

Results of Operations
FY 2016 - April Financials

	Pages
I Total ALA	
A Statement of Revenues and Expenses	2-4
B Statement of Financial Position	5-6
II General Fund	
A Statement of Revenues and Expenses by Department	7-8
III Department Commentaries	
A Publishing	9
B Member Programs and Services	10-13
C Advocacy and Member Relations	14
D Executive Office/Governance Office	15
E Washington Office	16
IV Division Statement of Revenues and Expenses	17-22
V Round Table Statement of Revenues and Expenses	23

April 30, 2016 Executive Summary

The financial results represent six months of activity, which were electronically issued to unit managers on May 26, 2016.

The following financial summaries highlight actual revenue and expense results as compared to the approved budget including highlights of key financial indicators.

The Management Group prepares a detailed analysis, which is submitted to Accounting for review and inclusion in this commentary.

This summary commentary details financial results for: total ALA; the General Fund departments including: Publishing Services, Member Programs and Services (MPS), Advocacy and Member Relations (AMR), and the Executive Office; and ALA Divisions and RoundTables.

I A. TOTAL ALA (ALL COMBINED FUNDS) Statement of Revenues and Expenses April 30, 2016

TOTAL ALA (ALL COMBINED FUNDS)	Year-To-Date Actual 30-Apr-16	Year-To-Date Budget 30-Apr-16	Year-To-Date Variance 30-Apr-16	Prior Year Actual 30-Apr-15	Change FY16 - FY 15
Total Revenues	32,331,346	32,389,771	(58,425)	30,933,591	1,397,755
Total Expenses	33,290,926	33,777,030	486,104	30,661,065	(2,629,861)
Net Rev(Exp)	(959,580)	(1,387,259)	427,679	272,526	(1,232,106)

Revenue

Total revenues of \$32,221k for the Association for the 8 month period ending April 30th tracked closely with projected overall revenues of \$32,289k, with favorable variances in Grant, Endowment and Division revenues offsetting unfavorable variances in General Fund revenues.

Expenses

Total expenses for the Association continued to show a favorable variance from budget (1% positive variance from budgeted expenses), with favorable expense variance growing from the 6 mo. results as management carefully monitored expenses in light of unfavorable revenue variances.

Net Revenue and Expenses from Operations

Consequent to the above, actual net expense (or excess of expenses over revenues) for the 8 month period was lower than projected by \$428k, or 31% of the projected net expense. (This includes budgeted but unspent plant fund expense of \$8,572.)

REVENUES BY FUND	Year-To-Date Actual 30-Apr-16	Year-To-Date Budget 30-Apr-16	Year-To-Date Variance 30-Apr-16	Prior Year Actual 30-Apr-15	Change FY16 - FY 15
General Fund	15,425,705	16,669,654	(1,243,949)	15,784,749	(359,044)
Division	11,751,594	11,569,168	182,426	10,022,738	1,728,856
Round Table	253,780	257,652	(3,872)	247,818	5,962
Grants and Awards	4,086,366	3,466,781	619,585	4,126,584	(40,218)
Long-Term Investment	813,901	426,515	387,386	751,702	62,199
Total Revenues	32,331,346	32,389,770	(58,424)	30,933,591	1,397,755

EXPENSES BY FUND	Year-To-Date Actual 30-Apr-16	Year-To-Date Budget 30-Apr-16	Year-To-Date Variance 30-Apr-16	Prior Year Actual 30-Apr-15	Change FY16 - FY 15
General Fund	17,501,130	17,958,283	457,153	16,800,014	(701,116)
Division	10,983,856	11,636,327	652,471	9,793,961	(1,189,895)
Round Table	131,069	175,485	44,416	76,342	(54,727)
Plant Fund	0	8,572	8,572	0	0
Grants and Awards	4,086,366	3,466,781	(619,585)	4,126,584	40,218
Long-Term Investment	588,504	531,582	(56,922)	(135,835)	(724,339)
Total Expenses	33,290,925	33,777,030	486,105	30,661,066	(2,629,859)

NET REVENUES(EXPENSES)	Year-To-Date Actual 30-Apr-16	Year-To-Date Budget 30-Apr-16	Year-To-Date Variance 30-Apr-16	Prior Year Actual 30-Apr-15	Change FY16 - FY 15
General Fund	(2,075,425)	(1,288,629)	(786,796)	(1,015,265)	(1,060,160)
Division	767,738	(67,159)	834,897	228,777	538,961
Round Table	122,711	82,167	40,544	171,476	(48,765)
Grants and Awards	0	0	0	0	0
Long-Term Investment	225,397	(105,067)	330,464	887,537	(662,140)
Total Net Revenues(Expenses)	(959,579)	(1,378,688)	419,109	272,525	(1,232,104)

I. B. TOTAL ALA - Statement of Financial Position - April 30, 2016

TOTAL ALA	30-Apr-16	30-Apr-15	Change	Change %
Total Assets	\$77,500,676	\$84,175,071	(\$6,674,395)	-7.9%
Total Liabilities	\$47,299,031	\$44,736,173	\$2,562,858	5.7%
Net Assets	\$30,201,645	\$39,438,898	(\$9,237,253)	-23.4%

Total Assets

ALA total assets of \$77.5M were 7.9% lower than the same month in 2015. This was due to a decrease in cash related to a \$2.8M paydown of the Chase loan in July 2015, a decline in the value of ALA's endowment and ALA's short-term working capital account due to market losses.

Total Liabilities

ALA total liabilities increased by 5.7% due to the increase in the Post-retirement Health Care Obligation (classified here as Accrued Payroll Expense). Accounts payable for the period increased by 31.4% from the prior year due to expenses related to the PLA National Conference, which takes place every two years .

ASSETS	30-Apr-16	30-Apr-15	Change	Change %
Cash	1,702,108	3,922,348	(2,220,240)	-56.6%
Short-Term Investment	15,107,395	16,450,147	(1,342,752)	-8.2%
Accounts Receivable, Net	3,324,079	2,746,817	577,262	21.0%
Grants Receivable	685,943	1,243,383	(557,440)	-44.8%
Inventories, Net	1,575,228	1,854,928	(279,700)	-15.1%
Prepaid Expenses	1,502,540	1,374,576	127,964	9.3%
APA Receivable	105,000	170,000	(65,000)	-38.2%
Goodwill	1,826,567	1,826,567	0	0.0%
Intangible Assets, Net	1,590,325	1,940,137	(349,812)	-18.0%
Fixed Assets, Net	11,333,114	11,708,009	(374,895)	-3.2%
Long-Term Investment	38,749,749	40,939,533	(2,189,784)	-5.3%
Due To/From	(1,373)	(1,373)	0	0.0%
Total Assets	77,500,675	84,175,072	(6,674,397)	-7.9%

LIABILITIES	30-Apr-16	30-Apr-15	Change	Change %
Current Portion, L-T Debt	1,531,952	685,872	846,080	123.4%
Accounts Payable	2,690,779	2,048,551	642,228	31.4%
Accrued Payroll	21,972,020	16,940,897	5,031,123	29.7%
Deferred Membership	4,507,039	4,459,698	47,341	1.1%
Deferred Subscriptions	2,517,107	2,653,384	(136,277)	-5.1%
Deferred Conferences	5,637,313	6,131,711	(494,398)	-8.1%
Grants and Awards	3,850,982	3,455,246	395,736	11.5%
Long-Term Debts	4,529,604	8,337,210	(3,807,606)	-45.7%
Total Liabilities	47,236,796	44,712,569	2,524,227	5.6%
FUND BALANCE	30,263,879	39,462,503	(9,198,624)	-23.3%
TOTAL LIAB./FUND BAL	77,500,675	84,175,072	(6,674,397)	-7.9%

II. A. General Fund - Statement of Revenues and Expenses by Department - April 30, 2016

REVENUES

	Year-To-Date Actual	Year-To-Date Budget	Year-To-Date Variance	Variance %	Prior Year Actual	Change FY16 - FY15
Publishing Services	7,823,517	8,718,142	(894,625)	-10.3%	8,401,046	(577,529)
Member Programs & Services	2,984,793	3,260,873	(276,080)	-8.5%	2,835,185	149,608
Advocacy & Member Relations	3,717,742	3,757,600	(39,858)	-1.1%	3,664,527	53,215
Interest Income	834,346	843,672	(9,326)	-1.1%	767,385	66,961
Mail List Sales	40,772	59,700	(18,928)	-31.7%	43,806	(3,034)
Executive Office	24,532	29,667	(5,135)	-17.3%	72,800	(48,268)
Total Revenues	15,425,702	16,669,654	(1,243,952)	-7.5%	15,784,749	(359,047)

REVENUES

Total General Fund

Total General Fund revenues were \$1.24M less than projected, reflecting lower Midwinter revenues than projected and continuing differences from projection related to Publishing.

Publishing

Publishing department includes ALA Editions, Neal Schuman, TechSource, Digital Reference, Graphics, Booklist, and American Libraries. Publishing revenues are \$895k less than budget due across all lines, with \$664k of the unfavorable variance due to lower ALA Editions/Neal Schuman revenues and \$129k due to lower Booklist revenues than projected.

Member Programs and Services

MPS revenue variances as of April from FY16 projections are primarily due to lower actual revenues than projected from the Midwinter Meeting in Boston in exhibit space, registration and advertising. Actual commission sales did exceed projections, partially offsetting unfavorable variances in the other conference revenue categories.

Advocacy and Member Relations (formerly Communications):

Advocacy and Member Relations revenues tracked closely with projections for the period, with total membership dues revenues slightly below budget. Although organizational members were behind projections, increases in personal and group membership somewhat offset those numbers. As noted in the Dept Commentary section, the number of personal and group members is up for the first time in 5 years, largely due to successful marketing efforts led by the Membership staff.

Interest income

Interest income, or income generated by the short-term working capital fund, tracked closely to budget for the period. Sources of this income were approved transfers from the Future Fund to the General Fund for operating purposes, an additional Board approved transfer of \$250k, and interest income from the short-term working capital account.

Executive Office

Executive Office includes Executive Board, Washington Office, HR, Office of Information Technology, and OGR. Revenues included sponsorship revenue for the Center for the Future of Libraries.

EXPENSES

	Year-To-Date Actual	Year-To-Date Budget	Year-To-Date Variance	Variance %	Prior Year Actual	Change FY16 - FY15
Publishing Services	7,662,876	7,850,780	187,904	2.4%	7,907,101	244,225
Member Program & Services	6,505,846	6,648,408	142,562	2.1%	5,678,970	(826,876)
Advocacy & Member Relations	2,037,743	2,143,228	105,485	4.9%	1,866,644	(171,099)
Executive Office	3,114,780	3,163,884	49,104	1.6%	2,894,071	(220,709)
Finance/Accounting/Staff Supp	1,199,857	1,270,646	70,789	5.6%	1,198,145	(1,712)
Overhead Recovered	(3,927,065)	(3,927,434)	(369)	0.0%	(3,351,788)	575,277
General Administration	907,093	808,772	(98,321)	-12.2%	606,870	(300,223)
Total Expenses	17,501,130	17,958,284	457,154	2.5%	16,800,013	(701,117)
Operating Net Revenue	(2,075,428)	(1,288,630)	(786,798)		(1,015,264)	(1,060,164)

EXPENSES

Total General Fund expenses for the period were less than budget, with a \$457k favorable variance. Lower expenses than budgeted in Publishing, MPS, AMR, Executive Office, and Finance and Accounting offset lower overhead recovered than projected (due to lower revenues than projected) as well as higher General Administration expense than projected. General Administration expense is higher than budgeted primarily due to higher legal and health insurance expenses than originally budgeted.

Publishing expense was lower due to lower personnel and production costs than projected for ALA Editions and American Libraries, while lower MPS revenue was due to lower IT expenditure than projected for the period.

Operating Net Revenue

Operating net expense as of April 2016 of \$2,075k was higher than the budgeted net expense of \$1,288k by \$787k. As noted above, because ALA management carefully monitored and adjusted expenses as unfavorable revenue variances persisted, this unfavorable (negative) variance is smaller than it otherwise could have been.

III. Department Commentary - April 30, 2016

A. Publishing Department

Significant Events Through April 30, 2016

- Overall total revenue budget shortfall for Publishing Department - \$895k
- Overall net revenue budget shortfall for Publishing Department - \$707k
- Overhead contribution to the General Fund - \$2,026k
- Projection:
 - Total Revenue: \$300k less than budget
 - One half of the frontlist (26 titles) coming out in the last 4 months of the fiscal year
 - Unit sales of Rubin's Foundations (Neal-Schuman best-selling textbook) running ahead of previous edition
 - Budget for May through August is less than last edition actual

	# of Units	
	Current Release	Prior Release
Dec - April	1,407	1,107
May – August in year of pub	627	1,461
Total	2,034	2,568

- Total Expenses: \$649k less than budget
 - Open positions – Salaries are \$216k less than budget through April
 - Operating Expenses (e.g., Amortization/Interest) are \$150k less than budget
 - Pending expense transfers to works in progress are \$135k
 - Overhead is \$192k less than budget through April
- Net Revenue: \$260k more than budget
- Contribution Margin: \$350k more than budget
 - Includes the American Libraries Subscription Equivalent which is projected to be \$168k better than budget (\$95k better than budget through April)
- Publisher for ALA Editions/Neal Schuman not in place until Annual Conference
- Delays in synchronizing new fulfillment center – affects consistency in recording revenues, expenses
- Resignation of Business/ Operations Manager

B. ALA Member Programs & Services

Overview

FY2016 has had a mix of successes and problems.

- Starting with successes, the 2016 PLA Conference was very strong both financially and programmatically, with revenues meeting or exceeding budget in multiple revenue categories. This will positively affect their contribution of general overhead to support the operations of the ALA General Fund.
- The FY2016 (Fall 2015) AASL Conference turned in a strong programmatic and financial performance, with exhibits revenue particularly strong.
- Overall, continuing education revenue, particularly in the ALA Divisions but also in the General Fund, has been a positive area – with most participating units, particularly for web courses. ALCTS, for instance, is reporting web course revenues, more than 60% over budget, though with webinars lagging slightly. HRDR is reporting positive CE revenues (which are reported in the SAED budget). ALSC is reporting online CE revenue over budget. Both LLAMA and RUSA have significant CE planned for the last part of the fiscal year.
- LITA's Forum (Fall 2015) and YALSA's YA Symposium both reported strong revenue performance, as well as positive member response.
- *Every Child Ready to Read*, a joint program of ALSC and PLA, is running well ahead (over 200%) of budget. The State of Michigan is running a statewide early literacy initiative which included sending an ECRR kit to every participating library.
- Membership/dues performance varied – but is general flat or positive, with positive reports from PLA, ALSC and LLAMA. United for Libraries is showing the positive impact of the statewide programs for Trustees and Friends of Libraries.
- Seals sales from ALSC are strong, well over budget for both physical seals and images.
- ASCLA's trip to Scotland will return revenue to the division.

There are also areas of struggle.

- The 2016 ALA Midwinter Meeting (Boston) made a smaller than budgeted general overhead contribution (about \$500,000) to the operation of the ALA General Fund and, at this point, no net revenue. Scheduling, weather worries, cost structures and the pressures of multiple events on library (and exhibitor) budgets were all factors.
- The 2016 ALA Annual Conference, at two weeks prior to conference opening, is running well below target across most revenue lines, including, critically, registration.
- While publishing has been a generally soft area this year, from a revenue perspective, there is significant work underway in ACRL and ACRL-CHOIE to reposition products for a changing library marketplace.

There are a number of “change” factors:

- Three units are operating under new leadership, with new directors in both the Office for Intellectual Freedom and Office for Diversity, Literacy and Outreach, and a new executive director in LITA.
- OA is working with results from an internal consulting report and with feedback from two ALA Task Forces related to accreditation.
- ITTS is beginning implementation of the recommendations from an external review.
- Conference Services (and Divisions) are working with a Task Force on Conference Accessibility.
- AASL is developing new standards for student learning. Several divisions (including ALSC) are developing new strategic plans.
- Finally, grants have had – and will continue to have – a significant impact, most notably in PLA.

Additional detail may be found in the commentary from individual units.

UNIT-BY-UNIT COMMENTARY

General Fund

Conference Services: ALA Midwinter Meeting (MW)

The Midwinter Meeting in Boston is showed considerable strain, a combination of early scheduling, winter weather worries and internal competitive pressure in an era of tight business budgets. As of the April financials, gross revenues are 5.64% (\$169,544) under target: \$2,837,006 against a target of \$3,006,550. Exhibit space sales were off just over 10%: \$1,215,179 against a budget of \$1,357,000. Registration was off 6.79% at \$1,007,208 against a budget of \$1,080,550. Advertising is currently off 7.11% at \$274,019 against a budget of \$295,000; there are still some issues being resolved. There were some offsetting gains in commissions.

As of the April financials, expenses are showing 6.21% higher than budget, related primarily to the labor structure, which affects AV costs, and the number of meetings held in hotels. The major factor was AV equipment rental/labor, at 37.20% over target (\$507,650 against a budget of \$370,000). Exhibits costs (e.g., electricity) and conference equipment rental (computers, connectivity) were also well over budget. Shuttle buses were also over budget (\$208,416 against a budget of \$182,175). There were offsetting savings in facilities rent (convention center expense) – at \$112,845 against a budget of \$250,000. Most of expense lines were on target or showing modest improvement. Issues related to salary/related expenses (an unfilled position) are still being resolved.

As of April 2016 financials, the 2016 Midwinter Meeting contribution margin (gross revenues over direct expenses) is \$520,509, vs. a budget of \$825,412. That excess of revenue over expenses contributes to the general overhead, which supports operations of the ALA General Fund. The Midwinter Meeting was budgeted to return \$769,890 in general overhead, with an after-overhead net of 10,616.

Conference Services: ALA Annual Conference (AC)

While it is still too early to have final figures for the 2016 ALA Annual Conference in Orlando, it is clear that the conference will not meet its contribution margin targets – and make smaller contributions in the form of both general overhead and post-overhead net revenue than it was budgeted to make. At the three-weeks-out point, Exhibits Space sales were at \$2,784,825 against a budget of \$2,844,875 – a \$60,000 shortfall; Conference Services expects to make another \$10,000 – which would leave a \$50,000 shortfall. Advertising is currently at \$372,015 against a budget of \$390,000 – a \$17,985 shortfall; Conference Services expects to end with a \$10,000 shortfall. A three weeks out, registration (across all categories of registration) was at \$1,776,570, against a budget of \$2,697,000 – a \$920,430 shortfall; Conference Services expects to end with a \$775,000 shortfall in registration, absent significant on-site registration.

On the expense side, cuts have been made in security services, shuttle buses, temporary help (information counters, etc.), AV (reduced stage set for the Opening General Session, etc.), the post-conference survey and salaries/related (unfilled positions).

While there will be a significant contribution to the operation of the ALA General Fund from the ALA 2016 Annual Conference, it will clearly be significantly smaller than budgeted. Given the structure of the ALA General Fund budget, that necessarily means *current year* reductions, creating stress across the Association.

Information Technology and Telecommunications Services (ITTS)

At the end of April 2016, ITTS expenses are 12.01% or \$212,625 under budget.

Salaries are lower than normal due an open position held open through January 2016. Professional services are lower because we have not implemented a new Moodle platform (we plan to use Publishing's Moodle instance for ecourses), we have not yet paid for the Office 365 email migration, we delayed signing a contract for Disaster Recovery as a Service (DRaaS) until late in the year, and timing issues. Software maintenance and depreciation expenses are low due to timing issues. Professional services are being used on managed services to supply us consultants with a range of expertise.

Office for Accreditation (OA)

OA is behind on revenue by \$7,950 and ahead on expenses by \$29,283, until invoicing for later than anticipated spring review visits can be completed.

Office for Diversity, Literacy and Outreach (ODLOS)

The Office for Diversity, Literacy and Outreach (ODLOS) is currently doing better \$6.34% than budget, with savings in a number of lines. Due to the transition in unit leadership, numbers may not align exactly. As the office is in a re-imagining phase, some expenses for professional development and communications surrounding the merged office structure may need to be reallocated within the budget. In addition, there are several timing issues –reimbursements or other charges still being processes, monies allocated for on-site expenses (e.g., AV) at the upcoming Annual Conference. (Note: While most AV costs for ALA Divisions are carried in the Conference Services budgets, based on Operating Agreement provisions, AV costs for ALA Offices are carried in the budgets of those units.) Finally, ODLOS should end the year very close to target.

Office for Human Resource Development and Recruitment (HRDR)

Currently, HRDR is \$(373,814) against a year-to-date budget of \$(266,245) – a combination of lower revenue and higher expenses. Placement revenues down due to much lower than expected recruitment vendors in Boston and those projected for Orlando. Audio visual and equipment expenses for Boston were higher than expected for the center. CEU revenue is slightly lower than anticipated. There are also some additional revenues from the CE courses that require transfer to MPS (unit 200).

Year End Projections Commentary

Revenue projections generally for HRDR will be off by about \$49,250 by the end of the fiscal year. This is due in large part to three factors:

- 1) \$8,750 lower than expected recruitment vendor revenue. (6 instead of the projected 20 for both Midwinter and Annual)
- 2) \$30,000 revenue loss in CE course revenue. When the budget was originally prepared it was anticipated that the revenue gained from newly developed online CE courses would be in HRDR, however it was later decided in the budget process to credit this revenue to MPS (11-200), so it will show elsewhere in the ALA financials.
- 3) \$6,000 revenue loss in salary survey revenues. When the budget was originally prepared it was anticipated that the revenue gained from individual sales would be in HRDR, however under a new letter of agreement between ALA and APA, was later decided in the budget process to credit this revenue from individual sales to another unit within ALA.

Office for Intellectual Freedom (OIF)

Revenues

Generally, revenues for book sales seem far below expectations. I don't know if that's a reflection of depressed library budget, a shift to using reference material on the Internet, or just a high projected figure to begin with.

- An unbudgeted honorarium has been received and booked.
- Our new journal, formerly **In Libris Libertas**, and now *The Journal of Intellectual Freedom and Privacy*, will be launched at conference.
- Our *BBW* collateral will be available in July, which should give us a bump in revenue.

Expenditures

Thanks to closer coordination with ALA Finance, the Freedom to Read Foundation is now getting a quarterly invoice FTRF salaries paid through ALA. This means the salary figures showing in the April financials are closer to current actual than in previous years.

Unspent money for design fees was shifted over to buy four software seats for a program called Casemap (the next iteration of our censorship data, and a terrific workflow manager). This is a one time purchase, including training, with annual maintenance. But the net difference is about a \$2,000 savings over our anticipated expenditures.

- There is an unfilled position. Tasks for currently being handled with a temp arrangement, which still results in salary savings. The search is underway – though timing may be adjusted if needed to accommodate the budget. The intent to have someone on board for Banned Books Week, the primary focus of the position.

Senior Associate Executive Director Office (SAED)

As of April 2016, the SAED budget is 21.51% better than budget -- \$(171,161) against a budgeted \$(218,080). Some of the variance relates to the manner in which some salary/related expenses are carried and there are also some timing issues related to travel reimbursements and upcoming events. There are also some unallocated Division expenses showing here, which will be allocated out before year-end. There are also overages in some lines; in particular, the unbudgeted expenses for an accreditation appeal are covered here. There should, nevertheless, be some net gain to help offset shortfalls elsewhere in the General Fund budget.

C. Advocacy and Member Relations Department

The Advocacy and Member Relations Department is made up of the following units: The AED Office; Membership; Office for Library Advocacy; Chapter Relations Office; International Relations Office; Library; Office for Research and Statistics; Public Awareness Office; and the Public Programs Office.

Total department revenue was under budget by about \$40,000. The department revenues of \$3,717,742 were primarily made up of membership dues, but also included about \$27,000 in the International Relations Office for the Sharjah International Book Fair librarian conference.

Membership dues were under budget by \$53,010. Dues revenue for personal members was slightly ahead of budget, but organizational member dues were behind budget by about \$44,000. The total ALA membership roster at the end of April stood at 59,625 members, up from 55,963 members last year, an increase of 6.54%. The biggest contributor to the increase was the group memberships of trustees and friends organizations, which brought in 3,385 members. United for Libraries initiated the group memberships a few years ago and in FY2016, these groups are now also ALA members. For the first time in nearly five years, the number of personal members and the number of small organizational members is up, thanks to the marketing programs initiated by the Membership staff. Student memberships are down slightly but the increase in the number of chapters participating in the joint student membership program is a good trend. Last year, 26 chapters participated in the program and now 39 chapters are participating.

Total department expenses in April were under budget by about \$110,000. In most of the offices, this was due to staff vacancies or timing on projects. It is projected that the department's overall expenses will be about \$100,000 under budget at year end.

D. ALA Executive Office/Governance Office

This section tracks expenses associated with support of the governance function (Executive Board, Council, President, President-Elect) of the Association.

Council Administration [11-101-0000]: As of April 30, 2016 approximately \$29,726 or 67% of the FY16 Council administrative budget of \$44, 445 has been spent. No unusual expenses are anticipated for this budget.

Executive Board Administration [11-102-0000]: The report ending April 30, 2016 reflects expenditures of approximately \$11,834 leaving \$19,906 unspent. Although the bulk of this budget's expenditures occur during the second half of the fiscal year, we do not anticipate any unusual expenditures for this budget.

Fall Board Meeting [11-102-0118]: Expenses for the Fall Executive Board meeting, held in Chicago on October 23-25, total \$26,809. This is \$4,581 over the total budget of \$22,228 and is primarily attributed to lodging expenses.

Spring Board Meeting [11-102-0115]: The Spring Executive Board meeting was held in Chicago on April 15-17. As of April 30, 2016, the unspent balance in this budget is \$3,757; however, there are still some outstanding expenses which will likely deplete most of the remaining funds.

President:

[11-102-0100] (Support): Approximately \$26,943 remains from a total budget of \$61,475. This includes anticipated and unposted expenditures.

0103 Budget (Initiatives): During her presidency thus far, Sari Feldman has spent or earmarked approximately \$72,028 of her Presidential Initiatives budget of \$75,000, leaving a remaining budget of \$2,972. The bulk of these expenditures were for the Libraries Transform campaign.

President-Elect:

[11-102-0101] (Support): \$25,950 of the president-elect support budget remains from a total budget of \$55,260. This takes into account unposted expenditures.

[11-102-0113] (Advisory Committee): President-elect Julie Todaro has overspent her \$15,570 advisory committee budget by \$1,158.

[Planning & Evaluation [11-102-0104]: This budget line shows that \$26,153, or approximately 84%, of the total budget of \$31,000 remains as of April 30, 2016.

Executive Office [11-103-0000]: \$501,585 or approximately 68% of the FY16 Executive Office administrative budget of \$740,697 has been spent to date.

Election Processing [11-103-9000]: \$83,723 or approximately 74% of the Election Processing budget of \$113,850 has been spent to date.

E. Washington Office Financial Summary

Washington Office Operations is \$1,309 under budget for the month of April and is 1.06% over budget for year to date expenses. The Washington Office currently has 2 staff vacancies (an administrative assistant position and recently the Press Officer position). The salary savings from these vacancies are being used to pay for temporary staffing to cover the responsibilities until permanent staff is hired in the June to July timeframe. Additionally, savings from our telephone and ISP provider switch over, as well as new and reduced leasing contracts for our printer and copier costs has helped to offset the increased cost of our network support contract with designDATA which was renewed in 2015 and the roll out cost of new computers and an upgrade to the phone server. As was mentioned in last fiscal year's budget discussion, there will be labor costs associated with the migration to Windows 365 which is expected to occur after Annual Conference. A quote proposal is pending. It is expected that the cost of this service will be covered from ITTS resources as we were told in last year's discussion, as well as from the Washington Office's operational budget.

OGR is \$348 over budget for the month of April and is 3.84% under budget for the year to date expenses. It is expected that transportation expenses for the OGR staff will increase during the remainder of the fiscal year due to the implementation of emergency maintenance plans for the local subway system which will see the closure of some stations and the slow down in service at others. This will necessitate the use of more taxi service to and from Capitol Hill and other appointments. Although National Library Legislative Day in May was a success this year with good attendance, OGR had to pay a hotel attrition fee of over \$3,000 due to inability to fulfill room block commitment. This will appear in the May financial report. It is still projected that OGR will be within budget at the end of this fiscal year.

OITP is \$2,062 under budget for the month of April and is 3.07% under budget on year to date expenditures. All expenses for OITP have been as projected and all contracted services are expected to be expensed by the end of the fiscal year. Like OGR, transportation expenses for OITP are expected to be affected by the year-long emergency maintenance on the local subway service. Final expenses are expected to be just within budget at the end of the fiscal year.

IV. Division - Statement of Revenues & Expenses - April 30, 2016

TOTAL DIVISIONS	Year-To-Date Actual	Year-To-Date Budget	Year-To-Date Variance	Prior Year Actual	Change FY16-FY15	Beginning Net Asset Balance	Ending Net Asset Balance
Total Revenue	11,751,594	11,569,168	182,426	10,022,738	1,728,856		
Total Expenses	10,983,856	11,636,327	652,471	9,793,961	(1,189,895)		
Net Rev(Exp)	767,738	(67,159)	834,897	228,777	538,961	14,789,410	15,557,148

NET REVENUES

PLA	966,267	539,412	426,855	(375,362)	1,341,629	2,421,676	3,387,943
ACRL	(258,783)	(338,506)	79,723	779,285	(1,038,068)	5,002,115	4,743,332
CHOICE	(246,569)	(345,785)	99,216	(185,787)	(60,782)	2,884,451	2,637,882
AASL	174,846	165,904	8,942	(279,316)	454,162	698,683	873,529
ASCLA	12,147	(5,565)	17,712	(3,590)	15,737	114,360	126,507
ALCTS	12,084	(18,870)	30,954	(39,560)	51,644	222,717	234,801
LLAMA	(5,387)	(13,695)	8,308	8,706	(14,093)	199,966	194,579
RUSA	(47,260)	(73,108)	25,848	(60,685)	13,425	464,821	417,561
UFL	(72,598)	(13,485)	(59,113)	(72,136)	(462)	(174,292)	(246,890)
LITA	12,496	(6,468)	18,964	(151)	12,647	389,631	402,127
ALSC	274,764	42,328	232,436	286,628	(11,864)	2,294,973	2,569,737
YALSA	(54,269)	679	(54,948)	170,745	(225,014)	270,309	216,040
TOTAL	767,738	(67,159)	834,897	228,777	538,961	14,789,410	15,557,148

Divisions

American Association of School Librarians (AASL)

- Membership revenue is only slightly behind at 61% of revenue realized to date.
- Governance budget is on track for the year.
- Operational expenses are approximately 23%, or \$65,000, behind, however, much of these 'savings' are due to an open position which has now been filled. There will still be a six month salary/benefits saving for that position.
- The Advocacy budget is in the black due to the final installment of BTSB's advocacy sponsorship. If you look at the FY15 Actual budget you can see that we had a negative year, however, that was due to the way the revenue was received and expenses needed to be realized. If you take the loss in FY15 and gain in FY16 we are in a break-even situation.
- Sections are simply a pass-through project for the ISS events.
- Awards, similar to the Advocacy budget, have some revenue and expenses that are technically for the FY15 Awards program that didn't make the FY15 close and so were carried over. Again, if you take the FY15 Actual budget and current FY16 we are at a break-even.
- Strategic Plan did see a large expense, approximately \$18,000 for the CLASS Summit to support AASL's commitment to a community of scholars for a school library research agenda.
- Public Relations budget is on track for the year.
- Serial publications (KQ, SLR, KQ Express) is currently behind on revenue (approximately 19%), but we are also behind on expenses creating just a 4% negative impact.

- Non-serial publications will not make budget this year- we are looking at an approximate 25% less net revenue, or approximately \$20,000 under budget. AASL has been expecting the consistent decline in non-serial publication sales as work turns to focus on the new learning and professional standards to be published in fiscal year 2018.
- National Conference had a net revenue of \$430, 832 (revenue \$1,266,075, expenses \$835,213)
 - o Exhibits- budgeted to net \$346,345, and ended at \$362,959 (Positive \$16,614 variance)
 - o Registration- budgeted to net \$120,633 and ended at \$67,455 (Negative \$53,178 variance)
 - o Ticketed events- budgeted to net \$41,179 and ended at \$3,277 (Negative \$37,902 variance)
 - o Committee- budgeted an expense of \$8,950 and ended with a loss of \$2,829 (Positive \$6,121 variance)

Association for Library Collections & Technical Services (ALCTS)

SUMMARY

Overall net is \$12,084, well ahead of the expected budget of \$(18,870). Upcoming expenses include Annual Conference (with Preservation Week booth) and two issues of LRTS. We expect additional revenue from the in-person and virtual preconferences for Annual, webinars, and web courses. Some sponsorships still need to be posted.

REVENUE

Revenue is \$331,076, 1.5% above budget and well ahead of FY15 actuals of \$314,624.

Membership dues revenue is \$131,944 and 4.54% below budget.

Subscription revenue is running 40.65% below budgeted amounts for the year at \$17,805. Revenue is currently \$12,195 below budget and is not expected to recover.

Registration revenue is strong at \$141,854, 15.04% above budget. Most of this revenue comes from web courses, with an increase in number of course sessions and registration fees for 6-week courses. Web course revenue is up 61.61% over budget, and has already surpassed the annual estimated budget of \$66,600. Webinar registration is lagging behind budget by 15.12%.

Book sale revenue is 16.34% below budget, but are more than double FY15 sales at this time. The new title with ALA Editions is doing well and we will receive royalties at the end of the fiscal year.

Donations are 44.33% above budget as most award sponsorships have been posted. A few other sponsorships are outstanding, but we will likely end the fiscal year below budget for donations.

Royalties are at \$1,213, below the estimated budget of \$3,000.

EXPENSES

Direct expenses are \$275,503, under budget by 9.05% and below FY15 actuals. Total expenses with interunit transfers (IUT) and overhead are \$318,992, under budget by 7.55% and below FY15 actuals.

Personnel expenses continue to be below budget with staffing changes and the elimination of a second continuing education assistant.

Preservation Week expenses are above budget by 3.14%, and will continue to increase for booth expenses, there were some savings in transportation and meals, advertising, and operating expenses.

Total LRTS expenses are over budget by 10.28%, due to unbudgeted expenses for maintenance of the OJS platform. LRTS will end the fiscal year over budget for expenses.

Association for Library Service to Children (ALSC)

Eight month into the 2017 fiscal year, ALSC total revenues are ahead of budget by 14% and total expenses under budget by 12%. Dues continue to perform ahead of budget by almost 11%; permission fees for use of the seal images are ahead of budget by 40%; physical seals sales are ahead of budget by 33%. Every Child Ready to Read revenues are running ahead of budget by \$40,000 or 203%. As a reminder, the State of Michigan is running a state-wide early literacy initiative which included sending a kit to every participating library. Online continuing education registration is ahead of budget by 31% or \$5,300. Advertising for Children and Libraries (CAL) is running ahead of budget by 21% and subscriptions are ahead by 1%.

Total expenses before overhead and taxes remain under budget by 16%. There are three main reasons we are under budget. 1) Less than budgeted salary and benefit savings from unfilled intern position earlier in the year, expenses covered by grant funds, and the benefit rate has been applied at 30% rather than 33% 2) delayed utilization of funds allocated to consultant services (this will come closer to budget by end of the fiscal year), and 3) design work and outside printing for media mentorship and babies need words every day collateral is under budget. Seals expenses are running over budget by about 7%. Both table and individual ticket sales are down compared to last year's numbers (71/79 tables; 203/330 indiv. tix). A/V has been quoted at the same price as last year- \$20,000. Online CE expenses are operating 15% under budget. CAL expenses are 25% under budget at this time, but should even out by end of fiscal year due to the timing of expenses posting. ECRR direct expenses are 55% under budget, however after overhead is applied the total expenses are 50% over budget. This is because we didn't anticipate as many sales this year. We just reprinted some collateral so we do anticipate direct expenses to come up to budget. Total net revenue is \$51,351 or 274% ahead of budget. We have incurred some Dia expenses as our sixth Dollar General grant supported only a portion of the Capitol Hill event. We did budget to support some 20th anniversary expenses. Currently the project is showing a net expenses of -\$1,766 compared to a budgeted net expense of -\$9,800.

Association of College & Research Libraries (including CHOICE) (ACRL)

Total ACRL revenues are \$1,482,043 against a third quarter budget of \$1,401,085 or 5.78% above budget. Expenses are 0.25% below budget, with total expenses of \$1,743,983 versus a budget of \$1,739,592. ACRL's net revenues are 22% and \$75,566 better than budget YTD (-\$261,940 against a budgeted net of -\$338,506). These numbers mask a variety of performances. Dues are running just under budget and are expected to end the year at 98% of budget. ACRL's book publishing program is having an outstanding year, showing sales after discounts of \$277,810 against an annual budget of \$196,702. Advertising in *C&RL News* and its e-newsletters is \$50,000 below last year and \$28,000 below budget to date; we are going to talk to advertisers to gain insights as to why this revenue stream slowed so suddenly. Total revenues from Webinars (both sponsored and registration fee-based) have nearly met the annual budget YTD of \$120,720. ACRL's professional development programs overall should be close to budget by year-end with a few events below budget and others at or above budget. A number of expenses budgeted for initiatives will not be spent so ACRL should end the year with a smaller deficit than budgeted.

Choice FY16 YTD Performance Comments

Through 30 April, Choice reported net income of -\$246,569 on revenues of \$1,783,243 and expenses of \$2,029,812. Revenue lagged both budget and prior year, while expenses bettered both, so that year-to-date Choice net revenue is \$99,217 ahead of budget but some \$60,781 behind prior year.

Subscriptions to *Choice* in print (magazine, cards) are tracking slightly ahead of budget and a predictable 4.75% behind last year, while *Choice Reviews Online* subscriptions are lagging substantially (almost 12%) behind last year, in part owing to the timing of contract renewals. *Resources for College Libraries* subscriptions are slightly ahead of budget YTD but will finish the year down some \$30,000 as ProQuest continues to decommission its Bowker Book Analysis System, on which some of RCL revenue depends.

Print advertising continues to surprise with its strength. *Choice* ads through April are slightly bettering last year's performance (itself a 15% percent gain over FY14), and we have recorded some \$7K in unbudgeted advertising on the Choice tablet app. Choice Reviews Online ads are unexpectedly down almost 27%, with some improvements expected as we launch our new version.

Licensing is hewing to budget thus far but will end the year down some \$90K largely because of our failure to identify and bring to contract budgeted-for new-business opportunities.

On the expense side, we look to finish the year with payroll savings of over \$100,000 realized from the timing of replacements for retiring and/or resigning staff members and the failure to fill the open web developer position. These savings will be partially offset by a forecast increase in spending for outside services, including unbudgeted design fees for the Choice rebranding project, now entering its final phase. All other direct spending will finish the year on or close to budget, bringing direct costs to \$2,693,524, or almost \$149K better than budget. As of this writing, we expect to finish the fiscal year with net revenue of -\$214,303, some \$19K better than budget.

Association of Specialized & Cooperative Library Agencies

Summary: ASCLA at midyear (April 2016) shows slightly lower revenue than expected for this time of year – down about 3.64%, but expenses are lower than expected by about 26.2%. The revenue from our trip to Scotland may help to give ASCLA a small surplus this year. Year-end estimates depend on expenses incurred at Annual Conference and the success of our online CE scheduled for the latter part of the year.

Library and Information Technology Association (LITA)

Summary

Total revenue is up 4.58% (\$12,300) compared to projections, increasing by almost \$8,000 over last year at this time. Expenses are below budget by \$6,661. Overall, net revenue is at \$12,496, despite the fact we had to cancel two Midwinter workshops and that this is a transition year for our publications.

LITA JobSite ▲

Revenue from our job ads service is up almost 19% from projections (\$15,817 total) and has increased 10% from a year ago at this same time.

Registration Revenue ▲

Registration revenue is above budget by 2.3% (\$152,042 total) and is up significantly compared to last year at this time (\$111,603), primarily due to higher Forum attendance numbers.

Registration for webinars is running 93% (\$25,768) higher than projections, while online courses are below budget by 55% (-\$16,505) because we postponed one course from the spring to the fall due to low registration. Our revenue from webinars almost made up for the cancelled course (\$39,113 total revenue versus \$43,200 projected total revenue for online education).

Dues —

Overall, dues are at budget at this time. In April, we had 2,678 members, compared to 2,704 in March and 2,803 a year ago.

Publications ▼

This year we're transitioning our publications from Neal-Schuman Press to Rowman & Littlefield, so we're showing revenue of only \$1,649 in this line (from past titles published by Neal-Schuman), which is 34% (-\$852) below the lower expectations we had projected (\$5,000 total for the year).

Royalties are also down 50% for ITAL (\$1,369 revenue versus \$2,755 projected revenue through April).

Expenses ▼

Overhead is above budget by 14.5% (-\$4,348), but overall expenses are down due to salary savings (25%, \$29,776) and a corresponding drop in benefits (32%, \$12,480) from eliminating the third position.

Library Leadership and Management Association (LLAMA)

Summary:

Through the first 2/3rds of the fiscal year, the overall result is better than budget but significantly behind FY2015.

Revenue:

Revenue has reached 93% of the total year budget, but is \$21,000 less than FY2015. The large variance is due to \$15,000 less in webinar revenue and lower Midwinter revenue.

Personal/organizational dues are 2% better than budget and close to FY2015, and Life/Continuing memberships will be reported in August.

Expenses:

Direct Expenses are at 90% of the total year budget, with savings in travel and CE production. Administrative expense is slightly below budget. The MW Institute broke even before overhead, but lost approximately \$500 after overhead is added. Overhead is at 66% of budget, again lower due to fewer webinars. Net Revenue is \$(1,022) or approximately \$6,000 better than budget, but over \$17,000 less than FY2015.

Year-End Projection

Seven more paid webinars are planned this summer, so CE revenue will continue to climb but will not make the \$62,000 revenue budget. Membership revenue should be on budget. Registration for Annual is lower than anticipated, as is registration for the three pre-conferences. Both pre-conferences at the convention center will lose money and the BES tour will make money. Approximately \$6,000 in partner/vendor support will help offset general program costs. With a minimum loss at Annual and increased webinar revenue over the next four months, the year-end result will be close to, or slightly under, break-even, which would be far better than the budgeted year-end loss of \$15,995, but well below the FY2015 surplus of \$8,706.

Public Library Association (PLA)

Operating Budget Revenues

Overall PLA operating budget revenues are 8% over budget (actual \$4,111,582 vs. budget \$3,781,357). Membership dues are over budget by 8% (actual \$367,314 vs. budget \$338,333). PLA conference revenues met or exceeded budget--conference registration and exhibits (actual \$3,030,125 vs. budget \$2,761,023); preconferences exceeded budget as well (actual \$140,297 vs. budget \$93,259). However a portion of the preconference dollars (approximately \$40K) will be returned to the state chapter as part of the agreement with the host state so preconference revenue will wind up at budget. Every Child Ready to Read is well over budget (actual \$61,197 vs. budget \$25,380) due to a large state-wide purchase of materials. These overages are offset by underperformance in publications, webinars and donations. In a PLA conference year, the majority of the operating budget (72%) is conference-related.

Operating Budget Expenses

Through April 2016, expenses, including overhead, are 3% under budget (actual \$3,387,928 vs. budget \$3,241,945). Salaries and benefits are under budget by \$129K due to grant support of some salaries. Conference expenses are still being allocated; there were additional costs related to the unbudgeted "Be Extraordinary" booklet. Some overhead adjustments need to be made, for example to the preconference revenue (allocated to the state chapter) that will impact the overhead rate slightly and decrease expenses slightly. Currently overhead is at \$845,552 vs budgeted overhead for the year of \$802,968. Overall expenses should not exceed budget.

Grants

In FY16, PLA is managing one IMLS grant for early literacy research (\$500K over 3 years, with ALSC) and another IMLS grant for leadership training (\$213K over 3 years) and two Gates Foundation grants: Project Outcome (\$3M over 3 years) and a general operating grant of \$200K through July 2016. The legacy grant was also just received, more than a month early. The total grant is a \$10,805,701 for June 2016 to June 2026. ALA will receive overhead of 12% on this amount. PLA also has partnership roles in two smaller grants, one with the FINRA Foundation, administered by the ALA Public Programs Office; the other with the Harvard Family Research Project. Together, these result in approximately \$20K over the next two years.

Overhead for Operating and Grant Budgets

For FY2016 operating budget overhead is estimated that amount will be \$835K to ALA. Grants from IMLS and the Gates Foundation will bring in approximately \$140K in overhead this fiscal year for a total projection of \$975K in overhead to ALA in FY16.

Long-Term Investment

The PLA LTI was \$1,216,345 compared to \$1,288,518 same time last year. Interest for FY16 (less bank fees) as of April is \$36,940 compared to \$33,331 same time last year. Interest is calculated at 4% of the average net asset balance of the PLA LTI over the last 20 quarters. The PLA board will determine where to allocate interest. Past investments of interest have gone to launch leadership development and performance measurement initiatives.

Reference & User Services Association

Summary: RUSA at midyear (April 2016) shows lower expenses than projected (by about 15.24%) for this time of year, but revenue is also lower by about 9.3%. The planned deficit of \$109,662 may be lower at the end of the year depending on expenses incurred at Annual Conference and the success of our online CE scheduled for the latter part of the year.

United for Libraries (UNITED)

As is always the case, our revenues lag behind expenditures every year because while expenditures are predictably fixed each month, revenues are not fixed and are less predictable across the year. For example, our corporate sponsorship is reflected at the end of April as \$28,366 but we have in hand an additional \$6,500 along with pledged donations of \$26,500 which we'll have in hand by the end of this fiscal year. In addition, our corporate task force is working aggressively to bring in an additional \$15,000.

Individual membership is down 16% but organizational membership is up 4%. In a sense, with statewide purchases of membership in United for libraries, we compete against ourselves. For example, Michigan joined late last year with membership for all libraries resulting in a total loss of individual members from Michigan. In the end, we feel the statewide membership model is both more lucrative and more sustainable because Trustees come and go on boards and librarians do not always renew in United for their new Trustees.

At the present time, organizational members are listed as "subscriptions" in line 4110 whereas they should be listed as organizational members line 4001. As a result, we are currently paying overhead on our organizational members because the budget reads them as subscriptions. We are working with finance to correct this.

Meal functions remain unknown until after the annual conference but our Author Tea ticket sales are on target and our Laugh's on Us sales are down slightly.

Printing of our newsletter (line 5402) is down approximately \$15,000 but we will pay for 3 more editions this year at \$4,500 each so this apparent variance will close.

We expect to end the year with a net asset balance of approximately \$5,000.

Young Adult Library Services Association

Revenue

YALSA revenues, as of the April 2016 financials, are \$477,664 against a budget of \$495,098. Dues are flat to budget. The YALSA Symposium (November) turned in a strong performance, with a net revenue to YALSA of \$39,514 (and a contribution of \$26,899 in general overhead to support operations of the ALA General Fund). Book sales, YALS subscriptions and bulk seals sales are all running behind budget. CE is showing mixed results, with webinars at budget, e-courses well above budget, institutes behind budget, and instructional kits behind budget. Advertising is also mixed, the YALS ahead of budget and eNews well below budget. Friends of YALSA donations are slightly behind budget. There are some key receivables for conference sponsorships.

Expenses

Overall, YALSA expenses are running ahead of budget, with the largest in [member] recruitment – for the toolkits and guidelines that are popular handouts at conferences. Book publishing expenses are under budget.

Year-End Projection

Overall registration for Annual is down, and so are YALSA's ticketed event sales, with two of three events down significantly compared to FY2015. YALSA notes a downward trend in revenues from YALSA activities at the Annual Conference.

V. Round Table - Statement of Revenues and Expenses - April 30, 2016

TOTAL ROUNDTABLES	Year-To-Date Actual	Year-To-Date Budget	Year-To-Date Variance	Prior Year Actual	Change FY16-FY15	Beginning Net Asset Balance	Ending Net Asset Balance
Total Revenue	253,780	257,652	(3,872)	247,818	5,962		
Total Expenses	131,069	175,485	44,416	76,342	54,727		
Net Rev(Exp)	122,711	82,167	40,544	171,476	(48,765)	1,635,985	1,758,696

NET REVENUES

EMIERT	81,897	34,477	47,420	78,854	3,043	613,084	694,981
ERT	(1,327)	854	(2,181)	2,171	(3,498)	22,040	20,713
FAFLRT	2,141	3,127	(986)	1,939	202	12,602	14,743
GGRT	(255)	668	(923)	1,217	(1,472)		(255)
GLBTRT	626	11,486	(10,860)	14,483	(13,857)	40,420	41,046
GODORT	(1,624)	11,483	(13,107)	7,420	(9,044)	128,431	126,807
IFRT	7,284	32	7,252	7,640	(356)	80,689	87,973
IRRT	7,486	1,503	5,983	3,980	3,506	31,411	38,897
LearnRT	2,329	3,771	(1,442)	2,448	(119)	103,454	105,783
LHRT	4,189	0	4,189	3,388	801	58,168	62,357
LIRT	(9,497)	2,789	(12,286)	12,665	(22,162)	161,396	151,899
LRRT	4,612	92	4,520	4,944	(332)	67,980	72,592
MAGIRT	5,960	3,388	2,572	6,552	(592)	45,578	51,538
NMRT	8,833	5,178	3,655	10,943	(2,110)	96,964	105,797
RMRT	1,789	1,003	786	2,254	(465)	11,571	13,360
SORT	291	717	(426)	332	(41)	22,738	23,029
SRRT	3,916	3	3,913	4,783	(867)	67,273	71,189
SSIRT	1,142	91	1,051	1,650	(508)		1,142
SustainRT	1,254	700	554	882	372	1,979	3,233
VRT	1,663	806	857	2,931	(1,268)	22,035	23,698
TOTAL	122,709	82,168	40,541	171,476	(48,767)	1,587,813	1,710,522