



2022 Budget

ADOPTED
NOVEMBER 22, 2021

SNO-ISLE LIBRARIES



Executive Summary

Sno-Isle Libraries 2022 Proposed Budget

Executive Summary

Introduction

Using our 2022 objective to set a budget that supports building our future together by financing our strategic goals and priorities, staff have developed a proposed budget that is rooted in our vision, mission, values, and four strategic goals.

- *Enhance library services*
- *Create inspiring spaces*
- *Optimize library funding*
- *Invest in our people and our organization*

The 2022 proposed budget is based on all Sno-Isle community library buildings being fully open to the public along with a comprehensive offering of library programs, and services. The budget includes a full complement of library staffing. The budget supports a sustainable increase for the collection and funding to continue some of the expanded library services, programming, and health and safety procedures that were started during the pandemic.

Strategic investments will be made to ensure customers and staff experience spaces that are welcoming, inclusive, and easy-to-use. Both our online and in-building spaces will inspire our customers and staff, while continuing to emphasize health and safety with adherence to CDC guidelines. The Sno-Isle Library District will continue to ensure good stewardship of resources while optimizing funding that is diversified and sustainable. We will invest in our organization so our staff embodies diversity and inclusion and have the support and resources they need.

The proposed budget for 2022 is balanced at \$80.1 million including revenues, expenditures, cash balance requirements, and reserves. The net of proposed revenues less expenditures yields a funding surplus of approximately \$1.8 million. The Sno-Isle Library District is exercising fiscal constraint by placing this funding surplus into reserves that can be used to ensure future stable funding of library services.

Revenue

Total revenue for 2022 at \$66.6 million is a \$3.7 million, or 5.8% increase from the 2021 budget. The budget assumes full use of the property tax levy capacity available. The concluding levy rate on property is projected to decrease from \$0.424 per \$1,000 of assessed value in 2021 to \$0.391 in 2022. The inflation rate used to calculate the allowable levy increase is greater than 1%, so no Board resolution of substantial need is necessary for 2022.

Expenditures

Total proposed operating expenditures for 2022 at \$58.9 million are approximately \$1.6 million or 2.8% higher than the 2021 budget. Capital expenditures for 2022 at \$5.9 million are approximately \$5.5 million higher than the 2021 budget. Total expenditures at \$64.8 million are approximately \$7.2 million or 12.4% higher than the 2021 budget.

Operations: Total proposed operating expenditures for 2022 are at \$58.9 million. The proposed budget increases 2021 staffing levels by 3.0 fulltime equivalent employees (FTEs) and includes a

recommended wage market adjustment of 3.0%. The proposed budget increases new material purchases by 6.0% to \$7.4 million and continues investments in technology and in library services.

Capital Outlay: Total proposed capital outlays for 2022 at \$5.9 million addresses the needed improvements to various community library buildings.

Reserves & Ending Cash

The proposed budget includes a transfer of \$3.6 million from the Building Reserve Fund to pay for a portion of 2022 capital outlays, a \$4.5 million transfer to the *Levy Rate Stabilization Reserve* to ensure stable funding for future years, a transfer of \$300,000 to the *Equipment Reserve* to support future technology lifecycle replacement consistent with a four year lifecycle strategy, and a \$500,000 transfer to the *Self-insurance Reserve*.

The ending cash is proposed at \$10 million, a \$500,000 increase from the 2021 budget. This increase is commensurate with the expected higher expenditures and operating cash required during the first quarter of 2022.



Sources of Funds

2022 Proposed Budget – Sources of Funds

Introduction

Total proposed revenue for 2022 at \$66.6 million is a \$3.7 million or 5.8% increase from the 2021 budget. The 2022 proposed budget includes revenue received from general property taxes, timber and excise taxes, state and federal grant income, contract fees, investment income, donations, and miscellaneous other revenues sources.

The library is subject to a statutory levy growth limit of 101% or 100% plus the rate of annual inflation (implicit price deflator), whichever is less. This year the implicit price deflator is greater than 1%. Staff recommend increasing revenue by 101% to ensure long-term funding in support of our strategic goals. The 101% limit is used in the preparation of this 2022 proposed budget. The concluding levy rate on property taxes is projected to decrease from \$0.424 per \$1,000 of assessed value in 2021 to \$0.391 per \$1,000 of assessed value in 2022.

Total revenues combined with the \$10.0 million beginning cash and transfer from reserves of \$3.6 million provide total resources of approximately \$80.1 million.

Beginning Cash - \$10.0 Million

Beginning Cash is the target cash balance in the Library District's *General Operating Fund* at year end that carries forward into 2022. The Library District is dependent on property taxes as a primary source of operating funds. For 2022, these tax revenues make up 94% of total revenues. Levied property taxes are due on April 30 and October 31 each year. Ending each year with ample cash allows for the funding of library services until the receipt of first-half property taxes in April. The imbalance of tax revenues received to expenditures during the first quarter each year necessitates the \$10.0 million target beginning cash balance.

Transfer from Reserves - \$3.6 Million

Transfer from Reserves is the cash expected to be withdrawn from unrestricted reserves to supplement revenues during the budget year. The proposed 2022 proposed budget will require \$3.6 million in transfers from reserves to fund capital improvement projects.

General Property Tax - \$62.6 Million

The proposed property tax revenue for 2022 is estimated at \$62.6 million, a \$1.1 million increase over the 2021 budget, and assumes the Board approves raising the property tax levy by 1%.

The increase results from higher assessed values and increased new construction in the Library District. The Snohomish County and Island County Assessor's Office have provided Sno-Isle Libraries with preliminary assessed values for the 2022 tax year. Preliminary assessed values in the Library District are reportedly increasing an average 9.9% which builds on last year's increase of 6.7%. More specifically, Snohomish County reports an increase of 10.0% in assessed values and Island County reports an 8.8% increase. New construction on Island County shows a 6.7% increase from last year and Snohomish County indicates a 12.2% increase.

State & Federal Grants - \$2.4 Million

Washington State and Federal Grant Revenue is projected to be \$2.4 million in 2022, a \$2.2 million increase from the 2021 budget driven by state grants.

- State Grant Funds - \$2.2 Million
\$2.2 million of the \$7.8 million in state grants awarded to the Library District is expected to be earned in 2022. The awards are for:
 - Mariner Community Campus (\$3.8M).
 - Permanent Lake Stevens Library (\$3.1M).
 - Langley Library capital improvements (\$679,000).
 - Darrington Library capital improvements (\$243,000).

Planning work will begin in 2021 and continue throughout 2022. We anticipate that both the Darrington and Langley projects will be completed in 2022 while Lake Stevens and Mariner projects will continue into future years. Grant funds are reimbursed throughout the process, and we anticipate receiving \$2.2 million in 2022 and the remainder in 2023.

- E-Rate Program - \$200,000
Revenue received from the E-rate program at \$200,000 is a \$25,000 increase from 2021 budget to align closer with existing contracts. Sno-Isle Libraries participates in the *Universal Service Administrative Company* (USAC) E-rate program. USAC collects contributions from telecommunications carriers and administers support programs designed to help communities, including public libraries secure access to affordable telecommunications services.

Timber and Excise Taxes - \$675,000

Timber and Excise Taxes are projected to be \$675,000. Timber taxes are collected by the State at the time timber is harvested and is distributed through the County. The 2022 proposed budget is \$125,000 higher than the 2021 budget to align with the 2013-2020 average. Demand in 2022 is expected to remain strong.

Other - \$944,000

Other sources of budgeted revenue totals \$944,000 and is a \$205,000 increase from the 2021 budget. Included in *Other* are the following categories:

- Investments - \$350,000
It is the Library District's policy to hold its cash reserves in the Washington State Investment Pool and Snohomish County Investment Pool. Investment income is projected to be \$350,000. Lower returns on reserve and operating fund investment balances are projected to lower investment income earned by \$100,000 over the 2021 budget.
- Donations - \$300,000
Gifts and contributions from the *Sno-Isle Libraries Foundation* and Friends of the Library groups are expected to be \$300,000, a \$200,000 increase from the 2021 budget largely attributed to the following:
 - Friends of the Library - \$30,000
The *Friends of the Library* historically make contributions to their local community libraries. The Friends periodically will ask the Library District for purchasing assistance in acquiring items to be used in their community library. The Friends are invoiced for these requested items and their payments, as a reimbursement of Sno-Isle Libraries expenditures, must be recorded as revenues.

Sno-Isle Libraries Foundation - \$270,000

The Sno-Isle Libraries Foundation is expected to contribute \$220,000 in funds reserved for the Arlington Library to be used on planned capital improvements. The Foundation will fund approximately \$40,000 towards the 5-year pledge on Mariner Library lease. The Foundation is also expected to continue its direct support for various library programs in 2022. Only those cash payments made directly to Sno-Isle Libraries are reported as *Other* revenue.

- Miscellaneous - \$294,000

Miscellaneous revenues are from rebates received from vendors (\$200,000), customers paying for lost materials (\$35,000), print and copier services (\$12,000), Contract fees from other cities (\$15,000) and other general revenue (\$32,000). This revenue estimate is anticipated to increase by \$105,000 from the 2021 budget to better align with historical trend.

Total Revenue plus Beginning Cash and Transfers - \$80.1 Million

Total revenues, transfers from reserves, and beginning cash provides \$80.1 million to support the vision, mission, values, and goals of Sno-Isle Libraries and builds reserves to ensure stable funding for future services. This is a 10.7% increase compared to the 2021 budget.

Sno-Isle Libraries

2022 Proposed Budget

	2021 Adopted		2022 Proposed	
<u>Source of Funds:</u>				
Beginning Cash	9,500,000		10,000,000	
Transfer From Reserves				
Transfer From Building Reserve Fund	-		3,574,000	
Total Transfer From Reserves and Beg. Cash	9,500,000		13,574,000	
Revenues				
Taxes				
General Property	61,450,000		62,595,000	
Timber Tax / Sales	550,000		675,000	
Subtotal Taxes	62,000,000	98.5%	63,270,000	95.1%
State & Federal Grants				
State Grants	-		2,159,000	
Federal Grants	175,000		200,000	
	175,000	0.3%	2,359,000	3.5%
Other				
Investments	450,000		350,000	
Donations	100,000		300,000	
Miscellaneous	189,000		294,000	
Subtotal Other	739,000	1.2%	944,000	1.4%
Total Revenue	62,914,000	100%	66,573,000	100%
Total Revenue plus Reserves and Beg. Cash	<u>72,414,000</u>		<u>80,147,000</u>	



Use of Funds

2022 Proposed Budget – Use of Funds

Introduction

Total operating expenditures including capital outlays are proposed at \$64.8 million. This is a \$7.1 million (12.4%) increase compared with the 2021 budget. \$5.5 million of this increase is for Capital Projects to be offset with Building Reserve funds and State Grants.

The 2022 proposed budget is based on all Sno-Isle community library buildings being fully open to the public along with a comprehensive offering of library programs, and services. The budget includes a full complement of library staffing. The budget supports a sustainable increase for the collection and funding to continue some of the expanded library services, programming, and health and safety procedures that were started during the pandemic.

In addition to operating and capital outlays, the budget includes a \$5.3 million allocation to reserve funds. This includes:

- \$4.5 million to the *Levy Rate Stabilization Reserve*.
- \$500,000 to the *Self-Insurance Reserve*.
- \$300,000 to the *Equipment Reserve*.

The ending cash is proposed at \$10 million, a \$500,000 increase from the 2021 budget. This increase is commensurate with the expected higher expenditures and operating cash required during the first quarter of 2023.

The aggregate of operating expenditures, capital outlays, transfer to reserves, and ending cash are proposed at \$80.1 million.

Operations - \$58.9 Million

Salaries & Benefits - \$40.8 Million

The *Salaries and Benefits* portion of the 2022 proposed budget is 69.3% of total expenditures. There was a net increase of \$2.1 million (5.3%) to the *Salaries and Benefits* line as compared to the 2021 budget. The 2022 staffing budget proposes 3.0 additional FTEs for a total of 392 FTE.

Salary Schedule

The overall 2022 salaries budget includes a 3.0% market increase based on market salary information from *Milliman*. This is an increase from the 2021 budget market increase of 2.6%. The market increase plus scheduled anniversary increases amounts to a \$1.8 million increase in salaries and benefits from the 2021 budget.

Benefits – Health, Dental and Retirement

The Library District's proposed 2022 budget reflects the continuation of the self-insurance strategy with *Premera* and the continued offering of the *Kaiser Permanente* insurance plan. The library's insurance broker, *AssuredPartners*, negotiated insurance renewal rates which increased an average of 3% for 2022. The Library District's self-insurance loss limit per insured enrollee will be \$125,000, unchanged from 2021.

The 2022 budget includes a proposal for expansion of health and dental care at a cost of \$376,000. Other benefits (FICA, industrial insurance, family medical leave, etc.) will increase by \$82,000 to \$2.8 million.

Sno-Isle will continue to pay the employee portion of Washington Paid Family and Medical Leave.

Effective July 1, 2021, the State of Washington decreased the employer contribution rate to the PERS retirement program to 10.25%. The PERS related costs budgeted for 2022 are \$582,000 lower than the 2021 budget.

New Materials - \$7.4 Million

The proposed materials budget at \$7.4 million is an increase of \$420,000 (6%) from the 2021 budget. The additional budget funds will support our strategic goal of enhancing library services by reducing wait times on high demand digital titles and increasing collection support for popular author and reading programs. The additional budget funds also allow further investment in providing a diverse and inclusive collection, adding a new children's digital/physical hybrid audio format, and restructuring and updating our community languages collection.

Professional & Contracted Services - \$3.2 Million

The *Professional & Contract Services* budget is \$3.2 million is an increase of \$25,000 (0.8%) compared with the 2021 budget. This budget includes custodial services, security services, integrated library system (ILS) support, third party payroll processing services, landscaping, and other contract services. Key increases are attributable to architectural services for library refresh projects (\$100,000), general consulting (\$130,000), EDI (equity, diversity, inclusion) consulting (\$65,000), and E-Rate consulting (\$21,000).

Software & Licensing Fees - \$1.6 Million

Software and licensing fees have increased \$122,000 (8.3%) from the 2021 budget. Included in this line are BiblioWeb & BiblioCore (\$260,000), Microsoft agreement (\$160,000) and 8x8 telephone software (\$115,000).

Office & Operating Supplies - \$844,000

General operating supplies are budgeted at \$844,000 a \$10,000 (1.1%) increase from the 2021 budget. This category consists of office supplies, copier and printer paper, toner, and postage. The increase includes funds for updated signage.

Equipment & Furnishings - \$819,000

The 2022 proposed budget for *Equipment & Furnishing* is a \$26,000 decrease (-3.0%) from the 2021 budget. The decrease in funding for furniture and fixtures is related to spreading the costs over the next two budget cycles. The proposed 2022 budget includes funds for hybrid meeting experience in Teams Rooms (\$120,000), AV equipment in three libraries (\$99,000), and replacement of laptop storage/charging carts across the district (\$50,000).

Strategic and Development Initiatives - \$750,000

The proposed *Strategic and Development Initiatives* budget for 2022 decreased by \$51,000 from the 2021 budget. These funds are available to support the development and implementation of strategic goals and initiatives.

Communications - \$616,000

The proposed communications budget is \$616,000, a \$215,000 (59.0%) decrease from last year's budget. The *Communications* budget includes funding for cell phone, telephone, and internet service. The 2021 budget included an increase in cell phone service funding of \$244,000 as part of a program to increase customer online access through mobile hotspots.

Maintenance and Repairs - \$615,000

The 2022 budget proposal for this category is \$615,000, an \$885,700 decrease from the 2021 budget. This category of expense includes the cost of keeping our community library buildings, service center, vehicle fleet, and grounds in good operating condition. The budget has decreased due to the shift of a portion of funding to Capital Building and Improvements.

Utilities - \$541,000

The proposed budget is \$541,000, a \$1,000 (0.1%) increase from the 2021 budget. Key components of this budget include electricity, natural gas, water, sewer, recycling, waste disposal, and other utility fees and service. This increase is due to higher rates and costs for recycling services and water & sewer.

Rentals & Leases - \$489,000

The proposed budget is \$489,000, an increase of \$11,000 (2.2%) compared to the 2021 budget. The proposed amount includes payment of leases at both the Lakewood/Smokey Point (\$90,000) and Mariner (\$90,000) libraries. This line item also includes an increase of \$16,000 for the multi-function printer leases.

Training - \$273,000

The proposed training budget for 2022 is \$273,000, a \$23,000 increase from last year's budget. It is anticipated that staff will attend a combination of in-person and virtual conferences that may reduce business travel expenses. The 2022 training budget increase includes \$90,000 for SILCON 2022.

Insurance - \$198,000

The proposed *Insurance* budget for 2022 is \$198,000. This is a \$11,000 (6.1%) increase from the 2021 budget. This insurance increase is due to the increasing value of insured buildings, contents, and vehicle replacements.

Miscellaneous - \$716,000

Miscellaneous expenses are budgeted at \$716,000, a \$99,000 increase from the 2021 budget. The proposed budget includes funds for customer engagement (\$196,000) to re-engage current Sno-Isle Libraries customers and its services and expand awareness to new and diverse audiences through increased print, digital, social media, and radio marketing. Included in this budget is an increase of \$105,000 to support community programming and meetings across the District (\$223,000), membership & association dues (\$99,000), mileage reimbursement, and gasoline (\$97,400).

Capital Outlays - \$5.9 Million

Total capital requested in the 2022 proposed budget is \$5.9 million that will be funded by a combination of capital grants and building reserve funds. This is an increase of \$5.5 million from the 2021 budget and includes:

- One large and one small library refresh project - \$1.6M
- Lake Stevens Library new facility - \$1.0 million
- Mariner Library new facility - \$1.0 million
- Langley Library major refresh - \$900,000
- Darrington Library major refresh - \$418,000
- Replace three delivery trucks - \$189,000

Ending Cash - \$10.0 Million

Ending cash is the target amount of cash funded in 2022 for the beginning of 2023 (\$10.0 million). This is an increase of \$500,000. This cash target aligns with funds required to cover projected expenditures during the four month period preceding receipt of first-half property taxes.

Sno-Isle Libraries
2022 Proposed Budget

	2021		2022		
	Adopted		Preliminary		
<u>Use of Funds:</u>					
Operations					
Salaries and Benefits	38,684,500	67.6%	40,770,000	69.3%	
New Materials	7,000,000	12.2%	7,420,000	12.6%	
Professional & Contract Services	3,213,400	5.6%	3,240,000	5.5%	
Software & Licensing Fees	1,471,900	2.6%	1,594,000	2.7%	
Office & Operating Supplies	834,500	1.5%	844,000	1.4%	
Equipment & Furnishings	844,700	1.5%	819,000	1.4%	
Strategic & Development Initiatives	800,500	1.4%	750,000	1.3%	
Communications	831,300	1.5%	616,000	1.0%	
Maintenance & Repairs	1,500,700	2.6%	615,000	1.0%	
Utilities	540,300	0.9%	541,000	0.9%	
Rentals & Leases	478,400	0.8%	489,000	0.8%	
Training	250,000	0.4%	273,000	0.5%	
Insurance	186,600	0.3%	198,000	0.3%	
Miscellaneous	617,400	1.1%	716,000	1.2%	
Subtotal Operations	57,254,200	100%	58,885,000	100%	91%
Capital Outlay					
Buildings & Improvements	380,000	100%	5,733,000	97%	
Equipment & Furnishings	-	0%	-	0%	
Vehicles	-	0%	189,000	3.2%	
Subtotal Capital Outlay	380,000	100%	5,922,000	100%	9%
Total Operations & Capital	57,634,200		64,807,000		100%
Transfer To Reserves & Ending Cash					
Levy Rate Stabilization	4,779,800		4,540,000		
Vacation & Sick Pay Liability	200,000		-		
Emergency Reserve	-		-		
Equipment Reserve [Technology Refresh]	300,000		300,000		
Self-insurance			500,000		
Building Reserve	-		-		
Ending Cash	9,500,000		10,000,000		
Total Transfer To Reserves and Ending Cash	14,779,800		15,340,000		
Total Operations, Reserves, and Ending Cash	72,414,000		80,147,000		
Summary					
Total Revenue plus Reserves & Beg. Cash	72,414,000		80,147,000		
Total Operations, Reserves, and End. Cash	72,414,000		80,147,000		
Operations Plus Changes in Reserves & Cash	-		-		



Reserves

2021 Reserves

The 2021 year end reserve fund is budgeted at \$41.2 million, with \$14.9 million of this amount being in the *Levy Rate Stabilization Reserve*. This includes the 2021 budgeted reserve transfer which will be recorded by the end of 2021.

The proposed 2022 year end reserve fund is budgeted at \$43.0 million. The budget includes an allocation of \$4.5 million to the *Levy Rate Stabilization Reserve* to ensure stable funding for future years, an allocation of \$300,000 to the *Equipment Reserve* to support future technology lifecycle replacement consistent with a four year lifecycle strategy, and a \$500,000 to the *Self-Insurance Reserve*. The 2022 budget also includes a reduction of \$3.6 million from the *Building Reserve* to pay for capital improvements.

In accordance with Board policy regarding reserve balance sufficiency, the *Medical Self-Insurance Reserve* may fall short of meeting 2022 reserve sufficiency requirements. A \$500,000 increase is recommended to offset any large claims that result from an expected increase in the number of enrolled insurance participants.

Fund Balances & Sufficiency

The establishment and maintenance of reserve funds are critical elements of fiscal planning. Recognizing the importance of setting policy to guide and direct the administration of financial resources, the Board of Trustees adopted a Financial Reserve Policy which requires a review of the reserves balances and their sufficiency to meet policy targets and objectives. All reserve balances supporting the 2022 proposed budget achieve sufficiency standards as shown in the following table.

Fund	Projected Balances 12/31/22	Policy Target / Objective	2022 Sufficiency
Emergency	\$10,000,000	60-90 Days of operating expenditures excluding <i>Materials</i> .	63.6 Days
Medical Self-Insurance	\$1,500,000	At least 16 weeks of program expenses	18.5 weeks
Unemployment Compensation	\$40,000	Board discretion	n/a
Levy Rate Stabilization	\$19,393,000	Board discretion	n/a
Vacation & Sick Pay Liability	\$2,200,000	At least 60% of the year-end estimated vacation and sick leave liability.	99%
Building	\$5,676,000	Board discretion	n/a
Equipment [Technology Refresh]	\$2,000,000	Board discretion	n/a
Land Acquisition	\$2,198,00	Board discretion	n/a
Budget Reserve Fund Balance	\$43,007,000		

Sno-Isle Libraries
2022 Proposed Budget
General Reserve Fund Balances

<u>Unrestricted Reserves</u>	Actual Fund Balance 12/31/2020	Budget 2021 Activity	2021 BOT Approved Transfers	Forecast Fund Balance 12/31/2021	Proposed 2022 Activity	Proposed Fund Balance 12/31/2022
Emergency	10,000,000			10,000,000		10,000,000
Self-Insurance	850,000		150,000	1,000,000	500,000	1,500,000
Unemployment Compensation	40,000			40,000		40,000
Levy Rate Stabilization	10,073,000	4,780,000		14,853,000	4,540,000	19,393,000
Vacation & Sick Pay Liability	1,400,000	200,000	600,000	2,200,000		2,200,000
Building	3,500,000		5,750,000	9,250,000	(3,574,000)	5,676,000
Equipment [Technology Refresh]	1,400,000	300,000		1,700,000	300,000	2,000,000
Land Acquisition	2,198,000			2,198,000		2,198,000
Undesignated (<i>unbudgeted</i>)	6,500,000		(6,500,000)	-		-
Total General Reserve Funds	35,961,000	5,280,000	-	41,241,000	1,766,000	43,007,000

BOT = Board of Trustees



Budget Summary Statements

Sno-Isle Libraries
2022 Proposed Budget

	2021 Adopted		2022 Proposed	
<u>Source of Funds:</u>				
Beginning Cash	9,500,000		10,000,000	
Transfer From Reserves				
Transfer From Building Reserve Fund	-		3,574,000	
Total Transfer From Reserves and Beg. Cash	9,500,000		13,574,000	
Revenues				
Taxes				
General Property	61,450,000		62,595,000	
Timber Tax / Sales	550,000		675,000	
Subtotal Taxes	62,000,000	98.5%	63,270,000	95.1%
State & Federal Grants				
State Grants	-		2,159,000	
Federal Grants	175,000		200,000	
	175,000	0.3%	2,359,000	3.5%
Other				
Investments	450,000		350,000	
Donations	100,000		300,000	
Miscellaneous	189,000		294,000	
Subtotal Other	739,000	1.2%	944,000	1.4%
Total Revenue	62,914,000	100%	66,573,000	100%
Total Revenue plus Reserves and Beg. Cash	<u>72,414,000</u>		<u>80,147,000</u>	

Sno-Isle Libraries
2022 Proposed Budget

	2021		2022	
	Adopted		Preliminary	
Use of Funds:				
Operations				
Salaries and Benefits	38,684,500	67.6%	40,770,000	69.3%
New Materials	7,000,000	12.2%	7,420,000	12.6%
Professional & Contract Services	3,213,400	5.6%	3,240,000	5.5%
Software & Licensing Fees	1,471,900	2.6%	1,594,000	2.7%
Office & Operating Supplies	834,500	1.5%	844,000	1.4%
Equipment & Furnishings	844,700	1.5%	819,000	1.4%
Strategic & Development Initiatives	800,500	1.4%	750,000	1.3%
Communications	831,300	1.5%	616,000	1.0%
Maintenance & Repairs	1,500,700	2.6%	615,000	1.0%
Utilities	540,300	0.9%	541,000	0.9%
Rentals & Leases	478,400	0.8%	489,000	0.8%
Training	250,000	0.4%	273,000	0.5%
Insurance	186,600	0.3%	198,000	0.3%
Miscellaneous	617,400	1.1%	716,000	1.2%
Subtotal Operations	57,254,200	100%	58,885,000	100% 91%
Capital Outlay				
Buildings & Improvements	380,000	100%	5,733,000	97%
Equipment & Furnishings	-	0%	-	0%
Vehicles	-	0%	189,000	3.2%
Subtotal Capital Outlay	380,000	100%	5,922,000	100% 9%
Total Operations & Capital	57,634,200		64,807,000	100%
Transfer To Reserves & Ending Cash				
Levy Rate Stabilization	4,779,800		4,540,000	
Vacation & Sick Pay Liability	200,000		-	
Emergency Reserve	-		-	
Equipment Reserve [Technology Refresh]	300,000		300,000	
Self-insurance			500,000	
Building Reserve	-		-	
Ending Cash	9,500,000		10,000,000	
Total Transfer To Reserves and Ending Cash	14,779,800		15,340,000	
Total Operations, Reserves, and Ending Cash	72,414,000		80,147,000	
Summary				
Total Revenue plus Reserves & Beg. Cash	72,414,000		80,147,000	
Total Operations, Reserves, and End. Cash	72,414,000		80,147,000	
Operations Plus Changes in Reserves & Cash	-		-	