



The State Bar of California

OPEN SESSION
AGENDA ITEM
54-142 MARCH 2021
FINANCE COMMITTEE III.B

DATE: March 18, 2021

TO: Members, Finance Committee
Members, Board of Trustees

FROM: Kevin Harper, Interim Chief of Financial Officer

SUBJECT: 2022–2026 Five-Year Financial Projection

EXECUTIVE SUMMARY

This agenda item presents the Five-Year Financial Projection for the General Fund for the years 2022 to 2026. The purpose of the projection is to help make informed financial and operational decisions and to determine whether significant interventions are necessary to ensure revenues and expenses will be in balance in future years.

BACKGROUND

The projection spans the years from 2022 to 2026. It covers only the General Fund¹ because this fund has all the discretionary funds of the State Bar; the financial resources of the Restricted Funds are earmarked for specific purposes. The purpose of the projection is to help make informed financial and operational decisions by anticipating future revenues and expenses, and highlighting anticipated fiscal risks and opportunities. The projection estimates the future costs to achieve the State Bar's core mission, initiatives, and programs. The projection also estimates the future revenues available to finance these costs. With the projection, the Board of Trustees and stakeholders can determine whether revenues and expenses will generally be in balance in future years, or whether significant interventions are necessary to help ensure balance.

¹ The San Francisco Tenant Improvement Fund accounts for the proceeds and subsequent repayment of the 2016 \$10 million loan for tenant improvements. In 2021, this fund will be combined as part of the General Fund. Accordingly, the projection includes the activities of both funds.

The projection is not a budget and does not include any proposed balancing solutions or changed service levels. Instead it is a planning tool to identify the opportunities and challenges over a longer time frame in order to allow time to take appropriate measures to address them. These measures may include enhancing revenues, cost control initiatives, and strategic use of reserves.

Each revenue and expense shown in the projection is selected by the Office of Finance as the most likely within a range of possible future scenarios. These estimated revenues and expenses are based on a set of assumptions about the future that may or may not materialize. It is important for reviewers of the projection to understand the assumptions used to project the revenues and expenses. The significant assumptions in the projection are documented below.

DISCUSSION

The projection assumes the same level of services as the 2021 budget. Because the Board of Trustees is scheduled to adopt a new five-year strategic plan in January 2022, the projection can only include those items that are anticipated to carry over from the current strategic plan. Because final decisions have yet to be made, the projection assumes that the State Bar continues to own both the San Francisco and Los Angeles buildings. Inflation is projected to be 2 percent per year.

Assumptions

For each of the State Bar's most significant revenues and expenses, and for any account for which we expect significant changes in amounts, we considered likely future scenarios and selected the most likely amounts to include in the projection. The assumptions used for each of these revenues and expenses are discussed below. For all other revenue and expenses accounts, the projection is based on 2021 budgeted amounts escalated by expected inflationary increase of 2 percent per year.

Revenues

Mandatory Licensee Fees: Although the State Bar intends to seek license fee increases to, among other things, provide additional personnel to staff the Office of Chief Trial Counsel, as supported by the workload study to be updated in 2021, the projection assumes that licensee fees will not change from 2021 levels (\$413 per active attorney for the General Fund) and that the number of active attorneys will grow by 0.5 percent each year.

Interest Revenue: It is assumed that interest rates (as determined by the California Local Agency Investment Fund) slowly improve during the projection period from the current level (0.63 percent at 12/31/2020) by 0.25 percent per year.

Rental Revenue: The projection assumes that the rented space in the San Francisco and Los Angeles buildings declines because of the expected loss of a significant San Francisco tenant, the condition of the San Francisco sublease market, and the move of many organizations to

greater remote working and less need for leased space. It assumes that rental rates remain flat for all years.

Expenses

Personnel Costs: Despite the need for additional staff, the projection assumes 513.5 FTEs in the General Fund each year. This represents an increase from the 509 FTEs included in the 2021 budget because 4.5 FTE positions that were suspended in 2021 are projected to be funded and filled in 2022. The projection assumes a 7 percent vacancy rate each year. Salaries are projected to increase by the 1 percent COLA in 2022 based on existing Memorandum of Understandings with the General Unit and Attorney Unit and assumes annual merit increases. Medical and retirement benefits costs are increasing faster than inflation and are escalated in the Projection by 4 percent per year.

Building Improvements and IT Projects: The State Bar's necessary building improvements and IT projects are estimated to cost \$18.5 million but funding will not be available for several years because the fee bill funds these projects over a multiyear period. To address this, the Board of Trustees approved obtaining a bank loan to finance building improvements and IT projects. The loan is expected to be \$14.9 million with the remainder of the needed funds coming from the \$4.6 million return of the debt service fund from the Los Angeles building refinancing. Of the \$18.5 million of capital costs expected, \$6.2 million is expected to be spent in 2021 and the remainder is expected to be spent in 2022 (\$7.4 million), 2023 (\$3.8 million), and 2024 (\$1.1 million). The loan proceeds of \$14.9 million and the capital costs that will be paid from the loan are excluded from the projection. \$3.6 million of licensee fees collected in 2020 and 2021 that are earmarked for building improvements and IT projects are included in Supplies and Equipment expenses in 2022.

Debt Service: Debt service costs are based on the contractually required repayment schedules. The State Bar's debt includes the LA building loan and the SF tenant improvement loan (\$14.0 million and \$5.9 million, respectively, at December 31, 2020). The Projection assumes the State Bar will issue \$14.9 million of new debt in 2021 to finance building improvements and IT projects, and that this debt will be repaid with licensee fees revenue earmarked for these projects (\$1.8 million in 2022 to 2024 and \$800,000 in 2025 to 2026). Both principal and interest payments are included in the projection because both utilize the General Fund's working capital. The October 2020 Los Angeles building loan refinancing reduced principal and interest payments by approximately \$1.2 million each year of the projection period.

Janitorial Services: Janitorial and cleaning costs included in the 2021 budget (\$1.0 million) are substantially higher than normal in response to the pandemic. The projection assumes that beginning in 2022, these costs return to pre-pandemic levels.

Travel and Catering: Travel and catering costs declined dramatically in 2020 due to the pandemic. The 2021 budget of \$0.6 million assumed that these costs would return to approximately half of normal. The projection assumes that such costs increase to 75 percent of normal in 2022 and to 100 percent of normal thereafter. The State Bar will continue to

reevaluate the need for travel and in-person meetings, and thus these costs could return to significantly smaller amounts.

Analysis

Expenses are expected to grow faster than revenues during the projection period. Since fee increases have been rare in State Bar's history, the projection does not contemplate any increase in mandatory licensee fees during the five-year period. On the other hand, expenses are assumed to increase by approximately 2 percent per year. This inflationary increase in expenses accounts for an increase in the General Fund's deficit of approximately \$2 million each year. This increase is cumulative for each year in which a related fee increase is not authorized.

The annual deficit is projected to range from \$12.9 million to \$17.0 million. This recurring pattern of projected deficits indicates the State Bar has a structural deficit of about \$15 million per year. This structural deficit is projected even though the State Bar received a large fee increase starting in 2020. This is because, we weren't granted the full amount we calculated as necessary to close the structural deficit (the State Auditor recommended a \$30 increase per active attorney to address our operating deficit and the legislature approved \$21) and the deficit grows each year we don't receive a fee increase that keeps pace with inflation.

Although there are numerous cost-cutting actions that could be considered, a fee increase of \$75 per attorney would increase revenues by approximately \$15 million per year. The General Fund's reserves are projected in the 2021 budget to be \$17.4 million (18.9 percent of annual expenses), which is slightly above the Board's minimum target reserve level of 17 percent.

FISCAL/PERSONNEL IMPACT

None

AMENDMENTS TO RULES OF THE STATE BAR

None

AMENDMENTS TO BOARD OF TRUSTEES POLICY MANUAL

None

STRATEGIC PLAN GOALS & OBJECTIVES

Goal: 3. Improve the fiscal and operational management of the State Bar, emphasizing integrity, transparency, accountability, and excellence.

Objective: k. In conjunction with annual budgets, ensure maintenance and use of the Bar's Los Angeles and San Francisco buildings to maximize benefit to the Bar and the people of California.

RECOMMENDATIONS

Should the Finance Committee concur in the proposed action, passage of the following resolution is recommended:

RESOLVED, that the Finance Committee recommends that the Board of Trustees accepts the 2022–2026 Five-Year Financial Projection.

Should the Board of Trustees concur in the proposed action, passage of the following resolution is recommended:

RESOLVED, that the Board of Trustees, upon recommendation of the Finance Committee accepts the 2022–2026 Five-Year Financial Projection.

ATTACHMENT(S) LIST

- A.** 2022–2026 Five-Year Projection – General Fund (Summary)
- B.** 2022–2026 Five-Year Projection – General Fund (Detail)

State Bar of California

2022-2026 Five Year Financial Projection - General Fund (Summary)

As of February 26, 2021

	Unaudited <u>Actuals</u> 2020	<u>Budget</u> 2021	<u>Projections</u>				
			2022	2023	2024	2025	2026
REVENUES							
Mandatory Fees	83,092,189	83,097,300	83,512,787	83,930,350	84,350,002	84,771,752	85,195,611
Other Revenues	10,302,257	8,083,569	7,681,061	7,764,581	7,849,731	7,936,551	8,025,061
Interfund Transfers	725,000	-	-	-	-	-	-
TOTAL REVENUES	94,119,447	91,180,869	91,193,848	91,694,931	92,199,733	92,708,303	93,220,672
EXPENSES							
Personnel Expenses	78,303,479	82,018,186	86,656,474	89,594,223	92,187,583	94,323,952	96,127,156
Building Operations	6,094,783	7,764,377	7,757,939	7,913,071	8,071,340	8,232,763	8,397,428
Services	5,486,394	7,384,499	7,532,200	7,682,820	7,836,490	7,993,230	8,153,110
Supplies and Equipment	8,555,840	4,232,034	7,916,690	4,403,020	4,491,070	4,580,880	4,672,510
Other Expenses	(844,865)	(312,531)	(39,005)	234,140	238,820	243,580	248,460
Debt Service	842,958	917,730	4,592,995	4,680,072	4,769,859	3,863,465	3,119,132
Indirect Costs	(8,221,409)	(9,501,059)	(9,691,080)	(9,884,900)	(10,082,600)	(10,284,250)	(10,489,940)
TOTAL EXPENSES	90,217,180	92,503,236	104,726,213	104,622,446	107,512,562	108,953,620	110,227,856
Excess of Revenues Over (Under) Expenses	3,902,267	(1,322,367)	(13,532,365)	(12,927,514)	(15,312,828)	(16,245,317)	(17,007,184)

State Bar of California

2022-2026 Five Year Financial Projection - General Fund (Detail)

As of February 26, 2021

	Unaudited		Projections				
	<u>Actuals</u>	<u>Budget</u>					
	2020	2021	2022	2023	2024	2025	2026
REVENUES							
40110-Mandatory Licensee Fees	\$ 82,852,000	\$ 82,867,300	\$ 83,281,637	\$ 83,698,045	\$ 84,116,535	\$ 84,537,118	\$ 84,959,803
40210-Prior Years Licensee Fee	240,190	230,000	231,150	232,306	233,467	234,635	235,808
40310-Penalties-Current Year	959,365	900,000	918,000	936,360	955,090	974,190	993,670
40320-Penalties-Prior Years	71,396	75,000	76,500	78,030	79,590	81,180	82,800
42110-Registration as a Law Corp.	157,930	145,000	147,900	150,860	153,880	156,960	160,100
42120-Late Fee-Law Corp.	274,339	425,500	434,010	442,690	451,540	460,570	469,780
42130-LLP Registration	34,949	29,500	30,090	30,690	31,300	31,930	32,570
42140-LLP Renewal	717,525	688,000	701,760	715,800	730,120	744,720	759,610
42160-Annual Report-Law Corp.	658,136	570,000	581,400	593,030	604,890	616,990	629,330
42170-Special Reports-Law Corp.	334	300	310	320	330	340	350
42310-MCLE Application Fees	107,247	100,000	102,000	104,040	106,120	108,240	110,400
42320-MCLE Provider Fees	19,290	18,000	18,360	18,730	19,100	19,480	19,870
42330-MCLE Provider Renewal Fees	152,534	150,000	153,000	156,060	159,180	162,360	165,610
42340-MCLE Activity Fees	116,604	120,000	122,400	124,850	127,350	129,900	132,500
42350-MCLE Audit Deficiency Fee	3,246	-	-	-	-	-	-
42360-Ex/Mod. Application Fees	1,225	2,000	2,040	2,080	2,120	2,160	2,200
42370-Licensee MCLE Credit Request	4,985	6,000	6,120	6,240	6,360	6,490	6,620
42380-Late Compliance Fees	268,011	198,000	201,960	206,000	210,120	214,320	218,610
42390-Reentry Fee	55,463	34,000	34,680	35,370	36,080	36,800	37,540
42413-Transcript Fees	(123)	-	-	-	-	-	-
42414-Copies Exam Book	25	-	-	-	-	-	-
42418-Fingerprinting-Late Fees	360,943	-	-	-	-	-	-
42560-Applic. Filing Fees	6,070	-	-	-	-	-	-
42902-Certificates of Standing	324,595	275,000	280,500	286,110	291,830	297,670	303,620
42903-Proc. Fee-Dup. Bar Cards	60	-	-	-	-	-	-
42905-Ethics School Class Fees	62,200	40,000	40,800	41,620	42,450	43,300	44,170
42906-Fee Arbitration Revenues	15,388	32,000	32,640	33,290	33,960	34,640	35,330
44120-AB 145 Filing Fee - EAF	-	-	-	-	-	-	-
45701-Royalty - BOA	245	-	-	-	-	-	-
45801-Commissions Received-Insurance	1,760,162	1,000,000	1,020,000	1,040,400	1,061,210	1,082,430	1,104,080
45802-Life	190,339	1,465,000	1,494,300	1,524,190	1,554,670	1,585,760	1,617,480
45803-Accidental Death & Dismember.	-	50,000	51,000	52,020	53,060	54,120	55,200
45804-Workers Compensation	8,163	10,000	10,200	10,400	10,610	10,820	11,040
45805-Disability	3,389	9,000	9,180	9,360	9,550	9,740	9,930

	2020	2021	2022	2023	2024	2025	2026
45806-Long Term Care	10,268	9,000	9,180	9,360	9,550	9,740	9,930
45808-Healthcare 1	331	-	-	-	-	-	-
45820-Passthroughs	(1,215,166)	(2,543,000)	(2,593,860)	(2,645,740)	(2,698,650)	(2,752,620)	(2,807,670)
45901-All Other Miscellaneous	63,733	172,000	175,440	178,950	182,530	186,180	189,900
45902-Bankcard Proc. Fees	3,189	-	-	-	-	-	-
45910-Tax-Intercept Funds	(25)	-	-	-	-	-	-
45970-Outside Label Revenue	7,260	-	-	-	-	-	-
45971-Sale of Publication 250	1,666	3,000	3,060	3,120	3,180	3,240	3,300
45972-Sale of Trust Acctg Handbook	157	5,000	5,100	5,200	5,300	5,410	5,520
45973-Sale of e-Publications	24	200	200	200	200	200	200
45984-Seminar and Workshop Revenue	3,320	5,000	5,100	5,200	5,300	5,410	5,520
47110-Investment Income	862,702	820,700	822,750	824,810	826,870	828,940	831,010
47210-Unrealized Gain/Loss on Invest	9,968	90,000	-	-	-	-	-
48110-Rental Income	4,207,347	3,179,369	2,784,941	2,784,941	2,784,941	2,784,941	2,784,941
48210-Rental Income-Conf Rm/Parking	180	-	-	-	-	-	-
48410-Operating Expenses Reimb	13,270	-	-	-	-	-	-
49314-Transfer In From Admissions Fund	725,000	-	-	-	-	-	-
REVENUES TOTAL	94,119,447	91,180,869	91,193,848	91,694,931	92,199,733	92,708,303	93,220,672

EXPENSES

Personnel Expenses

50110-Regular Salaries	49,158,499	54,349,800	57,022,499	58,374,252	59,468,263	60,209,861	60,700,338
50120-Casual Hourly Pay	265,548	102,640	104,690	106,780	108,920	111,100	113,320
50130-Special - Other Salary	250,841	-	-	-	-	-	-
50140-Overtime	139,947	223,600	228,070	232,630	237,280	242,030	246,870
50150-Severance	373,326	-	-	-	-	-	-
50160-Misc Benefits	1,282,799	-	-	-	-	-	-
50170-Vacation Accrual Benefits	3,174,041	-	-	-	-	-	-
50180-Sick Accrual Benefits	952,191	-	-	-	-	-	-
50210-Employer Taxes (FICA)	506,934	-	-	-	-	-	-
50230-Medicare Tax	644,271	783,300	819,690	841,602	858,283	869,899	878,214
50240-Social Security Tax	2,472,778	3,165,200	3,296,430	3,429,032	3,519,114	3,594,135	3,650,548
50250-CalPERS Employer Share	5,900,763	11,033,100	12,145,792	13,017,458	13,856,105	14,630,996	15,357,186
50310-Dental	298,627	387,200	424,409	451,848	478,729	504,087	528,521
50320-Vision	94,583	121,800	133,220	141,834	150,271	158,231	165,901
50330-Health	7,039,997	5,273,300	5,765,813	6,138,595	6,503,786	6,848,287	7,180,237
50350-Life, LTD, AD&D, EAP	221,270	208,200	224,507	239,022	253,242	266,656	279,581
50360-Unemployment	80,945	-	-	-	-	-	-
50370-Award/Recognition	7,791	22,000	22,440	22,890	23,350	23,820	24,300
50380-Transit Reimbursement	585,880	708,300	716,374	730,700	745,310	760,220	775,420
50410-Temporary Outside Help/Contractors	1,724,195	1,924,746	1,963,240	2,002,500	2,042,550	2,083,400	2,125,070
50810-Recruiting Expenses	14,259	55,000	56,100	57,220	58,360	59,530	60,720

	2020	2021	2022	2023	2024	2025	2026
50911-OPEB/ARC Expenses	3,113,993	3,660,000	3,733,200	3,807,860	3,884,020	3,961,700	4,040,930
Total Personnel Expenses	78,303,479	82,018,186	86,656,474	89,594,223	92,187,583	94,323,952	96,127,156
Building Operations							
51110-Garbage Services	34,296	101,000	103,020	105,080	107,180	109,320	111,510
51120-Janitorial Services	834,851	1,010,100	868,579	885,951	903,670	921,743	940,178
51121-Janitorial Supplies	126,040	173,000	176,460	179,990	183,590	187,260	191,010
51140-Parking - Lease Contracts	268,223	338,400	345,170	352,070	359,110	366,290	373,620
51150-Emergency Services/Supplies	2,350	7,800	7,960	8,120	8,280	8,450	8,620
51160-Security-Alarm	26,461	6,000	6,120	6,240	6,360	6,490	6,620
51171-Security Supplies	52,508	75,500	77,010	78,550	80,120	81,720	83,350
51180-Lease Commissions	176,816	46,093	47,010	47,950	48,910	49,890	50,890
51210-Electric	716,182	712,000	726,240	740,760	755,580	770,690	786,100
51220-Gas	45,831	61,000	62,220	63,460	64,730	66,020	67,340
51230-Water/Sewer	56,411	82,500	84,150	85,830	87,550	89,300	91,090
57210-Security Guard - Exam	1,024,938	1,136,000	1,158,720	1,181,890	1,205,530	1,229,640	1,254,230
51240-Telephone	53,683	262,659	267,910	273,270	278,740	284,310	290,000
51310-Repairs	799,157	1,208,000	1,232,160	1,256,800	1,281,940	1,307,580	1,333,730
51320-Maintenance	35,621	-	-	-	-	-	-
51330-Repairs and Maintenance - Equi	93,850	719,325	733,710	748,380	763,350	778,620	794,190
51350-HVAC	3,400	-	-	-	-	-	-
51360-Engineering Services	679,286	695,000	708,900	723,080	737,540	752,290	767,340
51361-Engineering Supplies	27,130	30,000	30,600	31,210	31,830	32,470	33,120
51510-Moving Expenses	1,243	-	-	-	-	-	-
51910-Insurance	1,036,505	1,100,000	1,122,000	1,144,440	1,167,330	1,190,680	1,214,490
Total Building Operations	6,094,783	7,764,377	7,757,939	7,913,071	8,071,340	8,232,763	8,397,428
Services							
52105-Professional Services	4,449,164	6,157,035	6,280,180	6,405,780	6,533,900	6,664,580	6,797,870
52110-Outside Legal Services	115,921	20,000	20,400	20,810	21,230	21,650	22,080
52120-Outside Printing	138,648	113,281	115,550	117,860	120,220	122,620	125,070
52130-Outside Services-Printing-Desi	-	1,500	1,530	1,560	1,590	1,620	1,650
52140-Outside services-others	133,722	179,588	183,180	186,840	190,580	194,390	198,280
52160-Document Destruction	1,367	1,000	1,020	1,040	1,060	1,080	1,100
52150-Delivery Services	176,391	236,315	241,040	245,860	250,780	255,800	260,920
52170-File Retention	125,884	150,000	153,000	156,060	159,180	162,360	165,610
52210-Banking Fees	179,763	310,800	317,020	323,360	329,830	336,430	343,160
52330-Fingerprinting	34,770						
52360-Witness Fees	26,085	22,000	22,440	22,890	23,350	23,820	24,300
52410-Deposition Fees	4,018	45,500	46,410	47,340	48,290	49,260	50,250
52420-Court Related Costs	9,287	2,600	2,650	2,700	2,750	2,810	2,870
52430-Abandoned Case Expenses	-	3,045	3,110	3,170	3,230	3,290	3,360
52902-Equipment Rental	5,617	4,500	4,590	4,680	4,770	4,870	4,970

	2020	2021	2022	2023	2024	2025	2026
52910-Honorarium	1,500	-	-	-	-	-	-
52912-Interpreter's Fees	1,073	10,000	10,200	10,400	10,610	10,820	11,040
52913-Arbitrations-Local Bar	27,346	57,000	58,140	59,300	60,490	61,700	62,930
52916-Outside Mailing Services	-	1,500	1,530	1,560	1,590	1,620	1,650
52917-Collection Fees - Discipline	344	4,060	4,140	4,220	4,300	4,390	4,480
52919-Awards	-	750	770	790	810	830	850
52920-Photo/Awards/Certificates	-	600	610	620	630	640	650
52921-Reporting and Transcribing	55,494	63,425	64,690	65,980	67,300	68,650	70,020
Total Services	5,486,394	7,384,499	7,532,200	7,682,820	7,836,490	7,993,230	8,153,110
Supplies and Equipment							
54110-Books & Publications	359,736	396,645	404,580	412,670	420,920	429,340	437,930
54120-Postage	68,388	208,155	212,320	216,570	220,900	225,320	229,830
54130-Office Supplies	187,181	251,339	256,370	261,500	266,730	272,060	277,500
54210-Dues & Membership	29,090	53,702	54,780	55,880	57,000	58,140	59,300
54220-Subscriptions	371,270	312,903	319,160	325,540	332,050	338,690	345,460
55410-Computer Software Purchase	370,559	302,200	308,240	314,400	320,690	327,100	333,640
55420-Computer Supplies	36,346	62,414	63,660	64,930	66,230	67,550	68,900
55440-Software Maintenance	1,643,436	1,203,285	1,227,350	1,251,900	1,276,940	1,302,480	1,328,530
55460-Web Hosting	22,578	15,000	15,300	15,610	15,920	16,240	16,560
55470-Equipment - Hardware Purch. Ca	180,604	410,000	418,200	426,560	435,090	443,790	452,670
55480-Equipment - Hardware Purchases	20,428	748,213	763,180	778,440	794,010	809,890	826,090
55520-Equipment Purchase-Non-Capital	85,500	30,373	30,980	31,600	32,230	32,870	33,530
55610-Building Improvements	1,072,108	-	-	-	-	-	-
55620-Building Imprv Capitalization	(1,071,050)	-	-	-	-	-	-
55720-Copier Rental Expenses	188,734	200,000	204,000	208,080	212,240	216,480	220,810
55740-Copier Supplies	30,344	32,350	33,000	33,660	34,330	35,020	35,720
55750-In House Copier Usages Alloc.	(6,906)	110,178	112,380	114,630	116,920	119,260	121,650
55760-In House Copier Over/(Under)	-	(187,093)	(190,830)	(194,650)	(198,540)	(202,510)	(206,560)
55810-Furniture Capitalize	-	20,300	20,710	21,120	21,540	21,970	22,410
55820-Furniture Non-Capital	30,093	46,117	47,040	47,980	48,940	49,920	50,920
56010-Ergonomic Expenses	3,402	15,953	16,270	16,600	16,930	17,270	17,620
61210-Building Depreciation	1,164,305	-	-	-	-	-	-
61310-Improvements Depreciation	(651,784)	-	-	-	-	-	-
61510-Furniture and Fixtures	415,641	-	-	-	-	-	-
61610-Equipment	941,283	-	-	-	-	-	-
61710-Software Depreciation	3,064,554	-	-	-	-	-	-
Building Improvements & IT Projects	-		3,600,000				
Total Supplies and Equipment	8,555,840	4,232,034	7,916,690	4,403,020	4,491,070	4,580,880	4,672,510
Other Expenses							
56110-Travel - Staff	252,516	385,621	578,430	771,240	786,660	802,390	818,440
56120-Travel - Others	6,063	23,530	35,300	47,060	48,000	48,960	49,940

	2020	2021	2022	2023	2024	2025	2026
56130-Travel - Speakers	469	2,000	3,000	4,000	4,080	4,160	4,240
56140-Travel - Volunteers	80,808	119,180	178,770	238,360	243,130	247,990	252,950
56141-Public Member Per Diem	5,158	30,000	45,000	60,000	61,200	62,420	63,670
56170-Training	92,367	268,693	274,070	279,550	285,140	290,840	296,660
56210-Catering	22,151	22,512	33,770	45,020	45,920	46,840	47,780
56803-Meeting Room Rental	-	300	305	310	320	330	340
56805-Miscellaneous Expenses	34,258	32,233	32,880	33,540	34,210	34,890	35,590
56806-Pcard Clearing Default Account	23,473	1,400	1,430	1,460	1,490	1,520	1,550
56807-In House Printing Service	-	2,000	2,040	2,080	2,120	2,160	2,200
56810-Expense Clearing	(185,442)	-	-	-	-	-	-
58220-Costs reimb. Collections	5	-	-	-	-	-	-
58230-CSF proc. Costs reimb. Collect	(1,176,692)	(1,200,000)	(1,224,000)	(1,248,480)	(1,273,450)	(1,298,920)	(1,324,900)
Total Other Expenses	(844,865)	(312,531)	(39,005)	234,140	238,820	243,580	248,460
Debt Service							
62110-Interest expense-loans	842,958	917,730	936,080	954,800	973,900	993,380	1,013,250
Building Improvements Loan Principal Payments	-	-	1,800,000	1,800,000	1,800,000	800,000	800,000
SFTI - Principal Payments	-	-	1,045,915	1,095,272	1,146,959	1,201,085	416,882
LA - Principal Payments	-	-	811,000	830,000	849,000	869,000	889,000
Total Debt Service	842,958	917,730	4,592,995	4,680,072	4,769,859	3,863,465	3,119,132
Indirect Costs							
49410-Interfund Transaction-Revenue	(60,594)	-	-	-	-	-	-
59110-Interfund Allocation - SF	(11,039,201)	(12,713,812)	(12,968,090)	(13,227,450)	(13,492,000)	(13,761,840)	(14,037,080)
59210-Interfund Allocation - LA	3,511,427	3,528,653	3,599,230	3,671,210	3,744,630	3,819,520	3,895,910
59220-LA Bldg IndirCost Allocation	(695,100)	(315,900)	(322,220)	(328,660)	(335,230)	(341,930)	(348,770)
69410-Interfund Transaction-Expenses	62,059	-	-	-	-	-	-
Total Indirect Costs	(8,221,409)	(9,501,059)	(9,691,080)	(9,884,900)	(10,082,600)	(10,284,250)	(10,489,940)
TOTAL EXPENSES	90,217,180	92,503,236	104,726,213	104,622,446	107,512,562	108,953,620	110,227,856
Excess of Revenues Over (Under) Expenses	\$ 3,902,267	\$ (1,322,367)	\$ (13,532,365)	\$ (12,927,514)	\$ (15,312,828)	\$ (16,245,317)	\$ (17,007,184)