

Your Library

2011 Final Budget

IN LIBRARY

ONLINE

OUTREACH

**CRITICAL
RESOURCES**



kcls.org

Your Library

In February 2010, voters approved a levy lid lift. In the midst of an economic downturn, this was a ringing endorsement for the importance of libraries. Citizens of Renton also voted to annex to KCLS and the addition of their two facilities brought KCLS to a total of 46 community libraries. Already one of the busiest Library Systems in the United States, KCLS experienced unprecedented usage throughout the year.

Mindful of the growing and changing needs of patrons, especially diverse groups and people who cannot conveniently access the library, a new service delivery model called Future Services aims to provide enhanced services not only in the library, but online and through outreach to communities. The coming year is an exciting time for the project, as it will be piloted at six libraries (within two library clusters).

In the pages that follow, you will notice that the proposed budget aligns priorities and outcomes with Future Services goals and service delivery methods. These efforts are aimed at ensuring value, maintaining relevance and delivering measurable results to patrons of all ages in new and innovative ways.



2011 Budget Priorities

Budget Priorities in 2011 correspond to and build upon the KCLS Future Services Strategy & Staffing Model, as we implement, test and evaluate it at two pilot sites, transforming the way we deliver services. KCLS will still have familiar goals—but with refocused methods of achieving them: in libraries, online and through greater outreach to communities and residents throughout King County.

Future Services Strategic Goals

- Facilitate Early Literacy and cultivate young readers
- Engage and support teens and children
- Encourage lifelong learning
- Provide personalized information access and assistance
- Reach and engage the County's culturally diverse population

Creating Capacity Goal

- Effectively facilitate the achievement of service delivery goals

Future Services Delivery Strategies

In Library

- Collections reflect and anticipate patron needs and interests
- Safe, well-maintained and welcoming libraries encourage learning, inspiration and community

Online

- Enhanced collections, programs and services are available through the KCLS Web site, catalog and other digital media
- Technology enhancements allow staff to create a greater presence online

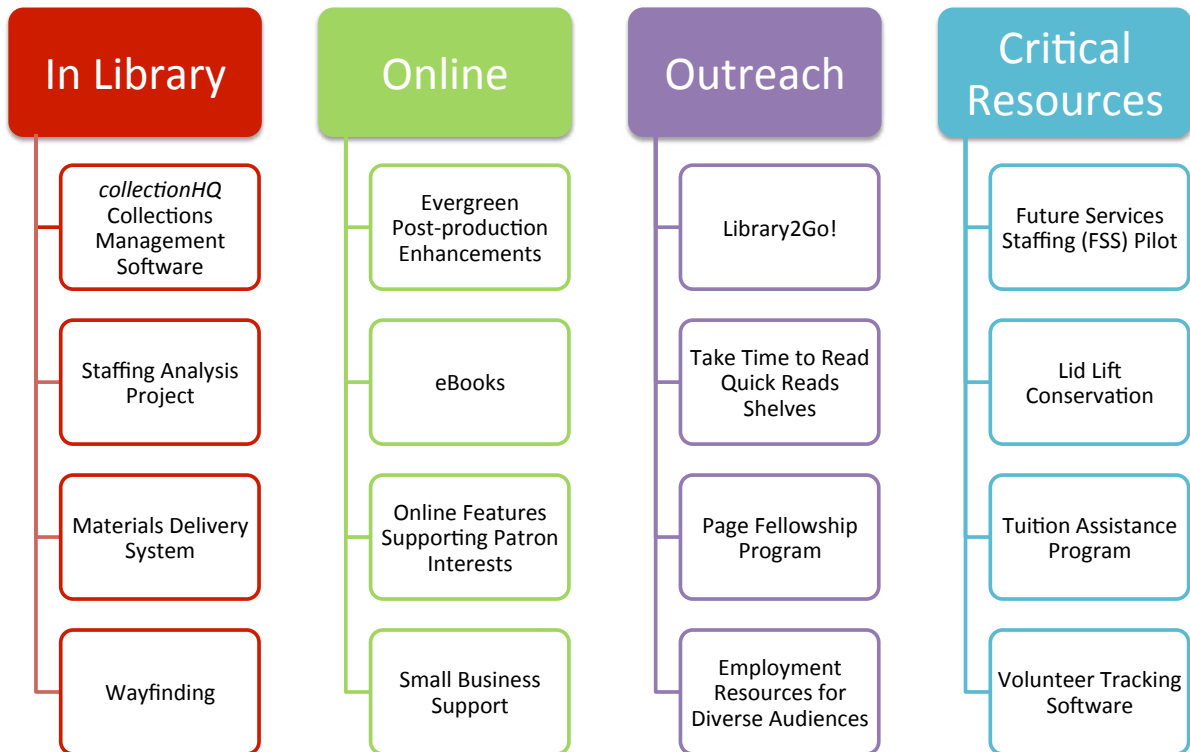
Outreach

- Underserved communities are reached in new and creative ways
- Mobile outreach services are expanded throughout the County
- Collaborative partnerships are developed with community organizations
- Community-based library service planning is supported to meet local need

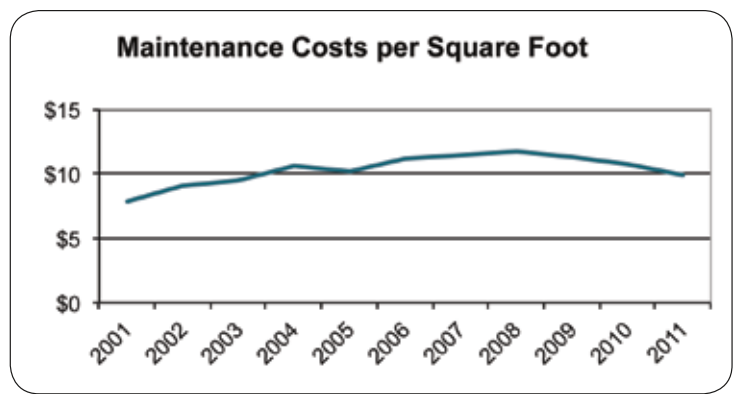
Critical Resources

- Staff engagement is supported through effective communication, appreciation, organizational involvement and development opportunities
- High-functioning technology, software and equipment ensure quality patron experiences
- Continue responsible stewardship of the Capital Improvement Plan to develop sustainable libraries
- Conservation of the 2011 one-year levy lid lift revenue to cover operating expenses for several years to come
- Maintain current staffing costs during the transition to the Future Services Model

2011 Budget Outcomes



Keeping libraries safe and welcoming requires daily cleaning, maintenance, ongoing repairs and refurbishment. Across the System, KCLS will spend \$3.8 million on maintenance and cleaning service contracts, \$1.4 million for repairs and improvements and \$400 thousand on replacement furniture and shelving. KCLS maintains 577,649 square feet of community libraries as well as an administrative office and shipping facility that total 118,511 square feet. Costs are based on a \$10 per square foot budget.



Creating libraries that are easy for people to navigate continues to be a priority. In 2011, the Facilities budget includes \$816 thousand for the continued development of Wayfinding signage in KCLS libraries. Directing patrons to the materials they need, Wayfinding elements include end-of-shelf signs that identify each distinct area of materials with different colors and labels, easy-to-follow floor layouts, section signs, signage for service points, a directory and displays.



With a growing number of patrons using laptops and mobile devices at libraries, reliable wireless access is something that library users count on. KCLS will spend \$400 thousand for a major expansion in wireless bandwidth at all libraries in 2011. Information Technology Services has also allocated \$340 thousand to perform upgrades of computer workstations and hardware at six libraries and \$48 thousand for a new digital signage program, which will help increase awareness about library services and programs.

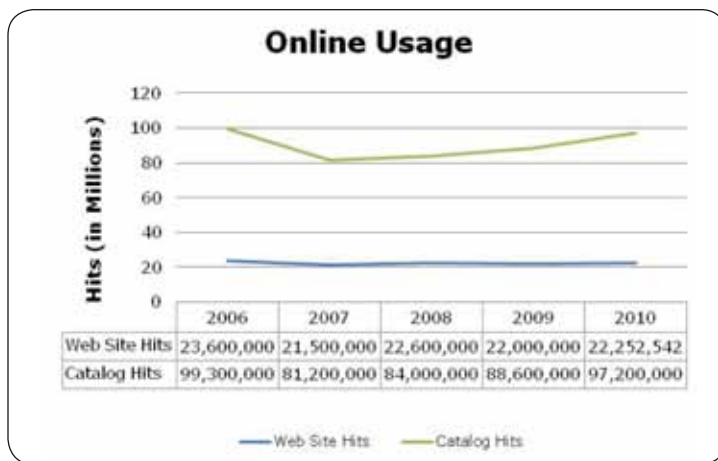
BUDGET OUTCOMES IN LIBRARY

IN LIBRARY	KCLS will	which will result in	so that patrons	as measured by
collectionHQ	implement collectionsHQ to manage collections	an increase in the availability of materials	have access to items that are most relevant to their needs	usage reports, surveys & focus groups
Staffing Analysis Project	implement a staffing analysis system	cost-neutral staffing adjustments that optimize staffing levels	receive high quality, consistent service	system reports & library manager feedback
Materials Delivery System	operate a high functioning delivery system	efficiencies for filling holds & moving materials between libraries	will have convenient access to KCLS materials at their local libraries	delivery timelines
Wayfinding	install signs & directional furnishings	positive patron experiences using the libraries	will be able to use the library in their preferred way	surveys, feedback & use statistics

ONLINE

- Enhanced collections, programs and services are available through the KCLS Web site, catalog and other digital media
- Technology enhancements allow staff to create a greater presence online

More people than ever before are utilizing library resources online. To meet the growing need, KCLS will increase the range of content and services available on **kcls.org** and the catalog. With several electronic book readers on the market, people access information in a growing number of ways. In 2010, eBooks circulation increased 50% or more every month when compared to the previous year.



KCLS' materials budget includes more than \$700 thousand for downloadable materials, twice the amount from 2010. As vendors begin to offer electronic books that may be downloaded to a variety of readers, KCLS hopes to attain electronic versions of even more materials in coming years. In 2011, KCLS will spend \$1.1 million on databases, which are an important asset to students, businesses, consumers and researchers and include general reference resources such as online encyclopedias, business and investment guides and language learning programs.

In 2010 KCLS received a Renew Washington Project grant from the Washington State Library to offer InfoBiz, an online information resource to help struggling small business owners and entrepreneurs. The grant, funded by the Bill & Melinda Gates Foundation and the Institute of Museum and Library Services (IMLS), was one of 18 that were awarded to libraries throughout the state. While the grant has concluded, in 2011 InfoBiz will continue as a valued resource and offer several online videos focused on writing business plans or learning how to start and run a small business. KCLS will also develop online resources for students preparing to take standardized tests through contracted services from Brainfuse. Brainfuse previously developed SAT and WASL test preparation software.



KCLS' Web site includes a growing number of resources for library users to access from the convenience of their home, office or anywhere they take a mobile phone. A new mobile catalog, available via a cell phone application, will allow patrons to use their hand-held devices to check their KCLS accounts and place holds on library items.

In 2011, **kcls.org** will feature redesigned Teen Zone and Kid's pages and a new Children's catalog. Students can access homework help at any time of day using **Tutor.com**, an online tutoring service that has experienced tremendous growth in recent years.

To allow KCLS staff to better respond to information requests, LibGuide will make it possible to create topic guides that link patrons to books, magazines, videos, Web sites and other online sources of information on various topics. Another software program, ChiliFresh, integrates book reviews into the library catalog and incorporates social networking tools to encourage people to share reviews and recommendations on topics of shared interest. In response to tech-savvy library users who stay informed via social media, KCLS will continue to use Facebook, Twitter and other outlets to promote library resources.



BUDGET OUTCOMES ONLINE

ONLINE	KCLS will	which will result in	so that patrons	as measured by
Evergreen Post-production Enhancements	add new features to KCLS' catalog & circulation software	KCLS technology that is easier to use	will be able to conveniently use systems designed for their needs	staff surveys & webmaster feedback
eBooks	expand the purchase of eBooks	increased use of downloads	will have enhanced reading experiences & link the library to their preferred mobile technologies	circulation reports & web surveys
Online Features Supporting Patron Interests	implement software to organize patrons around areas of interest	increased features for the catalog & Web site	can create a community around shared interests	patron & staff input, catalog & Web site usage statistics
Small Business Support	add more online content for small business support	increase the use of InfoBiz resources	will have more successful small businesses	participant surveys, database & web statistics, reports from partner agencies

OUTREACH

- **Underserved communities are reached in new and creative ways**
- **Mobile outreach services are expanded throughout the County**
- **Collaborative partnerships are developed with community organizations**
- **Community-based library service planning is supported to meet local need**

Libraries draw people who are new to the area or are striving to improve their lives through education, employment or learning life skills. Reaching out to underserved areas and populations is a growing priority and one that Future Services addresses.

In 2011, KCLS will spend \$565 thousand on non-English materials, which includes more than \$200 thousand for non-print items. This represents a 27% increase from 2010. An additional \$35 thousand will be allocated to translate KCLS informational pieces and \$3 thousand to translate frequently viewed pages from **kcls.org** into Spanish. Another \$36 thousand will fund World Languages Story Times in libraries across the System. KCLS will continue to host the AmeriCorps Literacy Program, which provides staff for ESL programs in numerous libraries. Together with financial support from the KCLS Foundation, KCLS will fund Fiestas de Alfabetización Temprana en Español, a series of Early Literacy workshops for Spanish-speaking parents and their children. Citizenship and GED exams will continue to be held in KCLS libraries with support from local service providers. To recruit and hire candidates from diverse communities, the Page Fellowship program will be funded with \$245 thousand to support 45 entry level Page positions, many of whom pursue continuing education and advance into other library positions.

Outreach to Childcare Sites		
Served by ABC Express (June 2010)	Served by ABC Express & Library2Go! (October 2010)	Number of Potential Childcare Sites within KCLS Service Area
65	60 (ABC) + 77 (L2G) =137	943

KCLS' Future Services delivery model will move librarians out of the library and into the community to bring programs and services to homebound patrons or those who currently do not have easy access to a library. In 2010, KCLS introduced four Library2Go! vehicles, which are assigned to community libraries on a rotating basis and visit in-home daycare

centers and other community sites, such as senior centers, community centers and after-school programs. KCLS continues to expand the number of daycares served and will add more in 2011.

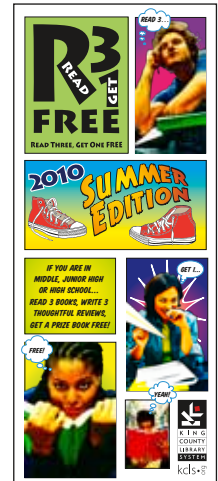




A fifth new outreach vehicle was also added to the fleet in 2010, with a focus on technology. The Digital Discovery Zone is equipped with computers and software for people of all ages, especially teens, allowing them to create computer graphics, games and animations.

Enhanced services for seniors continues to be a focus. KCLS will continue to provide outreach service to medically certified homebound seniors, but will target larger senior housing facilities in order to reach more seniors in 2011. It is estimated that KCLS will double the number of people served by switching to a more focused service model.

Creating and fostering collaborative community partnerships continues to be a priority. KCLS maintains strong partnerships with 18 school districts and numerous private schools that serve 215,000 students throughout the KCLS service area. As budget cuts continue to impact schools, KCLS' databases and online homework resources are heavily used. To promote various reading programs, KCLS staff makes school visits during the year. In 2010, the Summer Reading Program had more than 47,000 participants. The Global Reading Challenge will continue to be supported by the King County Library System Foundation in 2011. In this reading competition, teams from 247 schools compete with one another to answer questions about books. The Ready-Set-Read program has experienced significant growth and incents elementary age students to read by offering a free paperback book to children who read with their parent or caregiver for 20 minutes a day for 20 days. A similar program for teens, "Read Three, Get One Free" will continue to be supported in 2011. Participating teens ages 12 to 18 can select a free paperback book for every three books they read and review.



Other partnerships will continue to be formed with the greater community. An example of a successful partnership in 2010 was when Valley View Library staff joined the Angle Lake Community Church to sponsor the annual Angle Lake Back to School Resource Fair where hundreds of low-income children received backpacks filled with back-to-school supplies. InfoBiz, described earlier in this document, relies on partnerships with community colleges and Washington State's Work Source employment program.

To support young learners, KCLS will continue to partner with a coalition of libraries working with the Early Learning Foundation, for which \$75 hundred has been allocated. Participating libraries are included in major developments and initiatives focused on early learning throughout the state. In addition, KCLS will work with staff from the University of Washington iLab to facilitate early learning trainings for childcare providers, preschools and community groups. They will also create assessments that track progress toward reading readiness of children who access library materials via the new Library2Go! vehicles; \$10 thousand has been allocated for this project. Another \$15 thousand has been allocated to work with several departments at the University conducting research in early learning, young children and Story Times. KCLS will use this research to align KCLS' children's programs to current trends in Early Literacy development.



Currently a KCLS staff member in each cluster serves as a Community Liaison, maintaining and developing new connections to the community by working with local Library Advisory Boards and Friends groups. To support their efforts, \$11 thousand is allocated for memberships and involvement with local community organizations and \$10 thousand is included for participation and giveaways at local events. Another \$25 thousand is allocated for Library Advisory Boards, Friends of the Library and Volunteer recognition events and promotions.

To further address the local needs in each community, library managers create Annual Service Priorities that identify community needs and interests around which programs and services are designed. The Annual Service Priorities reflect the best ideas for providing unique service to diverse communities. Projects range from Story Times for children with special needs to Children’s Choice Reads Fiction to Library2Go! service for Chinese-speaking residents. Many programs will utilize existing staff and resources and \$100 thousand is designated toward these important efforts.



FUTURE SERVICES STAFFING PROJECT

To reach even more people, new delivery methods will be introduced in coming months as part of Future Services. The Future Services pilot project will launch in the Federal Way and Bothell Library clusters on January 1. After a year-long implementation and evaluation of the pilot, a plan to subsequently roll out the model to all KCLS libraries will be developed.

BUDGET OUTCOMES OUTREACH

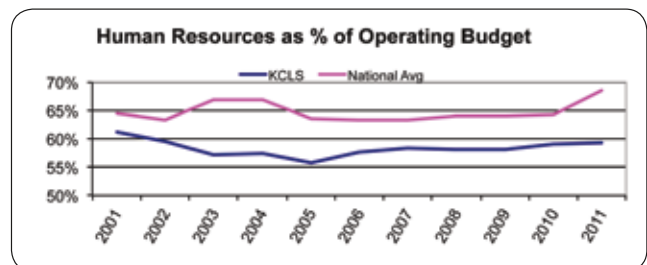
OUTREACH	KCLS will	which will result in	so that patrons	as measured by
Library2Go!	expand mobile services to daycare facilities	an increase in reading skills and early learning activities available to childcare facilities	will be ready to read and succeed in school	assessments of early learning skills and feedback from childcare providers
Take Time to Read Quick Reads Shelves	install “Quick Reads” shelves throughout the community	greater opportunities for people to read daily	will be more literate	number of books replaced, surveys and partner feedback
Page Fellowship Program	recruit and hire individuals who reflect a diverse community	increased local connections to diverse populations	will know that the library is a resource for all members of the community	library usage by members of underrepresented communities
Employment Resources for Diverse Audiences	translate small business & employment resources into other languages	multi-lingual patrons having access to business & employment related library resources	will have increased opportunity for business success	number of non-English speaking patrons who get jobs or start businesses

CRITICAL RESOURCES

- Staff engagement is supported through effective communication, appreciation, organizational involvement and development opportunities
- High-functioning technology, software and equipment ensure quality patron experiences
- Continue responsible stewardship of the Capital Improvement Plan to develop sustainable libraries
- Conservation of the 2011 one-year levy lid lift revenue to cover operating expenses for several years to come
- Maintain current staffing costs during the transition to the Future Services Model

KCLS employs 1,273 staff, of which more than 400 are librarians. For the past few years staffing levels have remained relatively constant. In 2011, salaries are budgeted to have no general wage increase. KCLS will spend \$32.5 million on staff salaries at the System's 46 libraries and positions will be added at the expanded Kenmore and Duvall Libraries. Construction is currently underway on the new Kenmore Library and construction of the new Duvall Library is anticipated to start in coming months. The Salaries and Benefits budget is \$58.4 million, which accounts for approximately 60% of the total operating budget.

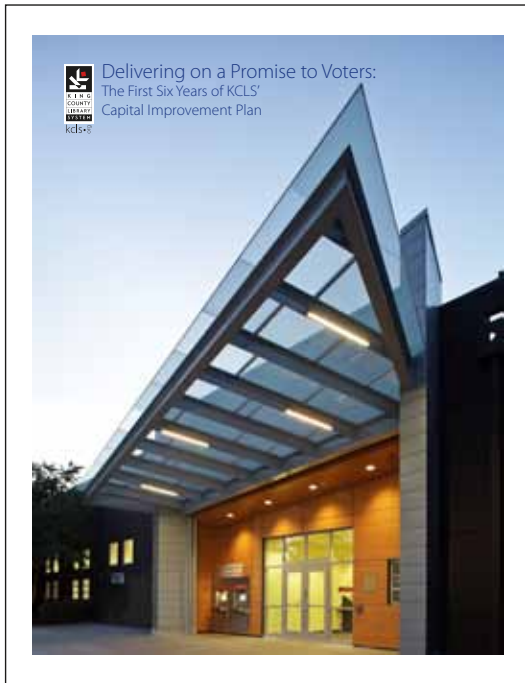
To support staff training and educational needs, KCLS will spend \$204 thousand for 17,433 hours of training and staff development throughout the year. Human Resources has also allocated \$92 thousand for staff participation in library-related meetings and conferences. The tuition assistance program is popular with staff working toward master's degrees and other certificate programs and \$215 thousand is budgeted to support 35 staff members in 2011. KCLS will also spend \$22 thousand to recruit, train and recognize a large group of volunteers who contribute more than 34,000 hours of time to support their local libraries.



The Evergreen open source software was implemented in 2010 and next year \$400 thousand is allocated for circulation and catalog enhancements to improve the performance of the system. Another \$414 thousand will support the expansion of KCLS' wireless network at all 46 libraries to accommodate the rapidly growing number of patrons who utilize mobile devices. Computer workstations and printers will be upgraded in six libraries and \$150 thousand will be spent on upgrades to meeting room reservation software, filtering software, event scheduling software and print management software. An additional \$48 thousand for a new digital signage program will be implemented to help increase awareness of library services and programs.



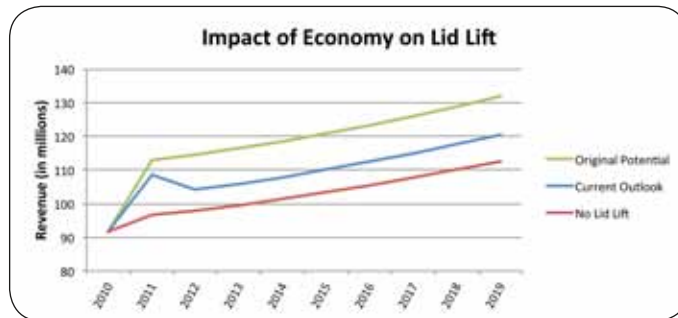
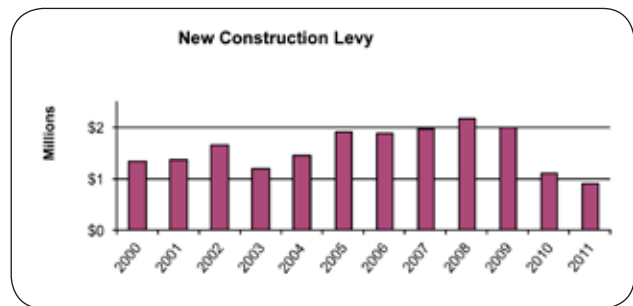
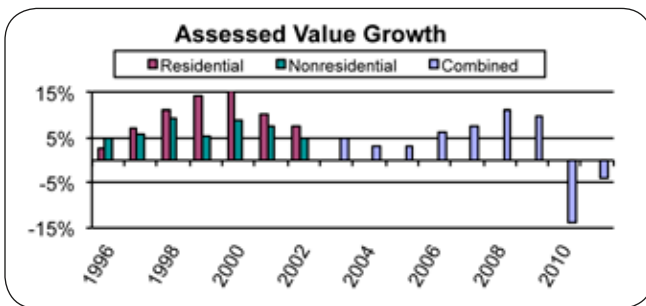
Automated Materials Handling (AMH) systems were installed at 13 libraries and additional units will be installed at seven more libraries in 2011. AMH has proven effective and efficient in helping check in library materials and return items more quickly to shelves.



The publication “Delivering on a Promise to Voters: The First Six Years of KCLS’ Capital Improvement Plan” documents the progress made on the planning and construction of all projects covered by the Capital Bond which was approved by voters in 2004. By the end of 2010, fully completed projects will represent 43% of the budget and 54% of the total capital plan square footage. Another 38% of the budget (and 32% of the square footage) is in the construction or planning phase.

	Percent of Budget	Percent of Square Footage
Completed Projects	43.0%	53.7%
In Construction	13.0%	9.8%
In Planning	25.8%	22.8%
Remaining Projects	18.2%	13.7%

A difficult economy has resulted in a historic drop in property values and a significant decrease in new construction. It will be imperative for KCLS to carefully manage the operating budget to ensure that the funds received from the 2010 Levy Lid Lift cover operating expenditures for several years. This 2011 budget has an overall expenditures increase of 1.6%. By restricting expenditures as much as possible, KCLS is preparing for a likely decrease in property tax receipts in 2012.



TWO YEAR BUDGET PROJECTION

	<u>2010 Budget</u>	<u>% Increase</u>	<u>2011 Budget</u>	<u>% Increase</u>	<u>2012 Forecast</u>
Beginning Fund Balance	17,000,000		17,000,000		31,738,616
Property Tax Base	85,919,211	20.1%	104,512,553	-4.8%	100,456,548
New Construction	1,093,324		964,713		1,048,161
All Other Revenue	4,479,447	-26.5%	3,293,322	0.0%	3,293,322
Total Revenue	<u>91,491,982</u>	<u>18.9%</u>	<u>108,770,588</u>	<u>-3.7%</u>	<u>104,798,031</u>
Salaries	43,044,715	0.5%	43,277,050	2.5%	44,358,976
Substitutes	1,129,615	-1.0%	1,118,352	1.0%	1,129,536
Benefits	13,283,013	5.5%	14,014,031	10.1%	15,429,448
Facilities	10,583,111	3.1%	10,907,104	1.0%	11,016,175
Materials	12,944,278	3.6%	13,409,278	1.0%	13,543,371
CAPS	1,319,008	10.2%	1,453,709	1.0%	1,468,246
Technology	4,336,511	14.1%	4,949,222	-0.6%	4,921,136
Programs	685,811	8.1%	741,025	1.0%	748,435
Admin/Other	5,779,935	-2.3%	5,646,883	1.0%	5,703,352
Building Leases	3,296,494	-50.8%	1,620,519	5.0%	1,701,545
Election/Other	1,000,000	-100.0%	-		-
Transfer to 840 fund	-	#DIV/0!	1,843,850		1,791,125
Total Expenses	<u>97,402,491</u>	<u>1.6%</u>	<u>98,981,023</u>	<u>2.9%</u>	<u>101,811,345</u>
Ending Fund Balance	<u>11,089,491</u>		<u>26,789,565</u>		<u>34,725,302</u>
Adjustments:					
2010 BFB Adjust	2,032,164				
Projected Underage	3,878,345		4,949,051		4,072,454
New Libraries					(1,195,000)
Projected EFB	<u>17,000,000</u>		<u>31,738,616</u>		<u>37,602,756</u>

BUDGET OUTCOMES CRITICAL RESOURCES

CRITICAL RESOURCES	KCLS will	which will result in	so that patrons	as measured by
Future Services Staffing (FSS) Pilot	Pilot FSS in two library clusters	an expansion of library services	will have a more relevant library with a greater presence online & in the community	staff and patron impacts collected during the evaluation phase
Lid Lift Conservation	manage budgets & expenditures over multiple years	fund balances that will adequately support KCLS operations	will not experience significant increases in property tax levies for as long as possible	ending fund balances in KCLS' budget
Tuition Assistance Program	provide tuition assistance to staff	opportunities for staff to continue their education	will benefit from service provided by a more knowledgeable staff	participant & supervisor surveys; tracking participants' career advancement
Volunteer Tracking Software	install software for managing volunteers	information about volunteer activities	can participate with KCLS and create goodwill in the community	reports, statistics & library manager feedback

NOTES

GENERAL FUND SUMMARY

Description	Actual 2009	Budget 2010	Budget 2011	\$ Variance	% Variance
General Fund Beginning Balance	\$ 21,702,364	\$ 17,000,000	\$ 17,000,000	\$ -	0.0%
Revenues	88,034,614	91,491,982	108,770,588	17,278,606	18.9%
50000 Expenditures					
51000 Library Operations					
51100 Salaries	40,056,114	43,044,715	43,277,050	232,335	0.5%
51200 Substitute Salaries	982,715	1,129,615	1,118,352	(11,263)	-1.0%
51300 Personnel Benefits	12,564,306	13,283,013	14,014,031	731,018	5.5%
51400 Supplies	2,935,921	3,297,831	3,379,846	82,015	2.5%
51600 Staff Development	453,053	659,812	734,368	74,556	11.3%
51700 Professional Services	3,842,150	4,599,972	4,497,572	(102,400)	-2.2%
51800 Communications	1,168,287	1,122,676	1,465,544	342,868	30.5%
51900 Travel	171,330	194,275	201,176	6,901	3.6%
52000 Advertising	203,238	241,074	221,593	(19,481)	-8.1%
52100 Operating Leases	3,215,602	3,808,464	2,000,497	(1,807,967)	-47.5%
52200 Insurance	512,812	589,500	548,000	(41,500)	-7.0%
52300 Utilities	1,603,089	1,870,365	1,809,301	(61,064)	-3.3%
52400 Repair and Maintenance	7,090,535	8,259,121	8,727,826	468,705	5.7%
52600 Reserve	53,655	200,000	200,000	-	0.0%
52700 Miscellaneous	732,787	308,025	463,091	155,066	50.3%
52800 Intergovernmental Svc	27,151	1,032,250	35,072	(997,178)	-96.6%
51000 Library Operations	<u>75,612,745</u>	<u>83,640,708</u>	<u>82,693,319</u>	<u>(947,389)</u>	<u>-1.1%</u>
60000 Capital Outlay					
60100 Land	-	-	-	-	0.0%
60200 Building	68,732	-	-	-	0.0%
60300 Furniture and Equipment	761,083	569,265	754,576	185,311	32.6%
60400 Materials	12,567,119	12,944,278	13,409,278	465,000	3.6%
60620 Software (Capitalized)	238,993	248,240	280,000	31,760	12.8%
60700 Owners Costs	56,829	-	-	-	0.0%
60000 Capital Outlay	<u>13,692,756</u>	<u>13,761,783</u>	<u>14,443,854</u>	<u>682,071</u>	<u>5.0%</u>
80000 Other Financing Uses					
80100 Operating Transfers	<u>1,400,000</u>	-	<u>1,843,850</u>	<u>1,843,850</u>	100.0%
80000 Other Financing Uses	<u>1,400,000</u>	-	<u>1,843,850</u>	<u>1,843,850</u>	100.0%
50000 Expenditures	<u>90,705,501</u>	<u>97,402,491</u>	<u>98,981,023</u>	<u>1,578,532</u>	<u>1.6%</u>
General Fund Ending Balance	<u>\$ 19,031,477</u>	<u>\$ 11,089,491</u>	<u>\$ 26,789,565</u>	<u>\$ 15,700,074</u>	<u>141.6%</u>

GENERAL FUND REVENUE

Description	Actual 2009	Budget 2010	Budget 2011	\$ Variance	% Variance
40000 Revenues					
41000 Taxes					
41100 Property Tax - Current	\$ 83,362,115	\$ 85,812,535	\$ 104,277,266	\$ 18,464,731	21.5%
41200 Property Tax - Delinquent	1,327,099	1,200,000	1,200,000	-	0.0%
41300 Sale of Tax Titled Prop.	-	-	-	-	0.0%
41400 Private Timber Tax	4,618	7,000	-	(7,000)	-100.0%
41500 Leasehold Excise Tax	220,874	150,000	150,000	-	0.0%
41000 Taxes	<u>84,914,706</u>	<u>87,169,535</u>	<u>105,627,266</u>	<u>18,457,731</u>	<u>21.2%</u>
42000 Intergov. Revenues					
42200 Indirect Federal Grant	290,994	289,100	631,204	342,104	118.3%
42400 State Shared Revenues	49,576	15,000	50,000	35,000	233.3%
42600 Intergov. Services	514,325	2,058,347	189,998	(1,868,349)	-90.8%
42000 Intergov. Revenues	<u>854,895</u>	<u>2,362,447</u>	<u>871,202</u>	<u>(1,491,245)</u>	<u>-63.1%</u>
43000 Charges for Services					
43100 Print/Duplicating Svc	94,537	95,000	95,000	-	0.0%
43000 Charges for Services	<u>94,537</u>	<u>95,000</u>	<u>95,000</u>	<u>-</u>	<u>0.0%</u>
44000 Fines & Forfeits					
44100 Fines	1,290,290	1,200,000	1,300,000	100,000	8.3%
44200 Lost Materials	175,898	170,000	175,000	5,000	2.9%
44000 Fines & Forfeits	<u>1,466,188</u>	<u>1,370,000</u>	<u>1,475,000</u>	<u>105,000</u>	<u>7.7%</u>
45000 Misc. Revenues					
45100 Interest and Other Earn.	200,314	250,000	200,000	(50,000)	-20.0%
45200 Rents, Leases and Cont.	-	-	-	-	0.0%
45300 Insurance Recoveries	12,714	-	-	-	-
45600 Other Misc. Revenues	317,990	190,000	487,120	297,120	156.4%
45700 Other Non-Revenues	118,512	40,000	-	(40,000)	-100.0%
45000 Misc. Revenues	<u>649,530</u>	<u>480,000</u>	<u>687,120</u>	<u>207,120</u>	<u>43.2%</u>
46000 Other Financing Source					
46200 Sale of Fixed Assets	54,258	15,000	15,000	-	0.0%
46250 Sale of Fixed Assets	500	-	-	-	0.0%
46000 Other Financing Source	<u>54,758</u>	<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>0.0%</u>
40000 Revenues	<u>\$ 88,034,614</u>	<u>\$ 91,491,982</u>	<u>\$ 108,770,588</u>	<u>\$ 17,278,606</u>	<u>18.9%</u>