



Consolidated Public Library District #3 (known as)  
Mid-Continent Public Library

# FINAL ANNUAL BUDGET

Fiscal Year  
**2023-2024**

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



Administrative Headquarters  
15616 E. U.S. Highway 24  
Independence, MO 64050

## **Budget Message**

### **Fiscal Year 2023-2024**

Upon my arrival at Mid-Continent Public Library (MCPL), a trusted colleague cautioned me that *budgets are tight, and inquiry is high*. While these conditions can certainly present challenges, constraints also serve as a catalyst for creating innovative ideas and improving organizational efficiencies. I am happy to report that MCPL staff has surpassed expectations by developing a budget that supports our core mission and directs resources toward developing creative new ideas and needed services.

Fiscal Year 2022-23 was pivotal for the Mid-Continent Public Library. We navigated financial hurdles such as a reduction in revenue, unexpected cash-flow shortfalls, and uncertainty surrounding state-level funding for Missouri's public libraries. New trustees were onboarded, and there were significant changes to senior leadership. As we transition away from the COVID-era's service model, a growing number of patrons are being reintroduced to our physical collections and in-person services. With the emergence of new patterns of patron behavior, we remain confident that our decision to construct the East Independence and Riverside Branches is strategically sound.

Many of our constraints prompted us to reevaluate our service model and financial priorities. In collaboration with the Board of Trustees, our open-book approach to budgeting led to a meaningful analysis of our core services and a realization that restructuring is needed. Library leadership has embraced the reality that to continue operating under our financial constraints, we must continue to evaluate the cost-effectiveness of our spending and advocate for the resources needed to further MCPL's mission.

Our Fiscal Year 2023-24 budget spotlights four critical areas: Personnel, Financial Accountability, Capital Projects, and Innovation. These focal points best demonstrate our commitment to the welfare of our community and the value we place on managing public funds with discipline and transparency.

We have taken great care to prioritize the compensation and development of our frontline staff, who are entrusted with developing young minds and fostering their love of reading. Acknowledging the importance of competitive wages for our workforce and attracting a diverse and talented pool of candidates to fill key positions, we have increased the percentage of spending on personnel relative to the overall operating budget. By investing in our staff, we intend to develop a more inclusive environment that enables the Library to thrive, better serve our community, and enrich the lives of those who rely on our resources and services.

In the coming year, we will concentrate on creating efficiencies within our organization, resulting in a modernized financial system characterized by accountability, transparency, and adaptability to fluctuating economic trends. Our incremental approach to process improvement will enable us to operate effectively within narrow margins. Over the next year, we will closely observe operations to determine the appropriate level of funding needed to grow our core services and uphold MCPL's tradition of innovation and exceptional service for the communities of Platte, Clay, and Jackson counties.

The Mid-Continent Public Library has shown the power of creativity and innovation in the face of challenges and uncertainty. Our collaborative and open approach to budgeting has resulted in a well-informed Board of Trustees who recognize MCPL staff's dedication and commitment to library

service. In doing so, we are well-positioned to better serve our community and enrich the lives of those who need us most. Above all else, this past year serves as an important reminder that creativity, collaboration, and consensus are the three pillars of a resilient organization.

A handwritten signature in black ink, appearing to read 'A. Mason', with a long horizontal flourish extending to the right.

Aaron Mason  
Library Director and CEO



## BUDGET STRUCTURE

The Library’s budget and accounting system is organized on a “fund basis.” Each fund is a separate self-balancing accounting entity. For budgeting purposes, the Library reports on a Generally Accepted Accounting Principles (GAAP) basis except for long-term lease obligations. Under this basis, governmental funds’ revenues are recognized in the accounting period in which they become measurable and available, and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable. The proprietary fund’s revenues are recognized when earned (including unbilled revenue), and expenses are recorded when liabilities are incurred.

Budgets are prepared for each of the following fund types:

### **Governmental Funds:**

- **General Fund** – This fund is the principal operating fund of the Library that accounts for all financial transactions not accounted for in other funds. The majority of the current operating expenditures of the Library are financed through revenues received by the General Fund. The balance of this fund is available to the Library for any purpose—provided it is expended or transferred according to the Library’s policies and Missouri Statutes.
- **Capital Project Fund** – This fund is used to account for the acquisition of significant capital assets or the major construction/improvement of Library facilities. The financial resources of this fund’s expenditures come from the operating tax levy through budgeting or fund balance transferring, capital grants/contributions, and/or alternative financing.
- **Debt Service Fund** – This fund is established to account for debt principal repayment and interest of Series 2018 Certificates of Participation. Some related expenses will also be accounted for in this fund.
- **Special Revenue Funds** – These funds are used to account for revenues derived from specific grants, contributions, or other restricted revenue sources. The uses and limitations of each special revenue fund are specified by the Library Board, Federal and State Statutes, or other external restrictions.
  - Grant & Gift Fund
  - Community Foundation Fund – Resources at Truman Heartland Community Foundation
  - James A. Leathers Scholarship Fund
- **Permanent Fund** – The Library currently has two permanent funds: Genealogy Endowment Fund and The Story Center Endowment Fund. These funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used to support the Library.

### **Proprietary Fund:**

- **Internal Service Fund (Self-Funded Health Insurance)** – This fund is used to account for the financing of goods or services provided by one department or agency to other departments or branches of the Library on a cost-reimbursement basis.



Annual budgets are prepared for all Library funds. The Capital Project Fund is budgeted on a project basis, and any remaining unrestricted project fund balances are reappropriated at the beginning of each year and included in the annual budget. The Permanent Fund is also budgeted annually so that expenditures cannot exceed the unrestricted income.

The Board of Trustees of the Library (the Board) reviews and approves the budget prior to the beginning of each fiscal year and establishes the appropriations for each fund. At any time during the budget year, the Board may approve a project to be funded from the Capital Project Fund. After the Board has adopted the budget, any revisions that alter the total appropriations within any fund must be approved by the Board. The Board has delegated purchase and expenditure approval to the Library's administration for the daily operational needs.

## **Budgetary Policies and Procedures**

All budgetary policies are established by Missouri Statutes and/or Library Board policy. Board budgetary policies are codified in the Board Policies, Section 500. Budgetary procedures are established by Library administration. The implementation of policies and procedures is the responsibility of the Library Director. The following illustrate the Library policy unless specifically indicating otherwise.

### **Applies to all Funds:**

- The Library is required by Missouri Statutes to prepare budgets for all funds. The final budget for the year must be filed with the County Commissions of Clay and Platte Counties and the County Executive office of Jackson County.
- No later than the third Tuesday of May, the Library Director shall submit a proposed budget for the fiscal year commencing the following July 1 to the Board. On the third Tuesday of June, the Board shall adopt the final budget. If the Board fails to adopt the budget on or before that date, the budget as submitted or amended goes into effect.
- The level at which the Board approves each budget becomes the "legal level of control." This is the level at which transfer of appropriation requires Board action. For the General Fund, the Board approves the budget at the activity level, as follows: Payroll and Benefits, Library Materials (including programs), and Library Operations. All other funds are budgeted at the total expenditure level.
- Every year, each county provides a notice of aggregate assessed valuation for the Library to set the property tax levy. A public hearing on the tax levy is conducted at the Library to obtain taxpayer comments before the approval of the final budget.
- All rates for customer fines, fees, and other charges are established by the Board. Unencumbered appropriations lapse at year-end and may be re-appropriated at the beginning of the succeeding budget year.
- By Library practice, revenues and expenditures are monitored and reported to the Board monthly by the Finance Director to determine if estimates are on target.

**Policy that applies only to the General Fund, “the principal operating fund”:**

- By adopted Board policy, the target range of this fund’s unassigned fund balance is a minimum of 20 percent and a maximum of 50 percent of the subsequent year’s budget. This amount is needed to fund Library operations from the start of the new fiscal year until new revenue comes to the district toward the end of the calendar year. In the event that funds are not available to maintain the minimum balance, a designated amount in the General Fund’s budget shall be proposed to cover the deficiency over a period not to exceed five fiscal years. In the event the unassigned fund balance exceeds the maximum balance requirement, the excess may be utilized for any lawful purpose approved by the Board, including transfer to the Capital Project Fund.

**Practices that apply only to the Capital Project Fund:**

- This fund is used to account for major capital projects only, typically defined as individual projects with a budget in excess of \$50,000.
- Whenever real properties are sold, the proceeds are credited to the Capital Project Fund.

**Practices that apply only to the Debt Service Fund:**

- The fund is used to account for debt repayments of the 2018 Series Certificates of Participation with proceeds of \$80,574,567.50, with a total par amount of \$72,925,000.00, and a total net premium of \$7,649,567.50. The initial payment date was March 1, 2019, and the last payment date is March 1, 2039.
- The funding source for the annual payment is from the General Fund, subject to annual appropriation by the Library Board.

**Restrictions that apply only to the Permanent Fund:**

- Contributions made to the Genealogy Endowment Fund are deposited in this fund. One-third of the interest earnings are to be added to the principal, and the remaining two-thirds are to be spent on the collections at the Midwest Genealogy Center.
- Contributions made to The Story Center Endowment Fund are deposited in this fund. All interest earnings will be added to the principal until the corpus reaches \$100,000.

**Practices that apply only to the Internal Service Fund (Self-Funded Health Insurance Fund):**

- This fund is used to account for the transactions of the Library employees’ health insurance plan. The Library is responsible for paying all claims under the plan but purchases specific and aggregate stop-loss coverage to pay for catastrophic events.
- The Library is intended to build up a contingency reserve as part of the net asset of the fund. Although it is an estimate for an event that has not—and may never—occur, the contingency reserve can help maintain cost-effective and competitive benefits during periods of economic

downturn and/or high medical expenses and rate increase occurring simultaneously. It also allows the medical plan more options when calculating the degree and amount of risk the Library is willing to assume on a self-funded basis.

- At the beginning of each plan year, the amount of fund reserve of the Self-Funded Health Insurance Fund, both restricted and unrestricted, shall be no less than the total of three months of average medical claims of the previous plan year and the amount required for incurred-but-not-reported claims, but not to exceed 50 percent of the projected total claim cost of the plan year, with the consideration of planned revenue inflow and the coverage of specific and aggregate stop-loss insurance. The fund reserve will be evaluated as part of the fiscal year budgeting process and again as part of the plan year open enrollment process. Actuarial claim projections of current and subsequent plan years will be included as part of the valuation process.
- The Library Board may authorize necessary fund transfers to this fund from the General Fund to cover any unexpected claims or to restore the contingency reserve.

### **Budget Calendar:**

- March      Budget requests are submitted to the Finance Director.
- April      The Proposed Personnel Budget is presented to the Library Board. The non-binding tax levy is submitted to Clay, Jackson, and Platte Counties, as required in RSMo 137.
- May        The Proposed Annual Budget is presented to the Library Board and made available to the public.
- June        A public hearing on the tax levy shall be held at the Library, as required in RSMo 137. Public comment on the budget is encouraged as part of the hearing. The final Annual Budget is approved by the Library Board, as outlined in section 182.645.
- September    The final tax levy, which provides sufficient revenue as budgeted, is submitted to Clay, Jackson, and Platte Counties, as outlined in RSMo 137.



## Library Organization & Structure

Mid-Continent Public Library's reporting entity has been defined in accordance with Chapter 182.610 of Missouri Revised Statutes as a Consolidated Library District. The mission of the Library is to enrich our citizens and communities through expanding access to innovation, information, ideas, and inspiration. The Library is governed by a 12-member Board of Trustees. By Missouri Statutes, each county in the Library District appoints four representatives with a four-year term to the Board. The Clay and Platte County Commissions and the Jackson County Executive make these appointments.

The history of Mid-Continent Public Library begins with the history of the individual county library districts. The amount of the operating levy is an important part of the history because the operating levy had to be the same in each district in order for them to consolidate.

Jackson County Public Library District was established in 1947. In April 1963, its operating levy was increased from 10 cents to 20 cents per \$100 assessed valuation. Platte County Public Library District, the first county library district in Missouri, was established in 1941 with an operating levy of 10 cents per \$100 assessed valuation. Clay County Public Library District was established in April 1965 with an operating levy of 20 cents per \$100 assessed valuation.

On November 10, 1965, the Clay County Public Library District and the Jackson County Public Library District agreed to operate jointly, as defined by Chapter 182.080 and Chapter 70.210 to 70.320 of the Missouri Revised Statutes, and formed Mid-Continent Public Library Service.

In order to become a full partner with Mid-Continent Public Library, Platte County asked its voters to raise the tax levy from 10 to 20 cents. In April of 1968, the levy was approved. On May 21, 1968, a new agreement was signed that included the three county library districts: Clay, Jackson, and Platte. On September 17, 1968, the name was shortened from Mid-Continent Public Library Service to Mid-Continent Public Library.

In 1971, the Missouri Legislature passed the Consolidated Library law. Seven years later, on December 27, 1978, the Clay County Library District consolidated with the Jackson County Library District, forming Consolidated Library District No. 3. On February 20, 1979, the Platte County Court voted to consolidate the Platte County Library District with Consolidated Library District No. 3, known as Mid-Continent Public Library.

Two independent libraries merged with Mid-Continent Public Library. In 1968, The Carnegie Library in Excelsior Springs merged with the Clay County Library. In 1981, the Frank Hughes Memorial Library in Liberty merged with Mid-Continent Public Library.

Following the mergers and creation of the Consolidated Library District, in 1983, voters in the district approved a permanent operating levy of 35 cents per \$100 assessed valuation and a temporary construction levy of 10 cents per \$100 assessed valuation. The temporary levy provided funds to build or replace 24 library branches and to create permanent facilities from which to provide library services.

On November 8, 2016, voters from all three counties approved a new operating levy of 40 cents per \$100 assessed valuation for Mid-Continent Public Library (known as “Proposition L”). Missouri's Hancock Amendment has triggered rollbacks that have prevented the full collection of 40 cents (refer to the chart of “History of Actual Tax Rate and Current Tax Revenue” on page 25 for more detail). On top of this, a voluntary tax reduction was implemented for the fiscal years 2022-2023 and 2023-2024 which has further reduced tax revenues. The funds raised through Proposition L have been, and will continue to be, allocated towards improving Library services and updating facilities.

The Library has reciprocity agreements with the Henry County Library, Kansas City Public Library, North Kansas City Public Library, Ray County Public Library District, Rolling Hills Consolidated Public Library, and St. Joseph Public Library to extend Library-use privileges to customers in those library districts. Reciprocity is also extended to customers serviced by any public library that has delivery service, belongs to the Mid-America Library Alliance and are in a neighboring county including Cass County Library, Johnson County Library, Kansas City Kansas Public Library, Levenworth Public Library, Olathe Public Library, Trails Regional Library, and others.

The Mid-Continent Public Library system consists of the following 32 branches, totaling over 675,000 square feet:

Antioch (AN)	Excelsior Springs (ES)	Parkville (PV)
Blue Ridge (BR)	Grain Valley (GN)	Platte City (PC)
Blue Springs North (BN)	Grandview (GV)	Raytown (RT)
Blue Springs South (BS)	Green Hills (GH)	Red Bridge (RB)
Buckner (BU)	Kearney (KE)	Riverside (RS)
Camden Point (CP)	Lee’s Summit (LS)	Smithville (SM)
Claycomo (CL)	Lone Jack (LJ)	South Independence (SI)
Colbern Road (CR)	Midwest Genealogy Center (MGC)	Weston (WE)
Dearborn (DE)	North Independence (NI)	Withers (WI)
Edgerton (ED)	North Oak (NO)	Woodneath (WN)
East Lee's Summit (EL)	Oak Grove (OG)	

All the above branches offer a wide variety of programs and services aimed at meeting expectations of customers ranging from preschool-aged children to senior citizens.

In 1995, Mid-Continent Public Library started to license online reference resources, providing equal access to extensive magazine and periodical resources to all the library branches in the system. Later that year, the Library launched the first public library website in the metropolitan area. Bringing these concepts together, the Library built an extensive digital library collection, requiring vendors to provide remote access to content. This permitted people to use the Library’s considerable resources from home any time of the day or night. The Library became an early adopter of downloadable eBooks and eAudiobooks. In time, this commitment to digital resources led to one of the largest digital collections in the nation and became the Library’s “Virtual Branch.” These efforts over many years made the Library ideally positioned to provide its increasingly important virtual services.

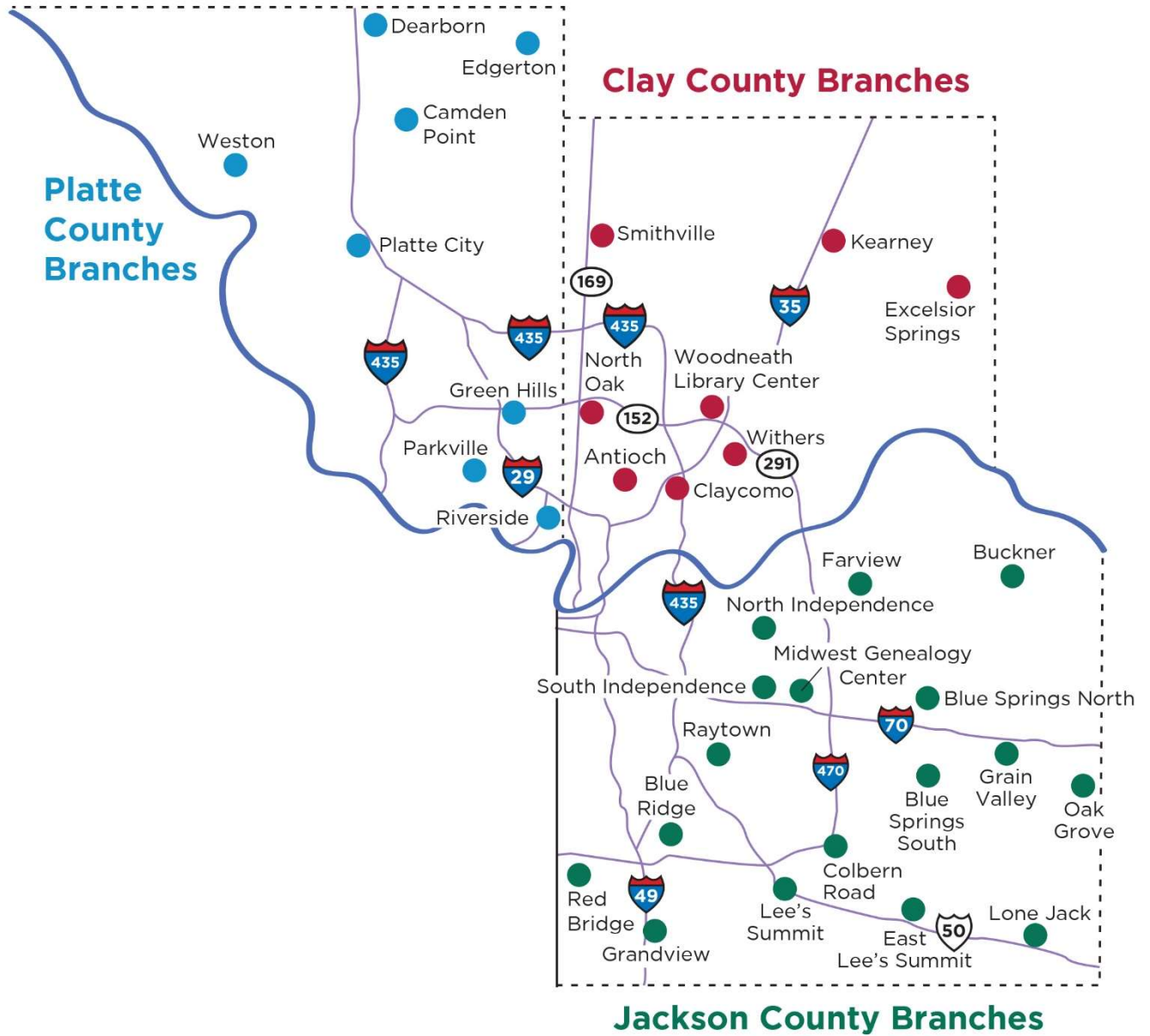
With storytelling as a service enhancement, the Library is able to offer new programs and services through The Story Center, which is housed at the Woodneath Library Center. Established in 2013, The Story Center celebrates and develops writers, performers, and filmmakers through access to free resources, workshops, and a community of storytellers. The Woodneath Press and Espresso Book Machine (EBM) are two important facets of The Story Center. The award-winning Woodneath Press serves as the Library’s in-house publishing division, working with authors of various backgrounds and genres to develop and distribute professionally published works. The Espresso Book Machine, used by the Woodneath Press to print books on demand, is a state-of-the-art device that prints, binds, and trims paperback books.

Beginning in 2019, the North Independence Branch started to manage an extended service facility at a separate location called the Farview Neighborhood Library. This location offers traditional library services, such as book circulation, early literacy programs, and public computers, but is also home to a food pantry operated by the Community Services League. The Fort Osage School District retains ownership of the building and will continue to provide the space to both organizations with the implementation of a new lease agreement in 2023.

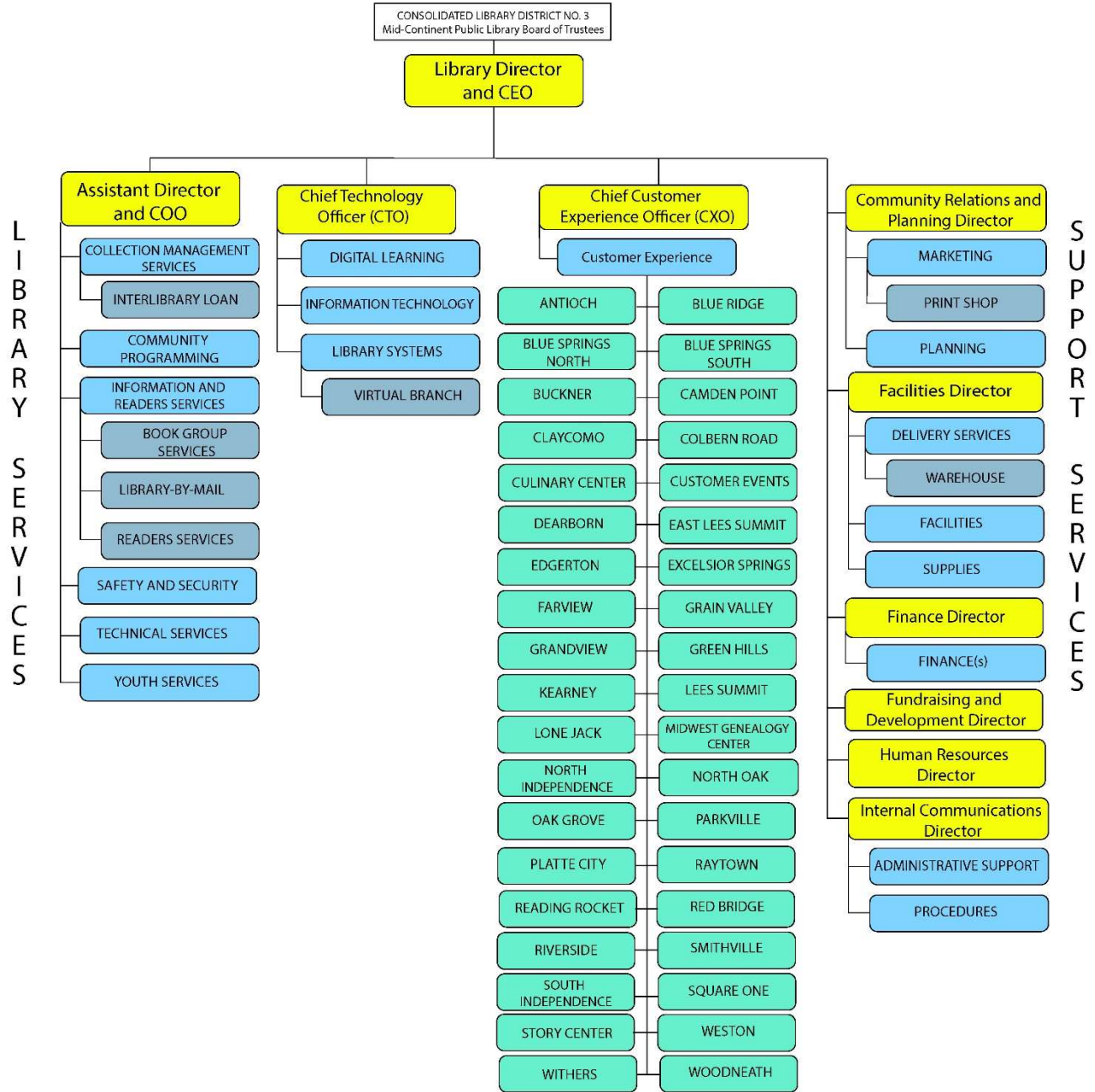
In addition, the Library operates two unstaffed self-service Library-To-Go sites: one at the Hillcrest Community Center and another at the Marlborough Community Center. The services at the “Library-To-Go” sites consist of an automated material handling system and computers with access to the Library catalog, online resources, and the internet. Through this service model, the Library can extend services to underserved and at-risk communities for a fraction of what it would cost to build or establish a new library building.



# Mid-Continent Public Library Branches



# Mid-Continent Public Library Organizational Chart of Responsibilities



- Community Relations and Planning Director**
  - MARKETING
  - PRINT SHOP
  - PLANNING
- Facilities Director**
  - DELIVERY SERVICES
  - WAREHOUSE
  - FACILITIES
  - SUPPLIES
- Finance Director**
  - FINANCE(s)
- Fundraising and Development Director**
- Human Resources Director**
- Internal Communications Director**
  - ADMINISTRATIVE SUPPORT
  - PROCEDURES

## **Consolidated Library District No. 3**

**Known as**

### **Mid-Continent Public Library**

**Board of Trustees**

**June 30, 2023**

Ronald Thiewes, Clay County, President

Michael Lazio, Platte County, Vice President

Robert Johnson, Jackson County, Treasurer

Joycelyn Tucker Burgo, Jackson County

Gordon Cook, Platte County

Lori LeMunyon, Clay County

Dr. Yummy Pandolfi, Platte County

Brent Schondelmeyer, Jackson County

Noelle Stepp, Clay County

Rita Wiese, Platte County

Dr. Susan B. Wilson, Jackson County

Michelle Wycoff, Clay County

#### **Senior Administrative Staff**

Aaron Mason, Library Director and CEO

Susan Wray, Assistant Library Director and COO

Ritchie Momon, Chief Customer Experience Officer

Bryan Gash, Chief Technology Officer

Jim Staley, Community Relations and Planning Director

Qun Fang, Finance Director

Diana Reiter, Fundraising and Development Director

Jennifer Ridley, Human Resources Director

Teresa Johnson, Internal Communications Director



**Budget Summary of Revenues, Expenditures, and Changes in Fund Balance**  
**All Governmental Funds**  
**FY July 1, 2023 - June 30, 2024**

	General Fund	Capital Project Fund	Grant & Gift Fund	Debt Service Fund	James A. Leathers Scholarship Fund	Community Foundation Fund	Endowment Fund	<b>Total Budget</b>
<b>Beginning Fund Balance</b>	\$ 36,739,388	\$ 7,231,700	\$ 584,921	\$ 20,497	\$ 14,305	\$ 378,140	\$ 142,585	\$ 45,111,536
Revenues:								
Property Taxes	57,976,500		-	6,560,000				64,536,500
Grants & Contributions	885,000	-	546,100		2,000	2,000	-	1,435,100
Fines and Fees	606,000	-						606,000
Other Service Charges	275,700	500,000	16,575					792,275
<b>Total Revenues</b>	<b>59,743,200</b>	<b>500,000</b>	<b>562,675</b>	<b>6,560,000</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>	<b>67,369,875</b>
Expenditures:								
Payroll and Benefits	36,467,000							36,467,000
Library Materials	10,690,800							10,690,800
Library Programs	967,300							967,300
Library Operations	11,518,100		516,050	6,573,000	2,000	47,900		18,657,050
Capital Projects		16,620,000						16,620,000
<b>Total Expenditures</b>	<b>59,643,200</b>	<b>16,620,000</b>	<b>516,050</b>	<b>6,573,000</b>	<b>2,000</b>	<b>47,900</b>	<b>-</b>	<b>83,402,150</b>
Transfers In (Out)	(9,350,000)	9,350,000	-	-	-	-	-	-
Net Investment Return	250,000	230,000			100	(2,450)	(1,450)	476,200
<b>Changes in Fund Balance</b>	<b>(9,000,000)</b>	<b>(6,540,000)</b>	<b>46,625</b>	<b>(13,000)</b>	<b>100</b>	<b>(48,350)</b>	<b>(1,450)</b>	<b>(15,556,075)</b>
<b>Ending Fund Balance</b>	<b>\$ 27,739,388</b>	<b>\$ 691,700</b>	<b>\$ 631,546</b>	<b>\$ 7,497</b>	<b>\$ 14,405</b>	<b>\$ 329,790</b>	<b>\$ 141,135</b>	<b>\$ 29,555,461</b>

The Library Board has established a Fund Balance Policy on the reporting and classifying of fund balances within governmental funds. The categories and classifications of the General Fund balance and Capital Project Fund balance at the end of the fiscal year 2022-2023 are presented as follows:

	<u>General Fund</u>	<u>Capital Project Fund</u>
Non-spendable:		
Prepaid expenditures	\$ 200,000	\$ -
Restricted for:	-	-
Assigned to:		
Compensated absences:	2,400,000	-
Reading Rocket:	-	170,000
Encumbrance	100,000	-
Long-term capital plan	9,000,000	7,061,700
Unassigned:		
Library operating:	<u>25,039,388</u>	<u>-</u>
<b>Fund balances as of June 30, 2023</b>	<b><u>\$36,739,388</u></b>	<b><u>\$7,231,700</u></b>

The General Fund’s unassigned balance of \$25,039,388 represents the residual net resources after non-spendable, restricted, and assigned, and is over 42 percent of next year’s operating budget. The target range of this portion of the fund balance is 20 percent to 50 percent of the subsequent year’s operating budget. Until substantial tax revenues are received in December, the Library utilizes this unassigned fund balance to fund its operations.

For the eleventh consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Mid-Continent Public Library for its Annual Comprehensive Financial Report for the fiscal year that ended on June 30, 2021. In order to be awarded a Certificate of Achievement, a governmental unit must publish an easily readable and efficiently organized comprehensive annual financial report, the contents of which conform to program standards. Such reports must satisfy both generally accepted accounting principles and applicable legal requirements.

In addition, and pursuant to RSMo 182.647, all Library accounts are audited by an outside independent auditing firm. The auditors expressed an “unmodified opinion” concerning the 2021-2022 fiscal year financial statements. Full details can be found in the Library’s Annual Comprehensive Financial Report

## General Fund Detail Statement of Revenues and Expenditures

<u>Account Number</u>	<u>Actual</u> <u>2021-22</u>	<u>Estimate</u> <u>2022-23</u>	<u>Budget</u> <u>2023-24</u>
<b><u>Revenues:</u></b>			
3210 Property Tax - Clay	\$ 18,912,546	\$ 18,731,508	\$ 20,006,300
3230 Property Tax - Jackson	32,763,800	31,935,686	33,236,300
3250 Property Tax - Platte	10,868,597	10,747,587	11,293,900
3260 Property Tax - transfers	(6,844,622)	(6,580,000)	(6,560,000)
<b>Property Taxes</b>	<b>55,700,321</b>	<b>54,834,780</b>	<b>57,976,500</b>
3290 Governmental Grant	784,219	811,850	880,000
3330 Private Grant	-	16,300	-
3500 Contributions	14,276	1,000	5,000
<b>Grants &amp; Contributions</b>	<b>798,495</b>	<b>829,150</b>	<b>885,000</b>
3390 Fines, Fees and Other	475,194	508,280	606,000
3800 Other Service Charges	140,294	207,870	275,700
<b>Total Revenues</b>	<b><u>\$ 57,114,304</u></b>	<b><u>\$ 56,380,080</u></b>	<b><u>\$ 59,743,200</u></b>
<b><u>Expenditures:</u></b>			
5010 Payroll	\$ 22,908,760	\$ 24,809,872	\$ 26,435,000
5030 Social Security	1,698,090	1,846,318	1,975,000
5050 Unemployment Compensation	3,987	1,000	2,000
5060 Tuition Reimbursement	20,353	30,000	30,000
5070 Retirement	3,058,502	3,377,758	3,525,000
5080 Medical Insurance	3,373,894	3,570,000	4,262,000
5090 Life and Disability Insurance	48,989	57,376	61,000
5110 Employee Resources	156,954	171,391	177,000
<b>Payroll and Benefits</b>	<b>31,269,529</b>	<b>33,863,715</b>	<b>36,467,000</b>
5150 Books (including eBooks)	4,923,358	5,235,000	4,989,600
5180 Periodicals	288,618	280,000	229,000
5190 Microfilm	-	10,000	20,000
5200 Electronic Resources	2,516,651	2,380,730	2,276,600
5230 A-V Materials	1,979,701	1,850,000	2,135,500
5240 Library Material Processing	788,245	850,000	1,040,100
<b>Library Materials</b>	<b>10,496,573</b>	<b>10,605,730</b>	<b>10,690,800</b>
5250 Programs for Adult and Youth	788,564	990,000	736,100
5250 Mission Enhanced Programs	-	-	231,200
<b>Library Programs</b>	<b>788,564</b>	<b>990,000</b>	<b>967,300</b>

(Continued)

## General Fund Detail Statement of Revenues and Expenditures

<u>Account Number</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>
5260 Leased Space	245,682	250,000	224,700
5270 Leased Equipment	75,306	77,000	97,000
5300 Furniture and Equipment	94,915	190,000	232,600
5320 Vehicle Operations	103,131	200,000	391,300
5330 Technology Services	1,672,076	1,750,000	2,208,600
5380 Library and Office Supplies	446,890	550,000	502,400
5420 Resource Development	73,829	58,700	67,900
5430 Community Relations and Planning	400,113	450,000	478,900
5450 Contracted Services	1,478,538	1,668,000	1,806,000
5460 Professional Fees	326,520	550,000	591,500
5470 Conference, Training & Travel	196,349	285,000	430,000
5490 Membership and Activities	60,826	70,000	84,900
5510 Utilities	1,194,739	1,450,000	1,534,100
5540 Postage and Freight	217,214	265,000	270,000
5570 Voice, Data & Internet	700,543	960,000	792,800
5660 Building Repair & Maintenance	464,825	540,000	1,055,000
5770 Insurance	465,986	500,000	495,200
5800 Miscellaneous Services	4,052	3,000	5,200
<b>Library Operations</b>	<b>8,221,534</b>	<b>9,816,700</b>	<b>11,268,100</b>
<b>Total Expenditures</b>	<b><u>\$ 50,776,200</u></b>	<b><u>\$ 55,276,145</u></b>	<b><u>\$ 59,393,200</u></b>
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>\$ 6,559,836</u></b>	<b><u>\$ 1,103,935</u></b>	<b><u>\$ 350,000</u></b>
Net Investment Income	(50,745)	450,000	<b>250,000</b>
Short-term Financing	-	-	<b>(250,000)</b>
Fund Transfers: for Capital Plan	(5,525,000)	-	<b>(9,000,000)</b>
for future capital maintenance			<b>(350,000)</b>
<b>Net Changes in Fund Balance</b>	<b><u>\$ 984,091</u></b>	<b><u>\$ 1,553,935</u></b>	<b><u>\$ (9,000,000)</u></b>



## General Fund

### Fund Description:

The General Fund represents the Library’s operating budget. It is used to account for all financial resources, except those required to be accounted for in another fund. It reflects most of the critical issues affecting the Library, from establishing the level of service to determining the needs for staffing and benefits.

The new fiscal year will start with an unassigned fund balance of \$25,039,388. Before the substantial tax revenues for fiscal year 2023-2024 are received beginning in December 2023, the Library needs to utilize this fund balance to operate.

### Revenues:

General Fund’s new budgeted revenues as compared to the previous year’s actual revenues are as follows:

<u>Source</u>	<u>2023-2024 Budget</u>	<u>2022-2023 Estimate</u>	<u>% Inc/Dec</u>
Property Tax	\$57,976,500	\$54,834,780	5.7%
Grants and Contributions	885,000	829,150	6.7%
Fines, Fees, and Other	606,000	508,280	19.2%
Other Service Charges	<u>275,700</u>	<u>207,870</u>	<u>32.6%</u>
Totals	\$59,743,200	\$56,380,080	6.0%

As seen in the above projection, the General Fund’s revenue is expected to have a 6 percent increase from the previous year’s actual. The increase reflects a positive impact of property value reassessment, the recovery of fines and fees, and newly added fee-based services. The actual tax rate to be levied for 2023 is projected to be 32.40 cents per \$100 assessed valuation, as a result of voluntary reduction of 2.28 cents from the tax rate ceiling of 34.68 cents.

### The Underlying Revenue Assumptions for these Revenue Sources are as follows:

**Property Tax: Clay** – This source of revenue encompasses all taxes from Clay County, including Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes, and Interest. Based on the county’s assessment, the Library projects a 6.8 percent increase in total tax revenues.

**Property Tax: Jackson** – This source of revenue encompasses all taxes from Jackson County, including Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes, and Interest. Based on the county’s assessment, the Library projects a 4.1 percent increase in total tax revenues.

**Property Tax: Platte** – This source of revenue encompasses all taxes from Platte County, including Real Estate, Personal, Railroad & Utilities, Financial Institution, Replacement, Payment in Lieu of Taxes, and Interest. Based on the county’s assessment, the Library projects a 5.1 percent increase in total tax revenues.

**Property Tax - transfers** – This amount represents new tax revenue transferred from the General Fund to the Debt Service Fund to assure obligations associated with Certificates of Participation Bond are met annually. For FY 2023-2024, a transfer amount of \$6,560,000 is budgeted for the Debt Service Fund.

**Grants and Contributions** – Missouri Athletes and Entertainers Tax and State Aid to Public Libraries are appropriated by the State General Assembly and administrated by the State Library. Telecom E-Rate Reimbursement is a federal grant to offset the internet access and broadband connection cost (approximately 80 percent of the cost of the eligible services). Contributions are budgeted based on past experiences and fundraising efforts. Major grants and gifts are budgeted in the Grant and Gift Fund of the Special Revenue Funds and the Capital Project Fund.

**Fines, Fees, and Other** – This source of revenue trends with the circulation of Library materials and the number of visitors to the branches. For FY 2023-2024, it is expected to have an increase in printing/copying/faxing services with the recovery of the full Library services and reopening of renovated branches.

**Other Service Charges** – The majority of this revenue is from the sale of discarded Library materials, charges for the use of meeting rooms/community rooms, lease payments from café service vendors, charges for the use of the Culinary Center, auction proceeds of obsolete furniture and equipment, and the fee for passport services.

The total budgeted operating revenue is \$59,743,200.

**Expenditures:**

FY 2023-24 General Fund’s budgeted expenditures as compared to the previous year’s actual are as follows:

<u>Activities</u>	<u>2023-24 Budget</u>	<u>2022-23 Actual</u>	<u>% Inc/Dec</u>
Payroll and Benefits	\$36,467,000	\$33,863,715	7.7%
Library Materials	10,690,800	10,605,730	0.8%
Library Programs	967,300	990,000	-2.3%
Library Operations	<u>11,268,100</u>	<u>9,816,700</u>	<u>14.8%</u>
Total	\$59,393,200	\$55,276,145	7.4%

Operating expenditures of \$59,393,200 are proposed for FY 2023-2024 based on the revenue projections. In addition, the Library may incur a short-term financing cost of \$250,000 for up to a \$10 million line of credit to fund the operation from July to November 2023. The short-term financing cost may be substantially offset by a net interest income in FY 2023-2024.

**Payroll and Benefits** – The new fiscal year’s budget for Payroll and Benefits reflects the initial implementation of a comprehensive job analysis and compensation study project, and funding for additional FTEs at North Oak Branch. For further information, please refer to the Payroll and Benefits section.

**Library Materials** – At 18 percent of the operating budget, Library Materials will continue to be one of the largest investments in the United States in terms of the percentage of overall operating budget. This reflects a 0.8 percent increase over the previous year. For further information, please refer to the Library Materials section.

**Library Programs** – This new operating category reflects the Library’s budget for adult and youth programs, and mission enhanced programs, like Culinary Center, Event Spaces, Reading Rocket, and Square One. For further information, please refer to the Library Programs section.

**Library Operations** – The new fiscal year’s budget in this category will increase by 14.8 percent over last year’s actual. The majority of the increase is from Vehicle Operation, Contracted Services, Technology Services, and Building Repair & Maintenance account as a result of new buildings and programs placed into service, and the needs for equipment replacement.

Below are those fund accounts that warrant mention:

*Leased Space (5260):* The Library has the following facility leases for branch services and storage:

Red Bridge leased facility	\$213,600
Grain Valley leased facility	11,100
	<u>\$224,700</u>

*Leased Equipment (5270):* The Library periodically leases specialized equipment if depreciation warrants lease rather than purchase. Identified leases for the new fiscal year are summarized below:

Print Shop equipment	\$ 84,500
Icemaker / dishwasher	9,500
Postal meter and other	<u>3,000</u>
	\$97,000

*Furniture and Equipment (5300):* This account includes any furniture and equipment purchased by the Library costing over \$300 per item. Below are the major categories of such purchases:

Public service furniture and equipment	\$115,750
Culinary Center equipment	27,000
Equipment for community halls	14,800
Administrative office furniture & equipment	25,080
Equipment maintenance services	<u>50,000</u>
	\$232,630

*Vehicle Operations (5320):* The Library maintains a fleet of delivery trucks, maintenance trucks, and administrative vehicles. This account includes any new vehicle purchase, fuel, and service costs. Below are the major categories of such expenditures:

Fuel	\$ 90,000
Security vehicle maintenance and two new cars	61,500
Delivery truck maintenance and two new trucks	158,740
Facility truck maintenance and one new truck	<u>81,060</u>
	\$391,300

*Library and Office Supplies (5380):* This account includes cleaning, bathroom, office, safety, cataloging, and programming supplies, and any furniture or equipment under \$300 per item. The Library has committed to explore safer, cost-efficient, and eco-friendly products or services. Below are the major categories of such purchases:

Branch supplies	\$256,530
Cleaning supplies	25,250
Inventory for in-library sales	12,000
Stcky labels	40,000
Library cards	7,000
HQ general supplies	10,000
Dept special supplies	25,570
Printing and paper supplies	117,000
Other	<u>9,050</u>
	\$502,400

*Resource Development (5420)*: Private investment expands the Library’s financial base to extend beyond revenues provided through property taxes. Philanthropic support of the Library is important in meeting immediate needs as well as building financial stability for the future. The Resource Development budget supports the work of identifying, obtaining, and properly stewarding new sources of funding in effort to achieve the organization’s vision and mission. The budget provides funds for costs associated with donor identification, cultivation, recognition, and retention at all levels including, but not limited to, fundraising campaigns, direct mail, and special events. Other budget items related to this account include fundraising-related marketing and consulting assistance focused on specific campaigns, improvements to online giving, and management of Raiser’s Edge NXT (fundraising software).

In fiscal year 2023-2024, fundraising strategies will focus on closing operating fund shortfalls, supporting innovative pilot programs, acquiring new donors, cultivating existing prospects, increasing giving from current donors, and strengthening relationships with corporate partners through sponsorships. The Resource Development budget line will allow staff to implement a tiered fundraising plan in an effort to reach all potential donor segments through a variety of vehicles: major gifts, grants, online giving, direct mail, sponsorships, membership programs, and planned giving. Budgeted funds will cover costs related to producing fundraising materials (print and digital), recognizing donors, supporting strategic partnerships, and utilizing specialized consulting assistance to achieve optimal results. The work of development staff will focus on supporting and enhancing core services, bolstering the work of mission-enhancement initiatives (The Story Center, Square One Small Business Services, Midwest Genealogy Center, Culinary Center, and The Reading Rocket), and fostering innovation through Library pilot programs. Funds raised as a result of development activities may be directed to the Library’s General Fund, Capital Project Fund, Special Revenue Fund, Permanent Fund (endowment funds), the MCPL Foundation, or Community Foundation funds held for the benefit of the Library.

The total budget for this account is \$67,900 as detailed below:

Direct mail campaigns	\$	7,000
Contract/consulting		12,000
Marketing and promotions		13,000
Donor cultivation		10,500
Grant match		25,400
		<hr/>
	\$	67,900

*Community Relations and Planning (5430)*: The Library believes a critical component of good service to its customers is to understand who they are and how they perceive current Library service. The Library then must inform them of the offered resources through in-branch messaging channels, digital communication, social media, public relations, and paid and earned media. Activities in this account include research and planning around service needs and customer satisfaction, public information initiatives, general Library promotion related to the collection, resources and programs, tactics to increase the number of active cardholders, and the creation of tools to decrease barriers to access.



This budget line has five major categories. *Marketing Support* includes foundational items for the rest of the budget like photography services, display fixtures, promotional items, etc. *Communication Services* is comprised of digital platforms that aid in conducting our communications activities. These include creative workflow software as well as tools that help us monitor and archive social media. Most of the Library’s printing needs are conducted in house, but there are instances where outside printing is more efficient. The *Outside Printing* category exists for those instances, and the majority of the funds in that line go to the quarterly Beyond the Books publication. The largest category in the budget is *Campaign Advertising*. This category includes the direct spending to advertise Library services and includes digital, print, radio, and display advertising. The final category is *Planning Expenses*. The majority of this category is the customer relationship management system used to understand library usage and also to conduct email communication with customers.

The total budget for this account is \$478,900 as detailed below:

Marketing support	\$	55,180
Communications services		32,400
Outside printing		38,500
Campaign advertising		275,140
Planning expenses		77,680
	\$	<u>478,900</u>

*Contracted Services (5450)*: This account was created to report outsourced services: lawn care, pest control, snow removal, building security, and cleaning. We believe that, through outsourcing, the Library can access skilled expertise, focus on core activities, and increase efficiency. For further information, please refer to the Building Maintenance and Improvement section.

*Professional Fees (5460)*: The Library contracts certain professionals to perform specific activities and for professional consultation. Highlights for this budget include the payroll service, HR management, and legal, banking, investment, and auditing services. Identified professional services for the new fiscal year are summarized as below:

Payroll, HR & Job application	\$	185,000
Legal		78,000
Auditing/Actuary/Debt service		50,000
Banking and credit card services		26,500
Financial ERP/Internal control		80,000
Capital plan review		70,000
Customer records - Unique Management		22,000
Capital maintenance plan consultant		80,000
	\$	<u>591,500</u>

*Conference, Training & Travel (5470)*: The Library highly values continuing education and professional training. Examples of educational opportunities for our employees and Board Members

include attending conferences presented by the American Library Association, Public Library Association, Missouri Library Association, and other professional associations. Equally beneficial are workshops presented by the Mid-America Library Alliance, Amigos, and other events based on the Library’s need. The total budget is \$430,000, with \$277,590 for conferences, \$67,410 for workshops and training, and \$85,000 for employees’ mileage reimbursement.

*Utilities (5510):* This account was created to record electricity, gas, and water usage of all Library facilities, as well as trash/shredding services. Also, a system-wide recycling program and energy efficiency study has been implemented under the Library’s sustainable operation policy. The total budget is \$1,534,100, as detailed below:

Trash and recycling	\$ 113,500
Shredding	20,500
Electricity, Gas, & Water	<u>1,400,100</u>
	\$1,534,100

*Postage and Freight (5540):* The Library has taken several opportunities to reduce shipping costs, including outsourcing mailing customer notices and negotiating a contract with UPS. The total budget for next year is \$270,000, as detailed below:

UPS	\$ 60,000
Postal	50,000
Customer notices	<u>160,000</u>
	\$ 270,000

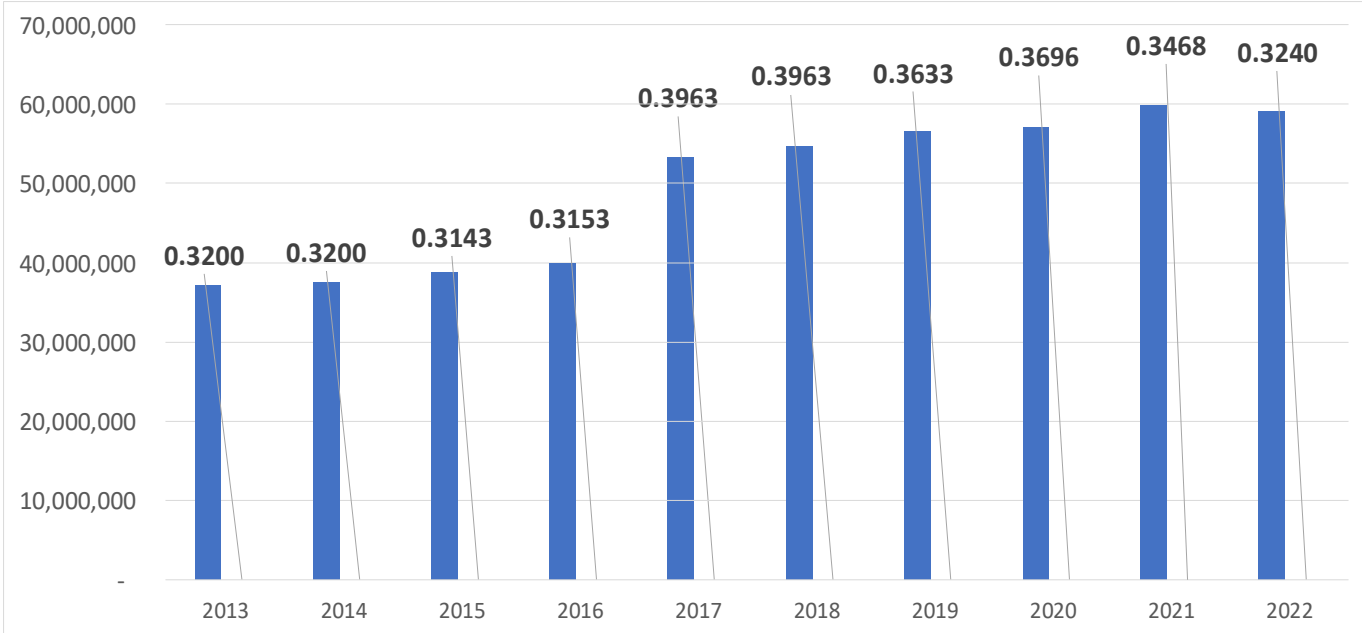
*Insurance (5770):* The Library carries various types of insurance for protection from unforeseeable and potentially serious situations. Below are the major types of insurance policies the Library carries:

Director & Officer	\$ 64,000
Property & Liability	277,200
Automobile	40,000
Cybercrime and active shooter	14,000
Workers compensation	70,000
Crime Protection & Surety Bond	<u>30,000</u>
	\$ 495,200

Additional information about the Library Operations budget can be found in the Payroll and Benefits, Library Materials, Library Programs, Technology, and Building Maintenance/Improvement section. The total Library Operations budget is \$11,268.100, or 19 percent of the total operating budget.

The Library’s Operating Fund Budget represents staff’s best judgment for providing the highest level of service to the public, while remaining within the authorized tax levy. This budget is consistent with the Library’s Strategic Plan and should enable the Library to fulfill its commitment to quality service for the community, both now and in the future.

### History of Actual Tax Rate and Current Tax Revenue

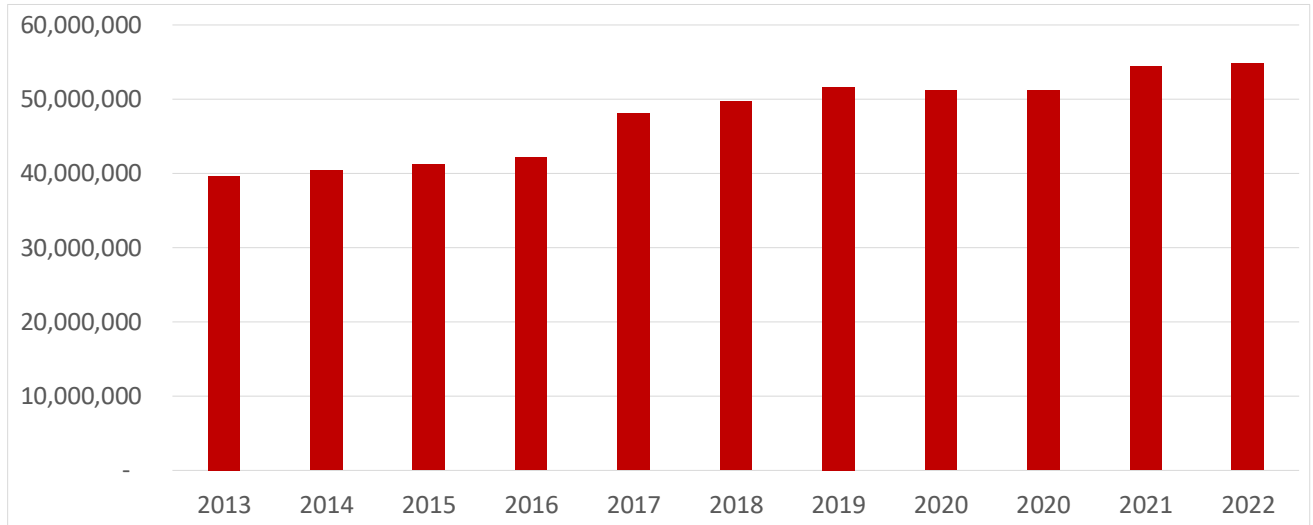


**\*Voted Levy:**

	<u>Operating Levy</u>	<u>Building Levy</u>
From 1983 to 1991	35-cent	10-cent
From 1991 to 2016	32-cent	0
From 2016 to present	40-cent	0

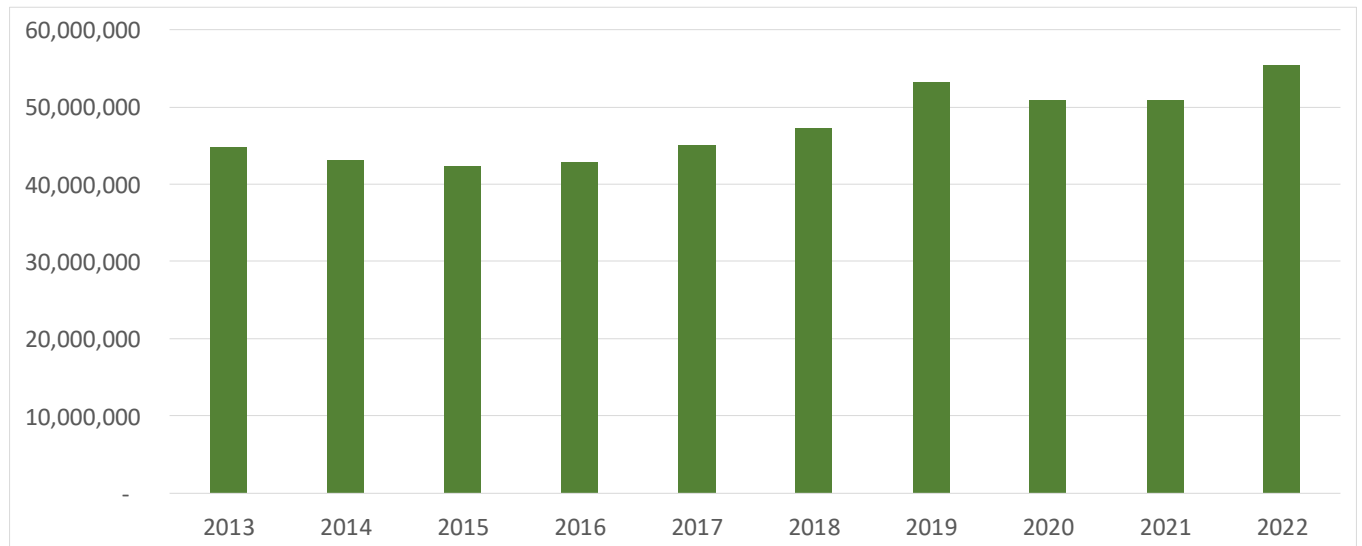
### Trend of General Fund Tax Revenues (net of transfers)

2013-2022



### Trend of General Fund Expenditures

2013-2022



## Payroll and Benefits

Mid-Continent Public Library demonstrates commitment to good stewardship by recruiting and retaining top-quality staff who effectively deliver innovative library services to our communities. To attract and support excellent team members, the Library strives to offer competitive compensation and benefits packages that align with those found in our local communities and other public libraries for comparable roles.

During the fiscal year 2022-2023, the Library successfully completed a comprehensive job analysis and compensation study project. The new and improved job descriptions more accurately reflect the essential functions, skills, and qualifications required for the work as it is currently performed by staff in their respective positions.

Using the updated job descriptions, the Library obtained aggregate data on compensation and benefits offered to those of similar positions in other organizations and designed a new wage and salary structure. A multi-phase approach is being used to implement experience-based pay adjustments that reflect the updated structure. The first phase of base pay updates took place in FY 2022-2023. This initial step increased the minimum hourly wage for frontline customer service employees, delivery drivers, and staff custodians to \$16.50, and increased the average hourly wage for full-time entry level staff to \$20.03, up from \$18.50. The affordability and sustainability of moving to the next phase of implementation will be evaluated in the fourth quarter of the fiscal year 2023-2024.

Approximately 69 percent of this year's budget increase for salaries and wages is being used to increase the pay for entry level staff. This reflects the value we place on our team members who are the face and foundation of the Library in their community branches and in vital support roles. Funds used to offer competitive compensation to people with specific expertise and skill sets is also important. Committed and competent staff in roles with a broad scope of risk and responsibility are required to protect and efficiently use the resources that our community members have entrusted to us. Additional funding is also required to staff the North Oak Branch after re-opening and staff to accommodate the continued growth in the community's use of passport and room reservation services.

The Library's leadership will continue to evaluate organizational structure, capacity, and efficiency. This budget does not include funding for additional benefits-eligible FTEs. Currently authorized FTEs are being reallocated from Technical Services and Collection Management Services to accommodate increased staffing needs in the Finance Department. The opening of the East Independence Branch may necessitate a request for additional FTEs in the fiscal year 2024-2025.

The Library is a self-insured employer for unemployment compensation insurance fund. This allows the Library to save money by only paying for the cost of claims instead of a premium based on covered wages. This line item is being reduced to reflect the historic cost.

The tuition reimbursement budget is used to assist benefits-eligible staff who are pursuing their Master of Library Science, or another degree directly related to their position at the Library. The budget available for this benefit is capped at \$30,000.



Library employees who are full-time or half-time are members of the Missouri Local Government Employees Retirement System (LAGERS). LAGERS is a financially stable defined benefit pension system that is 95.6 percent funded. The Library participates in LAGERS to retain experienced staff and provide them with support when they are ready to for a dignified exit from the workplace. LAGERS benefits contribute to a stable local economy with 93 percent of LAGERS benefits paid to residents of Missouri, with almost \$53 million paid to beneficiaries in Clay, Jackson, and Platte Counties in 2021.

The Library provides health, dental, and vision insurance for eligible full-time employees. The Library maintains an internal health insurance fund to all eligible Library employees to retain any savings when employee healthcare costs are lower than a traditional premium paid to a health insurance company. The health insurance fund is funded from the budget appropriation and employee contributions. Claims, administrative fees, and reinsurance premiums are paid from the health insurance fund. The balance allowed in the health insurance fund is governed by the Library's health insurance fund policy and the amount of funding from the budget is determined by the current balance of the fund and the projected costs for the upcoming plan year. The Library contracts with Lockton to provide actuarial analysis of past plan performance and project future health plan costs.

Dental and vision insurance contracts are on a contract with a three-year rate guarantees with the current vendor. Any slight variance in cost would be due to a change in the number of covered employees on these plans.

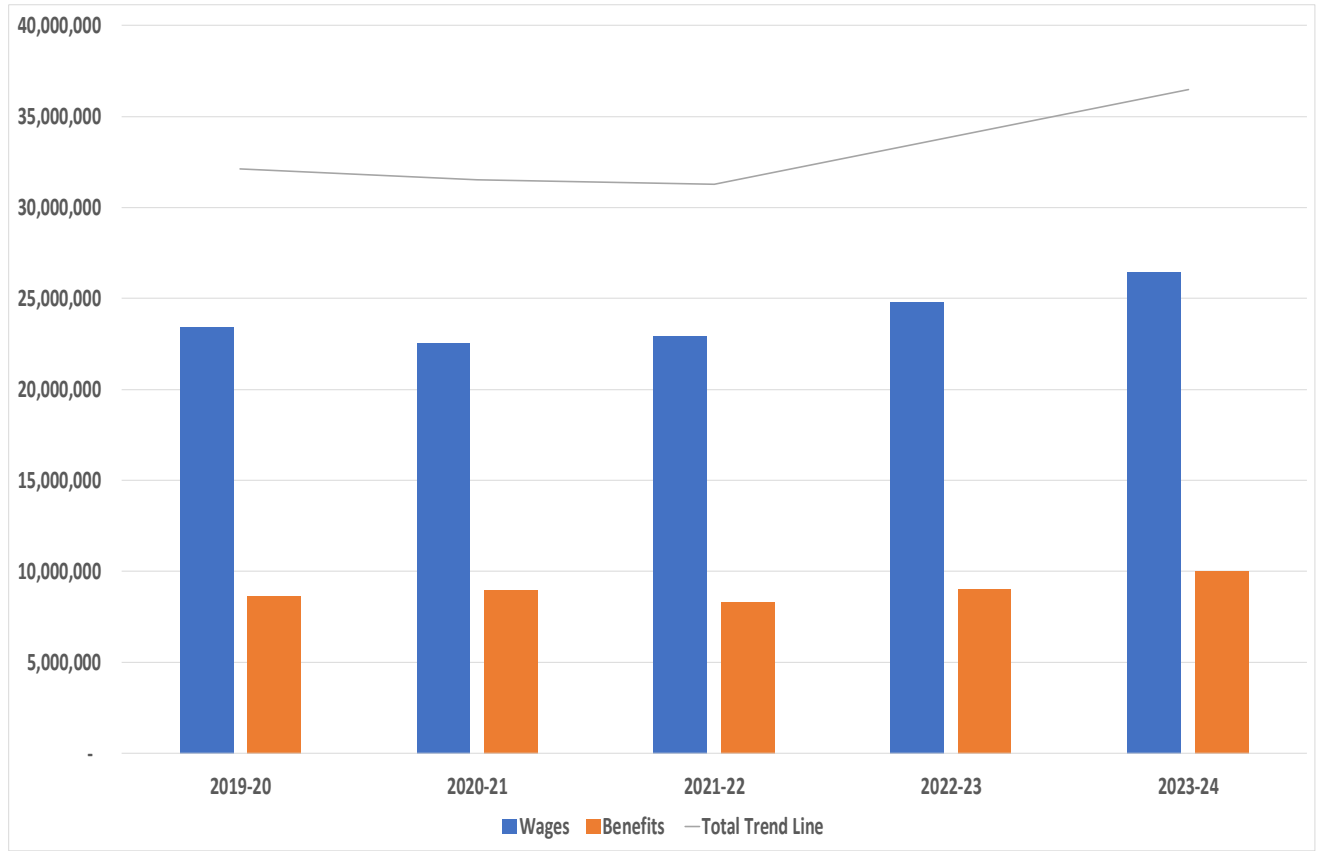
Full-time employees also receive life insurance and long-term disability insurance as part of their benefits package. The premium amount is based on the current salary level of eligible employees.

Additional budget of \$177,000 in Human Resources Administration budget (5110) is allocated to pay for:

- Employee Assistance Program
- Background Checks
- 457(b) and Flexible Spending Account plan fees
- Mandatory Annual Compliance Training for Staff
- HR Training and Coaching for Managers
- Recruiting and Onboarding
- Employee Recognition and Engagement
- ADA and Workplace Safety Accommodations

The total payroll and benefits budget for FY 2023-2024 is \$36,467,000, or 61 percent of the total General Fund budget.

## Trend of Total Payroll and Benefits Expenditures



## **Library Materials:**

The Library is dedicated to allocating a significant percentage of annual revenue to the acquisition of new materials. The Library believes that if it cannot purchase new and high-demand items, it will quickly lose relevance.

### **Physical Collection – Print:**

The Library’s material budget allows for the purchase of books for children, teens, and adults; reference books; and circulating and reference genealogy print material. Staff have moved to purchasing them in digital form for reasons of timeliness and cost-effectiveness.

### **Physical and Digital Collection – Audiovisual Materials:**

The Library’s material budget allows for the purchase of non-print media such as DVDs and spoken word and music on CDs. The Library provides access to downloadable music and audiobooks that customers can listen to on a computer, tablet, or smartphone. In addition, the Library subscribes to streaming video services. This year’s allotment shows an increase in funding to support the 20 percent increase in downloaded eAudiobook checkouts the Library experienced last year.

### **Physical and Digital Collection – Periodicals:**

The Library’s material budget allows for the purchase of physical magazine and newspaper subscriptions within each location, as well as a digital collection through Flipster and OverDrive, which provide access to online magazines 24 hours a day, 7 days a week, including many popular titles.

### **Digital Collection:**

The Library’s material budget allows for the purchase or licensing of individual Electronic Books (eBooks), which are titles that are licensed or purchased individually and are intended and formatted to be read on computers, smartphones, tablets, or other eBook reading devices. The eBook format can be accessed from anywhere and is available 24 hours a day, 7 days a week. The Collection Development librarians dedicate a significant amount of time to curating and rotating displays that highlight the digital children, teen, and adult collections.

The Library’s material budget also allows for the subscription to several popular online databases and services including *Live Homework Help from Tutor.com*, *Peterson’s Test and Career Prep*, *Missouri Legal Forms*, *VetNow for Veterans* and *CultureGrams*. The Library, in partnership with Literacy KC and the Kansas City Public Library, continues to offer an accredited high school diploma through Excel Adult High School. This program enables customers who did not earn a high school diploma to do so through an accredited school and to learn career skills that ready them for the job market.

Part of the expenditures may be funded by any allocations made through the State of Missouri Athletes and Entertainers Tax.

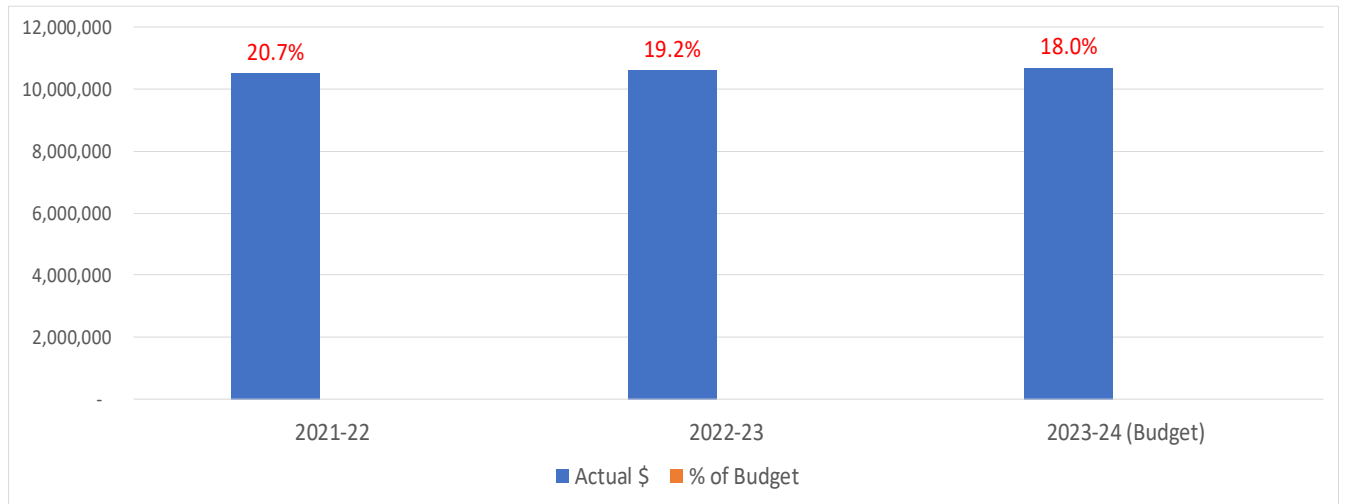
**Microfilm:**

The Library’s materials budget allows for the purchase of magazines and newspapers on microfilm, census microfilm, and microfiche. Generally, the Library believes that microforms are losing importance as a delivery method of most archival information. The sole exception are genealogy resources, where microforms are still heavily used.

**Library Material Processing:**

In addition to acquiring physical and digital content, the Library’s material budget allows for the processing costs associated with obtaining and creating the online catalog records for the Library’s books and other materials, the pre-processing and shipping of many items, and the platform fees for *OverDrive* and the RDA Toolkit.

**Library Material Expenditures with the Percentage of Total Operating Expenditures**



## **Library Programs**

### **Live Programs for Adult and Youth**

Through branch programming, the Library delivers the bulk of its programming opportunities, striving to create opportunities that are as dynamic as the range of communities served, connecting the Library with a wide variety of audiences and interest areas. Branch programming delivers programs in a wide range of subjects, including STEAM (science, technology, engineering, arts, and math), local history, social issues, literacy-based storytimes, storytelling, English Language Learning (ELL), music, and many more. Library special events are large system-wide opportunities that make a regional impact. Examples of special events include LitUp, a teen book festival; Veterans Salute; Romance GenreCon; and the Mid-Continent Public Library Spelling Bee, among others.

Included in this budget are some major community engagement programs in the form of Library-By-Mail for the homebound, Book Group Services for in-system branches as well as for small libraries across the state of Missouri, and adult reading programs, such as the increasingly popular Winter Reading Challenge. This budget covers all the supplies, postage, and promotional materials Library-By-Mail needs to serve homebound customers who cannot otherwise access materials at their local branch. In addition, Book Group Services purchases sets of discussable titles and organizational supplies that help book group facilitators provide quality discussions. This budget also covers staff trainings in readers' advisory, including the system-wide Readers' Advisory Certification Program, which is open to staff at every level.

The annual Summer Library Program is specifically designed to encourage families to build a habit of reading to maintain children's reading levels over the summer. This is a 12-week program for all ages that offers children and teens the opportunity to earn up to three books for their home library. Adults are also encouraged to participate to model the importance of reading to the youth in their lives.

The Library will continue to provide quality early literacy experiences for children 0-5 years old to help them develop the skills needed to be prepared to learn to read. This initiative is supported by storytime programs and outreach partnerships with childcare centers.

Reading initiatives for children and teens will focus on the continued development of literacy skills through programs, including book groups. These programs will provide an opportunity for youth to build critical thinking and ability to verbally express ideas, relating topics to themselves and others.

A total amount of \$736,100 is budgeted under this category for the fiscal year 2023-2024 for supplies, prize books/items, program presenters, and critical annual licensing fees.



**Mission Enhanced Programs**

**Budget 2023-24**

	<u>General Fund</u>	<u>Community Foundation Fund</u>
Culinary Center	\$ 80,750	
Event Spaces	44,200	
Reading Rocket	28,500	
Square One	31,950	
Story Center	45,800	
Genealogy Programs		36,000
Total	\$ 231,200	\$ 36,000

**Culinary Center:**

Mid-Continent Public Library’s Culinary Center at Green Hills Library Center builds the capacity of individuals and organizations to learn about food, foodways, and the food industry. It has a dual approach to food education: first, it helps Library customers learn about food and cooking, and to learn through food and cooking. Second, it helps educate, launch, and grow startup food businesses.

The majority of its budget will be allocated to food program costs for culinary literacy programs. These would primarily include contracted programs with third-party presenters and would include some program supplies for in-house programs. This budget should allow for at least 84 or more culinary literacy programs in the fiscal year.

The remainder of this budget would be allocated to food business programs and allow for 30 or more programs offered to start up food businesses. Many of those programs would occur during the annual Food Business Conference.

Items budgeted under facilities correlate directly to equipment and services required to maintain a commercially licensed food establishment. Some services needed for food establishments are required by city code to be performed by a licensed third-party service provider. Some required maintenance will be performed by Culinary Center staff with equipment suitable for food commercial establishments.

Items budgeted for contracted services include maintenance, cleaning, and inspections that will be required for a licensed commercial kitchen. Plumbing and ventilation services are especially important to remain compliant.

Culinary Center staff will be required to maintain up-to-date food service trainings. The Culinary Center will be required to maintain a health permit with Kansas City Missouri Health Department. The Culinary Center has budgeted for education, conferences, and memberships in the account code 5470, Conference, Training & Travel, to further enhance its ability to serve customers who are learning about food or who are learning to start food businesses.

## **Event Spaces:**

The Event Spaces staff at Mid-Continent Public Library operates two special event facilities: the Community Hall adjacent to the Midwest Genealogy Center and the Auditorium on the Woodneath Library Center campus. The budget will pay for its cleaning, supplies, maintenance, and marketing/promotion.

The Event Spaces has seen an increase in both internal and external bookings and interest continues to grow as more people attend events and see both facilities.

In the Midwest Genealogy Center's Community Hall, the Library expects to see at least one large event (200-400 attendees) every other month, two mid-size events (100-199 attendees) each month, and three small (under 100 attendees) meetings per month.

In the Woodneath Library Center's Auditorium, the Library expects to host at least one large event (200-336 attendees) every other month, at least one mid-size event (80-150 attendees) each month, and smaller meetings (under 80 attendees) twice a month.

## **Reading Rocket:**

The Reading Rocket, the Library's mobile family literacy vehicle, continues to expand access to literacy and STEAM programming, Library resources, and Forever Books to the communities where families and care facilities have limited or no access to the Library branches.

As of March 31, 2023, the Reading Rocket has welcomed 8,837 visitors to 185 individual events and given away 7,837 Forever Books to help build home libraries. The Rocket made stops at local food pantries and charities, daycares and camps, back-to-school celebrations, low-income neighborhoods, and care facilities around Clay, Jackson, and Platte Counties.

The budget request includes monies allocated for literacy and STEAM programming equipment for the new Reading Rocket, marketing materials to launch the new vehicle in late 2023, maintenance needs for the vehicles, and the money to complete the new Reading Rocket build project in accordance with the signed contract with Farber Specialty Vehicles.

## **Square One Small Business Services:**

Square One Small Business Services at the Colbern Road Library Center exists to serve the needs of entrepreneurs and career seekers, by offering educational programs, individual consultations, and community resource referrals.

With continued and increased funding, the goal is for Square One to extend its impact through programming expansion for diverse audiences to broaden inclusivity of its tri-county customer base.

## **The Story Center:**

Located in the historic Woodneath home at the Woodneath Library Center, The Story Center provides services and resources to help people create stories, share those stories, and connect with the stories of others. Since July 1, 2022, the Story Center has offered 79 virtual or in-person public programs attended

by 1,360 people. Approximately half of these programs fulfill requirements for the oral or written tracks of the Storytelling Certificate Program. This year's budget will be used for the Certificate Program, for annual events such as the Local Author Fair, Publishing Week, and Story Camp, and to enhance digital storytelling.

To fulfill the “share” and “connect” parts of its mission, The Story Center also provides services and resources to help writers publish their work. Part of its budget will be used for a community-based publication project for Woodneath Press, which empowers customers to print paperback books for a nominal charge.

### **Genealogy Programs:**

In addition to quality in-house programming, developed and taught by Library staff, Midwest Genealogy Center seeks out expert and talented presenters in the fields of genealogy and local history. For the FY 2023-2024, we are planning to invite at least one local and one national speaker per month. Additional speakers may be scheduled for special occasions such as Family History Month in October. Midwest Genealogy Center also organizes and hosts large-scale genealogy events throughout the year, such as the Fall Lock-In, Spring Seminar, and a Summer Family Fun Day. These events have proven to be very successful, not only attracting current customers but also bringing in new customers and attention from across the Midwest region.

Funding for all those genealogy programs/events will be provided by the Community Foundation Fund next year.

## Technology

The goal of the Library’s technology budget is to enhance or create new services to better serve the educational, recreational, and informational needs of Library customers.

The technology budget allows the Library to effectively manage and secure the software, servers, and network used to provide technology services to our customers. These services include our self-checkout machines, public access computers, free Wi-Fi in branch, Wi-Fi To Go, and Chromebook To Go devices for use at home.

Good data connections between branches and to the internet is essential to providing great service and support. All Library branches are connected to the internet via fiber connections provided by AT&T and Bluebird networks. This year these connections will get substantial speed increases to meet the demand of our in-branch public access computers and free Wi-Fi users.

The additional technology enhancements and updates included in this budget are in the form of new desktop computers and laptops, improved internet and Wi-Fi speeds, updated apps, and new tools for collaboration.

Most importantly, the Library understands the library environment is changing substantially. A traditional library was frequently defined and limited by its building and the availability of the collection found in its four walls. Contemporary Library customers are frequently much more concerned with the ability to access services how they want them, when they want them, and even where they want them. Responding to this call for access, the Library has invested heavily in its Virtual Branch and online services. Through technology, the Virtual Branch provides excellent services to the Library’s customers 24 hours a day, 7 days a week and is essential to our “Access Your World” brand message.

Identified projects or purchases for the fiscal year 2023-2024 are summarized below with the funding account numbers in General Fund:

### Library’s Technology Budget for FY 2023-2024

<b><u>Projects/Purchases</u></b>	<b><u>Budget</u></b>	<b><u>Funding Account</u></b>
Contracted service and repair	\$ 155,000	01-5330
Data center Backup & Recovery	146,620	01-5330
New PCs and upgrade	315,000	01-5330
Application software	372,750	01-5330
Library service operating system and apps	819,330	01-5330
Network and systemwide support	399,900	01-5330
Public Internet + hot spot	187,000	01-5570
Staff devices and services	79,100	01-5570
Data connections	526,700	01-5570
Total:	\$ 3,001,400	

## Operating Budget for Building Maintenance and Improvement:

The expenditure items covered under this operating budget include equipment, fixture, repair and maintenance, landscaping, cleaning, and other services that will improve or maintain the value of Library facilities, but generally not being considered as major capital replacement. The funding for this plan is from the General Fund.

### General Fund's Building Maintenance Plan for FY 2023-2024

	<u>Budget</u>
<b>Building Repair and Maintenance Account 01-5660</b>	
HVAC	\$ 23,800
Lighting	54,500
Roofs	67,700
Office moving and painting	8,000
Maintenance work orders	277,500
HQ building maintenance	33,400
HQ fire system replacement	181,400
Parking lot maintenance	53,000
Branch facility maintenance and special requests	263,500
Building inspections	<u>92,200</u>
	1,055,000
<b>Contracted Services Account 01-5450</b>	
Landscaping	391,400
Snow removal	179,000
Pest control	40,000
Property management solution	12,000
Building cleaning services	<u>1,077,900</u>
	1,700,300
<b>Total Building Maintenance</b>	<b>\$ 2,755,300</b>

## Capital Project Fund

### Fund Description:

The Capital Project Fund is used to account for financial resources set aside for special one-time expenses of purchase of major capital assets and/or the construction and renovation of Library properties. The revenues for this fund are derived from transfers from the General Fund, special taxes, investment income, sales of real properties, grants, and contributions. The voter-approved mandate to improve Library services and facilities funded through "Proposition L" in 2016 also provides resources in this fund.

Budgetary control over individual projects is established on a project basis for the life of the project and lapses only when the project is reduced or closed out by Board actions. However, any remaining unrestricted project fund balance at the end of the fiscal year is re-appropriated at the beginning of each year and included in the annual budget.

In FY 2014-15, the Library Board approved a Facilities Assessment and Capital Plan to maintain and guide the development of 31 branches, ensuring the Library's ability to provide first-class services and remain a vital part of the community. Then in FY 2016-17, the Library engaged the SDA+Helix design team to enhance and further detail the Library's Facilities Assessment and Capital Plan from 2014. This revised Plan estimated the total cost of the projects to be \$113.2 million and included three potential additional projects that would increase the Plan's cost above its initially planned amount. Two of these projects were eventually accepted (the Grandview and Lee's Summit Branch plans), and one was rejected (the Red Bridge plan).

In 2017, JE Dunn was hired as the Construction Manager, adopting the "Construction Manager At-Risk" building delivery model. The following year saw the development of an accelerated construction schedule, funded by Certificates of Participation bonds, to complete all projects within six calendar years. In 2022, the Library partnered with the City of Riverside for an additional project to build a new Riverside Branch.

Since this initial planning phase in 2017, the Capital Plan's budget has been subject to increases caused by alterations to the scale of various projects, including the decision to construct the new library in the City of Riverside. Taking into account these changes, the Capital Plan's total estimated cost is now projected to be \$131.9 million.

In addition, the delivery of a new Reading Rocket vehicle has been delayed and the Library has to carry over last year's budget to the new fiscal year.

## Capital Plan Progress

<u>Building</u>	<u>Scope</u>	<u>Planned Start</u>	<u>Planned Finish</u>	<u>Status June 2021</u>
Antioch	Remodel	Jun-18	Nov-18	Complete
Blue Springs North	Remodel	Oct-19	Dec-19	Complete
Blue Springs South	Remodel	Jul-18	Nov-18	Complete
Buckner	Remodel	Sep-19	Nov-19	Complete
Camden Point	Minor Remodel	Nov-18	Jan-19	Complete
Claycomo	Minor Remodel	Dec-18	May-19	Complete
Colbern Road	New	Apr-20	May-21	Complete
Dearborn	Minor Remodel	Nov-18	Jan-19	Complete
Edgerton	Minor Remodel	Nov-19	May-19	Complete
Excelsior Springs	Remodel	Jun-18	Nov-18	Complete
Grandview	Major Remodel	Aug-20	Feb-21	Complete
Kearney	Remodel	Nov-18	Jun-19	Complete
Withers	Replace-New	Nov-19	Aug-20	Complete
Lone Jack	Remodel	Oct-18	Jan-19	Complete
Midwest Genealogy	Addition	Aug-18	Jun-19	Complete
East Lee's Summit	New	Apr-19	Mar-20	Complete
North Independence	Minor Remodel	Sep-19	Nov-19	Complete
Oak Grove	Minor Remodel	Jul-18	Oct-18	Complete
Parkville	Remodel	Jul-20	Oct-20	Complete
Platte City	Minor Remodel	Sep-18	Nov-18	Complete
Raytown	Remodel	Aug-19	Dec-19	Complete
Red Bridge	Major Remodel	Mar-19	Aug-19	Complete
South Independence	Remodel	Oct-20	Jan-21	Complete
Weston	Minor Remodel	Jul-18	Sep-18	Complete
Blue Ridge	Remodel	Apr-21	Oct-21	Complete
Green Hills	Replace-New	Apr-21	May-22	Complete
Grain Valley	Replace-New	Apr-22	Jul-23	In-Process
Lee's Summit	Major Remodel	Jul-21	May-22	Complete
East Independence	New	Jul-22	Mar-24	In-Process
North Oak	Replace-New	Nov-21	Jul-23	In-Process
Riverside	Replace-New	May-22	May-24	In-Process
Smithville	Minor Remodel	May-22	Jan-23	Complete
Woodneath	Addition	Oct-20	May-22	Complete

Note: All dates beyond June 2023 are tentative and based on best estimates

- Minor remodel = standard building maintenance, furniture, fixture, and equipment upgrades
- Remodel = all the above but also includes increased scope, including collaboration rooms
- Major remodel = a “gut and replace” remodel that is tantamount to a “new building”
- Addition = a large programming space/auditorium addition



## Capital Project Fund Detail Statement of Revenues and Expenditures

	Project to date as of <u>6/30/2023</u>	<u>2023-24 Budget</u>
<b>Revenues</b>		
03-3800-00 Other Revenue (Woodneath TIF)		<u>500,000</u>
<b>Total Revenues</b>		<b>500,000</b>
<b>Capital Expenditures</b>		
03-5300-00 Reading Rocket vehicle	176,330	<b>170,000</b>
03-7010-00 Capital Plan		
Construction and Preparations		<b>14,600,000</b>
Design and FF&E		<b>1,430,000</b>
Owner's representative		<b>180,000</b>
Moving and Storage		<b>240,000</b>
<u>Property acquisition</u>		<u>-</u>
Total for the Capital Plan	115,479,898	<b>16,450,000</b>
<b>Total Expenditures</b>		<b>16,620,000</b>
<b>Revenue over/(under) Expenditure</b>		<u><b>(16,120,000)</b></u>
Transfers & Others		
Transfer in		<b>9,350,000</b> <sup>(1)</sup>
Net Investment Return		<b>230,000</b>
<b>Net Change to Fund Balance:</b>		<u><b>(6,540,000)</b></u>
Beginning Fund Balance		<b>7,231,700</b>
Ending Fund Balance		<b>691,700</b>

(1) \$9,000,000 for Capital Plan and \$350,000 for future capital maintenance needs

## Debt Service Fund

### Fund Description:

This fund was established to account for debt principal repayment and interest of Series 2018 Certificates of Participation, issued on May 16, 2018. The total amount of bond proceeds was \$80,574,567.50, with a total par amount of \$72,925,000 and a total net premium of \$7,649,567.50.

The funding source of annual payment is from the General Fund, subject to annual appropriation by the Library Board.

	<b>Budget</b>
	<b><u>2023-24</u></b>
<b>Revenues:</b>	
Property Taxes	\$ 6,560,000
<b>Expenditures:</b>	
Debt Service	6,573,000
<b>Excess (Deficiency) of Revenues Over (Under)</b>	
<b>Expenditures:</b>	<u>(13,000)</u>
Beginning Fund Balance	20,497
Ending Fund Balance	<u>\$ 7,497</u>

**Debt Service Schedule**  
**Certificates of Participation Series 2018**

<b>Period</b>	<b>Ending</b>	<b>Principal</b>	<b>Coupon</b>	<b>Interest</b>	<b>Debt Service</b>
6/30/2019	\$	3,925,000	5.00%	\$ 2,652,210	\$ 6,577,210
6/30/2020		3,245,000	5.00%	3,326,981	6,571,981
6/30/2021		3,410,000	5.00%	3,164,731	6,574,731
6/30/2022		3,580,000	5.00%	2,994,231	6,574,231
6/30/2023		3,760,000	5.00%	2,815,231	6,575,231
<u>6/30/2024</u>		<u>3,945,000</u>	<u>5.00%</u>	<u>2,627,231</u>	<u>6,572,231</u>
6/30/2025		3,650,000	5.00%	2,429,981	6,079,981
* 6/30/2026		3,650,000	5.00%	2,247,481	5,897,481
6/30/2027		3,650,000	5.00%	2,064,981	5,714,981
6/30/2028		3,650,000	5.00%	1,882,481	5,532,481
6/30/2029		3,650,000	5.00%	1,699,981	5,349,981
6/30/2030		3,650,000	5.00%	1,517,481	5,167,481
6/30/2031		3,645,000	5.00%	1,334,981	4,979,981
6/30/2032		3,645,000	5.00%	1,152,731	4,797,731
6/30/2033		3,645,000	5.00%	970,481	4,615,481
6/30/2034		3,645,000	5.00%	788,231	4,433,231
6/30/2035		3,645,000	4.00%	605,981	4,250,981
6/30/2036		3,645,000	5.00%	460,181	4,105,181
6/30/2037		3,645,000	4.00%	277,931	3,922,931
6/30/2038		<u>3,645,000</u>	<u>3.63%</u>	<u>132,131</u>	<u>3,777,131</u>
	\$	72,925,000		\$ 35,145,654	\$ 108,070,654

\* early payoff: \$43,760,000

## Special Revenue Fund

### Fund Description:

Through its fundraising and development efforts, the Library receives a variety of significant private and governmental contributions throughout the year. These revenues are restricted for special purposes in accordance with the Library’s mission, vision, and values. In addition to accepting special revenues through the Library’s charitable account, other avenues exist for donors to support the Library. More specifically, donors can support the Library through Truman Heartland Community Foundation and the Mid-Continent Public Library Foundation. These entities are governed independently and accept, manage, and regularly report fundraising activities to the Library.

**The Community Foundations Fund** of the Special Revenue Fund currently has seven sub funds: MCPL General Fund; MCPL Midwest Genealogy Center Capital Fund; MCPL Midwest Genealogy Center Program Fund; James A. Leathers Scholarship Fund; The Story Center Campaign Fund; and MCPL Summer Reading Endowment Fund.

### Community Foundation Fund – Detail Statement of Revenues and Expenditures

	<u>Actual</u> <u>2021-22</u>	<u>Actual</u> <u>20022-23</u>	<u>Budget</u> <u>2023-24</u>
<b>Revenues:</b>			
Grants and contributions	\$ 16,154	\$ 33,000	\$ 2,000
Investment income	(12,697)	(1,480)	(2,450)
<b>Total Revenues</b>	<b><u>3,457</u></b>	<b><u>31,520</u></b>	<b><u>(450)</u></b>
<b>Expenditures/Transfer out:</b>			
Library operations/transfer out	-	-	(47,900)
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>3,457</u></b>	<b><u>31,520</u></b>	<b><u>(48,350)</u></b>
Beginning fund balance	344,163	347,620	378,140
Ending fund balance			
Library General	\$ 186,984	\$ 187,984	\$ 189,484
Genealogy Capital Campaign	21,146	21,266	21,416
Genealogy Programs	35,033	36,833	4,333
Summer Reading Program*	66,932	95,932	94,732
Story Center	<u>37,525</u>	<u>36,125</u>	<u>19,825</u>
<b>Total Ending Balance</b>	<b>\$ 347,620</b>	<b>\$ 378,140</b>	<b>\$ 329,790</b>

\*Up to 5% of the fund may be distributed, as long as the fund balance is over \$25,000.

**The Grant and Gift Fund** of the Special Revenue Fund comprises proceeds from grants and/or restricted gifts made directly to the Library for specific purposes or projects. Examples of funders in this category include Library Services and Technology Act (LSTA) grant funds awarded by the Missouri State Library, competitive federal grants from the Institute of Museum and Library Services (IMLS) and National Endowment for the Humanities (NEH), grants from private foundations (including the MCPL Foundation), corporations, and significant gifts from individuals. Expenditures are subject to the disbursement schedule of grant funds and the mutually agreed upon budget items as outlined in the approved funding proposals. In addition, the Library Lovers program (MCPL’s self-sustaining affinity program managed by the MCPL Development staff) provides annual revenue through member participation.

**Grant and Gift Fund – Detail Statement of Revenues and Expenditures**

	<u>Actual</u> <u>2021-22</u>	<u>Actual</u> <u>2022-23</u>	<u>Budget</u> <u>2023-24</u>
<b>Revenues:</b>			
Grants and Contributions	\$ 606,894	\$ 400,000	\$ 562,675
<b>Expenditures:</b>			
Library programs	<u>(323,914)</u>	<u>(275,000)</u>	<u>(516,050)</u>
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<u>282,980</u>	<u>125,000</u>	<u>46,625</u>
Beginning Fund Balance	\$ 176,941	\$ 459,921	\$ 584,921
Ending Fund Balance	<u>\$ 459,921</u>	<u>\$ 584,921</u>	<u>\$ 631,546</u>

**James A. Leathers Scholarship Fund** of the Special Revenue Fund was established by the Library Board to provide funds to a student working toward a graduate degree in Library Science. The guidelines are as follows:

1. Missouri resident
2. Financial need
3. Scholastic ability and achievement
4. Full-time student
5. Must be interested in entering the public library field

Distribution of funds depends on availability and candidates' qualifications. The Library Board decides annually whether to award the scholarship.

**James A. Leathers Scholarship Fund – Detail Statement of Revenues and Expenditures**

	<u>Actual</u> <u>2021-22</u>	<u>Actual</u> <u>2022-23</u>	<u>Budget</u> <u>2023-24</u>
<b>Revenues:</b>			
Grants and contributions	\$ 68	\$ 2,000	\$ 2,000
Investment income	<u>25</u>	<u>101</u>	<u>100</u>
<b>Total Revenues</b>	<u><b>93</b></u>	<u><b>2,101</b></u>	<u><b>2,100</b></u>
<b>Expenditures:</b>			
	(2,000)	-	(2,000)
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<u><b>(1,907)</b></u>	<u><b>2,101</b></u>	<u><b>100</b></u>
Beginning Fund Balance	14,111	12,204	14,305
Ending Fund Balance	<u>\$ 12,204</u>	<u>\$ 14,305</u>	<u>\$ 14,405</u>

## Permanent Fund

**Genealogy Endowment Fund** is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes of providing additional support for the Midwest Genealogy Center. This specifically includes but is not limited to: 1. support of the genealogy circulating collection, and 2. support of the family research collection. The expenditures may be made at the sole discretion of the Library administration from the income of the fund. One-third of the income produced by the fund in any fiscal year shall be added to the corpus of the fund.

**Story Center Endowment** was established as a term of acceptance of the National Endowment for the Humanities Challenge Grant awarded to the Library in 2015. The Story Center Endowment will house resources that are legally restricted to the extent that only earnings, not principal, may be used for the purpose of acquiring new materials for The Story Center Collection. All interest earned on The Story Center Endowment Fund will be reinvested into the fund until the corpus reaches \$100,000 or annual interest totals \$4,000.

### Genealogy Endowment Fund Detail – Statement of Revenues and Expenditures

	<u>Actual</u> <u>2021-22</u>	<u>Actual</u> <u>2022-23</u>	<u>Budget</u> <u>2023-24</u>
<b>Revenues:</b>			
Grants and contributions	\$ 55,000	\$ -	\$ -
Investment income	<u>(7,836)</u>	<u>(1,950)</u>	<u>(1,450)</u>
<b>Total Revenues</b>	<b><u>47,164</u></b>	<b><u>(1,950)</u></b>	<b><u>(1,450)</u></b>
<b>Expenditures:</b>			
	-	-	-
<b>Excess (Deficiency) of Revenues Over (Under)</b>			
<b>Expenditures:</b>	<b><u>47,164</u></b>	<b><u>(1,950)</u></b>	<b><u>(1,450)</u></b>
Beginning Fund Balance	97,371	144,535	142,585
Ending Fund Balance			
Genealogy Endowment	43,881	43,931	43,981
Story Center Endowment	<u>100,654</u>	<u>98,654</u>	<u>87,154</u>
<b>Total Ending Balance:</b>	<b><u>\$144,535</u></b>	<b><u>\$142,585</u></b>	<b><u>\$141,135</u></b>



## Internal Service Fund – Self-Funded Health Insurance

### Fund Description

This fund is used to account for the expenses of health claims, plus related fixed fees and access fees. The Library has adopted a four-tier premium model called “Cost-Plus,” offered by Blue Cross Blue Shield of Kansas City. This funding model allows the Library to take on the risks and rewards around the Library’s claims experience. The insurance company maintains fiduciary responsibility, and the Library’s risk can be decreased by purchasing reinsurance and maintaining an adequate reserve fund. The Library’s contribution to this fund is from the General Fund’s payroll and benefit budget.

### Health Insurance Fund – Detail Statement of Revenues and Expenditures

	Actual 2021-22	Actual 2022-23	Budget 2023-24
Revenues:			
Library's contribution	\$ 3,114,000	\$ 3,447,000	\$ 4,100,000
Employees' and retirees' contribution	549,890	383,000	420,000
<b>Total Revenues</b>	<b>3,663,890</b>	<b>3,830,000</b>	<b>4,520,000</b>
Expenditures:			
Administrative fees	87,938	98,480	115,640
Stop loss cost	1,011,283	1,132,520	1,329,860
Claims expenses	2,753,499	2,900,000	3,295,500
<b>Total Expenses</b>	<b>3,852,720</b>	<b>4,131,000</b>	<b>4,741,000</b>
Excess (Deficiency) of Revenues Over (Under)			
<b>Expenditures:</b>	<b>(188,830)</b>	<b>(301,000)</b>	<b>\$ (221,000)</b>
Beginning Fund Balance	1,478,357	1,289,527	988,527
Ending Fund Balance	<u>\$1,289,527</u>	<u>\$988,527</u>	<u>\$767,527</u>

## Schedule of Service Locations

**June 30, 2023**

<b>Branch Libraries</b>	<b>Address</b>	<b>Owned (O) Leased (L)</b>	<b>Square Feet</b>	<b>Open Hours per Week</b>
Antioch	6060 N. Chestnut Ave. Gladstone, MO 64119	O	22,783	69
Blue Ridge	9253 Blue Ridge Blvd. Kansas City, MO 64138	O	21,280	69
Blue Springs North	850 NW Hunter Drive Blue Springs, MO 64015	O	15,204	69
Blue Springs South	2220 S. 7 Hwy. Blue Springs, MO 64014	O	17,896	69
Buckner	19 E. Jefferson St. Buckner, MO 64016	O	5,518	61
Camden Point	401 Hardesty St. Camden Point, MO 64018	O	3,080	55
Claycomo	309 NE 69 Hwy. Claycomo, MO 64119	O	9,733	61
Colbern Road	1000 NE Colbern Road Lee's Summit, MO 64086	O	35,000	69
Dearborn	206 Maple Leaf Ave. Dearborn, MO 64439	O	3,080	55
East Lee's Summit	2240 SE Blue Parkway Lee's Summit, MO 64063	O	18,500	69
Edgerton	404 Frank St. Edgerton, MO 64444	O	3,013	55
Excelsior Springs	1460 Kearney Road Excelsior Springs, MO 64024	O	10,133	69
Grain Valley	101 SW Eagles Parkway Grain Valley, MO 64029	L	7,000	61

(Continued)

## Schedule of Service Locations

**June 30, 2023**

<u>Branch Libraries</u>	<u>Address</u>	<u>Owned (O) Leased (L)</u>	<u>Square Feet</u>	<u>Open Hours per Week</u>
Grandview	12930 Booth Ln Grandview, MO 64030	O	17,527	69
Green Hills	8581 N Green Hills Kansas City, MO 64154	O	35,000	69
Kearney	100 S. Platte Clay Way Kearney, MO 64060	O	15,000	69
Lee's Summit	150 NW Oldham Pkwy. Lee's Summit, MO 64081	O	22,500	69
Lone Jack	211 N. Bynum Road Lone Jack, MO 64070	O	7,500	61
Midwest Genealogy Center	3440 S. Lee's Summit Road Independence, MO 64055	O	67,000	67
North Independence	317 W. 24 Hwy. Independence, MO 64050	O	45,952	69
North Oak	8700 N Oak Street Tfwy. Kansas City, MO 64155	O	15,580	69
Oak Grove	2320 S. Broadway St. Oak Grove, MO 64075	O	7,000	61
Parkville	8815 Tom Watson Pkwy. Parkville, MO 64152	O	17,664	69
Platte City	2702 N.W. Prairie View Road Platte City, MO 64079	O	15,638	61
Raytown	6131 Raytown Road Raytown, MO 64133	O	22,910	69
Red Bridge	453B E. Red Bridge Road Kansas City, MO 64131	L	14,352	69
Riverside	2700 N.W. Vivion Road Riverside, MO 64150	O	15,112	61
Smithville	120 Richardson St. Smithville, MO 64089	O	15,000	69

(Continued)

## Schedule of Service Locations

**June 30, 2023**

<u>Branch Libraries</u>	<u>Address</u>	<u>Owned (O) Leased (L)</u>	<u>Square Feet</u>	<u>Open Hours per Week</u>
South Independence	13700 E 35th Street Independence, MO 64055	O	17,887	69
Weston	18204 Library Drive Weston, MO 64098	O	7,244	57
Withers	1665 S Withers Road Liberty, MO 64068	O	18,500	69
Woodneath	8900 N. Flintlock Road Kansas City, MO 64157	O	35,000	69
Library-To-Go 1	Hillcrest Community Center 10401 Hillcrest Road Kansas City, MO 64134	L	150	76
Library-To-Go 2	Marlborough Community Center 8200 Paseo Blvd. Kansas City, MO 64131	L	150	47
Farview	18109 E 12th St N Independence, MO 64056	L	5,700	40