	\$ 4,504,500	\$ 793,824	\$ -	\$ 3,710,676	18%
Maintenance and Operations	\$ 7,850,350	\$ 1,247,813	\$ 1,206,306	\$ 5,396,230	31%
Transfers Out & Reserves	\$ 2,702,750	\$ 164,320	\$ 38,868	\$ 2,499,562	8%
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,844,600</b>	<b>\$ 9,688,020</b>	<b>\$ 1,245,174</b>	<b>\$ 35,911,406</b>	<b>23%</b>
Excess/(Deficit)		\$ (6,655,104)			
Additional Transfers Out		-			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ (6,655,104)</b>			

<b>CAPITAL IMPROVEMENT PROJECTS FUND - 301</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ 9,576,800	\$ -	\$ -	\$ 9,576,800	0%
Transfers In	\$ 2,050,000	\$ -	\$ -	\$ 2,050,000	0%
Other Revenue	\$ -	\$ 167,465	\$ -	\$ (167,465)	-
<b>TOTAL REVENUE</b>	<b>\$ 11,626,800</b>	<b>\$ 167,465</b>	<b>\$ -</b>	<b>\$ 11,459,335</b>	<b>1%</b>
<b>EXPENDITURES</b>					
Capital Improvement Projects	\$ 11,626,800	\$ 1,925,781	\$ 9,272,160	\$ 428,859	96%
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,626,800</b>	<b>\$ 1,925,781</b>	<b>\$ 9,272,160</b>	<b>\$ 428,859</b>	<b>96%</b>
Excess/(Deficit)		\$ (1,758,316)			
Additional Transfers In		-			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ (1,758,316)</b>			

<b>DEBT SERVICE FUND - 201</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Investment Income	\$ -	\$ 1,631	\$ -	\$ (1,631)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 1,631</b>	<b>\$ -</b>	<b>\$ (1,631)</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 1,631</b>			

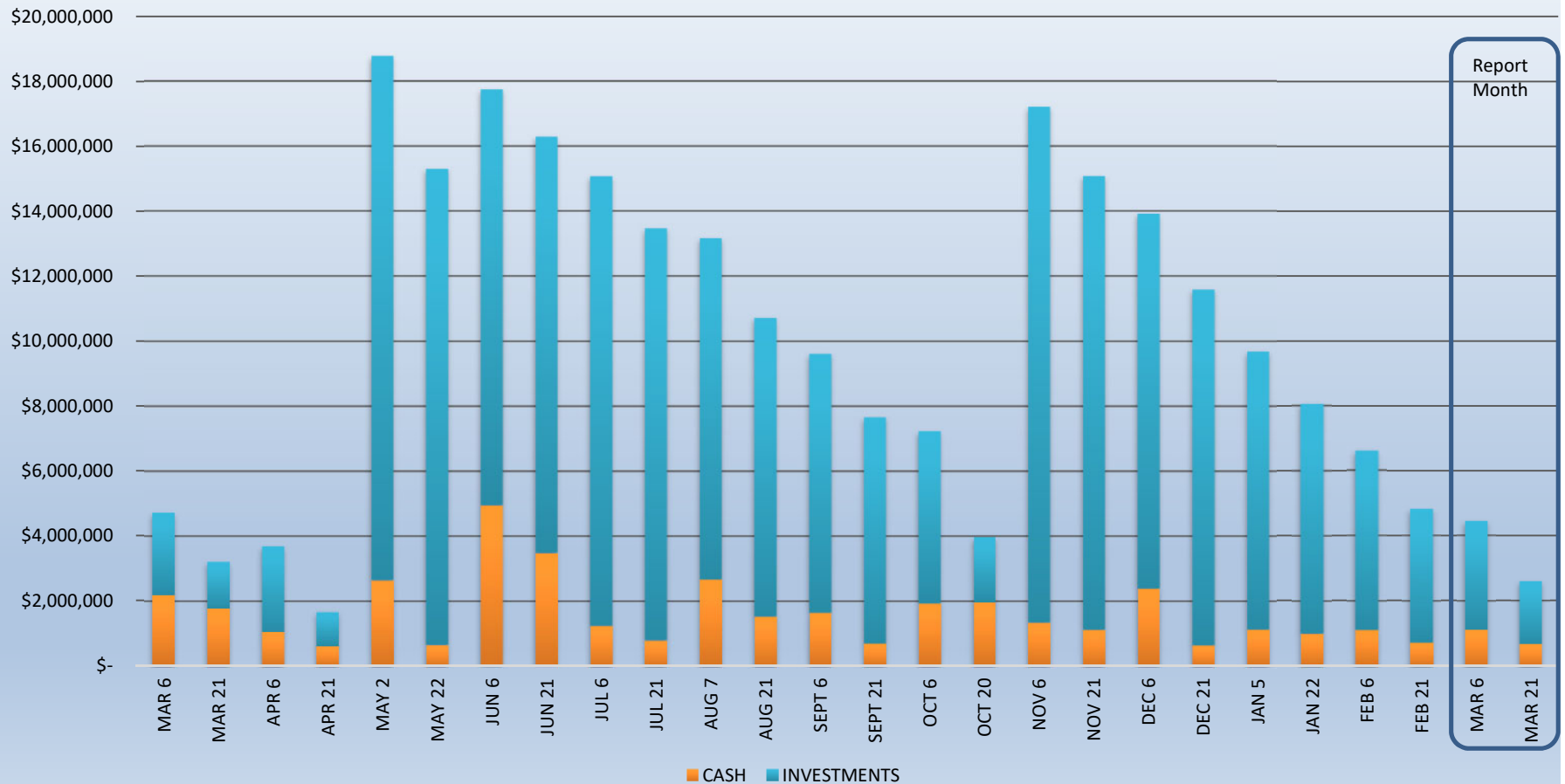
<b>SPECIAL PURPOSE FUND - 101</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>EXPENDITURES</b>					
Special Purpose Programs & Projects	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ -			
Additional Transfers Out		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ -</b>			

<b>LEVY SUSTAINABILITY FUND - 102</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 305,278	\$ -	\$ (305,278)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 305,278</b>	<b>\$ -</b>	<b>\$ (305,278)</b>	<b>-</b>
<b>EXPEN</b>	<b>0</b>				
Levy Sustainability Transfers	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ 305,278			
0		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 305,278</b>			

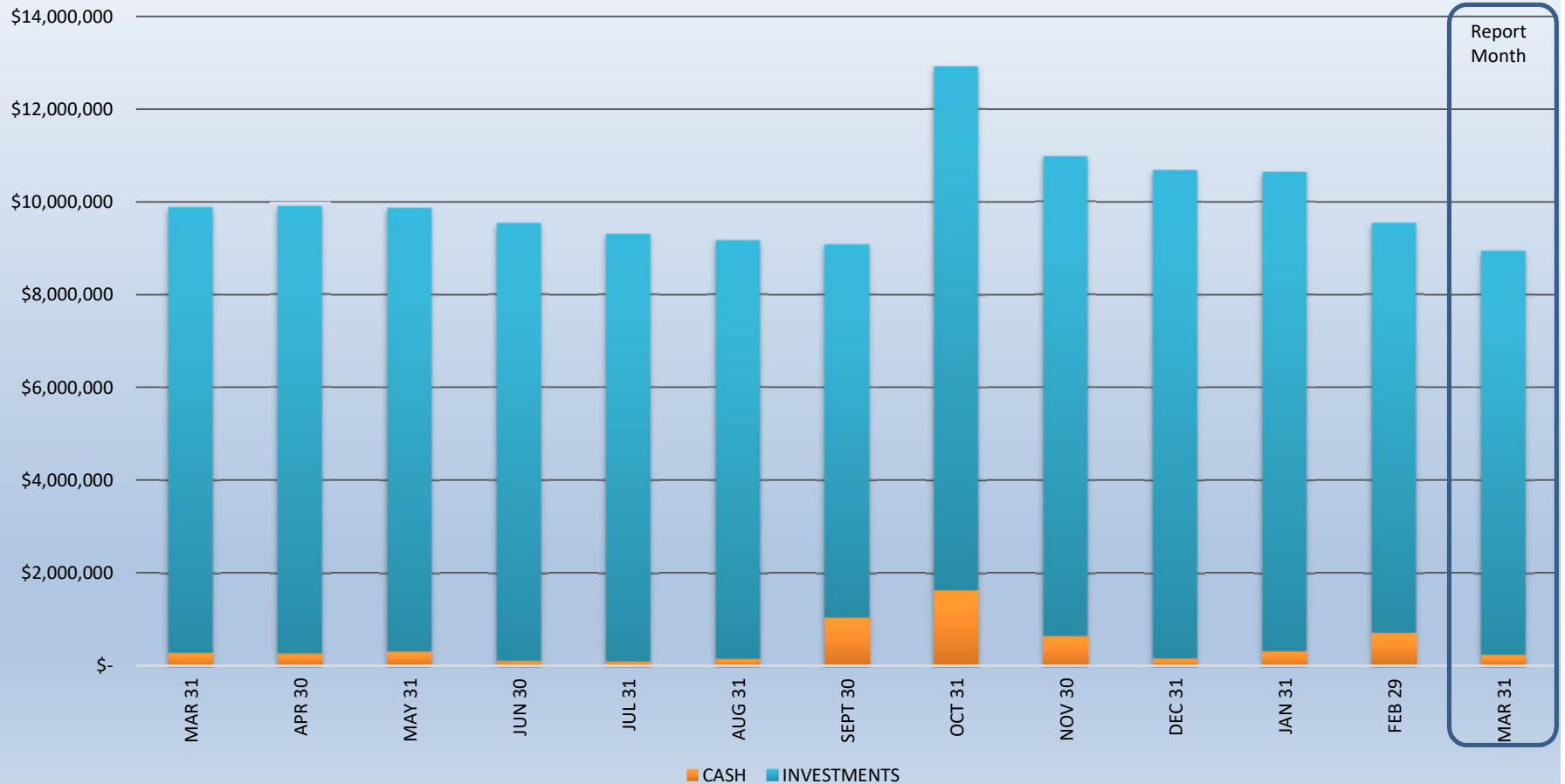
<b>ELECTION FUND - 103</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
Use of Fund Balance	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 21,465	\$ -	\$ (21,465)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 21,465</b>	<b>\$ -</b>	<b>\$ (21,465)</b>	<b>-</b>
<b>EXPENDITURES</b>					
Election Costs	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ 21,465			
Additional Transfers Out		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 21,465</b>			

<b>PROPERTY AND FACILITY FUND - 104</b>	<b>2024 BUDGET</b>	<b>YEAR TO DATE</b>	<b>ENCUMBRANCES</b>	<b>BUDGET BALANCE</b>	<b>% OF BUDGET</b>
<b>REVENUE</b>					
0	\$ -	\$ -	\$ -	\$ -	-
Transfers In	\$ -	\$ -	\$ -	\$ -	-
Investment Income	\$ -	\$ 20,673	\$ -	\$ (20,673)	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 20,673</b>	<b>\$ -</b>	<b>\$ (20,673)</b>	<b>-</b>
<b>EXPENDITURES</b>					
Property and Facilities	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
Excess/(Deficit)		\$ 20,673			
Additional Transfers Out		\$ -			
<b>NET EXCESS (DEFICIT)</b>		<b>\$ 20,673</b>			

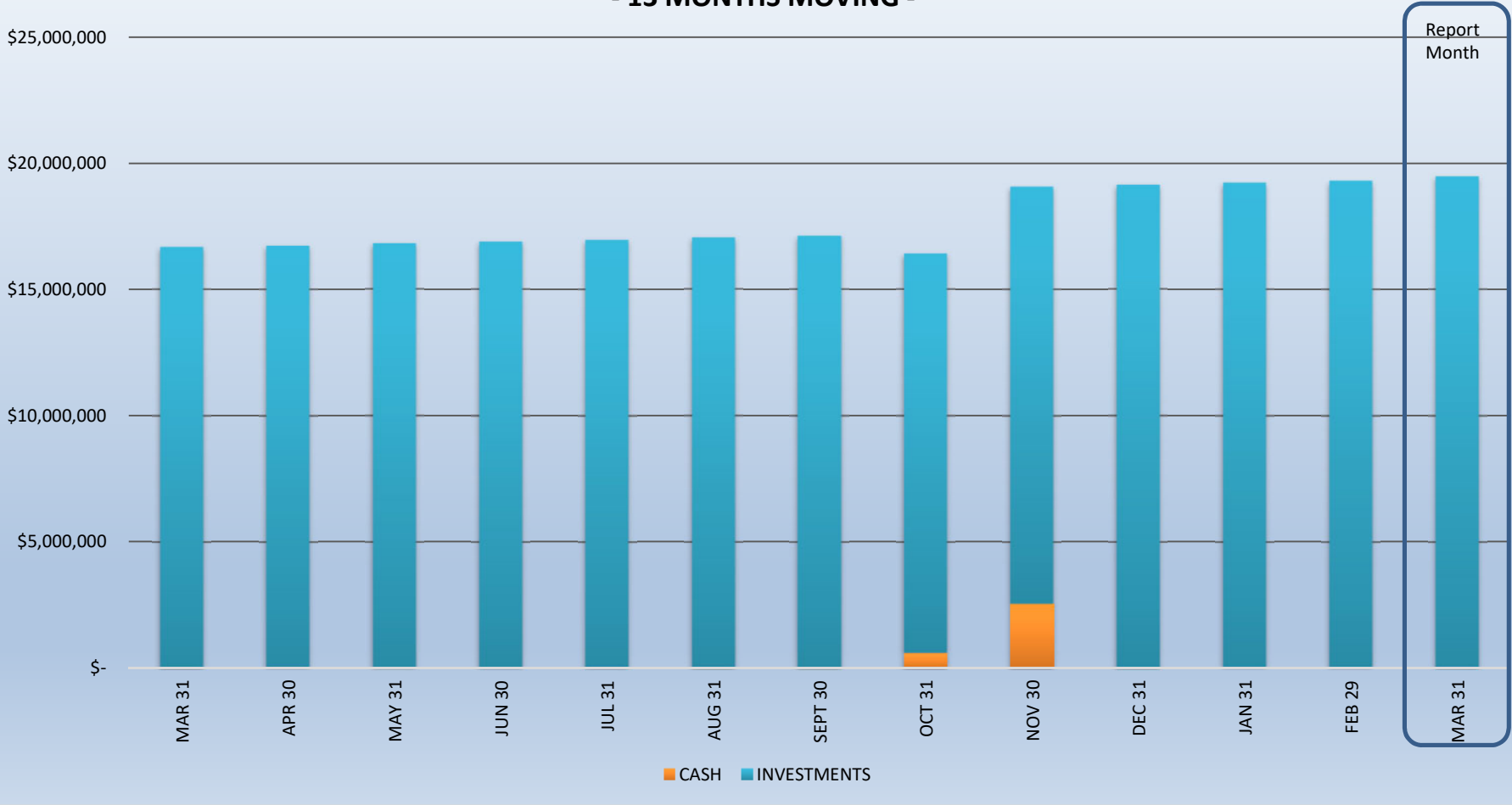
# **CASH & INVESTMENTS - SEMI-MONTHLY** **2024 - GENERAL FUND** **- 13 MONTHS MOVING -**

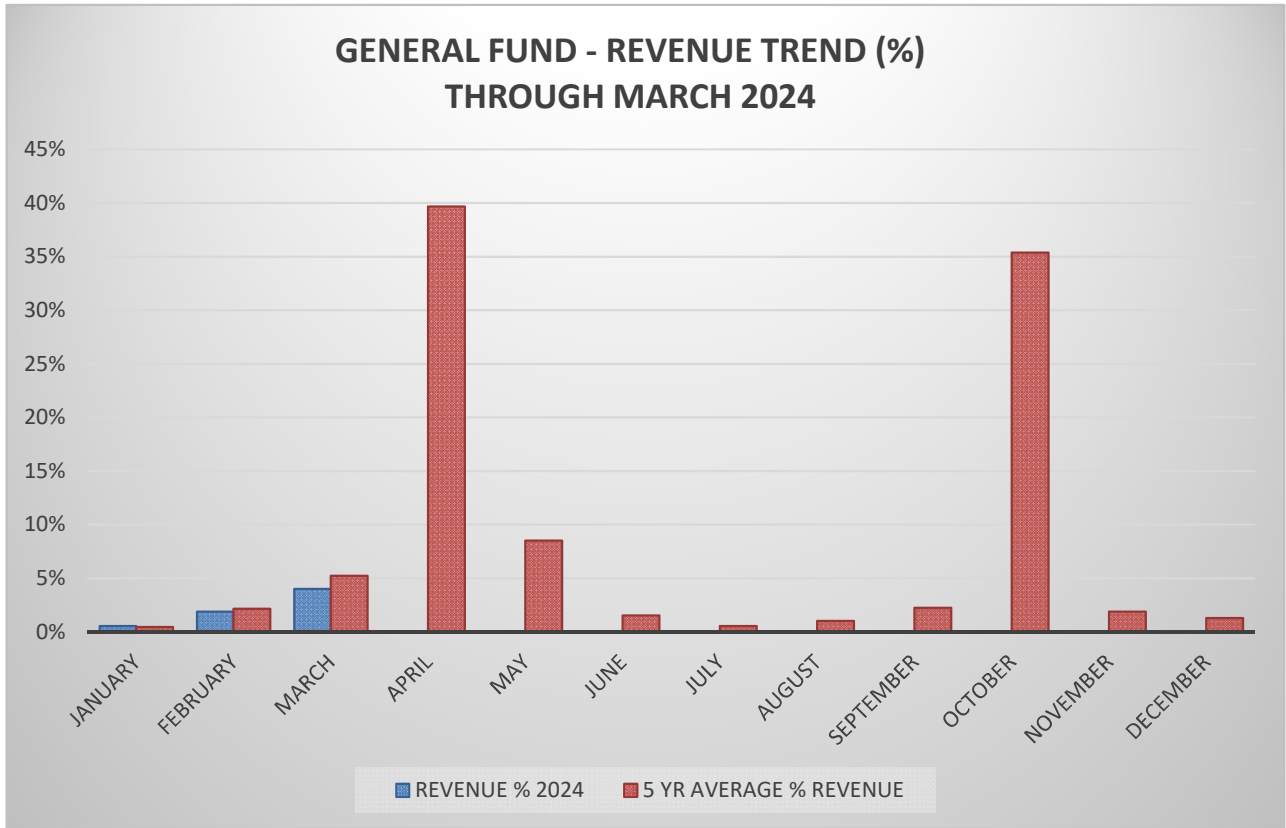


# **CASH & INVESTMENTS - MONTHLY** **2024 - CAPITAL IMPROVEMENT FUND** **- 13 MONTHS MOVING -**

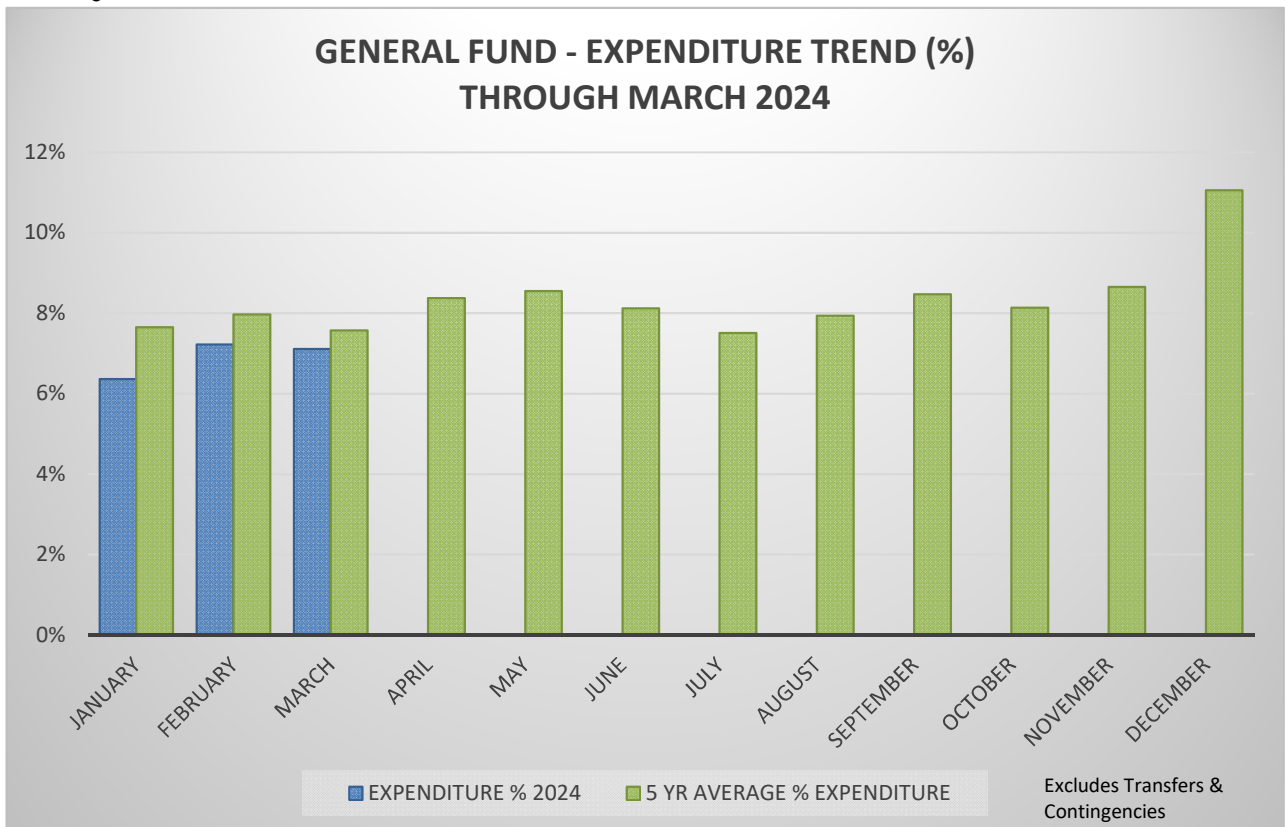


**CASH & INVESTMENTS - MONTHLY**  
**2024 - SPECIAL REVENUE FUNDS COMBINED**  
**- 13 MONTHS MOVING -**





0



## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:	ORIGINAL	REVISED	YTD	MTD	ENCUMBRANCES	AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	ACTUAL	ACTUAL		BUDGET	USE/COL
<b>01 TAXES</b>							
311110 PROPERTY TAX--CURRENT	-44,906,100	-44,906,100	-2,509,643.68	-1,771,934.50	.00	-42,396,456.32	5.6%
311120 PROPERTY TAX--DELINQUENT	-530,900	-530,900	-241,954.33	-64,419.83	.00	-288,945.67	45.6%
311121 PROPERTY TAX--KING COUNTY	-60,600	-60,600	-1,141.22	-945.47	.00	-59,458.78	1.9%
311300 SALE OF TAX TITLE PROPERTY	-6,000	-6,000	-4.36	.00	.00	-5,995.64	.1%
317200 LEASEHOLD EXCISE TAX	-20,000	-20,000	-18,126.05	-1,122.23	.00	-1,873.95	90.6%
317400 TIMBER EXCISE TAX	-63,000	-63,000	.00	.00	.00	-63,000.00	.0%
TOTAL TAXES	-45,586,600	-45,586,600	-2,770,869.64	-1,838,422.03	.00	-42,815,730.36	6.1%
<b>02 CHARGES OTHER</b>							
335023 DNR TIMBER TRUST 2	-15,000	-15,000	-2,605.43	.00	.00	-12,394.57	17.4%
341801 GRAPHICS SERVICE CHARGES	-4,000	-4,000	-87.58	.00	.00	-3,912.42	2.2%
347200 LIBRARY SERVICES FEES--ILL	0	0	-12.95	-12.95	.00	12.95	100.0%
347902 PRINTER FEES	0	0	-5,931.61	-2,149.50	.00	5,931.61	100.0%
359000 LIBRARY FINES	0	0	-104.88	-67.35	.00	104.88	100.0%
361100 INVESTMENT EARNINGS	-452,000	-452,000	-89,729.92	-27,667.83	.00	-362,270.08	19.9%
361430 INTEREST INCOME--CONTRACTS &	0	0	-78.95	-12.46	.00	78.95	100.0%
362001 RENTS AND LEASES--KPHC	-1,000	-1,000	-1,056.63	.00	.00	56.63	105.7%
367010 DONOR PROCEEDS--FOUNDATION	-325,000	-325,000	.00	.00	.00	-325,000.00	.0%
367999 OPPORTUNITY DONATIONS	-160,000	-160,000	.00	.00	.00	-160,000.00	.0%
369100 SALE OF SURPLUS--GENERAL	-2,000	-2,000	-214.88	-214.88	.00	-1,785.12	10.7%
369101 SALE OF SURPLUS--MATERIALS	-4,000	-4,000	-8,622.29	-5,490.89	.00	4,622.29	215.6%
369200 FOUND MONEY	0	0	-133.61	-20.00	.00	133.61	100.0%
369910 MISCELLANEOUS OTHER	0	0	-9,453.12	-9,453.12	.00	9,453.12	100.0%
369911 PAYMENT FOR LOST MATERIALS	-20,000	-20,000	-7,056.09	-1,972.79	.00	-12,943.91	35.3%
369913 ERATE REIMBURSEMENT	-200,000	-200,000	-122,976.38	.00	.00	-77,023.62	61.5%
369914 PROCUREMENT CARD REBATES	-75,000	-75,000	-13,981.48	.00	.00	-61,018.52	18.6%
TOTAL CHARGES OTHER	-1,258,000	-1,258,000	-262,045.80	-47,061.77	.00	-995,954.20	20.8%
<b>03 SALARIES AND WAGES</b>							
511000 SALARIES AND WAGES	24,630,000	24,630,000	5,646,512.17	1,824,528.17	.00	18,983,487.83	22.9%
511005 ADDITIONAL HOURS	150,000	150,000	.00	.00	.00	150,000.00	.0%
511006 SUBSTITUTE HOURS	32,000	32,000	1,632.51	227.41	.00	30,367.49	5.1%



## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR: 001 GENERAL FUND	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
511007 SHIFT DIFFERENTIAL	134,000	134,000	29,156.53	9,913.00	.00	104,843.47	21.8%
511009 TUITION ASSISTANCE	12,000	12,000	2,149.50	.00	.00	9,850.50	17.9%
512000 OVERTIME WAGES	67,000	67,000	5,611.75	3,505.80	.00	61,388.25	8.4%
519999 ADJ WAGE/SALARY TO MATCH PLAN	-1,127,000	-1,127,000	.00	.00	.00	-1,127,000.00	.0%
TOTAL SALARIES AND WAGES	23,898,000	23,898,000	5,685,062.46	1,838,174.38	.00	18,212,937.54	23.8%
<b>04 PERSONNEL BENEFITS</b>							
520010 FICA	1,895,000	1,895,000	420,559.09	136,052.52	.00	1,474,440.91	22.2%
520020 MEDICAL INSURANCE	3,304,000	3,304,000	716,905.02	221,116.53	.00	2,587,094.98	21.7%
520021 DENTAL INSURANCE	259,000	259,000	55,220.16	18,363.84	.00	203,779.84	21.3%
520022 LIFE AND DISABILITY INSURANCE	103,000	103,000	23,620.00	7,954.90	.00	79,380.00	22.9%
520023 INDUSTRIAL INSURANCE	151,000	151,000	35,807.87	12,005.54	.00	115,192.13	23.7%
520030 RETIREMENT	2,378,000	2,378,000	527,533.06	172,098.72	.00	1,850,466.94	22.2%
520040 UNEMPLOYMENT INSURANCE	35,000	35,000	2,830.61	.00	.00	32,169.39	8.1%
520041 PAID FML INSURANCE	58,000	58,000	12,008.36	3,862.67	.00	45,991.64	20.7%
520091 OTHER BENEFIT	75,000	75,000	2,515.35	817.55	.00	72,484.65	3.4%
529999 ADJ BENEFITS TO MATCH PLAN	-369,000	-369,000	.00	.00	.00	-369,000.00	.0%
TOTAL PERSONNEL BENEFITS	7,889,000	7,889,000	1,796,999.52	572,272.27	.00	6,092,000.48	22.8%
<b>05 SUPPLIES EXPENSES</b>							
531000 OFFICE/OPERATING SUPPLIES--DE	91,300	91,300	22,429.20	5,108.17	.00	68,870.80	24.6%
531002 OFFICE/OPERATING SUPPLIES--SU	101,500	101,500	17,577.55	10,475.35	28,528.32	55,394.13	45.4%
531004 OFFICE/OPERATING SUPPLIES--PU	122,000	122,000	17,524.80	7,747.05	17,807.03	86,668.17	29.0%
531010 CUSTODIAL SUPPLIES	130,000	130,000	25,541.40	11,982.78	69,469.26	34,989.34	73.1%
531020 MAINTENANCE SUPPLIES	46,000	46,000	9,029.11	3,622.93	.00	36,970.89	19.6%
531030 MATERIAL PROCESSING SUP	16,100	16,100	8,502.73	6,162.68	.00	7,597.27	52.8%
531040 TRAINING SUPPLIES	3,000	3,000	.00	.00	.00	3,000.00	.0%
531099 FOUNDATION PASSTHROUGH-SUP	155,300	155,300	14,261.30	5,314.90	14,500.00	126,538.70	18.5%
532000 FUEL	47,000	47,000	9,720.24	2,916.55	37,279.76	.00	100.0%
535000 MINOR EQUIPMENT	11,000	11,000	2,524.40	.00	.00	8,475.60	22.9%
535010 FURNISHINGS--PUBLIC	50,000	50,000	.00	.00	.00	50,000.00	.0%
535015 FURNISHINGS--STAFF	54,500	54,500	102.98	.00	4,519.66	49,877.36	8.5%
535020 TECHNOLOGY HARDWARE--PUBLIC	200,000	200,000	7,202.07	.00	.00	192,797.93	3.6%
535025 TECHNOLOGY HARDWARE--STAFF	206,000	206,000	.00	.00	.00	206,000.00	.0%
535030 TECHNOLOGY HARDWARE--GENERAL	36,000	36,000	.00	.00	.00	36,000.00	.0%
535050 SOFTWARE/LICENSES/HOST--APPS	555,200	555,200	94,014.00	74,695.55	27,714.57	433,471.43	21.9%

## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR: 001 GENERAL FUND	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
535055 SOFTWARE/LICENSES/HOST--INFRA	418,900	418,900	14,561.05	5,409.51	69,852.40	334,486.55	20.2%
TOTAL SUPPLIES EXPENSES	2,243,800	2,243,800	242,990.83	133,435.47	269,671.00	1,731,138.17	22.8%

## 06 MATERIALS

534000 MATERIALS COLLECTION	65,000	65,000	.00	.00	.00	65,000.00	.0%
534005 ADULT AV - CDS	30,000	30,000	5,561.46	2,339.00	.00	24,438.54	18.5%
534010 ADULT AV - DVD	330,000	330,000	61,213.01	28,904.21	.00	268,786.99	18.5%
534015 ADULT AV - DVDNF	21,000	21,000	3,715.58	1,583.82	.00	17,284.42	17.7%
534020 ADULT AV AUDIOBOOKS	25,000	25,000	3,670.51	951.78	.00	21,329.49	14.7%
534105 ADULT BOOK CLUB KITS	3,500	3,500	.00	.00	.00	3,500.00	.0%
534110 ADULT FICTION	270,000	270,000	70,378.08	26,457.61	.00	199,621.92	26.1%
534115 ADULT GRAPHIC NOVELS	15,000	15,000	4,476.87	1,684.85	.00	10,523.13	29.8%
534120 ADULT LARGE PRINT	50,000	50,000	7,274.09	3,213.41	.00	42,725.91	14.5%
534125 ADULT LUCKY DAY	55,000	55,000	14,666.10	3,513.68	.00	40,333.90	26.7%
534130 ADULT NONFICTION	300,000	300,000	78,311.31	32,650.04	.00	221,688.69	26.1%
534145 ADULT REFERENCE	5,000	5,000	97.65	.00	.00	4,902.35	2.0%
534150 ADULT YA FICTION	55,000	55,000	8,678.40	4,521.90	.00	46,321.60	15.8%
534155 ADULT YA GRAPHIC NOVELS	25,000	25,000	7,002.93	4,071.61	.00	17,997.07	28.0%
534160 ADULT YA NONFICTION	12,500	12,500	1,985.66	1,338.48	.00	10,514.34	15.9%
534205 CHILDREN'S BOOK CLUB KITS	3,500	3,500	17.83	.00	.00	3,482.17	.5%
534215 CHILDREN'S EARLY LEARNING	6,000	6,000	2,907.41	1,264.26	.00	3,092.59	48.5%
534220 CHILDREN'S FICTION	225,000	225,000	61,352.37	27,667.80	.00	163,647.63	27.3%
534225 CHILDREN'S GRAPHIC NOVELS	55,000	55,000	10,140.78	5,110.75	.00	44,859.22	18.4%
534230 CHILDREN'S NONFICTION	135,000	135,000	26,721.29	10,887.83	.00	108,278.71	19.8%
534235 CHILDREN'S SCIENCE TO GO	4,000	4,000	1,522.63	1,187.21	.00	2,477.37	38.1%
534237 CHILDREN'S STANDING ORDERS	32,500	32,500	9,421.79	2,544.07	.00	23,078.21	29.0%
534240 CHILDREN'S STORYTIME	3,000	3,000	732.51	278.45	.00	2,267.49	24.4%
534305 DATABASES	524,500	524,500	116,060.04	236.21	.00	408,439.96	22.1%
534410 EBOOKS	875,000	875,000	106,766.70	96,531.65	.00	768,233.30	12.2%
534415 EDOWNLOADABLE AUDIO	775,000	775,000	86,743.50	68,849.71	.00	688,256.50	11.2%
534417 ONLINE BOOK CLUB KITS	3,500	3,500	.00	.00	.00	3,500.00	.0%
534421 ESTREAMING FILMS	150,000	150,000	.00	.00	.00	150,000.00	.0%
534425 EHOSTING FEES	17,000	17,000	12,000.00	.00	.00	5,000.00	70.6%
534430 EMAGAZINES	80,500	80,500	45,000.00	.00	.00	35,500.00	55.9%
534505 MAGAZINES	71,000	71,000	6,130.46	724.63	.00	64,869.54	8.6%
534605 VENDOR PROCESSING	100,000	100,000	20,316.42	8,471.98	.00	79,683.58	20.3%
534645 VENDOR CATALOGING	10,000	10,000	454.00	454.00	.00	9,546.00	4.5%
534705 WORLD - ADULT SPANISH	9,000	9,000	1,691.35	1,482.12	.00	7,308.65	18.8%
534710 WORLD - CHILDREN'S SPANISH	14,000	14,000	2,487.78	696.36	.00	11,512.22	17.8%
534715 WORLD - CHINESE	10,000	10,000	65.38	.00	.00	9,934.62	.7%

## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR: 001 GENERAL FUND	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
534725 WORLD - GERMAN	7,500	7,500	616.56	616.56	.00	6,883.44	8.2%
534730 WORLD - JAPANESE	5,000	5,000	.00	.00	.00	5,000.00	.0%
534735 WORLD - KOREAN	20,000	20,000	.00	.00	.00	20,000.00	.0%
534740 WORLD - TAGALOG	15,000	15,000	.00	.00	.00	15,000.00	.0%
534745 WORLD - VIETNAMESE	7,500	7,500	.00	.00	.00	7,500.00	.0%
534750 WORLD - RUSSIAN	20,000	20,000	.00	.00	.00	20,000.00	.0%
534805 YOUTH CHILDREN'S AUDIO BOOKS	30,000	30,000	10,029.34	7,173.74	.00	19,970.66	33.4%
534810 YOUTH DVD - FTY	30,000	30,000	5,466.08	3,997.92	.00	24,533.92	18.2%
534815 YOUTH YA AUDIO BOOKS	0	0	148.60	.00	.00	-148.60	100.0%
534900 COLLECTION PROJECTS	4,000	4,000	.00	.00	.00	4,000.00	.0%
541610 RESOURCE SHARING SERVICES	20,000	20,000	.00	.00	.00	20,000.00	.0%
541620 BIBLIOGRAPHIC & RELATED SERVI	40,200	40,200	.00	.00	.00	40,200.00	.0%
TOTAL MATERIALS	4,564,700	4,564,700	793,824.47	349,405.64	.00	3,770,875.53	17.4%

### 07 SERVICES EXPENSES

541000 INDEPENDENT CONTRACTORS	398,200	398,200	19,645.00	10,495.00	33,050.00	345,505.00	13.2%
541004 INDEPENDENT CONTRACTORS--INFR	75,000	75,000	9,000.00	2,900.00	53,100.00	12,900.00	82.8%
541010 PERFORMER SERVICES	113,000	113,000	9,051.10	3,367.85	9,865.55	94,083.35	16.7%
541020 CONTRACTUAL SERVICES	480,000	480,000	85,629.90	38,987.43	225,085.19	169,284.91	64.7%
541040 LEGAL SERVICES	95,000	95,000	10,097.50	4,095.00	27,572.00	57,330.50	39.7%
541050 DATA SERVICES	9,000	9,000	.00	.00	.00	9,000.00	.0%
541630 PRINTING AND BINDING	133,500	133,500	17,644.66	11,842.42	66,692.04	49,163.30	63.2%
541650 ILL LOST ITEM CHARGE	3,000	3,000	565.94	72.86	.00	2,434.06	18.9%
542000 POSTAGE	72,300	70,870	8,845.87	8,747.77	25,580.29	36,443.64	48.6%
542001 SHIPPING	10,000	10,000	154.99	.00	.00	9,845.01	1.5%
542010 TELECOM SERVICES--PHONES	81,600	81,600	24,572.73	8,608.87	.00	57,027.27	30.1%
542011 TELECOM SERVICES--CELLPHONES	39,000	39,000	11,658.60	5,668.64	.00	27,341.40	29.9%
542012 TELECOM SERVICES--INTERNET	345,000	345,000	257,891.54	115,946.90	.00	87,108.46	74.8%
543000 TRAVEL AND TOLLS	102,900	102,900	9,511.18	6,456.59	.00	93,388.82	9.2%
543010 MILEAGE REIMBURSEMENTS	55,500	55,500	13,147.48	4,180.16	.00	42,352.52	23.7%
544000 ADVERTISING	136,500	136,500	10,803.37	4,282.52	100,913.55	24,783.08	81.8%
545010 RENTALS/LEASES--BUILDINGS	0	0	3,840.00	3,840.00	.00	-3,840.00	100.0%
545020 RENTALS/LEASES--EQUIPMENT	3,200	3,200	.00	.00	.00	3,200.00	.0%
545030 Rental/Lease CAM	480,500	480,500	155,553.00	36,342.46	.00	324,947.00	32.4%
546000 INSURANCE	300,000	300,000	682.00	.00	.00	299,318.00	.2%
547000 ELECTRICITY	346,000	346,000	87,635.33	28,892.85	.00	258,364.67	25.3%
547010 NATURAL GAS	16,500	16,500	1,397.36	313.25	.00	15,102.64	8.5%
547020 WATER	41,000	41,000	8,066.61	2,635.22	.00	32,933.39	19.7%
547030 SEWER	35,000	35,000	9,988.45	4,070.57	.00	25,011.55	28.5%
547040 REFUSE	55,000	55,000	12,753.15	4,194.81	.00	42,246.85	23.2%

## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR: 001 GENERAL FUND	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
548000 GENERAL REPAIRS/MAINTENANCE	551,500	551,500	62,982.25	11,849.19	172,221.12	316,296.63	42.6%
548010 CONTRACTED MAINTENANCE	589,800	589,800	104,236.88	48,316.18	207,555.61	278,007.51	52.9%
548050 VEHICLE REPAIR AND MAINTENANC	60,000	60,000	8,973.94	6,486.88	15,000.00	36,026.06	40.0%
548100 IT SYSTEMS MAINTENANCE--APPS	5,000	5,000	.00	.00	.00	5,000.00	.0%
548110 IT SYSTEMS MAINTENANCE--INFRA	83,000	83,000	.00	.00	.00	83,000.00	.0%
549010 INDIVIDUAL REGISTRATIONS	111,150	111,150	9,620.00	4,108.00	.00	101,530.00	8.7%
549011 ORGANIZATIONAL REGISTRATIONS	14,500	14,500	395.00	220.00	.00	14,105.00	2.7%
549020 DUES AND MEMBERSHIPS	60,400	61,830	46,266.14	11,858.00	.00	15,564.06	74.8%
549030 TAXES AND ASSESSMENTS	52,000	52,000	-.01	.00	.00	52,000.01	.0%
549040 LICENSES	2,000	2,000	368.60	.00	.00	1,631.40	18.4%
549050 FEES	17,500	17,500	3,843.89	660.82	.00	13,656.11	22.0%
549120 CONTINGENCY/RESERVE	572,800	572,800	.00	.00	.00	572,800.00	.0%
591720 GASB 87 LONG TERM LEASE	652,750	652,750	164,319.87	49,916.06	38,867.85	449,562.28	31.1%
TOTAL SERVICES EXPENSES	6,199,100	6,199,100	1,169,142.32	439,356.30	975,503.20	4,054,454.48	34.6%
<b>09 TRANSFERS/SETASIDES</b>							
597030 TRANSFERS OUT--CAPITAL PROJEC	2,050,000	2,050,000	.00	.00	.00	2,050,000.00	.0%
TOTAL TRANSFERS/SETASIDES	2,050,000	2,050,000	.00	.00	.00	2,050,000.00	.0%
TOTAL GENERAL FUND	0	0	6,655,104.16	1,447,160.26	1,245,174.20	-7,900,278.36	100.0%
TOTAL REVENUES	-46,844,600	-46,844,600	-3,032,915.44	-1,885,483.80	.00	-43,811,684.56	
TOTAL EXPENSES	46,844,600	46,844,600	9,688,019.60	3,332,644.06	1,245,174.20	35,911,406.20	

YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:		ORIGINAL	REVISED				AVAILABLE	PCT
102	LEVY SUSTAINABILITY FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
02 CHARGES OTHER								
361100	INVESTMENT EARNINGS	0	0	-305,278.30	-155,505.65	.00	305,278.30	100.0%
	TOTAL CHARGES OTHER	0	0	-305,278.30	-155,505.65	.00	305,278.30	100.0%
	TOTAL LEVY SUSTAINABILITY FUND	0	0	-305,278.30	-155,505.65	.00	305,278.30	100.0%
	TOTAL REVENUES	0	0	-305,278.30	-155,505.65	.00	305,278.30	

YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:		ORIGINAL	REVISED				AVAILABLE	PCT
103	ELECTION FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
02 CHARGES OTHER								
361100	INVESTMENT EARNINGS	0	0	-21,465.37	-10,934.24	.00	21,465.37	100.0%
	TOTAL CHARGES OTHER	0	0	-21,465.37	-10,934.24	.00	21,465.37	100.0%
	TOTAL ELECTION FUND	0	0	-21,465.37	-10,934.24	.00	21,465.37	100.0%
	TOTAL REVENUES	0	0	-21,465.37	-10,934.24	.00	21,465.37	

YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:		ORIGINAL	REVISED				AVAILABLE	PCT
104	PROPERTY AND FACILITY FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
02 CHARGES OTHER								
361100	INVESTMENT EARNINGS	0	0	-20,672.80	-10,530.51	.00	20,672.80	100.0%
	TOTAL CHARGES OTHER	0	0	-20,672.80	-10,530.51	.00	20,672.80	100.0%
	TOTAL PROPERTY AND FACILITY FUND	0	0	-20,672.80	-10,530.51	.00	20,672.80	100.0%
	TOTAL REVENUES	0	0	-20,672.80	-10,530.51	.00	20,672.80	

YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:		ORIGINAL	REVISED				AVAILABLE	PCT
201	DEBT SERVICE FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
02 CHARGES OTHER								
361100	INVESTMENT EARNINGS	0	0	-1,630.69	-830.54	.00	1,630.69	100.0%
	TOTAL CHARGES OTHER	0	0	-1,630.69	-830.54	.00	1,630.69	100.0%
	TOTAL DEBT SERVICE FUND	0	0	-1,630.69	-830.54	.00	1,630.69	100.0%
	TOTAL REVENUES	0	0	-1,630.69	-830.54	.00	1,630.69	



## YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:	ORIGINAL	REVISED	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE	PCT
301 CAPITAL IMPROVEMENT FUND	APPROP	BUDGET				BUDGET	USE/COL
<b>02 CHARGES OTHER</b>							
308100 RESERVED CASH AND INVESTMENTS	-9,576,800	-9,576,800	.00	.00	.00	-9,576,800.00	.0%
361100 INVESTMENT EARNINGS	0	0	-167,465.37	-80,252.71	.00	167,465.37	100.0%
TOTAL CHARGES OTHER	-9,576,800	-9,576,800	-167,465.37	-80,252.71	.00	-9,409,334.63	1.7%
<b>07 SERVICES EXPENSES</b>							
541000 INDEPENDENT CONTRACTORS	4,000	4,000	5,954.18	5,954.18	3,650.00	-5,604.18	240.1%
541020 CONTRACTUAL SERVICES	395,500	395,500	51,102.14	14,719.14	162,271.19	182,126.67	54.0%
541040 LEGAL SERVICES	0	0	2,357.50	887.50	.00	-2,357.50	100.0%
541060 ARCHITECTURAL/ENGR SERVICES	2,064,437	2,064,437	132,282.56	89,025.70	3,551,901.55	-1,619,747.11	178.5%
542000 POSTAGE	13,000	13,000	.00	.00	.00	13,000.00	.0%
545010 RENTALS/LEASES--BUILDINGS	47,000	43,737	10,881.00	3,627.00	.00	32,856.00	24.9%
545020 RENTALS/LEASES--EQUIPMENT	5,000	8,263	2,485.85	591.90	7,187.80	-1,410.65	117.1%
549050 FEES	216,256	216,256	1,922.40	.00	.00	214,333.60	.9%
549120 CONTINGENCY/RESERVE	481,056	481,056	.00	.00	.00	481,056.00	.0%
TOTAL SERVICES EXPENSES	3,226,249	3,226,249	206,985.63	114,805.42	3,725,010.54	-705,747.17	121.9%
<b>08 CAPITAL OUTLAYS</b>							
562000 BUILDING ACQUISITIONS	4,584,100	4,584,100	982,561.97	.00	3,322,903.07	278,634.96	93.9%
562020 LAND & PROPERTY IMPROVEMENTS	447,748	447,748	934.94	934.94	156,106.31	290,706.75	35.1%
562100 CONSTRUCTION	2,770,703	2,770,703	733,658.14	551,093.11	1,600,234.44	436,810.42	84.2%
562500 ROOFING	0	0	1,640.49	.00	.00	-1,640.49	100.0%
562800 FURNITURE AND FIXTURES	302,000	302,000	.00	.00	276,491.73	25,508.27	91.6%
564100 VEHICLES	266,000	266,000	.00	.00	191,414.16	74,585.84	72.0%
564300 TECHNOLOGY EQUIPMENT	30,000	30,000	.00	.00	.00	30,000.00	.0%
TOTAL CAPITAL OUTLAYS	8,400,551	8,400,551	1,718,795.54	552,028.05	5,547,149.71	1,134,605.75	86.5%
<b>09 TRANSFERS/SETASIDES</b>							
397010 TRANSFERS IN	-2,050,000	-2,050,000	.00	.00	.00	-2,050,000.00	.0%
TOTAL TRANSFERS/SETASIDES	-2,050,000	-2,050,000	.00	.00	.00	-2,050,000.00	.0%



YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

ACCOUNTS FOR:		ORIGINAL	REVISED					AVAILABLE	PCT
301	CAPITAL IMPROVEMENT FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES		BUDGET	USE/COL
TOTAL CAPITAL IMPROVEMENT FUND		0	0	1,758,315.80	586,580.76	9,272,160.25	-11,030,476.05		100.0%
	TOTAL REVENUES	-11,626,800	-11,626,800	-167,465.37	-80,252.71	.00	-11,459,334.63		
	TOTAL EXPENSES	11,626,800	11,626,800	1,925,781.17	666,833.47	9,272,160.25	428,858.58		

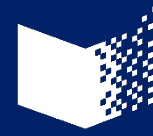
YEAR-TO-DATE BUDGET REPORT

FOR 2024 03

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	0	0	8,064,372.80	1,855,940.08	10,517,334.45	-18,581,707.25	100.0%

\*\* END OF REPORT - Generated by Olivia Bishop \*\*

# Public Services Report



Pierce County  
Library System

Information & Imagination

## Library at a Glance: Mar 2024 YTD Key Performance Indicators

Cardholders  308,959  ↑ +4.8%	YTD Users - Physical  370,489  ↑ +24%	YTD Circulation - Digital  678,014  ↑ +20%
YTD Circulation - Physical  666,380  ↑ +1.7%	YTD Number of Youth Programs  634  ↑ +21%	YTD Youth Program Attendees  13,312  ↑ +6%
YTD Number of Adult Programs  257  ↑ +35%	YTD Adult Program Attendees  2,281  ↑ +20%	

The percentage change is a comparison of YTD from prior year 2023. Physical circulation includes renewals.

## In Focus: Mar 2024 Service Highlight

### Public Services Highlight: Ask Us

[Ask Us](#) is a [new service](#) model that brings the Library's information services (reference; readers' advisory; technology assistance) under one umbrella service, making it easier for both customers to connect with staff and for staff to respond to customer needs.

The Library's [Ask Us](#) service provides a streamlined and simplified way for customers to connect with Library staff, resources and services. Through the Library's website, customers are able to request and receive timely support with library resources, research assistance and technology assistance by filling out a brief form online. Customers can also request an in-person, phone or virtual appointment with Library staff for personalized one-one-one assistance. Library staff respond to Ask Us requests within 24 to 48 hours.

The Ask Us network of Library staff or "collective brain" effectively meets customer needs by responding quickly and thoroughly.

**555 customers served** in first three months

### Stories of Impact

After Library staff assisted a customer through the Ask Us service in finding a book she had previously read but couldn't recall the name of, she responded:

*"That's exactly it!! Thank you so much! No one I have asked has been able to help me so I'm very grateful!"*

Ask Us provides convenient access to the Library's readers' advisory services and digital collections. A customer requesting audiobook recommendations for their teenage son shared:

*"Thank you! He's long used the Libby app. That's how he has read through most of your collection already. I'll suggest those books you mentioned. Those are very welcome ideas."*

# Looking Ahead

## Events to Know About

Friends of the Buckley Library Book Sale - Saturday, May 11, 10:00am - 12:00pm; Buckley

Japanese sumi (ink) painting - Monday, May 13, 3:30pm – 4:30pm; Gig Harbor

Garden Talk: The Resilient Yard, Battling Climate Change at Home - Saturday, May 18, 10:30am – 12:00pm; Sumner

Never Too Old for War, Book Discussion and Signing - Saturday, May 25, 2:00pm – 4:00pm; DuPont

Ten Thousand Things, Artifacts of Asian American Life with Shin Yu Pai - Saturday, May 25, 3:00pm – 4:00pm; Orting

Craft a Bird House - Sunday, May 26, 1:00pm - 2:00pm; Parkland/Spanaway

Minimize to Maximize Tools & Tips on Getting (And Staying!) Organized! - Tuesday, May 28, 5:30pm - 6:30pm; Steilacoom

Meditation Practice Group - Wednesday, May 29, 6:00pm – 7:00pm; Virtual

## Public Services Operational Highlight

[Teen Volunteer League](#) is an annual summer volunteer program for teens ages 14-18 with the Pierce County Library System. It is an 8-week program that will run from July 1-Aug. 26. As volunteers, teens will earn service hours for attending weekly virtual trainings and in-person work sessions with library staff and a group of peers from across the county.

Teen Volunteers can expect to gain skills and experience, make friends and give back to the community by meeting with other teens to work on engaging community projects and assist in library activities, while building their résumé and earning volunteer service hours. Teen Volunteers can expect to receive: at least 15 hours of community service; résumé support and job skills training; mentorship from library staff; access to community resources; and leadership experience.

## Customer Impact and Community Engagement - Stories by Location

**Bonney Lake:** A Teen Specialist recently participated as a facilitator at the Elhi Hill Youth Forum. Elhi Hill is an alternative high school program that is part of the Sumner-Bonney Lake School District. As a facilitator, the Teen Specialist worked with teens to identify and prioritize strengths and needs within the community, and strategize ways they could take action to help in addressing these needs. This event facilitated stronger bonds with our local schools and provided a direct platform for our community's teenagers to express their concerns and priorities. We aim to integrate this valuable feedback into our programming and services.

**Eatonville:** Attending community events and offering services such as Legal Help Pop-up and VPOA (Voter Point of Assistance), the Eatonville Library staff hear time and again "I didn't know the Library had that" and "I have never been in here before".

**Gig Harbor:** Staff set up a pop-up library at a local park to promote upcoming programs, sign people up for library cards and answer questions. Staff interacted with 70 people, answering questions about the Library, books and the community. They also handed out tote bags to people walking along the harbor.

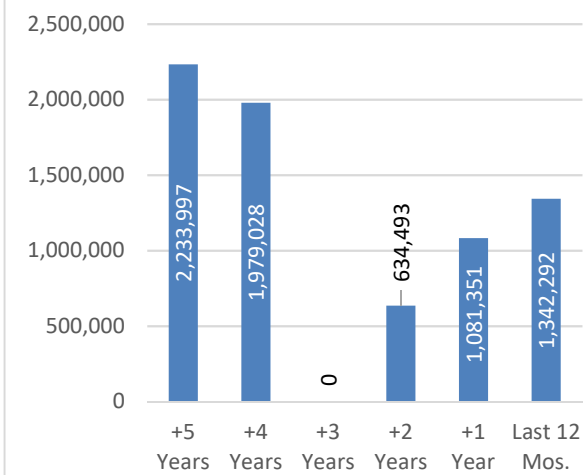
**Lakewood Services:** At a recent pop-up event at Lakewood City Hall, staff engaged with numerous customers. Service highlights encompassed aiding with interlibrary loan requests, resolving Libby (digital library app) issues, and assisting a customer in locating local employment resources. Having a dependable location for library services during the transition to a new building has been invaluable, allowing for connecting with regular patrons who dropped by to return materials and peruse the pop-up "shelves" and it's a great way to share the news about the anticipated August opening with everyone who stops by!

**Milton/Edgewood:** Supervising Librarians from Fife and Milton/Edgewood are working with the North Pierce County Community Coalition to coordinate a Health and Hope event on May 1. The focus of the event will be on summer jobs, health, student opportunities, young adults in trades, and other offerings that supports youth and families.

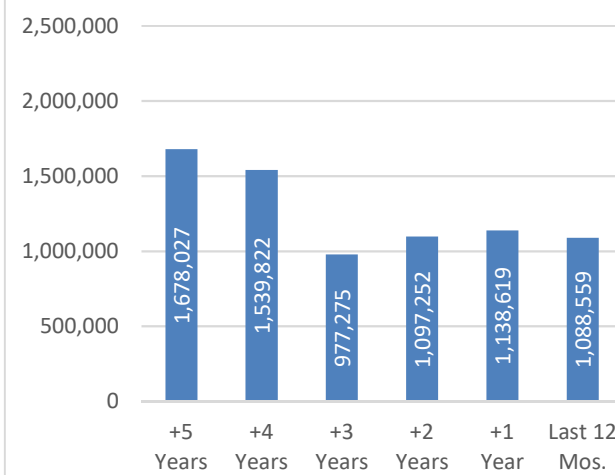
**South Hill:** From a customer who attended a recent class called Get to Know Libby: *"I wanted to let you know that I really enjoyed learning about Libby from you. Since then, I have borrowed several books from the library. Most I could read on my Kindle, but one I could not, so I read it in Libby on my cell phone. I also borrowed an audio book, which I listened to in Libby on my cell phone."*

## Customers / Visits - March 2024

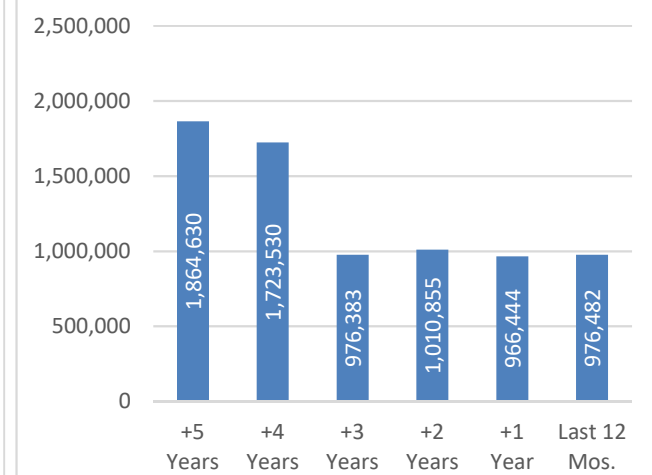
### Branch Visits



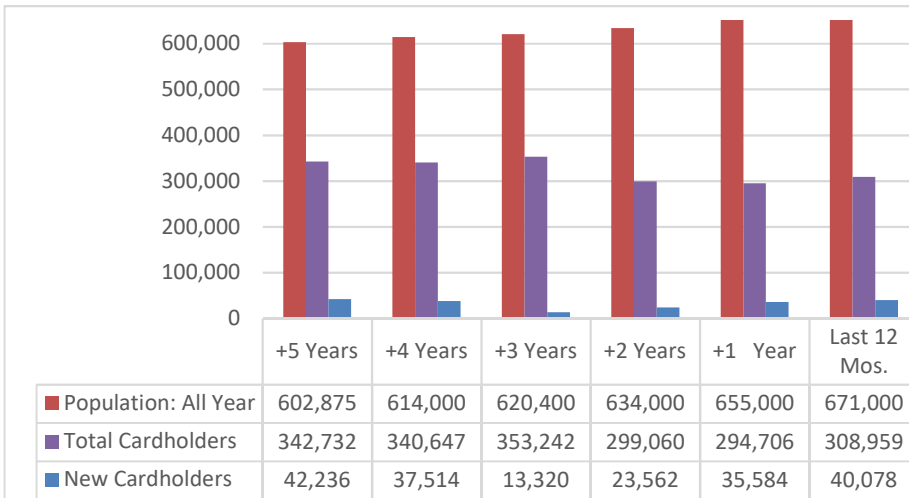
### Catalog Visits



### Website Visits



### PCLS Cardholder Statistics



### March and Rolling 12-Month Comparison

	March 2024	March 2023	% Change Mar. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
Branch Visits	126,527	109,102	16.0%	1,342,292	1,081,351	24.1%
Catalog Visits	96,656	96,340	0.3%	1,088,559	1,138,619	-4.4%
Public Website Visits	83,817	89,385	-6.2%	976,482	966,444	1.0%

### Technology

	March 2024	March 2023	% Change Mar. Year Over Year	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
PC/Laptop Sessions	16,452	13,703	20.1%	171,901	131,132	31.1%
Wi-Fi Sessions	72,826	59,284	22.8%	873,544	618,164	41.3%

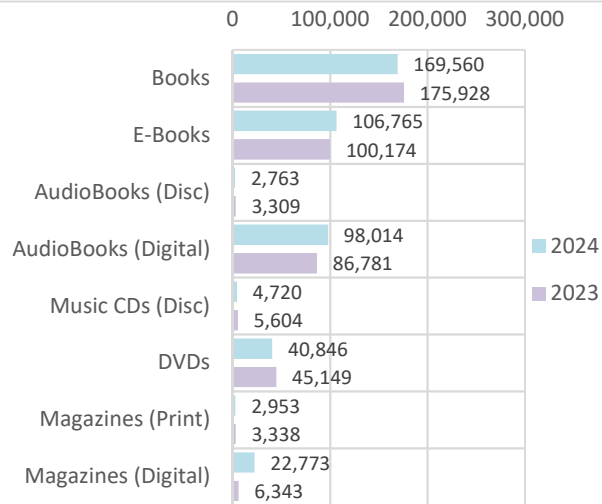
### Public Spaces Usage

	March 2024	Rolling Last 12 Months	Rolling 12 Months +1 Year	% Change Year Over Year
# of Public Meeting Uses	2,019	19,090	7,294	161.7%
# of Attendees	9,332	80,208	33,321	140.7%

Notes:

## Collection Use - March 2024

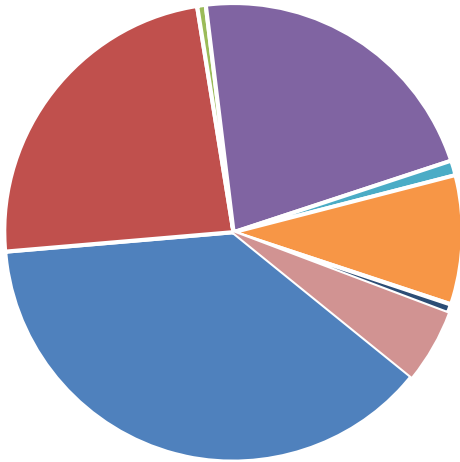
### March 2024 vs March 2023 Checkouts



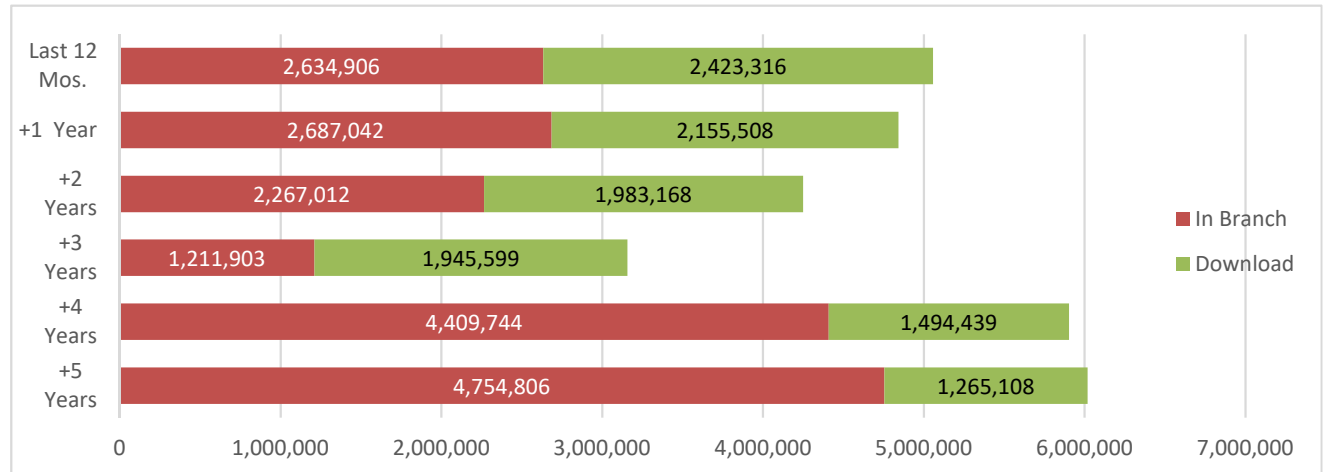
### Data Table

Categories	February 2024	March 2024	March 2023	% Change of Mar. Year Over Year	% of Total Mar. 2024 Checkouts	Rolling Last 12 Months	Rolling 12 Months + 1 Year	% Change 12 Months Year Over Year
Books	165,031	169,560	175,928	-3.62%	37.81%	1,994,482	2,006,868	-0.62%
E-Books	101,474	106,765	100,174	6.58%	23.81%	1,205,368	1,163,708	3.58%
AudioBooks (Disc)	2,631	2,763	3,309	-16.50%	0.62%	34,061	41,119	-17.16%
AudioBooks (Digital)	92,020	98,014	86,781	12.94%	21.86%	1,072,486	938,952	14.22%
Music CDs (Disc)	4,694	4,720	5,604	-15.77%	1.05%	57,324	65,439	-12.40%
DVDs	40,883	40,846	45,149	-9.53%	9.11%	491,784	522,227	-5.83%
Magazines (Print)	2,812	2,953	3,338	-11.53%	0.66%	36,151	38,668	-6.51%
Magazines (Digital)	20,781	22,773	6,343	259.03%	5.08%	179,716	70,084	156.43%
Totals:	430,326	448,394	426,626	5.10%	100.00%	5,071,372	4,847,065	4.63%

### Checkouts By Format - March 2024



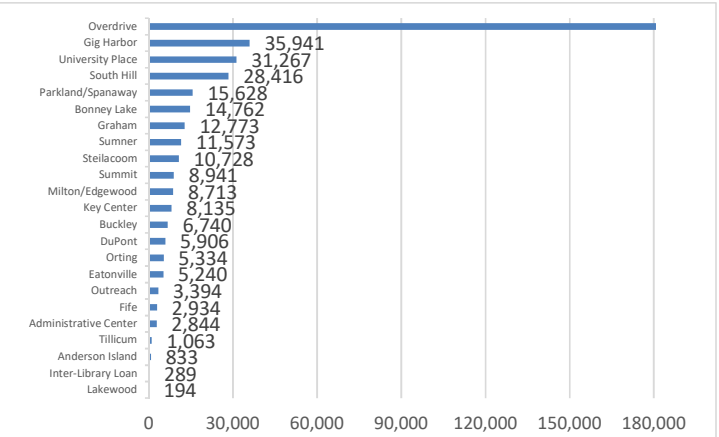
### Collection Checkouts



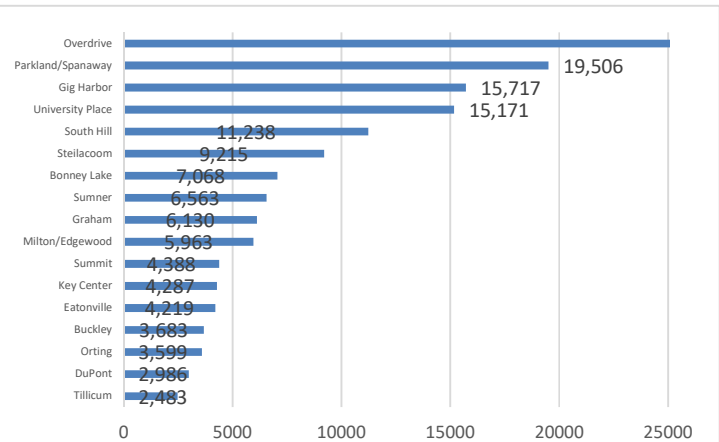
## Activity - March 2024

Location	Checkouts				Visitors			
	March 2024	Last 12 Mo.	+1 Year	% Change	March 2024	Last 12 Mo.	+1 Year	% Change
Administrative Center	2,844	29,910	30,341	-1.4%	No "visitors" for Administrative Center			
Anderson Island	833	10,195	7,310	39.5%	No Door Counter for Anderson Island			
Bonney Lake	14,762	153,208	178,973	-14.4%	7,068	81,467	68,517	18.9%
Buckley	6,740	76,373	73,909	3.3%	3,683	39,587	32,438	22.0%
DuPont	5,906	72,289	77,345	-6.5%	2,986	35,733	30,868	15.8%
Eatonville	5,240	61,266	64,515	-5.0%	4,219	44,858	36,993	21.3%
Fife	2,934	36,131	38,197	-5.4%	2,670	26,887	22,353	20.3%
Gig Harbor	35,941	411,610	428,964	-4.0%	15,717	166,102	139,967	18.7%
Graham	12,773	147,446	142,237	3.7%	6,130	61,411	47,265	29.9%
Inter-Library Loan	289	3,008	3,267	-7.9%	No "visitors" for Inter-Library Loan			
Key Center	8,135	99,411	96,168	3.4%	4,287	45,840	37,000	23.9%
Lakewood	194	1,891	43,628	-95.7%	No "visitors" for Lakewood			
Milton / Edgewood	8,713	99,100	102,216	-3.0%	5,963	58,420	45,244	29.1%
Orting	5,334	59,673	57,799	3.2%	3,599	38,121	29,497	29.2%
Overdrive	204,779	2,277,854	2,102,660	8.3%	34,241	380,428	332,379	14.5%
Outreach	3,394	39,635	29,256	35.5%	639	6,420	4,641	38.3%
Parkland / Spanaway	15,628	198,471	204,967	-3.2%	19,506	192,220	136,424	40.9%
South Hill	28,416	340,469	350,646	-2.9%	11,238	126,352	100,521	25.7%
Steilacoom	10,728	132,590	126,347	4.9%	9,215	97,264	77,470	25.6%
Summit	8,941	115,054	129,809	-11.4%	4,388	51,128	42,781	19.5%
Sumner	11,573	135,500	138,469	-2.1%	6,563	71,685	58,278	23.0%
Tillicum	1,063	13,000	11,493	13.1%	2,483	26,431	17,201	53.7%
University Place	31,267	362,350	344,432	5.2%	15,171	163,037	124,158	31.3%
<b>Total</b>	<b>426,427</b>	<b>4,876,434</b>	<b>4,782,948</b>	<b>2.0%</b>	<b>159,766</b>	<b>1,713,391</b>	<b>1,383,995</b>	<b>23.8%</b>

### March Checkouts



### March Visitors



### Location Closure Information - Last 12 Months

Location	Start Date	End Date	Duration	Notes	Location	Start Date	End Date	Duration	Notes
Anderson Island	3/8/2023	3/8/2023	1 day	Reduced ferry schedule					
Anderson Island	5/10/2023	5/10/2023	1 day	Reduced ferry schedule					
Graham	7/24/2023	7/28/2023	5 days	Parking lot repave					
Eatonville	8/14/2023	8/19/2023	6 days	HVAC repair					
Bonney Lake	1/16/2024	1/17/2024	2 days	Water issue					
Fife	1/16/2024	1/16/2024	1 day	Water issue					

Visitors: March 2024 counts are included in the Last 12 Mo. count for the branch locations.

Checkouts: Statistics for the Administrative Center come from the staff hold pickup area.



# Unfinished Business

---

# MEMO



Date: April 26, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Kristina Cintron, Director of Facilities and Capital Projects

Subject: Interim Lakewood Library Update

In April, A1 Landscaping and Construction (“Site Contractor”) completed the foundation and stem wall for the building footprint, which enables WillScot (“Building Contractor”) to deliver and install the thirteen (13) modular units. With modular units in place, the Building Contractor will set and secure them to the foundation, install exterior siding and roof membrane to make the building watertight. The Site Contractor will continue with site development of the plaza and curbing.

The Site Contractor submitted a number of change orders that were necessary over the last several months, which increased the contract value from \$1,374,000 to \$1,600,000. This is due to unforeseen site conditions, significant jurisdiction-required changes, and design upgrades.

Because the cost of the change order exceeds \$150,000, we are asking the Board to authorize an adjustment to the original purchase order for the Site Contractor.

***Board Action: Move to approve an amended purchase order total to A1 Landscaping and Construction in the amount not to exceed \$1,600,000.***

# MEMO



Date: May 2, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Future Lakewood Library Planning

Library Board Minutes will reflect the discussion held at the April 20, 2024, Study Session regarding the Downtown Lakewood Library. Trustees directed Library administrators to prioritize planning for a future long-term Library on the existing property Pierce County Library System owns on Wildaire Road. As the Library System embarks on long-range capital planning for the district as well as exploring funding methods, this direction is important to focus on this strategic direction.

With the second Study Session to discuss the Tillicum branch scheduled for May 11, 2024, this memo and opportunity on the Regular Meeting agenda is a space for the Board to request any information to be provided ahead of the meeting.

---

# MEMO



Date: April 29, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Clifford Jo, Business & Compliance Director

Subject: Buckley Library Site Contamination Update

With the construction and contamination mitigation complete, the Library requires Board action for the following:

## **EHS-I Change Order**

EHS-I is the Library's environmental consultant since this began in 2016. The personnel and resources the firm brought to us have been invaluable in understanding issues of property contamination, mitigation, environmental science and law, and general consultation.

The final change order pays for the additional work that was required this year to close out the construction phase of the project. The amount is just shy of \$90,000, from \$174,600 to \$264,500. Because this exceeds \$50,000 and was not included in the 2024 budget, board action is required.

***Board Action: Move to approve an amended purchase order total to EHS-I, in an amount not to exceed \$265,000.***

## **Landscaping Purchase Order**

The Library now turns to restoring the landscaping of the Buckley Library. This phase completes all work that resumed in 2016 to close out the project that trailed off in 1994.

The Library issued a request for bid in March and received six submissions, two of which were not responsive to the bid specifications. The contract is awarded to Buckley Nursery Company, Inc., the lowest, responsive and responsible bidder. The firm resides in the local area and had excellent references. Their bid came in for a total amount of \$225,740 plus tax.

Because the cost of the purchase order exceeds \$150,000, even though budgeted for 2024, we are asking the Board to authorize the purchase order.

***Board Action: Move to approve a purchase order to Buckley Nursery Company, Inc., in an amount not to exceed \$249,000.***

While monitoring is still required for two or more years, the project is nearing its end. As such, later this year I will present a comprehensive report to the Board.

---

# MEMO



Date: April 24, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Alison Eckes, Customer Experience Director of Programs and Services

Subject: Library Programs and Displays Policy – Discussion

This month, we introduce a policy that updates and expands the current Programming Board Policy.

The proposed policy revisions are summarized below:

- Expands the scope of the policy to include Library displays
- Establishes Library programs and displays as curated content and reinforces the Library's commitment to provide fair and equitable access to information and ideas
- Defines and increases transparency of decision-making criteria for Library programs and displays
- Removes language specific to partnerships that are addressed through a separate Board policy

This policy revision is presented for discussion prior to the first reading. We look forward to hearing Trustee comments and answering questions from them during the meeting.

# Board Policy



## Programming

### Policy Statement

Pierce County Library System offers programs to support, enrich, and collaborate with communities.

### Definition

*Program:* Group activities to further the Library's mission, vision, philosophy, goals and initiatives.

### Policy

Programming is offered that furthers the Library's mission, vision, philosophy, goals and initiatives, and that meets the cultural, informational and educational needs and interests of the community.

Among the purposes that programs may fulfill are:

- To provide information,
- To promote social skills and language development,
- To encourage curiosity and creativity,
- To contribute to knowledge of self and the world,
- To draw target audiences into the Library,
- To provide opportunities that allow the library to engage with residents,
- To promote and make accessible the Library's services and resources, and,
- To give residents opportunities for engagement, community involvement, collaboration, and learning.

Programs may be offered in library facilities or offsite.

### Access

All programs are open to the public.

Attendance may be limited due to space, or when safety or the success of a program requires it. Limits will be accomplished on a first come, first served basis either with advanced registration or at the door. The Library will not charge admission fees for programs.

### Fund Raising

At the discretion of the Executive Director, fund raising to benefit the Library may be permitted.

At the discretion of the Executive Director, sale of books or other materials by authors or performers may be permitted as part of a library program.

### Variety of Viewpoints

The Library will strive to include a wide spectrum of opinions and viewpoints in Library-sponsored programs, as well as offer programs that appeal to a range of ages, interests and information needs in order to engage the community.

Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by presenters or participants.

#### Partners and Community Collaboration

The Library encourages partnerships with non-profit and civic organizations, governments, commercial entities and other groups in order to support and enrich our communities, to reach new audiences and to create opportunities to meet the goals of programming.

**Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974.**

**Revised May 8, 2002. Revised January 10, 2010. Revised September 11, 2013.**

#### **Related Policies**

[Mission/vision/values](#)

[Philosophy Statement](#)

[Partnerships](#)

# Board Policy



## Library Programs and Displays ~~Programming Board~~ Policy

### Policy Statement

The Pierce County Library System ("Library") supports its mission and strategic goals by developing and presenting programs and displays that provide additional opportunities for connection and learning.  
~~Pierce County Library System offers programs to support, enrich, and collaborate with communities.~~

### Purpose

~~Library programs and displays are developed as extensions of the Library's books and materials, and are therefore governed by the Selection of Library Materials Policy.~~ Pierce County Library System's Board of Trustees recognizes that the Library's responsibility to provide fair and equitable access to information and ideas extends to Library programs and displays. Library materials, including programs and displays, present a diversity of viewpoints that help citizens people make informed choices.

### Definition

~~Program: Group activities to further the Library's mission, vision, philosophy, goals and initiatives.~~

### Policy

The Library provides fair and equitable service to all people of every age, education, background, personal philosophy, religious belief, occupation, economic level, ethnic origin, and human condition.

Library staff expertise, collections, services, and facilities are used in developing and delivering programs and displays. Library staff create displays to highlight the Library's books and materials, and to inform and engage the public on a range of topics.

Library programs include, but are not limited to, lectures, community forums, performing and visual arts, participatory workshops, technology programming, story times, book clubs, class visits, discussion groups, installations, and presentations for social, cultural, educational, or entertainment purposes. Library programs and displays may take place on-site in Library facilities, offsite in other locations, or online and may be delivered by Library staff or Library partners and vendors.

Library staff use the following criteria in making decisions about program and displays topics, speakers and accompanying resources:

- Community needs and interests
- Availability of program space
- Treatment of content for intended audience
- Presentation quality
- Presenter background/qualifications in content area
- Budget and staff resources
- Historical or educational significance
- Connection to other community programs, exhibitions or events
- Relation to Library books and materials, resources, exhibits, and programs

3005 112th St. E. • Tacoma, WA 98446-2215 • 253-548-3300 • <https://mypcls.org/>

**Commented [AE1]:** Per Admin Team discussion, add First Amendment language rather than linking to a separate policy

**Commented [AE2]:** Since this policy now applies to both programs and displays, do we need to add "and display" language here and make sure the criteria reflects that? Or, since we have display guidelines is that not necessary?



The Library includes a broad spectrum of opinion and a variety of viewpoints in its programs and displays. The Library may collaborate with other community ~~groups~~ organizations or businesses on programs and displays that support the Library's mission and strategic goals. Library sponsorship of a program does not constitute or imply the Library's endorsement of the content of the program or the opinions expressed by individuals and groups presenting the program.

Programs are free and open to all, including non-cardholders; and some programs are designed for age-specific audiences. No person or organization may use disruptive behavior to interfere, per the Library Rules of Conduct, with another person's access to or participation in Library programs. Responsibility for participation in programs by children and teens rests with their parents or legal guardians.

Library staff who present programs may do so only if the duties are a part of their classification and job description. Library staff will not be hired or volunteered as independent contractors or presenters for programming while employed by the Library.

**Commented [AE3]:** Updated language based on consultation with SE to ensure accuracy and consistency with internal communications and documentation.

### Marketing

Marketing of all Library programs is coordinated by the Library's Communications Department. ~~and External organizations or individuals partnering with the Library on programs must coordinate marketing efforts with the Communications Department.~~

~~Programming is offered that furthers the Library's mission, vision, philosophy, goals and initiatives, and that meets the cultural, informational and educational needs and interests of the community.~~

~~Among the purposes that programs may fulfill are:~~

- ~~• To provide information;~~
- ~~• To promote social skills and language development;~~
- ~~• To encourage curiosity and creativity;~~
- ~~• To contribute to knowledge of self and the world;~~
- ~~• To draw target audiences into the Library;~~
- ~~• To provide opportunities that allow the library to engage with residents;~~
- ~~• To promote and make accessible the Library's services and resources, and;~~
- ~~• To give residents opportunities for engagement, community involvement, collaboration, and learning.~~

~~Programs may be offered in library facilities or offsite.~~

### Accessibility

The Library makes every effort to comply with all applicable laws, including the standards and requirements of Americans with Disabilities Act (ADA) and state or local disability accessibility guidelines. ~~If a program is held in a location not controlled by the Library, the Library will ensure that the space is accessible to all visitors. If visitors overflow designated event areas during Library events, Library staff will protect accessible public spaces (i.e., ramps, pathways, and emergency exit routes) to ensure access and public safety. Reasonable accommodation will be made to have interpretation or real-time captioning for the deaf or hard-of hearing at Library-initiated programs when needed or requested by visitors.~~

**Commented [AE4]:** Revisit or strike this language per Admin Team discussion – can Library reasonably ensure/guarantee accessibility at community sites?

**Commented [AE5R4]:** Recommend striking; perspective that language in first sentence is all encompassing and demonstrates Library's commitment to accessibility regardless of location.

### Access

~~All programs are open to the public.~~

~~Attendance may be limited due to space, or when safety or the success of a program requires it. Limits will be accomplished on a first come, first served basis either with advanced registration or at the door. The Library will not charge admission fees to programs.~~

---

# Board Policy



## Fund Raising

~~At the discretion of the Executive Director, fund raising to benefit the Library may be permitted.  
At the discretion of the Executive Director, sale of books or other materials by authors or performers may be permitted as part of a library program.~~

## Variety of Viewpoints

~~The Library will strive to include a wide spectrum of opinions and viewpoints in Library sponsored programs, as well as offer programs that appeal to a range of ages, interests and information needs in order to engage the community.  
Library sponsorship of a program does not constitute an endorsement of the content of the program or the views expressed by participants.~~

## Partners and Community Collaboration

~~The Library encourages partnerships with non-profit and civic organizations, governments, commercial entities and other groups in order to support and enrich our communities, to reach new audiences and to create opportunities to meet the goals of programming.~~

## **Related Policies**

[Library Rules of Conduct](#)

[Selection of Library Materials](#)

[Mission/vision/values](#)

[Philosophy Statement](#)

[Partnerships](#)

Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974. Revised May 8, 2002. Revised August 31, 2009. Revised September 11, 2013. [Revised ## ##, 2024](#)~~3~~.

By the enactment of this policy the Board of Trustees of Pierce County Library System is concurrently rescinding any prior policy or procedure within PCLS that is either in conflict with or expansive of the matters addressed in this policy.

# Board Policy



## Library Programs and Displays

### Policy Statement

The Pierce County Library System ("Library") supports its mission and strategic goals by developing programs and displays that provide opportunities for connection and learning.

### Purpose

Pierce County Library System's Board of Trustees recognizes that the Library's responsibility to provide fair and equitable access to information and ideas extends to Library programs and displays. Library programs and displays present a diversity of viewpoints that help people make informed choices.

### Policy

The Library provides fair and equitable service to all people of every age, education, background, personal philosophy, religious belief, occupation, economic level, ethnic origin, and human condition.

Library staff expertise, collections, services, and facilities are used in developing and delivering programs and displays. Library staff create displays to highlight the Library's books and materials, and to inform and engage the public on a range of topics.

Library programs include, but are not limited to, lectures, community forums, performing and visual arts, participatory workshops, technology programming, story times, book clubs, class visits, discussion groups, installations, and presentations for social, cultural, educational, or entertainment purposes. Library programs and displays may take place on-site in Library facilities, offsite in other locations, or online and may be delivered by Library staff or Library partners and vendors.

Library staff use the following criteria in making decisions about program and displays topics, speakers and accompanying resources:

- Community needs and interests
- Availability of program space
- Treatment of content for intended audience
- Presentation quality
- Presenter background/qualifications in content area
- Budget and staff resources
- Historical or educational significance
- Connection to other community programs, exhibitions or events
- Relation to Library books and materials, resources, exhibits, and programs

The Library includes a broad spectrum of opinion and a variety of viewpoints in its programs and displays. The Library may collaborate with other community organizations or businesses on programs and displays that support the Library's mission and strategic goals. Library sponsorship of a program

does not constitute or imply the Library's endorsement of the content of the program or the opinions expressed by individuals and groups presenting the program.

Programs are free and open to all, including non-cardholders; and some programs are designed for age-specific audiences. No person or organization may use disruptive behavior to interfere, per the Library Rules of Conduct, with another person's access to or participation in Library programs. Responsibility for participation in programs by children and teens rests with their parents or legal guardians. Library staff who present programs may do so only if the duties are a part of their classification and job description. Library staff will not be hired or volunteered as independent contractors or presenters for programming while employed by the Library.

### **Marketing**

Marketing of all Library programs is coordinated by the Library's Communications Department. External organizations or individuals partnering with the Library on programs must coordinate marketing efforts with the Communications Department.

### **Accessibility**

The Library makes every effort to comply with all applicable laws, including the standards and requirements of Americans with Disabilities Act (ADA) and state or local disability accessibility guidelines. Reasonable accommodation will be made to have interpretation or real-time captioning for the deaf or hard-of hearing at Library-initiated programs when needed or requested by visitors.

### **Related Policies**

[Library Rules of Conduct](#)

Selection of Library Materials

**Adopted by the Board of Trustees of the Pierce County Library System, July 17, 1974. Revised May 8, 2002. Revised August 31, 2009. Revised September 11, 2013. Revised ## ##, 2024.**

By the enactment of this policy the Board of Trustees of Pierce County Library System is concurrently rescinding any prior policy or procedure within PCLS that is either in conflict with or expansive of the matters addressed in this policy.

---

# MEMO



Date: May 2, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Connie Behe, Deputy Director

Subject: Public Meeting Rooms Policy

This memo provides an update on the revisions made to the Public Meeting Rooms Policy, which was discussed during the August 2023 Board meeting.

During the August meeting, a Trustee raised a question regarding study rooms, prompting analysis into the difference between conference, meeting, and study rooms. It became clear that there was a need for simplification and consistency in the terminology and procedures governing the use of these rooms.

Following the August 2023 meeting, Melissa Munn, Customer Experience Director of Operations, led an initiative to gather insights from managers and staff familiar with these rooms. Through this effort, it was clarified that study rooms operate independently of the public meeting room policy and should remain distinct.

Upon review, it was determined that there is no functional difference between conference and meeting rooms, with the primary distinguishing factor being size. Therefore, we recommend renaming conference rooms to align with meeting rooms, simplifying the process for customers by categorizing them as small and large meeting rooms.

The policy has been updated to include a purpose statement and outlines criteria for room use to provide clarity for both customers and staff. Expectations for appropriate conduct during meetings, including a prohibition on collecting money during or after the meeting are clarified in this update of the policy.

Overall, these changes streamline language and clarify the criteria for public use of meeting rooms, reinforcing the Library's commitment to providing access to all viewpoints while establishing clear expectations for conduct.

Given the time passed since the initial discussion, we are presenting these updates for discussion instead of proceeding directly to the first reading.

---

# Board Policy



CURRENT POLICY

## Public Meeting and Conference Room

### Policy Statement

Library meeting and conference rooms provide space to conduct Library activities for the community that offer the opportunity to learn, connect, and collaborate.

### Policy

Pierce County Library System maintains meeting and conference rooms to provide Library- sponsored programs, classes, workshops, events, and other services that support educational, civic, cultural and other activities; engages the community in discovering and exchanging information and ideas; and provides opportunities to learn, gather, connect, and collaborate.

The primary purpose and use of meeting and conference rooms are for Library-sponsored activities.

The Library may make meeting and conference rooms available to the public when they are not being used by the Library or Library-affiliated organizations. At those times, the space will be available to the public on equal terms, regardless of the beliefs or affiliations of individuals or groups requesting their use, and abiding by the terms for public use of the Library meeting and conference rooms.

The Library reserves the right to approve, restrict, or deny usage, and may impose a fee for usage. All public usage of meeting rooms will be open to the public and no fee will be charged to those attending.

Use of Library facilities by an individual, group, or organization does not constitute Library endorsement of the activities, tenets, or purpose.

### Related Policies/Procedures

[Public Meeting and Conference Room Procedures](#)

**Adopted by the Pierce County Rural Library District Board of Trustees: December 11, 1991,**  
**Revised: August 20, 1998**  
**Revised: April 13, 2011**  
**Revised: August 13, 2014**

# Board Policy



## Public Meeting ~~and Conference~~ Room

### Policy Statement

The Pierce County Library System's (the "Library") provides meeting rooms as a public service. In the context of this policy, meeting room activities that are Library-related take priority over other uses. When they are not being used by the Library or Library-affiliated organizations, including Friends of the Library groups and the Pierce County Library Foundation, the meeting rooms are available to the public on equal terms, and as a limited public forum, decisions on availability will not be based on the beliefs or affiliations of individuals or groups requesting their use.

~~Library meeting and conference rooms provide space to conduct Library activities for the community that offer the opportunity to learn, connect, and collaborate.~~

### Purpose

To establish the policy for public use of Library meeting rooms. This policy does not apply to study rooms.

### Policy

The Library provides meeting rooms for programs, classes, workshops, events, and other services that support educational, civic, cultural, and other activities; engages the community in discovering and exchanging information and ideas; and provides opportunities to learn, gather, connect, and collaborate.

Use of a Library ~~facilities~~ meeting room by an individual, group, or organization not affiliates with the Library ("public use") does not constitute or imply Library endorsement of the activities, tenets, or purpose of the user.

The Library reserves the right to approve, restrict, or deny public use of Library meeting rooms ~~usage~~ based on the criteria described below.

### Meeting Room Criteria

Designated Library staff members are authorized to approve, renew, or reject requests for public use of Library meeting ~~spaces~~ rooms. The following criteria determine the public use of meeting rooms:

- All meetings must be free and open to the public.
- ~~The m~~ Meetings must take place during the Library's regular open hours.
- Meeting participants are expected to follow the Library Rules of Conduct and may not interfere with the proper functioning of the Library.
- Fees may not be charged to attend meetings, etc., and no dues, tuition, etc. ~~will~~ may be collected during or after the meeting.
- No donations of money or other property will be solicited or collected ~~from the attendees or other visitors to the Library~~ meeting participants and no sales pitches will be made.
- No alcoholic beverages may be provided or served, ~~unless as covered by~~ at meetings except in compliance with the *Alcohol Consumption on Library Premises Policy*.

**Commented [CB1]:** Clarified the Library's obligation to provide equal access to public meeting rooms.

**Commented [CB2]:** Removed conference rooms as a separate type of meeting room. Rooms are now called large and small meeting rooms.

**Commented [CB3]:** Added purpose statement for consistency with the PCLS policy template.

**Commented [CB4]:** Study rooms are not required to be open to the general public.

**Commented [CB5]:** Added criteria for clarity for staff and the public.

- Meeting times and organizations may be posted on community boards within the Library for non-Library groups/users.

~~Pierce County Library System maintains meeting and conference rooms to provide Library-sponsored programs, classes, workshops, events, and other services that support educational, civic, cultural and other activities; engages the community in discovering and exchanging information and ideas; and provides opportunities to learn, gather, connect, and collaborate.~~

~~The primary purpose and use of meeting and conference rooms are for Library-sponsored activities.~~

~~The Library may make meeting and conference rooms available to the public when they are not being used by the Library or Library-affiliated organizations. At those times, the space will be available to the public on equal terms, regardless of the beliefs or affiliations of individuals or groups requesting their use, and abiding by the terms for public use of the Library meeting and conference rooms.~~

~~The Library reserves the right to approve, restrict, or deny usage, and may impose a fee for usage. All public usage of meeting rooms will be open to the public and no fee will be charged to those attending.~~

~~Use of Library facilities by an individual, group, or organization does not constitute Library endorsement of the activities, tenets, or purpose.~~

#### **Related Policies/Procedures**

~~Public Meeting and Conference Room Procedures~~

~~Alcohol Consumption on Library Premises~~

Adopted by the Pierce County Rural Library District Board of Trustees: December 11, 1991,

Revised: August 20, 1998

Revised: April 13, 2011

Revised: August 13, 2014

Revised: XXX XX, XXX

~~Adopted by the Pierce County Rural Library District Board of Trustees: December 11, 1991,~~

~~Revised: August 20, 1998~~

~~Revised: April 13, 2011~~

~~Revised: August 13, 2014~~

By the enactment of this policy the Board of Trustees of Pierce County Library System is concurrently rescinding any prior policy or procedure within PCLS that is either in conflict with or expansive of the matters addressed in this policy.



# Board Policy



## Public Meeting Room

### Policy Statement

The Pierce County Library System's (the "Library") provides meeting rooms as a public service. In the context of this policy, meeting room activities that are Library-related take priority over other uses. When they are not being used by the Library or Library-affiliated organizations, including Friends of the Library groups and the Pierce County Library Foundation, the meeting rooms are available to the public on equal terms, and as a limited public forum, decisions on availability will not be based on the beliefs or affiliations of individuals or groups requesting their use.

### Purpose

To establish the policy for public use of Library meeting rooms. This policy does not apply to study rooms.

### Policy

The Library provides meeting rooms for programs, classes, workshops, events, and other services that support educational, civic, cultural, and other activities; engages the community in discovering and exchanging information and ideas; and provides opportunities to learn, gather, connect, and collaborate.

Use of a Library meeting room by an individual, group, or organization not affiliated with the Library ("public use") does not constitute or imply Library endorsement of the activities, tenets, or purpose of the user.

**The Library reserves the right to approve, restrict, or deny public use of Library meeting rooms based on the criteria described below.**

### Meeting Room Criteria

Designated Library staff members are authorized to approve, renew, or reject requests for public use of Library meeting rooms. The following criteria determine the public use of meeting rooms:

- All meetings must be free and open to the public.
- Meetings must take place during the Library's regular open hours.
- Meeting participants are expected to follow the Library Rules of Conduct and may not interfere with the proper functioning of the Library.
- Fees may not be charged to attend meetings, etc., and no dues, tuition, etc. may be collected during or after the meeting.
- No donations of money or other property will be solicited or collected meeting participants and no sales pitches will be made.
- No alcoholic beverages may be provided or served at meetings except in compliance with the *Alcohol Consumption on Library Premises Policy*.
- Meeting times and organizations may be posted on community boards within the Library for non-Library users.

**Related Policies/Procedures**

Alcohol Consumption on Library Premises

**Adopted by the Pierce County Rural Library District Board of Trustees: December 11, 1991,**

**Revised: August 20, 1998**

**Revised: April 13, 2011**

**Revised: August 13, 2014**

**Revised: XXX XX, XXX**

By the enactment of this policy the Board of Trustees of Pierce County Library System is concurrently rescinding any prior policy or procedure within PCLS that is either in conflict with or expansive of the matters addressed in this policy.

---

# MEMO



Date: May 1, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director

Subject: Naming Recognition Policy – 2<sup>nd</sup> Reading

Thank you for your thoughtful review and discussion of this policy. At the May meeting, we will seek your approval of the policy as presented.

***Board Action: Move to approve the Naming Recognition Policy as presented.***

---

# Board Policy



## **Naming Recognition**

### **Policy Statement**

Pierce County Library System (the “Library”) locations are typically named for geographic areas where they are located. In certain circumstances, the Library will recognize donors through the display of commemorative signage and/or by bestowing a donor’s name on a Library space.

### **Purpose**

To establish naming conventions which ensure easy understanding of facility locations for the public, and to allow opportunities for the Library to be consistent and equitable in recognizing substantial donations.

### **Policy**

The Foundation Director and the Library Executive Director develop naming opportunities, guidelines, and thresholds to ensure equity and consistency. Such opportunities are intended to allow the Library to show appreciation for substantial donations and to inspire substantial donations.

Prior to, or in the midst of, a major capital fundraising initiative conducted by the Foundation, the Library Executive Director and Foundation Director will approve a list of naming opportunities and thresholds related to the project.

Naming as recognition generally lasts for the useful life of the space of facility. The Library reserves the right to determine whether existing named spaces will be transferred when a facility is replaced or remodeled.

An exception to geographically-oriented names of libraries may be considered when a library site or construction, or both, if financed in part through private donation(s) and when such donation(s) equal or exceed a substantial portion of the total project cost.

Changes in library names will be considered if a name no longer provides a readily apparent indication of the library’s geographic area.

Honoring opportunities may be offered to individuals, foundations, groups, or corporations in recognition of substantial funding support for the Library and its programs. Donors seeking such opportunities may have the choice of honoring a leading community figure or requesting that their name or the name of another individual or entity be recognized. Honoring opportunities do not extend beyond the useful life of the spaces or facilities in which they are located.

Substantial donation: Cash, securities, real or personal property, or contributions of services or service that represent a major percentage of the cost of the portion of the facility named or represent a substantial donation to the Pierce County Library Foundation (the “Foundation”), a separate Washington State

---

nonprofit organization having 501(c)(3) status. “Substantial”, in the context of this policy, shall be determined solely by the Foundation and Library.

Not all substantial donations will be recognized by naming.

### **Charitable Agreement Morals Clause**

If at any time the donor/sponsor fails to conduct themselves without due regard to public morals and decency, or if the donor/sponsor commits any act or becomes involved in any situation pertaining to the intentions of this clause, or occurrence tending to degrade the donor/sponsor in the community, or which brings the donor/sponsor into public contempt or scandal, or which materially and adversely affects the reputation or business of either the Library or the Foundation, whether or not information in regard thereto becomes public, the Library and Foundation at their sole discretion shall have the right to remove donor's/sponsor's recognition rights as required pursuant to the donation/sponsorship agreement.

**Adopted by the Pierce County Rural Library District Board of Trustees (as Policy on Branch Library Names): January 21, 1981. Revised and renamed (Naming Policy): September 17, 1998. Revised: May 15, 2013, May X, 2024**

By the enactment of this policy the Board of Trustees of Pierce County Library System is concurrently rescinding any prior policy or procedure within PCLS that is either in conflict with or expansive of the matters addressed in this policy.

# MEMO



Date: April 26, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Mary Stimson, Finance Director

Subject: Fiscal Management Policy - Introduction

During the July 2023 Board meeting, we announced that we would be reviewing all finance-related policies and practices as part of the ongoing policy work. We have been working on this process over the past several months and are ready to present a draft of the revised Fiscal Management Policy for discussion. The policy review will continue to serve to capture the Board and Library’s fiscal philosophies and serve as an opportunity to consider revisions aligned with the annual fiscal year’s budget process.

The revised Fiscal Management Policy consolidates several existing Board policies into a streamlined and easily understandable comprehensive policy. This combined policy was condensed to provide straightforward and sufficient directives for overseeing the Library's finances and delineating the responsibilities of the involved parties.

POLICY #	CURRENT POLICY	NEW POLICY
115	<a href="#">FISCAL MANAGEMENT</a> 3.15	FISCAL MANAGEMENT POLICY
3	<a href="#">FOOD PURCHASE POLICY</a>	
69	<a href="#">PAYMENT OF CLAIMS</a> 3-9	

Akin to the recently approved Human Resources Policy Manual, we are developing an internal Finance Procedures Manual that will capture Administrative policies, guidelines on our intranet, and finance procedures into one document for staff to reference. We are working closely with the IT Department to align this rollout with our second reading of the revised Fiscal Management Policy, which references the Finance Manual.

We are confident these efforts to simplify and offer clarity will aid the Library in maintaining its role as responsible custodians of public funds.

# New Business

---

# MEMO



Date: April 29, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director  
Clifford Jo, Business & Compliance Director

Subject: Levy Sustainability Fund Review

## **Background**

In November 2018, voters of the Library's taxing district approved the levy lid-lift ballot measure by 911 votes. As part of the Library's commitment towards stewardship, not all monies were to be used for expenses, but were to be saved up to be spent in the years during which expenses exceed revenues.

To articulate this commitment, Library administrators created a method to sustain the levy lid-lift (Levy Sustainability) in three simple and easy to understand phases:

- **Phase 1: Revenues exceeds expenditures**
  - A portion of property taxes are to be deposited into a special revenue fund legislated into existence by the Board's approval of a revised fiscal management policy in late 2019.
  - Investments are made to improve the Library's Strategic Plan's and the seven core services (Materials, Staff, Technology, Partnerships, Classes & Events, Business Processes, and Spaces).
- **Phase 2: Revenues equals expenditures**
  - All new revenues match expenditures, a phase that would be no more than one or two years.
  - Any improvements are paid for by offsetting reductions elsewhere in the general fund.
- **Phase 3: Expenditures exceeds revenues**
  - A portion of the special revenue fund is transferred to cover general fund shortfalls until such time it is depleted and a strategy is in place for future Library funding and operations.
  - Services are assessed and reductions and efficiencies are actively developed and implemented.

To better depict these phases, a Levy Sustainability Curve projection model was created, which took millions of data points from current and future revenue and expenditure trends and projections, and synthesized it into a visual graphic. Although mentioned periodically, the projections model was introduced formally to the Board in January 2022. This version showed the Levy Sustainability strategy as cash-liquid until 2031.



---

## **Current Situation**

The Library entered Phase 2 this year. After five years of deposits to the Levy Sustainability Fund, no more deposits would occur. The balance of this fund, including interest earned, is \$17 million.

Applying current rates and expenditure trends, the Levy Sustainability Fund is anticipated to deplete between 2027 and 2028, several years sooner than originally projected (assuming no changes are made to current spending).

However, the Levy Sustainability Fund offers a sound approach to managing current and future finances, all due to having ample funds to draw from during Phase 3. While in Phase 3, well-thought and methodical strategies must be implemented either to:

1. Prepare for the depletion of the fund, or
2. To extend it meaningfully.

The Library's choice is the latter, due to two principle reasons:

- **The 2018 levy lid-lift proposition was passed by a sliver of votes.**

The voting climate is increasingly skeptical of tax measures.

- **There is little to no mill rate to lift.**

A plateau, if not a correction, of property values began in 2023 and is projected to continue for several years.

The result is an increase to the Library's mill rate, with it nearing the statutory limit of 50 cents per \$1,000 of assessed property values. During the previous two levy lid-lifts, the Board carefully weighed whether a mill rate above 42 cents per \$1000 of assessed property values provided a compelling reason to run the ballot measure, especially should it fail. While it is good consideration for the Board to consider running a ballot measure when the mill rate is higher than 42 cents, during times of property value stagnations or corrections, the increased revenue from the lid-lift diminishes quickly. More of this will be introduced during an upcoming study session on Levy Sustainability this fall.

The Library is committed to providing the best services to its communities in a way that is affordable and honors fiscal stewardship of public monies. As always, budgets will be balanced without needing to secure lines of credit or other sources of debt to pay for operations.

Current financial pressures are mounting on capital projects, especially buildings. Most of our facilities are over 30 years old and, as we have seen in recent years, require major capital improvements if not outright replacements. While the concept of Levy Sustainability includes largely operational sustainability, it also includes sustaining viable facilities as safe, comfortable, well-kept, and modern spaces.

We can't operate libraries without staff, of course. We are beginning the process of evaluating staffing models and preparing to map total labor costs to the future projections. Currently personnel consumes

---

about 70% of the total library budget, which is higher than the fund will sustain. A critical strategy to control operating costs will accompany this work in alignment with the capital cost needs in the future.

The strategy for Phase Three can be shaped with direction from the Board on the desired outcome for library operations and facilities by the time the fund is depleted. We look forward to hearing the Board's thoughts on this matter.

This discussion is meant to reintroduce the Board to these realities as we begin the 2025 budget development process. As mentioned above, a study session will be scheduled in several months to delve deeper into Levy Sustainability, the fund, and library priorities.

# MEMO

Date: May 1, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Mary Stimson, Finance Director

Subject: 2025 Budget Planning Timeline

Board Meeting	2025 Budget Activities
May 8	<ul style="list-style-type: none"><li>• Review budget calendar and budget development timeline</li></ul>
June 12	<ul style="list-style-type: none"><li>• Board Development on Budget</li><li>• Discussion of proposed changes to Fiscal Management Policy</li></ul>
July 10	<ul style="list-style-type: none"><li>• Board Development on Bonds</li><li>• First Reading of Fiscal Management Policy</li></ul>
August 14	<ul style="list-style-type: none"><li>• Review initial property value assessment</li><li>• Study Session on phase three of Levy Sustainability Outlook</li><li>• Second Reading of Fiscal Management Policy</li></ul>
September 11	<ul style="list-style-type: none"><li>• Review preliminary levy certificate and impact to budget</li><li>• Review budget drivers (Consumer Price Index for Urban Consumers (CPI-U), etc.)</li><li>• Review Implicit Price Deflator (IPD) and impact to revenue</li></ul>
October 9	<ul style="list-style-type: none"><li>• Review 2025 project and work plan proposals and their budget impacts</li></ul>
November 13	<p><u>FIRST PUBLIC HEARING OF DRAFT BUDGET</u></p> <ul style="list-style-type: none"><li>• Review first comprehensive draft budget and work plan</li><li>• Review cash-flow and fiscal status of funding cycle</li><li>• Sign levy certificate</li><li>• IPD decision (if necessary)</li><li>• File levy certificate with Pierce and King counties (by November 30)</li></ul>
December 11	<p><u>SECOND PUBLIC HEARING AND FINAL APPROVAL</u></p> <ul style="list-style-type: none"><li>• Review final work plan</li><li>• Approve General Fund budget</li><li>• Approve Capital Improvement Fund budget</li><li>• Approve Debt Service Fund, Election Fund, Property &amp; Facility Fund, and Levy Sustainability Fund budgets</li><li>• Approve any inter-fund transfers</li></ul>
January 2025	<ul style="list-style-type: none"><li>• Review amended levy certificates (if any)</li><li>• Approve 2024 final year transfers (if any)</li></ul>

# PCLS 2025 Budget Planning, Development, Review, & Approval Timeline

- Department budget owners update their 2025 department work plans to anticipate budget requests
- Personnel position requests for 2025 new positions or adjustments/reductions
- Departments outline 2025 training/education requests and estimates

- Department heads enter budget requests into 2025 Budget Worksheets for General and Capital Improvement Funds
- Departments assign projects in Budget Worksheets
- Executive team reviews personnel position and training/education requests
- Personnel budget projections drafted

- Finance and departments review and finalize initial requests and amounts in the 2025 Budget Worksheets (including travel/education)
- Executive team reviews position requests/discuss personnel budget
- Administrative team reviews info on any large 2025 projects
- Library submits 2025 annual fund requests to Friends of Library Organizations

- Executive Team reviews comprehensive General Fund 2025 budget
- Administrative Team reviews estimated revenues
- Administrative Team reviews budgeted personnel projections
- Finance makes 2025 General Fund budget adjustments as needed

- Foundation and Finance estimate Foundation and grant revenue
- Administrative Team reviews Capital Fund revenues/expenditures/projects
- Finance discusses any General Fund budget adjustments with Departments
- Friends of the Library respond to annual request (approval/indicate at what level they will be able to fund)

May

June

July

August

September

- **Budget calendar memo to the Board for May meeting**
- Prepare Fiscal Management introduction memo for board review at May Board meeting
- Finance prepares the 2025 Budget Worksheets

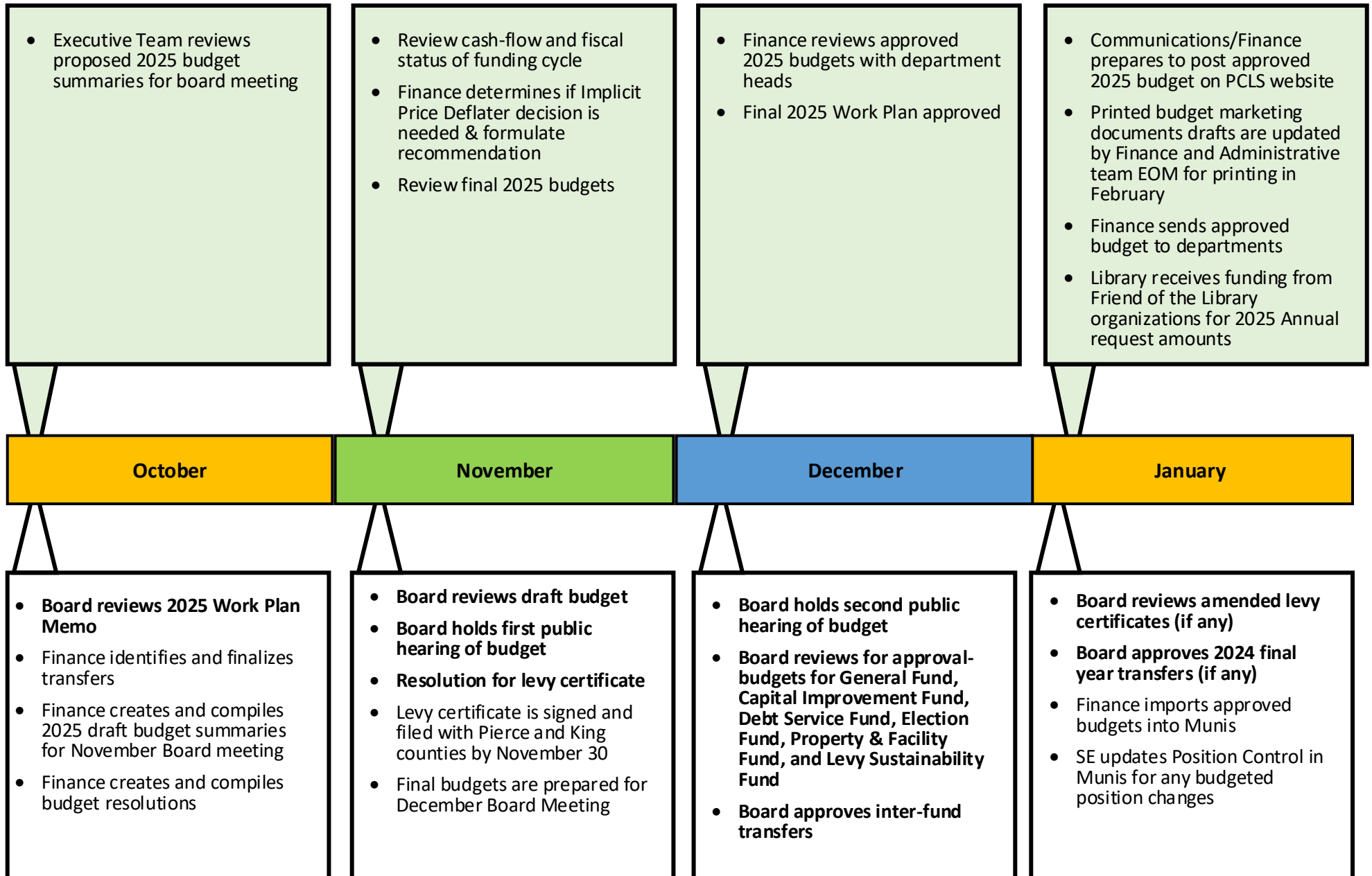
- **Discussion of the Fiscal Management Policy with Board at June board meeting**
- **Board development on Budget**
- Prepare phase 3 of Levy Sustainability Fund study materials for August Board study session

- **Review first reading of the Fiscal Management Policy with Board at July Board meeting**
- **Board development on Bonds**
- Incorporate any changes to Fund and Fiscal Management Policy

- **Second reading of the Fiscal Management Policy with Board for review and approval**
- **Board study session on phase three of Levy Sustainability Fund outlook in August**
- Estimate revenues with Property value assessment and calculate mill rate

- Review revenue impacts (Prelim Levy Certificate, CPI-U, IPD)

# PCLS 2025 Budget Planning, Development, Review, & Approval Timeline



---

# MEMO



Date: April 30, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Gretchen Caserotti, Executive Director  
Clifford Jo, Business & Compliance Director

Subject: Ordinance No. 802, City of Lakewood Tax Increment Area Notification

Attached is City of Lakewood ("City") Ordinance No. 802 as passed during an April regular council meeting and having been sent to the Library Board of Trustees shortly thereafter. The context of this ordinance relates to the Tax Increment Finance ("TIF") that the City is implementing.

From what the City's staff presented to us, TIF funds of up to \$15 million would be used for land acquisition for creating public parks and development of their amenities. The City's justification rests in the TIF being a "powerful economic development tool designed to fund public infrastructure in targeted areas . . ."

The statutes regarding TIF provide a strict feature that prevents harm to affected taxing districts. The operating reason is that without the capital improvements, the taxing districts would not have collected the resulting increase in property taxes. This is, by effective argument, the prevention of direct harm. However, there is indirect harm that manifests threefold:

1. The improvements are designed to greatly enhance residents and visitor satisfaction and appreciation, and thus drive demand for increased services in the affected areas. In the Library's case, an increased demand through physical use of a facility may mean more staffing needed, increased operational and maintenance costs, and importantly, expansion to the facilities to meet fundamentally shifted consumer behavior. The TIF freezes funding to pre-TIF levels for any improvements to meet those changes. An outcome is a twenty-year erosion of monies spent on services to match needs.
2. Should the mill rate hit our statutory limit of 50 cents per \$1,000 of assessed property values, the TIF would directly affect our property taxes. TIF-impacted areas are funded by bonds, which take precedent for repayment. Thus, if we are very near or at our 50-cent mill rate, funds would be taken from our property taxes to first repay the bond. While this will not materially affect the loss of property taxes solely due to this TIF, the indirect harm from multiple TIFs across the county could be material.
3. The likelihood of more TIFs are a great concern to the Library, which serves fifteen incorporated areas and all of unincorporated Pierce County. While not all jurisdictions would automatically engage in implementing TIFs, should enough cities, towns, or Pierce County utilize this tool, the Library would be adversely affected by not having the evolutionary ability to meet increased demand for modern services that are copacetic to the TIF-improved areas.

---

The financial effects of TIFs are set for a maximum of twenty years. Meaning, the Library's additional property taxes for TIF-improved areas would be frozen for two decades limiting the Library's ability to grow or adjust services to a potential increased demand.

Washington State TIFs are codified in law in a manner that affected taxing districts have neither any decisional authority nor substantive recourse. The only obligation for cities is to inform us of the projected fiscal impacts. Hence, your receipt of the City of Lakewood ordinance as having been passed.

We will keep the Board apprised of any developments related to the City of Lakewood's TIF, or other TIFs being considered by other jurisdictions.

## ORDINANCE NO. 802

AN ORDINANCE OF THE CITY OF LAKEWOOD, WASHINGTON, DESIGNATING THE LAKEWOOD DOWNTOWN TAX INCREMENT AREA; SETTING A SUNSET DATE FOR THE INCREMENT AREA; IDENTIFYING THE PUBLIC IMPROVEMENTS TO BE FINANCED; INDICATING THE CITY'S INTENT TO ISSUE BONDS TO FINANCE PUBLIC IMPROVEMENT COSTS IN A MAXIMUM PRINCIPAL AMOUNT NOT TO EXCEED \$15,000,000; PROVIDING THAT THE INCREMENT AREA WILL TAKE EFFECT ON JUNE 1, 2024; IMPOSING A DEADLINE FOR COMMENCEMENT OF CONSTRUCTION; AND PROVIDING FOR RELATED MATTERS.

**WHEREAS**, for many years the City has been studying, evaluating, designing and completing key infrastructure improvements to enable a residential and commercial use development within the Lakewood Downtown; and

**WHEREAS**, the City has identified a proposed Tax Increment Area (TIA) of approximately 124 acres of property that is being planned for residential and commercial development and is in need of substantial infrastructure improvements to support the desired development; and

**WHEREAS**, the TIA has the opportunity, if developed, to provide a variety of housing types, parks, open space and commercial amenities for the community providing for increased tax revenues to support City services and providing employment opportunities for the residents of the City; and

**WHEREAS**, the Washington State Legislature, during its 2021 legislative session, enacted Engrossed Substitute House Bill 1189 as Chapter 207, Laws of 2021, titled "AN ACT Relating to tax increment financing" as amended by Chapter 354, Laws of 2023, and codified as Chapter 39.114 RCW (the "TIF Act"), which authorizes local governments, including cities, to carry out tax increment financing of public improvements needed to support vital private economic development projects; and

**WHEREAS**, the TIF ACT authorizes the allocation of property tax revenues generated from the increased assessed valuation of properties improved by private development that are within a TIA to pay for public improvements that are needed to support the private development; and

**WHEREAS**, City management has identified the TIF public improvements (TIF Projects) to support the desired development based on market conditions necessary to accommodate housing demands and commercial tenants; and

**WHEREAS**, the TIF Projects are estimated to cost approximately \$15 million to construct; and

**WHEREAS**, City management anticipates bringing forward for Council consideration an agreement between the City and future developers that memorializes the infrastructure improvement responsibilities and private development associated with the TIF Projects; and

**WHEREAS**, the City has prepared a Project Analysis for the Lakewood Downtown and submitted such to the Office of the State Treasurer for review and comment as required by law; and



Section 2. Designation of Increment Area. Pursuant to the TIF Act, the City designates the approximately 124 acre parcel of land known as the Lakewood Downtown and described in Exhibit A to this ordinance. In making this designation, the Council finds that the Increment Area designated by the ordinance (i) is the only increment area designated by the City under the TIF Act, (ii) is located within the boundaries of the City, (iii) does not include the City's entire territory, and (iv) does not have an assessed value on the date of this ordinance greater than the lesser of \$200,000,000 or 20 percent of the total assessed value of taxable property within the City of \$11,150,721,653 (2023 assessment values for 2024 taxes).

Section 3. Sunset Date of the Increment Area. The sunset date of the Increment Area is hereby set as (i) December 31, 2050, which is the date not later than 25 years after the first year (calendar year 2025) in which tax allocation revenues will be collected on taxable property within the Increment Area (the "outside sunset date"), or (ii) if earlier, the date ("an early sunset date") on which the City certifies to the County Treasurer that all public improvement costs to be paid or reimbursed with tax allocation revenues derived from the Increment Area have been fully paid, including but not limited to reimbursements to the City for principal and interest payments required to be made by the City from revenue sources other than tax allocation revenues on limited tax general obligation bonds issued to finance the portion of public improvement costs that are intended to be paid and retired, in whole, from tax allocation revenues, as authorized by RCW 39.114.060(1).

Section 4. Identification of Public Improvements to Be Financed. The public improvements to be financed consist of the following infrastructure improvements to be owned by the City and located within or outside of and serving the Increment Area:

**\$15 Million Total TIF Public Improvements**

- Acquisition of land: \$2 million
- Park Amenities \$13 million (including grass, restroom, water feature/splash facility, benches, play features, etc.)

The exact timing, specifications, and features of the public improvements described above are to be determined by the City. As authorized by RCW 39.114.020(1)(h), the City may expand, alter, or add to the public improvements identified above only if the City Council determines that such changes are necessary to assure that the public improvements identified above can be constructed or operated as intended. If the City Council determines that it has become impractical to acquire, construct, or equip any, or any portion of, the public improvements by reason of changed conditions, or costs substantially in excess of the amount of bond proceeds or tax allocation revenues, the City shall not be required to acquire, construct or equip such public improvements or portions.

Section 5. Expected Issuance of Bonds to Finance a Portion of the Public Improvement Costs. Pursuant to RCW 39.114.060 and other law, including the applicable provisions of Chapters 39.36 and 39.46 RCW, the City intends to incur general indebtedness and issue limited tax general obligation bonds with a term of approximately 25 years to finance a portion (the "bond-financed portion") of the public improvement costs to be paid in whole or in part from tax allocation revenues. The City expects to pledge the tax allocation revenues received by the City from the Increment Area, the City's other regular property tax revenues, other lawfully available revenues of the City, and the full faith and credit of the City. The bonds are expected to be issued as tax-exempt bonds under the applicable provisions of the Code; however, if and to the extent that bond counsel determines that any of the public improvements (or portions thereof) do not qualify to be financed with tax-exempt bonds, the City expects to allocate funding sources other than proceeds of tax-exempt bonds, including but not limited to proceeds of taxable bonds, to the financing of those public improvements (or portions thereof).

The private development would not reasonably be expected to occur solely through private investment within the reasonably foreseeable future without the proposed public improvements; and

The increased assessed value of taxable property within the Increment Area that could reasonably be expected to occur without the proposed public improvements would be less than the increase in the assessed value estimated to result from the proposed private development with the proposed public improvements.

Section 9. Preparation and Consideration of Project Analysis. As required by RCW 39.114.020(2), the Council has caused the Project Analysis, attached hereto as Exhibit B, to describe and analyze, among other matters, the factors and considerations listed in that statute. The Council takes note of the conclusion expressed in the Treasurer's Review Letter that the City's Project Analysis generally addresses the topics listed in subsection (2) of RCW 39.114.020. In its consideration and passage of this ordinance, the Council has reviewed and considered, among other things, the Project Analysis and the Treasurer's Review Letter, attached hereto as Exhibit C, including the "General Risks", "Concerns with the Projects Analysis" and "Recommendations" noted in the Treasurer's Review Letter.

Section 10. Reimbursement of Expenses Incurred by County Assessor and County Treasurer. Pursuant to RCW 39.114.020(6), the City may enter into arrangements to reimburse the County Assessor and County Treasurer for the expenses incurred by those officials in connection with the implementation and ongoing administration of the Increment Area as described in RCW 39.114.010(6)(e). Such expenses shall be a portion of the public improvement costs to be paid or reimbursed from tax allocation revenues derived from the Increment Area.

Section 11. Public Briefings Held by the City. As required by RCW 39.114.020(7)(a), the City has held two public briefings for the community regarding the Lakewood Downtown development and the public improvements needed to serve the Increment Area. These public briefings were held on April 9, 2024, and April 11, 2024. Public notice was published at least two weeks prior to each public briefing in the Tacoma News Tribune, a legal newspaper of general circulation in the City and the greater County area, and by posting information on the City's website and on all of its social media sites. Each public briefing included a description of the Increment Area, the public improvements proposed to be financed with tax allocation revenues derived from the Increment Area, and a detailed estimate of tax revenues for the participating local governments and taxing districts, including the amounts allocated to the public improvements serving the Increment Area. The City also has provided additional briefings for elected and administrative officials of the County Assessor and Treasurer, Fire District, EMS, Pierce County Library District, Sound Transit, and the Flood Control District.

Section 12. Publication of Notice and Delivery of Ordinance Designating Increment Area. On April 1, 2024, which is at least two weeks before the date of adoption of this ordinance, the City published in the Tacoma News Tribune, a legal newspaper of general circulation within the jurisdiction of the City, a notice concerning how information may be obtained regarding the Lakewood TIF project. Following the adoption of this ordinance, the City will deliver a certified copy of this passed ordinance to the County Treasurer, the County Assessor, and the governing body of each taxing district within which the Increment Area is located at the respective addresses specified pursuant to RCW 42.56.040 within 10 days of the date on which the ordinance was passed.

I, the undersigned, City Clerk of the City of Lakewood, Washington (the "City"), hereby certify as follows:

The attached copy of Ordinance No. 802 (the "Ordinance") is a full, true and correct copy of the Ordinance duly passed at a regular meeting of the Lakewood City Council held on April 15, 2024 (the "Meeting"), as that Ordinance appears on the minute book of the City.

The Ordinance is in full force and effect.

The Meeting was duly convened and held in all respects in accordance with law, the public was notified of the access options for remote attendance via the City's website, a quorum of the members of the Council was present throughout the meeting and a sufficient number of members of the Council present voted in the proper manner for the passage of the Ordinance.

Dated: Wednesday, April 17, 2024

B. Schumacher

City Clerk

Parcels in the Lakewood Downtown TIA, Pierce County WA include:

0219021020	4002240090
0219021051	4002240110
0219021053	5030000273
0219021059	5030000280
0219022008	5030000300
0219022036	5030001881
0219022041	5030001930
0219022081	5030001940
0219022127	5030001950
0219022143	5030001960
0219022168	5030001970
0219022194	5030001983
0219022195	5030001990
0219022196	5030002011
0219022239	5030002670
0219022240	5030002682
0219022253	5030002683
0219022259	5030002684
0219022260	5030002991
0219022265	5030003002
0219023088	5140001010
0219026009	5140001040
4002240010	5140001070
4002240030	5140001191
4002240070	5140001201
4002240080	5140001252
5140001331	5231000100
5140001351	5231000110
5231000010	5231000120
5231000020	5231000130
5231000030	5231000140
5231000040	5231000150
5231000050	5231000160
5231000060	5231000170
5231000070	5231000180
5231000080	5231000190
5231000090	5231000200

## **ACKNOWLEDGEMENTS**

This Project Analysis was prepared for the City of Lakewood by Stowe Development & Strategies, LLC in association with ECONorthwest (SDS/ECO team).

The Project Analysis represents a thorough and comprehensive evaluation of a future Tax Increment Financing program and establishment of a Tax Increment Area for a significant development opportunity in the Lakewood Town Center and Downtown Sub Area Plan. The production of this report would not have been possible without the participation, collaboration, and guidance of the following individuals and groups.

### **Lakewood Mayor & City Council**

- Mayor Jason Whalen
- Deputy Mayor Mary Moss
- Councilmember Don Anderson
- Councilmember Mike Brandstetter
- Councilmember Patti Belle
- Councilmember Trestin Lauricella
- Councilmember Paul Bocchi

### **City of Lakewood Staff**

- John Caulfield, City Manager
- Becky Newton, Economic Development Manager
- Heidi Wachter, City Attorney
- Tho Kraus, Deputy City Manager/Chief Financial Officer
- Dave Buger, Assistant City Manager, Community & Economic Development Director
- Paul Bucich, Public Works Director/Engineer
- Mary Dodsworth, Parks and Recreation Director
- Tiffany Speir, Long Range Planning & Strategic Planning Manager

### **Legal and Financial Consultants**

- Stacie Amasaki, Bond Counsel, Foster Garvey PC – Principal
- Scott Bauer, Financial Advisor, Northwest Municipal Advisors

### **Increment Financing Consultants**

- Bob Stowe, Stowe Development & Strategies (TIF Project Manager)
- Morgan Shook, ECONorthwest



## About Lakewood

Lakewood is home to nearly 64,000 residents and has one of the most culturally diverse populations in Washington. With lush parks, lakes, thriving businesses, and plenty of opportunities we are happy to call Lakewood home.

On October 1, 2018, the Lakewood City Council adopted the Downtown Subarea Plan, Downtown Development Code, and Planned Action Ordinance. The Plan went into effect on November 1, 2018. The Proposed Tax Increment Area (TIA) of this Project Analysis lies with the City's Downtown Subarea.

Following a 2017 economic analysis of Lakewood's downtown and the local area, the City Council directed the Downtown to be focused on meeting the daily needs of residents. In terms of retail and services, this is the opportunity to provide:

- Daily goods and services, including groceries, personal care products, restaurants, coffee shops, and bars.
- Professional and healthcare services, including financial services, dental offices, and trend toward retail-based medical providers.

The Plan reflects input from hundreds of Lakewood citizens of all ages and walks of life. It reflects both Lakewood's unique past and desires to create a Downtown area that works for today's and tomorrow's residents. This includes incentivizing new types of housing and services within walking distance of each other. The area in and around the Towne Center is envisioned as a magnet for intensive mixed-use urban development including higher-density office and residential uses.

At the north end of the Plan area, the Colonial Center will serve as the hub of Lakewood's cultural activity. Higher quality, higher density urban redevelopment is expected within the TIA. This will noticeably increase social, cultural, and commercial activity. Streetscape and other urban design improvements will make this area more accessible and inviting to pedestrians.

The Planned Action Ordinance will also make developing Downtown easier and faster for property owners and developers. It includes the required environmental analysis for the entire area. This means that when an individual application is submitted, the permit review will be streamlined. The Downtown Development Code is user-friendly and allows for creativity while requiring the desired design standards expressed by citizens.

In general, our State's TIF is a financing option which allows a city, county, or port to fund publicly owned infrastructure determined necessary to encourage private development within a TIA. As private development occurs because of the public agency's investment in public improvements, property values rise, and the public agency uses the newly generated property tax dollars to pay for the public improvements. After the costs are paid, the public agency retires the TIA. Sponsoring jurisdictions identify TIAs and the public infrastructure, including costs of construction by ordinance. The sponsoring jurisdiction may incur debt through bond issuance to secure financing to make public improvements in the TIA.

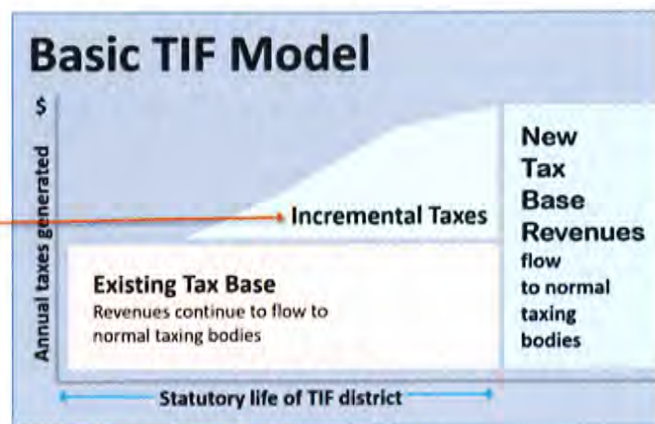
Figure 1: TIF Model

**Generally, TIF captures property taxes generated from the increased assessed valuation on the site that results from private development following infrastructure investment.**

**Washington State TIF law excludes State property tax and voter approved school levies.**

Revenues from **REGULAR** property taxes assessed against the **Increment Value** only, are captured:

- ✓ To pay "public improvement costs"
- ✓ To **repay bonds** issued for "public improvements"



Source: *Stowe Development & Strategies, 2023*

### Statutory limits on TIF

- No more than two active increment areas per sponsoring jurisdiction, which cannot overlap, and cannot be changed.
- Increment areas may not total more than \$200 million in assessed valuation, or more than 20% of the total assessed valuation of the sponsoring jurisdiction, whichever is less.
- Once public improvements are identified, additional public improvements cannot be TIF financed.
- Construction of public improvements must begin within 5 years following adoption of the TIF ordinance (with an ability to extend for good cause).
- Sponsoring jurisdiction may only receive TIF revenues for the time period necessary to pay for the public improvements.
- TIA must be retired no more than 25 years after the adoption of the ordinance.

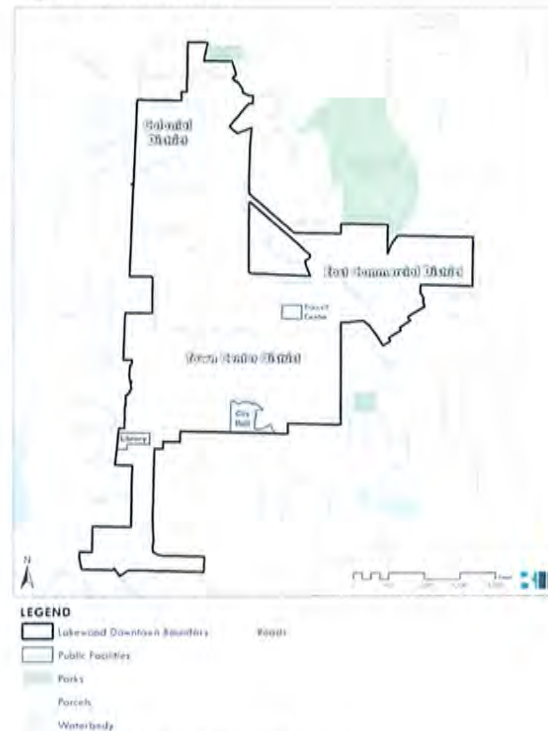
## Planning

The City of Lakewood has been planning for land use and public improvements for its downtown as part of its Council approved Downtown Plan adopted in October of 2018. A major goal of the City of Lakewood is to create a Downtown focused in the Central Business District (CBD) zone, redeveloping it into a rich urban area with civic amenities, walkable streets, and a mix of uses including housing, entertainment, restaurants, and retail.

The Lakewood Downtown Plan encompasses over 315 parcel acres, with three districts that illustrate different characters (see Figure 2).

Colonial: This district includes colonial-style commercial buildings. It includes the historic Lakewood Theater, which has not operated for approximately 20 years.

Figure 2: Downtown



Source: City of Lakewood, 2023



Concept Plan: The overall concept plan was initially developed during the 2017 charrette and informed by the public design exercise, public input to date, and insights from the planning and design team based on best practices and experience on similar projects (See Figure 3). The following are highlights from the concept plan:

Green Street Loop: To address the lack of park space, improve public streets, and improve circulation for pedestrians and bicyclists the Green Street Loop will include park like elements, green infrastructure, and support redevelopment in Downtown.

New Public Streets: The Downtown lacks a dense and walkable street grid to support urban development, circulation, and an active public realm.

**Central Park: A new urban park of between two to four acres is proposed just north of City Hall to serve as the main gathering space for the community and to include a variety of features and programming.**

Revised Gravelly Lake Drive: As part of the Green Street Loop, a revised road design for Gravelly Lake Drive SW is proposed. The revision will allow for expanded sidewalks and a multi-use path on the east side of the street.

Catalyst Sites: Catalyst sites are the best opportunities to weave together public improvements in infrastructure and amenities with infill and redevelopment by the private sector. The best opportunities for redevelopment based on vacant and underutilized sites, and large surface parking areas, and surrounding context have been identified as catalyst sites in the near term to further the implementation of this Plan.

Motor Avenue Plaza: The City recently constructed a large central plaza, a pedestrian promenade, street trees, landscaping, and public art opportunities.

The City Downtown Plan was created to ensure the following.

- The heart of the community and civic life
- Where all modes of travel are possible
- Designed for people to walk and bike
- Designed to be accessible by all ages and abilities
- Safe and welcoming
- Livable and affordable
- Where people of all ages go to do fun things, indoor and outdoor
- Rich with cultural diversity
- Sustainable and connected to nature
- Part of a thriving local economy and offering entrepreneurial opportunities
- A source of pride and identity for Lakewood
- Where people live, work, meet, play, shop, and eat

## Private Development

Based on discussions with the City, the following three development program scenarios have been generated for purposes of the Phase 1 TIF analysis:

**Aggressive:** Represents the most development that is likely to occur in the TIA and represents nearly \$522 million of private market value among nine different development sites plus all the tenant improvements within the TIA.

**Moderate:** Includes three of the development sites plus 75% of the tenant improvements from the Aggressive Scenario representing nearly \$260 million of private development market value.

**Conservative:** The most conservative scenario and includes only two development sites and 50% the tenant improvements from the Aggressive Scenario representing nearly \$213 million of private development market value.

Figure 5: Development Program Scenarios

### AGGRESSIVE

Project Name	Product Type	Units/SF	Value Per Unit/SF	Start	Build-Our/Years	Market Value
Alliance Residential *	Multi-family	420	\$ 300,000	2024	2	\$ 126,000,000
Durr/Brooks	Multi-family	150	\$ 300,000	2028	2	\$ 45,000,000
Petersen	Multi-family	162	\$ 300,000	2025	2	\$ 48,600,000
Former QFC	Multi-family	400	\$ 300,000	2027	2	\$ 120,000,000
KITE Lakewood Towne Center	Retail/Commercial	100,000	\$ 325	2028	2	\$ 32,500,000
Target Expansion	Retail/Commercial	40,000	\$ 325	2028	2	\$ 13,000,000
KITE Mixed Use	Multi-family**	250	\$ 300,000	2025	2	\$ 75,000,000
KITE Mixed Use	Retail/Commercial	20,000	\$ 325	2025	2	\$ 6,500,000
Senior Housing	Multi-family	150	\$ 300,000	2025	2	\$ 45,000,000
Tenant Improvements	Retail/Commercial	100,000	\$ 100	2025	10	\$ 10,000,000
<b>TOTAL</b>	<b>521,600,000</b>					

\* MULTI-FAMILY 8-Yr TAX EXEMPTION EXPECTED

\*\* Includes 50 Town Homes

Source: Stowe Development & Strategies, 2023

Figure 6: Development Program Scenarios Chart



Source: ECONorthwest, 2023

These scenarios have been developed to help assess potential risk based on different levels of development within the TIA. Understanding and accepting a certain level of risk is important as the City will be obligated for the repayment of any bond debt that is issued for the infrastructure improvements, regardless of whether the projected private development and property tax materialize. The City has identified the Moderate Scenario as the most likely development scenario to occur.



The below table in Figure 8 summarizes the parcel identification numbers and assessed values of properties in the TIF area.

Figure 8: Summary TIF Parcels

Parcel ID	Area (acres)	Appraised Land Value	Appraised Improvement Value	Total Taxable Appraised Value	Parcel ID	Area (acres)	Appraised Land Value	Appraised Improvement Value	Total Taxable Appraised Value
219021020	0.2341	\$194,500	\$128,400	\$0	5030001990	0.1951	\$196,800	\$235,400	\$432,200
219021051	7.81	\$5,310,000	\$9,361,200	\$14,671,200	5030002011	1.0944	\$865,100	\$0	\$865,100
219021053	3.0399	\$3,121,500	\$5,496,800	\$8,618,300	5030002670	1.3324	\$1,387,500	\$1,966,000	\$0
219021059	1.2899	\$1,254,200	\$188,400	\$0	5030002682	0.5766	\$617,800	\$432,300	\$1,050,100
219022008	0.8078	\$674,500	\$21,700	\$696,200	5030002683	0.3573	\$351,600	\$334,900	\$0
219022036	0.2724	\$224,200	\$0	\$224,200	5030002684	0.3573	\$334,900	\$0	\$334,900
219022041	0.5199	\$545,000	\$879,400	\$1,424,400	5030002991	2.04	\$1,938,200	\$3,772,900	\$0
219022081	0.4553	\$345,100	\$0	\$345,100	5030003002	2.1855	\$6,785,000	\$2,075,700	\$0
219022127	0.1147	\$169,300	\$141,600	\$310,900	5140001010	0.9935	\$960,200	\$0	\$960,200
219022143	0.4049	\$424,100	\$0	\$424,100	5140001040	0.2662	\$257,400	\$0	\$257,400
219022168	0.5977	\$491,700	\$540,700	\$1,032,400	5140001070	1.7206	\$1,662,900	\$890,100	\$2,553,000
219022194	0.2361	\$264,200	\$280,700	\$544,900	5140001191	1.5822	\$1,387,200	\$425,700	\$1,812,900
219022195	0.078	\$87,400	\$0	\$87,400	5140001201	3.05	\$2,499,500	\$1,812,500	\$4,312,000
219022196	0.6199	\$442,000	\$0	\$442,000	5140001252	1.6927	\$2,196,500	\$1,763,900	\$3,960,400
219022239	0.1469	\$176,700	\$1,792,600	\$1,969,300	5140001331	1.0602	\$1,006,500	\$848,400	\$1,854,900
219022240	0.3746	\$404,900	\$5,700	\$410,600	5140001351	5.21	\$2,703,900	\$610,000	\$3,313,900
219022253	0.4	\$545,300	\$0	\$545,300	5231000010	0.065	\$73,100	\$94,800	\$167,900
219022259	0.18	\$192,300	\$126,400	\$318,700	5231000020	0.065	\$73,100	\$94,800	\$167,900
219022260	0.3781	\$468,100	\$378,100	\$846,200	5231000030	0.065	\$77,200	\$100,200	\$177,400
219022265	0.557	\$468,100	\$378,100	\$846,200	5231000040	0.0674	\$70,200	\$91,100	\$161,300
219023088	1.23	\$1,511,600	\$1,866,500	\$3,378,100	5231000050	0.0688	\$70,200	\$91,100	\$161,300
219026009	0.9985	\$1,021,400	\$1,085,000	\$2,106,400	5231000060	0.0803	\$82,500	\$107,000	\$189,500
4002240010	25.44	\$16,018,800	\$19,006,200	\$35,025,000	5231000070	0.0803	\$94,300	\$122,300	\$216,600
4002240030	11.12	\$7,001,900	\$17,453,300	\$24,455,200	5231000080	0.0674	\$73,100	\$94,800	\$167,900
4002240070	8.67	\$5,039,300	\$3,899,000	\$8,938,300	5231000090	0.0674	\$73,100	\$94,800	\$167,900
4002240080	2.44	\$1,536,400	\$1,248,700	\$2,785,100	5231000100	0.0361	\$47,800	\$62,000	\$109,800
4002240090	18.65	\$12,800,600	\$23,905,600	\$36,706,200	5231000110	0.0624	\$73,400	\$95,300	\$168,700
4002240110	0.98	\$617,100	\$627,500	\$1,244,600	5231000120	0.0624	\$80,800	\$104,800	\$185,600
5030000273	0	\$0	\$0	\$0	5231000130	0.0674	\$85,400	\$100,700	\$186,100
5030000280	1.2758	\$1,827,600	\$1,356,300	\$3,183,900	5231000140	0.0674	\$77,600	\$100,600	\$178,200
5030000300	1.2294	\$832,700	\$1,135,100	\$1,967,800	5231000150	0.0687	\$77,600	\$100,600	\$178,200
5030001881	6.2103	\$4,832,300	\$8,480,800	\$0	5231000160	0.0803	\$91,100	\$118,200	\$209,300
5030001930	0.1951	\$196,800	\$178,900	\$375,700	5231000170	0.0845	\$104,200	\$135,100	\$239,300
5030001940	0.202	\$241,300	\$234,500	\$475,800	5231000180	0.0674	\$80,800	\$104,800	\$185,600
5030001950	0.1836	\$223,500	\$198,800	\$422,300	5231000190	0.0674	\$73,400	\$95,300	\$168,700
5030001960	0.1951	\$196,800	\$198,300	\$395,100	5231000200	0.0374	\$47,800	\$62,000	\$109,800
5030001970	0.5853	\$665,800	\$244,800	\$910,600	5400000035	0.1273	\$204,700	\$635,600	\$840,300
5030001983	0.2089	\$200,600	\$0	\$200,600					

Source: ECONorthwest and Pierce County Assessor, 2023

## Tax Increment Revenue Projections

### Overview of TIF Allocation Revenues

Following guidance issued by the Washington State Department of Revenue (June 29, 2022), the analysis estimates the apportionment of taxes to the TIA. These revenues are available to the sponsoring local jurisdiction for funding the identified public infrastructure projects (that are named in the ordinance). Under the TIF legislation, only certain regular levies are available to the TIA. Using tax year 2023 tax year levy rates in the Lakewood Downtown TIA, only \$3.83 of the \$10.04 total levy, approximately 38.2%, would be available.

Figure 9: TIA Levy

Levy Code Area 760	2023 Taxes Rates	Exempt: State Property Tax	Exempt: Excess and Other Levies	Available for TIF allocation
Total	\$10.0418	\$2.3122	\$3.8968	\$3.8328
State				
Part 1	\$2.3122	\$2.3122		\$0.0000
Part 2		\$0.0000		\$0.0000
County				
Regular_Current Expense	\$0.7539			\$0.7539
Port				
General Fund	\$0.1330			\$0.1330
Flood Control				
Regular Levy	\$0.1004			\$0.1004
Sound Transit				
Regular Levy	\$0.1558			\$0.1558
City of Lakewood				
Regular Levy	\$0.7101			\$0.7101
EMS: West Pierce				
Regular Levy	\$0.4115			\$0.4115
School #400				
Enrichment	\$2.1831		\$2.1831	\$0.0000
Bond	\$0.9500		\$0.9500	\$0.0000
Fire District: West Pierce				
Regular Levy	\$1.2347			\$1.2347
M&O Fund	\$0.7637		\$0.7637	\$0.0000
Library District				
Regular Levy	\$0.3333			\$0.3333

Source: ECONorthwest, 2023.

## TIA Allocation Revenue Modeling

New incremental development in the TIA will drive future growth in incremental assessed value. These values will then be multiplied by the levy rate in the respective years to estimate the amount of TIA allocation revenues. To accomplish this, there are four separate analyses that must be completed.

- **Forecast incremental TIA assessed value.** Based on the development program, the future assessed value is estimated by assigning market-based improvement prices based on the land use and size of the proposed development. For this analysis, incremental assessed value within the TIA assumes both the value of construction of new projects as well as some underlying appreciation of all properties.
- **Forecast jurisdiction assessed value.** Outside of growth in the incremental assessed value in the TIA, it is necessary to forecast growth in the City's overall assessed value (not counting the incremental growth in the TIA. Historical rates of assessed value growth are used for the analysis.
- **Forecast highest lawful levy.** For each taxing jurisdiction in the TIA, future levies must be estimated. To do so, the amount of new construction, other add-on value, 101% limit

Figure 10: TIA Allocation Revenues - Aggressive Scenario

TIA Revenue Allocations		
	Present Value	Nominal Value
Lakewood	\$4,310,000	\$8,734,000
Pierce County	\$4,660,000	\$9,433,000
Port of Tacoma	\$810,000	\$1,637,000
Sound Transit	\$950,000	\$1,918,000
EMS	\$2,500,000	\$5,068,000
Fire District	\$7,510,000	\$15,207,000
Library	\$2,030,000	\$4,104,000
Flood Control	\$600,000	\$1,215,000
Total	\$23,370,000	\$47,316,000

Figure 10.1: TIA Allocation Revenues - Moderate Scenario

TIA Revenue Allocations		
	Present Value	Nominal Value
Lakewood	\$3,160,000	\$6,344,000
Pierce County	\$3,410,000	\$6,848,000
Port of Tacoma	\$590,000	\$1,190,000
Sound Transit	\$690,000	\$1,391,000
EMS	\$1,830,000	\$3,683,000
Fire District	\$5,490,000	\$11,042,000
Library	\$1,480,000	\$2,983,000
Flood Control	\$440,000	\$882,000
Total	\$17,090,000	\$34,363,000

Figure 10.2: TIA Allocation Revenues - Conservative Scenario

TIA Revenue Allocations		
	Present Value	Nominal Value
Lakewood	\$2,030,000	\$4,020,000
Pierce County	\$2,190,000	\$4,340,000
Port of Tacoma	\$380,000	\$752,000
Sound Transit	\$450,000	\$885,000
EMS	\$1,180,000	\$2,333,000
Fire District	\$3,540,000	\$6,994,000
Library	\$960,000	\$1,886,000
Flood Control	\$280,000	\$560,000
Total	\$11,010,000	\$21,770,000

Source: ECONorthwest, 2023

Figure 11: Chart of TIF Allocation Revenues (Nominal Values)



**Figure 12: TIF Allocation Revenues to City and Other Taxing Jurisdictions – Moderate Scenario**

Year	Region A												Region B												Region C												Region D											
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																
2015	100	105	110	115	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255																
2016	110	115	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265																
2017	120	125	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275																
2018	130	135	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285																
2019	140	145	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295																
2020	150	155	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305																
2021	160	165	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315																
2022	170	175	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325																
2023	180	185	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335																
2024	190	195	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345																
2025	200	205	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355																
2026	210	215	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365																
2027	220	225	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375																
2028	230	235	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385																
2029	240	245	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395																
2030	250	255	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405																
2031	260	265	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415																
2032	270	275	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425																
2033	280	285	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435																
2034	290	295	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445																
2035	300	305	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455																
2036	310	315	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465																
2037	320	325	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475																
2038	330	335	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485																
2039	340	345	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495																
2040	350	355	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505																
2041	360	365	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515																
2042	370	375	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525																
2043	380	385	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535																
2044	390	395	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545																
2045	400	405	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555																
2046	410	415	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565																
2047	420	425	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575																
2048	430	435	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585																
2049	440	445	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595																
2050	450	455	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605																
2051	460	465	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615																
2052	470	475	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625																
2053	480	485	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635																
2054	490	495	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645																
2055	500	505	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655																
2056	510	515	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655	660	665																
2057	520	525	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655	660	665	670	675																
2058	530	535	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655	660	665	670	675	680	685																
2059	540	545	550	555	560	565	570	575	580	585	590	595	600	605	610	615	620	625	630	635	640	645	650	655	660	665	670	675	680	685	690																	

## Debt Service Payments and Coverage

Assuming the City issues \$2 million of debt in 2026 and \$13 million in 2029 to fund the proposed public park improvements, it will need to service that debt with available resources regardless of whether the anticipated private development occurs and regardless of whether assessed values increase within the TIA. The debt service in Figure 14 assumes an interest rate of 5% and the schedule is illustrative of the range of debt but does not have the precision of working with bond professionals in the issuance of debt.

However, given the nature of TIF, incremental revenues early in the TIF period may not be sufficient to service the debt as private development construction will be in progress, and it will take time to build incremental assessed value contributions that ultimately determine the TIF allocation revenues estimated in this report.

Figure 15 summarizes potential debt service payments (assuming equal debt service) relative to the different TIF tax allocation revenue scenarios that would flow to the City. Until private development (and more specifically increases in assessed valuation in the TIA) catches up and matches the City's debt service payment, the City will need to cover these early deficits by using revenues identified in this Project Analysis (see Additional Incremental Tax and Impact Assessment and Mitigation Sections below) or structure their debt payments to align with anticipated revenue stream (such as interest only).

**Figure 14: Illustrative Debt Service Schedule – Level Payments**

Year	Issue 1	Issue 2	Combined Debt
2023			
2024			
2025			
2026	\$160,485		\$160,485
2027	\$160,485		\$160,485
2028	\$160,485		\$160,485
2029	\$160,485	\$1,043,154	\$1,203,639
2030	\$160,485	\$1,043,154	\$1,203,639
2031	\$160,485	\$1,043,154	\$1,203,639
2032	\$160,485	\$1,043,154	\$1,203,639
2033	\$160,485	\$1,043,154	\$1,203,639
2034	\$160,485	\$1,043,154	\$1,203,639
2035	\$160,485	\$1,043,154	\$1,203,639
2036	\$160,485	\$1,043,154	\$1,203,639
2037	\$160,485	\$1,043,154	\$1,203,639
2038	\$160,485	\$1,043,154	\$1,203,639
2039	\$160,485	\$1,043,154	\$1,203,639
2040	\$160,485	\$1,043,154	\$1,203,639
2041	\$160,485	\$1,043,154	\$1,203,639
2042	\$160,485	\$1,043,154	\$1,203,639
2043	\$160,485	\$1,043,154	\$1,203,639
2044	\$160,485	\$1,043,154	\$1,203,639
2045	\$160,485	\$1,043,154	\$1,203,639
2046		\$1,043,154	\$1,043,154
2047		\$1,043,154	\$1,043,154
2048		\$1,043,154	\$1,043,154
2049			

Source: ECONorthwest calculations



## Jobs Analysis

The job analysis considers two sources of employment tied to the TIA. First, the construction of private development will create jobs in the construction industry. These jobs will occur during the construction and are therefore “one-time” events. Once the buildings are constructed, commercial-oriented buildings will be used to for commercial purposes. These jobs are “ongoing”, meaning they are permanent on the condition of occupation within the TIA. The following sections summarize these job estimates, and the methods used to derive them.

### Construction Employment

Construction of the development over the anticipated build-out period would create temporary construction jobs within the region and state. The jobs estimated in Figure 17 are derived by using the 2023 value of construction investment for the Development Program Scenarios (Aggressive, Moderate, and Conservative) and interpolating them into the Washington State Office of Financial Management’s Input/Output model.

The model relates spending in an industry sector to the number of jobs directly supported by that same investment. While the model estimates the number of jobs generated in the state of Washington, it is likely that most of these workers would come from the immediate region. The region is rapidly growing in population, such that many of the jobs created would be additive to existing jobs within the region. Ultimately, the income earned by workers would bring additional spending to the City that would not have otherwise occurred.

ECONorthwest estimated the total number of construction jobs based on the spending by scenario. The number of jobs at any given time would vary depending on the timing and scale of development. As expected, the scale of the investment in the Baseline scenario produces the largest amount of construction jobs, in this case, 1,810 construction jobs.

Figure 16: Construction Jobs

	<b>Baseline</b>	<b>Alt 1</b>	<b>Alt 2</b>
Construction Jobs	1,810	1,310	830
Investment (millions)	\$530	\$381	\$236

Source: ECONorthwest calculations and Office of Financial Management Input/Output Model, 2022.

### Ongoing Employment

Based on the types of uses and square feet of building area, ECONorthwest estimated the potential number of jobs the development would support when built. These numbers are derived from ratio estimate building area to number of employees. The U.S. Energy Information Administration releases data from the 2018 Commercial Buildings Energy Consumption Survey (CBECS) that provides building characteristics information for commercial buildings in 2018 in the U.S. (the latest year of data). The data contain the average building square foot per worker by building use. Using the amount of planned development square footage by building use at full buildout of the scenarios, these ratios can be applied (less a vacancy rate of 5%) to estimate the number of ongoing jobs. The Baseline scenario, by measure of having more commercial space than either of the other scenarios has the largest number of ongoing jobs at 220.

## Early Outreach to Impacted Taxing Districts

While Washington State law requires formal notice to be provided to each impacted taxing districts upon approval of the Tax Increment Area (TIA), the City plans to engage the Pierce County Council, Treasurer and Assessor, and the Port of Tacoma earlier in the process. This early outreach will allow the City to collect feedback focused on the logistics of implementing TIF.

The taxing districts whose property tax levy would be directly impacted by TIF include:

- The City of Lakewood
- Pierce County
- The Port of Tacoma
- Flood Control District
- Sound Transit
- Emergency Medical District (EMS): West Pierce Fire & Rescue
- Library District
- West Pierce Fire & Rescue

The levy rate from each of these jurisdictions will be applied to the increased assessed valuation within the TIA and remitted to the City to pay the bonds associated with constructing the public infrastructure to support the anticipated private development. Alternatively, if TIF revenues exceed the amount necessary to pay the bonds then excess revenues will be distributed to these taxing districts.

The City will provide the formal notice regarding the proposed TIA to the various taxing districts in accordance with State law.

## But-For-Requirement

Washington State's TIF law requires its local government sponsor to make the following findings:

- (i) The public improvements proposed to be paid or financed with tax allocation revenues are expected to encourage private development within the increment area and to increase the assessed value of real property within the increment area;
- (ii) Private development anticipated to occur within the increment area as a result of the proposed public improvements will be permitted consistent with the permitting jurisdiction's applicable zoning and development standards;
- (iii) The private development would not reasonably be expected to occur solely through private investment within the reasonably foreseeable future without the proposed public improvements; and,
- (iv) The increased assessed value within the increment area that could reasonably be expected to occur without the proposed public improvements would be less than the increase in the assessed value estimated to result from the proposed development with the proposed public improvements.



Figure 18: Comparison of Incremental Assessed Value Growth Between TIF Scenarios and No TIF

Assessment Year	2024	2028	2033	2038	2043	2048
Aggressive	\$48,513,000	\$388,544,000	\$573,524,000	\$825,113,000	\$940,390,000	\$1,071,773,000
Moderate	\$48,513,000	\$313,483,000	\$408,645,000	\$592,635,000	\$675,433,000	\$769,799,000
Conservative	\$48,513,000	\$181,349,000	\$256,332,000	\$366,124,000	\$417,275,000	\$475,573,000
No TIF	\$29,108,000	\$110,235,000	\$157,486,000	\$224,351,000	\$255,696,000	\$291,419,000

Source: ECONorthwest calculations, 2023

### Summary of "But-For-Requirement"

Based on the above analysis the proposed private development could not be reasonably expected to occur without the identified TIF infrastructure improvements. Additionally, the assessed values from projected private development within the TIA would be less than the increase in assessed values from private development with the TIF improvements.

## Additional Incremental Taxes

The City's LTGO bonds will be backed the City's full faith and credit, meaning bondholders can make a legal claim against the general revenue of the City if a default occurs. However, the City can use any unrestricted revenue sources it has available to satisfy its debt obligations. Washington state tax policy has conditions that allow governments that grow their tax bases to collect additional revenues. This relationship creates a mutually reinforcing benefit of housing and commercial development with additional tax revenues. New land development represents a direct financial investment in land preparation and building structures. Those structures, occupied by residential neighborhoods and businesses, increase the lands' productive economic capacity. That economic value generates taxable bases at the land, business operation, and transaction levels, represented in land value, retail sales, business income, etc. State tax policy allows government jurisdictions to tax these bases (subject to rate, annual increase and other limitations) to fund needed public services and infrastructure.

Outside of the TIF property tax, the development and occupation of buildings in the TIA will also generate other incremental taxes which are differentiated into the three categories below:

- **One-time Revenues.** These revenues are tied to construction. Specifically, they include the retail sales tax on construction (materials and labor), which is taxable under Washington state law.
- **Recurring Revenues.** These revenues are derived from the occupation of structures by residents and businesses. Specific revenues include retail sales tax, and utility taxes.
- **Capital Restricted Revenues.** These revenues are restricted to capital and include real estate excise taxes.

### City of Lakewood

The City of Lakewood is the local service provider for police, public works, community development, parks, and other local services. To support these services, the City collects a range of general and restricted taxes, these include the following.

#### *Sales & Use Taxes*

**Sales Tax.** Of the 10.1% sales tax currently collected in the City on general retail purchases, a 1% "local" share of the tax accrues to local jurisdictions. The City receives 85% of the 1% local tax

comparable projects (note: these costs are different from what a project is assessed at for property tax purposes).

The below costs are subject to retail sales taxes on construction activity:

- Retail: \$245 per square foot
- Multi-family Unit: \$225,000 per unit
- Townhouses: \$285,000 per unit

On-going taxable retail sales are based on assumed comparable businesses:

- Retail: \$325 per square foot
- Multi-family Unit: \$2,500 per unit
- Townhouses: \$3,500 per unit

### **Summary of Additional Tax Results**

Based on the approximate timing of the new development the Aggressive Scenario is estimated to generate approximately \$17.6 million in additional tax revenues generated from the private development for the City (Figure 20). The Moderate Scenario generates respectively less at \$9.7 million and the Conservative Scenario at \$4.0 million. These figures represent a 25-year cash flow of incremental tax revenues to the City in 2023 dollars (e.g., all future tax revenues have been discounted at 5% back to 2023 values).

Figure 19: Summary of additional tax benefits (present value, 2023\$)

5.00% Discount Rate			
	Aggressive	Moderate	Conservative
Sales Tax on Construction	\$2,910,000	\$2,340,000	\$1,470,000
Ongoing Sales Tax	\$11,530,000	\$5,080,000	\$1,110,000
Utility Taxes	\$830,000	\$590,000	\$360,000
REET	\$2,310,000	\$1,690,000	\$1,080,000
Total	\$17,580,000	\$9,700,000	\$4,020,000

Source: ECONorthwest calculations, 2023

## **Risk Assessment and Mitigation Plan**

As stated in the summary and introduction above, TIF is a powerful tool available to local governments for encouraging development. Using local property tax revenues to finance certain public improvements can encourage and generate the desired or envisioned private development; however, using TIF has risks. The largest risks are that: 1) the expected private development does not occur; occurs slower than expected; and/or, the type of private vertical (office, retail, housing) development and its magnitude is less than expected; and, 2) the cost projected for the public improvements is higher than projected. These risks impact the expected revenues to be generated within the TIA or the costs for the public infrastructure improvements. If revenue is not as expected, a local government must then use other sources of revenue to pay for the public improvements. The City will be obligated to pay for the TIF infrastructure even if little or no private development materializes. As stated previously in this report, the City anticipates issuing LTGO bonds which will be backed by the City's full faith and credit, meaning bondholders can



## **Development Mitigation**

Development Program Sensitivity Analysis: Three different private development program scenarios (Aggressive, Moderate and Conservative) have been developed and evaluated to identify potential TIF revenues and sufficient mitigation measures should development not occur (worst case) or occur at a different speed and magnitude.

Development Agreement: The City of Lakewood may seek development agreements with developers of key development sites in order to provide predictable timeframes and possible assurances that private development will occur.

## **Financial Mitigation**

The following mitigation plan is proposed to provide multiple levels of financial protection to fill any financial gaps that occur in the early years of the TIA until private development and TIF revenues stabilize or should the expected private development occur slower than planned.

### **Level 1:**

Debt Issuance Timing & Structure. The City may reduce its financial exposure related to the timing and scope of private development by strategically timing the issuance of LTGO bond debt to coincide with the public infrastructure and private development timelines. The City may issue \$2 million in debt in 2026 (funding for park land acquisition) and the remaining \$13 million in debt in (funding the park improvements) no later than 2029, subject to private development advancement providing for greater development and TIA revenue certainty.

The City may also make additional adjustments in the timing of the initial debt issuance based on development activity, the nexus between the identified infrastructure improvements and the proposed private development providing for greater development and tax revenue certainty to help pay the debt service associated with TIF infrastructure improvements. Figure 22 below is a modified debt service structure (interest only for first 5 years) designed to limit the City's need to borrow from other sources to pay the projected debt service under the Moderate Development Scenario. In this situation, the interest only structure shows the City will need to fill the financial gap (e.g., the difference between TIF allocation revenues and debt payments) projected to be at 3 years but the cumulative annual deficits are reduced from \$524,195 to \$355,402 over that time.

Figure 22: Comparison of Debt Payment Surplus/Deficits; Other Additional Taxes; Interest Only Example

Year	Moderate					
	TIF Allocation Revenues	Incremental Taxes	TIF Debt Service	Surplus (Shortfall)	Cumulative Surplus (Shortfall)	TIF Debt Service Coverage
2024	\$0	\$430,000	\$0	\$430,000	\$430,000	
2025	\$168,000	\$930,000	\$0	\$1,098,000	\$1,528,000	
2026	\$424,000	\$690,000	\$100,000	\$1,014,000	\$2,542,000	4.24
2027	\$513,000	\$810,000	\$100,000	\$1,223,000	\$3,765,000	5.13
2028	\$732,000	\$1,360,000	\$100,000	\$1,992,000	\$5,757,000	7.32
2029	\$1,019,000	\$1,120,000	\$750,000	\$1,389,000	\$7,146,000	1.36
2030	\$1,097,000	\$710,000	\$750,000	\$1,057,000	\$8,203,000	1.46
2031	\$1,111,000	\$660,000	\$842,685	\$928,315	\$9,131,315	1.32
2032	\$1,126,000	\$680,000	\$842,685	\$963,315	\$10,094,631	1.34
2033	\$1,141,000	\$710,000	\$842,685	\$1,008,315	\$11,102,946	1.35
2034	\$1,228,000	\$840,000	\$1,445,134	\$622,866	\$11,725,812	0.85
2035	\$1,351,000	\$930,000	\$1,445,134	\$835,866	\$12,561,678	0.93
2036	\$1,401,000	\$860,000	\$1,445,134	\$815,866	\$13,377,543	0.97
2037	\$1,487,000	\$930,000	\$1,445,134	\$971,866	\$14,349,409	1.03
2038	\$1,602,000	\$1,000,000	\$1,445,134	\$1,156,866	\$15,506,275	1.11
2039	\$1,646,000	\$950,000	\$1,445,134	\$1,150,866	\$16,657,140	1.14
2040	\$1,663,000	\$940,000	\$1,445,134	\$1,157,866	\$17,815,006	1.15
2041	\$1,680,000	\$960,000	\$1,445,134	\$1,194,866	\$19,009,872	1.16
2042	\$1,698,000	\$980,000	\$1,445,134	\$1,232,866	\$20,242,737	1.17
2043	\$1,716,000	\$1,000,000	\$1,445,134	\$1,270,866	\$21,513,603	1.19
2044	\$1,734,000	\$1,020,000	\$1,445,134	\$1,308,866	\$22,822,469	1.20
2045	\$1,752,000	\$1,040,000	\$1,435,959	\$1,356,041	\$24,178,510	1.22
2046	\$1,770,000	\$1,070,000	\$1,252,450	\$1,587,550	\$25,766,060	1.41
2047	\$1,789,000	\$1,090,000	\$1,252,450	\$1,626,550	\$27,392,610	1.43
2048	\$1,808,000	\$1,110,000	\$1,192,809	\$1,725,191	\$29,117,801	1.52
2049	\$1,827,000	\$1,140,000	\$0	\$2,967,000	\$32,084,801	

Source: ECONorthwest Calculations, 2023

### Level 3:

General Fund Reserves & Re-Prioritization of Existing Capital Projects. Over the last 6 years (2018 to 2023), the City has averaged approximately \$10 million in available General Fund reserves not allocated to any specific operating or capital expense. These unallocated funds can pay the debt service for infrastructure improvements if property tax revenue from the TIA is insufficient. Additionally, the City may reprioritize some capital project expenditures to respond to any gaps between TIF revenues and debt payments.

### Financial Mitigation Summary:

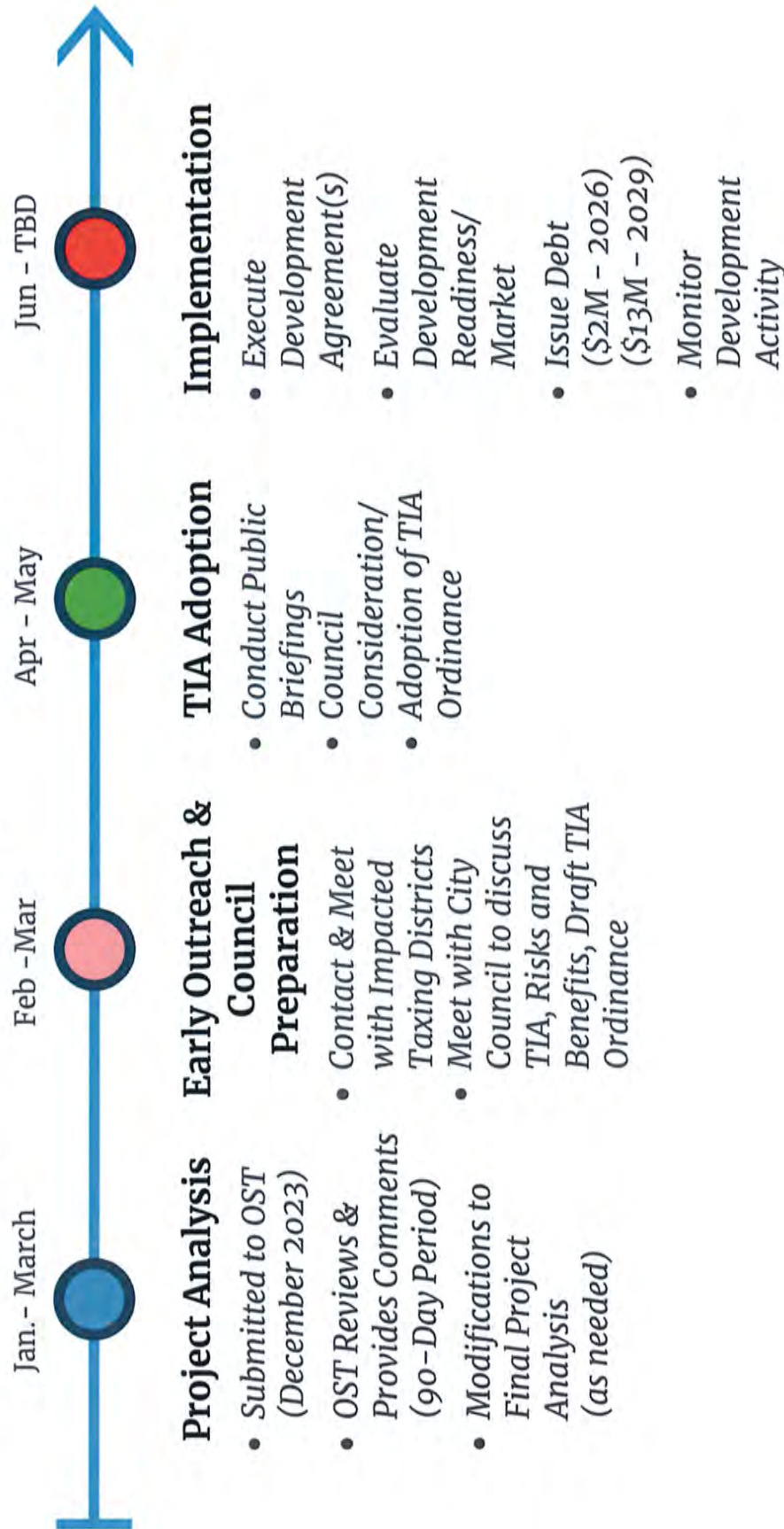
Depending on the actual revenue-debt gap, the City will likely be required to use multiple levels of mitigation identified above to satisfy its debt obligations if development does not occur as expected in accordance with the Moderate Development Scenario.

### Additional Mitigation Measures

Public Improvement Cost Containment. Municipal agencies have vast experience with building horizontal infrastructure (streets, water, sewer, parks, etc.). The City is no exception and takes pride in its ability to provide conservative construction estimates, create clear construction bid documents, and effectively manage the construction delivery process. The cost estimates for the TIF public infrastructure improvements are currently planning level estimates and include a 30%

## Timeline

# Lakewood Key TIF Elements: 2023-2024





# APPENDICES

- State Audit Report Summary
- Consultant Team Bios





## Lakewood Debt Service Summary

	2018	2019	2020	2021	2022	2023
Lakewood - Funds Available for Debt Service	Total	Total	Total	Total	Total	Current Budget
Beginning Cash Available for Debt Service	5,446,208	4,686,584	5,531,980	11,731,886	17,851,926	14,157,596
Operating Revenues Available for Debt Service						
Operating Revenue	44,289,048	46,130,217	45,089,508	50,798,448	51,300,120	48,471,112
Operating Expenditures	41,283,890	42,362,598	37,503,400	39,134,892	50,703,170	50,633,129
Operating Income (Loss)	3,005,158	3,767,619	7,586,108	11,663,556	596,950	(2,162,017)
Total Revenue Available for Debt Service	8,451,366	8,454,203	13,118,088	23,395,442	18,448,876	11,995,579
Debt Service (General Obligation)						
GO Bond Debt Obligation (No TIF)	398,847	600,602	981,556	1,222,095	1,686,078	2,521,978
Total Debt Service	398,847	600,602	981,556	1,222,095	1,686,078	2,521,978
Other Inflows (Outflows)	(3,553,438)	(2,739,120)	(1,622,818)	(3,941,079)	(3,187,611)	(8,097,362)
Reserved For:						
2% Contingency Reserves	835,282	865,799	826,363	926,769	944,047	909,379
5% General Fund Reserves	2,088,205	2,164,498	2,065,908	2,316,923	2,360,118	2,273,447
5% Strategic Reserves	2,088,205	2,164,498	2,065,908	2,316,923	2,360,118	2,273,447
Set Aside for Economic Development Opportunity Fund	-	-	-	1,000,000	2,000,000	2,000,000
Total Reserved	5,011,692	5,194,795	4,958,179	6,560,615	7,664,283	7,456,273
Ending Cash Available for Debt Service	4,897,928	5,715,083	11,495,270	19,454,363	15,261,265	3,898,217

## Bob Stowe - Principal



Bob Stowe is the principal and founder of Stowe Development & Strategies — a company he formed in 2016 to help public sector clients succeed with their economic and community development interests. With 34 years of experience in progressive community transformations, Bob is one of the Northwest's most innovative and entrepreneurial real estate and community developers. He uses sound long-range fiscal planning skills and has achieved enviable results in leading redevelopment efforts from the dream stage to construction. This is true for projects large and small, straightforward and complex.

Bob's understanding and experience with tax increment financing, master plan development, transit oriented development, placemaking, negotiation of purchase and sale agreements, development agreements, public benefit agreements, and his ability to create public private partnerships make him an ideal public sector development partner.

Bob has been responsible for leading, managing, coordinating, and implementing a wide variety of complex and multi-faceted projects including, downtown revitalization plans, civic center plans and development, master plans, public-private partnerships, and transit-oriented developments to name a few.

Bob was the City Manager for the City of Bothell, Washington from 2005 to 2016 where he was the architect and leader of Washington's largest and most successful publicly-led downtown revitalization. Under Bob's leadership, this project utilized a Local Infrastructure Financing Tool award (AKA TIF light) as part of the funding package that stimulated private investment of over \$300 million; a very big step in achieving the City's 25-year goal of \$650 million. The fact that nearly half that goal was reached in just a few years, during the Great Recession, and with leverage from public/private collaboration, made it all the more remarkable.

Bob guided the development of approximately \$150 million in public sector improvements (relocation of a state highway, creation of new streets, storm water system, parks, environmental clean-up, etc.) identified as necessary to achieve the revitalization vision. The massive public development plan and schedule also needed to align with private sector purchase of surplus land from the City, environmental remediation, public streets to be developed by the private sector, and on-site mixed-use development. Precise scheduling, communication and the ability to respond to changing conditions were skills that Bob successfully delivered on this project.

Before arriving in Bothell, Bob was the City Manager for the City of Mill Creek for nine years and helped lead development of the award-winning Mill Creek Town Center in the early 2000s. His first downtown transformation project began with the revitalization of Downtown Dayton, Washington in the late 1980s.

The hallmark of Bob's effort is his commitment to create well designed and environmentally sustainable places where people want to live, work, and come together to celebrate. Bob has tackled the most difficult and complex projects, achieving the redevelopment and economic dreams of several communities with his failure is not an option approach.

### EDUCATION

- MBA, Albers School of Business & Economics, Seattle University (with honors).
- BA, Urban and Regional Planning, Eastern Washington University.





*Prepared by:*



*In association with:*

**ECON**orthwest  
ECONOMICS • FINANCE • PLANNING



March 12, 2024

John Caulfield  
City Manager  
City of Lakewood  
6000 Main St. SW  
Lakewood, WA 98499

Dear Mr. Caulfield:

This letter confirms the Office of the State Treasurer's ("OST") receipt and review of the City of Lakewood's (the "City") tax increment financing ("TIF") project analysis dated December 27, 2023. OST and PFM Financial Advisors LLC, the state's municipal advisor, have reviewed the provided materials. Based on our review, which is detailed in the sections to follow, we believe that the City's revised project analysis generally addresses the topics listed in section 020(2) of RCW 39.114 (the "TIF Statute").

Please note that this review is based on the information, projections, and assumptions provided by the City and its consultants in the project analysis. OST has not independently verified the data or its accuracy or performed any feasibility analyses or projections of its own.

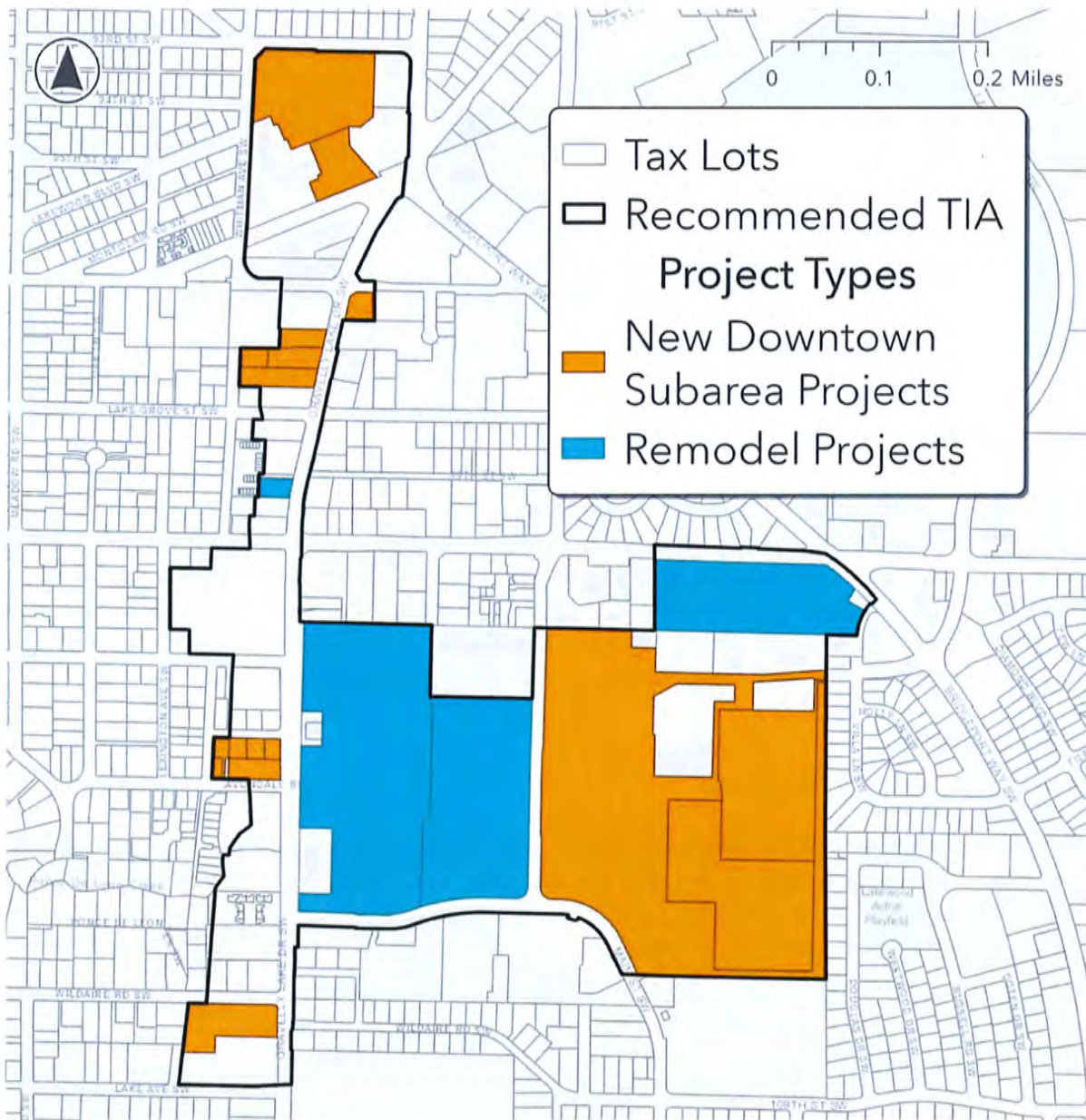
### **Executive Summary**

The purpose of the City's proposed tax increment area (the "TIA") is to fund a portion of the cost of the property acquisition and development of a Central Park in downtown Lakewood. The public improvements are expected to encourage private retail, commercial, and multi-family housing (including senior housing) development and/or redevelopment within the City's downtown core. The private developments are expected to add 230,000 square feet ("SF") of retail space, 100,000 SF of commercial tenant improvements, and 1,532 residential units, equaling a total market value of \$260 million in the base scenario.

As described in the City's project analysis, the total cost of the TIF-related public improvements is estimated to be \$17 million. To finance the Central Park project, the City intends to issue Limited Tax General Obligation ("LTGO") bonds, which will be backed by the full faith and credit of the City, to fund \$15 million of the \$17 million estimated cost of the project. It is expected that the remaining \$2 million will come from a contribution from the City's Opportunity Fund.

Our review of the project analysis found potential risks worth consideration. A discussion of these risks, as well as other factors that could impact tax increment revenue projections are included later in this review.

**Figure 1 – Map of Proposed Tax Increment Area**



Source: City of Lakewood

### Impacted Taxing Districts

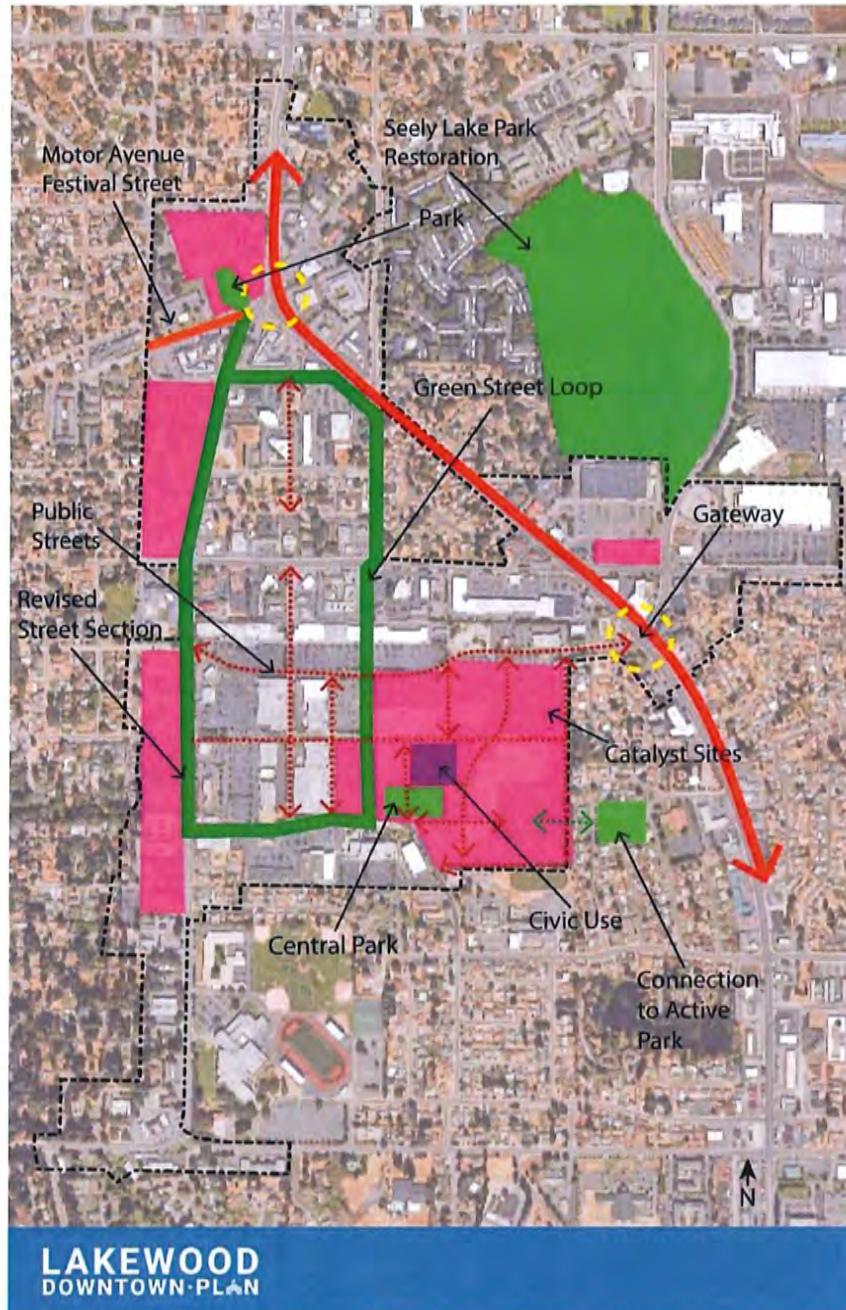
Eight taxing districts with regular property tax levies will be directly impacted by the TIA. These districts are:

- (1) Pierce County Current Expense;
- (2) Port of Tacoma General Fund;
- (3) Pierce County Flood Control Zone District;
- (4) Sound Transit;



The TIF Statute also (39.114.020(2)(b)) states that the project analysis requires a statement as to the property within the TIA that the local government intends to acquire. We note that the parcel the City intends to acquire was not defined in the project analysis.

Figure 2 – Downtown Plan Vision



Source: City of Lakewood



to calculate the TIA's total AV with the County Assessor's office to ensure that the size of the TIA will not need to be reduced, in order to remain below the \$200 million threshold.

We note that in the project analysis' discussion of the "But-For-Requirement", the City included a table that demonstrates expected AV growth between the three scenarios as well as a "No TIF" scenario, which the City estimates would capture 60% less development overall (it is unclear which scenario this is in comparison to). Curiously, despite starting with a lower AV in the TIA in 2024, the "No TIF" scenario ends up with greater AV growth than the Conservative scenario. It is unclear why the starting AV in 2024 is lower in the "No TIF" scenario than in the other three scenarios, as it appears that the "Alliance Residential" project, scheduled to start in 2024, is going to happen in advance of any TIF related construction or acquisitions taking place.

### **Tax Allocation Revenue Projections**

The TIA is expected to take effect on June 1, 2024, with 2025 being the first year in which the City expects to receive tax increment revenues. The term of the TIA is assumed to be 25-years (the maximum allowed by statute) with 2049 being the final year in which tax increment revenues will be received. The City estimates a 2024 tax increment base AV of \$191.6 million and estimates \$769.8 million in additional AV will be added between 2025 and 2049 through new construction. It is unclear if appreciation or speculative development was included in the analysis in addition to the expected new developments. We recommend clarifying this point in the City's project analysis.

Under the TIF Statute, only certain regular levies are available to the TIA. Both parts of the state school levy, local school district excess levies, voted bond levies, and levies of Port districts for bond payments are excluded from the TIA levy rate. The TIA's annual levy rate may change year-to-year based on factors including future incremental increases to the AV of the TIA, future AV of the taxing districts, and relevant levy limits. The project analysis calculated the levy rate for each of these jurisdictions and applied the levy rates to the projected incremental AV within the TIA to calculate the projected tax allocation revenues summarized in Table 2.

The City projects that in the Moderate scenario, \$33.5 million of tax increment revenues will be collected over the 25-year term of the TIA (see Table 2 – Tax Allocation Revenues). This compares to \$45.1 million and \$21.2 million in the Aggressive and Conservative scenarios, respectively.

The project analysis notes that the Alliance Residential project, which is expected to begin construction in 2024, is expected to be subject to an 8-year multi-family tax exemption. However, it is not clear whether this exemption has been factored into the TIA's revenue projections. Based on the information provided, it appears that the AV growth projected to be generated from this project is not being excluded from projections for the 8-year period. Our understanding is that the Alliance Residential project represents approximately 48% of the total expected market value projected to be generated from the private developments in the Moderate growth scenario. As such, we would expect to see a large step-up in revenues in year nine, when the exemption expires. However, the revenue projections in Table 4 don't show a material bump up in year nine. We recommend that the City review the exemption associated with the Alliance Residential Project to determine if adjustments to the TIA's revenue projections are needed. If such adjustments are warranted, it could represent a material change to the revenue projections.

**Table 3 – Estimated Financing Scenarios##**

	<b>Issue 1</b>	<b>Issue 2</b>	<b>Total</b>
Issuance Date	2026	2029	-
Final Maturity	2045	2048	2048
Project Proceeds	2,000,000	13,000,000	15,000,000
Total Debt Service	3,209,700	20,863,080	24,072,780
Interest Rates	5.00%	5.00%	-#

Source: City of Lakewood

The City's debt service estimates assume a 20-year amortization per series, with the final maturity of Issue 2 occurring one year prior to the final year of the increment area (2049). We would note, extending the final maturity of Issue 2 to the final year of the increment area (2049) could help reduce annual debt service payments thereby potentially reducing any revenue shortfalls.

### Debt Capacity

Based on the City's 2023 total AV, the City has \$164,289,641 total non-voted debt capacity (1.5% of 2023 AV). Per the project analysis, the City has \$16,437,639 of outstanding non-voted general obligation debt, resulting in \$147,852,002 in remaining capacity. The City projects to have \$132,852,002 of remaining non-voted debt capacity after the issuance of TIA related debt, or 80.86% of total non-voted capacity.

**Table 4– Debt Capacity (2025 Issuance)**

Assessed Valuation for 2023 Tax Year	\$ 10,952,642,723
Non-Voted Debt Capacity (1.5% of AV)	164,289,641
Less: Outstanding Non-Voted Debt*	16,437,639
Remaining Non-Voted Debt Capacity	147,852,002
Less: Financing Proposed (in total)	15,000,000
<b>Projected Remaining Non-Voted Capacity</b>	<b>132,852,002</b>
<b>Projected Remaining Non-Voted Capacity %</b>	<b>80.86%</b>

### Projected Debt Service Coverage

Tax increment revenue is projected to be sufficient to cover debt service for Issue 1 in all years, in each of the three scenarios.

When Issue 2 is included, only the Aggressive scenario shows sufficiency in all years.

The Moderate scenario projects annual shortfalls ranging from \$184,639 to \$62,639 (\$524,195 in total) after Issue 2 debt service begins in 2029 through 2033. However, because of the surpluses before 2029, the Moderate scenario does not develop a cumulative shortfall.

An alternative scenario that assumes a bond structure with five years of interest-only payments was also presented in the "Financial Mitigation" section for the Moderate scenario. This scenario pushes the annual shortfall out five years, with annual deficiencies of \$217,134 to \$44,134 in 2034 through 2036. This strategy lowers the amount of the total shortfall to \$355,402 over the three-year period while increasing total debt service costs by \$1.29 million.



Table 6 – TIF Debt Service Coverage

Year	Aggressive Scenario				Moderate Scenario				Moderate Scenario (Interest Only)				Conservative Scenario			
	TIF Revenues	TIF Debt Service	Surplus (Shortfall)	Cumulative Surplus (Shortfall)	TIF DSC	TIF Revenues	TIF Debt Service	Surplus (Shortfall)	Cumulative Surplus (Shortfall)	TIF DSC	TIF Revenues	TIF Debt Service	Surplus (Shortfall)	Cumulative Surplus (Shortfall)	TIF DSC	
2025	\$ 168,000	\$ -	\$ 168,000	\$ 168,000		\$ 168,000	\$ -	\$ 168,000	\$ 168,000		\$ 168,000	\$ -	\$ 168,000	\$ 168,000		
2026	508,000	160,485	347,515	515,515	3.17x	424,000	160,485	263,515	431,515	2.64x	424,000	160,485	263,515	423,000	2.64x	
2027	683,000	160,485	522,515	1,038,030	4.26x	513,000	160,485	352,515	784,030	3.2x	513,000	160,485	350,515	511,000	3.18x	
2028	904,000	160,485	743,515	1,781,545	5.63x	732,000	160,485	571,515	1,355,545	4.56x	732,000	160,485	358,515	1,139,545	3.23x	
2029	1,263,000	1,203,639	59,361	1,840,906	1.05x	1,019,000	1,203,639	(184,639)	1,170,906	0.85x	1,019,000	1,203,639	589,000	589,000	0.49x	
2030	1,414,000	1,203,639	210,361	2,051,267	1.17x	1,097,000	1,203,639	(106,639)	1,064,267	0.91x	1,097,000	1,203,639	662,000	662,000	0.55x	
2031	1,510,000	1,203,639	306,361	2,357,628	1.25x	1,111,000	1,203,639	(92,639)	971,628	0.92x	1,111,000	1,203,639	671,000	1,203,639	0.56x	
2032	1,609,000	1,203,639	405,361	2,762,989	1.34x	1,126,000	1,203,639	(77,639)	893,989	0.94x	1,126,000	1,203,639	680,000	1,203,639	0.56x	
2033	1,630,000	1,203,639	426,361	3,189,350	1.35x	1,141,000	1,203,639	(62,639)	831,350	0.95x	1,141,000	1,203,639	689,000	1,203,639	0.57x	
2034	1,723,000	1,203,639	519,361	3,708,711	1.43x	1,228,000	1,203,639	24,361	855,711	1.02x	1,228,000	1,203,639	770,000	1,203,639	0.64x	
2035	1,883,000	1,203,639	679,361	4,388,072	1.56x	1,351,000	1,203,639	147,361	1,003,072	1.12x	1,351,000	1,203,639	888,000	1,203,639	0.74x	
2036	1,969,000	1,203,639	765,361	5,153,433	1.64x	1,401,000	1,203,639	197,361	1,200,433	1.16x	1,401,000	1,203,639	932,000	1,203,639	0.77x	
2037	2,061,000	1,203,639	857,361	6,010,794	1.71x	1,487,000	1,203,639	283,361	1,483,794	1.24x	1,487,000	1,203,639	942,000	1,203,639	0.78x	
2038	2,211,000	1,203,639	1,007,361	7,018,155	1.84x	1,602,000	1,203,639	398,361	1,882,155	1.33x	1,602,000	1,203,639	979,000	1,203,639	0.81x	
2039	2,291,000	1,203,639	1,087,361	8,105,516	1.9x	1,646,000	1,203,639	442,361	2,324,516	1.37x	1,646,000	1,203,639	1,071,000	1,203,639	0.84x	
2040	2,315,000	1,203,639	1,111,361	9,216,877	1.92x	1,663,000	1,203,639	459,361	2,783,877	1.38x	1,663,000	1,203,639	1,145,000	1,203,639	0.85x	
2041	2,340,000	1,203,639	1,136,361	10,353,238	1.94x	1,680,000	1,203,639	476,361	3,260,238	1.4x	1,680,000	1,203,639	1,203,639	1,203,639	0.86x	
2042	2,364,000	1,203,639	1,160,361	11,513,599	1.96x	1,698,000	1,203,639	494,361	3,754,599	1.41x	1,698,000	1,203,639	1,049,000	1,203,639	0.87x	
2043	2,389,000	1,203,639	1,185,361	12,698,960	1.98x	1,716,000	1,203,639	512,361	4,266,960	1.43x	1,716,000	1,203,639	1,060,000	1,203,639	0.88x	
2044	2,414,000	1,203,639	1,210,361	13,909,321	2.01x	1,734,000	1,203,639	530,361	4,797,321	1.44x	1,734,000	1,203,639	1,071,000	1,203,639	0.89x	
2045	2,439,000	1,203,639	1,235,361	15,144,682	2.03x	1,752,000	1,203,639	548,361	5,345,682	1.46x	1,752,000	1,203,639	1,080,000	1,203,639	0.9x	
2046	2,465,000	1,043,154	1,421,846	16,566,528	2.36x	1,770,000	1,043,154	726,846	6,072,528	1.7x	1,770,000	1,043,154	1,252,450	1,043,154	1.05x	
2047	2,491,000	1,043,154	1,447,846	18,014,374	2.39x	1,789,000	1,043,154	745,846	6,818,374	1.71x	1,789,000	1,043,154	1,105,000	1,043,154	1.06x	
2048	2,517,000	1,043,154	1,473,846	19,488,220	2.41x	1,808,000	1,043,154	764,846	7,583,220	1.73x	1,808,000	1,043,154	1,117,000	1,043,154	1.07x	
2049	2,543,000	-	2,543,000	22,031,220	-	1,827,000	-	1,827,000	9,410,220	-	1,827,000	-	1,128,000	1,128,000	-	
Total <sup>1</sup>	\$ 46,104,000	\$ 24,072,780	\$ 22,031,220	\$ 22,031,220	1.92x	\$ 33,483,000	\$ 24,072,780	\$ 9,410,220	\$ 33,483,000	1.39x	\$ 33,483,000	\$ 25,358,197	\$ 8,124,803	\$ 21,211,000	\$ 1,281,780	

<sup>1</sup> Totals may not foot due to rounding.

Source: City of Lakewood, ECONorthwest

exemption is not factored into the TIA's revenue projections. If this is true, it can be expected that factoring the exemption into projections will materially reduce the TIA's projected revenues, as the Alliance Residential project makes up just under 50% of the total expected market value to be added by the private developments.

Impacted Fire District: The project analysis appears to have conflicting information about the impacted fire district. If the incorrect fire district was included in the project analysis, calculations involving fire district AV and levy rates may need to be revisited.

Fire District AV: The project analysis appears to list the aggregate AV for the West Pierce Fire & Rescue as \$5,577,808,275. However, the Pierce County Assessor's 2023 assessments appear to provide an aggregate AV of \$18,489,641,063. We recommend that the City double check this value for accuracy.

But For Requirement: In the project analysis' "But-For-Requirement" section, the included projections show the Conservative scenario generating less tax increment growth than if the City elects to not form the proposed TIA. The section also shows the "No TIF" scenario having a lower starting AV in 2024 than what is used in the other three scenarios. If our review is correct, we recommend correcting these assumption errors to help improve the City's but-for analysis.

## Recommendations

To help ensure the financial success of the project, and to minimize unanticipated costs and risks, we recommend the City consider the following measures:

1. Prior to approving the TIA, we recommend that the City discuss and establish a policy regarding how much debt service it is able and willing to pay from City general revenues and reserves on an annual basis, to offset projected as well as unanticipated tax increment revenue shortfalls.
2. Prior to approving the TIA, we recommend that the City review and clarify whether the 8-year multi-family tax exemption is factored into the revenue projections contained in the project analysis. If not, we suggest amending the projections and resubmitting the project analysis for OST review.
3. Prior to approving the TIA, we recommend that the City carefully review its calculations and confirm the assumptions used to calculate the TIA's total AV, including assumptions related to any tax-exemptions and fire district assessed valuations, with the County Assessor's office and legal counsel. This is important to ensure that the City's TIA is in compliance with statutory requirements limiting the size of the TIA to the lesser of \$200 million in AV and 20% of the City's total AV.
4. Prior to approving the TIA, we suggest that the City clarify whether appreciation or speculative development was included in tax increment revenue projections in addition to the expected new developments.
5. Prior to approving the TIA, we recommend the City coordinate closely with the taxing districts impacted by the project, and the County Assessor's Office, to ensure that all parties have an accurate understanding of how the TIA will impact them and provide sufficient time to work through any concerns.



---

# MEMO



Date: April 26, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Mary Stimson, Finance Director  
Melissa Munn, Customer Experience Director

Subject: Markham Investigation and Protection LLC Purchase Order Approval

Over the past six months, there has been a notable rise in both the frequency and seriousness of incidents at the Parkland/Spanaway Library. In response, the Library has taken proactive measures to address these events and mitigate associated risks. Recognizing the need for additional support, we have determined there is a need to implement regularly scheduled security guards at this location to enhance safety for both the library and its patrons.

The Library currently contracts with a security vendor, Markham Investigation and Protection LLC (“Security Contractor”), whom we have been utilizing since 2016 for continuous support of patrolling several libraries that require this service. We are working with the Security Contractor to select their personnel to support our needs. Melissa Munn will provide extensive training on the Library’s Code of Conduct Policy and Library-specific training on how to engage with staff and customers. With the Board’s approval of an extension of the purchase order to include these services, beginning in May 2024, the equivalent of one security guard will be scheduled for all open hours. This will continue for two months, and in July we will evaluate the level of security presence needed and adjust as necessary.

Because the purchase order exceeds \$50,000 and was not included in the 2024 budget, Board approval is required. The contract cost for additional security patrols at the Parkland/Spanaway Library for the remainder of the year is \$137,592. However, should the quantity and nature of incidents improve to indicate this level of security is no longer needed, we will close the purchase order accordingly.

***Board Action: Move to approve a purchase order to Markham Investigation and Protection LLC in an amount not to exceed \$138,000.***

# Officers Reports

---

# MEMO



Date: April 24, 2024

To: Chair Pamela Duncan and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: 2024 Pierce County Library System Marketing and Communications First Quarter Results

The Pierce County Library System's first quarter of 2024 marketing and communications activities is off to an excellent start showing positive results to inform and engage individuals and encourage their use and support for the Library System's services, by exceeding nearly all key performance indicators to meet the Library goals for marketing and communications

For news media, we achieved 43 news articles. We sought news coverage and realized many print articles about the Library's Black stories and voices events and offerings, early learning services, and Read with a Daffodil Princess events.

A significant portion of our communications included engaging the public with the Library System's new strategic plan and encouraging completing a survey. We employed numerous tactics including web content; collateral print materials (translated the flyer into Spanish and Korean); news media; social media marketing; e-newsletter; sharing with local governments; advertising in print and digital in The News Tribune, targeted digital, Pandora streaming, and KZTM-FM Spanish radio; and a direct mailer to all households in our service area. The paid advertising exceeded industry standards by nearly twice, with click through rates exceeding industry standards by an average of .09%. In all, approximately 3,000 individuals completed the survey, making it statistically significant.

Also, in the first quarter, we communicated the Library's recruitment for a new member for the Board of Trustees, using online and print assets, news media, social media marketing, e-newsletter, sharing with local governments and chamber of commerce organizations, advertising with KNWN, Spanish radio, and The News Tribune.

The Library System's first quarter marketing and communications focus featured job and business services, and we used collateral assets—flyers (translated into Spanish, Korean, and Russian), bookmarks, posters, and sandwich boards; KZTM-FM Spanish radio ads; web information; social media marketing; e-newsletter; community marketing; direct mailer to asset limited households; and other tactics to share information.

## PIERCE COUNTY LIBRARY SYSTEM

### 2024 Marketing and Communications Plan

### FIRST QUARTER RESULTS, January-March 2024

#### Overall Evaluation Measures

---

- Enhance brand awareness and preference for the Pierce County Library System.
- Position the Pierce County Library as the spark for success for residents.
- Bolster the Library's visibility in Pierce County communities.
- Inspire excitement and build support for and use of the Library's services.

#### News Media Stories

---

- Goal: Maintain or exceed 2023 news coverage.
- Quarter One (Q1) 2023: 50 news articles and 43 media mentions/calendar placements.
- Quarter One (Q1) 2024: 43 news articles and 45 media mentions/calendar placements.

#### Paid Advertising

---

Pierce County Library—new strategic plan community engagement, Board of Trustee recruitment, and job and business services marketing and communications focus (January-March 2024)

- The News Tribune print and digital advertisements, new strategic plan:
  - Digital ad impressions (the number of times the ad was served/content displayed to the viewing/listening audience): 319,819
  - Clicks on digital ads: 198
  - Digital Click-through rate (CTR): **.06%. CTR exceeded industry standard of .05%.**
  - Homepage takeover ad impressions: 90,212; 143 clicks; **.16% average CTR, exceeded industry standard.**
  - E-newsletter: 116,407 subscribers; 22,287 views/opens (19.15%); 2,425 clicks (2.08%)
- The News Tribune print and digital advertisements, Board recruitment:
  - Digital ad impressions: 402,186
  - Clicks on digital ads: 245
  - Digital Click-through rate (CTR): **0.06%. CTR exceeded industry standard.**
- Targeted digital website ads, new strategic plan:
  - Impressions: 1,205,940
  - Clicks on ads: 905
  - **CTR: .08%, exceeded industry standard**
- KNWN (AM 1000; 97.7 FM) ads Board recruitment: 32 spots.
- Spanish Radio ads on KZTM-FM, new strategic plan: 72 spots.
- Spanish Radio ads on KZTM-FM, Board recruitment: 72 spots.
- Spanish Radio ads on KZTM-FM, job and business services: 72 spots.
- Pandora, new strategic plan
  - Streaming: 333,000 impressions goal; 336,661 impressions realized; 72,470 reach.
  - Digital ads: 166,000 impressions goal; 185,686 impressions realized; 31,288 reach; **.11 CTR, exceeded industry standard.**

- 18 bus ads, yielding estimated impressions: 7,212,033.
- 12 bus shelter ads, yielding: 546,000 impressions. All in-kind through partnership with Pierce Transit.

## E-newsletter

---

- Goal: Meet or exceed industry standards:
  - Open rate industry standard: 25.17%.
  - 3 e-newsletters to an average of 68,651 active subscribers.
- Average number of e-newsletters opened with each campaign: 44,115; 64.6% open rate.
- **Open rate more than two times higher than the industry standard.**

## Social Media Marketing

---

- Facebook Goal: Maintain or exceed 2023 reach rate and government industry standard of 2.19%. During the majority of the first quarter of 2024, the Library System's Facebook account was still prohibited from boosting posts and placing advertisements, due to the hack to the Library's Facebook account.
- X Goal: Maintain or exceed 2023-engagement rate for Library System and government industry standard of 1.31% engagement rate.

### Facebook

- Reach: 7.3%, lower than Q1 2023 (9.4%), **exceeded industry standard.**
- 68 posts reached more than 92,500 people (1,360 average reach/post) with nearly 1,400 engagements (reactions, such as likes), with an average of 20 clicks per post.

### X

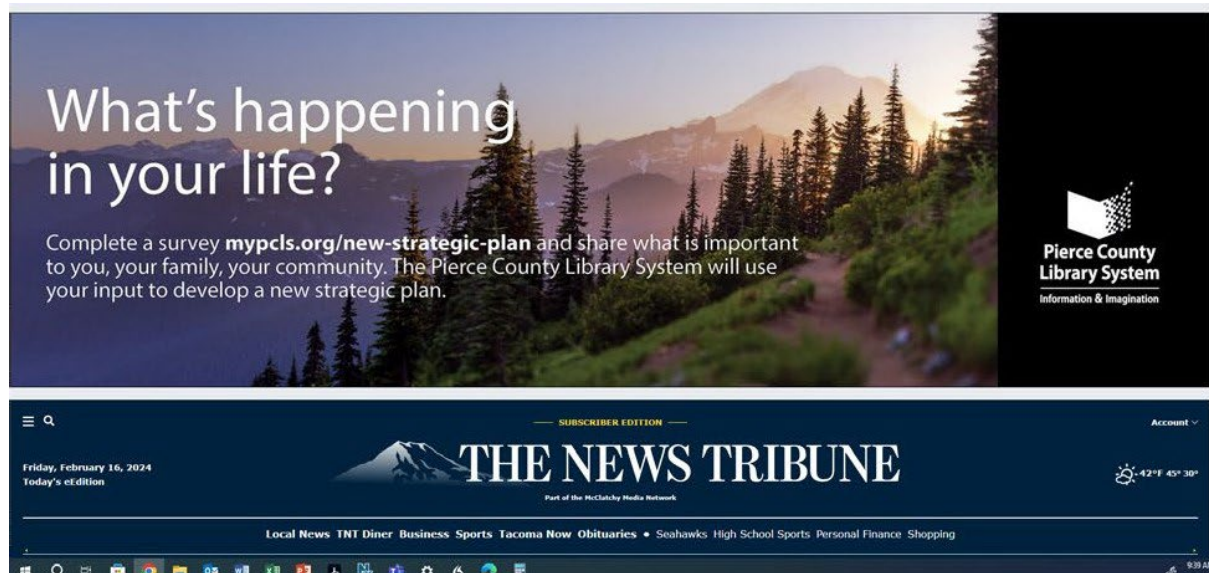
- Q1 2023: 2.8% engagement rate.
- Q1 2024: 2.4% engagement rate.
- **Exceeded industry standard.**

## Work Order Satisfaction


- Goal: 90% of internal staff customers Very Satisfied with Marketing and Communications Department-produced product/service.
- **Q1 Exceeded goal with 94.44% Very Satisfied.**

## Sample of Digital Ads

---




## TNT E-newsletter



**Pierce County  
Library System**  
Information & Imagination

[GET STARTED](#) | 
 [VISIT THE LIBRARY](#) | 
 [LEARN & EXPLORE](#) | 
 [ATTEND](#) | 
 [GET INVOLVED](#)



What's happening in your life, your community's life?

Please complete a brief survey and share what is important to you, your family, your community.



Complete a survey at any Pierce County Library or online at [mypcls.org/new-strategic-plan](https://mypcls.org/new-strategic-plan) **now through March 31, 2024.**

The Pierce County Library System needs input from you and your neighbors to help the Library System develop a new strategic plan. Share what matters to you and your neighbors:

- What do you enjoy?
- What complicates your life?
- What's important to you?
- How can the Library System be part of your life and your neighbors' lives?



Our Mission: to bring the world of information and imagination to all people of our community.

With the community's input, the Library System can match its services to what matters in people's lives.

**Thank you for sharing your interests and opinions!**



We are here to help communities and families succeed.

[Learn more about our values.](#)



## Sampling of News Articles

---

### The News Tribune

#### Which books and films were most popular at Pierce Co. libraries in 2023?

Here's a list

By Rosemary Montalvo

Jan. 31, 2024

To many, the time of going to a library and checking a book out seems like something from the old days since we have access to millions of books now in the palm of our hand.

In today's world it is more common to hear a person talk about having a subscription to reading apps such as Kindle or Audible rather than having a free library card to a local city or county library.

Nonetheless, libraries persist. In fact, millions of physical and digital checkouts happen every year.

Mary Getchell, the marketing and communications director of the Pierce County Library System, said in an email that they saw an estimated 5 million checkouts of books, audiobooks, movies and other materials in 2023.

Of those estimated 5 million checkouts, "2.3 million of those being online e-books, audiobooks and movies and approximately 3 million from books and movies on shelves in libraries. This is nearly 14,000 checkouts a day," Getchell noted.

Here are the most popular adult books, teen/young adult books, children's books, audiobooks, e-books, and movies that were checked out from the Pierce County Library system in 2023.

#### Adult books:

1. *Lessons in Chemistry* by Bonnie Garmus: 706 checkouts
2. *Remarkably Bright Creatures* by Shelby van Pelt: 608 checkouts
3. *The Wager: A Tale of Shipwreck, Mutiny and Murder* by David Grann: 568 checkouts
4. *Homecoming* by Kate Morton: 553 checkouts
5. *Demon Copperhead* by Barbara Kingsolver: 537 checkouts

#### Movies on DVD:

1. *A Man Called Otto*: 905 checkouts
2. *Top Gun: Maverick*: 879 checkouts
3. *John Wick. Chapter 4*: 876 checkout
4. *Black Adam*: 844 checkouts

5. *The Super Mario Bros*: 776 checkouts

Teen/young adult books:

1. *The Assassin's Blade* by Sarah J. Maas: 173 checkouts
2. *Crown of Midnight* by Sarah J. Maas: 163 checkouts
3. *Mockingjay* by Suzanne Collins: 150 checkouts
4. *Gilded* by Marissa Meyer: 145 checkouts
5. *Cinder* by Marissa Meyer: 140 checkouts

Children's books:

1. *Dog Man. Twenty thousand fleas under the sea* by Dav Pilkey: 638 checkouts
2. *Diper Overlöde* by Jeff Kinney: 509 checkouts
3. *Guts* by Raina Telgemeier: 434 checkouts
4. *Dog Man : Fetch-22* by Dav Pilkey: 405 checkouts
5. *Diary of a Wimpy Kid. Big Shot* by Jeff Kinney: 402 checkouts

Top five e-book titles borrowed:

1. *Verity* by Colleen Hoover
2. *It Ends with Us* by Colleen Hoover
3. *Spare* by Prince Harry, The Duke of Sussex
4. *Lessons in Chemistry* by Bonnie Garmus
5. *It Starts with Us* by Colleen Hoover

Top five online audiobook titles borrowed:

1. *Fourth Wing* by Rebecca Yarros
2. *A Court of Thorns and Roses* by Sarah J. Maas
3. *Spare* by Prince Harry, The Duke of Sussex
4. *I'm Glad My Mom Died* by Jennette McCurdy
5. *The Covenant of Water* by Abraham Verghese

## The News Tribune

### Opinion

**A huge slice of old Lakewood was endangered. The city says saving it is worth the cost**

**By Matt Driscoll**

**March 14, 2024**



The Big One, a historic Douglas fir tree on display at the Lakewood library from 1965 until it closed to the public in 2022, is wrapped up and ready to be transported to its new home at Fort Steilacoom Park on

Wednesday, March 13, 2024, in Lakewood, Wash. BRIAN HAYES [bhayes@thenewtribune.com](mailto:bhayes@thenewtribune.com)

James Guerrero has tackled plenty of weird and unusual projects. Once, the 59-year-old architect — a self-described “Lakewood guy” — was hired to draw up plans for a shoreline residence on a steep hillside. His answer: a street-level garage with an accessory dwelling unit tucked underneath, connected via underground elevator to a waterfront home below.

That, as Guerrero told me by phone this week, “was an architectural problem.” His bread and butter. The kind of stuff he’s accustomed to. Guerrero’s latest challenge is just *odd*, he explained, and massive — weighing more than nine tons.

Colloquially, it’s known as “The Big One” — a huge cross-section of Douglas fir dating back to the 1300s.

Forty feet in circumference, it was proudly [unveiled at the Flora Tenzler Memorial Library](#) in Lakewood in 1965, heralded as a prime piece of the largest Douglas fir ever felled (whether the claim is verifiable or not). Previously, the tree it was part of — 238 feet tall, chopped down in 1946, [according to Lakewood lore](#) — had been milled and put on display at Northwest Door Co. in Tacoma.

Recently, [Guerrero and his team](#) were tasked with designing and building a new permanent home for The Big One at [Fort Steilacoom Park](#), where it will be moved on a huge flatbed semi truck this spring.

The scheduled relocation comes almost two years after the Lakewood Library was forsaken by the Pierce County Library System, declared too far gone to be saved and [closed to the public](#). The aging, flat-roofed building is now slated for demolition.

The good news? Earlier this month the Lakewood City Council signed off on an [agreement granting the city ownership](#) of the giant, old log, fair and square. It’ll cost taxpayers at least \$150,000, but Lakewood officials and elected leaders say it’s worth it.

For Guerrero, coming up with a way to safely support and protect The Big One represents a challenge and a hyperlocal honor ... in a very weird way.

“It’s certainly in the top five unique projects I’ve worked on,” said Guerrero, who attended Hudtloff decades ago, back when it was [still a “junior high”](#) and the mascot was still offensive.

“We do get oddball projects on occasion, but this is the first one that’s been *quite* like this,” he told me.

“It’s a pretty impressive piece of wood. I think saving it is worthwhile.”



In this Richards Studio photograph from October 1946 produced for the Douglas Fir Plywood Association, courtesy of Tacoma Public Library’s archives, The Big One is displayed outside the Northwest Door Company at 1203 East D St. Herman E. Tenzler, president of the company, later relocated the huge slice of timber to the Flora B. Tenzler Memorial Library in Lakewood, which was named in honor of his late wife. *TPL/Richards Studio*

## PRESERVING THE BIG ONE

Playing a small role in helping to relocate The Big One is a strange job that Guerrero, who opened up a small architectural shop in Lakewood in 1992, is taking seriously.

Using technical terms, Guerrero told The News Tribune that plans call for a giant plinth — or “concrete pedestal” — to be erected at Fort Steilacoom Park, designed to hold the 20,000-pound chunk of old-growth timber in place.

Since the display will be outside — along the trail to Waughop Lake — a picnic-style structure will be built to provide cover, Guerrero indicated.

The historical artifact will also be coated in a hard, clear sealant, he said, and a fence will be installed to help prevent damage and vandalism.

For some Lakewood residents, that last part — *protecting a piece of a proud city's history* — is what's important, and why tempers have flared over the last two years in a city of roughly 60,000 people.

BUY NOW

The Pierce County Library System's apparent disinterest in preserving The Big One— after the regional agency shuttered the local branch, offering only [promises for the future in return](#) — has rubbed some residents raw, acknowledged Mary Dodsworth, Lakewood's director of parks, recreation and community services.

As Pierce County Library spokesperson Mary Getchell put it this week, the agency has worked for more than a year to find a taker for the old log and “has never been in a position to preserve artifacts, including the Douglas fir slice.”

That much has been clear since the start, and some in Lakewood have taken note, Dodsworth said. Given the likely alternative — the demise of The Big One — she told me this week that the city's only choice was clear.

The library is paying to move The Big One, with late April as a target.

Financially, everything else falls on the city, Dodsworth said. She traced conversations regarding a potential transfer of The Big One back to 2022.

Getchell described Pierce County Library System as “very happy” with the deal.

The eventual price tag for relocating The Big One could approach \$250,000, Dodsworth indicated.

“The city said, ‘If you're going to just disregard it, we'll take it and we'll protect it’ — not really knowing what that meant. ... You can't just roll it somewhere. You can't just prop it up on a stick,” Dodsworth told me.

“The library made it clear that they didn't have intentions of moving it to a new location. They didn't know what they were going to do,” she continued. “It's important to our community. So the city stepped up.”

Besides the modest paycheck The Big One provides, Guerrero described helping to relocate the old log as meaningful — on a personal level.



The artifact has been part of his life since childhood, he said with a slight nostalgic pang after some prodding, looming in the background of countless book reports and school research projects over the years.

Like most who grew up in the area, Guerrero gazed at its enormity and marveled at the dates marked in its rings, he told me.

According to Dodsworth, who has worked in Lakewood for more than two decades now, that's precisely why saving The Big One matters.



The Big One, a historic Douglas fir tree on display at the Lakewood library from 1965 until it closed to the public in 2022, is wrapped up and ready to be transported to its new home at Fort Steilacoom Park on Wednesday, March 13, 2024, in Lakewood, Wash. Brian Hayes [bhayes@thenewstribune.com](mailto:bhayes@thenewstribune.com)

"We might not agree on a lot of things in this world, but I think a lot of people in this community agree on open space and trees and beauty. We have this beautiful piece of wood — an amazing historic artifact — and we have the ability to keep it around for a while," Dodsworth argued.

"If you don't appreciate your history, it just disappears. It's gone," she told me.

"I've seen the log. I know the log. I love the log. It means a lot to different folks in this community."

## **South Sound Talk**

### **Listen to Black stories and voices with Pierce County Library**

**Pierce County Library System, Feb. 9, 2024**

Celebrate Black stories and voices with the Pierce County Library System this February. Discover enrichment activities including classes and events, specially curated booklists and informative displays during Black History month.

Black stories and voices are a critical part of a shared history. This month, the Pierce County Library celebrates with the community and highlights the many fascinating stories in Black heritage and culture, most of which can be found on library shelves.

Pierce County Library hosts its eighth annual Black Voices in the Arts series, an African-American Read-In program, showcasing artists in written word, art and film. Events include:

### **Black Voices in the Arts Author Panel with Bonita Lee and Katharine Threat**

Enjoy a conversation with local authors Bonita Lee and Katharine Threat. For teens and adults.

Copyright © 2024 · The Suburban Times · [Log in](#)

**Tuesday, Feb. 13, 5:30-6:30 p.m.**

Watch the documentary “Since I Been Down,” followed by a virtual Q&A with the film’s director, Gilda Sheppard, PhD. For teens and adults.

**Friday, Feb. 16, 2:30-5:30 p.m.**

Parkland/Spanaway Pierce County Library, 13718 Pacific Ave. S., Tacoma

**Saturday, Feb. 17, 1:30-4:30 p.m.**

Orting Library Pierce County Library, 202 Washington Ave. S.

**Black Voices in the Arts Community Art Workshop and Read-In**

Join a collaborative art project to recreate a library painting by a famous Black artist. All ages.

**Tuesday, Feb. 20, 4-5:30 p.m.**

Summit Pierce County Library, 5107 112th St. E., Tacoma

**Black Voices in the Arts Virtual Author Panel with Bonita Lee and Anastacia- Renee**

Experience a virtual author panel with authors Anastacia-Renee and Bonita Lee. For teens and adults.

**Wednesday, Feb. 28, 4:30-6:30 p.m.**

Virtual Pierce County Library – Registration required for link.

Additional events honoring black culture will be held at Pierce County Library locations throughout the community. Classes include:

**A Very Boseman Black History Month**

Watch some of late actor Chadwick Boseman’s most iconic movies. Ages 13 and over.

**Tuesday, Feb. 13, 5-7:15 p.m.** Showing “42: The Jackie Robinson Story.”

**Tuesday, Feb. 27, 5-7:15 p.m.** Showing “Black Panther.”

University Place Pierce County Library, 3609 Market Place W., Suite 100

**Style, Culture, Streetwear – Exploring the evolution of streetwear**

ETC Tacoma’s Umi Wagoner talks about streetwear, its history and its position at the intersection of fashion and culture. For adults.

**Saturday, Feb. 17, 3-4:30 p.m.**

University Place Pierce County Library, 3609 Market Place W., Suite 100

**Quilt Exhibit with Freddie Smith**

African-American textile artist Freddie Smith displays a collection of her beautiful quilts and shares how she has been turning fabric scraps into works of art. All ages.

**Monday, Feb. 26, 3-6 p.m.**

Parkland/Spanaway Pierce County Library, 13718 Pacific Ave. S., Tacoma Pierce County Library will also partner with the Museum of Glass for the National

Endowment for the Arts Big Read “Homecoming” by author Yaa Gyasi. The Big Read will kick off **Thursday, Feb. 15, at 5:30 p.m.** in the Grand Hall at the Museum of Glass at 1801 Dock St, Tacoma.

A conversation with Gyasi will also be held **Thursday, March 7, at 7:30 p.m.** at the Schneebeck Concert Hall on the campus of the University of Puget Sound at 1500 N. Warner St, Tacoma. In support of the Big Read, the Library System will offer book discussions and writing workshops as further enriching cultural immersions.

Continue to deepen an understanding of the Black experience with curated booklists for all ages featuring poetry by authors Amanda Gorman and Maya Angelou, remarkable nonfiction from Trevor Noah and the late John Lewis and popular fiction titles by Bryan Washington, Zadie Smith and more,



available in book, e-book and other formats.

**South Sound Talk**  
**Read with the Daffodil Princesses**  
**by LocalTalk Contributor**  
**March 28, 2024**



Read With the Daffodil Princesses at Pierce County Libraries  
By LocalTalk Contributor

The Daffodil Princesses will visit several Pierce County Library System locations this spring to read with children. Members of the Daffodil Festival's Royal Court will read a story and be available for photos with children ages 3-6.

"This event is an example of how libraries bring the magic of reading to children," said Pierce County Library Executive Director Gretchen Caserotti. "Through this literacy partnership, the princesses transform reading into an enchanting experience. It's a wonderful way to spark a love for reading in the hearts of the youngest readers."

Saturday, April 13, 11 a.m.–noon

Bonney Lake Pierce County Library, 18501 90th St. E. Graham Pierce County Library, 9202 224th St. E.

Orting Pierce County Library, 202 Washington Ave. S.

Parkland/Spanaway Pierce County Library, 13718 Pacific Ave. S., Tacoma

Saturday, April 13, 2-3 p.m.

Eatonville Pierce County Library, 205 Center St. W.

Milton/Edgewood Pierce County Library, 900 Meridian E., Suite 29, Milton Summit Pierce County Library, 5107 112th St. E., Tacoma

Sumner Pierce County Library, 1116 Fryar Ave.

Saturday, April 20, 2-3 p.m.

Buckley Pierce County Library, 123 S. River Ave. DuPont Pierce County Library, 1540 Wilmington Dr.

Fife Pierce County Library, 6622 20th St. E.

University Place Pierce County Library, 3609 Market Place W., Suite 100

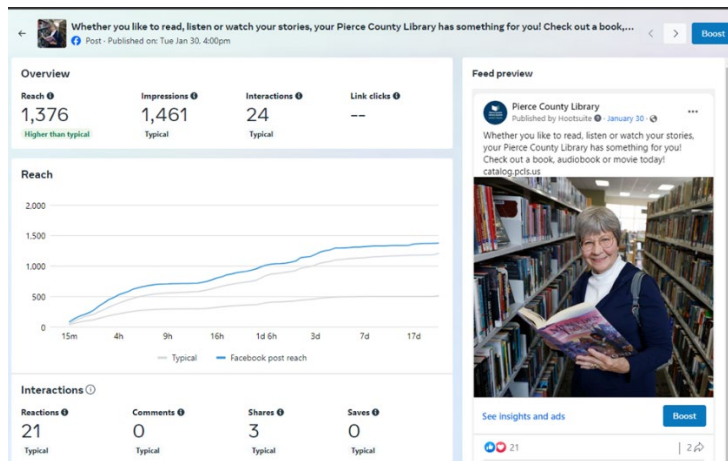
Get more information on all Pierce County Library events at [mypcls.com/calendar](http://mypcls.com/calendar). Find books, movies and more information at [mypcls.org](http://mypcls.org).

## Top Social Media Posts

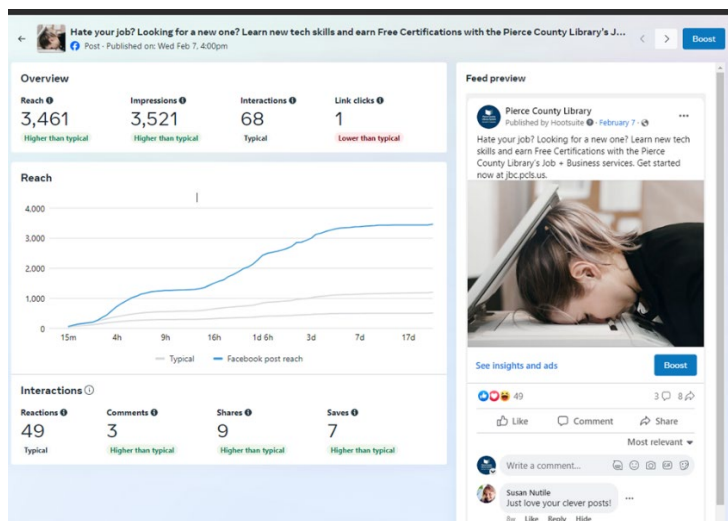
---

### Facebook

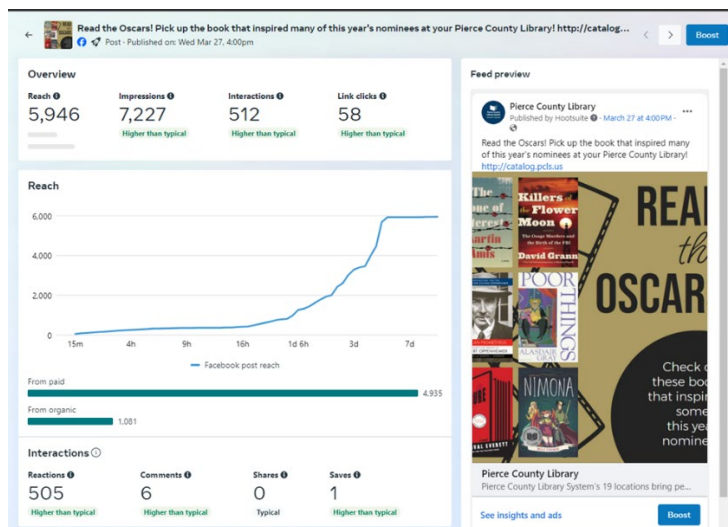
### January



## February



## March



**X**

**The top January post realized 106 impressions and 4 engagements (likes, retweets).**



The top February post realized 569 impressions and 4 engagements.



The top March post realized 369 impressions and 11 engagements.



**PierceCountyLibrary**  
@PierceCoLibrary

...

Need some help casting your vote? Your Pierce County Library is a Voter Point of Assistance. Visit a library today until 8 p.m. [mypcls.org/vote/](https://mypcls.org/vote/)



8:11 AM · Mar 12, 2024 · 369 Views

View post engagements

1

1

3



---

# MEMO



Date: April 30, 20024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Dean Carrell, Foundation Director

Subject: Library Giving Day 2024

Library Giving Day began in 2019 as a Washington State-based collaborative initiative between Seattle Public Library Foundation, King County Library Foundation, and the Pierce County Library Foundation.

On April 3, 2024, and now in its sixth year, the Pierce County Library Foundation participated in this international fundraising and advocacy campaign in support of public libraries by leaning into the growing trend in the world of non-profits that “collaboration is the new currency.”

Pierce County Library Foundation proposed a collaborative campaign with Tacoma Public Library Foundation and Puyallup Public Library Foundation to elevate the work of all of our public libraries in the South Sound region, specifically Pierce County. Together, we pooled marketing costs and expanded our advertising reach with a collaborative and unified message in support of our three public libraries, and retaining our own financial and strategic goals.

Here are a few statistics of Library Giving Day 2024:

## Goal

- To raise \$50,000 utilizing \$10,000 in matching gifts

## Results

- Raised \$33,813 from 211 donors (as of today), a significant decrease from 2023.
- 50% of donations came from Tacoma, University Place, and Gig Harbor, representing approximately 69% of funds raised

A joint debriefing meeting is scheduled with Tacoma Public Library Foundation and Puyallup Public Library Foundation later in May. Still being explored are some factors being attributed to this year's decrease over last:

- Several competing end of fiscal quarter fund drives by other non-profits
- Distractions due to Spring Break vacations
- Tax climate: there exists a decreased incentive for lower-tiered gifts
- Evidence is showing a perceived cautious response to the economy rather than what fiscal indicators actually are
- Run-up to a general election in November



---

# MEMO



Date: April 22, 2024

To: Chair Pamela Duncan and Members of the Board of Trustees

From: Connie Behe, Deputy Director

Subject: 2024 All Staff Day Recap

Feedback from the 2024 All Staff Day Survey shows overall success. In the Board packet, find a 3-page summary of post-event survey results, with staff highly valuing spending time with colleagues.

The day kicked off with a welcome address by Executive Director Gretchen Caserotti, followed by a keynote presentation by Angela Sanchez, a published author, cartoonist, education advocate, and first-generation Latino college graduate. Sanchez, also an amateur magician, shared her experience being unhoused as young person and the role libraries played in providing refuge and resources.

A panel of five community service providers then showcased their efforts, often in collaboration with the Library System, to connect individuals with essential services. Panelists included Kelly Brickhouse from Workforce Central, Laurie Davenport from Tacomaprobono, Delmar Algee from Pierce County Health Services, Tori Skinner from Goodwill of Olympics and Rainier, and Sandra Cavillo from Worksource Pierce.

Following the panel, consultants from the Coraggio Group asked for staff input on the Library System's values for strategic planning. This input will inform a situation assessment report, guiding the first draft of the strategic plan by the Core Planning Team. The draft will go through internal and Board stakeholder review. The Leadership Team will process additional staff feedback that doesn't fit into the strategic planning process to identify key themes and respond appropriately.

Throughout the day, staff engaged in activities such as capturing moments at the Staff Experience photo booth, contributing to an appreciation wall, and using a quiet room for low-stimulation breaks. Lunch and snacks were provided. The day concluded with staff discussions on various topics and participation in team-building exercises.

Special acknowledgment is extended to the All Staff Day Planning Team, led by Jamie Martin, Customer Experience Administrative Coordinator, for planning and delivering a thoughtful, organized, and impactful event.

## All Staff Day 2024 Experience Feedback

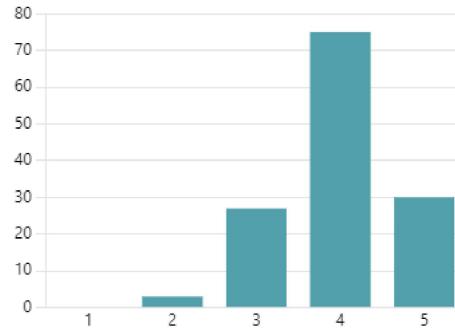
165 Responses

80:05 Average time to complete

Closed Status

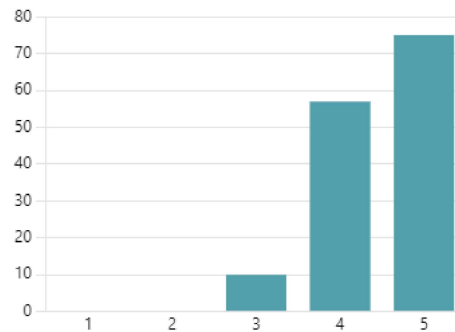
1. How was your overall experience at the event?

3.98  
Average Rating



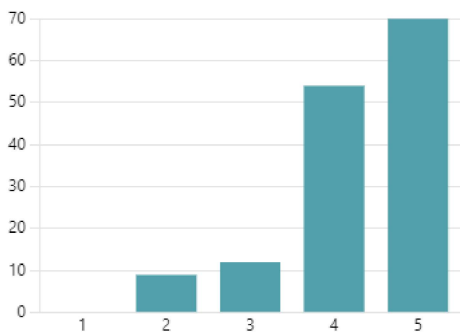
2. How would you rate the venue location (ease of transportation, parking)?

4.46  
Average Rating



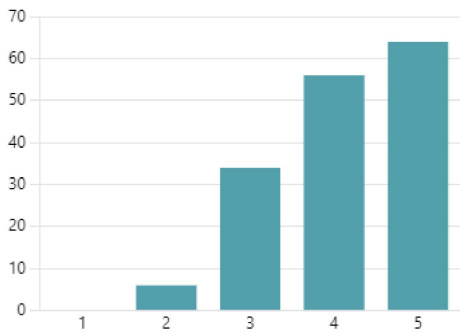
3. How would you rate the venue space (temperature, audio, accessibility to amenities)?

4.28  
Average Rating



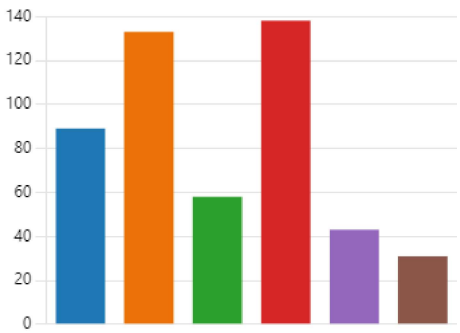
4. How satisfied were you with the communications your received about the event?

4.11  
Average Rating



5. What did you enjoy most about the event? Select up to 3 choices.

Keynote Speaker	89
Community Panel	133
Activities	58
Socializing with Colleagues	138
Strategic Planning Session	43
Other	31



6. Please reflect on 3 things you learned, 2 things that confirmed what you already knew, and 1 question you have after today.

Objectives for the Day:

- Understand the Purpose and Plans of the Pierce County Library System: Learn why the Pierce County Library System exists and what it aims to achieve. Gain a good grasp of the overall goals and plans to work effectively with your team to meet them.
- See the Important Roles of Community Service Providers: Discover how community service providers help people in need in Pierce County. Learn how they tackle issues like making services accessible to everyone, celebrating diversity, and ensuring everyone feels included.
- Build Connections and Understanding within the Library Team: Connect with your Library colleagues in a meaningful way, creating a positive and friendly work environment. Look for chances to learn more about your team members, contributing to a work community where everyone supports each other.

140  
Responses

Latest Responses

"3 Things learned Issues that we see in our region are also felt in other regio..."  
"What I Learned: -How passionate, diverse and interesting our Collection Ma..."  
"3,1,2"

73 respondents (52%) answered **staff** for this question.

services when the community  
work for the library community needs  
Community engagement  
community organizations  
County community Community Service  
staff members community partner  
community partnerships Staff Day  
library staff  
people in their own communities  
**staff things**  
community resources  
PCLS staff  
branch staff  
community panel  
work with community

7. Is there anything else you think the Planning Team should know about your experience at All Staff Day?

134  
Responses

Latest Responses

"So, it sure feels awkward to put constructive criticism in a form, so here are s..."  
"I felt that while staff day was a great opportunity to see all the different staf..."

33 respondents (25%) answered **time** for this question.

objectives throughout the day  
staff work hard work library staff  
branch staff  
staff events planning team keynote speaker community panel  
majority of our staff annual staff staff who need  
**time**  
end of the day work day  
great day  
different staff  
day were great  
**staff days**

# MEMO

Date: April 29, 2024

To: Chair Pamela Duncan and Members of the Board of Trustees

From: Chrissy Knoelke, Regional Services Manager

Subject: National Library Workers Day

During the week of April 9<sup>th</sup>, the Library recognized staff in celebration of National Library Workers Day. A subgroup of the Culture Forward Team thoughtfully planned fun events and celebrations throughout the week for this event. The Library budgeted \$10 per employee for supervisors to purchase snacks/treats or something that might help boost morale and build camaraderie amongst teams. Supervisors led and coordinated the local celebrations with staff. The subgroup also sponsored a photo booth at All Staff Day so that staff could take photos with colleagues or teams.

Library visitors were given an opportunity to share their appreciation by recognizing staff. We asked our communities to share their stories and kudos of the great work they had seen happening in our libraries ([thankyou@piercecountylibrary.org](mailto:thankyou@piercecountylibrary.org)). This information was shared directly with the subject(s) of praise.

*Figures 1 and 2: All staff day photo booth*





---

# MEMO



Date: April 24, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Alison Eckes, Customer Experience Director of Programs and Services

Subject: Friends of the Library Connection and Strategic Planning Engagement

The Library hosted its annual spring Friends Connection, a gathering of all Pierce County Library System Friends of the Library organizations, on Saturday, March 23, 2024.

This year's Connection provided an important opportunity to engage with the Pierce County Library System's 17 Friends of the Library organizations as part of the strategic planning process. Deputy Director Connie Behe provided an overview of the strategic planning process, timeline, framework, and stakeholder engagement. Through a facilitated activity, Friends of the Library leadership and representatives shared their experiences and perspectives as Pierce County Library System partners, volunteers and customers.

The information gathered from this and other strategic planning community engagement is important in building a broad understanding of the Library's opportunities and challenges to inform the new strategic plan.

We appreciate Friends of the Library leadership and members for their ongoing commitment and contributions in support of library services throughout Pierce County. As the Library plans for the future and implements a new strategic plan, we look forward to our continued partnership with the Friends of the Library organizations.

---

# MEMO



Date: April 24, 2024

To: Chair Pamela Duncan and Members of the Board of Trustees

From: Mary Getchell, Marketing and Communications Director

Subject: Library Services and Marketing and Communications Assets for Visually Impaired

The Pierce County Library System offers a range of services tailored to meet the needs of visually impaired individuals. These include audiobooks, digital audiobooks, videos with recordings, digital videos with recordings, as well as diverse classes and events available both in-person at libraries and online. From early learners enjoying story times and block play to teenagers participating in teen councils, and adults attending author events and other cultural and educational gatherings, the Library ensures services are available for all.

Currently, the Pierce County Library employs a variety of external channels and tactics to inform and engage visually impaired individuals with and drive their use and support for the Library System's services including:

- Website, with links to video/audio recordings.
- Videos with audio recordings.
- Community marketing, with organizations and businesses sharing Library information.
- Social media marketing, with video/audio recordings.
- Streaming/recorded events.
- PowerPoint presentations; presentations, presented orally.
- Pandora advertising, streaming recordings.
- Radio advertising, KZTM-FM Spanish radio.
- Radio sponsorship advertising, NPR-KNKX.
- Radio advertising, KNWN-FM (AM 1000, FM 97.7), KPLZ-FM (101.5).
- Media relations: news stories on radio, TV, streaming.
- Community relations: participating in person at community events.

Also, the Library System's Information Technology Department is engaged in an accessibility audit of its public-facing websites and of the public-facing components of the Library System's digital service interfaces with external vendors, such as Overdrive. The purpose of this audit is to test the usage of these sites with assistive technologies and to ensure that their usability is maximized when individuals with disabilities interact remotely with the Library's services.

---

As part of the audit, the Library System explored best practices from other library systems in their approach to providing accessible platforms. Also, we arranged one important test of the changes triggered by the audit to include working with a community organization whose members have disabilities or use assistive technologies to test the improvements to our sites and provide feedback on them. After this initial audit is completed in summer 2024, the Library System will have a regular process of accessibility reviews and specific standards of compliance expected with all vendors.

---

# MEMO



Date: May 2, 2024

To: Chair Pamela Duncan, and Members of the Board of Trustees

From: Clifford Jo, Business & Compliance Director

Subject: Manitou Annexation to City of Tacoma

City of Tacoma has finalized its annexation of a neighborhood called Manitou, which was surrounded by the cities of Tacoma and University Place. Manitou is a 37-acre community in what is colloquially known as an “unincorporated island” which are few in number. In the works since late 2021, the annexation is effective on April 1, 2024.

There are two impacts to the Library:

1. **Residents in this area remain eligible to use and sign up for our library cards.** Upon annexation, those cards, and any new ones, will need to be converted over to reciprocal borrowing cards. Residents can continue to use our services as well as the Tacoma Public Library, so there is no net impact to any of our cardholders in Manitou.
2. **The affected neighborhood will cease property tax payments to the Library beginning in 2025.** My estimate is a loss of between \$11,000 and \$23,000 per year (the total of which won't be known until September). However, in talking with our contact at the Office of the Pierce County Assessor-Treasurer, there will only be a nonfinancial, indirect impact to us.

When property is annexed out of a taxing district, such as Manitou, tax rules affect the mill rate, not the property taxes. The \$11,000 to \$23,000 of property taxes will be spread over to the other property owner in our taxing district. This is an outcome of how levy certificates work, because taxing districts certify the total value of the taxing district and not individual property owners.

There is nothing we do about this—it just happens. The result is a tiny uptick in our mill rate, currently at 33.8 cents per \$1,000 of assessed property values. The increase is nearly immeasurable: on the order of around +0.00000001. Property owners in our taxing district will see a tiny uptick in their property taxes; by my calculation, it will be a few cents for the average home.