

Lawrence J. Mancini
Finance Director



Jorge O. Elorza
Mayor

Finance Department
"Building Pride In Providence"

MEMORANDUM

To: John J. Igliozi; Chairman; and
Members of the Finance Committee

From: Nicole Pollock, Chief of Staff
Lawrence J. Mancini, Finance Director

Date: December 31, 2018

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 2020 through 2024.

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.

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

Overall Budget Projections

Using the FY 2019 budget as a foundation, and based upon the revenue and expenditure assumptions discussed below, municipal revenues are projected to exceed expenditures in the years FY 2020 to FY 2024.

FY21, FY22, and FY24 reflects tax base increases of two percent, while FY20 and FY23 represents a four percent increase (Levy cap by Rhode Island General Law) to reflect the state required revaluation which occurs once every three years, in every community and will be conducted in Providence in FY19 as a full list and measures revaluation, and will take effect in FY20. A statistical revaluation will occur in FY22 and will take effect in FY23.

Fines and Forfeitures will increase by \$300,000 in FY20 and \$500,000 in FY21, \$200,000 per year in FY22 through FY24 for a total of \$6,600,000.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2020 \$2,205,697 Surplus, FY 2021 \$3,333,879 Surplus, FY 2022 \$3,014,632 Surplus, FY 2023 \$12,915,614 Surplus and FY 2024 \$11,270,584 Surplus.

IN CITY COUNCIL

FEB 07 2019

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.
[Signature] CLERK



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**Municipal Budget
Revenue Assumptions**

Property taxes:

This projection increases the current level of tax revenue through tax base expansion, and additional tax stabilization agreements. It does not include nor does it consider any changes in tax rates.

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 Office of Municipal Affairs and other projections based upon current funding trends (PILOT) and 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 2020 is \$96,760,512 which is an increase of \$14,065,737 over the FY 2019 budget of \$82,694,775. This is primarily due to the anticipated increase in the State Motor Vehicle Excise phase out payment of \$12,954,271.

In FY 2021, there will be an increase of \$3,422,859 for a new total of \$100,183,370. In FY 2022, there will be an increase of \$3,257,471 for a new total of \$103,440,841. In FY 2023, there will be an increase of \$6,672,720 for a new total of \$110,113,561. FY2024 will be no increase and will remain at the amount of \$110,113,561 and will be adjusted accordingly, based upon future out-year projections from the State of Rhode Island.

Fines and Forfeitures:

Fines and Forfeitures for the FY19 budget is \$5,200,000 and is projected to increase by \$300,000 in FY20 to a total of \$5,500,000. In FY21, the budget will increase by \$500,000 for a new total of \$6,000,000. From FY22 to FY24, the budget will increase by \$200,000 each year ending in FY24 with a total of \$6,600,000.

Interest Income:

For the purpose of this projection, Interest Income will reflect the change in interest rate-application policy implemented on July 1, 2018. The fiscal impact of this policy change will result in a reduction in interest collections by \$2,000,000 by FY24. Projected collection year over year in FY21 through FY24, are as follows: \$3,500,000 (FY20) \$3,500,000 (FY21) \$3,000,000 (FY22) \$2,500,000 (FY23) and \$2,000,000 (FY24).



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Departmental revenues and Other Revenues:

Manchester Street/Dominion Energy stabilization agreement will remain at \$7.8 million in FY20 and will remain constant until either a renewal of the tax treaty will be considered or a full inclusion to the City's Tax Levy may occur.

Building Administration revenue has increased by \$85,601 in FY20 and \$86,457 in FY21, \$87,321 in FY22, \$88,194 in FY23 and \$89,076 in FY24. These projected revenues are due to anticipated construction projects associated with those already approved, and the prospect of a continuing economic development expansion in the city.

Transfers to General Fund:

Transfer from Fund 252 (Police Detail) will increase by 1% year over year throughout FY20-24 ranging from \$1,863,450 to \$1,939,113.

Transfer from Fund 283 (Rescue Runs) will increase by 1% year over year throughout FY20-24 ranging from \$5,050,000 to \$5,255,050.

Transfer from North Burial Ground is currently at \$300,000 and shall remain constant throughout Fiscal Years 2020-2024.

Expenditure Assumptions

Salaries:

Municipal salaries will follow the L.I.U.N.A. Local 1033 contract, currently under City Council consideration and scheduled for approval in January 2019. The contract will cover the period July 1, 2018 to June 30, 2019 and July 1, 2019 to June 30, 2020. There is no impact in FY19. For FY20-FY22, there will be an increase of 2%, 2%, and 3% respectively. Due to the expiration of the contract for FY23 and FY24, there will be a placeholder increase of 1% representing the period not covered by a contract agreement.

The Fraternal Order of Police Lodge #3 contract will expire on June 30, 2019. For FY20- FY24 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 IAFF Local 799 contract currently has a five-year contract expiring on June 30, 2022 and calling for wage increases of 2.25% in FY20, 2.75% in FY21, and 3.25% in FY22. Due to the expiration of the contract at 6-30-2022, there will be a placeholder increase of 1% for FY23 through FY24, representing the period not covered by a contract agreement.

Employee benefits:

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

The City's pension contribution is based upon the Segal July 1, 2017 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue.

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Line items:

Departmental line items that are affected by the CPI-U are assumed to increase at the rate of 2.2% for all years FY20-FY24.

Heat, Light and Power:

Heat, Light and Power reflects the full LED lighting conversion of over 17,000 street lights. Heat, Light, and Power projections for FY20-FY24 are as follows: \$8,690,756, \$8,995,527, \$9,298,677, \$9,844,087 and \$9,844,087.

Rainy Day Fund:

With an audited FY18 surplus of \$9.1 million, the City's Fund General Fund balance will be \$11.3 million for the year-ended June 30, 2018.

The City will continue making Rainy Day appropriations equal to 1% of the total budget expenditures to replenish the city's Undesignated Surplus. Based upon projected expenditures these annual appropriations will result in payments in the amounts of: FY20 \$3,748,288, FY21, \$3,834,729, FY22, \$3,929,174, FY23, \$4,015,678 and \$4,093,425 in FY24.



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School Budget
Revenue Assumptions

State Aid:

The Projected Education Aid as provided by the Fiscal Advisor to the House Finance Committee estimates an increase of \$2.5M in FY20 through FY24. In FY20 the projection includes a reduction of \$242K in Density Aid which the final year of the phase out.

For purpose of these projections, we have maintained the City's share to education, at level funding over the five years.

Medicaid Reimbursements represent \$4.5M that offsets special education cost. At this time, we anticipate maintaining the current amount during FY2020 - FY2024.

Miscellaneous revenue has been adjusted downward to accurately reflect historical trends.

Expenditure Assumptions

Salaries:

School salaries for Providence Teachers' Union (PTU) (AFT 958) calls for a 2% increase in FY2019, 2% effective September 1, 2019 and 1.5% on January 1, 2020. This contract will expire on August 31, 2020. Consistent with prior year projections, a placeholder of 1% salary increases has been included for FY2021, 2022, FY2023 and FY2024, representing the period not covered by a contract agreement.

Support Staff salaries for L.I.U.N.A. Local 1033 include B.E.S.T, Teacher Assistants and Safety Officers and calls for a 0% in FY2019, 2% in FY2020, 2% in FY2021 and 3% in FY2022. This contract will expire on June 30, 2022 and consistent with prior year projections a placeholder of 1% increase has been included for FY2023 and FY2024, representing the period not covered by a contract agreement.

Clerical group Local 1339 (AFSCME - Council 94) contract expired on August 31, 2018. For FY2019 – FY2024 there is a placeholder to reflect anticipated increases for each respective year.

We do not anticipate an increase in staffing needs.

Employee benefit:

For the purpose of these projections, annual increase in Active and Retiree medical insurance are projected at five percent per year for the entire five-year period.

The Certified Teachers pension rate is set by the Employees Retirement System of RI. In addition to the rate increase, we have also applied, those adjusted rates to salary increases for each of the respective years.

The contribution for non-certified staff to the City Pension Plan is based upon Segal's July 2017 actuarial valuation which includes the provision of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue.

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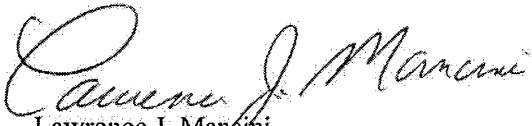
Line Items:

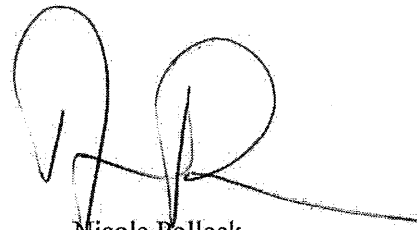
Departmental/School based line items that are affected by the Consumer Price Index (CPI-U) reflect a 2.2% increase for all years, with some exceptions for increase enrollment at Charter Schools, Out of District Special Education tuition and existing contracts that call for capped increases.

Utilities:

All schools have converted to natural gas with some limited use of crude oil. The district utilizes the City's contract for gas and electricity.

Respectfully submitted,


Lawrence J. Mancini
Finance Director


Nicole Pollock
Chief of Staff

CC:

Mayor Jorge O. Elorza
Sara Silveria, Deputy Finance Director and Budget Officer, City of Providence
Christopher Maher, Superintendent-PPSD
Ronald Tarro, Acting School Business Manager
James J. Lombardi, City Treasurer and Senior Advisor to City Council
Gina M. Costa, Internal Auditor

FY2020-FY2024 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

Municipal (General Fund)

	2019 Approved Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Projected Revenue - Municipal	\$493,274,826	\$509,329,430	\$519,188,070	\$526,212,813	\$544,850,659	\$551,058,115
Projected Expenditures - Municipal	\$493,274,826	\$507,123,733	\$515,854,191	\$523,198,181	\$531,935,045	\$539,787,531
Projected Budget Surplus (Deficit)	\$0.00	\$2,205,697	\$3,333,879	\$3,014,632	\$12,915,614	\$11,270,584

GENERAL FUND REVENUE	REVENUE SUMMARY					
	2019 Approved Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Taxes	\$344,464,543	\$346,064,723	\$350,826,356	\$356,054,396	\$371,199,566	\$379,011,013
State Aids & Grants	82,694,775	96,760,512	100,183,370	103,440,841	110,113,561	110,113,561
Fines & Forfeits	5,200,000	5,500,000	6,000,000	6,200,000	6,400,000	6,600,000
Interest Income	4,200,000	3,500,000	3,500,000	3,000,000	2,500,000	2,000,000
Departmental & Other Revenues	49,570,508	50,290,746	51,395,758	50,165,165	47,214,597	45,839,377
Transfers to General Fund	7,145,000	7,213,450	7,282,585	7,352,410	7,422,934	7,494,164
Total General Fund Revenues	\$493,274,826	\$509,329,430	\$519,188,070	\$526,212,813	\$544,850,659	\$551,058,115
TOTAL REVENUES	\$493,274,826	\$509,329,430	\$519,188,070	\$526,212,813	\$544,850,659	\$551,058,115

GENERAL FUND EXPENSES	EXPENDITURE SUMMARY					
	2019 Approved Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Total - Departmental Expenditures	\$164,073,878	\$170,137,787	\$173,489,450	\$177,637,160	\$180,538,418	\$182,887,469
Heat Power & Light	5,054,590	8,690,756	8,995,527	9,298,677	9,844,087	9,844,087
Grants, Commissions & Misc.	5,653,000	5,653,000	5,653,000	5,653,000	5,653,000	5,653,000
Ceremonies	9,030	9,030	9,030	9,030	9,030	9,030
Debt Service Total	61,807,203	61,807,203	61,807,203	61,807,203	61,807,203	61,807,203
Workers Compensation	2,030,000	2,030,000	2,030,000	2,030,000	2,030,000	2,030,000
Employee Benefits						
Pension	63,177,565	65,727,668	68,200,413	70,517,891	73,001,359	75,572,760
Medical Benefits - Active Members	19,244,988	20,207,237	21,217,599	22,278,479	23,392,403	24,562,023
Medical Benefits - Retirees	25,208,068	26,468,471	27,791,895	29,181,490	30,640,564	32,172,592
Other Employee Benefits	13,772,893	13,602,681	13,783,734	14,009,467	14,156,692	14,309,330
Total Employee Benefits	119,703,514	124,306,058	129,293,641	134,287,326	139,491,019	144,916,706
Rainy Day Fund	3,612,000	3,748,288	3,834,729	3,929,174	4,015,678	4,093,425
School Approp. to Balance School Budget	128,546,611	128,546,611	128,546,611	128,546,611	128,546,611	128,546,611
Total General Fund Expenses	\$493,274,826	\$507,123,733	\$515,854,191	\$523,198,181	\$531,935,045	\$539,787,531
Total Surplus/(Deficit)	\$0.00	\$2,205,697	\$3,333,879	\$3,014,632	\$12,915,614	\$11,270,584

FY2019-FY2023 FIVE-YEAR PLAN												
CITY - GENERAL FUND REVENUES												
	2019 Approved Budget	2020 Projected Budget	Variance 2020	2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Taxes:												
Property Taxes - Current	336,464,543.00	338,064,722.61	1,600,179.61	342,826,356.37	4,761,633.76	348,054,395.64	5,228,039.27	363,199,565.53	15,145,169.89	371,011,012.77	7,811,447.25	
Back Taxes	8,000,000.00	8,000,000.00	0.00	8,000,000.00	0.00	8,000,000.00	0.00	8,000,000.00	0.00	8,000,000.00	0.00	
Total Taxes	344,464,543.00	346,064,722.61	1,600,179.61	350,826,356.37	4,761,633.76	356,054,395.64	5,228,039.27	371,199,565.53	15,145,169.89	379,011,012.77	7,811,447.25	
Total State Aid & Grants:												
Payment in Lieu of Taxes (PILOT)	33,497,659.00	33,497,659.00	0.00	33,497,659.00	0.00	33,497,659.00	0.00	33,497,659.00	0.00	33,497,659.00	0.00	
School Debt Construction	23,555,977.00	24,413,955.00	857,978.00	24,413,955.00	0.00	24,413,955.00	0.00	27,913,955.00	3,500,000.00	27,913,955.00	0.00	
Telephone Tax	2,232,279.00	2,485,766.65	253,487.65	2,585,197.32	99,430.67	2,688,605.21	103,407.89	2,796,149.42	107,544.21	2,796,149.42	0.00	
State Reimbursement Excise Tax	11,634,658.00	24,588,929.00	12,954,271.00	27,912,357.00	3,323,428.00	31,066,420.00	3,154,063.00	34,131,596.00	3,065,176.00	34,131,596.00	0.00	
Distressed Cities Revenue	5,606,831.00	5,606,831.00	0.00	5,606,831.00	0.00	5,606,831.00	0.00	5,606,831.00	0.00	5,606,831.00	0.00	
Meals & Beverage Tax	6,167,371.00	6,167,371.00	0.00	6,167,371.00	0.00	6,167,371.00	0.00	6,167,371.00	0.00	6,167,371.00	0.00	
Total State Aid & Grants:	82,694,775.00	96,760,511.65	14,065,736.65	100,183,370.32	3,422,858.67	103,440,841.21	3,257,470.89	110,113,561.42	6,672,720.21	110,113,561.42	0.00	
Fines & Forfeits												
Fines & Forfeits	5,200,000.00	5,500,000.00	300,000.00	6,000,000.00	500,000.00	6,200,000.00	200,000.00	6,400,000.00	200,000.00	6,600,000.00	200,000.00	
Total Fines & Forfeits	5,200,000.00	5,500,000.00	300,000.00	6,000,000.00	500,000.00	6,200,000.00	200,000.00	6,400,000.00	200,000.00	6,600,000.00	200,000.00	
Interest Income:												
Interest on Overdue Taxes	4,000,000.00	3,500,000.00	(500,000.00)	3,500,000.00	0.00	3,000,000.00	(500,000.00)	2,500,000.00	(500,000.00)	2,000,000.00	(500,000.00)	
Interest on Investments	200,000.00	0.00	(200,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Rental Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total Interest Income	4,200,000.00	3,500,000.00	(700,000.00)	3,500,000.00	0.00	3,000,000.00	(500,000.00)	2,500,000.00	(500,000.00)	2,000,000.00	(500,000.00)	
Departmental & Other Revenues:												
Miscellaneous Revenue	700,000.00	0.00	(700,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Reimbursement - Water Supply Board	839,167.00	839,167.00	0.00	839,167.00	0.00	839,167.00	0.00	839,167.00	0.00	839,167.00	0.00	
Room Tax	2,460,105.00	2,460,105.00	0.00	2,460,105.00	0.00	2,460,105.00	0.00	2,460,105.00	0.00	2,460,105.00	0.00	
PILOT - Colleges, Univ. & Hospitals	7,587,426.00	6,861,464.00	(725,962.00)	6,901,372.00	39,908.00	6,402,936.00	(498,436.00)	3,130,880.00	(3,272,056.00)	827,492.00	(2,303,388.00)	
Additional Transition Parcel Payment	0.00	1,260,599.00	1,260,599.00	1,223,462.00	(37,137.00)	663,801.00	(559,661.00)	656,510.00	(7,291.00)	654,611.00	(1,899.00)	
Stabilization Treaty - Electric Co	7,860,000.00	7,860,000.00	0.00	7,860,000.00	0.00	7,860,000.00	0.00	7,860,000.00	0.00	7,860,000.00	0.00	
PILOT - Providence Place Mall	300,000.00	1,000,000.00	700,000.00	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00	1,100,000.00	100,000.00	
PILOT - Providence Housing Authority	140,000.00	140,000.00	0.00	141,000.00	1,000.00	141,000.00	0.00	141,000.00	0.00	141,000.00	0.00	
Port of Providence	350,000.00	350,000.00	0.00	350,000.00	0.00	350,000.00	0.00	350,000.00	0.00	350,000.00	0.00	
Arts, Culture, Film & Tourism	150,000.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	
Building Administration	8,560,068.00	8,645,668.68	85,600.68	8,732,125.37	86,456.69	8,819,446.62	87,321.25	8,907,641.09	88,194.47	8,996,717.50	89,076.41	
Building Board	5,850.00	5,850.00	0.00	5,850.00	0.00	5,850.00	0.00	5,850.00	0.00	5,850.00	0.00	
Bureau of Licenses	1,555,800.00	1,555,800.00	0.00	1,555,800.00	0.00	1,555,800.00	0.00	1,555,800.00	0.00	1,555,800.00	0.00	
City Clerk	9,000.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	

FY2015-FY2023 FIVE-YEAR PLAN											
	2019 Approved Budget	2020 Projected Budget	Variance 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
City Collector	500,000.00	500,000.00	0.00	500,000.00	0.00	500,000.00	0.00	500,000.00	0.00	500,000.00	0.00
City Tax Assessor	0.00	0.00	0.00	500,000.00	500,000.00	0.00	(500,000.00)	0.00	0.00	500,000.00	500,000.00
Commissioner of Public Safety	135,000.00	135,000.00	0.00	135,000.00	0.00	135,000.00	0.00	135,000.00	0.00	135,000.00	0.00
Communications	725,600.00	725,600.00	0.00	725,600.00	0.00	725,600.00	0.00	725,600.00	0.00	725,600.00	0.00
Emergency Mgmt / Homeland Sec.	200,000.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00
Environmental Control	26,000.00	26,000.00	0.00	26,000.00	0.00	26,000.00	0.00	26,000.00	0.00	26,000.00	0.00
Fire	1,198,000.00	1,198,000.00	0.00	1,198,000.00	0.00	1,198,000.00	0.00	1,198,000.00	0.00	1,198,000.00	0.00
Highway	218,000.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00	218,000.00	0.00
Housing Court	20,000.00	20,000.00	0.00	20,000.00	0.00	20,000.00	0.00	20,000.00	0.00	20,000.00	0.00
Law Department	150,240.00	150,240.00	0.00	150,240.00	0.00	150,240.00	0.00	150,240.00	0.00	150,240.00	0.00
North Burial Ground	300,000.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00
Parking Administration	4,125,000.00	4,225,000.00	100,000.00	4,500,000.00	275,000.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00
Police	6,611,156.00	6,611,156.00	0.00	6,811,156.00	200,000.00	7,011,156.00	200,000.00	7,211,156.00	200,000.00	7,411,156.00	200,000.00
Probate Court	156,600.00	156,600.00	0.00	156,600.00	0.00	156,600.00	0.00	156,600.00	0.00	156,600.00	0.00
Public Property	126,000.00	126,000.00	0.00	126,000.00	0.00	126,000.00	0.00	126,000.00	0.00	126,000.00	0.00
Recorder of Deeds	3,978,496.00	3,978,496.00	0.00	4,018,280.96	39,784.96	4,058,463.77	40,182.81	4,099,048.41	40,584.64	4,140,038.89	40,990.48
Sewer Construction	9,000.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00	9,000.00	0.00
Traffic Engineering	200,000.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00	200,000.00	0.00
Vital Statistics	337,000.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00	337,000.00	0.00
Zoning Board of Review	37,000.00	37,000.00	0.00	37,000.00	0.00	37,000.00	0.00	37,000.00	0.00	37,000.00	0.00
Total Departmental & Other Revenues	49,570,508.00	50,290,745.68	720,237.68	51,395,758.33	1,105,012.63	50,165,165.39	(1,230,592.94)	47,214,597.49	(2,950,567.90)	45,839,377.39	(1,375,220.11)
Transfers to General Fund:											
Transfer from Fund 252	1,845,000.00	1,863,450.00	18,450.00	1,882,084.50	18,634.50	1,900,905.35	18,820.84	1,919,914.40	19,009.05	1,939,113.54	19,199.14
Transfer from Fund 283	5,000,000.00	5,050,000.00	50,000.00	5,100,500.00	50,500.00	5,151,505.00	51,005.00	5,203,020.05	51,515.05	5,255,050.25	52,030.20
Transfer from NBG (Fund 801)	300,000.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00	300,000.00	0.00
Total Transfers to General Fund	\$7,145,000	\$7,213,450	68,450.00	\$7,282,585	69,134.50	\$7,352,410	69,825.84	\$7,422,934	70,524.10	\$7,494,164	71,229.34
Total General Fund Revenues	493,274,826.00	509,325,429.94	16,050,603.94	519,188,069.51	9,858,639.57	526,212,812.58	7,024,743.07	544,850,658.89	18,637,846.30	551,058,115.37	6,207,456.49

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Mayor's Office											
Salaries	2,138,666.00	2,171,239.32	-32,573.32	2,214,664.11	43,424.79	2,281,104.03	66,439.92	2,303,915.07	22,811.04	2,326,954.22	23,039.15
Services	158,780.00	158,780.00	0.00	169,273.16	3,493.16	165,843.17	3,430.01	169,491.72	3,648.55	173,200.54	3,708.82
Supplies	9,720.00	9,720.00	0.00	9,933.84	213.84	10,152.38	218.54	10,375.74	223.35	10,600.00	224.26
Total - Mayor's Office	2,297,166.00	2,339,739.32	-42,573.32	2,393,671.11	54,931.79	2,457,099.58	63,428.48	2,483,782.53	26,682.94	2,510,776.76	26,994.23
City Sargent											
Salaries	49,414.00	50,402.28	988.28	51,410.33	1,008.05	52,952.64	1,542.31	53,482.16	529.53	54,016.98	534.82
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - City Sargent	49,414.00	50,402.28	988.28	51,410.33	1,008.05	52,952.64	1,542.31	53,482.16	529.53	54,016.98	534.82
Law Department											
Salaries	2,363,537.00	2,410,807.74	47,270.74	2,459,023.89	48,216.15	2,532,794.61	73,770.72	2,558,122.56	25,327.95	2,583,703.78	25,581.23
Services	2,460,056.00	2,460,056.00	0.00	2,514,177.33	54,121.33	2,569,680.13	55,511.00	2,626,017.89	56,337.76	2,683,790.29	57,772.39
Supplies	60,088.00	60,088.00	0.00	61,409.84	1,321.84	62,260.95	851.10	64,141.70	1,880.74	65,532.81	1,391.12
Total - Law Department	4,883,681.00	4,930,951.74	47,270.74	5,034,611.06	103,629.32	5,165,044.70	130,533.65	5,248,282.15	82,237.45	5,333,046.88	84,764.74
Finance											
Salaries	616,104.00	628,426.08	12,322.08	640,994.60	12,568.52	660,224.44	19,229.84	666,826.68	6,602.24	673,494.95	6,668.27
Services	88,800.00	88,800.00	0.00	90,753.60	1,953.60	92,750.18	1,996.58	94,790.68	2,040.50	96,876.08	2,085.40
Supplies	1,000.00	1,000.00	0.00	1,022.50	22.50	1,044.48	22.48	1,067.46	22.98	1,090.35	22.88
Total - Finance	705,904.00	718,226.08	12,322.08	732,770.20	14,544.12	754,035.10	21,264.90	762,684.43	8,649.33	771,461.38	8,776.95
City Controller											
Salaries	836,321.00	853,047.42	16,726.42	870,108.37	17,060.95	886,211.62	16,103.25	903,173.74	16,962.12	914,225.47	11,051.74
Services	7,950.00	7,950.00	0.00	8,124.90	174.90	8,303.65	178.75	8,486.33	182.68	8,673.03	186.70
Supplies	3,000.00	3,000.00	0.00	3,066.00	66.00	3,133.45	67.45	3,202.39	68.94	3,272.84	70.45
Total - City Controller	847,271.00	863,997.42	16,726.42	881,299.27	17,501.85	907,648.72	26,349.45	916,862.45	9,213.73	926,171.34	9,308.89
Retirement Office											
Salaries	255,643.00	260,755.86	5,112.86	265,970.98	5,215.12	273,950.11	7,979.13	276,689.61	2,739.50	279,456.50	2,766.90
Services	16,784.00	16,784.00	0.00	17,286.40	502.40	17,790.11	503.71	18,294.82	504.71	18,799.53	494.71
Supplies	1,200.00	1,200.00	0.00	1,226.40	26.40	1,253.38	26.98	1,280.96	27.57	1,309.14	28.18
Total - Retirement Office	273,627.00	278,739.86	5,112.86	284,457.38	5,731.52	292,990.60	8,494.23	296,665.39	3,674.79	300,055.17	3,389.78
City Collector											
Salaries	772,321.00	787,767.42	15,446.42	803,522.77	15,755.35	827,628.45	24,105.68	835,904.74	8,276.28	844,263.78	8,359.05
Services	1,147,081.00	1,147,081.00	0.00	1,176,316.78	29,235.78	1,196,107.75	19,790.97	1,224,466.12	28,358.37	1,251,404.38	26,938.25
Supplies	8,580.00	8,580.00	0.00	8,688.76	108.76	8,797.61	108.85	8,906.66	109.05	9,015.81	109.15
Total - City Collector	1,927,982.00	1,943,428.42	15,446.42	1,988,527.31	44,645.29	2,032,533.81	44,007.50	2,069,317.52	36,883.71	2,105,024.48	35,706.96
City Tax Assessor											
Salaries	973,341.00	992,807.82	19,466.82	1,012,663.98	19,856.16	1,043,043.90	30,379.92	1,053,474.33	10,430.44	1,064,009.08	10,534.74
Services	1,275,990.00	1,275,990.00	0.00	1,304,061.78	28,071.78	1,332,751.14	28,689.36	1,361,440.50	28,689.36	1,390,129.86	28,689.36
Supplies	4,500.00	4,500.00	0.00	4,599.00	99.00	4,700.18	101.18	4,803.58	103.40	4,909.26	105.68
Total - City Tax Assessor	2,253,831.00	2,273,297.82	19,466.82	2,321,324.76	47,543.76	2,380,495.22	58,669.46	2,419,718.41	38,778.64	2,454,048.20	34,329.79
Board of Tax Assessment & Review											
Salaries	16,000.00	16,320.00	320.00	16,646.40	326.40	17,145.79	499.39	17,317.25	171.46	17,490.42	173.17
Total - Board of Tax Assessment & Review	16,000.00	16,320.00	320.00	16,646.40	326.40	17,145.79	499.39	17,317.25	171.46	17,490.42	173.17
Recorder of Deeds											
Salaries	218,333.00	222,699.56	4,366.56	227,153.65	4,453.99	233,968.26	6,814.61	236,307.95	2,339.69	238,671.02	2,363.07
Services	118,723.00	118,723.00	0.00	121,334.91	2,611.91	124,004.27	2,669.37	126,732.37	2,728.09	129,520.48	2,788.11
Supplies	1,000.00	1,000.00	0.00	1,022.00	22.00	1,044.48	22.48	1,067.46	22.98	1,090.95	23.48
Total - Recorder of Deeds	338,056.00	342,422.56	4,366.56	349,510.56	7,007.90	359,017.02	9,104.66	364,107.78	5,088.76	369,282.45	5,174.68

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Data Processing											
Salaries	1,473,438.00	1,502,906.76	29,468.76	1,532,964.90	30,058.14	1,578,953.84	45,988.95	1,594,743.38	15,789.54	1,610,690.81	15,947.43
Services	1,106,420.00	1,106,420.00	0.00	1,130,761.24	24,341.24	1,155,637.99	24,876.75	1,181,062.02	25,424.04	1,207,045.39	25,983.36
Supplies	326,900.00	326,900.00	0.00	334,091.80	7,191.80	341,441.82	7,350.02	348,953.54	7,511.72	356,530.52	7,576.98
Total - Data Processing	2,906,758.00	2,956,226.76	29,468.76	2,997,817.94	61,591.18	3,076,633.65	78,815.71	3,124,758.94	48,135.29	3,174,867.12	49,007.18
Personnel											
Salaries	1,265,842.00	1,291,158.84	25,316.84	1,316,982.02	25,823.18	1,356,491.48	39,509.46	1,370,056.59	13,564.91	1,383,756.96	13,700.36
Services	140,550.00	140,550.00	0.00	143,642.10	3,092.10	146,802.23	3,160.13	150,031.88	3,229.65	153,327.38	3,295.50
Supplies	200.00	200.00	0.00	511.00	311.00	522.24	11.24	533.73	11.49	545.47	11.74
Total - Personnel	1,406,592.00	1,432,208.84	25,616.84	1,461,135.12	28,626.28	1,503,815.95	42,680.83	1,520,622.00	16,806.05	1,537,635.01	17,013.01
Commissioner of Public Safety											
Salaries	792,895.00	809,767.18	16,872.18	824,942.52	16,175.34	849,690.80	24,748.28	858,187.71	8,496.91	866,769.58	8,581.88
Services	604,917.00	604,917.00	0.00	618,225.17	13,308.17	631,826.13	13,600.95	645,726.30	13,900.17	659,932.28	14,205.98
Supplies	97,830.00	97,830.00	0.00	99,582.26	1,752.26	102,181.87	2,599.61	104,829.87	2,648.00	106,227.33	1,397.46
Total - Commissioner of Public Safety	1,495,642.00	1,511,514.18	15,872.18	1,543,149.96	31,635.78	1,583,698.80	40,548.84	1,608,343.88	24,645.08	1,633,929.19	25,085.31
Police											
Salaries	40,095,202.00	40,496,154.02	400,952.02	40,901,115.56	404,961.54	41,310,126.72	409,011.16	41,723,227.98	413,101.27	42,140,460.26	417,232.28
Services	5,032,661.00	5,032,661.00	0.00	5,145,379.54	112,718.54	5,265,333.89	120,954.35	5,372,177.64	106,843.75	5,480,365.35	108,187.91
Supplies	1,707,016.00	1,707,016.00	0.00	1,744,570.55	37,554.55	1,782,950.50	38,380.55	1,822,175.82	39,224.92	1,862,363.69	40,187.87
Total - Police	46,834,879.00	47,235,831.02	400,952.02	47,789,065.45	553,234.43	48,345,611.51	560,546.05	48,917,581.44	567,968.93	49,493,089.50	575,508.06
Fire											
Salaries	37,620,592.00	42,401,443.09	4,780,851.09	43,567,482.77	1,166,039.68	44,983,425.97	1,415,943.19	45,433,260.22	449,834.26	45,887,592.83	454,332.60
Services	563,877.00	563,877.00	0.00	576,282.29	12,405.29	588,960.50	12,678.21	601,917.64	12,957.13	615,159.82	13,242.19
Supplies	1,575,880.00	1,575,880.00	0.00	1,603,549.36	27,669.36	1,632,021.45	28,472.09	1,661,193.04	29,171.59	1,690,364.63	29,171.59
Total - Fire	39,760,349.00	44,541,200.09	4,780,851.09	45,754,314.43	1,213,174.43	47,218,367.92	1,464,053.49	47,717,370.90	499,002.98	48,221,953.94	504,583.04
Communications											
Salaries	4,735,065.00	4,822,766.30	87,701.30	4,926,361.63	96,595.33	5,074,132.47	147,770.83	5,124,894.00	50,761.52	5,176,142.94	51,248.94
Services	1,395,920.00	1,395,920.00	0.00	1,426,630.24	30,710.24	1,458,016.11	31,385.87	1,490,092.46	32,076.35	1,522,874.49	32,782.03
Supplies	150,500.00	150,500.00	0.00	153,811.00	3,311.00	157,194.84	3,383.84	160,653.13	3,458.29	164,187.50	3,534.37
Total - Communications	6,281,485.00	6,376,186.30	94,701.30	6,506,802.87	129,616.57	6,689,363.42	182,560.56	6,775,639.59	86,276.17	6,863,304.93	87,665.34
Emergency Mgmt / Homeland Sec.											
Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	327,274.00	333,819.48	6,545.48	340,495.87	6,676.39	350,710.75	10,214.88	354,217.85	3,507.11	357,760.03	3,542.18
Services	133,676.00	133,676.00	0.00	136,616.87	2,940.87	139,622.44	3,005.57	142,694.14	3,071.69	145,833.41	3,139.27
Supplies	32,990.00	32,990.00	0.00	33,715.78	725.78	34,457.53	741.75	35,215.59	758.07	35,990.34	774.74
Total - Emergency Mgmt / Homeland Sec.	493,940.00	500,485.48	6,545.48	510,828.52	10,343.64	524,790.72	13,962.19	532,127.58	7,336.87	539,583.78	7,456.19
Planning & Development											
Salaries	1,842,950.00	1,879,809.00	36,859.00	1,917,405.18	37,596.18	1,974,927.34	57,522.16	1,994,676.61	19,749.27	2,014,623.37	19,946.77
Services	819,841.00	819,841.00	0.00	837,877.50	18,036.50	856,310.81	18,433.31	875,149.64	18,838.84	894,402.94	19,253.30
Supplies	10,300.00	10,300.00	0.00	10,526.60	226.60	10,758.19	231.59	10,994.87	236.68	11,236.75	241.89
Total - Planning & Development	2,673,091.00	2,709,950.00	36,859.00	2,765,809.28	55,859.28	2,841,996.33	76,187.05	2,880,821.12	38,824.79	2,920,263.06	39,441.95
Office of Economic Opportunity											
Salaries	413,301.00	421,557.02	8,256.02	429,998.36	8,441.34	442,898.31	12,899.95	447,327.29	4,428.98	451,800.57	4,473.27
Services	1,254,500.00	1,254,500.00	0.00	1,282,099.00	27,599.00	1,310,305.18	28,206.18	1,339,131.89	28,826.71	1,368,592.79	29,460.90
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Office of Economic Opportunity	1,667,801.00	1,676,057.02	8,256.02	1,712,097.36	36,640.34	1,753,203.49	41,106.13	1,786,459.19	33,355.70	1,820,393.36	33,934.17
Traffic Engineering											
Salaries	566,792.00	578,127.84	11,335.84	589,690.40	11,562.56	607,381.11	17,690.71	613,454.92	6,073.81	619,589.47	6,134.55
Services	440,000.00	440,000.00	0.00	449,680.00	9,680.00	459,572.96	9,892.96	469,683.57	10,110.61	480,016.60	10,333.04
Supplies	63,000.00	63,000.00	0.00	64,386.00	1,386.00	65,802.49	1,416.49	67,250.15	1,447.65	68,729.65	1,479.50
Total - Traffic Engineering	1,069,792.00	1,081,127.84	11,335.84	1,103,756.40	22,628.56	1,132,756.56	29,000.16	1,150,388.63	17,632.07	1,168,335.72	17,947.09

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Public Works Administration											
Salaries	581,432.00	593,050.64	11,618.64	604,921.85	11,861.21	623,069.51	18,147.66	629,300.20	6,230.70	635,593.21	6,292.00
Services	72,900.00	72,900.00	0.00	74,503.80	1,603.80	76,142.88	1,639.08	77,818.03	1,675.14	79,530.03	1,712.00
Supplies	3,000.00	3,000.00	0.00	3,066.00	66.00	3,133.45	67.45	3,202.39	68.94	3,273.84	70.45
Total - Public Works Administration	657,332.00	668,950.64	11,628.64	682,951.65	14,531.01	702,245.84	19,294.19	710,320.62	7,074.77	718,396.07	8,075.45
Engineering & Sanitation											
Salaries	566,532.00	577,862.64	11,330.64	589,419.89	11,557.25	607,102.49	17,682.60	613,173.51	6,071.02	619,305.25	6,131.74
Services	50,000.00	50,000.00	0.00	51,100.00	1,100.00	52,242.20	1,142.20	53,373.13	1,131.93	54,547.34	1,174.21
Supplies	500.00	500.00	0.00	511.00	11.00	522.24	11.24	533.73	11.49	545.47	11.74
Total - Engineering & Sanitation	617,032.00	628,362.64	11,330.64	641,020.89	12,668.25	659,848.03	18,818.04	667,080.38	7,231.45	674,398.06	7,317.69
Environmental Control											
Salaries	514,406.00	524,694.12	10,288.12	535,188.00	10,493.88	551,243.64	16,055.64	556,756.08	5,512.44	562,323.64	5,567.56
Services	9,901,406.00	9,901,406.00	0.00	10,119,236.93	217,830.93	10,341,860.14	222,623.21	10,569,381.07	227,520.92	10,801,907.45	232,526.38
Supplies	7,000.00	7,000.00	0.00	7,154.00	154.00	7,311.39	157.39	7,472.24	160.85	7,636.63	164.39
Total - Environmental Control	10,422,812.00	10,433,100.12	10,288.12	10,661,578.93	228,778.81	10,908,415.17	236,836.24	11,135,609.39	227,194.21	11,371,867.72	236,258.33
Highway											
Capital	100,000.00	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00
Salaries	2,337,611.00	2,384,363.22	46,752.22	2,432,050.48	47,687.26	2,505,013.00	72,962.51	2,580,662.12	75,650.12	2,655,362.74	74,700.62
Services	50,000.00	50,000.00	0.00	51,100.00	1,100.00	52,242.20	1,142.20	53,373.13	1,131.93	54,547.34	1,174.21
Supplies	174,000.00	174,000.00	0.00	177,838.00	3,838.00	181,740.22	3,902.22	185,738.50	3,998.28	189,824.75	4,086.25
Total - Highway	2,661,611.00	2,708,363.22	46,752.22	2,768,978.48	52,615.26	2,838,776.41	71,997.93	2,909,173.75	70,397.34	2,989,734.83	80,561.08
Snow Removal											
Salaries	380,000.00	387,600.00	7,600.00	395,352.00	7,752.00	407,212.56	11,860.56	411,284.69	4,072.13	415,397.53	4,112.83
Services	787,783.00	787,783.00	0.00	805,114.23	17,331.23	822,826.24	17,712.51	840,928.93	18,102.19	859,429.36	18,500.44
Supplies	873,500.00	873,500.00	0.00	892,217.00	18,717.00	912,566.77	19,349.77	932,423.62	20,071.85	952,942.05	20,518.43
Total - Snow Removal	2,041,283.00	2,048,883.00	7,600.00	2,093,183.23	44,300.23	2,142,596.07	49,312.83	2,184,642.24	42,046.16	2,227,768.95	43,126.71
Sewer Construction											
Capital	50,000.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00	50,000.00	0.00
Salaries	478,108.00	487,670.16	9,562.16	497,423.56	9,753.40	512,346.27	14,922.71	517,469.73	5,123.46	522,644.43	5,174.70
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	45,000.00	45,000.00	0.00	45,900.00	900.00	47,001.78	1,101.78	48,035.82	1,034.04	49,092.61	1,056.79
Total - Sewer Construction	573,108.00	582,670.16	9,562.16	593,413.56	10,745.40	609,348.05	15,934.49	615,505.55	6,157.50	621,737.04	6,231.49
Garage R&M Equipment											
Salaries	413,053.00	421,314.06	8,261.06	429,740.34	8,426.28	442,532.55	12,892.21	447,058.88	4,526.33	451,529.47	4,470.59
Services	156,000.00	156,000.00	0.00	159,432.00	3,432.00	162,939.50	3,507.50	166,524.17	3,584.67	170,187.70	3,663.53
Supplies	40,000.00	40,000.00	0.00	41,779.36	1,779.36	43,698.51	1,919.15	45,698.51	1,999.99	47,798.51	2,099.99
Total - Garage R&M Equipment	609,053.00	617,314.06	8,261.06	630,952.34	12,738.28	647,351.42	17,399.07	656,281.56	8,930.14	665,355.04	9,073.49
Parking Administration											
Salaries	223,708.00	228,182.16	4,474.16	232,745.80	4,563.64	239,728.18	6,982.37	242,125.46	2,397.28	244,546.71	2,421.25
Services	464,783.00	464,783.00	0.00	475,010.27	10,225.27	485,460.50	10,450.23	496,140.63	10,680.13	507,055.72	10,915.09
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Parking Administration	688,491.00	692,965.16	4,474.16	707,756.07	14,788.91	725,188.67	17,432.60	738,266.09	13,077.41	751,602.43	13,336.35
Recreation											
Salaries	1,117,517.00	1,139,867.34	22,350.34	1,162,664.69	22,797.35	1,197,544.63	34,879.94	1,209,520.07	11,975.45	1,221,615.27	12,095.20
Services	154,700.00	154,700.00	0.00	158,103.40	3,403.40	161,581.67	3,478.27	165,136.47	3,554.80	168,769.47	3,633.00
Supplies	65,500.00	65,500.00	0.00	67,007.00	1,507.00	68,547.15	1,540.15	70,121.19	1,574.04	71,729.86	1,608.67
Total - Recreation	1,340,717.00	1,360,067.34	22,350.34	1,390,775.09	27,707.75	1,430,673.46	39,998.37	1,447,777.74	17,104.28	1,465,114.61	17,336.87

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Recreation Seasonal											
Salaries	900,000.00	918,000.00	18,000.00	936,360.00	18,360.00	964,450.80	28,090.80	974,095.31	9,644.51	983,836.26	8,740.95
Services	50,000.00	50,000.00	0.00	51,100.00	1,100.00	52,224.20	1,124.20	53,373.13	1,148.93	54,547.34	1,174.21
Total - Recreation Seasonal	950,000.00	968,000.00	18,000.00	987,460.00	19,460.00	1,016,675.00	29,215.00	1,027,468.44	10,793.44	1,038,383.60	10,915.16
Neighborhood Park Services											
Salaries	2,590,078.00	2,651,059.56	51,981.56	2,704,080.75	53,021.19	2,785,203.17	81,122.42	2,813,055.21	27,852.03	2,841,185.76	28,130.55
Services	110,860.00	310,850.00	0.00	317,088.70	6,228.70	324,677.85	7,589.15	331,820.76	7,142.91	339,120.82	7,300.06
Supplies	278,200.00	278,200.00	0.00	282,276.40	6,076.40	288,486.48	6,210.08	294,833.18	6,346.70	301,219.51	6,386.33
Total - Neighborhood Park Services	3,186,138.00	3,238,109.56	51,981.56	3,304,045.85	65,936.29	3,398,567.51	94,521.65	3,439,709.15	41,141.65	3,481,526.09	41,816.94
Forestry Services											
Salaries	807,114.00	823,256.28	16,142.28	839,721.41	16,465.13	864,913.05	25,191.64	875,562.18	8,649.13	882,297.80	8,735.62
Services	109,106.00	109,106.00	0.00	111,506.33	2,400.33	113,959.47	2,453.14	116,466.58	2,507.11	119,028.84	2,562.26
Supplies	7,000.00	7,000.00	0.00	7,154.00	154.00	7,311.39	157.39	7,472.24	160.85	7,636.63	164.39
Total - Forestry Services	923,220.00	939,362.28	16,142.28	958,381.74	19,019.46	986,183.91	27,802.17	997,501.00	11,317.09	1,008,963.27	11,462.28
Zoological Services											
Salaries	1,596,326.00	1,639,252.52	31,926.52	1,660,817.57	33,565.05	1,710,642.10	49,824.53	1,721,748.52	17,106.42	1,745,026.00	17,277.49
Services	120,000.00	120,000.00	0.00	122,640.00	2,640.00	125,338.08	2,698.08	128,095.52	2,757.44	130,915.02	2,819.50
Total - Zoological Services	1,716,326.00	1,759,252.52	31,926.52	1,783,457.57	35,205.05	1,835,980.18	52,522.61	1,850,844.04	15,863.86	1,875,939.62	20,095.59
Greenhouse											
Salaries	353,667.00	360,740.34	7,073.34	367,955.15	7,214.81	378,993.80	11,038.65	382,783.74	3,789.94	386,611.58	3,827.84
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Greenhouse	353,667.00	360,740.34	7,073.34	367,955.15	7,214.81	378,993.80	11,038.65	382,783.74	3,789.94	386,611.58	3,827.84
Roger Williams Park Services											
Salaries	834,265.00	850,954.38	16,689.38	867,973.47	17,019.09	894,012.67	26,039.20	902,952.80	8,940.13	911,982.33	9,029.53
Services	17,000.00	17,000.00	0.00	17,374.00	374.00	17,756.23	382.23	18,146.87	390.64	18,546.10	399.23
Supplies	4,000.00	4,000.00	0.00	4,088.00	88.00	4,177.94	89.94	4,269.85	91.91	4,363.79	93.94
Total - Roger Williams Park Services	855,265.00	871,954.38	16,689.38	889,435.47	17,481.09	915,946.84	26,511.37	925,369.51	9,422.68	934,892.21	9,522.70
Superintendent of Parks											
Salaries	584,651.00	596,344.02	11,693.02	608,270.90	11,926.88	626,119.03	18,248.13	632,784.22	6,265.19	639,112.06	6,327.84
Services	93,500.00	93,500.00	0.00	95,557.00	2,057.00	97,659.25	2,102.25	99,807.76	2,148.50	102,003.53	2,195.77
Supplies	3,840.00	3,840.00	0.00	3,924.48	84.48	4,010.82	86.34	4,099.06	88.24	4,189.24	90.18
Total - Superintendent of Parks	681,991.00	693,684.02	11,693.02	707,852.38	14,068.36	728,189.10	20,456.72	736,691.03	8,501.93	745,304.82	8,613.79
North Burial Ground											
Salaries	428,145.00	436,707.90	8,562.90	445,442.06	8,734.16	458,805.32	13,363.26	463,393.37	4,588.05	468,027.31	4,633.93
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - North Burial Ground	428,145.00	436,707.90	8,562.90	445,442.06	8,734.16	458,805.32	13,363.26	463,393.37	4,588.05	468,027.31	4,633.93
Building Administration											
Salaries	638,416.00	651,184.32	12,768.32	664,208.01	13,023.69	684,134.25	19,926.24	690,975.59	6,841.34	697,885.34	6,909.76
Services	889,418.00	889,418.00	0.00	908,985.20	19,567.20	928,982.87	19,997.67	949,420.49	20,437.62	970,307.74	20,887.25
Supplies	1,200.00	1,200.00	0.00	1,226.40	26.40	1,253.38	26.98	1,280.96	27.57	1,309.14	28.18
Total - Building Administration	1,529,034.00	1,541,802.32	12,768.32	1,574,419.60	33,617.28	1,614,370.50	39,950.90	1,641,677.04	27,306.54	1,669,502.23	27,825.19
Structures & Zoning											
Salaries	996,416.00	1,016,344.32	19,928.32	1,036,671.21	20,326.89	1,067,771.34	31,100.14	1,078,449.06	10,677.71	1,089,233.55	10,784.49
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Structures & Zoning	996,416.00	1,016,344.32	19,928.32	1,036,671.21	20,326.89	1,067,771.34	31,100.14	1,078,449.06	10,677.71	1,089,233.55	10,784.49
Plumbing Drainage & Gas Piping											

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Salaries	239,078.00	243,859.56	4,781.56	248,736.75	4,877.19	256,198.85	7,462.10	258,760.84	2,561.99	261,948.45	2,887.61
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Plumbing Drainage & Gas Piping	239,078.00	243,859.56	4,781.56	248,736.75	4,877.19	256,198.85	7,462.10	258,760.84	2,561.99	261,948.45	2,887.61
Electrical Installation											
Salaries	217,222.00	221,566.44	4,344.44	225,997.77	4,431.33	232,777.70	6,779.93	235,105.48	2,327.78	237,456.53	2,351.05
Total - Electrical Installation	217,222.00	221,566.44	4,344.44	225,997.77	4,431.33	232,777.70	6,779.93	235,105.48	2,327.78	237,456.53	2,351.05
Zoning Board of Review											
Salaries	18,000.00	18,360.00	360.00	18,727.20	367.20	19,389.02	661.82	19,481.91	92.89	19,676.73	194.82
Total - Zoning Board of Review	18,000.00	18,360.00	360.00	18,727.20	367.20	19,389.02	661.82	19,481.91	92.89	19,676.73	194.82
Building Board											
Salaries	13,000.00	13,260.00	260.00	13,525.20	265.20	13,930.96	405.76	14,070.27	139.31	14,210.97	140.70
Total - Building Board	13,000.00	13,260.00	260.00	13,525.20	265.20	13,930.96	405.76	14,070.27	139.31	14,210.97	140.70
Public Property											
Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	1,595,557.00	1,627,468.14	31,911.14	1,660,017.50	32,549.36	1,709,818.03	49,800.53	1,726,916.21	17,098.18	1,744,185.37	17,269.16
Services	2,476,480.00	2,476,480.00	0.00	2,539,963.56	54,483.56	2,586,433.74	55,683.18	2,643,549.90	56,986.16	2,701,708.00	58,158.10
Supplies	1,347,000.00	1,347,000.00	0.00	1,376,634.00	29,634.00	1,406,619.95	30,385.95	1,437,872.19	30,522.24	1,469,505.37	31,633.19
Total - Public Property	5,419,037.00	5,450,948.14	31,911.14	5,567,614.06	116,665.92	5,706,381.71	135,767.65	5,806,338.29	104,956.58	5,915,398.74	107,060.45
Municipal Court											
Salaries	758,068.00	773,229.36	15,161.36	788,693.95	15,464.59	812,354.77	23,660.82	820,478.31	8,123.55	828,683.10	8,204.78
Services	8,750.00	8,750.00	0.00	8,942.50	192.50	9,139.24	196.74	9,340.30	201.06	9,545.78	205.49
Supplies	30,000.00	30,000.00	0.00	30,660.00	660.00	31,344.52	674.52	32,023.88	689.36	32,728.40	704.53
Total - Municipal Court	796,818.00	811,979.36	15,161.36	828,296.45	16,317.09	852,328.52	24,332.07	861,842.49	9,013.97	870,957.29	9,114.80
Probate Court											
Salaries	276,556.00	282,087.12	5,531.12	287,728.86	5,641.74	296,360.73	8,631.87	299,324.34	2,963.61	302,317.58	2,993.24
Services	32,205.00	32,205.00	0.00	32,913.51	708.51	33,637.61	724.10	34,377.63	740.03	35,133.94	756.31
Supplies	600.00	600.00	0.00	613.20	13.20	626.69	13.49	640.48	13.79	654.57	14.09
Total - Probate Court	309,361.00	314,892.12	5,531.12	321,255.57	6,363.45	330,625.03	9,169.45	334,342.45	3,717.42	338,106.09	3,763.64
Housing Court											
Salaries	265,908.00	271,226.16	5,318.16	276,650.68	5,424.52	284,350.20	8,399.52	287,799.71	2,849.50	290,677.70	2,878.00
Services	3,840.00	3,840.00	0.00	3,924.48	84.48	4,010.82	86.34	4,099.06	88.24	4,189.24	90.18
Supplies	100.00	100.00	0.00	102.20	2.20	104.45	2.25	106.75	2.30	109.09	2.35
Total - Housing Court	269,848.00	275,166.16	5,318.16	280,675.36	5,511.20	289,065.47	8,488.11	292,005.51	2,940.04	294,976.03	2,970.52
Housing Authority											
Salaries	8,000.00	8,160.00	160.00	8,323.20	163.20	8,572.90	249.70	8,658.62	83.73	8,745.21	86.59
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Housing Authority	8,000.00	8,160.00	160.00	8,323.20	163.20	8,572.90	249.70	8,658.62	83.73	8,745.21	86.59

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
PERA											
Salaries	150,960.00	153,979.20	3,019.20	157,038.78	3,079.58	161,770.55	4,731.76	163,388.25	1,617.71	165,021.14	1,632.88
Services	107,500.00	107,500.00	0.00	109,865.00	2,365.00	112,282.03	2,417.03	114,752.23	2,470.20	117,276.78	2,524.55
Supplies	5,000.00	5,000.00	0.00	5,110.00	110.00	5,222.42	112.42	5,337.31	114.89	5,454.78	117.47
Total - PERA	263,460.00	266,479.20	3,019.20	272,033.78	5,554.58	279,275.00	7,241.21	283,477.80	4,202.80	287,752.65	4,274.85
League of Cities & Towns											
Services	12,242.00	12,242.00	0.00	12,511.32	269.32	12,786.57	275.25	13,067.88	281.30	13,353.37	285.49
Total - League of Cities & Towns	12,242.00	12,242.00	0.00	12,511.32	269.32	12,786.57	275.25	13,067.88	281.30	13,353.37	285.49
Human Relations											
Capital	1,200.00	0.00	(1,200.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	37,320.00	38,066.40	746.40	38,827.73	761.33	39,592.56	1,164.83	40,392.40	399.83	40,796.41	403.92
Services	6,480.00	6,480.00	0.00	6,622.56	142.56	6,768.26	145.70	6,917.16	148.90	7,069.34	152.18
Supplies	1,800.00	1,800.00	0.00	1,839.60	39.60	1,880.07	40.47	1,921.43	41.36	1,963.70	42.27
Total - Human Relations	46,800.00	46,346.40	(453.60)	47,289.89	943.49	48,240.89	1,351.00	49,231.08	590.19	49,829.45	598.37
Arts, Culture, Film, & Tourism											
Salaries	384,301.00	391,987.02	7,686.02	399,826.76	7,839.74	411,821.56	11,994.80	415,939.78	4,118.22	420,093.18	4,153.40
Services	884,192.00	884,192.00	0.00	903,644.32	19,452.32	923,244.00	19,599.68	943,841.93	20,597.93	964,606.46	20,764.52
Supplies	1,000.00	1,000.00	0.00	1,022.00	22.00	1,044.48	22.48	1,067.46	22.98	1,090.95	23.48
Total - Arts, Culture, Film, & Tourism	1,269,493.00	1,277,179.02	7,686.02	1,304,493.08	27,122.96	1,336,110.04	31,677.46	1,360,849.18	24,658.73	1,385,796.58	24,947.40
Human Services											
Salaries	320,559.00	326,970.18	6,411.18	333,509.58	6,539.40	343,514.87	10,005.29	346,950.02	3,435.15	350,419.52	3,469.50
Services	190,639.00	190,639.00	0.00	194,833.06	4,194.06	199,119.39	4,286.33	203,500.01	4,380.63	207,977.01	4,477.00
Supplies	26,500.00	26,500.00	0.00	27,083.00	583.00	27,678.83	595.83	28,287.76	608.93	28,910.09	622.33
Total - Human Services	537,698.00	544,109.18	6,411.18	555,425.64	11,116.46	570,313.08	14,877.44	578,737.79	8,424.71	589,306.62	10,568.83
Vital Statistics											
Salaries	143,719.00	146,593.38	2,874.38	149,525.25	2,931.87	154,011.01	4,485.76	155,551.12	1,540.11	157,106.63	1,555.51
Services	5,896.00	5,896.00	0.00	6,035.71	139.71	6,188.28	152.57	6,353.76	165.48	6,532.22	178.46
Supplies	1,700.00	1,700.00	0.00	1,737.40	37.40	1,775.62	38.22	1,814.69	39.06	1,854.61	39.92
Total - Vital Statistics	151,315.00	154,189.38	2,874.38	157,288.36	3,098.98	161,944.91	4,636.35	163,659.56	1,714.66	165,395.46	1,735.90
Board of Canvassers											
Salaries	727,926.00	742,484.52	14,558.52	757,334.21	14,849.69	780,054.24	22,720.03	787,854.78	7,800.54	795,733.33	7,878.55
Services	153,304.00	153,304.00	0.00	156,676.69	3,372.69	160,123.38	3,446.69	163,646.29	3,522.72	167,246.51	3,600.22
Supplies	11,008.00	11,008.00	0.00	11,250.18	242.18	11,497.68	247.50	11,750.63	252.95	12,009.14	258.51
Total - Board of Canvassers	892,238.00	906,796.52	14,558.52	925,261.07	18,464.55	951,675.49	26,414.22	963,251.70	11,576.21	974,988.98	11,737.28
Bureau of Licenses											
Salaries	506,907.00	517,045.14	10,138.14	527,386.04	10,340.90	543,207.62	15,821.58	548,639.70	5,432.08	554,126.10	5,486.40
Services	126,500.00	126,500.00	0.00	129,283.00	2,783.00	132,127.23	2,844.23	135,034.02	2,906.80	138,004.77	2,970.75
Supplies	1,500.00	1,500.00	0.00	1,533.00	33.00	1,566.73	33.73	1,601.19	34.47	1,636.42	35.23
Total - Bureau of Licenses	634,907.00	644,045.14	10,138.14	658,202.04	11,156.90	676,901.58	16,699.33	685,274.92	8,373.34	693,167.29	7,892.37
City Council											
Salaries	285,645.00	291,357.90	5,712.90	297,185.06	5,827.16	306,100.61	8,915.55	309,161.62	3,061.01	312,233.23	3,091.62
Services	199,800.00	199,800.00	0.00	204,195.60	4,395.60	208,687.90	4,492.30	213,279.04	4,591.13	217,971.18	4,692.14
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contingencies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - City Council	485,445.00	491,157.90	5,712.90	501,380.66	10,222.76	514,788.51	13,407.85	522,440.65	7,652.14	530,224.41	7,783.75
City Clerk											
Salaries	640,134.00	652,936.68	12,802.68	665,995.41	13,058.73	685,975.28	19,979.86	692,835.03	6,859.75	699,763.38	6,928.35
Services	174,200.00	174,200.00	0.00	178,032.40	3,832.40	181,949.11	3,916.71	185,951.99	4,002.88	190,042.94	4,090.94
Supplies	7,056.00	7,056.00	0.00	7,190.79	134.79	7,348.99	158.20	7,510.67	161.68	7,675.90	165.23
Total - City Clerk	821,370.00	834,172.68	12,802.68	851,218.61	17,045.93	875,273.38	24,054.77	886,297.69	11,034.31	897,482.22	11,184.53

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Treasury											
Salaries	407,546.00	415,696.92	8,150.92	424,010.86	8,313.94	436,731.18	12,720.33	441,098.50	4,367.31	445,509.48	4,410.98
Services	58,520.00	58,520.00	0.00	59,807.44	1,287.44	61,123.20	1,315.76	62,467.91	1,344.71	63,842.21	1,374.30
Supplies	2,000.00	2,000.00	0.00	2,044.00	44.00	2,088.97	44.97	2,134.93	45.96	2,181.89	46.97
Total - Treasury	468,066.00	476,216.92	8,150.92	485,862.30	9,645.38	499,943.36	14,081.06	505,701.34	5,757.98	511,532.58	5,832.25
City Council Administration											
Salaries	775,904.00	791,422.08	15,518.08	807,250.52	15,828.44	831,468.04	24,217.52	839,783.72	8,314.68	848,180.54	8,397.83
Services	44,100.00	44,100.00	0.00	45,070.20	970.20	46,061.74	991.54	47,075.10	1,013.36	48,110.76	1,035.65
Supplies	20,300.00	20,300.00	0.00	20,346.60	46.60	21,003.03	656.43	21,693.49	690.47	22,446.22	752.73
Total - City Council Administration	840,304.00	855,822.08	15,518.08	873,667.32	17,245.24	898,532.81	25,065.49	908,557.31	9,794.51	918,437.52	9,710.21
Office of the Internal Auditor											
Salaries	194,852.00	198,749.04	3,897.04	202,724.02	3,974.98	208,805.74	6,081.72	210,893.80	2,088.06	213,002.74	2,108.94
Services	347,500.00	347,500.00	0.00	353,145.00	7,645.00	362,588.19	7,013.19	370,943.27	7,855.08	379,104.02	8,160.75
Supplies	1,400.00	1,400.00	0.00	1,430.80	30.80	1,462.38	31.48	1,494.45	32.17	1,527.33	32.88
Total - Office of the Internal Auditor	543,752.00	547,649.04	3,897.04	559,299.82	11,600.78	573,226.21	13,266.39	583,331.52	10,105.31	593,634.08	10,302.57
Archives											
Salaries	200,420.00	204,428.40	4,008.40	208,516.97	4,088.57	214,772.48	6,255.51	216,920.20	2,147.72	219,085.40	2,165.20
Services	193,692.00	193,692.00	0.00	197,543.22	4,761.22	202,108.19	4,564.97	206,738.98	4,500.78	211,307.67	4,568.70
Supplies	7,100.00	7,100.00	0.00	7,256.20	156.20	7,413.84	157.64	7,578.98	165.15	7,745.72	166.74
Total - Archives	401,212.00	405,220.40	4,008.40	413,316.39	8,995.59	424,294.51	10,778.12	431,238.16	6,763.65	438,142.80	6,904.64
Total - Departmental Expenditures	164,073,878.00	170,137,786.75	6,063,908.75	173,489,449.94	3,351,663.19	177,637,159.50	4,147,709.56	180,538,417.82	2,901,258.32	182,887,469.24	2,349,051.41
Non Departmental-General Fund											
Contingencies	590,000.00	0.00	(590,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Reinvestment	1,500,000.00	1,500,000.00	0.00	1,500,000.00	0.00	1,500,000.00	0.00	1,500,000.00	0.00	1,500,000.00	0.00
Neighborhood Services	695,000.00	695,000.00	0.00	695,000.00	0.00	695,000.00	0.00	695,000.00	0.00	695,000.00	0.00
Total - Non Departmental-General Fund	2,785,000.00	2,195,000.00	(590,000.00)	2,195,000.00	0.00	2,195,000.00	0.00	2,195,000.00	0.00	2,195,000.00	0.00
Heat Power & Light											
Heat Power & Light	5,054,590.00	8,690,756.00	3,636,166.00	8,995,527.00	304,771.00	9,298,877.00	303,350.00	9,844,087.00	545,210.00	9,844,087.00	0.00
Total - Heat Power & Light	5,054,590.00	8,690,756.00	3,636,166.00	8,995,527.00	304,771.00	9,298,877.00	303,350.00	9,844,087.00	545,210.00	9,844,087.00	0.00
Grants, Commissions & Misc.											
Grants, Commissions & Misc.	5,653,000.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00
Total - Grants, Commissions & Misc.	5,653,000.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00	5,653,000.00	0.00
Ceremonies											
Ceremonies Total	9,030.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00	9,030.00	0.00
Debt Service - Per Schedule at July 1, 2017											
Debt Service Total	61,807,203.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00
Workers Compensation											
Workers Compensation - Medical Expenses	1,700,000.00	1,700,000.00	0.00	1,700,000.00	0.00	1,700,000.00	0.00	1,700,000.00	0.00	1,700,000.00	0.00
Services	330,000.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00	330,000.00	0.00
Workers Compensation Total	2,030,000.00	2,030,000.00	0.00	2,030,000.00	0.00	2,030,000.00	0.00	2,030,000.00	0.00	2,030,000.00	0.00

	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Employee Benefits											
Dental Insurance	1,701,884.00	1,786,978.20	85,094.20	1,876,327.11	89,348.91	1,970,143.47	93,816.36	2,068,650.64	98,507.17	2,172,083.17	103,432.53
Education Incentives	174,720.00	174,720.00	0.00	174,720.00	0.00	174,720.00	0.00	174,720.00	0.00	174,720.00	0.00
Employee Death Benefits	150,000.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00
F.I.C.A.	4,903,538.00	4,648,232.11	(255,305.89)	4,759,935.97	91,703.86	4,871,852.05	131,916.08	4,920,570.57	48,718.52	4,969,776.27	49,205.71
Healthcare EE Cash Payment	1,500.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00	1,500.00	0.00
Healthcare's International Pension	2,654,381.00	2,654,381.00	0.00	2,654,381.00	0.00	2,654,381.00	0.00	2,654,381.00	0.00	2,654,381.00	0.00
Legal Service	60,000.00	60,000.00	0.00	60,000.00	0.00	60,000.00	0.00	60,000.00	0.00	60,000.00	0.00
Local 1033 Benefits Expense	2,174,270.00	2,174,270.00	0.00	2,174,270.00	0.00	2,174,270.00	0.00	2,174,270.00	0.00	2,174,270.00	0.00
Medical Benefits - Active Members	19,244,988.00	20,207,237.40	962,249.40	21,217,599.27	1,010,361.87	22,278,479.23	1,060,879.96	23,392,403.20	1,113,923.96	24,562,023.35	1,169,620.16
Medical Benefits - Retirees	25,208,068.00	26,468,271.40	1,260,203.40	27,791,894.97	1,323,623.57	29,181,489.72	1,389,594.75	30,640,864.20	1,459,374.49	32,172,593.41	1,532,028.21
Pension Contribution	63,177,565.00	65,727,667.89	2,550,102.89	68,200,412.89	2,472,745.00	70,517,890.71	2,317,477.82	73,001,559.25	2,483,668.53	75,572,760.09	2,571,200.83
Stipends	12,600.00	12,600.00	0.00	12,600.00	0.00	12,600.00	0.00	12,600.00	0.00	12,600.00	0.00
Unemployment Compensation	240,000.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00	240,000.00	0.00
Employee Benefits - Total	119,703,514.00	124,306,058.00	4,602,544.00	129,293,441.21	4,987,583.21	134,287,326.18	4,993,884.96	139,491,018.85	5,203,692.67	144,916,706.30	5,425,687.45
Rainy Day Fund											
School Approp. to Balance School Budget	3,612,000.00	3,748,288.34	136,288.34	3,834,728.51	86,440.17	3,929,173.96	94,445.45	4,015,677.57	86,503.61	4,093,424.96	77,747.39
Total City General Fund Expenditures	128,546,611.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00
Compared to General Fund Revenues	493,274,826.00	509,329,429.94	16,054,603.94	519,188,069.51	9,858,638.57	526,212,812.58	7,024,743.07	544,850,658.89	18,637,846.30	551,058,115.37	6,207,266.49
Total Surplus/(Deficit)	0.00	2,205,696.85	2,205,696.85	3,333,878.84	1,128,181.99	819,631.95	(2,514,246.89)	10,720,613.65	9,900,821.70	9,075,583.88	(1,645,023.77)

Projected Expenditure Summary											
	2019 Approved Budget	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022	2023 Projected Budget	Variance 2022 - 2023	2024 Projected Budget	Variance 2023 - 2024
Salaries	121,881,076.00	127,946,184.75	6,065,108.75	130,418,157.73	2,471,972.98	133,621,598.86	3,203,441.13	134,957,814.84	1,336,215.99	136,307,392.99	1,349,578.15
Services	43,189,404.00	46,235,570.00	3,046,166.00	47,265,551.88	1,029,981.88	48,355,092.43	1,089,540.55	50,304,193.57	1,949,101.14	51,138,765.91	834,572.34
Supplies	7,021,788.00	7,021,788.00	0.00	7,176,267.34	154,479.34	7,334,145.22	157,877.88	7,495,496.41	161,351.19	7,660,397.33	164,900.92
Capital Expenditures	151,200.00	150,000.00	(1,200.00)	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00	150,000.00	0.00
Employee Benefits	65,777,567.89	65,777,567.89	2,550,102.89	68,200,412.89	2,422,845.00	70,517,890.71	2,317,477.82	73,001,359.25	2,483,468.53	75,572,760.09	2,571,400.85
Medical Benefits - Active Members	19,244,988.00	19,244,988.00	902,248.40	21,217,599.27	2,072,611.27	22,278,479.23	1,060,879.96	23,392,403.20	1,113,923.96	24,562,023.35	1,169,620.16
Medical Benefits - Retirees	25,208,068.00	26,487,141.40	1,279,073.40	27,734,894.97	2,246,756.57	29,181,487.92	1,446,592.95	30,540,564.20	1,359,074.29	32,027,592.41	1,487,028.21
Other Employee Benefits	13,772,893.00	13,662,681.31	(109,211.69)	13,223,922.65	(548,970.35)	12,925,423.57	(298,499.08)	13,159,692.21	235,268.64	13,437,384.62	287,692.41
Total Employee Benefits	121,403,514.00	126,906,038.00	4,602,544.00	130,993,641.21	4,890,127.21	135,705,786.18	4,712,144.97	141,191,018.85	5,485,232.67	146,309,350.44	5,118,331.59
Grants, Commission, and Ceremonies	5,562,030.00	5,562,030.00	0.00	5,562,030.00	0.00	5,562,030.00	0.00	5,562,030.00	0.00	5,562,030.00	0.00
Debt Service	61,807,203.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00	61,807,203.00	0.00
Runty Day Fund	3,612,000.00	3,748,288.34	136,288.34	3,834,728.51	86,440.17	3,925,173.96	94,445.45	4,015,677.57	86,503.61	4,102,181.18	86,503.61
School Approp. to Balance School Budget	128,546,611.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00	128,546,611.00	0.00
Total	493,274,826.00	507,123,733.09	13,848,907.09	515,854,190.67	8,730,457.58	525,993,180.64	9,138,989.97	534,130,045.24	8,756,864.60	541,982,531.59	7,852,486.35
	TRUE	TRUE	TRUE	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE	TRUE	FALSE

FY2020-FY2024 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	School Department				
	2019 Approved Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget
Projected Revenue - School	\$386,772,704	\$388,831,912	\$391,358,840	\$393,911,036	\$396,488,755
Projected Expenditures - School	\$386,772,704	\$401,014,181	\$412,992,883	\$423,632,993	\$432,276,896
Projected Budget Surplus(Deficit)	\$0.00	(\$12,182,269)	(\$21,634,043)	(\$29,721,957)	(\$35,788,141)
					(\$41,836,335)

Providence School Department
Local Budget
5 Year Projection
2020-2024

School Revenues	2018-2019 Budget	2019-2020 Projected	Variance	2020-2021 Projected	Variance	2021-2022 Projected	Variance	2022-2023 Projected	Variance	2023-2024 Projected	Variance
State Aid to Education	\$251,791,093	\$254,050,301	\$2,259,208	\$256,577,229	\$2,526,928	\$259,129,425	\$2,552,196	\$261,707,144	\$2,577,719	\$264,310,640	\$2,603,496
Medicaid Reimbursement	4,450,000	4,450,000	0	4,450,000	0	4,450,000	0	4,450,000	0	4,450,000	0
Indirect Cost Revenue	1,200,000	1,200,000	0	1,200,000	0	1,200,000	0	1,200,000	0	1,200,000	0
Miscellaneous	785,000	585,000	(200,000)	585,000	0	585,000	0	585,000	0	585,000	0
City Aid	128,546,611	128,546,611	0	128,546,611	0	128,546,611	0	128,546,611	0	128,546,611	0
Total School Revenues	386,772,704	388,831,912	2,059,208	391,358,840	2,526,928	393,911,036	2,552,196	396,488,755	2,577,719	399,092,251	2,603,496

Providence School Department
Local Budget
5 year Projection
2020-2024

ACCOUNT DESCRIPTION	2018-2019 Budget	2019-2020 Projected	INCREASE/ (DECREASE)	% CHANGE	2020-2021 Projected	INCREASE/ (DECREASE)	% CHANGE	2021-2022 Projected	INCREASE/ (DECREASE)	% CHANGE	2022-2023 Projected	INCREASE/ (DECREASE)	% CHANGE	2023-2024 Projected	INCREASE/ (DECREASE)	% CHANGE
51100 SALARIES	\$192,351,648	\$197,475,424	\$5,123,776	2.66%	\$201,841,090	\$4,365,666	2.26%	\$205,376,673	\$3,535,583	1.70%	\$207,909,266	\$2,532,593	1.23%	\$210,441,539	\$2,532,593	1.23%
51110 SUBSTITUTE TEACHERS	7,353,900	7,455,816	101,916	1.39%	7,604,932	149,116	2.00%	7,757,031	152,099	2.00%	7,834,501	77,470	1.00%	7,912,947	78,446	1.00%
51201 OVERTIME	448,328	458,315	9,987	2.23%	467,481	9,166	2.00%	481,505	14,024	3.00%	488,320	6,815	1.40%	491,184	2,864	0.60%
51300 OVERNIGHT SCHOOL	119,335	118,535	(800)	-0.67%	120,955	2,420	2.00%	123,583	2,628	2.10%	125,529	1,946	1.50%	127,088	1,559	1.20%
51000 SUBTOTAL	200,271,194	205,506,136	5,234,942	2.61%	210,134,456	4,623,320	2.25%	215,739,793	5,605,335	2.59%	216,356,007	6,116,214	2.84%	218,973,057	2,617,050	1.21%
52910 AUTO ALLOWANCE	82,100	83,906	1,806	2.20%	85,752	1,846	2.20%	87,639	1,887	2.20%	89,567	1,928	2.20%	91,537	1,970	2.20%
53201 DIAGNOSTICIANS	75,000	76,650	1,650	2.20%	78,336	1,686	2.20%	80,060	1,723	2.20%	81,821	1,761	2.20%	83,617	1,796	2.20%
53202 SPEECH THERAPISTS	90,000	91,980	1,980	2.20%	94,004	2,024	2.20%	96,072	2,068	2.20%	98,185	2,114	2.20%	100,345	2,160	2.20%
53203 OCCUPATIONAL THERAPISTS	80,000	81,760	1,760	2.20%	83,559	1,799	2.20%	85,397	1,838	2.20%	87,276	1,879	2.20%	89,196	1,920	2.20%
53207 INTERPRETERS & TRANSLATORS	10,000	10,320	320	3.20%	10,640	320	3.00%	10,960	320	3.00%	11,280	320	3.00%	11,600	320	3.00%
53220 PURCHASED EDUCATIONAL SERVICES	120,000	123,600	3,600	3.00%	127,200	3,600	2.80%	130,800	3,600	2.80%	134,400	3,600	2.70%	138,000	3,600	2.60%
53222 WEB BASED INSTRUCTION	11,000	11,242	242	2.20%	11,484	242	2.10%	11,726	242	2.10%	11,968	242	2.00%	12,210	242	2.00%
53301 CONSULTANTS	9,800	9,989	189	1.93%	10,178	189	1.90%	10,367	189	1.80%	10,556	189	1.80%	10,745	189	1.80%
53302 CURRICULUM DEVELOPMENT	31,008	31,690	682	2.20%	32,372	682	2.20%	33,056	682	2.20%	33,740	682	2.20%	34,424	682	2.20%
53303 WORKSHOPS	32,315	33,026	711	2.20%	33,737	711	2.20%	34,448	711	2.20%	35,159	711	2.20%	35,870	711	2.20%
53401 RECORDS FEES	70,815	72,373	1,558	2.20%	73,931	1,558	2.20%	75,489	1,558	2.20%	77,047	1,558	2.20%	78,605	1,558	2.20%
53402 RECORDER OF DEEDS FEES	64,620	66,244	1,624	2.50%	67,868	1,624	2.40%	69,116	1,248	1.80%	70,364	1,248	1.80%	71,612	1,248	1.80%
53403 MISCELLANEOUS SERVICES	20,000	20,440	440	2.20%	20,880	440	2.20%	21,320	440	2.20%	21,760	440	2.20%	22,200	440	2.20%
53409 NEGOTIATIONS/ARBITRATIONS	106,133	108,468	2,335	2.20%	110,804	2,336	2.20%	113,165	2,361	2.20%	115,526	2,361	2.20%	117,887	2,361	2.20%
53410 POLICE DETAILS	21,000	21,462	462	2.20%	21,924	462	2.20%	22,386	462	2.20%	22,848	462	2.20%	23,310	462	2.20%
53411 MEDICAL FEES	75,000	76,650	1,650	2.20%	78,336	1,686	2.20%	80,060	1,723	2.20%	81,821	1,761	2.20%	83,617	1,796	2.20%
53412 MEDICAL SERVICES	115,750	118,297	2,547	2.20%	120,899	2,603	2.20%	123,559	2,660	2.20%	126,219	2,717	2.20%	128,879	2,774	2.20%
53416 OFFICIAL & REFERENCE FEES	121,850	124,531	2,681	2.20%	127,270	2,740	2.20%	130,070	2,800	2.20%	132,870	2,800	2.20%	135,670	2,800	2.20%
53501 DATA PROCESSING	250,000	255,500	5,500	2.20%	261,000	5,500	2.20%	266,500	5,500	2.20%	272,000	5,500	2.20%	277,500	5,500	2.20%
53502 OTHER TECHNICAL SERVICES	607,786	621,157	13,371	2.20%	634,528	13,371	2.20%	647,879	13,351	2.20%	661,230	13,351	2.20%	674,581	13,351	2.20%
53503 COSTS	110,677	113,112	2,435	2.20%	115,547	2,435	2.20%	120,418	2,435	2.20%	125,289	2,435	2.20%	130,160	2,435	2.20%
53705 RENTAL OF BUILDINGS	371,625	382,625	11,000	3.00%	393,625	11,000	2.90%	404,625	11,000	2.80%	415,625	11,000	2.70%	426,625	11,000	2.60%
54201 RENTAL OF EQUIPMENT	459,900	471,111	11,211	2.44%	482,322	11,211	2.30%	494,733	12,411	2.50%	507,144	12,411	2.50%	519,555	12,411	2.50%
54202 RENTAL OF SNOW REMOVAL	460,000	469,900	9,900	2.15%	479,800	9,900	2.10%	489,700	9,900	2.10%	499,600	9,900	2.10%	509,500	9,900	2.10%
54203 CUSTODIAL SERVICES	17,931,357	18,459,298	527,941	3.00%	19,023,377	564,079	3.00%	19,597,456	574,079	3.00%	20,171,535	574,079	3.00%	20,745,614	574,079	3.00%
54205 ROENT & PEST CONTROL	45,000	45,990	990	2.20%	47,002	1,012	2.20%	48,014	1,012	2.20%	49,026	1,012	2.20%	50,038	1,012	2.20%
54206 CLEANING SERVICE	16,650	16,983	333	2.00%	17,357	374	2.20%	17,738	382	2.20%	18,119	382	2.20%	18,500	382	2.20%
54310 NON TECHNOLOGY RELATED REPAIRS	33,550	34,288	738	2.20%	35,042	754	2.20%	35,813	771	2.20%	36,601	788	2.20%	37,389	788	2.20%
54312 TECHNOLOGY REPAIRS	166,272	169,930	3,658	2.20%	173,668	3,738	2.20%	177,489	3,821	2.20%	181,346	3,857	2.20%	185,193	3,847	2.20%
54320 INSTALLATION OF COMMUNICATIONS	441,219	450,926	9,707	2.20%	460,846	9,920	2.20%	470,965	10,119	2.20%	481,346	10,381	2.20%	491,936	10,590	2.20%
54406 INTERNET CONNECTIVITY	116,000	118,552	2,552	2.20%	121,160	2,608	2.20%	123,628	2,468	2.00%	126,550	2,922	2.30%	129,334	2,784	2.20%
54407 RENT OF BUILDINGS	260,871	266,610	5,739	2.20%	272,476	5,865	2.20%	278,470	5,994	2.20%	284,596	6,126	2.20%	290,858	6,262	2.20%
54601 RENT OF EQUIPMENT	134,808	137,774	2,966	2.20%	140,805	3,031	2.20%	143,903	3,098	2.20%	147,068	3,165	2.20%	150,304	3,236	2.20%
54602 GRADUATION RECEPTIONS	2,990	3,056	66	2.20%	3,123	67	2.20%	3,192	69	2.20%	3,262	70	2.20%	3,334	72	2.20%
54604 ALARM & FIRE SAFETY SERVICES	4,495	4,615	120	2.60%	4,741	126	2.60%	4,889	148	3.10%	5,037	148	3.00%	5,185	148	3.00%
54802 MOVING & RIGGING	1,013,312	1,038,055	24,743	2.40%	1,069,386	22,783	2.20%	1,081,873	12,487	1.20%	1,105,470	23,597	2.20%	1,129,770	24,300	2.20%
55111 TRANSPORTATION	16,695,572	17,629,039	933,467	5.70%	18,577,910	948,871	5.30%	19,520,781	942,871	4.90%	20,463,652	942,871	4.90%	21,406,523	942,871	4.90%
55101 PRINTING	27,500	28,105	605	2.20%	28,723	618	2.20%	29,355	632	2.20%	30,000	645	2.20%	30,655	655	2.20%
55501 TUTION TO OTHER SCHOOL DISTRICTS	142,567	145,703	3,136	2.20%	148,909	3,205	2.20%	152,165	3,256	2.20%	155,533	3,368	2.20%	158,901	3,368	2.20%
55610 TUITION	1,721,610	1,740,332	18,722	1.09%	1,714,393	(25,939)	-1.49%	1,716,889	2,496	0.14%	1,726,673	9,784	0.57%	1,739,707	13,034	0.75%
55630 TUITION	14,064,750	14,374,175	309,425	2.20%	14,690,406	316,232	2.20%	15,013,995	323,589	2.20%	15,344,884	330,889	2.20%	15,681,460	336,576	2.20%
55640 TUITION TO EDUCATIONAL SERVICE	86,593	100,762	14,169	16.30%	102,979	2,217	2.20%	105,244	2,265	2.20%	107,560	2,316	2.20%	109,926	2,366	2.20%
55660 TUITION TO CHARTER SCHOOLS	18,047,660	21,072,128	3,024,468	16.80%	22,442,858	1,370,730	6.51%	23,635,418	1,192,560	5.31%	24,962,516	1,327,098	5.60%	26,339,614	1,377,098	5.60%
55682 BOARD TRAINING	16,000	16,352	352	2.20%	16,712	360	2.20%	17,079	367	2.20%	17,455	376	2.20%	17,839	384	2.20%
55803 EMPLOYEE TRAVEL	500	511	11	2.20%	522	11	2.20%	534	12	2.20%	545	11	2.20%	557	12	2.20%
55807 STUDENT TRAVEL	3,000	3,065	65	2.20%	3,133	67	2.20%	3,202	69	2.20%	3,273	71	2.20%	3,345	72	2.20%
55814 PROFESSIONAL ORGANIZATIONAL FEES	95,460	95,516	56	0.06%	97,617	1,101	1.15%	99,765	2,148	2.20%	101,960	2,195	2.20%	104,203	2,243	2.20%
58101 PROFESSIONAL ORGANIZATIONAL FEES	185,411	186,141	730	0.40%	187,871	730	0.40%	189,641	770	0.40%	191,411	770	0.40%	193,181	770	0.40%
58102 OTHER FEES	200,684	205,109	4,425	2.20%	209,622	4,512	2.20%	214,233	4,611	2.20%	218,948	4,715	2.20%	223,763	4,815	2.20%

5303	TESTING MATERIALS	42,973	80,325,319	4,230,513	5.56%	83,352,030	3,026,711	3.77%	86,082,970	2,740,840	3.29%	88,080,986	1,996,116	2.32%	89,945,047	1,854,061	2.10%
5301	EDUCATIONAL SUPPLIES	1,360,950	1,360,950	370,706	27.21%	2,115,353	378,464	18.20%	2,507,054	387,301	15.27%	2,852,209	55,155	2.20%	2,816,578	1,007	2.20%
5612	GRADING APPAREL	21,500	21,500	47	0.22%	21,547	38	0.18%	21,585	48	0.22%	21,633	50	0.23%	21,681	516	2.20%
5613	GRADING SUPPLIES	1,700	1,700	1,737	102.18%	1,738	38	2.20%	1,775	1,815	2.20%	1,812	1,855	2.20%	1,850	37	2.20%
5615	HEALTH SUPPLIES	63,012	64,398	1,366	2.20%	65,815	1,417	2.20%	67,263	1,448	2.20%	68,743	1,480	2.20%	70,265	1,512	2.20%
5616	ATHLETIC SUPPLIES	126,111	128,985	2,774	2.20%	131,721	2,835	2.20%	134,619	2,898	2.20%	137,580	2,962	2.20%	140,607	3,027	2.20%
5617	AWARDS	18,438	18,944	406	2.20%	19,258	415	2.20%	19,682	424	2.20%	20,115	443	2.20%	20,557	407	2.20%
5620	GASOLINE	73,000	74,606	1,606	2.20%	76,247	1,641	2.20%	77,925	1,677	2.20%	79,639	1,714	2.20%	81,391	1,752	2.20%
5624	PROPANE	1,600	1,635	35	2.20%	1,671	36	2.20%	1,708	37	2.20%	1,746	38	2.20%	1,784	38	2.20%
5623	GLASS	35,700	36,557	770	2.20%	36,557	787	2.20%	37,361	804	2.20%	38,163	822	2.20%	38,923	752	2.20%
56216	LUMBER & HARDWARE	91,980	91,980	1,980	2.20%	94,004	2,024	2.20%	96,072	2,068	2.20%	98,185	2,114	2.20%	100,345	2,160	2.20%
56217	PLUMBING SUPPLIES	26,313	26,313	566	2.20%	26,892	579	2.20%	27,484	592	2.20%	28,089	605	2.20%	28,707	618	2.20%
56219	HOUSEKEEPING SUPPLIES	15,000	15,330	330	2.20%	15,667	347	2.20%	16,012	354	2.20%	16,364	362	2.20%	16,724	380	2.20%
56218	HOUSEKEEPING SUPPLIES	240,381	244,888	5,488	2.20%	250,475	5,607	2.20%	260,475	5,807	2.20%	270,360	5,999	2.20%	279,962	5,857	2.20%
56401	LIBRARY BOOKS	85,013	86,121	1,108	1.30%	87,230	1,109	1.26%	88,461	1,139	1.29%	89,703	1,174	1.30%	90,956	1,214	1.30%
56402	LIBRARY BOOKS	87,841	89,581	1,740	2.00%	91,321	3,481	3.81%	94,802	6,962	7.42%	98,284	13,942	14.59%	101,766	17,424	17.72%
56403	REFERENCE BOOKS	142,000	145,724	3,724	2.60%	149,448	7,724	5.17%	156,872	15,124	10.11%	164,296	29,524	18.83%	171,720	37,944	22.96%
56406	NON-PUBLIC TEXTBOOKS	142,000	145,724	3,724	2.60%	149,448	7,724	5.17%	156,872	15,124	10.11%	164,296	29,524	18.83%	171,720	37,944	22.96%
56501	COMPUTER RELATED SUPPLIES	21,700	22,177	477	2.20%	22,654	488	2.20%	23,144	499	2.20%	23,634	510	2.20%	24,124	521	2.20%
57311	TECHNOLOGY SOFTWARE	500,761	511,778	11,017	2.20%	523,037	11,259	2.20%	545,344	11,507	2.20%	567,651	11,760	2.20%	589,958	12,019	2.20%
	SUBTOTAL	2,936,850	3,342,127	405,277	13.80%	3,756,320	414,183	12.39%	4,179,626	423,306	11.27%	4,271,578	81,962	2.20%	4,353,533	83,975	2.20%
52102	LIFE INSURANCE	183,408	187,653	4,255	2.20%	202,012	4,349	2.20%	206,456	4,444	2.20%	210,968	4,542	2.20%	215,640	4,642	2.20%
52103	DENTAL INSURANCE	2,906,552	2,993,749	87,197	3.00%	3,083,561	89,812	3.00%	3,176,088	92,507	3.00%	3,271,350	95,282	3.00%	3,369,480	98,140	3.00%
52105	DISABILITY INSURANCE	138,263	141,335	3,042	2.20%	144,445	3,109	2.20%	147,623	3,178	2.20%	150,870	3,248	2.20%	154,189	3,319	2.20%
52106	UNEMPLOYMENT INSURANCE	150,715	153,583	2,868	1.90%	156,451	2,937	1.87%	159,367	3,006	1.84%	162,324	3,075	1.81%	165,322	3,144	1.78%
52121	EMPLOYEE MEDICAL	32,608,354	33,278,772	670,418	2.05%	33,949,190	1,340,836	3.95%	35,289,996	2,681,672	7.62%	36,630,802	4,022,508	11.01%	37,971,608	5,363,344	14.47%
52122	RETIRE MEDICAL	6,938,772	7,078,772	140,000	2.00%	7,218,772	280,000	3.88%	7,458,772	520,000	7.06%	7,698,772	760,000	10.13%	7,938,772	960,000	12.45%
52203	STATE RETIREMENT	21,979,874	22,579,874	600,000	2.73%	23,179,874	598,367	2.58%	23,688,874	595,861	2.53%	24,197,874	593,355	2.48%	24,706,874	590,849	2.43%
52204	CITY RETIREMENT	9,986,720	9,986,720	219,757	2.20%	10,206,477	224,701	2.25%	10,426,234	229,645	2.30%	10,646,000	234,589	2.35%	10,865,757	239,533	2.40%
52301	FICA	15,320,742	15,721,373	400,631	2.61%	16,075,286	353,914	2.25%	16,830,200	276,808	1.72%	17,585,114	209,702	1.20%	18,340,028	202,596	1.19%
52302	UNEMPLOYMENT	375,831	383,895	8,064	2.15%	392,341	8,446	2.15%	398,851	8,896	2.25%	405,361	9,346	2.35%	411,871	9,796	2.45%
52720	WORKERS COMPENSATION	1,980,000	1,980,000	42,900	2.20%	2,026,744	43,844	2.20%	2,073,488	44,788	2.20%	2,120,232	45,732	2.20%	2,166,976	46,676	2.20%
52730	WORKERS COMPENSATION-MEDICAL	800,000	817,600	17,600	2.20%	835,587	17,987	2.20%	870,574	18,371	2.20%	905,561	18,755	2.20%	940,548	19,139	2.20%
52802	EMPLOYEE ASSISTANCE PROGRAM	40,500	41,391	891	2.20%	42,302	911	2.20%	43,232	931	2.20%	44,163	951	2.20%	45,094	971	2.20%
52803	LABORER'S PENSION REIMBURSEMENT	17,500	17,500	0	0.00%	17,500	0	0.00%	17,500	0	0.00%	17,500	0	0.00%	17,500	0	0.00%
52915	LABORER'S PENSION AND BENEFITS	4,763,485	4,860,261	96,777	2.03%	4,957,038	193,514	3.92%	5,150,591	387,000	7.63%	5,344,144	774,453	14.68%	5,537,697	1,218,907	22.82%
53201	LABILITY INSURANCE	565,000	577,430	12,430	2.20%	590,133	12,703	2.20%	603,116	12,983	2.20%	616,099	13,263	2.20%	629,082	13,543	2.20%
56206	LABILITY INSURANCE	200,000	204,400	4,400	2.20%	208,800	4,800	2.20%	213,200	5,200	2.40%	217,600	5,600	2.60%	222,000	6,000	2.80%
	SUBTOTAL	98,380,086	102,147,536	3,767,450	3.82%	105,915,051	3,831,513	3.59%	109,361,077	3,882,226	3.52%	112,807,100	3,932,951	3.52%	116,253,121	3,984,680	3.47%
57305	EDUCATIONAL EQUIPMENT	157,281	160,741	3,460	2.20%	164,277	3,536	2.20%	167,862	3,614	2.20%	171,447	3,694	2.20%	175,032	3,775	2.20%
57306	FURNITURE & FIXTURES	375,294	383,550	8,256	2.20%	391,989	8,438	2.20%	400,612	8,624	2.20%	409,236	8,813	2.20%	417,860	9,000	2.20%
57309	COMPUTER HARDWARE	1,140,865	1,170,885	30,020	2.63%	1,200,905	30,020	2.50%	1,260,925	30,020	2.39%	1,320,945	30,020	2.27%	1,380,965	30,020	2.15%
	SUBTOTAL	1,673,441	1,715,176	41,736	2.49%	1,796,112	41,576	2.31%	1,869,399	41,258	2.21%	1,942,686	40,933	2.14%	2,015,971	40,608	2.07%
54402	WATER	282,999	302,082	9,083	3.10%	311,447	9,365	3.10%	321,101	9,655	3.10%	331,055	9,954	3.10%	341,318	10,263	3.10%
54403	TELEPHONE	399,645	412,034	12,389	3.10%	424,807	12,773	3.10%	437,976	13,169	3.10%	451,145	13,577	3.10%	464,314	13,988	3.10%
54405	SEWER USAGE FEES	573,754	591,540	17,786	3.10%	609,878	18,338	3.10%	628,784	18,906	3.10%	648,277	19,492	3.10%	668,373	20,097	3.10%
56201	NATURAL GAS	2,589,318	2,669,397	80,079	3.10%	2,752,344	82,757	3.10%	2,837,667	85,323	3.10%	2,922,990	87,968	3.10%	3,008,313	90,658	3.10%
56209	FUEL	25,625	26,419	794	3.10%	27,238	819	3.10%	28,083	844	3.10%	28,953	871	3.10%	29,851	898	3.10%
56215	ELECTRICITY	3,335,034	3,438,420	103,386	3.10%	3,545,011	106,591	3.10%	3,654,908	108,895	3.10%	3,764,805	111,202	3.10%	3,874,702	113,514	3.10%
	SUBTOTAL	7,216,375	7,440,083	223,708	3.10%	7,670,725	230,643	3.10%	7,906,518	237,992	3.10%	8,142,311	245,164	3.10%	8,378,104	252,764	3.10%
	SUBTOTAL	5386,772,704	5,401,014,181	141,241,477	2.63%	5,442,992,883	141,978,702	2.59%	5,493,532,993	142,641,110	2.54%	5,544,074,103	143,306,274	2.50%	5,594,615,213	143,971,388	2.46%