

Sno-Isle Libraries

Board of Trustees

November 22, 2021, 5:00 PM

Zoom webinar link: <https://us02web.zoom.us/j/83617990313>

Dial in: +1 253 215 8782 or +1 669 900 6833

Webinar ID: 836 1799 0313

Meeting Agenda

- 1) **Call to Order for regular meeting**
- 2) ***Approval of Agenda**
- 3) **Land Acknowledgement**
- 4) **Introduction and Recognition of Guests**
- 5) ***Consent Agenda Items**
 - a) Approval of October 25, 2021 regular meeting minutes;
 - b) Approval of October 2021 Sno-Isle Payroll, Benefits, and Vouchers.

October 2021

Direct Deposits and Employee Deductions	\$2,220,178.40
Vendor Checks 73619, 73655, 73696, 73775, 73801, 73856 and 73869 through 73878. Plus Electronic Fund Transfers	\$740,658.45
Total Payroll and Benefits	\$2,960,836.85
Accounts Payable Checks 73595 through 73878 less checks listed above, plus Electronic Transfers	\$1,443,735.82
Total Payroll, Benefits and Accounts Payable	\$4,404,572.67

- 6) **Public Comment**
- 7) **Communications to the Board**
- 8) **Executive Director's Report**
 - a) Library presentation – Marysville Library Manager Eric Spencer
 - b) Financial update – Gary Becker, Director of Finance and Facilities [Attachment #1](#)
 - c) Executive Director's report [Attachment #2](#)
 - d) 2022 Library budget presentation [Attachments #3-4](#)
- 9) **Public Hearing**

Per [RCW 84.55.120](#), the Board of Trustees will convene Sno-Isle Libraries' annual public hearing to consider increases in property tax revenue for the Library District's 2022 budget. Time will be allotted for comments from the public.
- 10) **New Business**
 - a) *Resolution 21-05: Regarding the Property Tax Levy [Attachment #5](#)
 - b) *Adoption of the 2022 budget
- 11) **Unfinished Business**
 - a) *Adoption of the 2022 Meeting Schedule [Attachment #6](#)
 - b) *Election of 2022 Board of Trustees Officers
- 12) **President, Trustee Committees, and Foundation Representative Reports**
 - a) President's Report / Executive Committee – President Kostick
 - b) Board Development / Administration Committee – Chair Ryan
 - c) Strategic Planning / Finance Committee – Chair Tessandore
 - i) *Conflict of Interest Policy [Attachment #7](#)

Board of Trustees

Susan Kostick (President) • Kelli Smith (Vice President) • Rose Olson (Secretary)
Jennifer DePrey • Martin Munguia • Paul Ryan • Rico Tessandore

Executive Director

Lois Langer Thompson

SNO-ISLE LIBRARIES

d) Foundation Board Representative – Trustee Olson

13) Announcements and Comments

14) Executive Session to Discuss the Executive Director’s Annual Review per RCW 42.30.110 (1)(g)

15) *Executive Director Contract Proposal

16) *Adjournment

Sno-Isle Libraries is committed to providing inclusive, accessible events. To request Sign Language interpreters or other accommodations, please contact Meredith Kraft at (360) 913-2723 or mkraft@sno-isle.org. Providing at least 72 hours’ notice prior to the meeting will help ensure availability.

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Executive Director

Lois Langer Thompson

SNO-ISLE LIBRARIES

DRAFT

Sno-Isle Libraries

Board of Trustees

Monday, October 25, 2021

Meeting Minutes

Zoom virtual meeting

Call to Order

President Kostick called the meeting to order at 5:01 p.m.

Land Acknowledgement

We acknowledge that we are on the traditional land of the Coast Salish Peoples, including the Tulalip, Snohomish, Stillaguamish, and Sauk-Suiattle Tribes past and present, and honor with gratitude the land itself and many tribes.

Roll Call

Members Present: Jennifer DePrey, Susan Kostick, Martin Munguia, Paul Ryan, Kelli Smith, Rose Olson, and Rico Tessandore.

Staff Present: Alicia Wilkinson, Alisha Hendren, Barb Adams, Cassie Hanson, Eric Spencer, Gary Becker, Jessica Russell, Judy Sasges, Kaley Costello, Karen Kramer, Leslie Moore, Michael Delury, Michelle Callihan, Nick Fuchs, Nicole Wehl, R.D. Burley, Shanda Zimmerman, Susan Hempstead, Lois Langer Thompson, Meredith Kraft.

Introduction and Recognition of Guests

There were no guests in attendance.

Approval of Agenda

Trustee DePrey moved the Sno-Isle Libraries Board of Trustees approve the agenda as presented. Trustee Smith seconded the motion. The Board unanimously approved the motion.

Consent Agenda Items

Trustee Munguia moved to approve the Consent Agenda as amended.

- a) Approval of September 20, 2021 regular meeting minutes;
- b) Approval of September 2021 Sno-Isle Payroll, Benefits, and Vouchers;

September 2021

Direct Deposits and Employee Deductions	\$2,285,605.99
Vendor Check 73331,73360,73415,73473, and 73584 through 73594, plus Electronic Fund Transfers	\$794,354.15
Total Payroll and Benefits	\$3,079,960.14
Accounts Payable Checks 7331 through 73594 less checks listed above, plus Electronic Transfers	\$1,308,952.27
Total Payroll, Benefits and Accounts Payable	\$4,388,912.41

Trustee Ryan seconded the motion. The Board unanimously approved the motion.

Board of Trustees

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Jennifer DePrey • Martin Munguia • Paul Ryan • Rico Tessandore

Executive Director

Lois Langer Thompson

SNO-ISLE LIBRARIES

Public Comment

There were no public comments to the Board.

Communications to the Board

There were no communications to the Board.

Executive Director's Report

Library presentation

Lynnwood Library

Lynnwood Library Manager Michael Delury discussed the strong organizational partnerships the Lynnwood Library has established and highlighted how the library's citizenship and Talk Time for English Language Learners classes have served this diverse community. Manager Delury also previewed how library service may be impacted by population growth, especially in light of the planned light rail expansion.

Executive Director's report

Executive Director Thompson highlighted the following information from the Executive Director's report:

Economic Alliance of Snohomish County's Public Officials Event

Executive Director Thompson attended the Economic Alliance of Snohomish County's Public Officials Event on October 14. Attendees had the opportunity to interact directly with their elected officials.

Strategic Goals Update

Enhance Library Services

- The 3rd Graders Read Together program will launch in 2022. This adaptation of the popular 3rd Grade Reading Challenge will allow for more schools to participate and will focus on simplicity and flexibility as schools transition back to in-person learning.
- A letter was sent to customers who have library materials that are significantly overdue requesting that the materials be returned by December 1.

Create Inspiring Spaces

- Beginning November 1, the Sno-Isle Libraries catalog will be available in six languages: English, Spanish, Simplified Chinese, Japanese, Russian, and Vietnamese. Korean language access is in development with BiblioCommons.

Optimize Library Funding

- Letters are being developed for local tribes to determine any potential cultural impacts for the proposed Langley and Lake Stevens capital projects.

Invest in our People and our Organization

- Included in the 2022 Sno-Isle Libraries preliminary budget is a proposal to include a pay differential for multilingual staff who provide direct customer service.
- Sno-Isle Libraries is proposing the inclusion of supported employment in the 2022 preliminary budget. The objective is to provide accessible and meaningful job opportunities for disabled individuals who require the support of a job coach.

- Quarterly performance conversations are taking place for staff. This discussion is intended to highlight key wins, challenges, and professional development opportunities.

Financial Update

Finance and Facilities Director Gary Becker provided the financial update for September.

- September's revenues are \$380,000 favorable to budget, and expenses are \$395,000 favorable to budget. The sum of both variances is an overall positive variance to budget of approximately \$775,000 for September.
- Year to date, revenues are \$36.5 million, and are \$1.2 million favorable to budget for year-to-date 2021.
- Total expenditures of \$37.3M YTD are \$5.9M favorable to the YTD expenditures budget of \$43.2M.

New Business

State Auditor Entrance Meeting Waiver

Executive Director Thompson shared that the Sno-Isle Libraries Board of Trustees has traditionally waived the right to an entrance meeting with the State Auditor. Trustee Smith moved that the Sno-Isle Libraries Board of Trustees waive the State Auditor entrance meeting. Trustee Olson seconded the motion. The Board unanimously approved the motion.

Unfinished Business

2022 Budget

Executive Director Thompson, Administrative Services Director Gary Becker, and Accounting Manager Nicole Wehl presented the Board with the updated proposed 2022 operating budget for review and discussion.

At their November 22 meeting, the Sno-Isle Libraries Board of Trustees will hold a public hearing on the levy and a public meeting on the budget.

President, Trustee Committees, and Foundation Representative Reports

President's Report

President Kostick reported on trips to the Camano Island Library for the purpose of attending the ribbon cutting for the new Express Lockers and meeting with the Friends of the Camano Island Library.

President Kostick presented the proposed 2022 Board of Trustees meeting schedule. The Board is scheduled to take action on the proposed 2022 Board meeting schedule at the November meeting.

Executive Committee

On October 12, 2021, the Executive Committee met to review a draft of the final report from the Coraggio group, a consultant contracted to advise on how to refine the Executive Director annual evaluation process. A final report will be provided to the Trustees including key themes, insights gleaned from research and interviews, best practices, and proposals to improve the process. The Executive Committee is now developing a new Executive Director annual evaluation process and will initiate Executive Director Thompson's evaluation at the next Executive Committee meeting.

Board Development / Administration Committee Report

Trustee Ryan reported that the committee met on October 13 to discuss the 2022 Board of Trustees retreat, which is planned for February 5, 2022.

Nominating Committee

Trustee Ryan presented the committee's recommendation for 2022 officers. The Board of Trustees will vote on 2022 officers at the November 22 Board meeting.

Strategic Planning / Finance Committee

Trustee Tessandore commended Executive Director Thompson for her continued focus on providing inspiring spaces at all community libraries. During their meeting, the Strategic Planning / Finance Committee discussed the 2022 budget and Conflict of Interest Policy.

Foundation Board Representative

Trustee Olson extended a thank you on behalf of the Sno-Isle Libraries Foundation for the 100% donation participation of the Board of Trustees.

Trustee Olson reported that the job description for Sno-Isle Libraries Foundation Executive Director has been posted and Reffett Associates continues to be a resource in the search.

The Sno-Isle Libraries Foundation is developing their 2022 budget and has recently received a \$10,000 donation from Kendall Automotive.

Announcements and Comments

Trustee DePrey commended Sno-Isle Libraries staff for their excellent work in developing the new temporary Lake Stevens Library.

Executive Session

There was no executive session

Adjournment

President Kostick proclaimed the meeting of the Sno-Isle Libraries Board of Trustees be adjourned at 6:41 p.m.

Next Meeting

The next regular Board meeting will be held on Monday, November 22 2021, at 5:00 p.m. via Zoom. Meeting information will be posted on the Sno-Isle Libraries [website](#) a week prior to the meeting.

President

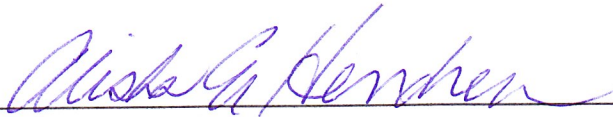
Secretary

Sno-Isle Libraries
October 2021 Payroll and October 2021 Vouchers

Direct Deposits, Employee Deductions	\$ 2,220,178.40
Vendor Checks 73619, 73655, 73696, 73775, 73801, 73856 and 73869 through 73878 , Plus Electronic Fund Transfers	<u>\$ 740,658.45</u>
Total Payroll and Benefits	\$ 2,960,836.85
Accounts Payable Checks 73595 through 73878 less checks listed above, plus Electronic Transfers	<u>\$ 1,443,735.82</u>
Total Payroll, Benefits and Accounts Payable	<u><u>\$ 4,404,572.67</u></u> *

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against the Sno-Isle Regional Library System, and that I am authorized to authenticate and certify said claim.

Submitted to the Sno-Isle Libraries Board of Trustees November 22, 2021.



Assistant Director of Finance

Sno-Isle Libraries
October 2021 Payroll and October 2021 Vouchers
Reconciliation of Actual Expenditures to Expenditure Summary

October 2021 Payroll

Employee Pay - Direct Deposit	\$	1,582,920.94	
Plus: Employee Deductions	\$	637,257.46	
Sub-Total Gross Payroll			\$ 2,220,178.40

Vendor Checks 73619, 73655, 73696, 73775, 73801, 73856 and 73869 through 73878	\$	182,608.99 *	
Electronic Funds Transfer- Employer Federal Taxes	\$	193,266.33	
Electronic Funds Transfer - Empower - 457 Plan	\$	14,409.45	
Electronic Funds Transfer - Mission Square - 457 Plan	\$	55,769.35	
Electronic Funds Transfer - PERS - Retirement Plan	\$	329,804.28	
Electronic Funds Transfer - Navia - FSA	\$	11,770.06	
Electronic Funds Transfer - Navia - HRA/MRA	\$	6,323.15	
Electronic Funds Transfer - Premera - Medical	\$	203,125.68	
Electronic Funds Transfer - Washington State Support Registry	\$	456.84	
Less: Employee Benefit Deductions	\$	(256,875.68)	
Sub-Total Benefits - Employer Expense			\$ 740,658.45
Total Payroll and Benefits			\$ 2,960,836.85

October 2021 Accounts Payable

Checks 73595 through 73878 less checks listed above	\$	1,441,077.62 **	
Electronic Funds Transfer - WA State Department of Revenue - Comp Tax	\$	2,658.20	
Sub-Total Accounts Payable			\$ 1,443,735.82
Total Payroll, Benefits and Accounts Payable			\$ 4,404,572.67

Adjustments

Paycom Direct Service Fee	\$	16,648.51	
Refunds and Credits	\$	270.28	
Bank Service Charge	\$	169.24	
Travel & Business Expense Reimbursement paid in Payroll	\$	2,576.94	
Total Adjustments			\$ 19,664.97

October 2021 Total Expenditures **\$ 4,424,237.64** ***

* Benefit invoices paid through Accounts Payable Checks	\$	182,608.99	
** Regular invoices paid through Accounts Payable Checks	\$	1,441,077.62	
Total Accounts Payable Check Payments	\$	<u>1,623,686.61</u>	

*** Equals Expenditure Summary Total

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/28/2021	72685	Casey McQuiston - Void - Reissue on check 73814	(750.00)
10/28/2021	73012	Ednetics, Inc. Void	(13,448.01)
10/7/2021	73595	AAA Fire Protection, Inc	10,299.32
10/7/2021	73596	Amazon Capital Services, Inc	382.18
10/7/2021	73597	Axper	3,780.00
10/7/2021	73598	Remit Overrun	0.00
10/7/2021	73599	Baker & Taylor Books (277930)	18,878.41
10/7/2021	73600	Brodart Company	121.88
10/7/2021	73601	Consolidated Technology Services	605.94
10/7/2021	73602	Cort Party Rental	66.41
10/7/2021	73603	Dell Marketing L.P.	213.12
10/7/2021	73604	Demco Inc (8048)	3,852.37
10/7/2021	73605	EBSCO	13.20
10/7/2021	73606	Gale/Cengage Learning	2,096.05
10/7/2021	73607	Goldfinch Brothers	1,605.91
10/7/2021	73608	Holiday-Parks, Inc	1,259.84
10/7/2021	73609	Ingram Library Services	2,495.32
10/7/2021	73610	Insight Direct USA, Inc	60,611.57
10/7/2021	73611	KSER Foundation	1,000.00
10/7/2021	73612	Language Exchange	65.00
10/7/2021	73613	Lithtex NW	160.50
10/7/2021	73614	Remit Overrun	0.00
10/7/2021	73615	Midwest Tape	24,402.12
10/7/2021	73616	North County Outlook	330.00
10/7/2021	73617	OCLC Inc (34299)	169.25
10/7/2021	73618	Office Depot, INC	1,178.75
10/7/2021	73619	Office Team	3,007.71
10/7/2021	73620	OrangeBoy Inc	3,352.00
10/7/2021	73621	Remit Overrun	0.00
10/7/2021	73622	Remit Overrun	0.00
10/7/2021	73623	Remit Overrun	0.00
10/7/2021	73624	Remit Overrun	0.00
10/7/2021	73625	Remit Overrun	0.00
10/7/2021	73626	Remit Overrun	0.00
10/7/2021	73627	Remit Overrun	0.00
10/7/2021	73628	Remit Overrun	0.00
10/7/2021	73629	Remit Overrun	0.00
10/7/2021	73630	Remit Overrun	0.00
10/7/2021	73631	Remit Overrun	0.00
10/7/2021	73632	Remit Overrun	0.00
10/7/2021	73633	Remit Overrun	0.00
10/7/2021	73634	Remit Overrun	0.00
10/7/2021	73635	Remit Overrun	0.00
10/7/2021	73636	Remit Overrun	0.00
10/7/2021	73637	Overdrive Inc	185,813.00
10/7/2021	73638	PUD No 1 of Snohomish County	218.70

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/7/2021	73639	Puget Sound Energy	989.02
10/7/2021	73640	Red Tricycle, Inc	1,000.00
10/7/2021	73641	Rentacrate Enterprises LLC	524.32
10/7/2021	73642	Reserve Account	20,000.00
10/7/2021	73643	Rev.com, Inc	342.50
10/7/2021	73644	Ricoh USA Inc - 31001	176.58
10/7/2021	73645	Ricoh USA Inc - 650073	11,651.84
10/7/2021	73646	Seattle Times	4,000.00
10/7/2021	73647	Shred-it	363.36
10/7/2021	73648	Sprague Pest Solutions	442.08
10/7/2021	73649	Teresa Wippel Communications LLC	425.00
10/7/2021	73650	The Art of Rosemary	500.00
10/7/2021	73651	The Coraggio Group, Inc	1,978.16
10/7/2021	73652	Unisys Corporation	20,212.50
10/7/2021	73653	Washington State Ferries	406.20
10/7/2021	73654	Waste Management	2,859.51
10/7/2021	73655	Wellable LLC	200.00
10/7/2021	73656	Whidbey Telecom	600.21
10/7/2021	73657	Ziplay Fiber	7,027.13
10/14/2021	73658	AAA Fire Protection, Inc	228.90
10/14/2021	73659	Allied Universal	33,469.63
10/14/2021	73660	Alton Chung	200.00
10/14/2021	73661	Amazon Capital Services, Inc	67.11
10/14/2021	73662	Asavie Technologies Inc	481.23
10/14/2021	73663	Backstage Library Works, Inc	192.15
10/14/2021	73664	Remit Overrun	0.00
10/14/2021	73665	Baker & Taylor Books (277930)	55,543.99
10/14/2021	73666	Beacon Publishing Inc	637.50
10/14/2021	73667	Bibliotheca LLC	4,677.65
10/14/2021	73668	Brodart Company	143.61
10/14/2021	73669	Center Point Large Print	720.90
10/14/2021	73670	Cerium Networks Inc	9,035.50
10/14/2021	73671	City of Arlington	158.11
10/14/2021	73672	City of Brier	143.86
10/14/2021	73673	City of Monroe	1,029.35
10/14/2021	73674	Void	0.00
10/14/2021	73675	City of Sultan	160.39
10/14/2021	73676	CloudSDS, Inc	681.25
10/14/2021	73677	Cornell Lab of Ornithology	525.00
10/14/2021	73678	Daily Journal of Commerce	148.35
10/14/2021	73679	DEX MEDIA	113.90
10/14/2021	73680	Gale/Cengage Learning	17,559.62
10/14/2021	73681	Hillis Clark Martin & Peterson	854.00
10/14/2021	73682	Image Mill, Inc	614.42
10/14/2021	73683	Ingram Library Services	3,726.95
10/14/2021	73684	Island Disposal Inc	160.34

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/14/2021	73685	Jimmy's Roofing	2,445.75
10/14/2021	73686	KT Literay LLC	800.00
10/14/2021	73687	Lemay Mobile Shredding	140.80
10/14/2021	73688	Les Schwab - Marysville	1,201.79
10/14/2021	73689	Magna5 LLC	58.25
10/14/2021	73690	Remit Overrun	0.00
10/14/2021	73691	Remit Overrun	0.00
10/14/2021	73692	Midwest Tape	19,983.30
10/14/2021	73693	Mukilteo Water & Waste District	4,157.41
10/14/2021	73694	OCLC Inc (34299)	5,052.06
10/14/2021	73695	Office Depot, INC	665.53
10/14/2021	73696	Office Team	6,617.60
10/14/2021	73697	Remit Overrun	0.00
10/14/2021	73698	Remit Overrun	0.00
10/14/2021	73699	Remit Overrun	0.00
10/14/2021	73700	Remit Overrun	0.00
10/14/2021	73701	Remit Overrun	0.00
10/14/2021	73702	Remit Overrun	0.00
10/14/2021	73703	Remit Overrun	0.00
10/14/2021	73704	Remit Overrun	0.00
10/14/2021	73705	Remit Overrun	0.00
10/14/2021	73706	Overdrive Inc	62,217.10
10/14/2021	73707	Paper Roll Products	145.05
10/14/2021	73708	PetroCard Systems Inc	1,620.68
10/14/2021	73709	Prime Self Storage	814.00
10/14/2021	73710	PUD No 1 of Snohomish County	625.03
10/14/2021	73711	Puget Sound Energy	54.06
10/14/2021	73712	Puget Sound Mobile Detail	277.95
10/14/2021	73713	Republic Services 197	748.31
10/14/2021	73714	Ricoh USA Inc - 31001	165.27
10/14/2021	73715	Ricoh USA Inc - 650073	11,298.18
10/14/2021	73716	S-R Broadcasting Co Inc	840.00
10/14/2021	73717	Salish Networks	1,229.17
10/14/2021	73718	Seahurst Electric	29,488.86
10/14/2021	73719	Silver Lake Water & Sewer	126.78
10/14/2021	73720	Snohomish Co Finance	23.00
10/14/2021	73721	Sprague Pest Solutions	211.44
10/14/2021	73722	State Auditor's Office	226.00
10/14/2021	73723	Sterling Volunteers	34.00
10/14/2021	73724	Town of Coupeville	900.32
10/14/2021	73725	Verizon Wireless (660108)	7,824.84
10/14/2021	73726	Walter E Nelson Co of Western WA	1,086.35
10/14/2021	73727	City of Snohomish	3,458.21
10/14/2021	73728	City of Sultan	1,045.43
10/20/2021	73729	8X8 Inc	8,158.08
10/20/2021	73730	AAA Fire Protection, Inc	9,841.95

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/20/2021	73731	Abila	9,643.23
10/20/2021	73732	Accurate Installation & Design	10,022.51
10/20/2021	73733	Allied Universal	19,245.20
10/20/2021	73734	Amazon Capital Services, Inc	1,876.87
10/20/2021	73735	American Library Association	201.00
10/20/2021	73736	Remit Overrun	0.00
10/20/2021	73737	Baker & Taylor Books (277930)	36,726.47
10/20/2021	73738	Brodart Company	551.89
10/20/2021	73739	Cedar Grove Organics Recycling LLC	311.50
10/20/2021	73740	City of Lynnwood	95,405.37
10/20/2021	73741	City of Sultan	3,889.12
10/20/2021	73742	Comcast	3,658.63
10/20/2021	73743	Demco Inc (8048)	464.83
10/20/2021	73744	Eagle Pipe & Mechanical, LLC	6,403.07
10/20/2021	73745	Freeland Water Dist	376.96
10/20/2021	73746	Gale/Cengage Learning	11,506.35
10/20/2021	73747	Remit Overrun	0.00
10/20/2021	73748	Ingram Library Services	7,482.98
10/20/2021	73749	Lamar Transit, LLC	5,479.42
10/20/2021	73750	Language Exchange	122.24
10/20/2021	73751	Laura Kloepper	400.00
10/20/2021	73752	Library Works Inc	225.00
10/20/2021	73753	Mach Publishing Company, Inc.	215.75
10/20/2021	73754	Remit Overrun	0.00
10/20/2021	73755	Midwest Tape	15,448.53
10/20/2021	73756	Remit Overrun	0.00
10/20/2021	73757	Office Depot, INC	1,628.44
10/20/2021	73758	Remit Overrun	0.00
10/20/2021	73759	Remit Overrun	0.00
10/20/2021	73760	Remit Overrun	0.00
10/20/2021	73761	Remit Overrun	0.00
10/20/2021	73762	Remit Overrun	0.00
10/20/2021	73763	Remit Overrun	0.00
10/20/2021	73764	Remit Overrun	0.00
10/20/2021	73765	Remit Overrun	0.00
10/20/2021	73766	Remit Overrun	0.00
10/20/2021	73767	Remit Overrun	0.00
10/20/2021	73768	Overdrive Inc	81,598.65
10/20/2021	73769	P Djeli Clark LTD	800.00
10/20/2021	73770	Paper Roll Products	288.10
10/20/2021	73771	PUD No 1 of Snohomish County	686.77
10/20/2021	73772	Puget Sound Energy	1,141.26
10/20/2021	73773	Ricoh USA Inc - 31001	6,709.86
10/20/2021	73774	Ricoh USA Inc - 650073	1,034.58
10/20/2021	73775	Robert Half	11,546.88
10/20/2021	73776	Seahurst Electric	7,625.64

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/20/2021	73777	Smokey Point NW LLC	7,660.17
10/20/2021	73778	Sno-Isle Refund Account	15.73
10/20/2021	73779	Sound Publishing	1,437.84
10/20/2021	73780	The Hanover Insurance Company	8,450.21
10/20/2021	73781	Timeless Design	944.58
10/20/2021	73782	Tsai Fong Books Inc	86.27
10/20/2021	73783	U S Bank Equipment Finance	327.19
10/20/2021	73784	Uline	168.74
10/20/2021	73785	Unisys Corporation	7,011.62
10/20/2021	73786	Visionary Office Furniture	1,627.37
10/20/2021	73787	Walter E Nelson Co of Western WA	549.85
10/20/2021	73788	Wave Business	15,224.27
10/20/2021	73789	Weston Woods Studios Inc	1,671.24
10/20/2021	73790	Ziply Fiber	10,446.53
10/20/2021	73791	Void	0.00
10/20/2021	73792	Bank of America (0958)	2,545.42
10/20/2021	73793	Bank of America (2175)	2,687.01
10/20/2021	73794	Bank of America (3488)	288.46
10/20/2021	73795	Bank of America (3736)	1,111.68
10/20/2021	73796	Bank of America (4867)	8,370.64
10/20/2021	73797	Bank of America (5800)	615.35
10/20/2021	73798	Bank of America (5953)	299.14
10/20/2021	73799	Bank of America (8208)	4,801.23
10/21/2021	73800	Bank of America (2945)	2,901.27
10/28/2021	73801	4imprint Inc	1,549.54
10/28/2021	73802	Air Care System	2,952.39
10/28/2021	73803	Amazon (530958)	1,966.85
10/28/2021	73804	Amazon Capital Services, Inc	274.17
10/28/2021	73805	Remit Overrun	0.00
10/28/2021	73806	Baker & Taylor Books (277930)	81,390.84
10/28/2021	73807	Bank of America (842425)	3,223.90
10/28/2021	73808	Blackstone Publishing	248.70
10/28/2021	73809	Brodart (Supplies)	45.36
10/28/2021	73810	Brodart Company	804.45
10/28/2021	73811	Camano Commons	1,000.00
10/28/2021	73812	Carahsoft Technology Corporation	3,111.73
10/28/2021	73813	Cascade Natural Gas	242.14
10/28/2021	73814	Casey McQuiston	750.00
10/28/2021	73815	Costco Wholesale	60.00
10/28/2021	73816	Dae Won LLC	7,726.18
10/28/2021	73817	Delta Connects	4,756.36
10/28/2021	73818	Dept of Labor & Ind (Boiler)	28.40
10/28/2021	73819	E - Rate Expertise Inc	862.50
10/28/2021	73820	Ednetics, Inc.	36,709.85
10/28/2021	73821	Erin Eggenburg	300.00

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/28/2021	73822	Everett Safe & Lock	112.65
10/28/2021	73823	Fastsigns	176.60
10/28/2021	73824	Gale/Cengage Learning	1,614.97
10/28/2021	73825	Ingram Library Services	2,453.60
10/28/2021	73826	Janelle Tarasewicz	250.00
10/28/2021	73827	Jennifer Short	200.00
10/28/2021	73828	Jimmy's Roofing	791.70
10/28/2021	73829	Kendall of Marysville	89.28
10/28/2021	73830	KeyBank National Association	679.66
10/28/2021	73831	Luis A Vela JR	400.00
10/28/2021	73832	Remit Overrun	0.00
10/28/2021	73833	Remit Overrun	0.00
10/28/2021	73834	Midwest Tape	15,853.26
10/28/2021	73835	National Public Employer Labor Relations Assoc	639.00
10/28/2021	73836	New York Times Company	12,838.80
10/28/2021	73837	Notary Public Program	45.00
10/28/2021	73838	Remit Overrun	0.00
10/28/2021	73839	Remit Overrun	0.00
10/28/2021	73840	Remit Overrun	0.00
10/28/2021	73841	Remit Overrun	0.00
10/28/2021	73842	Remit Overrun	0.00
10/28/2021	73843	Remit Overrun	0.00
10/28/2021	73844	Remit Overrun	0.00
10/28/2021	73845	Remit Overrun	0.00
10/28/2021	73846	Remit Overrun	0.00
10/28/2021	73847	Overdrive Inc	68,073.11
10/28/2021	73848	Pacific Science Center	400.00
10/28/2021	73849	Paper Roll Products	417.98
10/28/2021	73850	Penworthy	1,478.70
10/28/2021	73851	PetroCard Systems Inc	2,004.14
10/28/2021	73852	PUD No 1 of Snohomish County	11,443.33
10/28/2021	73853	Puget Sound Energy	523.93
10/28/2021	73854	Ricoh USA Inc - 31001	425.02
10/28/2021	73855	Ricoh USA Inc - 650073	618.08
10/28/2021	73856	Robert Half	4,628.80
10/28/2021	73857	Sarah Pripas-Kapit	200.00
10/28/2021	73858	Silver Kite Community Arts	300.00
10/28/2021	73859	Silver Kite Community Arts	640.00
10/28/2021	73860	Sound Maintenance Services, Inc	63,117.57
10/28/2021	73861	Sprague Pest Solutions	687.19
10/28/2021	73862	Stage 2 Studios	350.00
10/28/2021	73863	State Auditor's Office	226.20
10/28/2021	73864	Timeless Design	627.90
10/28/2021	73865	Visionary Office Furniture	2,569.13
10/28/2021	73866	Walter E Nelson Co of Western WA	3,045.60

**Vouchers
October 2021**

Date	Check	Payee	Check Amount
10/28/2021	73867	WEX	159.47
10/28/2021	73868	William Fredericks	250.00
10/29/2021	73869	Cascade Centers	587.50
10/29/2021	73870	Delta Dental of Washington	24,853.68
10/29/2021	73871	Employment Security Dept (UI)	446.74
10/29/2021	73872	Kaiser Permanente	77,123.25
10/29/2021	73873	Lifewise Assurance Company	27,802.04
10/29/2021	73874	Lincoln National Life Ins Company	8,037.86
10/29/2021	73875	MCM	4,771.39
10/29/2021	73876	Navia Benefit Solutions Client Pay	1,884.45
10/29/2021	73877	Premera Blue Cross	9,146.55
10/29/2021	73878	Sno-Isle Library Foundation	405.00
			1,623,686.61

Financial Update

Finance Department

October 2021 Financial Statements

Gary Becker

Director of Finance & Facilities

2021 Year-To-Date Revenue Summary

Total revenue received year-to-date (YTD) is \$56.9 million and is 1%, or \$472K, favorable to the YTD revenue budget of \$56.4M. October's total revenue of \$20.3M was unfavorable to October's budget by (-\$761K).

- October's property tax revenue was \$20.3M versus budget of \$21.0M, under the projected October budget by (-\$741K). YTD property tax revenue is \$55.1M and is under the YTD budget of \$55.2M by (-\$89K).
- Through October, timber tax and associated excise tax revenues continue to exceed budget. YTD, \$730K has been received which is +\$269K favorable to the YTD budget.
- Print/Copy Services, Lost Materials revenue, and Donations are collectively (-\$160K) below budget YTD due to building closures at the beginning of the year and a measured return to pre-pandemic activities.
- Investment income to date of \$242K is 36% below the YTD budget of \$375K due to lower than planned reinvestment interest rates for maturing securities in the investment portfolio.
- YTD, E-Rate revenue of \$416K is ahead of budget by \$271K. This is due to unbudgeted reimbursements for 2020 spending received in early 2021.
- Other Revenue of \$358K is \$316K ahead of budget driven by \$220K in service provider refunds and \$50K in Economic Resiliency Cares funding.

2021 Year-To-Date Expenditures & Surplus Summary

Total expenditures of \$41.8M YTD are \$6.2M favorable to the YTD expenditures budget of \$48.0M. October's total expenditures of \$4.4M was favorable to October's budget of \$4.8M by \$379K.

- Salaries and Benefits of \$30.0M are \$2.2M favorable to budget driven by attrition and vacancies that were held during the pandemic that are being filled.
- Materials spending of \$5.3M is \$577K favorable to the YTD budget of \$5.8M. Full year spending is expected to align with budget by year-end.
- Nine expense categories are collectively (-\$3.2M), or 44%, below budget driven by limited in-building services and a measured return to pre-pandemic workloads. These include Professional & Contract Services (-\$906K below budget) and Maintenance & Repair (-\$685K below budget).
- Capital Buildings & Improvements, Furnishings, Equipment year-to-date expenditures are \$486K, or 128% of the full year's budget, due to the Temporary Lake Stevens project that was approved by the Board in early 2021 and budgeted for an incremental \$320K. \$242K of the \$320K has been spent through October.

YTD revenue is \$472K favorable to budget and expenditures are \$6.2M favorable to budget. This results in an actual YTD surplus of \$15.1M that is \$6.7M favorable to the budgeted surplus of \$8.4M.

Reserve Transfer

- In accordance with the 2021 Budget, \$5,279,800 will be transferred from the General Fund to the Reserve Fund in November. The allocation of this transfer by fund is: \$4,779,800 to the Levy Rate Stabilization Reserve, \$300,000 to the Equipment Reserve, and \$200,000 transfer to the Vacation & Sick Pay Liability Reserve.

Sno-Isle Regional Library System
Statement of Revenues
Revenue Summary
From 10/1/2021 Through 10/31/2021
(In Whole Numbers)

	<u>Period Actual</u>	<u>Period Budget</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Annual Budget</u>	<u>% Annual Budget Recv'd</u>	
Revenues							
01.0	Property Taxes	20,271,310	21,012,480	55,095,867	55,185,000	61,460,500	89.64%
02.0	Timber Tax / Sales	3,879	14,000	729,737	460,400	550,000	132.67%
03.0	Print/Copy Services	858	4,170	3,773	41,700	50,000	7.54%
04.0	Services/City Contract Fees	0	290	0	2,900	3,500	0.00%
05.0	Lost Materials Paid	2,920	6,250	21,907	62,500	75,000	29.20%
06.0	Investment Interest	19,725	37,500	241,634	375,000	450,000	53.69%
07.0	Donations Private Sources	105	8,340	2,284	83,400	100,000	2.28%
08.0	Other Revenue	42,220	18,750	774,779	187,500	225,000	344.34%
	Total Revenues	<u>20,341,016</u>	<u>21,101,780</u>	<u>56,869,982</u>	<u>56,398,400</u>	<u>62,914,000</u>	<u>90.39%</u>

Sno-Isle Regional Library System
Statement of Expenditures by Period
Expenditures Summary
From 10/1/2021 Through 10/31/2021
(In Whole Numbers)

	Period Actual	Period Budget	YTD Actual	YTD Budget	Annual Budget	% Annual Budget Used	
Expenditures							
10.0	Salaries & Benefits	2,960,837	3,223,750	29,976,293	32,237,500	38,684,500	77.48%
20.0	Materials	725,207	583,330	5,255,804	5,833,300	7,000,000	75.08%
26.0	Professional & Contract Services	192,757	267,860	1,772,261	2,678,600	3,213,400	55.15%
35.0	Equipment & Furnishings	103,218	70,400	474,825	704,000	844,700	56.21%
38.0	Maintenance & Repair	120,603	125,050	565,960	1,250,500	1,500,700	37.71%
41.0	Software License & Maint Fees	66,178	122,640	1,117,351	1,226,400	1,471,900	75.91%
42.0	Communications	47,188	69,310	523,392	693,100	831,300	62.96%
43.0	Office & Operating Supplies	34,986	69,560	369,015	695,600	834,500	44.21%
44.0	Utilities	32,708	45,040	360,477	450,400	540,300	66.71%
45.0	Rentals & Leases	42,130	39,880	383,369	398,800	478,400	80.13%
46.0	Insurance	8,450	15,560	131,517	155,600	186,600	70.48%
48.0	Employee Training / Travel	3,130	20,830	48,681	208,300	250,000	19.47%
49.0	Miscellaneous	32,206	51,500	317,347	515,000	617,400	51.40%
50.0	Strategic Initiatives / Innovation	0	14,580	5,895	145,800	175,000	3.36%
55.0	Development Initiatives	0	52,130	0	521,300	625,500	0.00%
62.0	Capital - Bldgs & Improvements	53,540	31,660	468,450	316,600	380,000	123.27%
64.0	Capital - Furnishings & Equipment	0	0	18,013	0	0	0.00%
64.5	Capital - Other Assets	1,098	0	8,901	0	0	0.00%
	Total Expenditures	4,424,238	4,803,080	41,797,554	48,030,800	57,634,200	72.52%

Executive Director

Board Report

November 2021

Lois Langer Thompson
Executive Director

Meetings with Elected Officials and Stakeholders

- Stories in Democracy interview with Congresswoman Suzan DelBene.
- Camano Island and Coupeville Library Capital Facility Area Governing Body annual meetings.
- Economic Alliance of Snohomish County (EASC) events.
 - How to Lead During Messy Times.
 - State of the (Naval) Station.

Board Meetings

- Economic Alliance of Snohomish County (EASC) Board of Directors annual retreat.

Professional Development / Meetings

- Aspen Institute: Towards a Stronger Information Ecosystem: Commission on Information Disorder Report & Recommendations.
- LibraryWorks: Facilitating Big, Difficult Public Meetings.
- Washington STEM Summit.
- Regional Library Directors weekly update call.
- Meeting with Seattle Public Library Interim Director Tom Fay.

Board of Trustees Meetings

- Board Development / Administration Committee.
- Executive Committee.

Library Updates and Strategic Goals

- *Enhance library services*
 - Friends of the Library update.
 - Youth Services support for childcare providers and educators.
 - Baker and Taylor collection diversity audit.
- *Create inspiring spaces*
 - Capital Planning interviews with selected architects.

BUDGET TIMELINE

2021 TIMELINE FOR 2022 BUDGET

Timeline is subject to change.

July 7, 2021	<ul style="list-style-type: none"> Review timeline, budget discussion document, and Committee of the Whole agenda. 	Strategic Planning / Finance Committee.	Committee meeting.	Completed.
July 26, 2021	<ul style="list-style-type: none"> Committee presents plan to Board for review and input. 	Board of Trustees.	Regular Board meeting.	Completed.
August 16, 2021	<ul style="list-style-type: none"> 2022 budget discussion. 	Committee of the whole.	Committee meeting.	Completed.
September 20, 2021	<ul style="list-style-type: none"> 2022 budget discussion. 	Board of Trustees.	Regular Board meeting.	Completed.
October 6, 2021	<ul style="list-style-type: none"> Committee review of preliminary 2022 budget proposal. 	Strategic Planning / Finance Committee.	Committee meeting.	Completed.
October 25, 2021	<ul style="list-style-type: none"> First review of 2022 budget. 	Board of Trustees.	Regular Board meeting.	Completed.
November 22, 2021	<ul style="list-style-type: none"> Final review of 2022 budget. Public hearing on levy. Approval of 2022 levy. Public meeting on 2022 budget. Approval of 2022 budget. 	Board of Trustees.	Regular Board meeting.	Underway.
November 30, 2021	<ul style="list-style-type: none"> 2022 budget submitted to County. 	Staff.	Due November 30, 2021.	
January 2022	<ul style="list-style-type: none"> Joint levy certification. 	Board of Trustees.	Special meeting.	



2022

Proposed Budget

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	72,414,000		80,147,000	

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%
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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	-		-	



Ordinance / Resolution No. 21-05
RCW 84.55.120

WHEREAS, the SNO-ISLE LIBRARIES BOARD OF TRUSTEES of SNO-ISLE INTERCOUNTY RURAL LIBRARY DISTRICT has met and considered its budget for the calendar year 2022; and,

WHEREAS, the districts actual levy amount from the previous year was \$ 61,345,778.21; and,

WHEREAS, the population of this district is [X] more than or [] less than 10,000; and now, therefore,

BE IT RESOLVED by the governing body of the taxing district that an increase in the regular property tax levy is hereby authorized for the levy to be collected in the 2022 tax year.

The dollar amount of the increase over the actual levy amount from the previous year shall be \$ 613,457.78 which is a percentage increase of 1.0% from the previous year.

additional revenue resulting from new construction, improvements to property, newly constructed wind turbines, solar, biomass, and geothermal facilities, and any increase in the value of state assessed property, any annexations that have occurred and refunds made.

Adopted this 22 day of November, 2021.

Three horizontal lines for signatures on the left and right sides.

If additional signatures are necessary, please attach additional page.

This form or its equivalent must be submitted to your county assessor prior to their calculation of the property tax levies. A certified budget/levy request, separate from this form is to be filed with the County Legislative Authority no later than November 30th. As required by RCW 84.52.020, that filing certifies the total amount to be levied by the regular property tax levy. The Department of Revenue provides the "Levy Certification" form (REV 64 0100) for this purpose. The form can be found at: http://dor.wa.gov/docs/forms/PropTx/Forms/LevyCertf.doc.

To ask about the availability of this publication in an alternate format, please call 1-800-647-7706. Teletype (TTY) users may use the Washington Relay Service by calling 711. For tax assistance, call (360) 534-1400.

SNO-ISLE LIBRARIES

Board of Trustees Proposed 2022 Meeting Schedule

Date	Time	Location*	Library host
Thursday, January 6	12:00 P.M.	Online	NA
Monday, January 24	5:00 P.M.	SRV	NA
Saturday, February 5	8:00 A.M – 2:00 P.M.	TBD	NA
Monday, February 28	5:00 P.M.	SRV	Mariner
Monday, March 28	5:00 P.M.	Lake Stevens	Lake Stevens
Monday, April 25	5:00 P.M.	Coupeville	Coupeville
Monday, May 23	5:00 P.M.	Monroe	Monroe
Monday, June 27	5:00 P.M.	Mountlake Terrace	Mountlake Terrace
Monday, July 25	5:00 P.M.	Mukilteo	Mukilteo
Monday August 22 (COW)	5:00 P.M.	SRV	NA
Monday, September 19**	5:00 P.M.	Snohomish	Snohomish
Monday, October 24	5:00 P.M.	Stanwood	Stanwood
Monday, November 21	5:00 P.M.	SRV	Lakewood / Smokey Point

*Location to be determined based on health guidelines for in-person meetings.

**Moved from fourth Monday due to holiday.

Conferences

- [LibLearnX: The Library Learning Experience \(LLX\)](#). Virtual – January 21-24, 2022
- [Public Library Association 2022 Conference](#). Portland, OR and virtual – March 23-25, 2022.
- [American Library Association Annual Conference & Exhibition](#). Washington, D.C. – June 23-28, 2022.
- [Washington Library Association Conference](#). Bellevue, WA – May 5-7, 2022.

Additional Events – dates and locations to be determined

- Board to Board event
- Board and Friends Forum
- SILCON 2022 – Staff Day
- Employee Recognition Event

DRAFT

Conflict of Interest – Board of Trustees and Senior Level Library Staff

Sno-Isle Libraries Board Policy

Purpose

To preserve the integrity of the decision-making process of Sno-Isle Libraries (Library), the Library has adopted and maintains this Conflict of Interest Policy to oversee the participation of its Trustees and Senior Level Library Staff in matters in which they may have a conflict of interest.

The Trustees and Senior Level Library Staff are expected to exercise their judgment and powers in the best interests of the Library in preference to their individual interests and the interests of third parties when evaluating and approving transactions and other arrangements undertaken by, and otherwise performing and discharging their respective functions as Trustees or Senior Level Library Staff.

This Policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to public libraries.

Scope

Outline the roles and responsibilities of Trustees and Senior Level Library Staff in regard to conflicts of interest.

Definitions

Senior Level Library Staff

Executive Director of the Library System, Executive Director of the Sno-Isle Libraries Foundation, Deputy Director, Director, or Assistant Director.

Trustee

An individual appointed serve as a member of the Sno-Isle Libraries' Board of Trustees.

Implementation

No Trustee or Senior Level Library Staff member may use their position to obtain financial or other gain for their own benefit, or to benefit a relative or significant other, or any entity in which the Trustee, employee or their relative or significant other has a significant ownership interest.

State law, codified at [RCW 42.23.070](#), provides a code of ethics. The code of ethics has four provisions, as follows:

1. No Trustee may use their position to secure special privileges or exemptions for themselves or others.
2. No Trustee may, directly or indirectly, give or receive any compensation, gift, gratuity, or reward from any source, except the employing municipality, for a matter connected with or related to the Trustee's services unless otherwise provided by law.
3. No Trustee may accept employment or engage in business that the Trustee might reasonably expect would require them to disclose confidential information acquired by reason of their official position.
4. No Trustee may disclose confidential information gained by reason of the Trustee's position, nor may the Trustee use such information for their personal gain.

Obligation to report potential or actual Conflict of Interest

If any Trustee or Senior Level Library Staff member perceives a possible conflict of interest position for any other Trustee or Senior Level Library Staff member, the possible conflict shall be brought to the attention of the Board of Trustees in a timely manner.

A Trustee or Senior Level Library Staff member who recognizes an actual or potential conflict of interest, any financial or personal beneficial interest, direct or indirect, and abstain voluntarily from discussion, voting, or decision-making on any issue that raises such conflict of interest.

Roles and Responsibilities

Acknowledgement of Conflict of Interest policy and Disclosure Form

Upon appointment and annually thereafter, all Trustees and Senior Level Library Staff, shall complete, sign, and submit to Library Human Resources, a completed written acknowledgement of this Conflict of Interest Policy affirming that they have:

- (a) Received a copy of the Policy.
- (b) Read and understand the Policy.
- (c) Agreed to comply with the Policy.

Addressing a conflict of interest

Board of Trustees

The Board, as a whole, shall determine whether the issue represents a conflict of interest for members of the Board or the Library Executive Director, and issue a course of action mitigating such conflict of interest, including any action related to the failure to report a potential conflict of interest in a timely manner.

Library Executive Director

The Executive Director shall set and enforce administrative policies for library employees that address conflict of interest. Such policies shall be developed in accordance with Washington State law.

Associated Policies and Laws

Washington State RCW [42.23.030](#). Interest in contracts prohibited—Exceptions.

Washington State RCW [42.23.070](#). [Prohibited acts](#).

Washington State RCW [42.52](#). Ethics in Public Service.

Washington State RCW [42.52.140](#). Gifts.

Washington State RCW [42.52.150](#). Limitations on gifts.

Process

This policy is reviewed every four (4) years by the Executive Director (or designee) who makes recommendations to the appropriate Board Committee. The Committee reviews and revises as necessary, endorses, and advances to the full Board for approval.

Policy History

Date approved: TBD

Next review Date: TBD

Date adopted: TBD