Board of Trustees Meeting Agenda

Renton Highlands Library
Wednesday, September 30, 2026
5:00 PM

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If you would like to speak during the Public Comment, please email BoardMeetingSupport@kcls.org by 4:00pm on February 28.

A. Call to Order

B. Approval of Agenda

C. Approval of Minutes - July 29, 2026

D. Public Forum

In the interest of time and to allow as many members of the public the opportunity to speak, comments are limited to three (3) minutes if speaking on one's behalf or five (5) minutes if speaking on behalf of a group or organization.

Commenters should refrain from using the public comment period to engage in speech or conduct that disrupts, disturbs or otherwise impedes the orderly conduct of a meeting, including derogatory remarks, profanity, or personal attacks.

E. Finance and Facilities Reports

1. Monthly Finance Report: Donna Zirkle
2. Ten-Year Facilities Plan: Donna Zirkle; Sam Meyer, Associate Director of Facilities and Distribution; Jill Eyres, Group 4 Architecture

F. Action Items

3. Approval of Monthly Expenditures (July and August)

G. Staff Reports

4. Riverview Region Report: Brian Candelori, Regional Manager

H. Board Committee Reports

Board of Trustees Meeting Agenda

Renton Highlands Library
Wednesday, September 30, 2026
5:00 PM

I. Trustees' Reports

J. Adjournment

King County Library System

Board of Trustees Meeting Minutes
KCLS Service Center/Hybrid | July 29, 2026, 5pm

Present

KCLS Board
Liz Callahan
Crystal Goodwin
Jeffery Guddat
Ranil Herath
Laura Valenziano

KCLS Staff
Maria Bassett
Angie Benedetti
BJ Colvin
Heidi Daniel
Lisa Fraser
Chase Gallagher
Angie Miraflor
Danielle Perry
Cecie Streitman
Lisa Yamasaki
Donna Zirkle

Motions Approved

1. Board Meeting agenda
2. June 24, 2026 Board meeting minutes
3. Payroll expenditures
4. Accounts Payable expenditures
5. Capital Project Fund expenditures

Call to Order

President Laura Valenziano called the meeting to order at 5:02pm. President Valenziano, Jeff Guddat, Crystal Goodwin, Ranil Herath, and Liz Callahan were in attendance in person. There was a quorum.

Approval of Agenda

Crystal Goodwin moved approval of the Board Meeting agenda. Liz Callahan seconded, and the motion passed unanimously.

Approval of Board Minutes

Ranil Herath moved approval of the June 24, 2026 Board Meeting minutes. Jeff Guddat seconded the motion. All voted in favor and the motion passed unanimously.

Public Comment

There was no public comment.

Finance and Facilities Report

Finance and Facilities Controller Erhiza Rivera presented the Finance report as of the end of June 2026. Year-to-date (YTD) revenues were $80.9M, against the yearly revenue budget of $155M, which is 52%. YTD expenses were $77.8M, which is 47% of the total expense budget of $165.4M. CIP expenses YTD at the end of June were $2.8M accounting for 22% of the total budget of $12.9M.

Following the monthly financial report, Erhiza provided an overview of investments at KCLS. She began by reviewing KCLS' investment policy, including its participation in the King County Investment Pool, and the pool's priority order of objectives: safety of principal, liquidity, then reasonable yield, reflecting the KCLS value of stewardship. Key terms (maturity, yield, and yield curve) were reviewed for context.

Average daily cash balances in the General Fund followed a cyclical pattern over the trailing 18 months, generally ranging from about $120 million to $165 million, with peaks occurring directly following the April and October property tax due dates.

The U.S. Treasury yield curve as of June 30, 2026 sat modestly above both the June 30, 2025 and March 31, 2026 curves across most maturities, reflecting somewhat higher yields at the longer end (approaching 5% at 30 years) compared to a year earlier.

Total pool assets were approximately $10.7 billion. King County holds the largest share at 50% ($5.35 billion), followed by other participating districts at 38% ($4.06 billion), Harborview Medical Center at 7%, Seattle School District at 4%, and KCLS at 1% ($152.7 million).

As of June 30, 2026, the pool's sector allocation was: Agency Mortgages 22.28%, U.S. Treasury 19.52%, Washington State LGIP 19.11%, Supranational Agencies 13.94%, Corporate Notes 13.10%, Commercial Paper 8.76%, Repurchase Agreements 1.87%, Federal Agency 1.26%, and Cash and Equivalents 0.16%.

Monthly net interest earnings over the past year ranged roughly between $416,000 and $617,000, with the net earnings rate fluctuating between about 4.09% and 4.54%. June 2026 net interest earnings were $494,935 at a 4.20% net earnings rate.

Approval of Monthly Expenditures

Crystal Goodwin moved approval of Payroll expenditures for June in the amount of $3,715,900.44: (6/05) Ck#00202806-00202815; 275693874-275702045; (6/18) Ck#00202816-00202823; 282780846-282782017. **Liz Callahan seconded, and the motion passed unanimously.**

Jeff Guddat moved approval of the Accounts Payable expenditures for June in the amount of $6,064,313.61: Travel Advances – Ck#1585-1591; (6/11) Ck#5016362-5016363; 1166763-1166861; (6/18) Ck#1166862-1166969; 5016364-5016393; (6/25) Ck#5016394-5016426; 1166970-1167119; (6/30) Ck#1167120-1167213; (7/06) Ck#1167214-1167319; 5016427-5016430. Voids – 0. **Ranil Herath seconded, and the motion passed unanimously.**

Crystal Goodwin moved approval of the Capital Project Fund expenditures for June in the amount of $79,084.47: (6/26) Ck#3090105; (63/27) Ck#3090106. **Liz Callahan seconded, and the motion passed unanimously.**

King County Library System

Board of Trustees Meeting Minutes
KCLS Service Center/Hybrid | July 29, 2026, 5pm

Staff and Director's Reports

KCLS Foundation Update

KCLS Foundation Executive Director Lisa Yamasaki provided an update including an overview of the Foundation's recently published 2025 Annual Report. During 2025, the Foundation reported total giving to KCLS of $3,690,803 in grants and in-kind donations in 2025, including:

- $1,487,526 in Advance and Agility Grants
- $1,713,600 in-kind software donation from Microsoft
- $275,000 to Mobile Services' Library2Go! Bookmobile
- $157,677 Mellon Grant (Year 2 of 5)
- $57,000 in Corporate and Government Program Support

Advance and Agility Grants spanned the four priority funding areas:

- **Accessibility and Inclusion (32.3%):** Wi-Fi hotspots and laptops, Connecting Older Adults Online, Friends Day 2025, PRIDE giveaway books andWriters of Color Author Series
- **Community Services and Outreach (32.4%):** Peers in Libraries, supportive services to unhoused patrons, the Welcoming Centers
- **Library Innovation (2.2%):** Grant Portal 2.0, WA Discover Pass
- **Lifelong Literacy and Learning (33.1%):** Summer Book Bingo, FAFSA College Success, Raising a Reader, Rewind Adult Reading Challenge, Study Zone, Summer Reading Program, and support for Grade Level Reading (OTTER and Sasquatch Award)

Lisa talked about some of the successful programs from 2025 including the Literary Lions Gala and KICK IT with KCLS Foundation at a Seattle Sounders game. She talked about the rebranded author series called Live Pages, and the Love Letters to Libraries campaign. She asked the Board and guests to save the date for the Foundation's upcoming Trivia Night, scheduled for October 16, 2026, at Pickering Barn in Issaquah. The event will feature food, drinks, and raffle prizes, plus a visit from the newly Foundation-funded Library2Go bookmobile. Proceeds support KCLS programs and services.

Quarterly Director's Report

Executive Director Heidi Daniel presented the Director's Report for the second quarter of 2026 (April through June).

As a recap from the first quarter report, a strong 2025 fiscal outcome (reserves were not drawn on as expected) gives KCLS flexibility in 2026 to thoughtfully lay groundwork for its long-term future ahead of a future levy lid lift. Five priorities guide the year: clarifying direction and purpose; establishing service

foundations; planning for physical futures; deepening community engagement; and implementing major operational changes.

The key accomplishments from Q2 of 2026 include:

- **Elevating Customer Experience:** The Preston Sorting Center was decommissioned June 12, replaced by the new Central Sorter in Renton on June 14; impact on patron experience will be evaluated in six months using before/after data. The KCLS website was refreshed for navigation and appearance. The new staffing model, roughly two years in development, is substantially complete and will launch this fall, followed by a six month evaluation.
- **Enhancing Staff Experience:** Regional Staff Days were held across all nine regions, with KLT attending each to present initiatives and hold Q&A with small staff groups. KCLS recently launched an internally developed Program Attendance Tool which has received positive early feedback.
- **Reimagining Spaces:** The Kent Library remodel remains on schedule; the core project team was selected and the floor plan finalized. A community survey on the children's area design drew over 400 responses.
- **Unifying Internal Processes:** New internal communications workflows were introduced with the addition of an Internal Communications Strategist. The 2027 budget process is underway and being refined. A contractor was hired to lead an overhaul of KCLS' policy and procedure organization, with completion expected by end of Q3.

Most metrics are trending positively on the quarterly dashboard. Attendance per program is down from 2025 (excludes July/August summer programming), though overall attendance and number of programs run are both up. Net Promoter Score is 84 against a goal of 80; post program "learned something new" and "sense of connection" scores are 87 and 78, against benchmarks of 80 and 70. Market penetration (active households) is approximately 47 percent, roughly even with 2025; the target is to hold steady near 50 percent, with a re-engagement campaign for inactive cardholders planned for next quarter.

King County Executive Girmay Zahilay and his daughter attended the Kaleidoscope Play and Learn event at Tukwila Library; Heidi met with him during the event. Heidi also met with new Sammamish Mayor Josh Amato later in the quarter.

Heidi was elected Urban Libraries Council (ULC) Board Chair by a group of her peers in June. She attended the ALA Conference, meeting with vendors, including OverDrive's new CEO. She delivered the keynote address at the Evergreen Conference (KCLS' open source Integrated Library System vendor). She also sat on a panel at the International Public Library Fundraising Conference alongside other library directors and ULC CEO Brooks Rainwater. Other activities included meeting with the Friends of Skyway Library, New Trustee Orientation, and an AI Listening Session for community leaders.

Program Highlights for Q2 include:

- **Juneteenth:** Second year at Federal Way Library, in partnership with Phenomenal She and Game of Life, including a community leader panel and Black owned vendor market.
- **Issaquah Library 25th Anniversary**: Celebrated the building's milestone with community programming.
- **Día:** 15th annual systemwide celebration, held at Kent Library, focused on Spanish language materials and children's literacy.
- **Summer Reading Program Launch:** 15 launch parties around the county in June with approximately 3,000 attendees overall.

Following the formal report, Heidi briefly answered questions about several topics including the internally developed software, the KCLS website refresh, and investment in internal communications.

Board Committee Reports

On behalf of Foundation Liaison Harish Kulkarni who couldn't attend the meeting, Secretary Jeff Guddat encouraged people to view the Foundation's 2025 Annual Impact Report online and support the wonderful work of the KCLS Foundation as much as possible. He thanked the Foundation staff for attending the Board meeting that evening.

Trustees Reports

Laura thanked Heidi for including her in the recent ULC Board meeting dinner held recently in Bellevue. It was a wonderful opportunity to connect with other library leaders from across the country. Trustee Harish Kulkarni spoke about Artificial Intelligence at the ULC Board meeting the following day.

Adjournment

Laura Valenziano adjourned the meeting at 6:31pm.

_____ _____

Laura Valenziano, President Jeff Guddat, Secretary

FINANCE REPORT
King County Library System

September 30, 2026

1. GENERAL & CAPITAL FUND COMMENTARY

Expenditures in August 2026 were $14.2M compared to the monthly budget average of $13.8M and represented 8.6% of the annual budget. Last year, August expenditures were $11.6M, or 7% of the 2025 budget. The year-over-year change in total expenditures is 9.1%.

2. GENERAL AND CAPITAL FUND HIGHLIGHTED EXPENDITURE ITEMS

Supplies

August expenditures of $175K consisted primarily of $73K for Supplies - Building Maint, $54K for Operating Supplies, $25K for Supplies-Program, and $15K for Attractive Assets.

Staff Development

August expenditures of $48K consisted of Training and Individual Development.

Professional Services

August expenditures of $263K included $98K for Catalogue & Processing, $63K for Operations, $41K for Administration and $32K Technology.

Communication & Advertising

August expenditures of $238K included $191K for Telephone – Data and Voice and $34K for Advertising.

Operating Lease

August expenditures of $272K primarily consisted of $228K for Operating Lease, and $44K for Operating Leases – Copiers.

Utilities

August expenditures of $285K included electricity, water, and waste management services.

Repairs and Maintenance

August expenditures of $1.2M consisted primarily of $373K for Repairs and Maintenance Allowance, $143K for HVAC R/M and $44K for Vehicle R/M.

Software Maintenance

August expenditures of $198K consisted primarily of $96K for Business Applications.

Reserves

There were no reserve expenditures in August.

Miscellaneous

August expenditures of $61K consisted primarily of $54K for Ad Valorem, and $7K for Banking Fees.

Library Materials

August expenditures of $1.2M included $749K for Downloadable Material-Licensed & Purchased, $426K for Books, and $64K for Non-book Media and Periodicals.

Capital Investment Program (CIP)

Facilities-CIP

August expenditures were $1.6M primarily included $1.4M for AMH Management System, and $118K for unplanned Plumbing Remediation at Bellevue.

ITS-CIP

August expenditures of $80K consisted of $59K for Branch Security and $21K for Network Improvement.

3. GENERAL & CAPITAL FUND REVENUE OVERVIEW

August revenues were $1.5M, which is primarily Property Tax and Investment Interest revenue. August YTD revenues reflect 54% of the total budgeted amount. The year-over-year change in total revenue is -1%.

4. CASH POSITION OVERVIEW

The cash balance in the General Fund (#001) as of August 31, 2026, was $75,818,988. The cash balance in the Capital Projects Fund (#309) as of August 31, 2026, was $46,362,296.

5. INVESTMENT RETURN

The County Investment Pool's gross rate of return for August 2026 was 4.23%. This was 0.51 percentage points higher than the 90-day T-Bill average rate of 3.72%.

A/P Vendor Payments > $20,000 AUGUST 2026

Fund	Vendor		Amount	Description
	Personnel			
001	Premera Blue Cross Total	$	896,510	Medical premiums
001	Public Employ Retire Sys(PERS)-EFT ONLY Total	$	608,658	PERS
001	Empowerment Retirement-EFT Total	$	228,473	457 retirement plan
001	Kaiser Foundation Health Plan Total	$	151,396	Medical premiums
001	ConnectYourCare, LLC Total	$	68,810	Health care flexible spending account plans
001	Delta Dental of WA - Washington Dental Total	$	65,862	Dental premiums
001	Standard Insurance Company Total	$	41,218	Life and AD&D insurance premiums
001	WSCCCE, AFSCME, AFL-CIO Total	$	40,668	Union dues
001	DayForce US, Inc. Total	$	32,489	Payroll HCM billing
001	Employment Security Dept-Unemploy Comp Total	$	20,850	Unemployment compensation tax
	Buildings			
001	KCLS & City of Burien Condominium Assoc. Total	$	199,612	July to December 2026 semi-annual assessment
001	Puget Sound Energy (UTILITIES) Total	$	181,226	Utilities
001	MacDonald-Miller Facility Solutions Total	$	143,218	HVAC maintenance/repairs/upgrades
001	Northwest Landscape Services Total	$	124,825	Landscape maintenance/repairs
001	Prime Electric Inc. Total	$	114,665	Electrical installation/repairs/services
001	BAENA JUAN JOSE QUIROGA Total	$	87,029	Painting/repairs - various branches
001	Lake Hills Investments-LK HILLS LEASE Total	$	55,665	Building lease
001	Performance System Integration LLC Total	$	55,177	Fire sprinkler system/extinguishers inspection/maintenance - various branches
001	Southcenter Owner LLC (LEASE) Total	$	54,697	Building lease
001	Larsons Glass Co. Inc. Total	$	48,632	Glass replacement/door maintenance - various branches
001	Oakesdale LLC Total	$	48,186	Building lease
001	E & L Flooring Services LLC Total	$	30,173	Flooring/upholstery repair/maintenance - various branches
001	Day & Nite Plumbing & Heating Inc. Total	$	30,027	Plumbing repairs - various branches
001	Fujitec America Inc. Total	$	29,209	Elevator maintenance
001	Supply Source Inc - SAMS Total	$	28,528	Janitorial supplies
001	Corti Construction Inc. Total	$	28,026	Remodel/repairs - various branches
001	N2 Squared LLC Total	$	27,729	Repairs/maintenance - various branches
	Collections			
001	OverDrive, Inc. Total	$	695,405	Downloadable books, audio, video, and music
001	Ingram Library Services Total	$	342,085	Print materials including Choice Reads and physical processing
001	Midwest Tape Total	$	62,021	Audiobooks, music CDs, DVDs, physical processing and the digital subscription to Hoopla for comics, movies &TV and music
001	Mackin Educational Resources Total	$	52,058	Children's books, pre-binding children's books and physical processing
001	ProQuest LLC Total	$	40,934	Database subscriptions
001	Library Ideas LLC Total	$	27,197	Database subscriptions
	Other			
001	Alliant Insurance Services Inc. Total	$	580,613	Annual insurance renewals and broker fees
001	King County Finance (TELECOMM/I-NET) Total	$	159,178	I-Net billing KC wide area network
001	King County Treasury-permits SWM chgs Total	$	108,585	Annual property surface water management and other fees
001	Guidepoint Security LLC Total	$	63,649	Cybersecurity subscriptions
001	Homeland Patrol Division Security LLC Total	$	59,733	Security service - various branches
001	CDW Government, Inc. Total	$	54,969	Computer equip/parts/software
001	Amazon.com Total	$	43,064	Operating supplies
001	COPACINO + FUJIKADO LLC Total	$	42,029	Professional services - marketing
001	Ricoh USA Inc. Total	$	39,714	Copier leases
001	Oracle America Inc. Total	$	27,206	JDE software license/support/maintenance
001	U.S. Bank VISA Total	$	26,507	VISA charges (supplies/training/advertising/subscriptions)
001	Microsoft Corporation Total	$	22,610	Office 365 renewal (6 months)
001	Catalyst Workplace Activation Total	$	22,360	Sustainable disposal/repalletize furniture inventory
001	Workpointe Inc.-Diversification Inc. Total	$	20,392	Furnishings - various branches
001	WEX Bank-WEX Fleet Universal, Veh gas Total	$	20,223	WEX fleet - fuels/supplies
	Capital Projects			
309	Lyngsoe Systems, Inc. Total	$	1,431,828	Central sorter - Oakesdale
309	Corti Construction, Inc. Total	$	99,024	Restroom remediation - Bellevue
309	Pacific Communications Cabling Total	$	59,378	Camera Installation/access control

309	Guidepoint Security LLC Total	$	49,850	Cybersecurity subscription

001	General Fund

GENERAL & CAPTIAL FUND REVENUES

August

	2026				2025			
Revenues Received:	Budget 2026	August Received	YTD Received	% Budget Received	% Budget Received	Unaudited 2025	YTD Received	% Growth Over 2025 YTD
Property Tax, Current Year	$ 144,102,474	$ 634,801	$ 76,520,708	**53.1%**	**53.1%**	$ 138,919,195	$ 74,810,435	**2.3%**
Property Tax, Prior Years	1,637,323	82,402	1,176,348	**71.8%**	**66.1%**	1,348,472	1,108,661	**6.1%**
Other Taxes	364,000	82,047	266,114	**73.1%**	**93.9%**	468,358	341,614	**(22.1%)**
Timber & State Shared Revenues	109,000	18,651	42,333	**38.8%**	**23.9%**	34,460	23,113	**83.2%**
Contracts	655,000	5,000	5,000	**0.8%**	**52.3%**	836,394	295,769	**(98.3%)**
Printing/Photocopies	281,757	28,703	232,488	**82.5%**	**75.4%**	411,569	286,266	**(18.8%)**
Damaged Materials/ Fines & Fees	38,009	3,353	26,441	**69.6%**	**67.2%**	38,570	25,353	**4.3%**
Lost Materials	60,000	5,543	38,144	**63.6%**	**62.9%**	52,647	36,147	**5.5%**
Investment Interest	4,500,000	497,809	3,350,550	**74.5%**	**100.0%**	6,145,959	3,598,464	**(6.9%)**
Grants	-	-	-	**N/A**	**N/A**	-	-	**N/A**
KCLS Foundation	1,999,857	87,800	1,130,882	**56.5%**	**61.2%**	1,716,860	1,005,466	**12.5%**
E-Rate	1,000,000	30,053	30,053	**3.0%**	**41.7%**	1,121,249	417,144	**(92.8%)**
Unrealized Gain/(Loss) on Investments	-	-	-	**N/A**	**N/A**	975,360	-	**N/A**
Miscellaneous Revenues/Other Financing Sources	262,007	29,081	854,577	**326.2%**	**975.5%**	2,841,710	2,555,947	**(66.6%)**
TOTALS	**$155,009,427**	**$1,505,242**	**$83,673,638**	**54.0%**	**56.1%**	**$154,910,803**	**$84,504,380**	**(1.0%)**

Credit Card Payments	August Received	% of Month's Payments	YTD Received	% of YTD Payments	% of YTD Payments	Unaudited 2025	YTD Received	% Growth Over 2025 YTD
Damaged Materials/ Fines & Fees	809	**24.1%**	7,184	**27.2%**	**25.0%**	9,297	6,330	**13.5%**
Lost Materials	1,931	**34.8%**	14,977	**39.3%**	**37.2%**	19,009	13,449	**11.4%**
TOTALS	**$2,740**	**30.8%**	**$22,161**	**34.3%**	**32.2%**	**$28,306**	**$19,780**	**12.0%**

GENERAL & CAPITAL FUND EXPENDITURES

August

	2026				2025			
DESCRIPTION	**BUDGET 2026**	**August EXPENDED**	**YTD EXPENDED**	**% Budget EXPENDED**	**% Budget EXPENDED**	**Unaudited 2025 EXPENDED**	**YTD EXPENDED**	**% Growth Over 2025 YTD**
Salaries	74,386,277	6,220,921	48,526,817	**65.2%**	**63.3%**	68,866,215	45,444,027	6.8%
Benefits	24,083,543	2,003,594	15,430,643	**64.1%**	**55.6%**	22,881,610	15,425,193	0.0%
SUB-TOTALS	**$ 98,469,820**	**$ 8,224,515**	**$ 63,957,460**	**65.0%**	**61.1%**	**$ 91,747,825**	**$ 60,869,220**	**5.1%**
Supplies	4,408,679	174,977	2,390,123	**54.2%**	**61.2%**	2,615,913	1,763,814	35.5%
Staff Development	1,034,000	48,449	461,580	**44.6%**	**43.3%**	1,049,182	566,063	(18.5%)
Prof. Services	5,588,452	262,647	3,198,187	**57.2%**	**59.2%**	5,316,265	3,226,630	(0.9%)
Communications	1,369,210	203,368	909,721	**66.4%**	**55.9%**	1,390,950	842,294	8.0%
Travel	141,400	3,902	55,564	**39.3%**	**45.8%**	123,279	69,928	(20.5%)
Advertising	797,425	34,203	461,586	**57.9%**	**67.7%**	638,702	444,307	3.9%
Operating Leases	3,561,233	271,578	2,578,176	**72.4%**	**71.0%**	3,291,688	2,420,387	6.5%
Insurance	1,249,442	316,103	1,240,298	**99.3%**	**93.7%**	1,121,174	1,125,566	10.2%
Utilities	2,602,584	285,266	1,737,728	**66.8%**	**59.7%**	2,824,075	1,509,111	15.1%
Repairs & Maintenance	11,827,616	1,222,520	8,404,107	**71.1%**	**64.8%**	12,684,599	7,486,885	12.3%
Software Maintenance	3,639,410	197,993	4,561,982	**125.3%**	**80.5%**	4,053,548	3,348,865	12.5%
Reserve	1,200,000	-	-	**N/A**	**N/A**	-	-	N/A
Miscellaneous	567,510	60,865	432,065	**76.1%**	**134.0%**	1,893,011	553,576	(22.0%)
Intergovernmental	127,100	3,252	47,111	**37.1%**	**35.3%**	143,241	59,417	(20.7%)
Library Material	15,908,230	1,242,653	10,268,591	**64.5%**	**62.6%**	15,840,036	9,936,323	3.3%
SUB-TOTALS	**$ 54,022,291**	**$ 4,327,775**	**$ 36,746,817**	**68.0%**	**63.6%**	**$ 52,985,660**	**$ 33,353,166**	**10.2%**
Facilities - CIP	10,450,000	1,550,880	4,424,531	**42.3%**	**18.2%**	4,514,615	1,445,848	206.0%
ITS - CIP	2,472,000	80,149	534,492	**21.6%**	**26.4%**	3,815,265	$ 1,206,302	(55.7%)
SUB-TOTALS	**$ 12,922,000**	**$ 1,631,029**	**$ 4,959,023**	**38.4%**	**21.2%**	**$ 8,329,880**	**$ 2,652,149**	87.0%
TOTALS	**$ 165,414,111**	**$ 14,183,319**	**$ 105,663,301**	**63.9%**	**58.9%**	**$ 153,063,365**	**$ 96,874,536**	**9.1%**