

# Fiscal Year 2022 Budget



St. Charles City-County  
**Library**

[myLibrary.org](http://myLibrary.org)

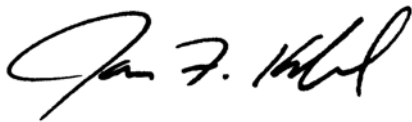
# FY22 Executive Summary

Fiscal year 2021 (FY21) will be remembered for the challenges we all faced, but at the St. Charles City-County Library we will also remember it as a time of progress and innovation. Not only did we work together to maintain core services during the pandemic, but we also continued to advance initiatives to meet the goals of our 2019-2023 Strategic Plan. Our dedicated staff and our Board of Trustees were committed to offering new methods of providing services to keep our customers and our frontline teams safe, productive, and engaged.

Faced with having to change the way we provided the services our customers depended on, we became more nimble and efficient. In FY22, we will continue to reallocate existing resources to provide new services that will allow us to better serve our community as a whole. Our mobile library will begin operations in the fall of 2021, bringing the library experience to senior living facilities, daycare centers, and areas where a brick-and-mortar library building is not fiscally feasible. Customers will have more library materials available to check out through MOBIUS, a service that provides easy access to more than 29 million items from 78 libraries. Adding these popular services means making difficult decisions such as sunsetting lesser-used offerings that benefit only a niche constituency.

Our county continues to be among the fastest growing in the country and that growth brings opportunities and challenges. Since 2004, costs of providing library services have increased 85% while revenues have only increased 66% during the same period. We will continue to make the best choices to serve the most people with the resources available while using innovation as a means to remain a catalyst for customers to build successful lives, families, and communities.

Sincerely,



Jason F. Kuhl  
Director & Chief Executive Officer

# **St. Charles City-County Library**

## **Board of Trustees**

**June 30, 2021**

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Ms. Georganne MacNab, St. Charles County, Vice President

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## **Executive Staff**

Jason Kuhl	Director and Chief Executive Officer
Laurie St. Laurent	Deputy Director and Chief Customer Experience Officer
Julie Wolfe	Chief Financial Officer
Tiffany Barke	Chief Talent Officer
Lori Beth Crawford	Chief Communication & Engagement Officer

## BRANCHES

Virtual: [myLibrary.org](http://myLibrary.org)

<b>Administrative Office</b> P.O. Box 529 77 Boone Hills Drive St. Peters, MO 63376 Phone: 636-441-2300	<b>Kathryn Linnemann Branch</b> 2323 Elm Street St. Charles, MO 63301 Phone: 636-723-0232
<b>Augusta Branch</b> P.O. Box 128 198 Jackson Street Augusta, MO 63332 Phone: 636-228-4855	<b>Kisker Road Branch</b> 1000 Kisker Road St. Charles, MO 63304 Phone: 636-447-7323
<b>Boone's Trail Branch</b> 10 Fiddlecreek Ridge Road Wentzville, MO 63385 Phone: 636-398-6200	<b>McClay Branch</b> 2760 McClay Road St. Charles, MO 63303 Phone: 636-441-7577
<b>Cliff View Branch</b> 10 Cliffview Drive Wentzville, MO 63385 Phone: 636-244-3962	<b>Middendorf-Kredell Branch</b> 2750 Highway K O'Fallon, MO 63368 Phone: 636-978-7926
<b>Corporate Parkway Branch</b> 1200 Corporate Parkway Wentzville, MO 63385 Phone: 636-327-4010	<b>Spencer Road Branch</b> 427 Spencer Road St. Peters, MO 63376 Phone: 636-447-2320
<b>Deer Run Branch</b> 1300 North Main Street O'Fallon, MO 63366 Phone: 636-978-3251	<b>WingHaven Branch</b> 7435 Village Center Drive O'Fallon, MO 63368 Phone: 636-561-3385

# **ST. CHARLES CITY-COUNTY LIBRARY**

## **Annual Budget - Fiscal Year 2022**

The Fiscal Year 2022 (FY22) Operating Budget and Capital Plan comes at a time as St. Charles County is navigating the lasting effects of the COVID-19 pandemic. We are balancing economic uncertainty while continuing to experience an influx of residential and corporate growth. Our County remains one of the fastest growing in the state and in the country giving us the opportunity to serve more people than ever before. Per capita funding levels for our library are the lowest of the three major library systems in the St. Louis metropolitan area. This conservative fiscal stance increases the challenge of maintaining the level of service expected by our customers as our county's population centers grow and expand.

We applaud our staff's ability to innovate and adapt as the pandemic's effects were felt throughout FY21. As we enter year three of the 2019-2023 Strategic Plan approved by the Board of Trustees this budget prioritizes materials and services that inspire, inform, and will once again enhance personal connections across St. Charles County.

### **Facilities for the Future**

*Revitalize existing spaces, and plan for expansion to serve a growing population.*

As our branches reopen in full to the public in FY22, we will prioritize capital projects that redesign spaces and improve access and services for our customers. Projects will reflect our strategic goals by accommodating improved technology capability, more efficient use of staff, and new use of spaces that will invite our customers to gather, work and learn. The 2017 Facility Condition Assessment continues to guide us as we invest in repairs and maintenance to our aging building systems.

### **Experiences and Outreach**

*Enhance events, classes, and outreach to the community and reevaluate the collections, to attract new customers and expand audiences.*

As our county grows and population centers shift to areas where we don't have or it is not fiscally responsible to maintain a staffed, brick-and-mortar library building, we will provide opportunities for everyone in St. Charles County to access materials, services, as well as classes and events. Our new mobile library will begin operation in Fall of 2021. This mobile unit will allow us to provide the Library experience across the 593 square miles we serve. The pandemic created new customer expectations for how we deliver programs and services. Though in-person classes and events will phase in during FY22, our virtual offerings will remain strong. Staff will focus on creating quality programs that create community, offer lifelong learning, and increase literacy.

## **Service Model**

*Strengthen the customer-centered, supported self-service model to increase access and use, overall customer satisfaction, and workflow efficiencies, and by reinvesting in our superior staff.*

In FY22 we will continue the rollout of a consolidated service model at our locations allowing us to more efficiently use the staff we have and offer more self-service measures for customer convenience. In FY21 we expanded and strengthened the methods our customers can request services including phone, chat, virtual meetings, and email. We will continue to focus on customized delivery services expected by customers.

## **Digital Leadership**

*Improve digital and technology services to enhance ease of use for both customers and staff, and to raise the Library's profile as a technology leader in the community.*

We face record growth in our digital offerings as well as extraordinary price increases from publishers for eBooks and eAudio.

In addition to meeting these challenges the FY22 budget will allow the Library to join the MOBIUS consortium. MOBIUS is a library resource sharing tool that uses our catalog to connect with 78 other libraries for customers to easily borrow more than 29 million items.

## **Public Relations and Marketing**

*Advance public relations and marketing to expand use and awareness of the Library, and support efforts to increase private and public funding.*

In FY22 we will continue to raise awareness of the Library with the development of a comprehensive plan that will grow our strategic partnerships, build private financial support, and create long-term engagement. We will improve data analytics to provide digital content desired by our customer groups and we will continue facilitating direct customer feedback to shape Library services for today and in the future.

In 2022 we will see the launch of a new website with a clean, modern look with intuitive navigation, and a seamless digital experience for users on any device. Social media priorities will evolve as user's preferences for more video and live events increase. And a brand ambassador program will launch allowing us to expand our reach with support from library customers.

As we all begin to recover from the COVID-19 pandemic the FY22 Operating Budget and Capital Plan positions the St. Charles City-County Library to remain a catalyst for customers to build successful lives, families, and communities.

## **GENERAL FUND**

The General Fund represents the Library's operating budget. The new fiscal year will start with a projected beginning fund balance of \$21,150,807. Prior to most tax revenues for Fiscal Year 2022 being received in January 2022, the Library uses this fund balance to operate. FY22 is projected to have an ending fund balance of \$20,712,512 after capital / special projects.

## **REVENUE HIGHLIGHTS**

- **Library District Taxes**

Library tax revenue in FY22 is budgeted at \$20.3 million, a 5.5% increase from the FY21 budget. This is a conservative tax projection until the Library sets the tax rate in September and there is more information regarding actual revenues.

Tax revenue is projected to generate 97.8% of the Library's total revenue. Tax revenue includes real and personal property taxes as well as Tax Increment Financing (TIF) payments, Surtax payments, and so on. The tax rate, certified by the Missouri State Auditor in September, is projected to roll back from prior year. State law requires the Assessor to revalue all real property in St. Charles County as of January 1 of every odd-numbered year, which applies to 2021.

- **State Aid for Public Libraries**

The Library has budgeted State Aid in the amount of \$227,242 in FY22 compared to \$0 in FY21. This endorsement reflects the importance of libraries in assisting communities in a constantly changing environment.

- **Grants**

Grant funding customarily includes support from our Friends of the Library organization, which enhances our Summer Reading Program and supports the Library team throughout the year. Friends of the Library aim to resume holding their annual book sale in August. The Library will continue to support Friends in this popular summer event.

The State of Missouri administers Library Services and Technology Act (LSTA) funding. Minimal grant revenue has been included in the FY22 budget pending application acceptance for LSTA and other available funding.

- **Investment Earnings**

The investment interest budget for FY22 is projected to decrease \$103,990, or -94.5% from FY21 budget. This is due to low interest rates impacting the Library's Certificate of Deposit (CD) investment return. The timing of potential interest rate increases have not been estimated.

- **Charges for Services**

Overall, charges for services are projected to decrease \$62,773, or -29.6% from FY21



budget.

## **Fees**

Since overdue fines were eliminated in FY21, FY22 budget includes fees for lost and damaged materials, rental of meeting rooms, copy and non-resident fees.

The Library experienced an increase in non-resident service fees in FY21, which was unexpected due to the number of Reciprocal Lending Agreements entered into by the Library with other libraries. These agreements enable the granting of reciprocal library services to residents served by other libraries if certain criteria are met. It benefits residents of both library districts by offering convenient services close to where they work and/or live.

### **Passport Acceptance Facility Fees (Passport Services Fees)**

Passport services are frequently requested by customers. This popular service was impacted by the pandemic related closure and overall reduced travel. This offered the Library opportunity to evaluate how this service is provided and re-envision the delivery model.

Estimated Passport Services fee income for FY22 is \$50,000, a decrease of 58.3% from FY21 budget. The Library is able to recoup the cost of the passport program by collecting a \$35 processing execution fee.

The FY22 budget reflects uncertainty as to increased customer travel and any applicable program changes. For example, a possible transition to an appointment-based model.

- **Intergovernmental Exchange**

The FY22 budget includes the provision of Tumblebooks, which is children's eBooks access at Wentzville and Ft. Zumwalt schools.

## **EXPENSE HIGHLIGHTS**

- **Salaries and Benefits**

The FY22 budget for salaries and benefits represents 64.01% of the overall operating expenditure budget.

The pandemic provided the Library opportunity to look differently at staffing needs. We examined staffing levels to see where flexibility could be added for the future.

FY22 budgeted expenditure for salaries and benefits is \$12,931,125, an increase of \$13,243 or .1% from FY21 budget. The FY22 budgeted amount includes a 2% salary increase for eligible employees.

The budgeted staffing level for the Library will decrease from 211.07 full time equivalents (FTEs) in FY21 to 208.22 in FY22.



Medical, dental, disability, and life insurance, plus the defined pension and deferred compensation plans are the core components of the benefit package for full time employees. The Library estimates a \$100,764, or 9.2%, increase in health care costs in FY22 from FY21 budget.

The LAGERS (pension) employer contribution rate will increase to 11.1% in FY22 from 10.4% in FY21. This accounts for the majority of the projected 7.5% increase in LAGERS and deferred compensation employer matching expense.

- **Library Materials**

The FY22 Materials Budget is \$3,477,525 compared to \$3,355,850 in FY21, a 3.6% increase.

There are many factors that are contributing to increased costs:

- ❖ Extraordinary growth in *Overdrive* use -

18% increase in circulation from FY19 to FY20. FY21 is on track to be another record-breaking year with January 2021 the 2nd highest circulation month ever in *Overdrive* (May 2020 has the top spot)

- ❖ Unprecedented price increases from publishers for eBooks and eAudio

- ❖ Preparing for January 2022 in which another group of publishers will reach expiration on the 2-year metered model which means even more items may need to be licensed again

- ❖ Physical cost of books has increased

- ❖ Processing cost of books from vendors has risen

- ❖ Transportation charges from vendors for physical items is being charged for first time

- ❖ The process of 'Catching Up' on movies that were not released in FY21

- ❖ Difficulty in predicting customer behavior and trends since the past 12 months have been so unusual

In addition to meeting these challenges, the FY22 budget will permit the library to join the MOBIUS consortia. MOBIUS is a library resource sharing tool that uses our catalog to connect with 78 other libraries across Missouri, Iowa, Kansas, Oklahoma, & Texas to easily borrow more than 29 million items.

This will improve the customer experience over traditional Interlibrary Loan (ILL) by being faster and having more favorable lending times.

Adding this service requires sun setting eResources that supported our specialized non-profit services. However, the FY22 budget as presented provides the funding for a carefully curated collection of eResources to meet customer needs.

- **Insurance**

The Library has concentrated on risk management, expanding insurance coverage in various areas. Economic conditions have impacted the cost of property and other insurance. In FY22, the overall insurance budget increased roughly \$14,000, or 14%, from FY21.

- **Adult and Youth Services**

The FY22 budget for classes and events remains nearly the same from FY21 at \$170,270.

The Library's Adult and Youth Services teams are preparing for a post pandemic world by returning to in-person classes and events starting in the Fall. Virtual classes valued for their flexibility and variety will continue to be offered throughout FY22.

As a child's first classroom, the Library will continue to focus on branch early literacy spaces. Safe and inspiring learning environments are at the center of positive early childhood experiences.

The Library will also concentrate on teen services and support services for adults. Support services include assistance with job search, skill development, budgeting and so on. The Library's diverse eResources provide customers many opportunities such as the ability to learn a new language, research family history, obtain homework support and complete work-related training, to name a few.

The Library's popular *Summer Reading Challenge* continues to expand using the online platform *Beanstack*. *Beanstack* allows readers to register in seconds and for them to earn badges and prizes by keeping track of their reading.

The Library worked with the County's five public school districts in FY21 to create a new program that will provide student accounts with the Library. This program will officially launch in Fall 2021. The Library will partner with the school districts throughout FY22 to highlight the benefit of the many library services available to almost 60,000 students. This partnership will transition graduating seniors into full Library card holders.

In addition to the student library cards, the Library will continue a successful partnership with local public schools and provide further "One Read" programs for the community. This program promotes the reading of the same book, inspiring conversations about a variety of topics.

Alternative service delivery methods introduced during the pandemic were well received, so the Library will continue implementing systems for fast and easy access to materials. Grant funding will be pursued to add materials holds lockers at branch locations. These self-service lockers allow customers convenient item pickup – 24-hours a day.

Storybook Walks continue to be a highlight for residents visiting local parks. In FY21, the Library's Foundation provided funding for a Storybook Walk located in the St. Charles County Park at New Melle Lakes. They will fund another new location in Weldon Spring in the coming year.

- **Community Outreach Services**

The FY22 budget for Outreach Services supports both the continued provision of new and high interest titles with regard to materials and meeting other needs of customers we serve. Our valued community partnership with *Operation Food Search* continues that supports our *Lunch @ the Library* program. *Lunch @ the Library* provides children and teens with free summer meals and summer reading programs that support learning, health, and wellness.

St. Charles County residents that are homebound or disabled and not able to travel to a branch can take advantage of *Library to You* services. *Library to You* volunteers deliver library materials directly to homes or customers may be eligible to receive materials through the U.S. mail service.

### **Mobile Library Addition**

In Fall 2021, the Library will celebrate the delivery of a new Mobile Library. Its operation will be managed by the Outreach Services department. To accomplish the launch of a 2-day per week mobile service, staff will be added to support this valuable resource. Current Outreach Services staff time is maximized providing materials delivery and programming to *Library to You* and home delivery customers.

The department currently provides services to senior living communities, adult day centers, individuals in their homes and a limited number of youth organizations and in-home daycares.

Outreach Services is evaluating the services delivered to every organization *Library to You* assists. There has been such rapid growth in service requests that expansion must be considered with regard to available resources.

- **Marketing**

The overall Marketing/Advertising budget of \$112,970 for FY22 reflects a decrease of 4.8% from FY21 budget.

### **Digital Leadership – Website**

A website team, that includes a variety of staff members from across the District, has begun work on development of a new website. The site is being built using *Stacks*, a website content management system designed specifically for libraries. *Stacks* will allow for the creation of a website that features a clean modern look, intuitive navigation, and a seamless digital experience for users on any device.

As our website continues to evolve a new website analytics tool will help the Marketing team to continue to evaluate, analyze the logic, and make improvements to the new site.

### **Attracting New Customers – Google Advertising**

New in FY22, Marketing will team with Koios, a firm that helps libraries and nonprofit organizations increase their ranking in Google search results. Google ads that improve our ranking in Google search results will help attract new customers, increase use of library resources, and raise awareness of the many services we offer.

### **Social Media**

As Library social media numbers continue to grow, we will dedicate additional support to these channels. The Library will be switching to a new more robust scheduling tool. This tool will both aid in organizing and placing social media posts and also greatly increase the type and amount of analytics we can collect. Having greater ability to analyze effectiveness of posts will help increase reach.

### **Customer Engagement and Retention**

The Library continues an established relationship with Orange Boy Inc., the library focused organization with software used to track customer behavior and manage customer messaging. Orange Boy will assist the Library in FY22 with measuring and evaluating results as we carry out strategic initiatives.

### **Other FY22 Marketing Objectives:**

- Assist the Foundation and Friends of the Library in their efforts to provide private and public support for the library.
- Support the Adult and Youth Services team as to the *Summer Reading Challenge* and other programs.

- **Delivery Fleet Operations, Maintenance and Repairs**

Delivery fleet vehicle operations, maintenance and repairs are budgeted to increase in FY22 by \$5,050, or 13.3%, from FY21. The Library continues to incur additional maintenance expense due to vehicle age. Regular maintenance has contributed to an extended life cycle for all vehicles.

Due to high mileage, the Library anticipates having to replace two (2) fleet vehicles (delivery vans) in FY22. The replacement purchases have been accounted for under special fund/capital rather than the regular operating budget.

- **Buildings and Grounds**

Buildings and grounds expenditures are projected to increase by approximately \$15,000 in FY22 from FY21, or 1.8%. This includes increased building cleaning services for the coming year. It also includes estimated expenditure for contractor assistance with ice, snow and other weather-dependent issues.

FY22 potential inflation and supply and contractor availability can impact expenditures. To be fiscally responsible, the Library will begin the process of soliciting new contracts for services such as grounds maintenance.

Facilities Management will continue to focus on customer health, safety, accessibility, continuous improvement, District-wide security, new technology and preventive maintenance to extend the life of Library assets.

- **Equipment/Furnishings, Maintenance and Repair**

The equipment, maintenance and repair budget will increase \$125,737 in FY22 from FY21, or 78.2%. Various types of furnishings will be replaced or added to enhance staff areas, teen, computer and study areas, customer spaces and meeting rooms.

Children's areas will be a concentration as shelving, seating, play tables and toys, and other items will be added or replaced at various branches.

- **Travel, Training and Dues**

Travel, training and dues is budgeted in FY22 to increase \$12,912, or 17.7%, from FY21. Participation in external conferences and training for staff will resume.

The Library is active in the following organizations as to staff membership, leadership roles, presentations and training:

- Public Library Association (PLA)
- American Library Association (ALA)
- Missouri Library Association (MLA)
- Missouri Association for the Education of Young Children (MOAEYC)
- Association of Bookmobile and Outreach Services (ABOS)
- Online Audiovisual Catalogers (OLAC)
- Society for Human Resource Management (SHRM)

- Government Finance Officers Association (GFOA)
- International Facility Management Association (IFMA)

The Library will continue to offer free or low cost in-house training for staff. During the pandemic, helpful resources were discovered that support Library staff development.

Library organizational memberships include:

- Rotary Club of St. Charles
- Rotary Club of St. Peters
- St. Charles Chamber of Commerce
- Western St. Charles Chamber of Commerce
- Augusta Chamber of Commerce
- O'Fallon Chamber of Commerce
- Cottleville-Weldon Spring Chamber of Commerce
- Cottleville-Weldon Spring Kiwanis Club
- Developmental Disabilities Resource Board (DDRB)

The Library is also a member of the Urban Libraries Council (ULC), an innovative organization advocating the value of libraries. ULC focuses on: Education, Digital Inclusion (access and equity in communities), and Partnerships (for creating healthy, sustainable communities).

The FY22 budget includes mileage reimbursement for staff travel between branches and for local meetings. The Library reimburses mileage at the established U.S. Government General Services Administration (GSA) rate in effect at the time of travel. Reimbursement for meals is to be the lesser of the actual cost incurred and the established GSA per diem rate at the time of travel.

## • **Professional Services**

Professional services are projected to decrease \$46,545, or -34.6% in FY22 from FY21. This is largely due to reduced consultant fees related to addressing information technology key requirements.

Audit fees have increased in FY22 to incorporate the Library's Foundation into the same service agreement.

The Library budgeted \$25,000 in FY22 for legal fees for continued assistance in various areas including compliance review and revision of policies, Board and staff education, employment issues, contract review, and so on.

## • **Information Technology**

The FY22 Information Technology and Telecommunication Budget is \$1,212,210 compared to \$959,429 in FY21, a 26.3% increase.

The library changed to an annual subscription plan for Microsoft products, including Server, Windows and Office. Polaris, our integrated library system (ILS), is also a subscription service that is central to providing Library services.

Other software and system licenses/subscriptions include:

- SolarWinds, IT Customer Service Management platform
- CheqRoom, a device and materials reservation system
- VoicePro, a hosted voice system used by the Outreach Services and Virtual Help Services teams
- Zoom conferencing for virtual meetings, training and webinars
- Beanstack, used by Adult & Youth Services for Summer Reading and other reading challenges
- Integrated Payroll Services (iPS)
- Blackbaud Financial Edge Software
- Facility Dude Work Order and Inventory Edge
- Stacks, web site content management
- ArchiveSocial, social media storage

In FY21, the Library replaced E-vents with Communico, a hosted system. Communico's Reserve and Attend modules were implemented for room reservation and event calendar/registration.

Telecom Data includes funding for the T-Mobile Hotspot lending program. This enables customers to check out a hotspot from an inventory of over 200 portable Internet access devices with unlimited data plans.

Equipment spending for FY22 includes both staff computing needs and Public Service technology expansion. Additional expenditures in equipment will accommodate updating servers and switches (network items).

Notably, there is a contracted services portion of the budget that supports a new Managed Network Services external vendor arrangement.

- **Capital & Special Project Expenditures**

The new mobile library vehicle to be delivered during FY22 will provide one-on-one assistance, access to technology and many other resources offered in brick-and-mortar locations. The Facilities Department is responsible for the housing and maintenance of this vehicle.

Two delivery vans are planned for replacement in FY22 due to high mileage and physical condition. They are essential to transport materials and supplies amongst locations throughout St. Charles County. These purchases were postponed from FY21 due to pandemic related supply chain issues.

We continue to move forward with recommendations anticipated in the 2017 Facility Condition Assessment, prioritizing HVAC, Electrical and Fire Protection System replacement. In addition to addressing building systems, we will start replacing branch



sliding entrance doors, review District-wide security and develop an integrated surveillance camera system. Another focus in FY22 is parking lot repair and maintenance throughout the District.

A space planning consultant will be used to assist in revamping branch layout as it relates to customer service delivery. This aids in realizing goals set in the Strategic Plan and the associated Facilities Master Plan. A pilot project will be completed at Corporate Parkway Branch in FY22.

**ST. CHARLES CITY-COUNTY LIBRARY DISTRICT**  
**FY22 Budget Summary - FINAL**

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<b>District Total Revenues</b>	<b>20,802,424</b>	
Salaries and Benefits	12,931,125	64.01%
Materials	3,477,525	17.21%
Operations	2,582,084	12.78%
Technology and Telecommunications	1,212,210	6.00%
<b>General Fund Total Expenditures</b>	<b>20,202,944</b>	100.00%
<b>General Fund Net Surplus / (Deficit)</b>	<b>599,480</b>	
Capital Projects / Special Fund	1,037,775	
<b>District Total Expenditures</b>	<b>21,240,719</b>	
<b>Net Surplus / (Deficit) with Capital Projects</b>	<b>(438,295)</b>	

<b>General Fund Balance</b>		
Projected Beginning Fund Balance at 06/30/21	21,150,807	
Add: Projected Revenues	20,802,424	
Less: Projected Expenditures	(20,202,944)	
Projected Ending Fund Balance at 06/30/22	21,750,287	
Capital Projects / Special Fund	1,037,775	
Projected Ending Fund Balance after Capital Projects	20,712,512	

## ST. CHARLES CITY-COUNTY LIBRARY DISTRICT

## FY2022 BUDGET SUMMARY - FINAL

## Revenues, Expenditures and Changes in Fund Balance

<u>DESCRIPTION</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY21 Forecast</u>	<u>FY2022</u>	<u>FY22 v FY21</u>	<u>%</u>
	<u>Actual</u>	<u>Forecast</u>	<u>Budget</u>	<u>v Budget</u>	<u>Budget</u>	<u>Budget</u>	
				<u>Variance</u>		<u>Variance</u>	<u>Change</u>
<b>Revenue</b>							
Tax Revenue	19,483,255	20,084,334	19,300,000	784,334	20,356,000	1,056,000	5.5%
State Aid	227,243	463,193	0	463,193	227,242	227,242	-
Grants	135,007	69,374	50,000	19,374	16,000	(34,000)	-68.0%
Investment Earnings	177,955	83,904	110,025	(26,121)	6,035	(103,990)	-94.5%
Charges for Services	369,568	61,409	211,950	(150,541)	149,177	(62,773)	-29.6%
Donations	1,234	254	380	(126)	500	120	31.6%
Intergovernment Exchange	5,600	6,650	5,600	1,050	6,650	1,050	18.8%
Rent	34,286	40,270	20,270	20,000	40,270	20,000	98.7%
Other	81,958	38,481	1,201	37,280	550	(651)	-54.2%
<b>Total Revenue</b>	<b>20,516,106</b>	<b>20,847,869</b>	<b>19,699,426</b>	<b>1,148,443</b>	<b>20,802,424</b>	<b>1,102,998</b>	<b>5.6%</b>
<b>Expenses</b>							
<b>Salaries and Benefits</b>							
Salaries	9,965,137	9,218,516	10,159,046	(940,530)	10,036,322	(122,724)	-1.2%
Taxes	746,368	693,427	742,537	(49,110)	739,046	(3,491)	-0.5%
Lagers and P.E.D.C.	742,647	777,382	801,378	(23,996)	861,389	60,011	7.5%
Healthcare	1,028,313	1,104,567	1,093,487	11,080	1,194,251	100,764	9.2%
Other	113,168	91,475	121,434	(29,959)	100,117	(21,317)	-17.6%
<b>Salaries and Benefits</b>	<b>12,595,633</b>	<b>11,885,367</b>	<b>12,917,882</b>	<b>(1,032,515)</b>	<b>12,931,125</b>	<b>13,243</b>	<b>0.1%</b>
<b>Materials</b>							
Books and Periodicals	1,493,853	1,584,278	1,735,600	(151,322)	1,743,075	7,475	0.4%
Reference and Electronic Resources	1,112,350	1,020,451	981,600	38,851	979,100	(2,500)	-0.3%
Audio/Video Media	535,272	524,122	506,500	17,622	630,550	124,050	24.5%
Other	110,018	110,344	132,150	(21,806)	124,800	(7,350)	-5.6%
<b>Materials</b>	<b>3,251,493</b>	<b>3,239,195</b>	<b>3,355,850</b>	<b>(116,655)</b>	<b>3,477,525</b>	<b>121,675</b>	<b>3.6%</b>
<b>Operations and Technology</b>							
Supplies	349,802	241,955	332,326	(90,371)	349,460	17,134	5.2%
Insurance and Utilities	390,700	362,586	445,563	(82,977)	470,760	25,197	5.7%
Adult & Youth Programming	173,130	53,055	172,000	(118,945)	170,270	(1,730)	-1.0%
Marketing	112,037	71,800	118,700	(46,900)	112,970	(5,730)	-4.8%
Delivery Fleet Ops, Maint and Repair	31,861	22,588	38,000	(15,412)	43,050	5,050	13.3%
Rent/Lease Branch & Warehouse	164,190	129,773	129,624	149	113,043	(16,581)	-12.8%
Buildings and Grounds	738,379	694,277	814,496	(120,219)	829,223	14,727	1.8%
Equipment Maint and Repair	326,174	209,178	160,813	48,365	286,550	125,737	78.2%
Travel, Training and Dues	151,733	26,244	72,861	(46,617)	85,773	12,912	17.7%
Professional Services	182,288	208,075	134,475	73,600	87,930	(46,545)	-34.6%
Technology and Telecommunications	967,964	1,098,321	959,429	138,892	1,212,210	252,781	26.3%
Other (includes Postage/UPS)	16,565	31,224	20,174	11,050	33,055	12,881	63.8%
<b>Operations and Technology</b>	<b>3,604,823</b>	<b>3,149,076</b>	<b>3,398,461</b>	<b>(249,385)</b>	<b>3,794,294</b>	<b>395,833</b>	<b>11.6%</b>
<b>Total Expenses</b>	<b>19,451,949</b>	<b>18,273,638</b>	<b>19,672,193</b>	<b>(1,398,555)</b>	<b>20,202,944</b>	<b>530,751</b>	<b>2.7%</b>
<b>General Fund Net Surplus/(Deficit)</b>	<b>1,064,157</b>	<b>2,574,231</b>	<b>27,233</b>	<b>2,546,998</b>	<b>599,480</b>	<b>572,247</b>	<b>2101.3%</b>

## ST. CHARLES CITY-COUNTY LIBRARY DISTRICT

## FY2022 BUDGET SUMMARY - FINAL

## Revenues, Expenditures and Changes in Fund Balance

<u>DESCRIPTION</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2021</u>	<u>FY21 Forecast</u>	<u>FY2022</u>	<u>FY22 v FY21</u>	<u>%</u>
	<u>Actual</u>	<u>Forecast</u>	<u>Budget</u>	<u>v Budget</u>	<u>Budget</u>	<u>Budget</u>	
				<u>Variance</u>		<u>Variance</u>	<u>Change</u>
Projected Fund Balance - Beginning		20,706,599	20,706,599		21,150,807		
Projected Fund Balance - Ending	20,706,599	23,280,830	20,733,832		21,750,287		
<b>Capital Projects</b>							
Administration	1,787,264	619,439	795,000	(175,561)	505,000	(290,000)	-36.5%
Kisker Road Branch	2,275	0	50,000	(50,000)	6,500	(43,500)	-87.0%
Deer Run Branch	6,459	14,300	65,000	(50,700)	61,000	(4,000)	-6.2%
Spencer Road Branch	34,310	1,100	60,000	(58,900)	110,000	50,000	83.3%
Corporate Parkway	16,210	0	125,000	(125,000)	210,000	85,000	68.0%
Kathryn Linneman Branch	191,170	371,128	355,000	16,128	59,000	(296,000)	-83.4%
Middendorf-Kredell Branch	4,250	0	30,000	(30,000)	16,000	(14,000)	-46.7%
McClay Branch	0	0	25,000	(25,000)	20,000	(5,000)	-20.0%
Boone's Trail	0	15,000	5,000	10,000	0	(5,000)	-100.0%
Winghaven Branch	6,945	0	30,000	(30,000)	46,000	16,000	53.3%
Cliff View Branch	0	1,109,056	1,445,000	(335,944)	4,275	(1,440,725)	-99.7%
<b>Total Capital Projects</b>	<b>2,048,883</b>	<b>2,130,023</b>	<b>2,985,000</b>	<b>(854,977)</b>	<b>1,037,775</b>	<b>(1,947,225)</b>	
<b>Net with Capital Projects</b>	<b>(984,726)</b>	<b>444,208</b>	<b>(2,957,767)</b>	<b>3,401,975</b>	<b>(438,295)</b>	<b>2,519,472</b>	
<b>Projected Fund Balance - Ending</b>							
<b>(After Capital Projects)</b>	<b>20,706,599</b>	<b>21,150,807</b>	<b>17,748,832</b>		<b>20,712,512</b>		

**TAX ASSESSMENT INCOME BASED ON ASSESSMENT VALUATION COMPARISON - FY 2022 - March 2021 Estimate - Tax Rate Rollback**

	<b>FY2020</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2022</b>
	<b>Assessed Value</b>	<b>Tax Dollars</b>	<b>Assessed Value</b>	<b>Tax Dollars</b>	<b>Assessed Value</b>	<b>Tax Dollars</b>
<b>Real Estate/Personal Property:</b>						
Real Estate	7,838,710,329.00	<b>15,646,065.82</b>	7,995,611,455.00	<b>15,959,240.46</b>	8,725,068,556.00	<b>16,795,756.97</b>
Personal Property	1,411,215,913.00	<b>2,816,786.96</b>	1,474,620,001.00	<b>2,943,341.52</b>	1,515,236,629.00	<b>2,916,830.51</b>
<b>Utilities:</b>						
Local Real	25,432,510.00	<b>50,763.29</b>	29,536,901.00	<b>58,955.65</b>	29,536,901.00	<b>56,858.53</b>
Local Personal	11,331,680.00	<b>22,618.03</b>	15,664,736.00	<b>31,266.81</b>	15,664,736.00	<b>30,154.62</b>
<b>Sub Total - Local Assess</b>	<b>9,286,690,432.00</b>	<b>18,536,234.10</b>	<b>9,515,433,093.00</b>	<b>18,992,804.45</b>	<b>10,285,506,822.00</b>	<b>19,799,600.63</b>
<b>State Real</b>	<b>185,684,430.00</b>	<b>370,626.12</b>	<b>194,937,420.00</b>	<b>389,095.09</b>	<b>194,937,420.00</b>	<b>375,254.53</b>
<b>State Personal</b>	<b>24,484,139.00</b>	<b>48,870.34</b>	<b>27,077,143.00</b>	<b>54,045.98</b>	<b>27,077,143.00</b>	<b>52,123.50</b>
<b>State Assessed Total</b>	<b>210,168,569.00</b>	<b>419,496.46</b>	<b>222,014,563.00</b>	<b>443,141.07</b>	<b>222,014,563.00</b>	<b>427,378.03</b>
<b>Total</b>	<b>9,496,859,001.00</b>	<b>18,955,730.57</b>	<b>9,737,447,656.00</b>	<b>19,435,945.52</b>	<b>10,507,521,385.00</b>	<b>20,226,978.67</b>

**Net Increase/(Loss) in Tax Revenues** **480,214.96** **791,033.14**

**Gain/(Loss) from tax rate or inflation:** **791,033.14**

**New Construction:** **136,714,780.00**

	<b><u>FY2020</u></b>	<b><u>FY2021</u></b>	<b><u>FY2022</u></b>
Calculation is per \$100 valuation at tax rate of:	<b>0.1996</b>	<b>0.1996</b>	<b>0.1925</b>

**For budgeting purposes, tax revenue will be reduced up to 1.6% for fees/noncollectable:** **\$19,903,347.01**

**St Charles City-County Library District**  
**FY22 Personnel Budget - Full time Equivalents (FTE)**

<b>Branch or Department</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
Director, Deputy Director, Executive Assistant, Admin	3.00	3.00	3.00	4.16	3.60
Finance	6.20	6.20	6.16	5.00	5.00
Facilities, Delivery and Warehouse	8.07	7.76	8.41	8.47	8.36
Human Resources	3.90	3.90	4.00	4.00	5.00
Marketing	5.30	5.30	6.40	6.40	6.40
Development (Foundation)	3.00	3.00	3.00	2.00	1.00
Adult & Youth Services	5.00	5.00	8.00	8.00	7.50
Outreach Services	2.30	2.80	5.29	5.30	6.80
Collection Services & Technical Services	18.50	19.50	15.10	15.10	16.40
Information Technology	8.00	8.00	9.00	9.00	8.00
Spencer Road Branch	30.98	30.41	29.93	31.09	26.81
Kathryn Linnemann Branch	24.41	22.42	24.22	24.08	22.80
Middendorf-Kredell Branch	28.67	29.12	28.92	27.54	24.39
Corporate Parkway Branch	14.26	15.95	14.66	15.00	15.20
Deer Run Branch	11.70	11.70	12.79	12.65	12.20
Kisker Road Branch	12.97	12.98	12.59	11.90	12.00
McClay Branch	13.38	13.38	13.38	12.88	12.86
Augusta Branch	1.80	2.00	1.70	1.70	1.70
Boone's Trail Branch	2.20	2.20	2.20	2.00	2.00
Winghaven Branch	4.10	4.80	4.80	4.80	4.90
Cliff View Branch	0.00	0.00	0.00	0.00	5.30
	<b>207.74</b>	<b>209.42</b>	<b>213.55</b>	<b>211.07</b>	<b>208.22</b>

**NOTE: Historical FTE data excludes the closed Discovery Village and Portage Des Sioux branches.**

**St. Charles City-County Library District  
2022 Annual Budget**

**LIBRARY MATERIALS**

(July 1, 2021 through June 30, 2022)

<i>Statement of Budgeted Expenditures</i>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>% Change 2021-22</b>
Books - Adult and Teen	864,103	833,871	857,437	947,781	1,185,900	1,180,700	-0.44%
Books - Children's	339,814	440,558	409,049	415,174	421,500	420,500	-0.24%
Data Base Services	222,664	181,794	194,567	182,524	187,800	189,600	0.96%
Periodicals	126,183	142,955	136,996	130,864	128,200	141,875	10.67%
Reference - Print & Electronic Resources	707,179	688,498	553,604	479,861	463,800	412,700	-11.02%
Audio Media - Adult, Teen, & Children's	296,718	270,508	199,973	272,527	276,500	298,800	8.07%
Video Media & Streaming	404,584	475,169	635,163	712,744	560,000	708,550	26.53%
Binding, Supplies, Circulating Equipment & Kits	106,862	104,037	102,243	104,458	125,950	102,500	-18.62%
Consortia	16,233	19,182	2,499	5,560	6,200	22,300	259.68%
<b>Total Library Materials</b>	<b>3,084,340</b>	<b>3,156,572</b>	<b>3,091,531</b>	<b>3,251,493</b>	<b>3,355,850</b>	<b>3,477,525</b>	3.63%
<b>Increase (Decrease) from Prior Year</b>		<b>72,232</b>	<b>(65,041)</b>	<b>159,962</b>	<b>104,357</b>	<b>121,675</b>	
		<b>2.34%</b>	<b>-2.06%</b>	<b>5.17%</b>	<b>3.21%</b>	<b>3.63%</b>	



<u>LOC #</u>	<u>LOCATION</u>	<u>CAPITAL / SPECIAL PROJECT DESCRIPTION</u>	<u>FY22 BUDGET</u>	
<u>Capital Projects / Special Fund:</u>				
0100	GA	Mobile Library Vehicle	176,000	
0100	GA	Cargo Van Replacement (2) - Aging Vehicles	90,000	
0100	GA	Purchasing Workflow Software Implementation	23,000	
<b>Total Special Projects</b>			<b>289,000</b>	
<u>BUILDINGS, FURNISHINGS &amp; EQUIPMENT:</u>				
0100	GA	Surveillance Camera Consultant	20,000	
0100	GA	Space Planning Consultant (supports Facilities Master Plan)	80,000	
0100	GA	Fire Panel Replacement	10,000	
0100	GA	Directional and Desk Interior Signage	60,000	
0100	GA	Technical Services Renovation	20,000	
0100	GA	HVAC (Multiple Units at Administration)	26,000	216,000
0800	SP	Heating & Cooling - System Analysis and Solution Implementation	60,000	
0800	SP	Parking Lot Repair, Seal, Stripe	20,000	
0800	SP	Construct Privacy Wall for Main Entry Desk	30,000	110,000
1600	WH	Administrative Office Buildout	30,000	
1600	WH	Administrative Office Furnishings	5,000	
1600	WH	Parking Lot Repair, Seal, Stripe	11,000	46,000
1000	KL	Electrical Panel Replacement	47,000	
1000	KL	Parking Lot Repair, Seal, Stripe	12,000	59,000
0900	CP	Parking Lot Repair, Seal, Stripe	10,000	
0900	CP	Replace Public Area Flooring	100,000	
0900	CP	Reconfigure Service Desk	100,000	210,000
1400	MY	Automatic Door Replacement	10,000	
1400	MY	Parking Lot Repair, Seal, Stripe	10,000	20,000
0600	KR	Parking Lot Repair, Seal, Stripe	6,500	
1300	MK	Fire Panel Replacement	10,000	
1300	MK	Parking Lot Repair, Seal, Stripe	6,000	16,000
0700	DR	Parking Lot Repair, Seal, Stripe	61,000	
1800	CV	Parking Lot Repair, Seal, Stripe	4,275	
<b>Total Buildings, Furnishings &amp; Equipment</b>			<b>\$ 748,775</b>	
<b>Grand Total Buildings, Furn, Equip and Special Projects</b>			<b>\$ 1,037,775</b>	

**ST. CHARLES CITY-COUNTY LIBRARY DISTRICT****FY2022 Budget****Five Year Capital (Facilities Maintenance) Forecast by Branch**

<b>Location</b>	<b>2022*</b>	<b>2023*</b>	<b>2024*</b>	<b>2025*</b>	<b>2026</b>	<b>Total</b>
Administration (GA)	\$ 56,000	\$ 331,461	\$ 14,396	\$ -	\$ 116,841	\$ 518,698
Spencer Road Branch	\$ 112,310	\$ 5,640	\$ -	\$ -	\$ 353,450	\$ 471,400
Middendorf-Kredell Branch	\$ 16,000	\$ 421,819	\$ -	\$ 70,276	\$ 229,479	\$ 737,574
Kathryn Linnemann Branch	\$ 59,000	\$ 186,824	\$ 14,396	\$ 23,674	\$ 267,607	\$ 551,501
Corporate Parkway Branch	\$ 190,000	\$ 110,953	\$ -	\$ 14,231	\$ 247,394	\$ 562,578
Deer Run Branch	\$ 61,000	\$ 203,829	\$ -	\$ 20,162	\$ 163,798	\$ 448,789
Kisker Road Branch	\$ 6,500	\$ 40,988	\$ -	\$ 118,334	\$ 52,859	\$ 218,681
McClay Branch	\$ 20,000	\$ 86,534	\$ -	\$ 50,560	\$ 196,587	\$ 353,681
Winghaven	\$ 41,000	\$ 81,772	\$ -	\$ 45,489	\$ 2,135	\$ 170,396
Cliff View Branch	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Boone's Trail Branch	\$ -	\$ 21,232	\$ 8,928	\$ 5,114	\$ 3,795	\$ 39,069
Augusta Branch	\$ -	\$ 20,931	\$ 19,595	\$ -	\$ -	\$ 40,526
<b>Grand Total</b>	<b>\$ 566,310</b>	<b>\$ 1,511,983</b>	<b>\$ 57,315</b>	<b>\$ 347,840</b>	<b>\$ 1,633,945</b>	<b>\$ 4,117,393</b>

\* Reflects delay in investment pending Master Facilities Plan related decision-making.