

# Revenue

# **Sno-Isle Libraries 2017 Operating Revenue**

## **Introduction**

The total revenue proposed for 2017 including estimated beginning cash forward and transfers from reserves is **\$53,252,350**. This is a \$2,005,450 increase from the 2016 adopted budget and includes a \$1,000,000 increase in beginning cash forward. The remaining increase is largely in property tax revenue (\$815,000) and investment interest (\$138,600). Similar to the prior year budget, a transfer of \$2,000,000 from the *Levy Rate Stabilization Reserve* to the *General Operating Fund* is proposed in the 2017 budget.

## **Beginning Cash - \$8,500,000**

“Beginning Cash” is the amount of year-end cash that remains in the Library’s *General Operating Fund* and carries forward into 2017.

The 2017 proposed budget includes a \$1.0 million increase to the beginning cash target from \$7.5 million to \$8.5 million. Property tax revenues received during the 1<sup>st</sup> quarter average \$2.4 million and expenditures are estimated at \$11.1 million. While \$7.5 million has been the budgetary target for beginning cash since 2013, it is time to adjust this target to better align cash flow requirements.

## **Transfer from Reserves - \$2,000,000**

“Transfer from Reserves” is the cash that is expected to be withdrawn from the *Levy Rate Stabilization Reserve* to supplement the “Revenues” necessary for providing library services during the budget year. In each of the years following the 2009 levy lid-lift and ending with 2015, Sno-Isle Libraries transferred a portion of its unspent revenues to a *Levy Rate Stabilization Reserve*. In 2016, it was necessary to transfer \$1,500,000 from the *Levy Rate Stabilization Reserve* resulting in an anticipated levy rate reserve balance of \$10,006,266 at fiscal year-end 2016.

Similar to 2016, Sno-Isle Libraries is budgeting to withdraw funds from the *Levy Rate Stabilization Reserve* as the cost of providing library services may surpass expected annual revenues.

## **General Property Tax - \$41,415,000**

Proposed property tax revenue increased by \$915,000 from the 2016 adopted budget to \$41,415,000. The Assessor’s Office in Snohomish County and Island County provided Sno-Isle Libraries with preliminary assessed values for the 2017 tax year. Preliminary assessed values in the Library District are reportedly increasing 9.3% which builds on last year’s increase of 8.3%. Snohomish County reports an increase of 9.9% while Island County reports a 5.3% increase in assessed values.

The library is subject to a statutory levy growth limit of 101% or 100% plus the rate of annual inflation (implicit price deflator), whichever is less. This year the implicit price deflator (IPD) is .953 and yields the lower limit of 100.953%. The reduction in property tax revenue using the IPD compared with the statutory limit is \$18,842. The District may collect an amount greater than the implicit price deflator up to 101% of the highest lawful levy by adopting a *substantial need* resolution. The Sno-Isle Libraries Board of Trustees adopted a substantial need resolution last year when the IPD was .253. Staff recommends a similar resolution be adopted for 2017 to ensure appropriate staffing, materials, technology and technology infrastructure, and facility maintenance. The 101% limit is used in the preparation of the 2017 proposed budget.

It is anticipated that the Library District's 2017 levy rate will be \$.415/\$1,000 of assessed value compared to \$.442/\$1,000 in 2016.

### **Timber and Excise Taxes - \$500,000**

“Timber and Excise Taxes” are projected to be \$500,000. Timber tax revenue has been on a declining trend the past two years and the 2017 proposed budget is \$100,000 less than the 2016 budget. Timber value is not included in the assessment real property value; therefore, taxes are collected by the State and County at the time of timber harvest.

### **Contract Fees - \$13,300**

The 2017 proposed budget for contract fees is unchanged from the 2016 adopted budget at \$13,300. “Contract Fees” consist of a library service agreement with Index and tax revenues collected from the *Darrington Partial County Library District* (PCLD).

The Library District provides mobile library services to Index. The 2017 proposed budget includes estimated revenues of \$3,300.

The Darrington PCLD tax revenues are estimated at \$10,000 and do not include any revenue from timber tax. Under an agreement with the Darrington PCLD, funds collected from timber taxes are set aside in a reserve fund for the Darrington Library and are not part of the operating budget.

### **Other - \$824,050**

“Other” sources of budgeted revenue total \$824,050, an increase of \$190,450 from the 2016 budget. Included in “Other” are the following categories:

- **Investment Interest - \$176,100**

It is the Library District's policy to hold its cash reserves in the Washington State Investment Pool. Interest income on the Library District's reserve funds is swept from the reserve funds into the general operating fund each month. Interest income is projected to be \$176,100, an increase of \$138,600 compared with the 2016 adopted budget.

- **Donations - \$155,000**

Gifts and contributions from the Sno-Isle Libraries Foundation and Friends of the Library groups are expected to be \$155,000, a \$55,000 increase compared with the 2016 budget.

**Friends of the Library - \$45,000**

The Friends historically make contributions to their local community libraries. The Friends periodically will request items be acquired by the Library District. This is done with the understanding these costs will be reimbursed. The reimbursements are required to be recorded as revenues.

**Sno-Isle Libraries Foundation - \$110,000**

The Sno-Isle Libraries Foundation is expected to continue its support for *TEDxSnoIsleLibraries*, the *Reading Challenge*, and community outreach in 2017. This support is budgeted at \$40,000. The Foundation has also agreed to fund 50% of the rent for the new Mariner Library for the next five years. Other library support and reimbursed expenses are estimated at \$15,000.

- **E-Rate Program - \$200,000**

Sno-Isle Libraries participates in the *Universal Service Administrative Company (USAC)* E-rate program. USAC collects contributions from telecommunications carriers and administers support programs designed to help communities, including public libraries, secure access to affordable telecommunications services.

Sno-Isle Libraries has submitted funding requests to USAC in the amount of \$222,619 for funding year 2016-17. We conservatively budget for 90% of the funding request. The \$200,000 will be in the form of reimbursed cost of services from vendors and is a \$20,000 increase from the 2016 adopted budget.

- **Miscellaneous - \$292,950**

The majority of the “Miscellaneous” revenues are from individuals paying for lost materials, print and copier services. “Miscellaneous” revenue proposed for 2017 at \$292,950 is a \$23,150 decrease from the 2016 budget. It includes refunds expected from an interlocal agreement with Lake Stevens for a new Lake Stevens library.

**Total Revenue plus Beginning Cash and Transfers - \$53,252,350**

Total revenues and beginning cash provides **\$53,252,350** to support the 2017 work plan. This is a 3.9% increase in funding requirements compared to the 2016 adopted budget.

**Sno-Isle Libraries**  
**2017 Proposed Budget**

	<b>2016</b>		<b>2017</b>	
	<b>Adopted</b>		<b>Proposed</b>	
<b>Source of Funds:</b>				
<b>Beginning Cash</b>	7,500,000		8,500,000	
<b>Transfer From Reserves</b>				
Levy Rate Stabilization	2,000,000		2,000,000	
Subtotal Transfer From General Reserve Fund	2,000,000		2,000,000	
<b>Total Transfer From Reserves and Beg. Cash</b>	9,500,000		10,500,000	
<b>Revenues</b>				
Taxes				
General Property	40,500,000		41,415,000	
Private Timber Harvest	100,000		100,000	
State Timber Sales	350,000		200,000	
Leasehold Excise	150,000		200,000	
Subtotal Taxes	41,100,000	98.5%	41,915,000	98.0%
Contract Fees				
Town of Index	3,300		3,300	
Darrington Partial County	10,000		10,000	
Subtotal Contract Fees	13,300	0.0%	13,300	0.0%
Other				
Investment Interest	37,500		176,100	
Donations	100,000		155,000	
E-rate Program	180,000		200,000	
Miscellaneous	316,100		292,950	
Subtotal Other	633,600	1.5%	824,050	1.9%
Total Revenue	41,746,900	100%	42,752,350	100%
<b>Total Revenue plus Reserves and Beg. Cash</b>	<u>51,246,900</u>		<u>53,252,350</u>	

# Expenditures

# Sno-Isle Libraries 2017 Operating Expenditures

## Introduction

The 2017 preliminary budget proposal is built upon the base established by our Strategic Focus 2014-2016 work, and begins to integrate elements of the new 10-Year Facilities Plan. The budget includes funding for two demonstration projects; one in the Mariner/128<sup>th</sup> Street area and a project in the Lakewood/Smokey Point area later in the year. Both projects are classified as *high priority* in the 10-Year Facilities Plan. The 2017 proposed budget also includes initial project costs for a new library in Lake Stevens.

Total operating expenditures with ending cash requirements are proposed at **\$53,252,350**. This includes ongoing operating expenditures at \$43,943,850, capital outlays of \$808,500, and an ending cash balance of \$8,500,000. This is a net *increase* of \$2,005,450 from the 2016 adopted budget. The increase includes a \$1,000,000 increase to ending cash requirements, a \$1,240,700 increase for salary and benefit costs, and a net *decrease* of \$235,250 to various expense categories based on an integrated review of work plans and assumptions.

## Operations

### Salaries & Benefits - \$31,208,700

The “Salaries and Benefits” portion of the proposed 2017 budget is 69.7% of total expenditures, compared to 68.5% in the 2016 adopted budget.

The library is self-insured for the majority of medical coverage. Our current self-insurance platform is administered through *Premera*. A three-year contract was recently ratified by *Premera* with medical providers (e.g. *Providence, Swedish, Pacific Medical Centers* and *Kadlec*) and the proposed budget reflects the expected new renewal rates.

### Salary Schedule

The 2017 salary budget includes both salary schedule (market increase) and staff anniversary increases. This follows the direction set by the Board of Trustees in the adoption of the salary program providing for “increase in base pay reflecting current pay levels in the market.” A 3.0% market adjustment is included in the proposed 2017 budget. The overall impact of a 3.0% market increase on salaries and benefits is \$798,285. The staff anniversary increases total \$389,039. The proposed staffing budget for 2017 is consistent with the 2016 adopted budget.

### Benefits - Health and Dental Care

Health care renewal rate information was provided by our insurance broker (MCM).

The Libraries’ 2017 budget reflects the continuation of the self-insurance strategy with *Premera* and the continued offering of the *Group Health* insurance plan as HMO plans do not have an

option for self-insurance. Group Health medical insurance renewal rates increased by 8.1%. *Washington Delta Dental* insurance premiums decreased 7.3%.

In summary, there is a total increase to medical benefit plan costs of \$288,400 or 9.9% from the 2016 adopted budget.

### **Materials - \$6,000,000**

The proposed materials budget at \$6,000,000 is unchanged from 2016 adopted budget. The materials budget represents 13.4% of the 2017 proposed operating budget. Benchmark percentages at *Pierce County Library* and the *King County Library System* are 12.5% and 11.5%, respectively.

### **Professional & Contracted Services - \$2,074,450**

The “Professional & Contract Services” budget is \$2,074,450 or 4.6% of total operating – an increase of \$83,800 compared to the 2016 adopted budget.

The proposed 2017 Budget includes funds for:

- Custodial services
- Community libraries security services
- Vendor processing
- Paycom Payroll/HRIS contract services
- Landscaping contract services

In addition, funds are budgeted to support strategic initiatives, facilities planning, market research, and implementing a *Document management system*.

### **Equipment & Furnishings - \$508,200**

This category of expenditures includes items such as computers, monitors, servers and network switches, AV & telephone equipment, and library furniture. The total proposed spending for 2017 is \$508,200, a decrease of \$272,250 from the 2016 adopted budget. The largest portion of this budget expenditure is predicated on a 3-year life-cycle management strategy for technology.

### **Maintenance and Repairs - \$501,000**

The 2017 budget proposal for this category is \$501,000, a \$39,200 reduction from the 2016 adopted budget. This category of expense includes the cost of keeping our vehicle fleet, community library buildings, service center, and grounds in good operating condition.

### **Software & Licensing Fees - \$920,750**

Software and licensing fees have increased \$16,700 from the 2016 adopted budget to \$920,750 in 2017. This is in large part due to the inclusion of records management software partially offset by the elimination of HRIS annual software fees now administered through contracted services.



### **Communications - \$396,300**

The proposed communications budget is \$396,300, a \$9,000 decrease to the 2016 adopted budget. This category includes: data lines and telephone, cell phone, internet services and public mailings.

### **Office & Operating Supplies - \$621,050**

General operating supplies are budgeted at \$621,050 for 2017, which is a slight increase from the 2016 adopted budget at \$601,450. This category consists of office supplies, copier and printer paper, toner, and general postage.

### **Utilities - \$525,000**

The proposed budget is \$525,000, a 2.3% (\$12,500) reduction from the 2016 budget. Continued focus and attention on HVAC replacement/repairs, control systems and LED lighting upgrades delivered energy savings. Key components of the budget includes electricity, natural gas, water, sewer, recycling, waste disposal, and other utility fees and service.

### **Rentals & Leases - \$187,450**

Total budgeted rentals and leases for 2017 are \$187,450 as compared to \$120,600 in the 2016 adopted budget. In 2016, the Library entered into a commercial space lease agreement consisting of 3,694 sq. ft. for a demonstration library in the Mariner/128<sup>th</sup> Street area. Other than \$3,000 associated with storage rental space, the remaining increase is connected to leases for staff and public copiers (\$10,100). Approximately half of the copier operating costs are recovered through public copier fees and recorded as “Miscellaneous” revenue in the proposed 2017 budget.

### **Insurance - \$136,500**

The proposed “Insurance” budget for 2017 is \$136,500. This is a \$2,500 increase to the 2016 adopted budget for the bonding of the *Audit Officers* as required by the state.

### **Employee Training - \$300,000**

The proposed employee training budget for 2017 is \$300,000, a \$70,000 increase to last year’s budget. The 2017 adopted budget includes \$60,000 for *Staff In-Service Day* held every other year. This funding represents an ongoing commitment towards staff development, including *Sno-Isle Libraries University*.

### **Strategic Initiatives / Innovation - \$50,000**

This expense category is for the purpose of pursuing new ideas to support the strategic plan. The 2016 adopted budget allocated \$70,000 for this purpose. The proposed 2017 budget is set at \$50,000.

### **Miscellaneous - \$514,450**

“Other” expenses are budgeted at \$514,450, a \$25,750 reduction from the 2016 adopted budget. Included in this budget category are funds for ballot measures, mileage reimbursement, gas for library vehicles and reimbursable expenses. Most of these expense line items are budgeted at, or very close to the 2016 budget amounts.

### **Capital Outlays - \$808,500**

Total capital requested in the 2017 budget is \$808,500. This is a decrease of \$116,000 compared with the 2016 adopted budget. The 2017 proposed budget includes capital outlays to furnish the projects in the Mariner/128<sup>th</sup> and Lakewood/Smokey Point areas, carpet replacement, and a delivery van.

Other key projects for 2017 include:

- Roof repair at the Monroe Library
- New roof and exterior paint at the Clinton Library
- Upgrades to customer service areas
- Sound masking system at a community library

### **General Operating Fund Reserves**

It is anticipated that the Library will withdraw approximately \$2,000,000 in 2017 from the *Levy Rate Stabilization Reserve* fund. The cost of providing library services has surpassed the annual revenue.

### **Ending Cash - \$8,500,000**

Ending cash represents the cash needed at the beginning of 2017 (\$8,500,000). It is necessary to have this ending balance of cash to cover regular operating expenses until the first half of property tax revenues are received in April each year. This is a \$1,000,000 increase from the beginning cash requirement contained in the 2016 adopted budget.

## 2017 PROPOSED BUDGET EXPENDITURES

	<b>2016 Adopted</b>	<b>2017 Proposed</b>		
<b><u>Use of Funds:</u></b>				
<b>Operations</b>				
Salaries and Benefits	29,968,000	68.5%	31,208,700	69.7%
Materials	6,000,000	13.7%	6,000,000	13.4%
Professional & Contract Services	1,990,650	4.6%	2,074,450	4.6%
Equipment & Furnishings	780,450	1.8%	508,200	1.1%
Maintenance & Repairs	540,200	1.2%	501,000	1.1%
Software & Licensing Fees	904,050	2.1%	920,750	2.1%
Communications	405,300	0.9%	396,300	0.9%
Office & Operating Supplies	601,450	1.4%	621,050	1.4%
Utilities	537,500	1.2%	525,000	1.2%
Rentals & Leases	120,600	0.3%	187,450	0.4%
Insurance	134,000	0.3%	136,500	0.3%
Employee Training	230,000	0.5%	300,000	0.7%
Strategic Initiatives	70,000	0.2%	50,000	0.1%
Miscellaneous	<u>540,200</u>	<u>1.2%</u>	<u>514,450</u>	<u>1.1%</u>
Subtotal Operations	42,822,400	97.9%	43,943,850	98.2%
<b>Capital Outlay</b>				
Buildings & Improvements	590,500	1.3%	407,000	0.9%
Equipment & Furnishings	264,000	0.6%	281,500	0.6%
Vehicles	-	0.0%	70,000	0.2%
Other Assets	70,000	0.2%	50,000	0.1%
Subtotal Capital Outlay	<u>924,500</u>	<u>2.1%</u>	<u>808,500</u>	<u>1.8%</u>
Total Operations	43,746,900	100%	44,752,350	100%
<b>Transfer To Reserves &amp; Ending Cash</b>				
Levy Rate Stabilization	-		-	
Ending Cash	7,500,000		8,500,000	
<b>Total Transfer To Reserves and Ending Cash</b>	<u>7,500,000</u>		<u>8,500,000</u>	
<b>Total Operations, Reserves, and Ending Cash</b>	<u>51,246,900</u>		<u>53,252,350</u>	
<b>Summary</b>				
Total Revenue plus Reserves & Beg. Cash	<u>51,246,900</u>		<u>53,252,350</u>	
Total Operations, Reserves, and End. Cash	<u>51,246,900</u>		<u>53,252,350</u>	
Operations Plus Changes in Reserves & Cash	<u>-</u>		<u>-</u>	

# Reserves

## Sno-Isle Libraries 2017 Reserves

The 2016 *General Reserve Fund* forecasted balance includes the following activity in 2016:

- A \$1,500,000 transfer from the *Levy Rate Stabilization Reserve* to the *General Operating Fund*;
- A \$650,000 transfer of funds from the *Insurance Rate Stabilization Reserve* to the *Self-Insurance Reserve* as approved by the Board of Trustees on September 26, 2016; and,
- An \$850,000 reduction to the *Land Acquisition Reserve* to pay for the Lake Stevens Library property.

The 2017 budget proposes a \$2,000,000 withdrawal from the *Levy Rate Stabilization Reserve* into the *General Operating Fund* to fund library service expenditures in excess of revenues. It also includes a \$425,000 increase to the *Land Acquisition Fund* consisting of a 50% reimbursement of the Lake Stevens Library property purchase price from bond funds. Interest income earned on the *General Reserve Fund* is automatically deposited into the *General Operating Fund* each month.

### Fund Balances & Sufficiency

The establishment and maintenance of reserve funds are critical elements of fiscal planning. Recognizing the importance of setting policy to guide and direct the administration of financial resources, the Board of Trustees adopted a Financial Reserve Policy which requires a review of the reserves balances and their sufficiency to meet policy targets and objectives. All reserve balances supporting the 2017 proposed budget achieve sufficiency standards as shown in the following table.

<b>FUND – Balance 12/31/17</b>	<b>Policy Target / Objective</b>	<b>2017 Sufficiency</b>
Emergency – \$7,500,000	60-90 Days of operating expenditures excluding <i>Materials</i> .	68 Days
Self-Insurance – \$650,000	At least 16 weeks of program expenses	17.4 weeks
Insurance Rate Stabilization – \$100,000	Board discretion	n/a
Unemployment Compensation – \$40,000	Board discretion	n/a
Levy Rate Stabilization – \$8,006,266	Board discretion	n/a
Vacation & Sick Pay Liability – \$1,400,000	At least 60% of the year-end estimated vacation and sick leave liability.	79% (est.)
Building – 2,500,000	Board discretion	n/a
Equipment – \$1,100,000	Board discretion	n/a
Land Acquisition – \$1,050,000	Board discretion	n/a

**Sno-Isle Libraries**  
**2017 Proposed Budget**  
**General Reserve Fund Balances**

	<b>Actual</b>	<b>Projected</b>	<b>Forecast</b>	<b>Proposed</b>	<b>Proposed</b>
	<b>Fund Balance</b>	<b>2016</b>	<b>Fund Balance</b>	<b>2017</b>	<b>Fund Balance</b>
<b><u>General Reserve Funds</u></b>	<b><u>12/31/2015</u></b>	<b><u>Activity</u></b>	<b><u>12/31/2016</u></b>	<b><u>Activity</u></b>	<b><u>12/31/2017</u></b>
Emergency	7,500,000	-	7,500,000	-	7,500,000
Self-Insurance	-	650,000	650,000	-	650,000
Insurance Rate Stabilization	750,000	(650,000)	100,000	-	100,000
Unemployment Compensation	40,000	-	40,000	-	40,000
Levy Rate Stabilization	11,506,266	(1,500,000)	10,006,266	(2,000,000)	8,006,266
Vacation & Sick Pay Liability	1,400,000	-	1,400,000	-	1,400,000
Building	2,500,000	-	2,500,000	-	2,500,000
Equipment	1,100,000	-	1,100,000	-	1,100,000
Land Acquisition	1,050,000	(850,000)	200,000	425,000	625,000
<b>Total General Reserve Funds</b>	<b>25,846,266</b>	<b>(2,350,000)</b>	<b>23,496,266</b>	<b>(1,575,000)</b>	<b>21,921,266</b>

# Budget Summary

## Sno-Isle Libraries 2017 Proposed Budget

	2016 Adopted		2017 Proposed	
<b>Source of Funds:</b>				
<b>Beginning Cash</b>	7,500,000		8,500,000	
<b>Transfer From Reserves</b>				
Levy Rate Stabilization	2,000,000		2,000,000	
Subtotal Transfer From General Reserve Fund	2,000,000		2,000,000	
<b>Total Transfer From Reserves and Beg. Cash</b>	9,500,000		10,500,000	
<b>Revenues</b>				
Taxes				
General Property	40,500,000		41,415,000	
Private Timber Harvest	100,000		100,000	
State Timber Sales	350,000		200,000	
Leasehold Excise	150,000		200,000	
Subtotal Taxes	41,100,000	98.5%	41,915,000	98.0%
Contract Fees				
Town of Index	3,300		3,300	
Darrington Partial County	10,000		10,000	
Subtotal Contract Fees	13,300	0.0%	13,300	0.0%
Other				
Investment Interest	37,500		176,100	
Donations	100,000		155,000	
E-rate Program	180,000		200,000	
Miscellaneous	316,100		292,950	
Subtotal Other	633,600	1.5%	824,050	1.9%
Total Revenue	41,746,900	100%	42,752,350	100%
<b>Total Revenue plus Reserves and Beg. Cash</b>	<u>51,246,900</u>		<u>53,252,350</u>	



**Sno-Isle Libraries  
2017 Proposed Budget**

	<b>2016</b>		<b>2017</b>	
	<b>Adopted</b>		<b>Proposed</b>	
<b><u>Use of Funds:</u></b>				
<b>Operations</b>				
Salaries and Benefits	29,968,000	68.5%	31,208,700	69.7%
Materials	6,000,000	13.7%	6,000,000	13.4%
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Maintenance & Repairs	540,200	1.2%	501,000	1.1%
Software & Licensing Fees	904,050	2.1%	920,750	2.1%
Communications	405,300	0.9%	396,300	0.9%
Office & Operating Supplies	601,450	1.4%	621,050	1.4%
Utilities	537,500	1.2%	525,000	1.2%
Rentals & Leases	120,600	0.3%	187,450	0.4%
Insurance	134,000	0.3%	136,500	0.3%
Employee Training	230,000	0.5%	300,000	0.7%
Strategic Initiatives	70,000	0.2%	50,000	0.1%
Miscellaneous	540,200	1.2%	514,450	1.1%
Subtotal Operations	42,822,400	97.9%	43,943,850	98.2%
<b>Capital Outlay</b>				
Buildings & Improvements	590,500	1.3%	407,000	0.9%
Equipment & Furnishings	264,000	0.6%	281,500	0.6%
Vehicles	-	0.0%	70,000	0.2%
Other Assets	70,000	0.2%	50,000	0.1%
Subtotal Capital Outlay	924,500	2.1%	808,500	1.8%
Total Operations	43,746,900	100%	44,752,350	100%
<b>Transfer To Reserves &amp; Ending Cash</b>				
Levy Rate Stabilization	-		-	
Ending Cash	7,500,000		8,500,000	
<b>Total Transfer To Reserves and Ending Cash</b>	<b>7,500,000</b>		<b>8,500,000</b>	
<b>Total Operations, Reserves, and Ending Cash</b>	<b>51,246,900</b>		<b>53,252,350</b>	
<b>Summary</b>				
Total Revenue plus Reserves & Beg. Cash	51,246,900		53,252,350	
Total Operations, Reserves, and End. Cash	51,246,900		53,252,350	
Operations Plus Changes in Reserves & Cash	-		-	

# Sno-Isle Libraries 2017 Proposed Budget

## Administration Summary

	<b>2016</b>	<b>2017</b>
	<b>Adopted</b>	<b>Proposed</b>
<b>Operations</b>		
Salaries and Benefits	2,872,800	3,090,000
Professional & Contract Services	372,050	465,650
Equipment & Furnishings	13,500	10,000
Maintenance & Repairs	5,500	4,000
Software & Licensing Fees	159,600	129,850
Office & Operating Supplies	39,900	39,400
Rentals and Leases	106,500	116,600
Insurance	134,000	134,000
Miscellaneous	223,500	208,725
<b>Total Operations</b>	<b>3,927,350</b>	<b>4,198,225</b>

## Library Services Summary

	<b>2016</b>	<b>2017</b>
	<b>Adopted</b>	<b>Proposed</b>
<b>Operations</b>		
Salaries and Benefits	27,095,200	27,815,900
Materials	6,000,000	6,000,000
Professional & Contract Services	940,500	938,000
Equipment & Furnishings	752,950	488,200
Maintenance & Repairs	144,700	161,000
Software License / Maint Fees	722,450	765,900
Communications	405,300	396,300
Office & Operating Supplies	457,350	448,450
Rentals & Leases	4,100	4,100
Strategic Initiatives/Innovation	70,000	50,000
Miscellaneous	314,100	304,625
<b>Subtotal Operations</b>	<b>36,906,650</b>	<b>37,372,475</b>

## Sno-Isle Libraries 2017 Proposed Budget

### Training Summary

	<b>2016 Adopted</b>	<b>2017 Proposed</b>
<b>Operations</b>		
Training	230,000	300,000
Total Operations	230,000	300,000

### Facilities Summary

	<b>2016 Adopted</b>	<b>2017 Proposed</b>
<b>Operations</b>		
Salaries and Benefits	-	302,800
Professional & Contract Services	678,100	670,800
Equipment & Furnishings	14,000	10,000
Maintenance & Repairs	390,000	336,000
Software License / Maint Fees	22,000	25,000
Office & Operating Supplies	104,200	133,200
Utilities	537,500	525,000
Rentals & Leases	10,000	66,750
Insurance	-	2,500
Miscellaneous	2,600	1,100
Total Operations	1,758,400	2,073,150

### Capital Summary

	<b>2016 Adopted</b>	<b>2017 Proposed</b>
<b>Capital Outlays</b>		
Building & Improvements	590,500	407,000
Equipment & Furnishings	264,000	281,500
Vehicles	-	70,000
Other Assets	70,000	50,000
Total Operations	924,500	808,500