

Sara Silveria
Finance Director

Jorge O. Elorza
Mayor



Finance Department

MEMORANDUM

To: Joanne Ryan; Chairperson; and
Members of the Finance Committee

From: Lawrence J. Mancini, Chief Financial Officer
Sara Silveria, Finance Director

Date: January 6, 2022

Re: 5-Year Budget Projections

Pursuant to Ordinance No. 388, Chapter 2011-22, which requires the submission, by the Administration, of a 5-Year Budget Projection, we respectfully submit the revenue and expenditure projections for fiscal years 2023 through 2027.

It is important to note, that these projections are based upon current revenue trends, existing and pending labor contractual agreements and other municipal expenditures, where noted.

Using the FY 2022 budget as a foundation and based upon the revenue and expenditure assumptions discussed below, municipal revenues are projected to equal expenditures in the years FY 2023 and FY 2024, with municipal expenditures exceeding revenues in FY 2025 through FY 2027. FY 2023 and FY 2024 includes support from American Rescue Plan Act funds that prohibit the City from recognizing surpluses in years in which ARPA dollars are included in the budget.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2023 balanced, FY 2024 balanced, FY 2025 \$18,357,621 deficit, FY 2026 \$19,970,845 deficit and FY 2027 \$20,911,222 deficit.

Below is a summary of the assumptions made to develop these out-year budget projections.

Municipal Budget

Revenue Assumptions

Property taxes:

Tax base growth year over year has been projected to be 2% and includes the motor vehicle phase out under current State law. TSA revenue is based on TSA schedules. Back taxes are projected at a flat amount of \$8M. FY 2023 and FY 2026 are years in which the City will conduct Statistical Revaluations in accordance with State Law. These revaluations bring potential growth in the City's tax base, however the City will also see elimination of motor vehicle tax and any growth in motor vehicle tax, instead receiving \$34M State excise reimbursement. For this reason, the 5 year projection is using a 2% growth rate year over year. The projection does not include, nor consider, changes to tax rates.

JAN 20 2022

ACTING

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.

Tina L. Mattioli CLERK

State Aid:

There are multiple components to State Aid & Grants which is comprised of: PILOT, School Debt Construction, Telephone tax, State Reimbursement Excise Tax, Distressed Cities Revenue, and Meals & Beverage tax.

For purposes of this projection these revenues are based upon a combination of State Aid projections provided by RI Department of Municipal Affairs and other projections based upon current funding trends (PILOT), expected increase in business activity (Meals and Rooms Tax) and future School Debt Construction based upon new reimbursement of future planned school project borrowing.

The projected State Aid for FY 2023 is \$100,689,400, an increase of \$3,887,400 over the FY 2022 budget of \$96,802,000. This is primarily due to the anticipated increase in the State Motor Vehicle Excise phase out payment of \$12,954,271 and hospitality tax revenue recovering to pre-pandemic levels.

In FY 2024, there will be an increase of \$12,765,419 for a new total of \$113,454,819 driven primarily by the phase out of Motor Vehicle Tax. In FY 2025 through FY 2027, there will be decreases of \$4,490,660, \$1,077,389 and \$169,370, respectively. These decreases are due to reduction in School Debt Construction.

Fines and Forfeitures:

Fines and Forfeitures are projected to return to pre-pandemic level in FY 2023 at \$5M and are projected to be level through FY2027.

Interest Income:

Interest income is projected to be level at \$4.7M through FY 2027 and includes interest on overdue taxes and investment interest.

Departmental Revenues and Other Revenues:

Certain departmental revenues, including Bureau of Licenses, Public Safety and Parking Administration are projected to return to pre-pandemic levels.

The Building Administration revenue budget in FY22 included a known large project. Accordingly, projected revenues in FY23 are projected to be \$1,711,936 less than the FY22 budget, while still reflecting healthy and robust development in the City. FY2023 through FY 2027 are steady at \$7,592,096.

Providence Place Mall revenue is based on current agreement. Payment is at a level amount of \$970,000 in FY 2023 and increases to \$1,090,000 for FY 2024- FY 2027.

Local PILOT agreements with local colleges, universities and hospitals are budgeted level for purposes of this report as the City begins negotiations with its local institutions over current agreements due to expire in FY 2023 and FY 2024.

Transfers to General Fund:

Transfer from Fund 252 and Fund 256 (Police and Fire Details) will increase to pre-pandemic levels in FY2023 and are budgeted at \$2,095,000 through FY 2027.

Transfer from Fund 283 (Rescue Runs) will remain level through FY 2027.

Transfer from North Burial Ground is currently at \$260,000 and shall remain constant throughout Fiscal Years 2023- 2027.

Expenditure Assumptions

Salaries:

The L.I.U.N.A. Local 1033 contract will expire in June 2022. Due to the contract expiration, a 1% placeholder has been used for FY 2023- FY 2027 while the City is not covered by a contract agreement.

The Fraternal Order of Police Lodge #3 contract will expire on June 30, 2023 FY 2023 includes a wage increase of 3.75%. For FY 2024- FY 2027, due to the expiration of the contract, there will be a placeholder increase of 1% each year, representing the period not covered by a contract agreement.

The proposed IAFF Local 799 contract currently has a five-year contract expiring on June 30, 2027 and calling for wage increases of 4% in each year of the contract. The proposed contract has been included in this projection, although not yet reviewed by the City Council for further action.

Employee benefits:

For the purpose of this projection, annual increases in Active and Retiree medical costs are projected to increase at three percent per year for the entire five year period.

The City's pension contribution is based upon the Segal July 1, 2020 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue.

Line items:

Departmental line items that are affected by the CPI-U are assumed to increase at the rate of 2.12%, 2.172%, 2.2175%, 2.1%, and 2.14% for FY 2023- FY 2027 respectively.

Heat, Light and Power:

Heat, Light and Power reflect budget estimates provided by the City's Energy Manager and increase an average of \$400K year over year.

Rainy Day Fund:

With an anticipated FY21 surplus of \$3.7 million, the City's Fund General Fund balance is projected to be \$28.8 million for the year-ended June 30, 2021.

The City will not make Rainy Day appropriations in Fiscal Years 2023 and 2024 due restrictions related to the use of American Rescue Plan Revenue Recovery funds. Rainy Day appropriations are not expected in years 2025 -2027 due to expected operational deficits in those years.

Respectfully Submitted,


Lawrence J. Mancini
Chief Financial Officer


Sara Silveria
Finance Director

CC:

Mayor Jorge O. Elorza
Theresa M. Agonia, Acting Chief of Staff
James J. Lombardi III, City Council Chief of Staff/Treasurer
Krystle D. Lindberg, Deputy Finance Director
Gina Costa, Internal Auditor

City Hall

Providence, RI 02903

(401) 680-5000

FY2023-FY2027 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	Municipal (General Fund)					
	2022 Approved Budget	2023 Projected Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget	2027 Projected Budget
Projected Revenue - Municipal	\$ 539,566,355	\$ 549,111,750	\$ 560,559,620	\$ 551,716,881	\$ 558,287,507	\$ 565,250,933
Projected Expenditures - Municipal	\$ 539,566,355	\$ 549,111,750	\$ 560,559,620	\$ 570,074,502	\$ 578,258,352	\$ 586,162,155
Projected Budget Surplus (Deficit)	\$ -	\$ -	\$ -	\$ (18,357,621)	\$ (19,970,845)	\$ (20,911,222)

REVENUE SUMMARY													
GENERAL FUND REVENUE		2022 Approved Budget	2023 Projected Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget	2027 Projected Budget						
Taxes	\$	365,854,262	\$	372,261,389	\$	375,916,346	\$	382,889,428	\$	390,969,123	\$	397,673,982	
State Aids & Grants	\$	96,802,000	\$	100,689,400	\$	113,531,994	\$	109,122,368	\$	108,130,020	\$	108,388,586	
Fines & Forfeits	\$	3,180,576	\$	5,000,000	\$	5,000,000	\$	5,000,000	\$	5,000,000	\$	5,000,000	
Interest Income	\$	4,700,000	\$	4,700,000	\$	4,700,000	\$	4,700,000	\$	4,700,000	\$	4,700,000	
Departmental & Other Revenues	\$	42,312,165	\$	42,392,681	\$	42,326,912	\$	42,450,085	\$	41,933,365	\$	41,933,365	
Transfers to General Fund	\$	26,717,352	\$	24,068,280	\$	19,084,368	\$	7,555,000	\$	7,555,000	\$	7,555,000	
TOTAL REVENUES		\$	539,566,355	\$	549,111,750	\$	560,559,620	\$	551,716,881	\$	558,287,507	\$	565,250,933
EXPENDITURE SUMMARY													
GENERAL FUND EXPENSES		2022 Approved Budget	2023 Projected Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget	2027 Projected Budget						
Total - Departmental Expenditures	\$	184,485,618	\$	189,371,244	\$	191,162,513	\$	195,498,400	\$	198,830,251	\$	202,275,503	
Total - Non Departmental-General Fund	\$	2,840,000	\$	2,840,000	\$	2,840,000	\$	2,840,000	\$	2,840,000	\$	2,840,000	
Heat Power & Light	\$	4,578,247	\$	4,958,874	\$	5,362,479	\$	5,778,416	\$	6,209,996	\$	6,660,375	
Grants, Commissions & Misc.	\$	6,354,750	\$	6,354,750	\$	6,354,750	\$	6,354,750	\$	6,354,750	\$	6,354,750	
Ceremonies	\$	9,030	\$	9,030	\$	9,030	\$	9,030	\$	9,030	\$	9,030	
Debt Service Total	\$	69,950,297	\$	69,505,195	\$	73,616,694	\$	73,616,694	\$	73,616,694	\$	73,616,694	
Workers Compensation	\$	2,090,096	\$	2,090,096	\$	2,090,096	\$	2,090,096	\$	2,090,096	\$	2,090,096	
Employee Benefits :													
<i>Pension</i>	\$	77,758,070	\$	81,665,971	\$	85,292,274	\$	88,412,766	\$	91,141,965	\$	93,408,804	
<i>Medical Benefits - Active Members</i>	\$	20,531,226	\$	21,147,163	\$	21,781,578	\$	22,435,025	\$	23,108,076	\$	23,801,318	
<i>Medical Benefits - Retirees</i>	\$	27,212,182	\$	28,028,547	\$	28,869,404	\$	29,735,486	\$	30,627,551	\$	31,546,377	
<i>Other Employee Benefits</i>	\$	13,610,228	\$	13,094,269	\$	13,134,192	\$	13,257,229	\$	13,383,332	\$	13,512,596	
Total Employee Benefits	\$	139,111,706	\$	143,935,951	\$	149,077,447	\$	153,840,505	\$	158,260,924	\$	162,269,095	
Rainy Day Fund	\$	100,000	\$	-	\$	-	\$	-	\$	-	\$	-	
School Appropriation	\$	130,046,611	\$	130,046,611	\$	130,046,611	\$	130,046,611	\$	130,046,611	\$	130,046,611	
Total General Fund Expenses		\$	539,566,355	\$	549,111,750	\$	560,559,620	\$	570,074,502	\$	578,258,352	\$	586,162,155
Total Surplus/(Deficit)		\$	-	\$	-	\$	1	\$	(18,357,621)	\$	(19,970,845)	\$	(20,911,222)

FY2023-FY2027 FIVE-YEAR PLAN												
CITY - GENERAL FUND REVENUES												
	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023- 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance - 2027
Taxes:												
Property Taxes - Current	\$ 343,073,602	\$ 6,656,577	\$ 347,351,710	\$ 4,278,108	\$ 348,654,060	\$ 1,302,350	\$ 361,425,731	\$ 12,771,671	\$ 368,654,246	\$ 7,228,515	\$ 376,027,331	\$ 7,373,085
Tax Stabilization Agreements - Current	\$ 14,780,660	\$ 1,637,440	\$ 16,909,679	\$ 2,129,019	\$ 19,262,386	\$ 2,352,607	\$ 13,463,697	\$ (5,798,590)	\$ 14,314,877	\$ 851,180	\$ 13,646,651	\$ (668,226)
Back Taxes	\$ 8,000,000	\$ -	\$ 8,000,000	\$ -	\$ 8,000,000	\$ -	\$ 8,000,000	\$ -	\$ 8,000,000	\$ -	\$ 8,000,000	\$ -
Total Taxes	\$ 365,854,262	\$ 8,294,017	\$ 372,261,389	\$ 6,407,127	\$ 375,916,346	\$ 3,654,937	\$ 382,889,428	\$ 6,973,082	\$ 390,969,123	\$ 8,079,693	\$ 397,673,982	\$ 6,704,859
Total State Aid & Grants:												
Payment in Lieu of Taxes (PILOT)	\$ 34,027,865	\$ (50,050)	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -
CORONAVIRUS RELIEF FUNDS	\$ -	\$ (26,494,542)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
School Debt Construction	\$ 23,260,714	\$ 1,357,229	\$ 22,854,864	\$ (405,850)	\$ 30,026,996	\$ 7,172,132	\$ 25,378,898	\$ (4,648,098)	\$ 24,140,922	\$ (1,237,976)	\$ 24,146,493	\$ 5,571
Telephone Tax	\$ 2,234,814	\$ (27,724)	\$ 2,234,814	\$ -	\$ 2,234,814	\$ -	\$ 2,234,814	\$ -	\$ 2,234,814	\$ -	\$ 2,234,814	\$ -
Federal Grants	\$ 750,000	\$ 750,000	\$ 1,000,000	\$ 250,000	\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Reimbursement Excise Tax	\$ 24,894,557	\$ 16,331,487	\$ 27,588,929	\$ 2,694,372	\$ 34,027,865	\$ 6,438,936	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -	\$ 34,027,865	\$ -
Distressed Cities Revenue	\$ 5,265,375	\$ 4,144,826	\$ 5,265,375	\$ -	\$ 5,265,375	\$ -	\$ 5,265,375	\$ -	\$ 5,265,375	\$ -	\$ 5,265,375	\$ -
Room Tax	\$ 777,577	\$ (8,605)	\$ 2,019,340	\$ 1,241,763	\$ 2,079,920	\$ 60,580	\$ 2,142,318	\$ 62,398	\$ 2,206,587	\$ 64,270	\$ 2,272,785	\$ 66,198
Meals & Beverage Tax	\$ 5,591,098	\$ 618,390	\$ 5,698,213	\$ 107,115	\$ 5,869,159	\$ 170,946	\$ 6,045,234	\$ 176,075	\$ 6,226,591	\$ 181,357	\$ 6,413,389	\$ 186,798
Total State Aid & Grants:	\$ 96,802,000	\$ (3,158,989)	\$ 100,689,400	\$ 3,887,400	\$ 113,631,994	\$ 12,842,594	\$ 109,122,368	\$ (4,409,626)	\$ 108,130,020	\$ (992,349)	\$ 108,388,586	\$ 258,566
Fines & Forfeits	\$ 3,180,576	\$ -	\$ 5,000,000	\$ 1,819,424	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -
Total Fines & Forfeits	\$ 3,180,576	\$ -	\$ 5,000,000	\$ 1,819,424	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000	\$ -
Interest Income:												
Interest on Overdue Taxes	\$ 4,300,000	\$ -	\$ 4,300,000	\$ -	\$ 4,300,000	\$ -	\$ 4,300,000	\$ -	\$ 4,300,000	\$ -	\$ 4,300,000	\$ -
Interest on Investments	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000	\$ -
Total Interest Income	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -	\$ 4,700,000	\$ -
Departmental & Other Revenues:												
Reimbursement - Water Supply Board	\$ 839,167	\$ -	\$ 839,167	\$ -	\$ 839,167	\$ -	\$ 839,167	\$ -	\$ 839,167	\$ -	\$ 839,167	\$ -
TSA Admin Fees	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 42,000	\$ 7,000	\$ 42,000	\$ -	\$ 38,000	\$ (4,000)	\$ 38,000	\$ -
PILOT - Colleges, Univ. & Hospitals	\$ 7,177,936	\$ (480,436)	\$ 7,177,936	\$ -	\$ 7,177,936	\$ -	\$ 7,177,936	\$ -	\$ 7,177,936	\$ -	\$ 7,177,936	\$ -
In Lieu of Tax Exempt Prop- nise	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -
PILOT - Providence Place Mall	\$ 970,000	\$ -	\$ 970,000	\$ -	\$ 1,090,000	\$ 120,000	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -
PILOT - Providence Housing Authority	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ 140,000	\$ -
Port of Providence	\$ 450,000	\$ 50,000	\$ 600,000	\$ 150,000	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ -
Debt Service Credits	\$ 1,573,221	\$ (109,227)	\$ 1,482,941	\$ (90,280)	\$ 1,482,941	\$ -	\$ 1,297,500	\$ (185,441)	\$ 1,204,780	\$ (92,720)	\$ 1,204,780	\$ -
Arts, Culture, Film & Tourism	\$ 139,000	\$ 18,000	\$ 150,000	\$ 11,000	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
Building Administration	\$ 8,804,032	\$ 1,589,443	\$ 7,592,096	\$ (1,211,936)	\$ 7,592,096	\$ -	\$ 7,592,096	\$ -	\$ 7,592,096	\$ -	\$ 7,592,096	\$ -
Building Board	\$ 7,040	\$ (640)	\$ 7,040	\$ -	\$ 7,040	\$ -	\$ 7,040	\$ -	\$ 7,040	\$ -	\$ 7,040	\$ -
Bureau of Licenses	\$ 1,300,400	\$ 47,874	\$ 1,600,000	\$ 299,600	\$ 1,600,000	\$ -	\$ 1,600,000	\$ -	\$ 1,600,000	\$ -	\$ 1,600,000	\$ -
City Clerk	\$ 11,520	\$ 1,860	\$ 11,520	\$ -	\$ 11,520	\$ -	\$ 11,520	\$ -	\$ 11,520	\$ -	\$ 11,520	\$ -
City Controller	\$ 14,000	\$ 14,000	\$ 14,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -	\$ 14,000	\$ -
City Collector	\$ 544,008	\$ 30,000	\$ 544,008	\$ -	\$ 544,008	\$ -	\$ 544,008	\$ -	\$ 544,008	\$ -	\$ 544,008	\$ -

FY2023-FY2027 FIVE-YEAR PLAN												
	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
City Treasurer	\$ 44	\$ (58)	\$ 44	\$ -	\$ 44	\$ -	\$ 44	\$ -	\$ 44	\$ -	\$ 44	\$ -
City Tax Assessor	\$ 420,000	\$ 420,000	\$ -	\$ (420,000)	\$ -	\$ -	\$ 420,000	\$ (420,000)	\$ -	\$ (420,000)	\$ -	\$ -
Commissioner of Public Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Communications	\$ 731,800	\$ (68,732)	\$ 732,000	\$ 200	\$ 732,000	\$ -	\$ 732,000	\$ -	\$ -	\$ -	\$ 732,000	\$ -
Emergency Mgmt / Homeland Sec.	\$ 229,000	\$ (500)	\$ 229,000	\$ -	\$ 229,000	\$ -	\$ 229,000	\$ -	\$ 229,000	\$ -	\$ 229,000	\$ -
Environmental Control	\$ 55,000	\$ 15,000	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ 55,000	\$ -
Fire	\$ 889,500	\$ (458,500)	\$ 1,198,000	\$ 308,500	\$ 1,198,000	\$ -	\$ 1,198,000	\$ -	\$ 1,198,000	\$ -	\$ 1,198,000	\$ -
Highway	\$ 250,000	\$ (30,000)	\$ 280,000	\$ 30,000	\$ 280,000	\$ -	\$ 280,000	\$ -	\$ 280,000	\$ -	\$ 280,000	\$ -
Housing Court	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
Law Department	\$ 61,200	\$ (15,000)	\$ 61,200	\$ -	\$ 61,200	\$ -	\$ 61,200	\$ -	\$ 61,200	\$ -	\$ 61,200	\$ -
North Burial Ground	\$ 340,000	\$ -	\$ 340,000	\$ -	\$ 340,000	\$ -	\$ 340,000	\$ -	\$ 340,000	\$ -	\$ 340,000	\$ -
Parking Administration	\$ 3,100,000	\$ 100,000	\$ 4,075,000	\$ 975,000	\$ 4,075,000	\$ -	\$ 4,075,000	\$ -	\$ 4,075,000	\$ -	\$ 4,075,000	\$ -
Police	\$ 8,729,600	\$ 2,350,600	\$ 8,729,600	\$ -	\$ 8,729,600	\$ -	\$ 8,729,600	\$ -	\$ 8,729,600	\$ -	\$ 8,729,600	\$ -
Probate Court	\$ 136,392	\$ (27,954)	\$ 163,324	\$ 26,932	\$ 163,324	\$ (192,769)	\$ 163,324	\$ (111,386)	\$ 163,324	\$ -	\$ 163,324	\$ -
Public Property	\$ 384,155	\$ 253,155	\$ 384,155	\$ -	\$ 191,386	\$ -	\$ 80,000	\$ -	\$ 80,000	\$ -	\$ 80,000	\$ -
Recorder of Deeds	\$ 4,136,650	\$ 330,730	\$ 4,136,650	\$ -	\$ 4,136,650	\$ -	\$ 4,136,650	\$ -	\$ 4,136,650	\$ -	\$ 4,136,650	\$ -
Sewer Construction	\$ 11,000	\$ 1,000	\$ 11,000	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ -	\$ 11,000	\$ -
Traffic Engineering	\$ 425,000	\$ 25,000	\$ 425,000	\$ -	\$ 425,000	\$ -	\$ 425,000	\$ -	\$ 425,000	\$ -	\$ 425,000	\$ -
Vital Statistics	\$ 336,500	\$ (200)	\$ 337,000	\$ 500	\$ 337,000	\$ -	\$ 337,000	\$ -	\$ 337,000	\$ -	\$ 337,000	\$ -
Zoning Board of Review	\$ 36,000	\$ (1,200)	\$ 37,000	\$ 1,000	\$ 37,000	\$ -	\$ 37,000	\$ -	\$ 37,000	\$ -	\$ 37,000	\$ -
Total Departmental & Other Revenues	\$ 42,312,165	\$ 4,056,215	\$ 42,392,681	\$ 80,516	\$ 42,326,912	\$ (65,769)	\$ 42,450,085	\$ 123,173	\$ 41,933,365	\$ (516,720)	\$ 41,933,365	\$ -
Transfers to General Fund:												
Transfer from Fund 252	\$ 1,700,000	\$ -	\$ 1,845,000	\$ 145,000	\$ 1,845,000	\$ -	\$ 1,845,000	\$ -	\$ 1,845,000	\$ -	\$ 1,845,000	\$ -
Transfer from Fund 256	\$ 100,000	\$ -	\$ 250,000	\$ 150,000	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
Transfer from Fund 283	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -	\$ 5,200,000	\$ -
TRANSFER FROM ARPA FUND 263	\$ 19,457,352	\$ 19,457,352	\$ 16,513,280	\$ (2,944,072)	\$ 11,529,368	\$ (4,983,912)	\$ -	\$ (11,529,368)	\$ -	\$ -	\$ -	\$ -
SFER FROM FUND 856 - CAPITAL ASSETS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer from NBG (Fund 801)	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -
Total Transfers to General Fund	\$ 26,717,352	\$ 19,457,352	\$ 24,068,280	\$ (2,649,072)	\$ 19,084,368	\$ (4,983,912)	\$ 7,555,000	\$ (11,529,368)	\$ 7,555,000	\$ -	\$ 7,555,000	\$ -
Total General Fund Revenues	\$ 539,566,355	\$ 28,648,595	\$ 549,111,750	\$ 9,545,395	\$ 560,559,620	\$ 11,447,870	\$ 551,716,881	\$ (8,842,739)	\$ 558,287,507	\$ 6,570,626	\$ 565,250,933	\$ 6,963,426

	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
Mayor's Office												
Salaries	\$ 2,496,954 \$	398,838 \$	2,521,814 \$	24,860 \$	2,547,032 \$	25,218 \$	2,572,502 \$	25,470 \$	2,598,227 \$	25,725 \$	2,624,210 \$	25,982 \$
Services	\$ 263,250 \$	105,000 \$	268,819 \$	5,569 \$	274,618 \$	5,839 \$	280,748 \$	6,091 \$	286,780 \$	5,897 \$	292,780 \$	6,134 \$
Supplies	\$ 6,804 \$	- \$	6,948 \$	144 \$	7,099 \$	151 \$	7,256 \$	157 \$	7,409 \$	152 \$	7,567 \$	159 \$
Total - Mayor's Office	\$ 2,767,008 \$	503,858 \$	2,797,580 \$	36,572 \$	2,868,789 \$	31,208 \$	2,860,507 \$	31,718 \$	2,893,202 \$	31,775 \$	2,924,557 \$	32,775 \$
City Sergeant												
Salaries	\$ 59,873 \$	5,028 \$	60,472 \$	599 \$	61,077 \$	605 \$	61,687 \$	611 \$	62,304 \$	617 \$	62,927 \$	623 \$
Services	\$ - \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	- \$
Total - City Sergeant	\$ 59,873 \$	5,028 \$	60,472 \$	599 \$	61,077 \$	605 \$	61,687 \$	611 \$	62,304 \$	617 \$	62,927 \$	623 \$
Lam Department												
Salaries	\$ 2,479,440 \$	283,345 \$	2,424,370 \$	(55,070) \$	2,448,614 \$	24,244 \$	2,473,100 \$	24,486 \$	2,497,831 \$	24,731 \$	2,522,809 \$	24,978 \$
Services	\$ 2,226,145 \$	(211,763) \$	2,273,235 \$	-47,090 \$	2,322,614 \$	49,379 \$	2,374,119 \$	51,505 \$	2,423,988 \$	49,870 \$	2,473,982 \$	51,873 \$
Supplies	\$ 54,364 \$	1,500 \$	55,514 \$	1,150 \$	56,720 \$	1,206 \$	57,978 \$	1,258 \$	59,195 \$	1,218 \$	60,462 \$	1,267 \$
Total - Lam Department	\$ 4,759,949 \$	73,282 \$	4,753,119 \$	(6,830) \$	4,827,948 \$	74,829 \$	4,906,196 \$	77,249 \$	4,981,015 \$	75,818 \$	5,059,133 \$	78,118 \$
Finance												
Salaries	\$ 746,065 \$	97,414 \$	755,525 \$	7,460 \$	761,060 \$	7,535 \$	766,671 \$	7,611 \$	776,358 \$	7,687 \$	784,121 \$	7,764 \$
Services	\$ 85,860 \$	2,500 \$	87,616 \$	1,816 \$	89,581 \$	1,964 \$	91,567 \$	1,986 \$	93,491 \$	1,923 \$	95,491 \$	2,001 \$
Supplies	\$ 3,600 \$	- \$	3,616 \$	76 \$	3,756 \$	80 \$	3,839 \$	83 \$	3,920 \$	81 \$	4,004 \$	84 \$
Total - Finance	\$ 835,525 \$	99,914 \$	844,877 \$	9,352 \$	854,397 \$	9,520 \$	864,077 \$	9,680 \$	873,768 \$	9,691 \$	883,616 \$	9,848 \$
City Controller												
Salaries	\$ 924,156 \$	88,578 \$	953,397 \$	9,241 \$	962,731 \$	9,334 \$	952,138 \$	9,427 \$	961,680 \$	9,522 \$	971,297 \$	9,617 \$
Services	\$ 14,770 \$	2,580 \$	15,082 \$	312 \$	15,410 \$	328 \$	15,732 \$	342 \$	16,083 \$	331 \$	16,427 \$	344 \$
Supplies	\$ 2,460 \$	360 \$	2,512 \$	52 \$	2,567 \$	55 \$	2,624 \$	57 \$	2,679 \$	55 \$	2,736 \$	57 \$
Total - City Controller	\$ 941,386 \$	91,518 \$	950,991 \$	9,605 \$	960,708 \$	9,716 \$	970,534 \$	9,826 \$	980,441 \$	9,908 \$	990,459 \$	10,018 \$
Retirement Office												
Salaries	\$ 319,057 \$	26,311 \$	322,248 \$	3,191 \$	325,470 \$	3,222 \$	328,725 \$	3,255 \$	332,012 \$	3,287 \$	335,333 \$	3,320 \$
Services	\$ 15,300 \$	(3,440) \$	15,624 \$	324 \$	15,963 \$	339 \$	16,317 \$	354 \$	16,660 \$	343 \$	17,016 \$	357 \$
Supplies	\$ 1,900 \$	1,510 \$	1,940 \$	40 \$	1,982 \$	42 \$	2,026 \$	44 \$	2,069 \$	43 \$	2,113 \$	44 \$
Total - Retirement Office	\$ 336,257 \$	24,381 \$	339,812 \$	3,555 \$	343,416 \$	3,604 \$	347,068 \$	3,653 \$	350,741 \$	3,673 \$	354,462 \$	3,721 \$
City Collector												
Salaries	\$ 763,158 \$	66,209 \$	746,274 \$	(16,884) \$	753,737 \$	7,463 \$	761,274 \$	7,537 \$	768,887 \$	7,613 \$	776,576 \$	7,689 \$
Services	\$ 948,029 \$	19,835 \$	968,083 \$	20,054 \$	989,111 \$	21,029 \$	1,011,045 \$	21,934 \$	1,032,283 \$	21,238 \$	1,054,374 \$	22,091 \$
Supplies	\$ 7,266 \$	- \$	7,420 \$	154 \$	7,581 \$	161 \$	7,749 \$	168 \$	7,912 \$	163 \$	8,081 \$	169 \$
Total - City Collector	\$ 1,718,453 \$	86,044 \$	1,721,776 \$	3,323 \$	1,750,429 \$	28,653 \$	1,780,068 \$	29,639 \$	1,809,081 \$	29,013 \$	1,839,030 \$	29,949 \$
City Tax Assessor												
Salaries	\$ 1,099,580 \$	150,839 \$	1,110,576 \$	10,996 \$	1,121,682 \$	11,106 \$	1,132,899 \$	11,217 \$	1,144,228 \$	11,329 \$	1,155,670 \$	11,442 \$
Services	\$ 596,077 \$	528,997 \$	602,559 \$	12,482 \$	615,648 \$	13,089 \$	1,154,300 \$	538,632 \$	642,519 \$	(511,781) \$	120,034 \$	(322,485) \$
Supplies	\$ 4,500 \$	- \$	4,595 \$	95 \$	4,695 \$	100 \$	4,799 \$	104 \$	4,900 \$	101 \$	5,005 \$	105 \$
Total - City Tax Assessor	\$ 1,699,157 \$	679,836 \$	1,717,730 \$	23,573 \$	1,742,024 \$	24,294 \$	2,229,198 \$	549,973 \$	1,791,646 \$	(500,551) \$	1,280,708 \$	(510,938) \$
Board of Tax Assessment & Review												
Salaries	\$ 16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$
Total - Board of Tax Assessment & Review	\$ 16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$	16,000 \$	- \$
Recorder of Deeds												
Salaries	\$ 229,609 \$	32,232 \$	231,905 \$	2,206 \$	234,224 \$	2,319 \$	236,566 \$	2,342 \$	238,932 \$	2,366 \$	241,321 \$	2,389 \$
Services	\$ 81,048 \$	(2,084) \$	82,762 \$	1,714 \$	84,560 \$	1,798 \$	86,435 \$	1,875 \$	88,251 \$	1,816 \$	90,140 \$	1,899 \$
Supplies	\$ 744 \$	- \$	760 \$	16 \$	776 \$	17 \$	793 \$	17 \$	810 \$	17 \$	827 \$	17 \$
Total - Recorder of Deeds	\$ 311,401 \$	30,173 \$	315,427 \$	4,026 \$	319,560 \$	4,133 \$	323,795 \$	4,235 \$	327,993 \$	4,198 \$	332,288 \$	4,295 \$

		2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
Data Processing	Salaries	\$ 1,738,576	\$ 398,339	\$ 1,599,871	\$ (738,705)	\$ 1,615,870	\$ 15,999	\$ 1,632,028	\$ 16,159	\$ 1,648,349	\$ 16,320	\$ 1,664,832	\$ 16,483
	Services	\$ 1,547,148	\$ 217,400	\$ 1,519,875	\$ 3,727	\$ 1,614,193	\$ 34,318	\$ 1,649,388	\$ 35,793	\$ 1,684,647	\$ 34,659	\$ 1,720,698	\$ 36,051
	Supplies	\$ 235,380	\$ (7,893)	\$ 240,359	\$ 4,979	\$ 245,580	\$ 5,221	\$ 251,926	\$ 5,446	\$ 256,299	\$ 5,273	\$ 261,784	\$ 5,485
	Total - Data Processing	\$ 3,521,104	\$ 613,864	\$ 3,420,105	\$ (100,999)	\$ 3,475,643	\$ 55,538	\$ 3,533,942	\$ 57,400	\$ 3,589,295	\$ 56,252	\$ 3,647,314	\$ 58,020
Personnel	Salaries	\$ 1,361,643	\$ 169,066	\$ 1,603,863	\$ 242,220	\$ 1,619,902	\$ 16,039	\$ 1,636,101	\$ 16,199	\$ 1,652,462	\$ 16,361	\$ 1,668,986	\$ 16,525
	Services	\$ 431,416	\$ 160,548	\$ 440,342	\$ 9,126	\$ 450,111	\$ 9,569	\$ 460,093	\$ 9,981	\$ 469,757	\$ 9,684	\$ 479,810	\$ 10,053
	Supplies	\$ 8,700	\$ 8,700	\$ 8,884	\$ 184	\$ 9,077	\$ 193	\$ 9,278	\$ 201	\$ 9,473	\$ 195	\$ 9,676	\$ 203
	Total - Personnel	\$ 1,801,759	\$ 336,314	\$ 2,053,089	\$ 251,530	\$ 2,079,090	\$ 23,801	\$ 2,105,472	\$ 26,382	\$ 2,131,692	\$ 26,220	\$ 2,158,472	\$ 26,780
Commissioner of Public Safety	Salaries	\$ 764,641	\$ 27,632	\$ 772,188	\$ 7,547	\$ 779,910	\$ 7,722	\$ 787,709	\$ 7,799	\$ 795,586	\$ 7,877	\$ 803,542	\$ 7,956
	Services	\$ 761,962	\$ (17,537)	\$ 778,080	\$ 16,118	\$ 794,981	\$ 16,901	\$ 812,610	\$ 17,620	\$ 829,680	\$ 17,069	\$ 847,435	\$ 17,755
	Supplies	\$ 233,067	\$ 213,420	\$ 228,420	\$ 5,353	\$ 264,034	\$ 5,613	\$ 269,489	\$ 5,855	\$ 275,538	\$ 5,669	\$ 281,455	\$ 5,897
	Total - Commissioner of Public Safety	\$ 1,779,670	\$ 223,495	\$ 1,808,688	\$ 29,018	\$ 1,838,925	\$ 30,237	\$ 1,870,208	\$ 31,283	\$ 1,900,823	\$ 30,616	\$ 1,932,431	\$ 31,608
Police	Salaries	\$ 46,943,061	\$ 420,008	\$ 48,841,208	\$ 1,898,147	\$ 47,412,492	\$ (1,428,716)	\$ 47,886,617	\$ 474,123	\$ 48,363,483	\$ 478,866	\$ 48,849,138	\$ 483,655
	Services	\$ 6,260,193	\$ 286,222	\$ 6,392,616	\$ 132,423	\$ 6,531,476	\$ 138,860	\$ 6,671,513	\$ 144,837	\$ 6,816,552	\$ 140,239	\$ 6,962,427	\$ 145,874
	Supplies	\$ 1,821,192	\$ (82,719)	\$ 1,839,216	\$ 38,524	\$ 1,909,113	\$ 40,397	\$ 1,942,248	\$ 42,136	\$ 1,983,046	\$ 40,798	\$ 2,025,483	\$ 42,437
	Total - Police	\$ 55,024,446	\$ 623,511	\$ 57,093,540	\$ 2,069,094	\$ 55,844,080	\$ (1,239,460)	\$ 56,805,178	\$ 661,098	\$ 57,465,081	\$ 659,903	\$ 57,857,047	\$ 671,906
Fire	Salaries	\$ 40,544,917	\$ (441,798)	\$ 42,166,714	\$ 1,621,797	\$ 43,833,382	\$ 1,666,669	\$ 45,607,518	\$ 1,754,133	\$ 47,431,818	\$ 1,824,301	\$ 49,329,091	\$ 1,897,273
	Services	\$ 399,310	\$ (18,978)	\$ 407,757	\$ 8,447	\$ 416,614	\$ 8,857	\$ 426,852	\$ 9,239	\$ 434,798	\$ 8,945	\$ 444,102	\$ 9,305
	Supplies	\$ 1,500,545	\$ (187,019)	\$ 1,352,386	\$ 31,741	\$ 1,565,570	\$ 33,284	\$ 1,660,287	\$ 34,717	\$ 1,633,902	\$ 33,613	\$ 1,668,868	\$ 34,966
	Total - Fire	\$ 42,444,772	\$ (647,795)	\$ 44,106,857	\$ 1,661,985	\$ 45,835,567	\$ 1,728,810	\$ 47,033,657	\$ 1,798,091	\$ 49,500,518	\$ 1,866,861	\$ 51,442,061	\$ 1,941,543
Communications	Salaries	\$ 4,953,756	\$ 298,248	\$ 4,998,857	\$ 45,101	\$ 5,048,846	\$ 49,989	\$ 5,099,334	\$ 50,488	\$ 5,150,327	\$ 50,993	\$ 5,201,831	\$ 51,503
	Services	\$ 1,230,701	\$ 129,041	\$ 1,258,734	\$ 28,033	\$ 1,284,033	\$ 27,299	\$ 1,312,507	\$ 28,474	\$ 1,340,077	\$ 27,570	\$ 1,368,754	\$ 28,678
	Supplies	\$ 135,750	\$ (6,000)	\$ 138,622	\$ 2,872	\$ 141,653	\$ 3,011	\$ 144,773	\$ 3,141	\$ 147,814	\$ 3,041	\$ 150,978	\$ 3,163
	Total - Communications	\$ 6,320,207	\$ 411,289	\$ 6,399,213	\$ 74,006	\$ 6,494,511	\$ 80,298	\$ 6,556,614	\$ 82,102	\$ 6,638,218	\$ 81,604	\$ 6,721,563	\$ 83,344
Emergency Mgmt / Homeland Sec.	Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Salaries	\$ 365,696	\$ (49,139)	\$ 369,313	\$ 3,617	\$ 373,006	\$ 3,693	\$ 376,736	\$ 3,730	\$ 380,504	\$ 3,767	\$ 384,309	\$ 3,805
	Services	\$ 85,260	\$ (31,929)	\$ 87,064	\$ 1,804	\$ 88,955	\$ 1,891	\$ 90,927	\$ 1,973	\$ 92,837	\$ 1,910	\$ 94,824	\$ 1,987
	Supplies	\$ 63,220	\$ 38,335	\$ 64,357	\$ 1,337	\$ 65,960	\$ 1,402	\$ 67,422	\$ 1,469	\$ 68,839	\$ 1,416	\$ 70,312	\$ 1,473
	Total - Emergency Mgmt / Homeland Sec.	\$ 514,176	\$ (42,713)	\$ 520,934	\$ 6,758	\$ 529,920	\$ 6,987	\$ 535,086	\$ 7,165	\$ 542,179	\$ 7,094	\$ 549,444	\$ 7,265
Planning & Development	Salaries	\$ 1,885,709	\$ 305,867	\$ 1,904,566	\$ 18,837	\$ 1,923,612	\$ 19,046	\$ 1,942,848	\$ 19,236	\$ 1,962,276	\$ 19,428	\$ 1,981,899	\$ 19,623
	Services	\$ 644,008	\$ (20,935)	\$ 631,631	\$ 13,623	\$ 671,916	\$ 14,285	\$ 686,816	\$ 14,900	\$ 701,243	\$ 14,427	\$ 716,249	\$ 15,007
	Supplies	\$ 7,000	\$ (3,309)	\$ 7,148	\$ 148	\$ 7,303	\$ 155	\$ 7,465	\$ 162	\$ 7,622	\$ 157	\$ 7,785	\$ 163
	Total - Planning & Development	\$ 2,536,717	\$ 281,632	\$ 2,569,345	\$ 32,628	\$ 2,602,831	\$ 33,406	\$ 2,637,129	\$ 34,208	\$ 2,671,141	\$ 34,012	\$ 2,705,393	\$ 34,792
Office of Economic Opportunity	Salaries	\$ 481,608	\$ 86,418	\$ 485,479	\$ 3,871	\$ 490,334	\$ 4,855	\$ 495,237	\$ 4,903	\$ 500,189	\$ 4,952	\$ 505,191	\$ 5,002
	Services	\$ 1,220,000	\$ -	\$ 1,245,807	\$ 25,807	\$ 1,272,868	\$ 27,061	\$ 1,301,094	\$ 28,226	\$ 1,328,425	\$ 27,330	\$ 1,356,853	\$ 28,428
	Supplies	\$ 1,000	\$ 1,000	\$ 1,021	\$ 21	\$ 1,043	\$ 22	\$ 1,066	\$ 23	\$ 1,089	\$ 22	\$ 1,112	\$ 23
	Total - Traffic Engineering	\$ 1,702,608	\$ 87,418	\$ 1,732,307	\$ 29,699	\$ 1,764,245	\$ 31,938	\$ 1,797,398	\$ 33,133	\$ 1,829,703	\$ 32,305	\$ 1,863,156	\$ 33,453
Traffic Engineering	Salaries	\$ 700,001	\$ 101,861	\$ 706,051	\$ 6,050	\$ 713,112	\$ 7,061	\$ 720,243	\$ 7,131	\$ 727,445	\$ 7,202	\$ 734,720	\$ 7,274
	Services	\$ 246,800	\$ (18,200)	\$ 255,021	\$ 5,221	\$ 257,495	\$ 5,174	\$ 263,205	\$ 5,710	\$ 268,734	\$ 5,529	\$ 274,485	\$ 5,751
	Supplies	\$ 35,750	\$ 30,750	\$ 36,506	\$ 756	\$ 37,299	\$ 793	\$ 38,126	\$ 827	\$ 38,927	\$ 801	\$ 39,760	\$ 833
	Total - Traffic Engineering	\$ 982,551	\$ 114,411	\$ 994,578	\$ 12,027	\$ 1,007,906	\$ 13,328	\$ 1,021,574	\$ 13,668	\$ 1,036,106	\$ 13,532	\$ 1,048,964	\$ 13,858

	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2023 - 2024	2024 Projected Budget	Variance 2023- 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026- 2027
Public Works Administration												
Salaries	\$ 644,310	\$ 66,974	\$ 650,753	\$ 6,443	\$ 637,261	\$ 6,508	\$ 663,833	\$ 6,573	\$ 670,471	\$ 6,638	\$ 677,176	\$ 6,705
Services	\$ 31,900	\$ (21,609)	\$ 32,575	\$ 675	\$ 32,920	\$ 708	\$ 34,735	\$ 738	\$ 34,735	\$ 715	\$ 35,478	\$ 743
Supplies	\$ 9,800	\$ 7,000	\$ 10,007	\$ 207	\$ 10,225	\$ 217	\$ 10,451	\$ 227	\$ 10,671	\$ 220	\$ 10,899	\$ 228
Total - Public Works Administration	\$ 666,010	\$ 52,374	\$ 693,335	\$ 7,435	\$ 700,708	\$ 7,432	\$ 708,305	\$ 7,537	\$ 715,877	\$ 7,572	\$ 723,554	\$ 7,676
Engineering & Sanitation												
Salaries	\$ 690,876	\$ 93,620	\$ 697,684	\$ 6,808	\$ 704,661	\$ 6,977	\$ 711,707	\$ 7,047	\$ 718,825	\$ 7,117	\$ 726,013	\$ 7,188
Services	\$ 81,500	\$ 6,500	\$ 83,224	\$ 1,724	\$ 85,032	\$ 1,808	\$ 86,917	\$ 1,886	\$ 88,743	\$ 1,826	\$ 90,642	\$ 1,899
Supplies	\$ 1,000	\$ 500	\$ 1,021	\$ 21	\$ 1,043	\$ 22	\$ 1,065	\$ 23	\$ 1,089	\$ 22	\$ 1,112	\$ 23
Total - Engineering & Sanitation	\$ 773,376	\$ 100,620	\$ 781,929	\$ 8,553	\$ 790,736	\$ 8,807	\$ 799,691	\$ 8,955	\$ 808,657	\$ 8,965	\$ 817,767	\$ 9,111
Environmental Control												
Salaries	\$ 606,558	\$ 29,311	\$ 611,933	\$ 5,375	\$ 618,032	\$ 6,119	\$ 624,233	\$ 6,181	\$ 630,475	\$ 6,242	\$ 636,780	\$ 6,305
Services	\$ 11,195,750	\$ 424,427	\$ 11,452,913	\$ 236,825	\$ 11,680,913	\$ 248,338	\$ 11,939,941	\$ 259,028	\$ 12,190,745	\$ 250,805	\$ 12,451,627	\$ 260,882
Supplies	\$ 6,000	\$ (10,000)	\$ 6,127	\$ 127	\$ 6,260	\$ 133	\$ 6,399	\$ 139	\$ 6,533	\$ 134	\$ 6,673	\$ 140
Total - Environmental Control	\$ 11,808,308	\$ 443,738	\$ 12,050,635	\$ 242,327	\$ 12,305,225	\$ 254,590	\$ 12,570,572	\$ 265,547	\$ 12,827,753	\$ 257,181	\$ 13,095,080	\$ 267,327
Highway												
Capital	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
Salaries	\$ 2,517,866	\$ 286,692	\$ 2,541,322	\$ 23,456	\$ 2,566,735	\$ 25,413	\$ 2,592,403	\$ 25,667	\$ 2,618,327	\$ 25,924	\$ 2,644,510	\$ 26,183
Services	\$ 200,000	\$ (10,000)	\$ 204,231	\$ 4,231	\$ 208,667	\$ 4,436	\$ 213,294	\$ 4,627	\$ 217,775	\$ 4,480	\$ 222,435	\$ 4,660
Supplies	\$ 177,000	\$ (40,500)	\$ 180,741	\$ 3,744	\$ 184,670	\$ 3,926	\$ 188,765	\$ 4,093	\$ 192,730	\$ 3,963	\$ 196,835	\$ 4,124
Total - Highway	\$ 2,994,866	\$ 236,192	\$ 3,026,297	\$ 31,431	\$ 3,060,072	\$ 33,776	\$ 3,094,462	\$ 34,390	\$ 3,128,832	\$ 34,369	\$ 3,163,800	\$ 34,968
Snow Removal												
Salaries	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 505,000	\$ 5,000	\$ 510,050	\$ 5,050	\$ 515,151	\$ 5,101	\$ 520,302	\$ 5,152
Services	\$ 705,000	\$ -	\$ 719,913	\$ 14,913	\$ 735,551	\$ 15,638	\$ 751,862	\$ 16,311	\$ 767,655	\$ 15,793	\$ 784,083	\$ 16,428
Supplies	\$ 973,500	\$ -	\$ 994,093	\$ 20,593	\$ 1,015,686	\$ 21,594	\$ 1,038,209	\$ 22,523	\$ 1,060,017	\$ 21,808	\$ 1,082,702	\$ 22,684
Total - Snow Removal	\$ 2,178,500	\$ -	\$ 2,214,006	\$ 35,506	\$ 2,256,237	\$ 42,232	\$ 2,300,121	\$ 43,884	\$ 2,342,823	\$ 42,702	\$ 2,387,087	\$ 44,264
Sewer Construction												
Capital	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -
Salaries	\$ 561,154	\$ 42,779	\$ 565,965	\$ 4,811	\$ 571,625	\$ 5,660	\$ 577,341	\$ 5,716	\$ 583,114	\$ 5,773	\$ 588,945	\$ 5,831
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 65,000	\$ (27,000)	\$ 66,375	\$ 1,375	\$ 67,817	\$ 1,442	\$ 69,321	\$ 1,504	\$ 70,777	\$ 1,456	\$ 72,291	\$ 1,515
Total - Sewer Construction	\$ 676,154	\$ 15,779	\$ 682,340	\$ 6,186	\$ 689,441	\$ 7,101	\$ 696,661	\$ 7,220	\$ 703,891	\$ 7,230	\$ 711,237	\$ 7,346
Garage R&M Equipment												
Salaries	\$ 459,805	\$ 49,178	\$ 464,373	\$ 4,568	\$ 469,017	\$ 4,644	\$ 473,707	\$ 4,690	\$ 478,444	\$ 4,737	\$ 483,228	\$ 4,784
Services	\$ 6,000	\$ (150,000)	\$ 6,127	\$ 127	\$ 6,260	\$ 133	\$ 6,399	\$ 139	\$ 6,533	\$ 134	\$ 6,673	\$ 140
Supplies	\$ 195,000	\$ 153,000	\$ 199,125	\$ 4,125	\$ 203,450	\$ 4,325	\$ 207,962	\$ 4,512	\$ 212,330	\$ 4,368	\$ 216,874	\$ 4,544
Total - Garage R&M Equipment	\$ 660,805	\$ 54,178	\$ 669,625	\$ 8,820	\$ 678,727	\$ 9,102	\$ 688,068	\$ 9,341	\$ 697,307	\$ 9,260	\$ 706,775	\$ 9,468
Parking Administration												
Salaries	\$ 211,982	\$ 34,270	\$ 214,052	\$ 2,070	\$ 216,193	\$ 2,141	\$ 218,354	\$ 2,162	\$ 220,538	\$ 2,184	\$ 222,743	\$ 2,205
Services	\$ 323,510	\$ (101,490)	\$ 330,353	\$ 6,843	\$ 337,559	\$ 7,176	\$ 345,014	\$ 7,455	\$ 352,261	\$ 7,247	\$ 359,800	\$ 7,538
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Parking Administration	\$ 535,492	\$ (67,220)	\$ 544,405	\$ 8,913	\$ 553,752	\$ 9,316	\$ 563,368	\$ 9,647	\$ 572,799	\$ 9,431	\$ 582,543	\$ 9,744
Recreation												
Salaries	\$ 1,551,608	\$ 215,724	\$ 1,566,924	\$ 15,316	\$ 1,582,593	\$ 15,669	\$ 1,598,419	\$ 15,826	\$ 1,614,403	\$ 15,984	\$ 1,630,547	\$ 16,144
Services	\$ 178,000	\$ 25,000	\$ 181,765	\$ 3,765	\$ 185,714	\$ 3,948	\$ 189,832	\$ 4,118	\$ 193,819	\$ 3,968	\$ 197,967	\$ 4,148
Supplies	\$ 87,997	\$ 7,947	\$ 89,838	\$ 1,861	\$ 91,810	\$ 1,932	\$ 93,846	\$ 2,036	\$ 95,818	\$ 1,971	\$ 97,868	\$ 2,050
Total - Recreation	\$ 1,817,605	\$ 248,671	\$ 1,838,548	\$ 20,943	\$ 1,860,117	\$ 21,569	\$ 1,882,097	\$ 21,980	\$ 1,904,040	\$ 21,943	\$ 1,926,382	\$ 22,342

	2022 Approved Budget	Variance 2022 - 2023	2023 Projected Budget	Variance 2023 - 2024	2024 Projected Budget	Variance 2024 - 2025	2025 Projected Budget	Variance 2025 - 2026	2026 Projected Budget	Variance 2026 - 2027
Recreation Seasonal										
Salaries	\$ 1,944,000	\$ 1,460,000	\$ 1,944,000	\$ -	\$ 1,963,440	\$ 19,440	\$ 1,983,074	\$ 19,634	\$ 2,002,905	\$ 19,831
Services	\$ 50,000	\$ -	\$ 51,058	\$ 1,058	\$ 52,167	\$ 1,109	\$ 53,324	\$ 1,157	\$ 54,444	\$ 1,165
Total - Recreation Seasonal	\$ 1,994,000	\$ 1,460,000	\$ 1,995,058	\$ 1,058	\$ 2,015,607	\$ 20,549	\$ 2,036,398	\$ 20,791	\$ 2,057,349	\$ 21,194
Neighborhood Park Services										
Salaries	\$ 3,453,434	\$ 843,893	\$ 3,458,109	\$ 5,275	\$ 3,493,296	\$ 34,587	\$ 3,528,229	\$ 34,933	\$ 3,563,311	\$ 35,635
Services	\$ 476,800	\$ (20,000)	\$ 486,886	\$ 10,086	\$ 497,482	\$ 10,576	\$ 508,493	\$ 11,031	\$ 519,174	\$ 11,110
Supplies	\$ 349,390	\$ 48,000	\$ 356,689	\$ 7,399	\$ 364,437	\$ 7,748	\$ 372,318	\$ 8,081	\$ 380,343	\$ 8,139
Total - Neighborhood Park Services	\$ 4,279,624	\$ 871,893	\$ 4,302,284	\$ 22,750	\$ 4,355,195	\$ 52,911	\$ 4,409,041	\$ 54,046	\$ 4,463,029	\$ 54,865
Forestry Services										
Salaries	\$ 853,257	\$ 90,430	\$ 861,670	\$ 8,413	\$ 870,287	\$ 8,617	\$ 878,990	\$ 8,703	\$ 887,779	\$ 8,788
Services	\$ 129,106	\$ -	\$ 131,837	\$ 2,731	\$ 134,701	\$ 2,864	\$ 137,688	\$ 2,987	\$ 140,580	\$ 3,008
Supplies	\$ 7,000	\$ -	\$ 7,148	\$ 148	\$ 7,303	\$ 153	\$ 7,463	\$ 162	\$ 7,622	\$ 163
Total - Forestry Services	\$ 989,363	\$ 90,430	\$ 1,000,655	\$ 11,292	\$ 1,012,291	\$ 11,636	\$ 1,024,143	\$ 11,852	\$ 1,035,982	\$ 12,019
Zoological Services										
Salaries	\$ 1,711,643	\$ 101,836	\$ 1,726,803	\$ 15,162	\$ 1,744,073	\$ 17,268	\$ 1,761,514	\$ 17,441	\$ 1,779,120	\$ 17,791
Services	\$ 100,000	\$ (20,000)	\$ 102,113	\$ 2,113	\$ 104,333	\$ 2,218	\$ 106,647	\$ 2,314	\$ 108,887	\$ 2,330
Total - Zoological Services	\$ 1,811,643	\$ 81,836	\$ 1,828,920	\$ 17,277	\$ 1,848,407	\$ 19,486	\$ 1,868,161	\$ 19,754	\$ 1,888,016	\$ 20,121
Greenhouse										
Salaries	\$ 361,777	\$ 39,219	\$ 364,840	\$ 3,063	\$ 368,488	\$ 3,648	\$ 372,173	\$ 3,683	\$ 375,893	\$ 3,722
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Greenhouse	\$ 361,777	\$ 39,219	\$ 364,840	\$ 3,063	\$ 368,488	\$ 3,648	\$ 372,173	\$ 3,683	\$ 375,893	\$ 3,722
Roger Williams Park Services										
Salaries	\$ 271,496	\$ (518,647)	\$ 274,189	\$ 2,693	\$ 276,931	\$ 2,742	\$ 279,700	\$ 2,769	\$ 282,497	\$ 2,825
Services	\$ 17,000	\$ -	\$ 17,337	\$ 360	\$ 17,737	\$ 377	\$ 18,130	\$ 393	\$ 18,511	\$ 381
Supplies	\$ 3,610	\$ -	\$ 3,686	\$ 76	\$ 3,766	\$ 80	\$ 3,850	\$ 84	\$ 3,931	\$ 81
Total - Roger Williams Park Services	\$ 292,106	\$ (518,647)	\$ 295,235	\$ 3,129	\$ 298,434	\$ 3,199	\$ 301,680	\$ 3,246	\$ 304,939	\$ 3,289
Superintendent of Parks										
Salaries	\$ 718,245	\$ 99,874	\$ 724,864	\$ 6,619	\$ 732,113	\$ 7,249	\$ 739,434	\$ 7,321	\$ 746,828	\$ 7,394
Services	\$ 158,000	\$ 42,000	\$ 161,342	\$ 3,342	\$ 164,847	\$ 3,503	\$ 168,502	\$ 3,656	\$ 172,042	\$ 3,539
Supplies	\$ 2,688	\$ -	\$ 2,745	\$ 57	\$ 2,804	\$ 60	\$ 2,867	\$ 62	\$ 2,927	\$ 63
Total - Superintendent of Parks	\$ 878,933	\$ 141,874	\$ 888,951	\$ 10,018	\$ 899,764	\$ 10,813	\$ 910,803	\$ 11,039	\$ 921,797	\$ 10,994
North Burial Ground										
Salaries	\$ 422,315	\$ 33,918	\$ 426,238	\$ 3,923	\$ 430,500	\$ 4,262	\$ 434,805	\$ 4,305	\$ 439,153	\$ 4,348
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - North Burial Ground	\$ 422,315	\$ 33,918	\$ 426,238	\$ 3,923	\$ 430,500	\$ 4,262	\$ 434,805	\$ 4,305	\$ 439,153	\$ 4,348
Building Administration										
Salaries	\$ 694,503	\$ 116,314	\$ 691,348	\$ (3,155)	\$ 698,261	\$ 6,913	\$ 705,244	\$ 6,993	\$ 712,297	\$ 7,052
Services	\$ 652,387	\$ (92,232)	\$ 666,187	\$ 13,800	\$ 680,658	\$ 14,471	\$ 695,732	\$ 15,094	\$ 710,366	\$ 14,613
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Building Administration	\$ 1,346,890	\$ 24,282	\$ 1,357,535	\$ 10,645	\$ 1,378,919	\$ 21,384	\$ 1,400,996	\$ 22,076	\$ 1,422,663	\$ 21,667
Structures & Zoning										
Salaries	\$ 1,014,393	\$ 126,592	\$ 999,287	\$ (15,106)	\$ 1,009,280	\$ 9,993	\$ 1,019,373	\$ 10,093	\$ 1,029,566	\$ 10,194
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Structures & Zoning	\$ 1,014,393	\$ 126,592	\$ 999,287	\$ (15,106)	\$ 1,009,280	\$ 9,993	\$ 1,019,373	\$ 10,093	\$ 1,029,566	\$ 10,194
Plumbing Drainage & Gas Piping										

	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
Salaries	\$ 278,705	\$ 35,142	\$ 276,442	\$ (2,263)	\$ 279,206	\$ 2,764	\$ 281,938	\$ 2,732	\$ 284,818	\$ 2,880	\$ 287,667	\$ 2,848
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Plumbing Drainage & Gas Piping	\$ 278,705	\$ 35,142	\$ 276,442	\$ (2,263)	\$ 279,206	\$ 2,764	\$ 281,938	\$ 2,732	\$ 284,818	\$ 2,880	\$ 287,667	\$ 2,848
Electrical Installation												
Salaries	\$ 187,349	\$ 25,079	\$ 184,172	\$ (3,177)	\$ 186,014	\$ 1,842	\$ 187,874	\$ 1,860	\$ 189,753	\$ 1,879	\$ 191,650	\$ 1,898
Services	\$ 187,349	\$ 25,079	\$ 184,172	\$ (3,177)	\$ 186,014	\$ 1,842	\$ 187,874	\$ 1,860	\$ 189,753	\$ 1,879	\$ 191,650	\$ 1,898
Total - Electrical Installation	\$ 187,349	\$ 25,079	\$ 184,172	\$ (3,177)	\$ 186,014	\$ 1,842	\$ 187,874	\$ 1,860	\$ 189,753	\$ 1,879	\$ 191,650	\$ 1,898
Zoning Board of Review												
Salaries	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -
Services	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -
Total - Zoning Board of Review	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -	\$ 18,450	\$ -
Building Board												
Salaries	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -
Services	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -
Total - Building Board	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -	\$ 13,000	\$ -
Public Property												
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries	\$ 2,060,718	\$ 260,808	\$ 2,206,031	\$ 145,313	\$ 2,228,091	\$ 22,060	\$ 2,250,372	\$ 22,281	\$ 2,272,876	\$ 22,504	\$ 2,295,605	\$ 22,729
Services	\$ 2,966,833	\$ (68,017)	\$ 3,029,591	\$ 62,758	\$ 3,095,399	\$ 65,809	\$ 3,164,041	\$ 68,641	\$ 3,230,503	\$ 66,462	\$ 3,299,636	\$ 69,133
Supplies	\$ 1,521,900	\$ (36,150)	\$ 1,554,093	\$ 32,193	\$ 1,587,851	\$ 33,758	\$ 1,623,062	\$ 35,211	\$ 1,657,155	\$ 34,093	\$ 1,692,618	\$ 35,463
Total - Public Property	\$ 6,549,451	\$ 155,741	\$ 6,789,715	\$ 240,264	\$ 6,911,342	\$ 121,627	\$ 7,037,476	\$ 126,133	\$ 7,160,534	\$ 123,059	\$ 7,287,859	\$ 127,325
Municipal Court												
Salaries	\$ 813,504	\$ (22,619)	\$ 821,036	\$ 7,832	\$ 829,246	\$ 8,210	\$ 837,539	\$ 8,292	\$ 845,914	\$ 8,375	\$ 854,373	\$ 8,459
Services	\$ 10,500	\$ -	\$ 10,722	\$ 222	\$ 10,955	\$ 233	\$ 11,198	\$ 243	\$ 11,433	\$ 235	\$ 11,678	\$ 245
Supplies	\$ 16,200	\$ -	\$ 16,543	\$ 343	\$ 16,902	\$ 359	\$ 17,277	\$ 375	\$ 17,640	\$ 363	\$ 18,017	\$ 377
Total - Municipal Court	\$ 839,904	\$ (22,619)	\$ 848,301	\$ 8,397	\$ 857,103	\$ 8,803	\$ 866,014	\$ 8,910	\$ 874,987	\$ 8,974	\$ 884,068	\$ 9,081
Probate Court												
Salaries	\$ 340,419	\$ 75,118	\$ 343,823	\$ 3,404	\$ 347,261	\$ 3,438	\$ 350,734	\$ 3,473	\$ 354,241	\$ 3,507	\$ 357,784	\$ 3,542
Services	\$ 56,302	\$ -	\$ 57,493	\$ 1,191	\$ 58,742	\$ 1,249	\$ 60,044	\$ 1,303	\$ 61,306	\$ 1,261	\$ 62,618	\$ 1,312
Supplies	\$ 420	\$ -	\$ 429	\$ 9	\$ 438	\$ 9	\$ 448	\$ 10	\$ 457	\$ 9	\$ 467	\$ 10
Total - Probate Court	\$ 397,141	\$ 75,118	\$ 401,745	\$ 4,604	\$ 406,441	\$ 4,696	\$ 411,226	\$ 4,785	\$ 416,004	\$ 4,778	\$ 420,868	\$ 4,864
Housing Court												
Salaries	\$ 279,791	\$ 12,705	\$ 285,589	\$ 2,798	\$ 285,415	\$ 2,826	\$ 288,269	\$ 2,854	\$ 291,152	\$ 2,883	\$ 294,063	\$ 2,912
Services	\$ 3,840	\$ -	\$ 3,921	\$ 81	\$ 4,006	\$ 85	\$ 4,095	\$ 89	\$ 4,181	\$ 86	\$ 4,271	\$ 89
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Housing Court	\$ 283,631	\$ 12,705	\$ 286,510	\$ 2,879	\$ 289,421	\$ 2,911	\$ 292,364	\$ 2,943	\$ 295,333	\$ 2,969	\$ 298,334	\$ 3,001
Housing Authority												
Salaries	\$ 8,000	\$ 164	\$ 8,000	\$ -	\$ 8,080	\$ 80	\$ 8,161	\$ 81	\$ 8,242	\$ 82	\$ 8,325	\$ 82
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - Housing Authority	\$ 8,000	\$ 164	\$ 8,000	\$ -	\$ 8,080	\$ 80	\$ 8,161	\$ 81	\$ 8,242	\$ 82	\$ 8,325	\$ 82

	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023- 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
PERA												
Salaries	\$ 435,590	\$ 85,089	\$ 439,846	\$ 4,256	\$ 444,244	\$ 4,398	\$ 448,687	\$ 4,442	\$ 453,174	\$ 4,487	\$ 457,706	\$ 4,532
Services	\$ 202,200	\$ 119,704	\$ 206,417	\$ 4,277	\$ 210,962	\$ 4,485	\$ 215,640	\$ 4,678	\$ 220,170	\$ 4,530	\$ 224,882	\$ 4,712
Supplies	\$ -	\$ (3,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - PERA	\$ 637,790	\$ 201,293	\$ 646,263	\$ 8,533	\$ 655,207	\$ 8,884	\$ 664,327	\$ 9,121	\$ 673,344	\$ 9,017	\$ 682,587	\$ 9,243
League of Cities & Towns												
Services	\$ 50,960	\$ 270	\$ 52,038	\$ 1,078	\$ 53,168	\$ 1,130	\$ 54,347	\$ 1,179	\$ 55,489	\$ 1,142	\$ 56,676	\$ 1,187
Total - League of Cities & Towns	\$ 50,960	\$ 270	\$ 52,038	\$ 1,078	\$ 53,168	\$ 1,130	\$ 54,347	\$ 1,179	\$ 55,489	\$ 1,142	\$ 56,676	\$ 1,187
Human Relations												
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries	\$ 57,037	\$ 4,369	\$ 57,697	\$ 70	\$ 58,183	\$ 576	\$ 58,765	\$ 582	\$ 59,353	\$ 588	\$ 59,946	\$ 594
Services	\$ 50,550	\$ 21,430	\$ 51,619	\$ 1,069	\$ 52,741	\$ 1,121	\$ 53,910	\$ 1,170	\$ 55,043	\$ 1,132	\$ 56,220	\$ 1,178
Supplies	\$ 1,850	\$ 430	\$ 1,889	\$ 39	\$ 1,930	\$ 41	\$ 1,973	\$ 43	\$ 2,014	\$ 41	\$ 2,058	\$ 43
Total - Human Relations	\$ 109,437	\$ 26,249	\$ 111,115	\$ 1,678	\$ 112,854	\$ 1,738	\$ 114,648	\$ 1,794	\$ 116,409	\$ 1,762	\$ 118,224	\$ 1,815
Arts, Culture, Film, & Tourism												
Salaries	\$ 397,649	\$ 69,910	\$ 401,415	\$ 3,766	\$ 405,429	\$ 4,014	\$ 409,483	\$ 4,054	\$ 413,578	\$ 4,095	\$ 417,714	\$ 4,136
Services	\$ 1,045,300	\$ 33,750	\$ 1,067,411	\$ 22,111	\$ 1,090,598	\$ 23,186	\$ 1,114,782	\$ 24,184	\$ 1,138,198	\$ 24,417	\$ 1,162,556	\$ 24,357
Supplies	\$ 10,700	\$ 10,000	\$ 10,926	\$ 226	\$ 11,164	\$ 237	\$ 11,411	\$ 248	\$ 11,651	\$ 240	\$ 11,900	\$ 249
Total - Arts, Culture, Film, & Tourism	\$ 1,453,649	\$ 113,660	\$ 1,479,753	\$ 26,104	\$ 1,507,190	\$ 27,438	\$ 1,535,677	\$ 28,486	\$ 1,563,428	\$ 27,751	\$ 1,592,170	\$ 28,743
Human Services												
Salaries	\$ 398,817	\$ 60,733	\$ 402,805	\$ 3,988	\$ 406,833	\$ 4,028	\$ 410,901	\$ 4,068	\$ 415,010	\$ 4,109	\$ 419,160	\$ 4,150
Services	\$ 1,541,635	\$ 582,202	\$ 1,574,245	\$ 32,610	\$ 1,608,441	\$ 34,199	\$ 1,644,109	\$ 35,668	\$ 1,678,644	\$ 34,535	\$ 1,714,567	\$ 35,923
Supplies	\$ 30,900	\$ 3,350	\$ 31,554	\$ 654	\$ 32,239	\$ 685	\$ 32,954	\$ 715	\$ 33,646	\$ 692	\$ 34,386	\$ 720
Total - Human Services	\$ 1,971,352	\$ 646,285	\$ 2,008,604	\$ 37,252	\$ 2,047,513	\$ 38,909	\$ 2,087,964	\$ 40,451	\$ 2,127,301	\$ 39,337	\$ 2,168,094	\$ 40,793
Department of Diversity, Equity, Inclusion & Belonging												
Salaries	\$ 188,444	\$ 188,444	\$ 190,328	\$ 1,884	\$ 192,232	\$ 1,903	\$ 194,154	\$ 1,922	\$ 196,096	\$ 1,942	\$ 198,057	\$ 1,964
Services	\$ 5,472	\$ 5,472	\$ 5,588	\$ 116	\$ 5,709	\$ 121	\$ 5,836	\$ 127	\$ 5,958	\$ 123	\$ 6,086	\$ 128
Supplies	\$ 300	\$ 300	\$ 311	\$ 11	\$ 322	\$ 11	\$ 333	\$ 12	\$ 344	\$ 11	\$ 356	\$ 12
Total - Human Services	\$ 194,416	\$ 194,416	\$ 196,427	\$ 2,011	\$ 198,463	\$ 2,036	\$ 200,523	\$ 2,060	\$ 202,598	\$ 2,075	\$ 204,698	\$ 2,100
Vital Statistics												
Salaries	\$ 187,791	\$ 33,240	\$ 189,639	\$ 1,868	\$ 191,556	\$ 1,897	\$ 193,471	\$ 1,916	\$ 195,406	\$ 1,935	\$ 197,360	\$ 1,954
Services	\$ 15,360	\$ 8,300	\$ 15,685	\$ 325	\$ 16,026	\$ 341	\$ 16,381	\$ 355	\$ 16,725	\$ 344	\$ 17,083	\$ 358
Supplies	\$ 1,200	\$ 10	\$ 1,252	\$ 25	\$ 1,252	\$ 27	\$ 1,280	\$ 28	\$ 1,307	\$ 27	\$ 1,335	\$ 28
Total - Vital Statistics	\$ 204,351	\$ 41,550	\$ 206,569	\$ 2,218	\$ 208,833	\$ 2,264	\$ 211,132	\$ 2,299	\$ 213,438	\$ 2,306	\$ 215,778	\$ 2,340
Board of Canvasers												
Salaries	\$ 331,626	\$ (284,274)	\$ 355,142	\$ 3,516	\$ 358,693	\$ 3,557	\$ 362,280	\$ 3,587	\$ 365,903	\$ 3,623	\$ 369,562	\$ 3,659
Services	\$ 113,000	\$ (16,500)	\$ 115,390	\$ 2,390	\$ 117,897	\$ 2,507	\$ 120,511	\$ 2,614	\$ 123,043	\$ 2,531	\$ 125,676	\$ 2,633
Supplies	\$ 12,000	\$ (11,750)	\$ 12,254	\$ 254	\$ 12,520	\$ 266	\$ 12,796	\$ 278	\$ 13,066	\$ 269	\$ 13,346	\$ 280
Total - Board of Canvasers	\$ 476,626	\$ (312,524)	\$ 482,786	\$ 6,160	\$ 489,110	\$ 6,324	\$ 495,589	\$ 6,479	\$ 502,012	\$ 6,423	\$ 508,584	\$ 6,572
Bureau of Licenses												
Salaries	\$ 452,532	\$ (2,297)	\$ 456,953	\$ 4,421	\$ 461,523	\$ 4,570	\$ 466,138	\$ 4,615	\$ 470,799	\$ 4,661	\$ 475,507	\$ 4,708
Services	\$ 104,700	\$ (28,050)	\$ 106,915	\$ 2,215	\$ 109,237	\$ 2,332	\$ 111,659	\$ 2,422	\$ 114,005	\$ 2,345	\$ 116,445	\$ 2,440
Supplies	\$ 1,800	\$ 400	\$ 1,838	\$ 38	\$ 1,878	\$ 40	\$ 1,920	\$ 42	\$ 1,960	\$ 40	\$ 2,002	\$ 42
Total - Bureau of Licenses	\$ 559,032	\$ (30,447)	\$ 565,706	\$ 6,674	\$ 572,638	\$ 6,932	\$ 579,717	\$ 7,079	\$ 586,764	\$ 7,047	\$ 593,954	\$ 7,190
City Council												
Salaries	\$ 315,173	\$ 29,328	\$ 318,325	\$ 3,152	\$ 318,325	\$ -	\$ 318,325	\$ -	\$ 318,325	\$ -	\$ 318,325	\$ -
Services	\$ 312,000	\$ -	\$ 318,600	\$ 6,600	\$ 325,520	\$ 6,921	\$ 332,739	\$ 7,219	\$ 339,728	\$ 6,989	\$ 346,998	\$ 7,270
Supplies	\$ 1,500	\$ 1,500	\$ 1,532	\$ 32	\$ 1,565	\$ 33	\$ 1,600	\$ 35	\$ 1,633	\$ 34	\$ 1,668	\$ 35
Contingencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total - City Council	\$ 628,673	\$ 31,028	\$ 638,457	\$ 9,784	\$ 645,410	\$ 6,954	\$ 652,664	\$ 7,253	\$ 659,687	\$ 7,023	\$ 666,992	\$ 7,305
City Clerk												
Salaries	\$ 890,885	\$ 54,251	\$ 813,128	\$ (77,757)	\$ 821,259	\$ 8,131	\$ 829,472	\$ 8,213	\$ 837,767	\$ 8,295	\$ 846,144	\$ 8,378
Services	\$ 164,340	\$ -	\$ 167,816	\$ 3,476	\$ 171,462	\$ 3,645	\$ 175,264	\$ 3,802	\$ 178,945	\$ 3,682	\$ 182,775	\$ 3,829

	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023- 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026- 2027
Treasury												
Salaries	\$ 460,908	\$ 51,779	\$ 465,511	\$ 4,003	\$ 470,166	\$ 4,655	\$ 474,868	\$ 4,702	\$ 479,616	\$ 4,749	\$ 484,413	\$ 4,796
Services	\$ 67,600	\$ 5,104	\$ 69,030	\$ 1,430	\$ 70,529	\$ 1,499	\$ 72,093	\$ 1,564	\$ 73,608	\$ 1,514	\$ 75,183	\$ 1,575
Supplies	\$ 2,100	\$ -	\$ 2,144	\$ 44	\$ 2,191	\$ 47	\$ 2,240	\$ 49	\$ 2,287	\$ 47	\$ 2,336	\$ 49
Total - Treasury	\$ 530,608	\$ 56,883	\$ 536,685	\$ 6,077	\$ 542,887	\$ 6,201	\$ 549,201	\$ 6,314	\$ 555,511	\$ 6,310	\$ 561,931	\$ 6,420
City Council Administration												
Salaries	\$ 1,193,536	\$ 312,465	\$ 1,194,007	\$ 471	\$ 1,205,947	\$ 11,940	\$ 1,218,007	\$ 12,059	\$ 1,230,187	\$ 12,180	\$ 1,242,488	\$ 12,302
Services	\$ 144,200	\$ 69,300	\$ 147,250	\$ 3,050	\$ 150,449	\$ 3,199	\$ 153,785	\$ 3,336	\$ 157,015	\$ 3,230	\$ 160,376	\$ 3,360
Supplies	\$ 21,200	\$ 360	\$ 21,648	\$ 448	\$ 22,119	\$ 470	\$ 22,609	\$ 490	\$ 23,084	\$ 475	\$ 23,578	\$ 494
Total - City Council Administration	\$ 1,358,936	\$ 402,123	\$ 1,362,906	\$ 3,970	\$ 1,378,515	\$ 15,609	\$ 1,394,401	\$ 15,866	\$ 1,410,286	\$ 15,865	\$ 1,426,442	\$ 16,156
Office of the Internal Auditor												
Salaries	\$ 316,810	\$ 37,930	\$ 319,978	\$ 3,168	\$ 323,178	\$ 3,200	\$ 326,410	\$ 3,232	\$ 329,674	\$ 3,264	\$ 332,970	\$ 3,297
Services	\$ 372,272	\$ (21,093)	\$ 380,147	\$ 7,875	\$ 388,404	\$ 8,258	\$ 397,017	\$ 8,613	\$ 405,357	\$ 8,340	\$ 414,031	\$ 8,675
Supplies	\$ 1,200	\$ 80	\$ 1,225	\$ 25	\$ 1,252	\$ 27	\$ 1,280	\$ 28	\$ 1,307	\$ 27	\$ 1,335	\$ 28
Total - Office of the Internal Auditor	\$ 690,282	\$ 16,917	\$ 701,350	\$ 11,068	\$ 712,834	\$ 11,484	\$ 724,707	\$ 11,873	\$ 736,337	\$ 11,631	\$ 748,336	\$ 11,999
Archives												
Salaries	\$ 273,361	\$ 23,009	\$ 275,735	\$ 2,374	\$ 278,492	\$ 2,757	\$ 281,277	\$ 2,785	\$ 284,090	\$ 2,813	\$ 286,931	\$ 2,841
Services	\$ 117,740	\$ (17,509)	\$ 120,231	\$ 2,491	\$ 122,842	\$ 2,612	\$ 125,566	\$ 2,724	\$ 128,294	\$ 2,728	\$ 130,947	\$ 2,744
Supplies	\$ 2,000	\$ (1,309)	\$ 2,042	\$ 42	\$ 2,087	\$ 44	\$ 2,133	\$ 46	\$ 2,178	\$ 45	\$ 2,224	\$ 47
Total - Archives	\$ 393,101	\$ 4,149	\$ 398,008	\$ 4,907	\$ 403,421	\$ 5,413	\$ 408,976	\$ 5,555	\$ 414,472	\$ 5,495	\$ 420,103	\$ 5,631
Total - Departmental Expenditures	\$ 184,485,618	\$ 8,760,796	\$ 189,371,244	\$ 4,885,626	\$ 191,162,513	\$ 1,791,269	\$ 195,498,400	\$ 4,335,888	\$ 198,830,251	\$ 3,331,851	\$ 202,275,503	\$ 3,445,252
Non Departmental-General Fund												
Contingencies	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -	\$ 1,090,000	\$ -
Neighborhood Reinvestment	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000	\$ -
Neighborhood Services	\$ 250,000	\$ (228,000)	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -	\$ 250,000	\$ -
Total - Non Departmental-General Fund	\$ 2,840,000	\$ (228,000)	\$ 2,840,000	\$ -	\$ 2,840,000	\$ -	\$ 2,840,000	\$ -	\$ 2,840,000	\$ -	\$ 2,840,000	\$ -
Heat Power & Light	\$ 4,578,247	\$ (64,713)	\$ 4,958,874	\$ 380,627	\$ 5,362,479	\$ 403,605	\$ 5,778,416	\$ 415,937	\$ 6,209,996	\$ 431,580	\$ 6,660,375	\$ 450,380
Total - Heat Power & Light	\$ 4,578,247	\$ (64,713)	\$ 4,958,874	\$ 380,627	\$ 5,362,479	\$ 403,605	\$ 5,778,416	\$ 415,937	\$ 6,209,996	\$ 431,580	\$ 6,660,375	\$ 450,380
Grants, Commissions & Misc.												
Total - Grants, Commissions & Misc.	\$ 6,354,750	\$ 50,000	\$ 6,354,750	\$ -	\$ 6,354,750	\$ -	\$ 6,354,750	\$ -	\$ 6,354,750	\$ -	\$ 6,354,750	\$ -
Ceremonies												
Ceremonies Total	\$ 9,030	\$ -	\$ 9,030	\$ -	\$ 9,030	\$ -	\$ 9,030	\$ -	\$ 9,030	\$ -	\$ 9,030	\$ -
Debt Service - Per Schedule at Jun 1, 2020	\$ 69,950,297	\$ 14,606,022	\$ 69,505,195	\$ (445,102)	\$ 73,616,694	\$ 4,111,499	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -
Debt Service Total	\$ 69,950,297	\$ 14,606,022	\$ 69,505,195	\$ (445,102)	\$ 73,616,694	\$ 4,111,499	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -
Workers Compensation												
Workers Compensation - Medical Expenses	\$ 2,090,096	\$ (26,469)	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workers Compensation Total	\$ 2,090,096	\$ (26,469)	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -	\$ 2,090,096	\$ -

	2022 Approved Budget	Variance 2021 - 2022		2023 Projected Budget	Variance 2022 - 2023		2024 Projected Budget	Variance 2023 - 2024		2025 Projected Budget	Variance 2024 - 2025		2026 Projected Budget	Variance 2025 - 2026		2027 Projected Budget	Variance 2026 - 2027	
Employee Benefits																		
Auto Allowance	\$ 4,517	\$ (5,127)	\$	4,517	\$ -	\$	4,000	\$ (517)	\$	4,000	\$ -	\$	4,000	\$ -	\$	4,000	\$ -	\$
Dental Insurance	\$ 1,788,704	\$ (1)	\$	1,788,705	\$ 1	\$	1,788,705	\$ -	\$	1,842,566	\$ 53,661	\$	1,897,637	\$ 55,271	\$	1,954,566	\$ 56,929	\$
Education Incentives	\$ 192,920	\$ (7,280)	\$	192,920	\$ -	\$	192,920	\$ -	\$	192,920	\$ -	\$	192,920	\$ -	\$	192,920	\$ -	\$
Employee Death Benefits	\$ 130,000	\$ (20,000)	\$	130,000	\$ -	\$	130,000	\$ -	\$	130,000	\$ -	\$	130,000	\$ -	\$	130,000	\$ -	\$
F.I.C.A.	\$ 5,541,111	\$ 109,635	\$	5,025,151	\$ (515,960)	\$	5,065,591	\$ 40,439	\$	5,134,967	\$ 69,376	\$	5,205,799	\$ 70,833	\$	5,278,134	\$ 72,335	\$
Healthcare EIE Cash Payment	\$ -	\$ (2,750)	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$
Laborex's International Pension	\$ 3,142,620	\$ -	\$	3,142,620	\$ -	\$	3,142,620	\$ -	\$	3,142,620	\$ -	\$	3,142,620	\$ -	\$	3,142,620	\$ -	\$
Legal Service	\$ 66,000	\$ -	\$	66,000	\$ -	\$	66,000	\$ -	\$	66,000	\$ -	\$	66,000	\$ -	\$	66,000	\$ -	\$
Local 1033 Benefits Expense	\$ 2,510,456	\$ 106,408	\$	2,510,456	\$ -	\$	2,510,456	\$ -	\$	2,510,456	\$ -	\$	2,510,456	\$ -	\$	2,510,456	\$ -	\$
Medical Benefits - Active Members	\$ 20,531,226	\$ 1,640,541	\$	21,141,163	\$ 615,937	\$	21,741,578	\$ 634,415	\$	22,435,025	\$ 653,447	\$	23,108,076	\$ 673,051	\$	23,801,318	\$ 693,242	\$
Medical Benefits - Retirees	\$ 27,212,182	\$ (545,211)	\$	28,028,547	\$ 816,365	\$	28,869,404	\$ 840,856	\$	29,735,486	\$ 865,082	\$	30,627,551	\$ 892,065	\$	31,546,377	\$ 918,827	\$
Pension Contribution	\$ 77,758,070	\$ 4,263,423	\$	81,665,971	\$ 3,907,901	\$	83,292,274	\$ 3,626,303	\$	88,412,766	\$ 5,120,492	\$	91,141,965	\$ 2,729,200	\$	93,408,804	\$ 2,266,839	\$
Slipends	\$ 13,900	\$ 17,300	\$	13,900	\$ -	\$	13,900	\$ -	\$	13,900	\$ -	\$	13,900	\$ -	\$	13,900	\$ -	\$
Unemployment Compensation	\$ 220,000	\$ -	\$	220,000	\$ -	\$	220,000	\$ -	\$	220,000	\$ -	\$	220,000	\$ -	\$	220,000	\$ -	\$
Employee Benefits - Total	\$ 139,111,706	\$ 5,530,958	\$	143,035,951	\$ 4,824,245	\$	149,077,447	\$ 5,141,496	\$	153,840,505	\$ 4,763,058	\$	158,260,934	\$ 4,420,419	\$	162,269,095	\$ 4,008,171	\$

Rainy Day Fund	\$ 100,000	\$ -	\$	-	\$ (100,000)	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$	-	\$ -	\$
School Approp. to Balance School Budget	\$ 130,046,611	\$ -	\$	130,046,611	\$ -	\$	130,046,611	\$ -	\$	130,046,611	\$ -	\$	130,046,611	\$ -	\$	130,046,611	\$ -	\$
Total City General Fund Expenditures	\$ 539,566,355	\$ 28,648,595	\$	549,111,750	\$ 9,545,395	\$	560,559,620	\$ 11,447,869	\$	570,074,502	\$ 9,514,883	\$	578,258,352	\$ 8,103,850	\$	586,162,155	\$ 7,903,403	\$

Compared to General Fund Revenues	\$ 539,566,355	\$ 28,648,595	\$	549,111,750	\$ 9,545,395	\$	560,559,620	\$ 11,447,870	\$	581,716,881	\$ (8,812,739)	\$	588,287,507	\$ 6,570,626	\$	595,250,933	\$ 6,963,426	\$
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Total Surplus/(Deficit)	\$ -	\$ -	\$	(0)	\$ (0)	\$	1	\$ 1	\$	(18,357,621)	\$ (18,357,622)	\$	(109,970,845)	\$ (1,613,224)	\$	(20,911,222)	\$ (940,377)	\$
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Projected Expenditure Summary												
	2022 Approved Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023- 2024	2025 Projected Budget	Variance 2024 - 2025	2026 Projected Budget	Variance 2025 - 2026	2027 Projected Budget	Variance 2026 - 2027
Salaries	\$ 137,982,517	\$ 6,718,078	\$ 141,887,629	\$ 3,905,112	\$ 142,650,721	\$ 763,091	\$ 145,389,172	\$ 2,738,451	\$ 148,207,631	\$ 2,818,459	\$ 151,109,004	\$ 2,901,373
Services	\$ 46,119,281	\$ 1,630,501	\$ 47,318,556	\$ 1,199,275	\$ 48,580,605	\$ 1,262,049	\$ 50,416,538	\$ 1,836,333	\$ 51,190,490	\$ 773,552	\$ 52,006,441	\$ 815,951
Supplies	\$ 7,652,067	\$ 119,504	\$ 7,813,932	\$ 161,865	\$ 7,983,666	\$ 169,734	\$ 8,160,706	\$ 177,040	\$ 8,332,126	\$ 171,420	\$ 8,510,453	\$ 178,307
Capital	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -
Employee Benefits												
Pension	\$ 77,738,070	\$ 4,263,423	\$ 81,665,971	\$ 3,907,901	\$ 85,292,274	\$ 3,626,303	\$ 88,412,766	\$ 3,120,492	\$ 91,141,965	\$ 2,729,200	\$ 93,408,804	\$ 2,266,839
Medical Benefits - Active Members	\$ 20,531,226	\$ 1,640,341	\$ 21,147,163	\$ 615,937	\$ 21,781,578	\$ 634,415	\$ 22,435,025	\$ 653,447	\$ 23,108,076	\$ 673,051	\$ 23,801,318	\$ 693,242
Medical Benefits - Retirees	\$ 27,212,182	\$ (545,211)	\$ 28,028,547	\$ 816,365	\$ 28,869,404	\$ 840,856	\$ 29,735,486	\$ 866,082	\$ 30,627,551	\$ 892,065	\$ 31,546,377	\$ 918,827
Other Employee Benefits	\$ 15,700,324	\$ 165,737	\$ 15,184,565	\$ (515,959)	\$ 15,224,288	\$ 39,922	\$ 15,347,525	\$ 123,037	\$ 15,473,428	\$ 126,104	\$ 15,602,692	\$ 129,264
Total Employee Benefits	\$ 141,201,802	\$ 5,524,490	\$ 146,026,047	\$ 4,824,245	\$ 151,167,543	\$ 5,141,496	\$ 155,930,601	\$ 4,763,058	\$ 160,351,020	\$ 4,420,419	\$ 164,359,191	\$ 4,008,171
Grants, Commission, and Ceremonies	\$ 6,363,780	\$ 50,000	\$ 6,363,780	\$ -	\$ 6,363,780	\$ -	\$ 6,363,780	\$ -	\$ 6,363,780	\$ -	\$ 6,363,780	\$ -
Debt Service	\$ 69,930,297	\$ 14,606,022	\$ 69,505,195	\$ (445,102)	\$ 73,616,694	\$ 4,111,499	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -	\$ 73,616,694	\$ -
Debt Reduction Plan	\$ 100,000	\$ -	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
School Approp. to Balance School Budget	\$ 130,046,611	\$ -	\$ 130,046,611	\$ -	\$ 130,046,611	\$ -	\$ 130,046,611	\$ -	\$ 130,046,611	\$ -	\$ 130,046,611	\$ -
Total	\$ 539,566,355	\$ 28,648,595	\$ 549,111,750	\$ 9,545,395	\$ 560,559,620	\$ 11,447,869	\$ 570,074,502	\$ 9,514,883	\$ 578,258,352	\$ 8,183,850	\$ 586,162,155	\$ 7,903,803
	0.00		0.00		0.00		0.00		0.00		0.00	