

WASHINGTON STATE
B A R A S S O C I A T I O N

Board of Governors Meeting
Late Materials

August 20-21, 2021
The Riverside Conference Center, Boise, ID
Zoom and Teleconference

**BOARD OF GOVERNORS MEETING
Late Materials
August 20-21, 2021
Riverside Hotel and Conference Center, Boise, ID
Zoom and Teleconference**

Description	Page Number
Proposal re: Employee and Volunteer Safety at the WSBA Office	LM-3
Fiscal Year 2022 Budget Presentation	LM-7

MEMO

To: WSBA Board of Governors
From: Ana LaNasa-Selvidge, Chief of Staff
Date: August 13, 2021
Re: 6th Floor Glass Door Project

Action – To approve funding for the 6th Floor Glass Door Project.

The Budget and Audit Committee met on August 11th and recommends the 6th floor glass door project be approved at \$75,000-dollar. These funds will be taken from the general funds and not to exceed \$75,000. The project will include installing key card access systems to the 7th and 8th floors freight elevator entryways.

Additional Materials

Project Overview Statement

Gateway Constructions Bids



PROJECT OVERVIEW

Project Name

6th Floor Glass Door Project

Project Lead

Ana LaNasa-Selvidge

Vendors

Architect: Marvin Yamaguchi

Landlord: Unico

Keycard Access: Long Building Security

Construction Firm: Gateway Construction Services, Inc.

Problem/Opportunity

The safety of our employees, WSBA members, and members of the public are the most important priority on the 6th floor. Over the years we have had incidents of people threatening employees, being disruptive/volatile, theft, and unfortunately drug use in the 6th floor bathrooms. The pandemic has also impacted the Seattle downtown corridor and state requirements for health screenings have also impacted how we conduct operations on the 6th floor. Added safety precautions like installing glass doors are imperative to creating a healthy and safe environment for everyone on the 6th floor of the WSBA.

Goal

Construct glass doors on the 6th floor of the WSBA office by end of summer or early fall.



Picture taken from similar project.

Requirements

- We will need a buzz-in/intercom system to allow front desk receptionist to allow guests in.
- Overlay of bullet proof film
- ADA door operators and concealed closers
- Camera set-up for the glass door entryway
- Added sprinklers

Risk/Obstacles

- Permits – an over the counter permit would expedite the project, vs a standard permit.
- Balance safety needs with maintaining a welcoming and inviting environment.

Cost

Version 1: one glass door build out – Appendix A

Version 2: double glass doors build out – Appendix B

Recommendation

This time last year, we were not anticipating this project need, did not know the full scope, and thus didn't foresee this added expenditure. The original cost was assumed based on preliminary conversations with the architect. After receiving two bids from construction firms, the price has come in higher than anticipated. Thus, we are requesting the project funding come fully from the Facilities Fund, as this is also a capital project that improves our overall facilities improvements.

Estimate (Rev. 3)

To:	Washington State Bar Association
Attn:	Ana LaNasa-Selvidge
Address:	1325 4th Ave., Suite 600 Seattle, WA 98101

WO #	SE21-078
Date:	7/6/2021
PO #:	
Job #:	

Project:	WSBA Glass Suite Entry Doors
	1325 4th Ave., Suite 600 Seattle, WA 98101

WSBA Glass Suite Entry Doors	Unit	Cost	Sub-Total
General Conditions: Includes mobilization and parking.			364.00
Glazing: Furnish and install (1) 3'0" x 7'10" - 1/2" clear tempered glass door, brushed stainless steel finishes, (1) 7/8" x 4-3/16" x 72" custom door header, overhead concealed door closers, SDC1511A surface mounted magnetic lock, 4" tall square profile full width top and bottom door rails, Rockwood RM3302BTB13HD 32D 36" long pull bars attaching at 30" CTC and floor pivot. The sidelite glass will tuck up into the full width header and down into a 1"x1" brushed stainless aluminum "U" channel, both with black roll in vinyl and a clear silicone butt joint.			6,688.00
Tinting: Furnish and install 3M 14 mil clear security film in full coverage to double door at entry to suite 600.			1,037.22
Electrical & Fire Alarm: Provide 20a 120v ADA door controller connection, REX / controller conduit pathway allowance, F&I (3) smoke detectors, (2) FA module / device connection, (1) FA system audibility and permit. Note: Security and ADA Opener by others.			10,757.25
Security: Furnish and install security equipment on new suite 600 reception entry door. Includes: (1) HID card reader, (1) request to exit sensor, (1) push to exit button and interface with electrified door hardware. Includes: Install (audio only) intercom adjacent to card reader with the master station with door release capabilities located at the reception desk, F&I (2) Hanwha mini-dome IP cameras in elevator lobby and run CAT6 back to WSBA PoE switch in server room. Assumes: WSBA to provide camera recording equipment.			9,748.20
ADA Opener: F&I automatic door opener with (3) push button locations. Includes: (1) ADA operator at single reception entry door.			6,541.70
Field Supervision & Coordination			3,280.00
	Sub total		38,416.37
Contractor fee & OH	8.0%		3,073.31
Insurance	1.0%		384.16
B & O Tax	0.9%		376.86
Sub total			\$42,250.70

Total Complete		\$42,250.70
Washington State Sales Tax	10.25%	4,330.70
Total		\$46,581.40

Approved By: _____

Exclusions:

- Building permit & permit drawing modifications
 - Special inspections and testing
 - Architectural fees
 - Structural engineering
 - Work required resulting from concealed conditions
 - Moving of any furniture, equipment or personal belongings
 - Any work not itemized on above estimate
 - Existing electrical code violations
 - Fire sprinkler adds
 - Plumbing
 - Mechanical
 - Elimination of cross zoning
 - Imaging
 - Security & ADA Openers
- Work will take place between 4AM - 2PM unless otherwise noted



Estimate

To:	Washington State Bar Association
Attn:	Ana LaNasa-Selvidge
Address:	1325 4th Ave., Suite 600 Seattle, WA 98101

WO #:	SE21-078
Date:	6/7/2021
PO #:	
Job #:	

Project:	WSBA Glass Suite Entry Doors
	1325 4th Ave., Suite 600 Seattle, WA 98101

WSBA Glass Suite Entry Doors	Unit	Cost	Sub-Total
General Conditions: Includes mobilization and parking.			528.00
Glazing: Furnish and install (1) 6'0" x 7'10" pair of 1/2" clear tempered glass doors, brushed stainless steel finishes, (1) 7/8" x 4-3/16" x 72" door header, overhead concealed door closers, SDC1512A surface mounted double magnetic lock, 4" tall square profile full width top and bottom door rails, Rockwood RM3302BTB13HD 32D 36" long pull bars attaching at 30" CTC and floor pivots.			7,557.00
Tinting: Furnish and install 3M 14 mil clear security film in full coverage to double door at entry to suite 600.			1,037.22
Electrical & Fire Alarm: Provide 20a 120v ADA door controller connection, REX / controller conduit pathway allowance, F&I (3) smoke detectors, (2) FA module / device connection, (1) FA system audibility and permit.			10,757.25
Security: Furnish and install security equipment on new suite 600 reception entry door. Includes: (1) HID card reader, (1) request to exit sensor, (1) push to exit button and interface with electrified door hardware. Includes: Install (audio only) intercom adjacent to card reader with the master station with door release capabilities located at the reception desk, F&I (2) Hanwha mini-dome IP cameras in elevator lobby and run CAT6 back to WSBA PoE switch in server room. Assumes: WSBA to provide camera recording equipment.			9,748.20
ADA Openers: F&I automatic door openers with (3) push button locations. Includes: (1) double door ADA operator on new set of double rec. entry doors.			10,024.30
Field Supervision & Coordination			3,280.00
Sub total			42,931.97
Contractor fee & OH	8.0%		3,434.56
Insurance	1.0%		429.32
B & O Tax	0.9%		421.16
Sub total			\$47,217.01

Total Complete		\$47,217.01
Washington State Sales Tax	10.25%	4,839.74
Total		\$52,056.75

Approved By: _____

Exclusions:

- Building permit & permit drawing modifications
 - Special inspections and testing
 - Architectural fees
 - Structural engineering
 - Off hour delivery requirements
 - Hazardous materials identification and removal
 - Firelite glass
 - Tenant signage
 - Work required resulting from concealed conditions
 - Moving of any furniture, equipment or personal belongings
 - Any work not itemized on above estimate
 - Existing electrical code violations
 - Fire alarm changes
 - Fire sprinkler adds
 - Plumbing
 - Mechanical
 - Repair and maintenance on existing mechanical equipment
 - Elimination of cross zoning
 - Imaging
- Work will take place between 4AM - 2PM unless otherwise noted

TO: WSBA Board of Governors
FROM: Daniel D. Clark, WSBA Treasurer & 4th District Governor
DATE: August 11, 2021
RE: 2023 WSBA member license fees

ACTION/DISCUSSION: Recommendation by WSBA Treasurer Dan Clark & WSBA Budget and Audit Committee for adoption of 2023 license fee recommendations by Budget & Audit Committee.

The WSBA Budget and Audit Committee met on August 11, 2021 and discussed and ultimately voted to approve recommendations to the Board of Governors for approval of the 2023 WSBA member license fees. The Committee members voted 6 to 0 to recommend that the Board of Governors maintain the active attorney license fee at \$453 dollars for 2023. This is at par to License Fees in 2022.

After the September BOG meeting, and comments received from approximately half of the Board of Governors, Treasurer Clark requested that CFO Perez provide additional materials and analysis regarding establishing the 2023 license fee. Treasurer Clark and CFO Perez recommend that the Board not set 2024 until the fall of 2022 to attempt to give us additional time to study the potential impacts of returning to normal activities from the COVID-19 pandemic on membership, revenue and expenses for the organization in general.

The Budget and Audit Committee met on August 11, 2021 and examined the additional data. The committee voted by a vote of 6 to 0 to recommend that the BOG adopt 2023 attorney license fees with the same \$458 rate as in 2020, 2021 and 2022.

Active Attorney License Fees:

The proposed active attorney license fee for 2023 is recommended to remain at the current rate of \$458.

LLLT Proposed Fees:

The 2023 proposed license fee rates for LLLT members are set to remain at the current rate of \$229.

LPO Proposed Fees:

Given the current rate of robust revenue over expenditures that the LPO license type is generating within its cost center, the Committee recommends keeping the \$200-dollar license fee the same for 2023.

Other License Type Proposed Fees:

The Committee recommends that rates for inactive attorneys, retired attorneys, judicial attorney rates, and the annual tuition for the APR Rule 6 Law Clerk Program remain the same.

Conclusion:

My strong recommendation as WSBA Treasurer would be for the Board of Governors to approve these recommended license fees for 2023.

The attached license fee proposal and analysis is included herein

Year	License Type	Proposed Amount
2023	Active Attorney Full rate	\$458
2023	New Active Attorney	\$229
2023	Active LLLT	\$229
2023	Active LLLT New Admitted	\$120
2023	Active LPO	\$200
2023	Active LPO New Admitted	\$100
2023	Inactive LLLT or LPO	\$100
2023	Inactive/Emeritus Lawyer	\$200
2023	Judicial	\$50
2023	APR Rule 6 Law Clerk annual tuition	\$2000 (plus \$100 initial application fee).

All of the different Rates are listed here as follows for 2023

Active	\$458.00
Active 50%	\$229.00
FLC	\$458.00
HC	\$458.00
Inactive	\$200.00
Emeritus	\$200.00
Judicial	\$ 50.00
Pro Hac Vice	\$458.00
New Admittee 25%	\$114.50
New Admittee 50%	\$229.00
New Admittee 100%	\$458.00

Based on the above, I recommend that we approve the 2023 license fees as indicated above, and defer discussion and setting the 2024 fees until the fall of 2022.

Respectfully,

Dan Clark

WSBA Treasurer/4th District Governor

DanClarkBoG@yahoo.com

(509) 574-1207 (office)

(509) 969-4731 (cell)



FY2022 V2 BUDGET

Board of Governors Meeting

August 20 -21, 2021

OVERVIEW

General Assumptions

- FY22 will likely be a hybrid of in-person and remote work, activities, and events.
- For historical comparison purposes a combination of FY19 actuals and FY21 reforecast numbers were used. FY19 represents the last full year of pre-pandemic operations.
- Client Protection Fund (CPF) member assessment is \$20 for 2022. 2021 saw a temporary reduction to \$10 and in 2020 the assessment was \$30.
- CLE is being affected by high demand in 2022 due to the Supreme Court MCLE extension. Revenue is assumed to be slightly higher but closer to pre 2020 levels.
- Headcount is down from FY21 reforecast of 139.5 FTE's to 139.3 FTE's. Positions that were previously partially vacant are now budgeted for the full year.

FY2022 PROJECTED FUND BALANCES

	General Fund	CPF Fund	Sections	CLE
2021 Projected Fund Balances	6,805,873	4,339,938	1,438,573	485,878
FY22 Revenue Budget	21,210,245	966,433	619,009	2,072,585
<i>Licensing Revenue</i>	16,547,788			
<i>Other Revenue</i>	4,662,457			
FY22 Expense Budget	21,902,785	664,329	845,614	1,680,870
<i>Direct Expenses</i>	2,772,581	503,860	845,614	535,211
<i>Indirect Expenses</i>	19,130,203	160,469	-	1,145,659
FY22 Net Income/(Loss) Budget	(692,540)	302,103	(226,605)	391,715
FY22 Fund Balance Budget	6,113,333	4,642,041	1,211,969	877,593

Totals Include 2,550,000 of restricted funds

PENDING ITEMS

INCLUDED IN BUDGET (WITH ASSUMPTIONS)

- Insurance – currently based on preliminary rates, will not have final rates until end of July
- Keller Deduction – currently using FY21 rate, FY22 will be completed in August
- FICA, Medical, PERS – currently using a 5% increase, typically receive rates in late July or early August
- Sections budgets – initial budgets have been entered. Final versions will be completed in August.
- Bar exam security - \$4000 for winter exam, \$8000 for summer exam based on preliminary quotes.

NOT YET IN BUDGET

- LLLT Board Retreat – approx. \$6,000
- BOG & ELT retreat (as approved at July BOG meeting) – 2 days with facilitator, food, and hotels

OVERVIEW

Expense Assumptions

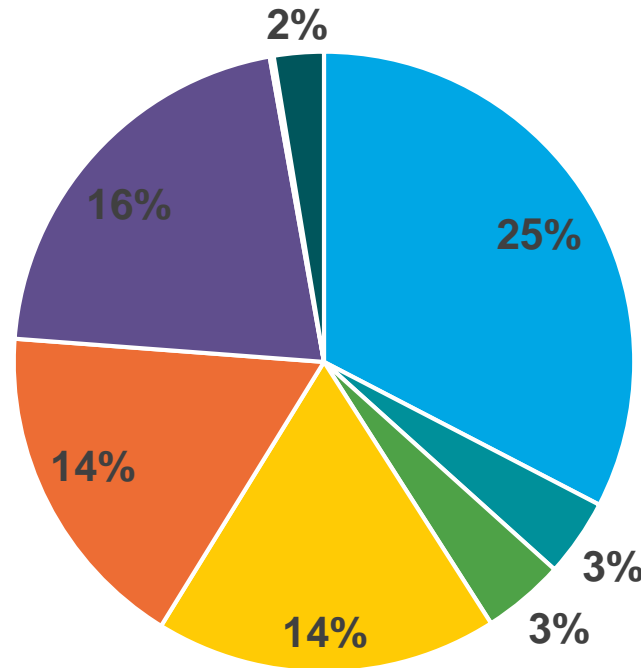
- Salaries assume a 3% increase + fulfillment of open positions from previous year + 5 proposed promotions (see Salaries slide)
- Medical benefits, retirement, and payroll tax rates are not yet available, current budget assumption is based on average increase over past 5 years (5%).
- Rent increase as per lease schedule = \$110,167 less \$56,200 credit from CLE fund. Net increase \$53,967.
- Legal expense @ \$250k as per prior years budget.
- Based on recent pulse survey, an assumption of 90 Work From Home (WFH) employees was factored into the budget. Primarily affecting:
 - Transportation Allowance– Budgeted at \$47,733 vs FY19 actual \$133,095
 - Phone Reimbursement – Budgeted at \$0 vs FY21 reforecast \$33,480
 - Internet Reimbursement – Budgeted at \$21,600 vs FY21 reforecast \$33,480
 - WFH Setup – Budgeted at \$63,000 (\$700 per employee per year) vs FY21 reforecast \$0

WFH Savings in FY22 is \$67,722.

REGULATORY EXPENSES FY2020

Regulatory Expenses

■ Discipline ■ CPF ■ BOG/OED ■ Regulatory ■ Communications ■ Advancement ■ Foundation ■ Sections



Discipline	\$ 5,944,703
CPF	\$ 737,601
BOG/OED	\$ 780,504
Regulatory	\$ 3,253,482
Communications	\$ 3,170,180
Advancement	\$ 3,827,536
Foundation	\$ 37,904
Sections	\$ 473,572
Regulatory	\$ 18,225,482

BUDGET IMPACTS

	FY19 Actuals (\$)	FY22 v2 Budget(\$)	Impact F/(U) (\$)
Interest – Investments	436,306	10,980	(425,326)
3% salary increase	<i>See salary slide for details</i>	12,242,705	(264,711)
<i>Rent (fixed cost)</i>	1,878,239	2,029,301	(151,062)
Member Wellness Clinician	0	104,544	(104,544)
Insurance	154,440	231,363	(76,922)
Membership 10 year Survey	0	50,000	(50,000)
BOG Meetings & Retreat	114,351	158,634	(44,283)
Hearing Officer Expense	3,868	43,000	(39,132)
Leadership Training	803	37,000	(36,197)
<i>Bank Fees (fixed cost)</i>	30,660	57,000	(26,340)
BOG At-Large Election	4,900	26,900	(22,000)
WA Leadership Institute	60,000	80,000	(20,000)
ATJ State Plan	0	14,000	(14,000)
Bar Exam Security	0	12,000	(12,000)
Total:			(1,286,517)

BUDGET IMPACTS

	FY19 Actuals (\$)	FY22 v2 Budget(\$)	Impact F/(U) (\$)
License Fees	16,217,283	16,547,788	330,505
Bar News Advertising	372,756	491,500	118,744
Obsolete Inventory - Deskbooks	100,377	0	100,377
Work From Home Savings	200,055	132,333	67,722
APEX Dinner Expenses	66,301	25,000	41,301
Cost of Sales – Deskbooks	104,804	64,000	40,804
Printing & Copying (Bar News)	255,906	230,850	25,056
WSBA Connects	31,040	9,000	22,040
Total			746,549

REVENUE BY FUND

	FY19 Actuals (\$)	FY21 Reforecast (\$)	FY22 v2 Budget (\$)
General Fund	21,195,816	20,227,365	21,210,245
CPF Fund	1,119,310	533,402	966,433
Sections	548,382	585,779	619,009
CLE	1,958,320	1,353,029	2,072,585

EXPENSE BY FUND

	FY19 Actuals (\$)	FY21 Reforecast (\$)	FY22 v2 Budget (\$)
General Fund	20,244,896	20,341,457	21,902,785
CPF Fund	531,155	651,922	664,329
Sections	587,501	865,168	845,614
CLE	2,036,161	1,609,791	1,680,870

DIRECT EXPENSE BY FUND

	FY19 Actuals (\$)	FY21 Reforecast (\$)	FY22 v2 Budget (\$)
General Fund	2,592,703	2,444,735	2,772,581
CPF Fund	383,382	493,352	503,860
Sections	587,501	865,168	845,614
CLE	498,129	376,803	535,211

INDIRECT EXPENSE BY FUND

	FY19 Actuals (\$)	FY21 Reforecast (\$)	FY22 v2 Budget (\$)
General Fund	17,829,210	17,896,722	19,130,203
CPF Fund	147,772	158,569	160,469
Sections	0	0	0
CLE	1,361,016	1,232,988	1,145,659

NET INCOME BY FUND

	FY19 Actuals (\$)	FY21 Reforecast (\$)	FY22 v2 Budget (\$)
General Fund	950,920	(114,092)	(692,540)
CPF Fund	588,155	(118,520)	302,103
Sections	(39,119)	(279,389)	(226,605)
CLE	(77,840)	(256,762)	391,715

2022 BUDGET V2

General Data



OVERVIEW

Revenue Assumptions

Member Type	# of Members	Revenue (\$)
Active	33,887	15,132,320
Foreign Law Consultant	18	8,244
House Counsel	350	160,300
Inactive	5700	1,140,000
Emeritus	120	24,000
Judicial	659	32,950
Pro Hac Vice	710	325,000
New Admittee	1440	439,680
TOTAL	42,798	17,262,494*

*membership runs on a calendar year not our fiscal year

- Keller deduction – approximately 10% of members are expected to take the deduction based on historical data
- Late fees – 2% of members are expected to pay late based on historical data = \$255,209
- CPF assessment - \$25 for FY22 = \$931,933

OVERVIEW

CLE Fund Revenue Assumptions

Seminars

- FY22 Revenues projected to be on par w/pre pandemic (FY19).
- Est. \$514,755 in revenues from sections programs.

Products

- Due to Supreme Court rule allowing deferral of CLE reporting in FY21 we anticipate double reporting in FY22. FY19 activity was used as a base reference point and increased by 25%.
- Q1 revenues will be weighted heavier due to double reporting in FY22.
- Q4 revenues will have a slight boost due to the summer sale.
- At this time, only planning one sale in FY22.

SALARIES

	2015 Actuals (\$)	2016 Actuals (\$)	2017 Actuals (\$)	2018 Actuals (\$)	2019 Actuals (\$)	2020 Actuals (\$)	2021 Reforecast (\$)	2022 Budget (\$)	Compound Avg. Growth
Salaries	10,286,838	10,349,916	10,469,328	11,173,149	11,438,511	11,217,696	11,325,439	12,242,705	2.6%

- The variance between the FY21 Reforecast and the FY22 Budget is comprised of three items:
 - A 3% salary increase = \$264,711
 - The full year impact of 24 open positions in FY21 = \$629,636
 - 5 proposed promotions = \$22,919
- The 2015 amount of \$10,286,838 in 2022 dollars would be \$11,791,951.
- Over 7 years we have \$450,754 (3.7%) over inflation. On average, \$64,393 (0.53%) per year.

FY2022 REFORECAST FUND BALANCES

	General Fund	CPF Fund	Sections	CLE
2021 Reforecasted Fund Balances	5,414,142	4,074,610	930,821	212,479
FY22 Revenue Budget	21,210,245	966,433	619,009	2,072,585
<i>Licensing Revenue</i>	16,547,788			
<i>Other Revenue</i>	4,662,457			
FY22 Expense Budget	21,902,785	664,329	845,614	1,680,870
<i>Direct Expenses</i>	2,772,581	503,860	845,614	535,211
<i>Indirect Expenses</i>	19,130,203	160,469	-	1,145,659
FY22 Net Income/(Loss) Budget	(692,540)	302,103	(226,605)	391,715
FY22 Fund Balance Budget	4,721,602	4,376,713	704,217	604,194

Totals Include 2,550,000 of restricted funds

GENERAL FUND FUTURE FORECAST

<u>FISCAL YEAR</u>	<u>Revenue (\$)</u>	<u>Expenses (\$)</u>	<u>Net Income/ (Loss) (\$)</u>	<u>Reserves (\$)</u>	<u>Restricted Funds (\$)</u>	<u>Unrestricted Funds (\$)</u>
FY2021 Reforecast	20,227,365	20,341,457	(114,092)	5,414,142	2,050,000	3,364,142
FY2021 Projection	20,952,082	19,560,351	1,391,731	6,805,873	2,550,000	4,255,873
Budget FY2022	21,210,245	21,902,785	(692,540)	6,113,333	2,550,000	3,563,333
Estimate FY2023	21,846,552	22,406,549	(559,997)	5,553,336	2,550,000	3,003,336
Estimate FY2024	22,501,949	22,921,900	(419,951)	5,133,386	2,550,000	2,583,386
Estimate FY2025	22,951,988	23,380,338	(428,350)	4,705,036	2,550,000	2,155,036

CHECK THIS SLIDE

Revenues assumed to grow at 3% annually (assumes interest income)

Expenses assumed to grow at 2.3% (3 year moving average)

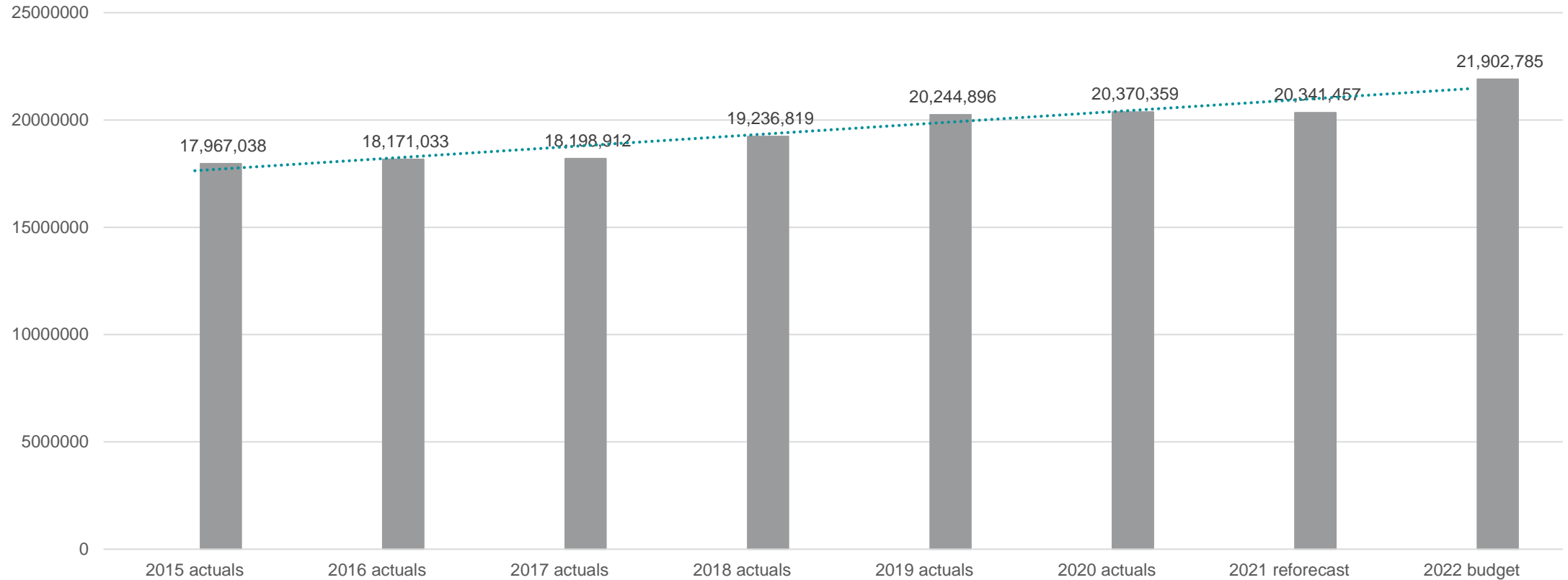
Current projections support License fees constant through calendar year 2025

FY2022 BUDGET V1 TO V2 COMPARISON

	General Fund		
	FY22 Budget v1	FY22 Budget v2	Variance F/(U)
2021 Reforecasted Fund Balances	5,414,142	5,414,142	-
FY22 Revenue Budget	20,998,058	21,210,245	212,187
<i>Licensing Revenue</i>	16,335,601	16,547,788	212,187
<i>Other Revenue</i>	4,662,457	4,662,457	-
FY22 Expense Budget	21,832,135	21,902,785	(70,650)
<i>Direct Expenses</i>	2,764,031	2,772,581	(8,550)
<i>Indirect Expenses</i>	19,068,104	19,130,203	(62,100)
FY22 Net Income/(Loss) Budget	(834,077)	(692,540)	141,537
FY22 Fund Balance Budget	4,580,065	4,721,602	141,537

- License revenue was recalculated based on calendar 2021 actuals.
- Direct expense mainly affected by addition of \$12,000 in Bar Exam security cost.
- Indirect expense mainly affected by addition of \$63,000 in WFH home office setup costs.

GENERAL FUND EXPENSE GROWTH



	2018	2019	2020	2021	2022
3 YEAR MOVING AVERAGE	2.33%	3.70%	3.85%	1.91%	2.72%

IMPACTS ON GENERAL FUND EXPENSE GROWTH

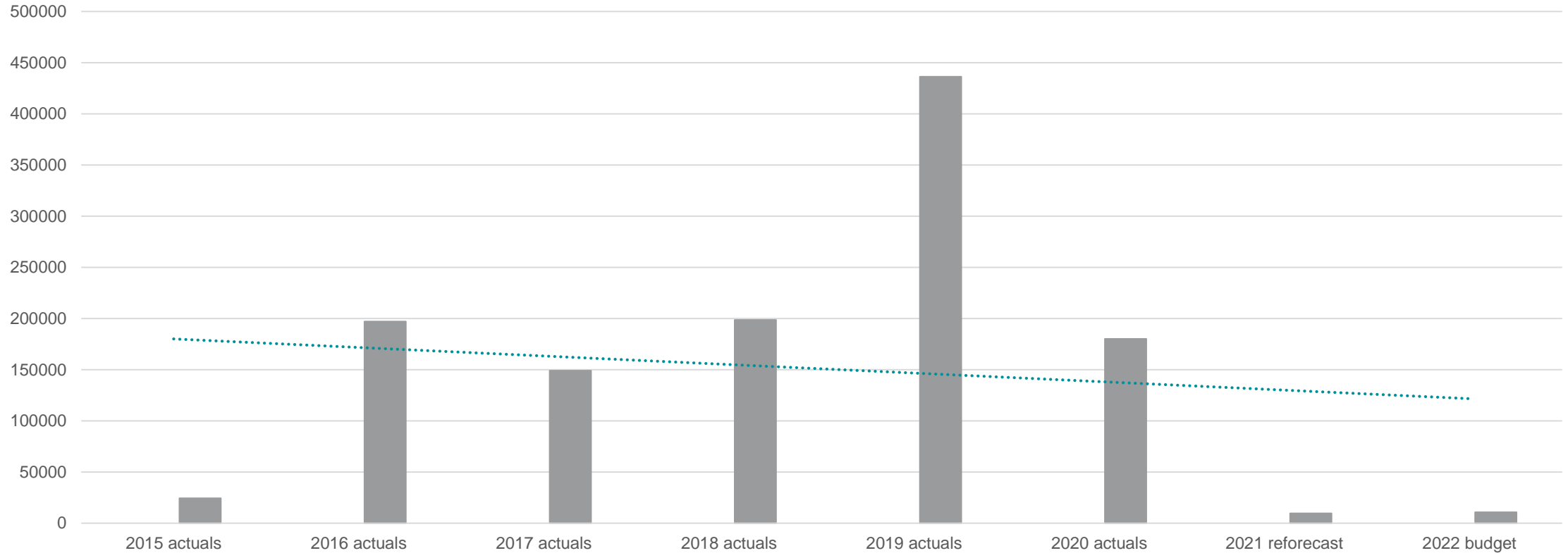
Largest Impact

	2015 Actuals (\$)	2016 Actuals (\$)	2017 Actuals (\$)	2018 Actuals (\$)	2019 Actuals (\$)	2020 Actuals (\$)	2021 Reforecast (\$)	2022 Budget (\$)	Compound Avg. Growth
Salaries	10,286,838	10,349,916	10,469,328	11,173,149	11,438,511	11,217,696	11,325,439	12,242,705	2.6%
Rent	1,240,681	1,673,780	1,807,618	1,759,263	1,878,239	1,945,728	1,975,334	2,029,301	7.8%
Insurance	107,285	103,136	131,782	139,225	154,440	214,026	225,718	231,363	12.4%
Legal Fees	96,470	86,558	50,649	165,620	446,761	438,669	250,000	250,000	42.9%

Total Impact

	2015 Actuals (\$)	2016 Actuals (\$)	2017 Actuals (\$)	2018 Actuals (\$)	2019 Actuals (\$)	2020 Actuals (\$)	2021 Reforecast (\$)	2022 Budget (\$)
Direct Expense	2,516,125	2,305,437	2,339,189	2,281,844	2,592,703	1,854,125	2,444,735	2,772,581
Indirect Expense	15,450,913	15,865,596	15,859,723	16,954,975	17,829,210	18,330,243	17,896,722	19,130,203
Total Expense	17,967,038	18,171,033	18,198,912	19,236,819	20,244,896	20,370,359	20,341,457	21,902,785

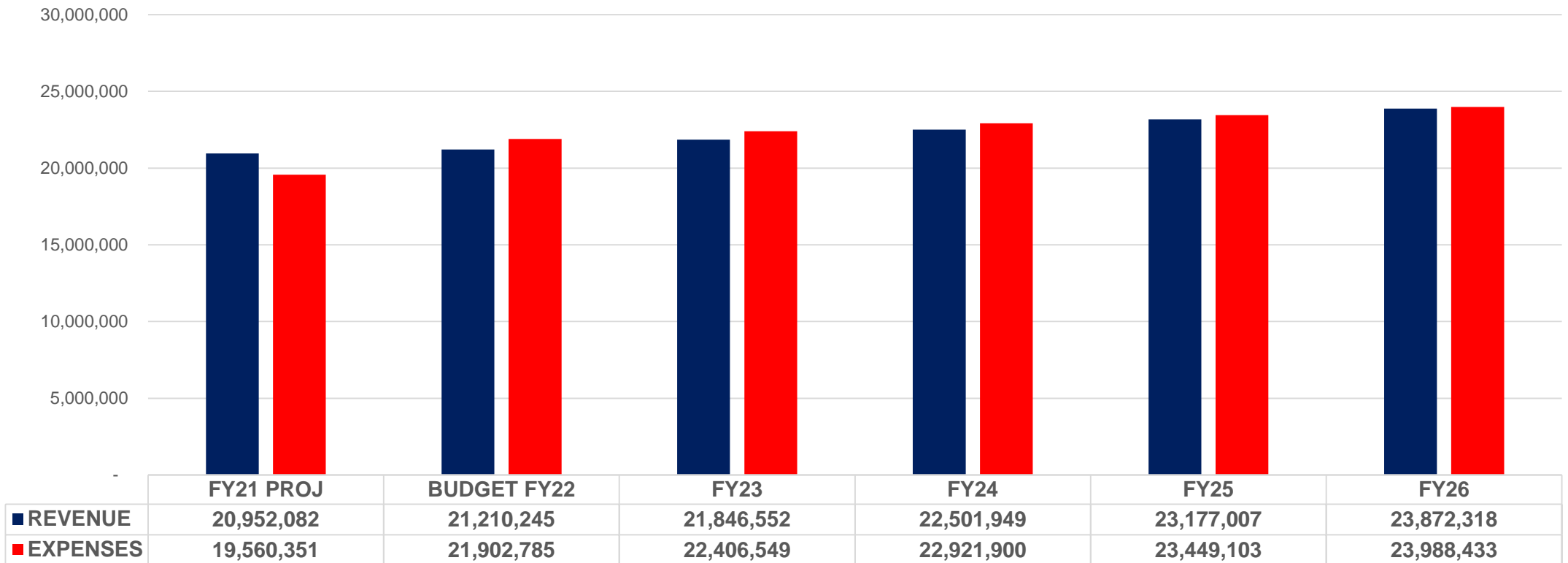
INTEREST INCOME CHANGE



	2015 actuals	2016 actual	2017 actuals	2018 actuals	2019 actuals	2020 actuals	2021 reforecast	2022 budget
INTEREST INCOME (\$)	24,506	197,056	149,262	198,785	436,306	180,240	9,790	10,980

REVENUE AND EXPENSE PROJECTION

Projection Through - FY 2026



■ REVENUE ■ EXPENSES