

2021 BUDGET



KCLS BUDGET FISCAL YEAR 2021

King County Library System
960 Newport Way NW
Issaquah, WA 98027

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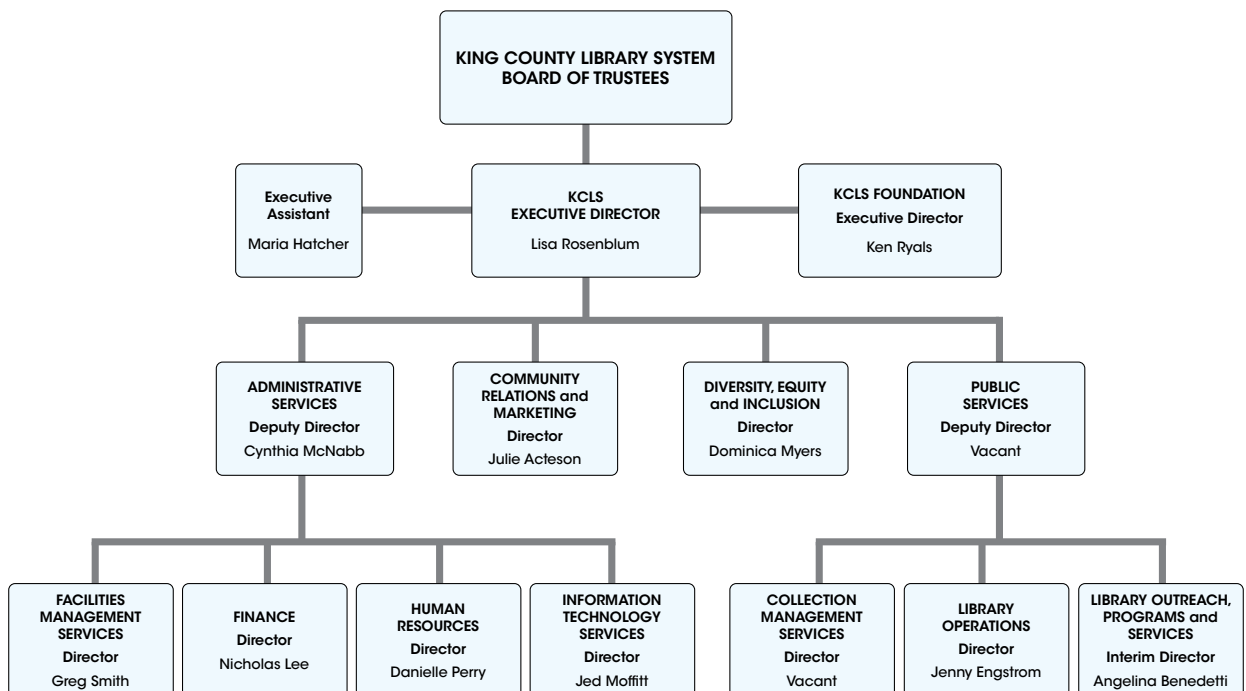
DISTRICT OVERVIEW

The **King County Library System** serves approximately 1.4 million residents across more than 2,000 square miles of King County, Washington. KCLS is consistently ranked as one of the busiest libraries in the country. With 50 libraries located in 38 distinct urban, suburban, and rural communities, KCLS circulates more than 20 million items and welcomes approximately 10 million visitors annually.

KCLS was established in 1942 as an independent taxing district and is governed by a seven-member **Board of Trustees** in accordance with RCW 27.12.192. Board members are appointed by the King County Executive and confirmed by the King County Council. The Board hires the Executive Director, adopts the Library District's annual operating budget, sets an annual property tax levy, and approves the District's long-range strategic plan. Trustees serve voluntarily and agree to uphold the mission, vision, and values of the King County Library System.

The **Executive Director** oversees the annual operating budget and keeps the KCLS Board apprised of the Library District's financial and operational status. Responsible for the overall strategic direction and leadership of the District, the Executive Director ensures that KCLS operates within its approved budget while providing relevant programs, services, and materials that meet the needs of the diverse communities KCLS serves.

The Executive Director's **Leadership Team** includes the Deputy Director of Public Services, Deputy Director of Administrative Services, and the Directors of Community Relations and Marketing, Diversity Equity and Inclusion, Facilities Management Services, Finance, Human Resources, Information Technology Services, Collections Management Services, Library Operations, and Library Outreach, Programs, and Services. The KCLS Foundation Executive Director is also a member of the Leadership Team.



EXECUTIVE SUMMARY

December 16, 2020

To the King County Library System Board of Trustees:

I am pleased to present King County Library System's Budget for Fiscal Year 2021, which includes KCLS' annual **Operating Budget** and five-year **Capital Investment Program (CIP)**.

The 2021 Budget reflects a continued focus on the overarching strategic goals that guide our work: **Communities of Inclusion and Belonging; Responsive, Inspirational Service; Organizational Excellence; and Strategic Communication**. The Budget funds key strategic initiatives that further expand programs and services to support operational improvements, create internal efficiencies, and enhance experiences for patrons and staff.

BUDGET FUNDING

As an independent taxing district, KCLS' General Fund is comprised predominately of property tax revenue collected and distributed by the county treasurer twice a year in April and October. In order to sustain ongoing operations during the gap in revenue collection between year-end and the following April, KCLS relies on a minimum Ending Fund Balance equal to 120 days of operating expenditures. Maintaining an adequate fund balance is a vital component of KCLS' comprehensive financial planning.

BUDGET CHALLENGES

Historically, KCLS' operational expenditures have significantly outpaced revenues. While there are several contributing factors, Initiative 747 has had a critical impact. Initiative 747 limits annual revenue growth to 1% while inflation typically runs in the range of 2-3%. The effect of inflation on the largest components of KCLS' expenditures budget—salaries and healthcare benefits—and escalations in contracted maintenance services has a cumulative effect on the budget. At current rates of inflation, KCLS will continue to operate in a deficit position, causing a commensurate reduction in the District's Ending Fund Balance and pushing KCLS to cross the threshold of its minimum ending fund balance by 2025.

In 2020, KCLS had planned for a ballot measure asking voters to approve a levy lid lift for 2021, which would increase revenue and allow KCLS to sustain library operations at current service levels for several more years. The financial impacts caused by the pandemic led KCLS to postpone the measure, adding further pressure to the budget. The 2021 Budget includes cost containment strategies to mitigate the effects.

BUDGET HIGHLIGHTS

In 2020, KCLS implemented controlled hiring and elimination of substitute shifts in response to the pandemic, resulting in budgeted salary savings of approximately \$6.0M from the original forecast. Restrictions on travel, training, and other discretionary expenditures reduced non-personnel expenditures by approximately 17.1%. Additionally, Capital Investment Program expenditures were reduced 23.8%.

In 2021, total General Fund expenditures are budgeted at \$130.1M, which reflects a 1.8% reduction over the previous year.

2020 SUCCESSES

Although the past year has posed challenges to almost every aspect of the organization, there have also been opportunities for meaningful change.

When libraries closed due to COVID-19, KCLS rapidly adapted library programs and services to meet community needs.

Our commitment to ensure equity among those we serve—first identified as a strategic initiative in 2018—culminated in the hiring of a new Director of Diversity, Equity and Inclusion, and demonstrates a significant step in KCLS' organizational goal to put our DEI values into action.

Completion of other key initiatives further reduced expenditures and continued to build organizational excellence, including:

Green Initiative: A modified printing policy controls unrestricted paper and toner costs, reduces repair and maintenance expenditures, and minimizes plastics waste.

Strategic Communication: The Microsoft Teams and Zoom Webinar platforms were introduced to conduct online meetings, Town Hall trainings, and StaffCon, KCLS' all-staff learning retreat.

Responsive, Inspirational Service: Popular library programs were adapted for online audiences, and Curbside to Go was launched. The digital collections budget was increased, and expansion of Student eCards supported distance learning. Enhanced Wi-Fi technology extended internet connectivity to library parking lots. New lockers at two libraries will provide 24/7 holds pickup.

Economic Empowerment: Financial Navigation Assistance programs connect King County residents with customized information and resources; Your Next Job provides job-search tools and resources.

Reduce Barriers to Library Access: Revised policies to reduce frequency of blocked cards, as well as a no-fines policy during the pandemic, ensure patrons have maximum access to library materials and resources.

Technology Unification and Improvement: Implementation of a new, Human Capital Management system has improved payroll automation and integrates the payroll process with other financial and human resources tasks.

CONCLUSION

The 2021 Budget provides the programs and services, expert staff, and enriching collections our patrons expect and need—now more than ever. It is a strong operational plan balanced by a continued focus on prudent fiscal management.

ACKNOWLEDGEMENTS

Thank you to the KCLS Leadership Team, Finance Department, and Community Relations and Marketing staff for the development, design and production of the 2021 Budget.

Sincerely,

Lisa G. Rosenblum

Lisa G. Rosenblum
KCLS Executive Director





STRATEGIC FRAMEWORK

GUIDING AND ALIGNING OUR WORK, 2021

KCLS' STRATEGIC FRAMEWORK and its elements were thoughtfully developed through broad input from patrons, community leaders and partners, educators and staff. In 2016, KCLS conducted surveys, held meetings and reached out to discover what King County residents considered their highest hopes, dreams and plans for the future. The extensive feedback resulted in a new Strategic Focus, refreshed our Mission, Vision and Values and reaffirmed our continued commitments to our patrons and community. The Strategic Framework emphasizes teamwork, setting priorities, strategic goals and building on staff strengths. It reflects the Library System's commitment to public service and accountability, and a deep intention to enhance lives, forge connections and strengthen communities.

STRATEGIC FOCUS

TO CREATE OPPORTUNITIES THROUGH MEANINGFUL CONNECTIONS

We will do this by connecting people with information and services to navigate life's complexities and biases; by providing equitable avenues to build the skills and knowledge needed for success; and connecting people to bridge differences and create communities of inclusion and belonging.

MISSION

To inspire the people of King County to succeed through ideas, interaction and information.

VISION

A world in which knowledge allows diverse communities to prosper and grow.

VALUES

Knowledge, Intellectual Freedom, Diversity, Equity and Inclusion, Professional Ethics, Stewardship and a Service Mindset.

COMMITMENTS

Customer service through helpful and expert staff; a robust and diverse collection of books and resources; responsive programs and services and welcoming library spaces.

STRATEGIC GOALS

COMMUNITIES OF INCLUSION AND BELONGING

KCLS continually works to increase equity, strengthen bonds and support individual and community identities by embracing and reflecting the diversity of our communities.

Focus: Improve patron experience and responsiveness to community interests.

RESPONSIVE, INSPIRATIONAL SERVICE

KCLS offers customized pathways to exciting, relevant opportunities that inspire innovation, creation, learning and reflection.

KCLS connects with people and organizations to leverage community strengths and enhance experiences.

Focus: Increase responsiveness to changing technology needs and reduce barriers to access.

ORGANIZATIONAL EXCELLENCE

KCLS has clear priorities and effective practices; high-performing leadership and staff; financial stability and a healthy culture. KCLS measures performance and uses what it learns to make sound decisions.

Focus: Improve financial management, organizational culture, and knowledge, skills and abilities of staff.

STRATEGIC COMMUNICATION

KCLS communication is clear, timely and intentional. Residents, partners and supporters recognize KCLS as an essential contributor to their lives. Staff use internal standards, practices and tools that inform, educate and connect.

Focus: Improve internal and external communication and workflow processes.

2021 STRATEGIC INITIATIVES

Diversity, Equity and Inclusion | Reducing Barriers to Library Access | Economic Empowerment
Social and Health Services | STEM Learning | Library Staffing Alignment and Region Reorganization
Technology Unification and Improvement | Strategy/Budget Alignment



2021 INITIATIVE DETAILS

COMMUNITIES OF INCLUSION AND BELONGING

Diversity, Equity and Inclusion (DEI)

KCLS will develop a holistic DEI strategy that embeds a shared vision of equity, embraces diverse perspectives and experiences, and begins to dismantle inequities that impact historically underrepresented people.

Key Projects

- Design and implement a framework for diversity, equity and inclusion
- Create processes and tools to attract and retain a diverse workforce
- Increase public programming that responds to the needs of marginalized groups
- Build collections that are intentionally inclusive

Reducing Barriers to Library Access

KCLS will identify and remove institutionalized barriers to library access that disproportionately impact low-income patrons.

Key Projects

- Adapt service models to provide an equitable balance between physical and digital access
- Improve availability of public Wi-Fi outside library buildings
- Develop programs that safely engage with individuals in ways not requiring internet access

Social and Health Services

KCLS will build on its foundation as a provider of health and social services information and resources by focusing on patrons whose needs are not being met by more traditional service models.

Key Projects

- Expand outreach and services to people experiencing homelessness through Peer Navigator programs
- Increase partnerships and programs that build social connections
- Services focusing on KCLS' role as a trusted source for health and wellness information and resources

RESPONSIVE AND INSPIRATIONAL SERVICE

STEM Learning

KCLS will continue to focus on STEM learning for all ages through programming, services and resources.

Key Projects

- Increase services to support STEM learning in all modalities for K-12 schools, parents and students
- Expand opportunities for adults to gain technology skills and certifications online

Economic Empowerment

KCLS will connect people with the information, services and resources needed to navigate complex and biased systems and build thriving communities.

Key Projects

- Continue one-on-one services that provide customized resources to overcome financial challenges and meet career goals
- Create a strategy to quickly develop and adapt services that respond to changes in the economic outlook

ORGANIZATIONAL EXCELLENCE

Library Staffing Alignment and Region Reorganization

KCLS will develop and implement staffing within a new regional structure that meets the evolving needs of communities.

Key Projects

- Plan and implement staffing that aligns with Washington's Safe Start phases
- Fully implement region reorganization

Technology Unification and Improvement

KCLS will improve workflow and provide staff and patrons with experiences that respond to their evolving interests and needs.

Key Projects

- Provide new computer options to support a flexible and mobile workforce while optimizing library staff workspaces
- Integrate communication technologies to enhance service to patrons; including exploration of locker technology that builds on the 2020 launch of external lockers for easy access to library materials
- Model and implement a data warehouse that improves security, provides appropriate access, and increases use of business intelligence across the organization

STRATEGIC COMMUNICATION

Strategy/Budget Alignment

KCLS will continue to develop financial processes and systems that align spending priorities with KCLS Strategy, and provide greater transparency and better communication regarding financial decisions.

Key Projects

- Expand capacity to identify, obtain and administer grant funding to support KCLS' strategic priorities
- Enhance internal business transparency and sophistication with accounts payable and invoicing automation project
- Maximize the use of existing technology systems for enterprise resource planning



2021 STRATEGIC INITIATIVES

The 2021 Budget includes funding for key initiatives that align with KCLS' four strategic goals: Communities of Inclusion and Belonging; Responsive, Inspirational Service; Organizational Excellence; and Strategic Communication.

COMMUNITIES OF INCLUSION AND BELONGING

KCLS continually works to increase equity, strengthen bonds and support individual and community identities by embracing and reflecting the diversity of our communities.

- **Diversity, Equity and Inclusion**

Under the leadership of a new Director of Diversity, Equity and Inclusion, KCLS will design and implement a framework that supports DEI values and integrates them into new and existing programs and practices. KCLS will continue DEI training and staff engagement to build a shared understanding of DEI principles throughout the organization while fostering a culture of inclusivity. Public Services will engage audiences through collections and programs that demonstrate a wide representation of identities, perspectives and experiences that is the strength of our communities.

- **Reducing Barriers to Library Access**

During 2020, KCLS overcame unprecedented challenges to providing materials, technology, and services to the public. In 2021, KCLS will remain flexible and build on this learning to allocate resources through an equity lens. Working within state and county guidelines, KCLS will adapt service models to provide in-person services safely. KCLS will address technology needs by improving availability of public Wi-Fi that can be accessed outside library buildings. In order to maximize use of books and other physical materials, KCLS will continue to adjust checkout procedures and develop new options for patrons who depend on these resources. Understanding that the need for digital materials and online programs may also remain high, KCLS will thoughtfully balance the needs of varying user groups.

- **Social and Health Services**

King County Public Health data shows increasing disparities in community health by geographic location, poverty level, and race/ethnicity. In 2020, the need for high-quality healthcare and healthcare information grew, while opportunities to provide resources and referrals were restricted. KCLS has built programs and partnerships that bring social and health services online, while continuing targeted in-person services when possible. Pending KCLS Foundation support in 2021, KCLS will expand these services, including the launch of a Peer Navigator program. Peer Navigators are people with "lived experiences" who will accompany staff on outreach visits to Tent Cities and County-based shelters, when possible, to extend the network of resources for individuals who may be experiencing housing instability or other barriers to access.

RESPONSIVE, INSPIRATIONAL SERVICE

KCLS offers customized pathways to exciting, relevant opportunities that inspire innovation, creation, learning and reflection. KCLS connects with people and organizations to leverage community strengths and enhance experiences.

- **STEM Learning**

According to the Bureau of Labor Statistics, jobs in science, technology, engineering, or math (STEM) have retained greater stability than most other industries through the events of 2020. This is anticipated to continue long-term. Washington STEM reports that by 2030 the majority of projected family-sustaining jobs will require credentials in STEM. In 2021, KCLS will support STEM education by continuing to provide comprehensive STEM programming to prepare adults and youth for a rapidly changing job market. Adults will have expanded options to earn technology certifications online, improving their opportunities for career advancement. KCLS will continue to develop Activity Kits that encourage STEM learning and build social emotional skills for children and teens. Programs and resources that support the shift to online learning will continue to be a priority.

- **Economic Empowerment**

In the wake of rising unemployment in 2020, KCLS stepped up with new approaches to help those needing assistance. Recognizing that individual needs vary, two programs provide one-on-one help: 'Find Financial Assistance' provides customized resources for those facing financial challenges, while 'Your Next Job' focuses on career-related assistance for King County residents. As the economic outlook evolves, KCLS will continue to connect people with the information, services, and resources to successfully navigate complex and biased systems in order to build resilient communities that thrive economically.

STRATEGIC COMMUNICATION

KCLS communication is clear, timely, and intentional. Residents, partners, and supporters recognize KCLS as an essential contributor to their lives. Staff use internal standards, practices, and tools that inform, educate, and connect.

- **Strategy/Budget Alignment**

KCLS continues to improve alignment of spending priorities with the strategic initiatives. In 2021, KCLS will further improve stewardship of public resources by making changes to processes and procedures that will maximize the use of existing technology systems for enterprise resource planning. KCLS will also increase financial transparency with its adoption of an accounts payable and invoice automation project that includes improved processing and visibility into how taxpayer dollars are spent. In addition, KCLS will expand the capacity for obtaining and managing grant funding to supplement tax revenues.

ORGANIZATIONAL EXCELLENCE

KCLS has clear priorities and effective practices; high performing leadership and staff; financial stability and a healthy culture. KCLS measures performance and uses what it learns to make sound decisions.

- **Library Staffing Alignment and Region Reorganization**

In 2020, KCLS created an organizational structure that achieves a more equitable mix of libraries and staffing in each region, and engaged in a collaborative labor-management staffing process to assign staff to new regions before having to abruptly adapt to an online-only service model. As in-person service gradually resumes, KCLS will remain nimble by developing and implementing staffing plans that will take the organization through Washington's Safe Start phases and into a more effective regional structure in 2021.

- **Technology Unification and Improvement**

The potential of technology has new significance in a world where people are physically separated. Building on the successful expansion of remote working technology in 2020, KCLS will provide more flexible and cost-effective computing and communication options that support the ability to shift smoothly between in-library and remote work. KCLS will also continue to integrate information and data systems to improve workflow, provide better reporting capability, and improve transparency. KCLS will continue to explore options to expand external lockers to provide easy and safe access to library materials.

- **Green Initiative**

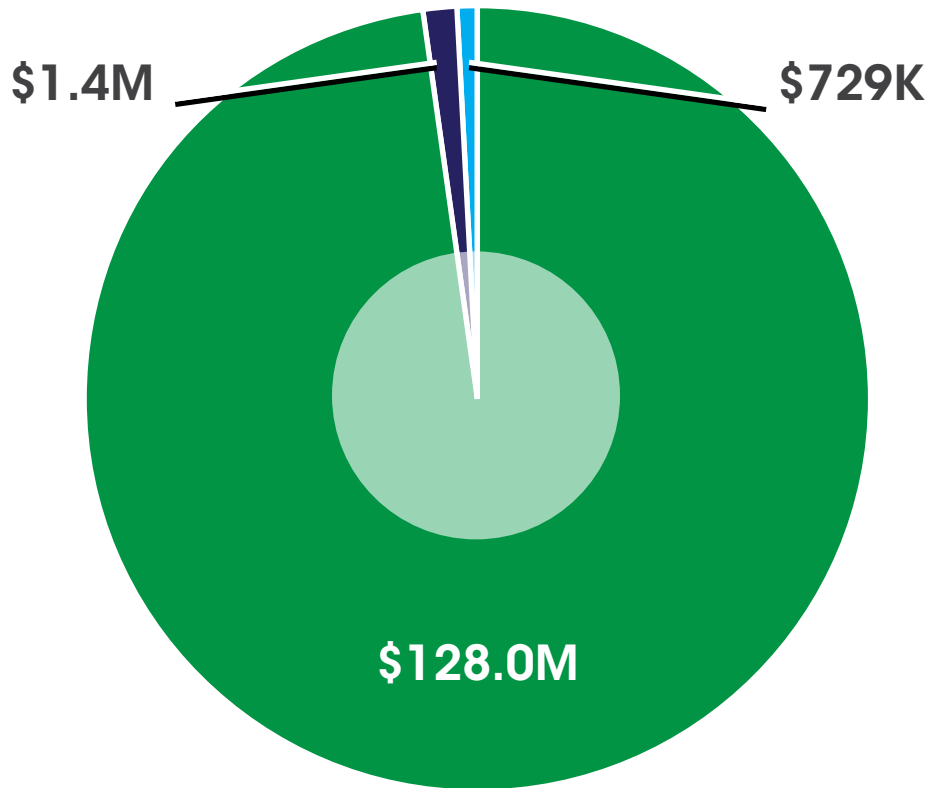
KCLS purposefully implemented sound environmental practices to reduce paper and plastic waste, cut supplies and maintenance costs, and improve operational efficiencies. In 2021, the ITS department will continue Phase II of the Pay-to-Print system and the Finance Department will move to paperless invoicing to improve workflow and minimize the use of staff resources for routine accounts payable and contract administration functions.



GENERAL FUND OVERVIEW

In 2021, **total general fund revenue** is projected at \$130.1 million. KCLS revenue is relatively stable year to year, as it is predominantly comprised of property tax. Annual growth in property tax revenue is restricted to 1% over the prior year; plus any increase in revenue derived from new construction. Other Revenue sources include, but are not limited to, investment interest and eRate subsidies. Intergovernmental Revenue is received from other government entities, for example, state timber tax.

KCLS BUDGET REVENUE (\$130.1M) BY SOURCE

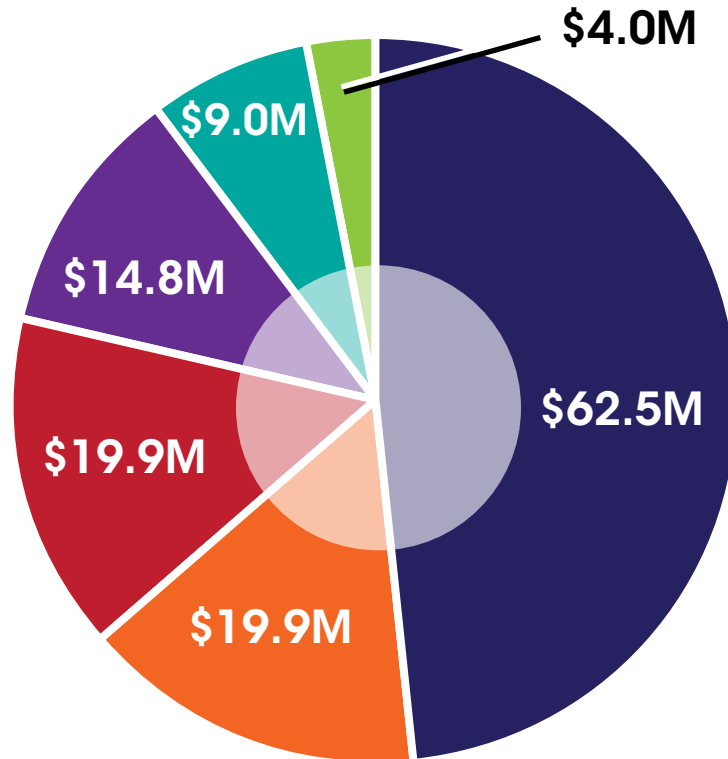


- Property Tax 98%
- Other Revenue 1%
- Intergovernmental Revenue 1%

GENERAL FUND OVERVIEW

Total **general fund expenditures** in 2021 are budgeted at \$130.1M and allocated to staffing, programs and services, collections, and routine repair and maintenance of buildings, grounds, furniture, and equipment.

KCLS BUDGET EXPENDITURES (\$130.1M) BY DEPARTMENT



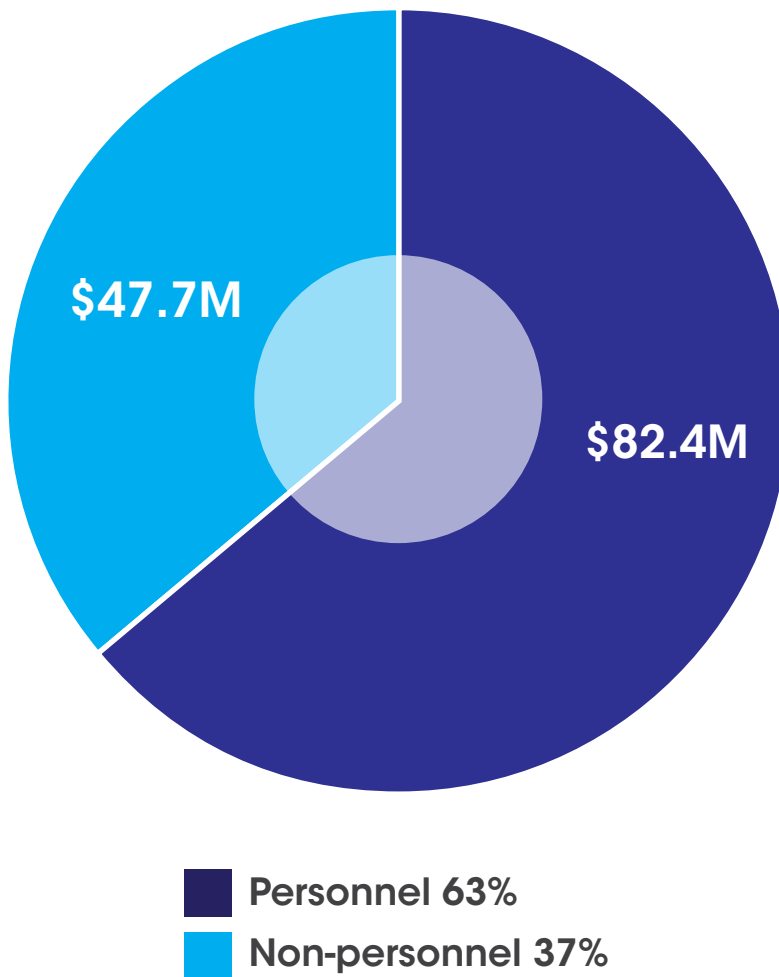
- Public Services 48%
- Facilities Management Services 15%
- Collections Management Services 16%
- Administration 11%
- Information Technology Services 7%
- Capital Investment Programs 3%

GENERAL FUND OVERVIEW

Personnel expenditures account for 63% of total budgeted expenditures, and include salaries and benefits for 1,200 employees, or 822 full-time equivalent (FTE) employees.

Non-personnel expenditures account for 37% of total budgeted expenditures. The 2021 Budget also includes \$4.0 million in funding for the Facilities and Technology Capital Investment Programs (CIP) to cover anticipated major expenditures for ongoing maintenance and upkeep of the Library District's capital assets.

KCLS BUDGET EXPENDITURES (\$130.1M) BY CATEGORY



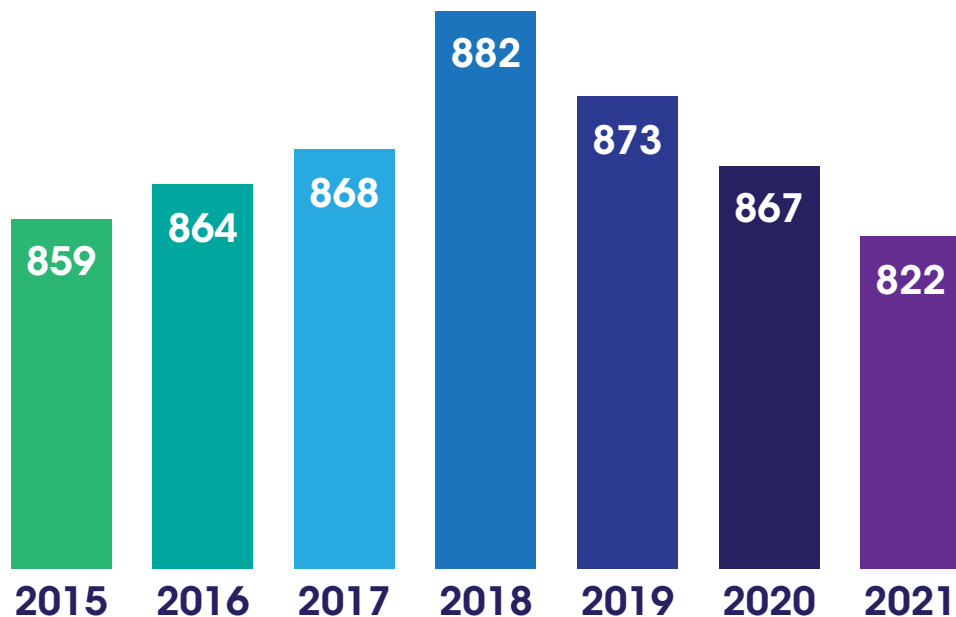
BUDGET

Heading into 2020, KCLS was facing a projected \$4.1 million budget deficit in 2021, pushing KCLS closer to crossing below the Ending Fund Balance minimum in 2025. Ten years after voters approved a levy lid lift, KCLS was planning another levy measure for the August 2020 ballot. When COVID-19 forced the Library System to close, the ballot measure was postponed. Grappling with financial uncertainties, KCLS took immediate action to reduce personnel and non-personnel operating expenditures, including:

- Revised schedules for building and grounds maintenance, and cyclical replacement of technology assets to reduce short-term budget impacts
- Controlled hiring to ensure new or refilled positions fit organizational priorities*
- Elimination of substitute shifts
- Restricted travel and conference-based training

*Salary savings through controlled hiring, and an ongoing organizational restructuring and redistribution of responsibilities, reduced personnel expenditures equal to 45 full-time equivalent (FTE) positions in the 2021 budget.

KCLS BUDGETED FULL-TIME EQUIVALENTS



These cost-saving measures, along with estimated savings while buildings remain closed to the public, eliminated the projected \$4.1 million projected deficit and brings the 2021 budget into balance. Until normal operations can be resumed, reductions in programs and services are anticipated through much of 2021. Long term, service levels will continue to be impacted until KCLS' levy lid is restored.

ECONOMIC OUTLOOK

While property tax as a funding source is relatively stable, the passage of Initiative 747 in 2001 restricts growth in annual revenue to 1% over the prior year, or the Implicit Price Deflator (IPD), whichever is lesser; plus any tax revenue generated from new construction. The IPD is a figure used to measure inflation and impacts how much property tax revenue a jurisdiction can collect in any year. In the event the IPD falls below 1%, the Board of Trustees must approve a resolution declaring a substantial need for the full 1% increase in property tax revenue.

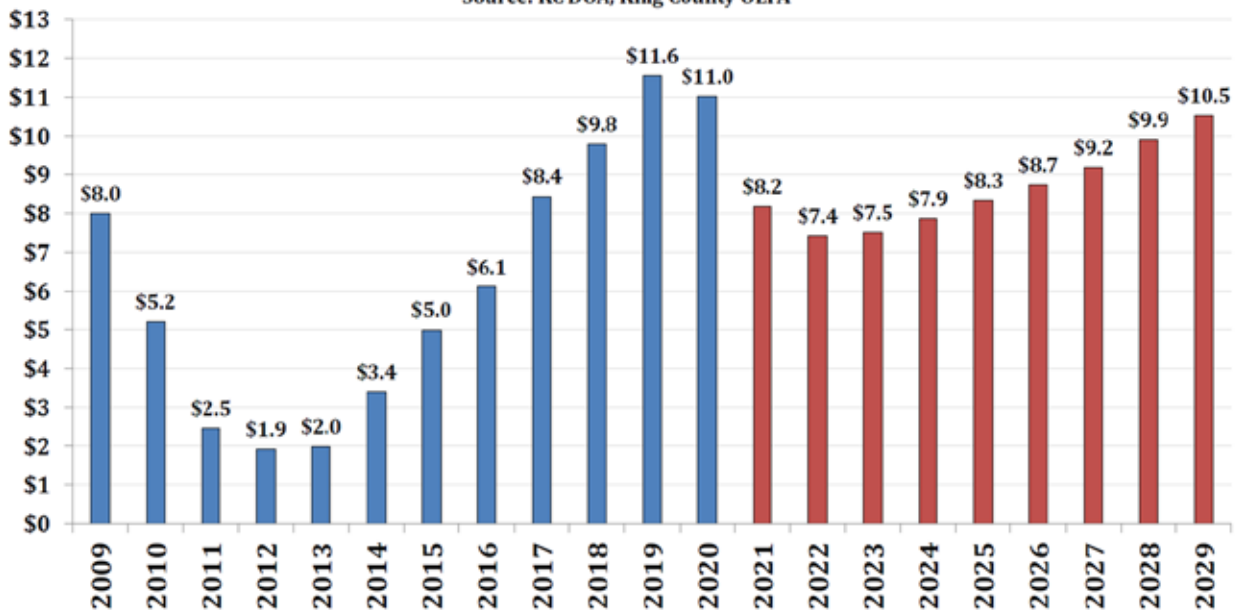
During the past five years, a strong economy has led to significant increases in new construction; however, King County Office of Economic and Financial Analysis (OEFA) predicts a slow-growth or negative growth trend over the next five years. OEFA also forecasts a modest decrease in property tax assessments in the same time period.

The effects of a forecasted downturn in new construction coupled with the 1% restriction on annual revenue growth negatively impacts KCLS' revenue projections in the next five years and the long-term financial health of the Library District. When factoring in forecasted new construction revenue based on data from the King County Assessor's office, and the absence of patron driven revenues due to the ongoing pandemic, no growth in forecasted revenue is anticipated in 2021.



King County New Construction Forecast

In billions \$, with Actuals and Forecast bars
Source: KC DOA, King County OEFA

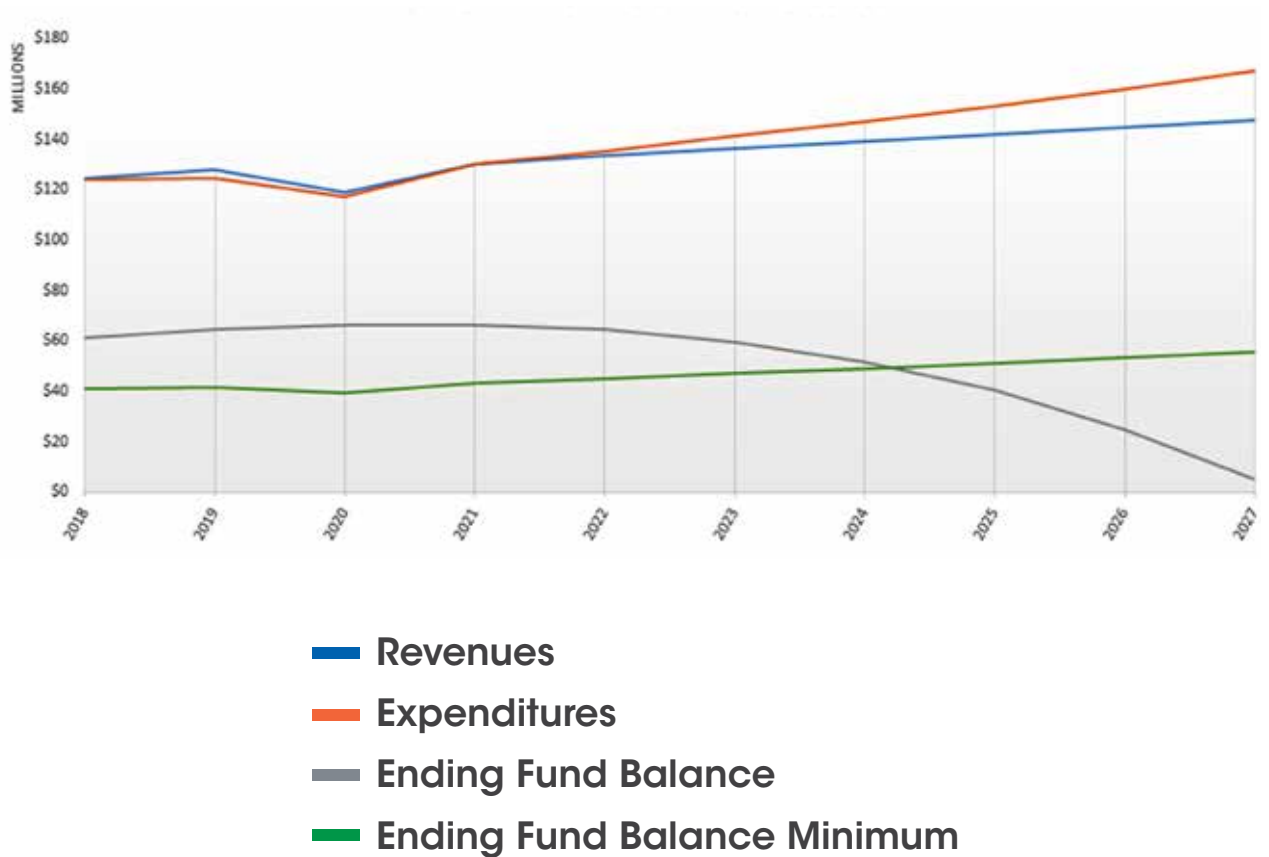


LONG-RANGE FINANCIAL PLANNING

Maintaining an adequate fund balance is a critical component of KCLS' long-range financial planning. KCLS receives property tax revenue from the county treasurer only twice per year in April and October. In order to bridge this gap, KCLS must maintain a minimum Ending Fund Balance (EFB) equal to 120 days of operating expenditures to ensure funds are available at fiscal year-end to cover operating expenditures through April of the following year (See General Fund Balance Policy).

Based on historical budget trends, KCLS estimates personnel costs to increase at a rate of 4% to 6% annually due to contractual cost of living adjustments (COLA), budgeted salary step increases, and inflation of healthcare premiums, PERS contributions, FICA and other benefits-related costs. Expenditures in the CIP budget are subject to similar inflationary pressure. With projected operating expenditures outpacing annual revenue growth, KCLS will dip below its Ending Fund Balance Minimum in 2025.

KCLS FINANCIAL FORECAST

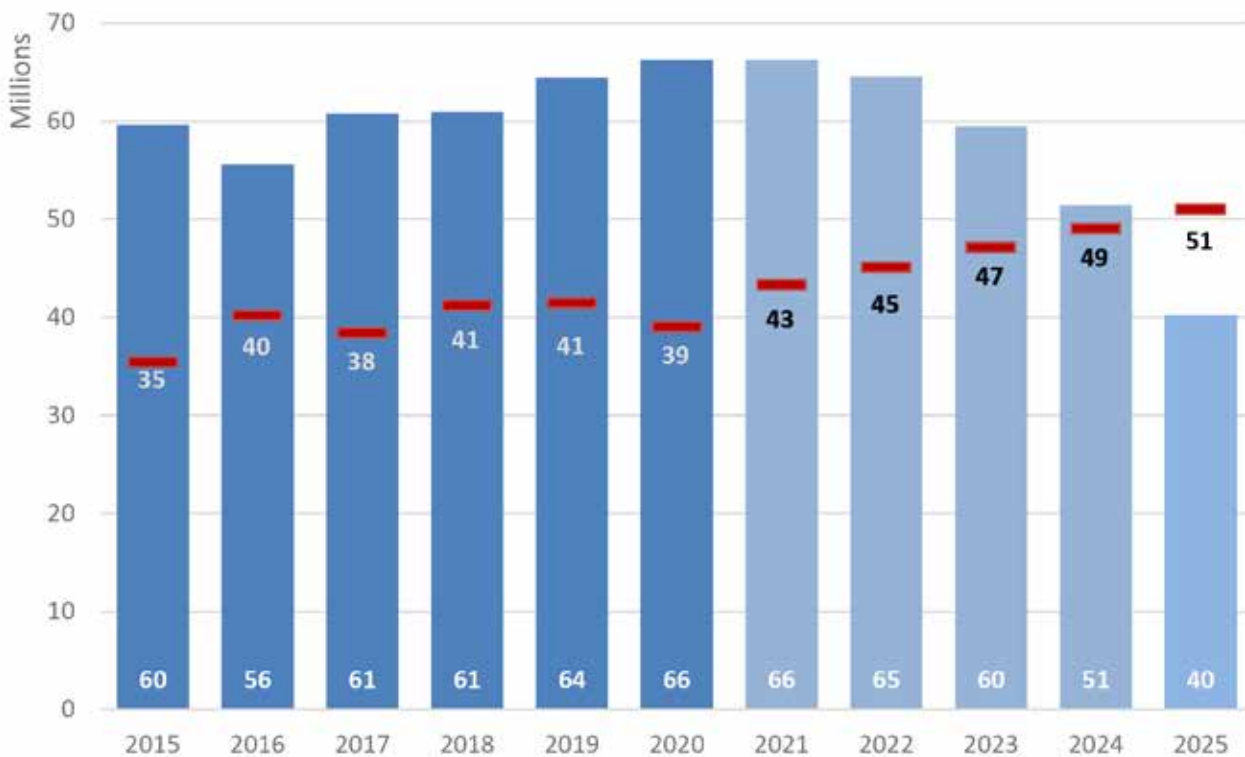


LONG-RANGE FINANCIAL PLANNING

As expenditures continue to significantly outpace revenue, the commensurate effect over the next five years on KCLS' projected Ending Fund Balance (blue bar) versus the targeted Minimum Ending Fund Balance (red line) is illustrated in the chart below.

Cost saving measures have been introduced throughout 2020, and more are planned in 2021; however, without an eventual increase in the District's property tax levy, library programs and services will be dramatically impacted in order to balance future budgets.

GENERAL FUND BALANCE, MINIMUM FUND BALANCE TREND (\$MILLION)



- Ending Fund Balance
- Ending Fund Balance Projected
- Ending Fund Balance Minimum

2021 BUDGET PLANNING SCENARIO

	2020	%	2020	%	2021	%	2022
	<i>Budget</i>	<i>Change</i>	<i>Year-End Forecast*</i>	<i>Change Between 2020 Budget & 2021 Budget</i>	<i>Budget</i>	<i>Change</i>	<i>Forecast</i>
Beginning Fund Balance	\$ 64,431,914		\$ 64,431,914		\$ 66,268,990		\$ 66,268,173
Property Tax	123,365,962	-7.0%	114,730,345	2.4%	126,312,816	2.0%	128,839,072
Property Tax - Delinquent	1,600,000	-7.0%	1,488,000	2.3%	1,636,800	2.3%	1,674,446
All Other Revenue	4,724,003	-39.6%	2,851,038	-54.9%	2,129,051	49.5%	3,182,278
Total Revenue	\$ 129,689,965	-8.2%	\$ 119,069,382	0.3%	\$ 130,078,667	2.8%	\$ 133,695,796
Salaries	58,245,468	-6.5%	54,446,114	-1.4%	57,433,600	4.2%	59,845,811
Substitutes	1,403,919	-82.1%	251,353	-100.0%	-		-
Benefits	23,224,318	-6.0%	21,823,672	7.7%	25,001,850	7.0%	26,751,980
Sub-total Personnel	\$ 82,873,705	-7.7%	\$ 76,521,139	-0.5%	\$ 82,435,450	5.0%	\$ 86,597,791
Facilities	13,797,600	-15.3%	11,684,639	-0.6%	13,713,800	2.4%	14,044,377
Materials	13,905,500	-2.4%	13,570,237	-0.9%	13,786,540	2.3%	14,103,630
Catalogue & Processing	1,300,337	-20.6%	1,032,100	-15.5%	1,099,297	3.1%	1,133,276
Technology	5,187,203	-28.4%	3,714,091	-2.2%	5,074,814	3.3%	5,244,628
Programs	837,494	-26.3%	617,021	-11.4%	741,767	5.9%	785,825
Administration	6,166,863	-51.2%	3,010,952	-1.5%	6,074,671	6.9%	6,495,478
Operation	1,019,510	-1.0%	1,009,805	-13.3%	884,045	7.4%	949,317
Building Leases	2,271,000	-1.9%	2,226,780	1.9%	2,313,200	0.0%	2,313,200
Sub-total Non-personnel	\$ 44,485,507	-17.1%	\$ 36,865,626	-1.8%	\$ 43,688,134	3.2%	\$ 45,069,733
Facilities CIP	3,690,000	-25.9%	2,734,100	-32.2%	2,500,000	-9.5%	2,262,600
ITS CIP	1,359,693	-18.3%	1,111,442	7.1%	1,455,900	1.7%	1,481,100
Sub-total CIP	\$ 5,049,693	-23.8%	\$ 3,845,542	-21.7%	\$ 3,955,900	-5.4%	\$ 3,743,700
Total Expenses	\$ 132,408,904	-11.5%	\$ 117,232,307	-1.8%	\$ 130,079,484	4.1%	\$ 135,411,223
Total Surplus/(Deficit)	\$ (2,718,939)		\$ 1,837,076		\$ (817)		\$ (1,715,427)
Ending Fund Balance	\$ 61,712,975		\$ 66,268,990		\$ 66,268,173		\$ 64,552,746

*Estimated Forecast based on the actual revenue and expenditure as of 9/16/2020

GENERAL FUND SUMMARY

Description	Actual 2019	Budget 2020	Budget 2021	Variance \$	Variance %
40000 Revenues	127,904,285	129,689,965	130,078,667	388,702	0.3%
50000 Expenditures					
51000 Library Operations					
51100 Salaries	55,838,521	58,245,468	57,433,600	-811,868	-1.4%
51200 Substitute Salaries	1,360,174	1,403,919		-1,403,919	-100.0%
51300 Personnel Benefits	21,574,926	23,224,318	25,001,850	1,777,532	7.7%
51400 Supplies	4,362,840	2,574,065	2,686,089	112,024	4.4%
51600 Staff Development	656,897	952,185	676,265	-275,920	-29.0%
51700 Professional Services	4,493,103	4,129,891	3,813,717	-316,174	-7.7%
51800 Communications	1,091,507	1,265,864	1,125,200	-140,664	-11.1%
51900 Travel	166,662	199,870	103,517	-96,353	-48.2%
52000 Advertising	285,848	414,700	447,500	32,800	7.9%
52100 Operating Leases	2,524,707	2,778,000	2,817,700	39,700	1.4%
52200 Insurance	749,728	840,700	885,000	44,300	5.3%
52300 Utilities	2,142,425	2,420,000	2,371,410	-48,590	-2.0%
52400 Repair and Maintenance	10,387,469	12,105,042	11,620,746	-484,296	-4.0%
52600 Reserves		300,000	2,920,000	2,620,000	873.3%
52700 Miscellaneous	433,155	412,690	350,950	-61,740	-15.0%
52800 Intergovernmental Services	2,778	2,170,000	75,000	-2,095,000	-96.5%
52900 Other Operations Expenditures	14,422	17,000	8,500	-8,500	-50.0%
53100 Library Materials -Non capital	3,940,801	3,441,300	5,358,560	1,917,260	55.7%
54100 Facilities - CIP	4,070,747	3,690,000	2,298,000	-1,392,000	-37.7%
54200 ITS-CIP		1,359,693	1,405,900	46,207	3.4%
51000 Library Operations	114,096,710	121,944,705	121,399,504	-545,201	-0.4%
60000 Capital Outlay					
60300 Furniture and Equipment	303,083		202,000	202,000	
60400 Materials	10,020,213	10,464,200	8,427,980	-2,036,220	-19.5%
60600 Other Capital Outlay Expend.	42,120		50,000	50,000	
60000 Capital Outlay	10,365,416	10,464,200	8,679,980	-1,784,220	-17.1%
80000 Other Financing Uses					
50000 Expenditures	124,462,126	132,408,905	130,079,484	-2,329,421	-1.8%

GENERAL FUND REVENUE SUMMARY

Description	Actual	Budget	Budget	Variance \$	Variance %
	2019	2020	2021		
40000 Revenues					
41000 Taxes					
41100 Real & Personal Prop-Current	119,925,856	123,365,962	126,312,816	2,946,854	2.4%
41200 Real & Personal Prp-Delinquent	1,321,095	1,600,000	1,636,800	36,800	2.3%
41300 Sale of Tax Titled Property	2,973				
41400 Private Timber Tax	47,786	30,000	30,000		
41500 Leasehold Excise Tax	337,215	280,000	280,000		
41000 Taxes	<u>121,634,925</u>	<u>125,275,962</u>	<u>128,259,616</u>	<u>2,318,515</u>	<u>1.9%</u>
42000 Intergovernmental Revenues					
42400 State Shared Revenues	81,441	50,000	50,000		
42600 Intergovernmental Svs.Revenues	758,261	534,070	369,051	-165,019	-30.9%
42000 Intergovernmental Revenues	<u>839,702</u>	<u>584,070</u>	<u>419,051</u>	<u>-165,019</u>	<u>-28.3%</u>
43000 Charges Goods and Services					
43100 Print/Duplicating Services	112,907	990,000		-990,000	-100.0%
43300 Sales of Taxable Merchandise	4,194	6,000	100,000	94,000	1566.7%
43000 Charges Goods and Services	<u>117,101</u>	<u>996,000</u>	<u>100,000</u>	<u>-896,000</u>	<u>-90.0%</u>
44000 Fines & Forfeits					
44100 Fines	1,047,849	1,100,000		-1,100,000	-100.0%
44200 Lost Materials	157,112	150,000		-150,000	-100.0%
44000 Fines & Forfeits	<u>1,204,961</u>	<u>1,250,000</u>		<u>-1,250,000</u>	<u>-100.0%</u>
45000 Misc. Revenues					
45100 Interest and Other Earnings	1,918,123	900,000	600,000	-300,000	-33.3%
45200 Rents, Leases and Concessions	106,000				
45300 Insurance Premium & Recoveries	5,376				
45400 Contributns/Donations-KCLS Fou	728,083	183,933	250,000	66,067	35.9%
45600 Other Miscellaneous Revenues	1,244,116	500,000	450,000	-50,000	-10.0%
45000 Misc. Revenues	<u>4,001,698</u>	<u>1,583,933</u>	<u>1,300,000</u>	<u>-283,933</u>	<u>-17.9%</u>
46000 Other Financing Sources					
46200 Sale of General Fixed Assets	19,814				
46250 Fixed Assets - Ins. Recoveries	86,084				
46000 Other Financing Sources	<u>105,898</u>				
40000 Revenues	<u>127,904,285</u>	<u>129,689,965</u>	<u>130,078,667</u>	<u>388,702</u>	<u>0.3%</u>