

Lawrence J. Mancini
Finance Director



Jorge O. Elorza
Mayor

Finance Department
"Building Pride In Providence"

MEMORANDUM

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

From: Robin Muksian, Chief Operating Officer
Lawrence J. Mancini, Finance Director

Date: December 30, 2016

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 2018 through 2022.

It is important to note, that these projections are based upon current trends and contracts for non-sworn municipal employees and currently proposed/pending tentative agreements for Police and Fire.

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

Overall Budget Projections

Using the FY 2017 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 2018 through FY 2022.

This projected surplus in FY18-FY22 reflects tax base increases of two percent in all years except in FY20, which represents a four percent increase (maximum by Rhode Island General Law), to reflect the state required tax revaluation, which occurs once every three years in every community and will be conducted in Providence in FY19 and will take effect in FY20. Fines and Forfeitures will increase by \$200,000 year over year and a Fire Safer Grant of \$6.4 M and \$7.9 M in FY 18 and FY19 respectively.

The projected year end positions of the Municipal (General Fund) Budget are as follows: FY 2018 \$11,292,293 Surplus, FY 2019 \$11,307,562 Surplus, FY 2020 \$8,275,336 Surplus, FY 2021 \$10,363,991 Surplus and FY 2022 \$10,062,598 Surplus.

Municipal Budget Revenue Assumptions

Property taxes:

This projection increases the current level of taxation through tax base expansion, and additional tax stabilization agreements. This projection does not include any change in tax rates.

State Aid:

There are multiple components to State Aid & Grants which is comprised of: PILOT, School Debt Construction,

IN CITY COUNCIL
JAN 05 2017

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECORDED.
[Signature]
2017-01-05

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Telephone tax, State Reimbursement, Distressed Cities Revenue, and Meals & Beverage tax. For purposes of this projection these revenues are based upon State Aid projections provided by RI Office of Municipal Affairs.

The projected State Aid for FY 2018 is \$69,752,777 which is an increase of \$1,556,700 over the FY 2017 budget of \$68,196,077. Total State Aid is projected to decrease by \$888,667 in FY 2019 for a new total of \$68,864,109. In FY2020, there will be a decrease of \$4,587,709 for a new total of \$64,276,400. In FY 2021, there will be an increase of \$107,544 for a new total of \$64,383,944. Lastly in FY2022, there will be no increase and will remain at \$64,383,944.

Fines and Forfeitures:

Fines and Forfeitures FY17 budget is \$6,000,000 and is projected to increase by \$200,000 year over year from FY18-FY22.

Interest Income:

For the purpose of this projection Interest Income will remain the same at \$4,500,000 for FY18 along with the remaining subsequent fiscal years until FY 2022.

Departmental revenues and Other Revenues:

Various departmental incomes shall rise due to the Consumer Price Index-Urban.

Manchester Street/Dominion Energy stabilization agreement will decrease by \$1.4 million in FY18 for a new total of \$7.6 million and will remain constant until its expiration in FY20, at which time, a renewal of the tax treaty will be considered or full inclusion to the City's Tax Levy may occur. For purposes of this projection, we have projected FY21 and FY22 to be constant at the rate of FY20.

Building Administration has increased by \$675,000 in FY 2018 and \$700,000 in FY19-FY22 due to anticipated building permits associated with already announced and/or approved construction projects.

The Fire Department will receive a Federal SAFER grant of approximately \$6.4 million in FY18 and \$7.9 million in FY19 to cover a portion of the cost of new full time Fire Fighters that will be hired in FY18 and FY19.

Transfers to General Fund:

Transfer from Fund 252 shall remain constant throughout FY 2022 at the amount of \$2,134,541.

Transfer from Fund 283 shall remain constant throughout FY 2022 at the amount of \$4,700,000.

Transfer from North Burial Ground is currently at \$340,000 and shall remain constant throughout Fiscal Year 2022.

Transfer from Fund 856 will not occur in any subsequent fiscal years.

Expenditure Assumptions

Salaries:

Municipal salaries will follow the L.I.U.N.A. Local 1033 contract for FY 2018 which includes a 2.75% increase in FY18. In FY19-FY22 there is a 1% increase placeholder for all Local 1033 Employees.

The Police contract expired on June 30, 2016 and a new tentative agreement will be introduced to the Providence City Council in January 2017. The tentative agreement, if adopted, is retroactive to July 1, 2017 and calls for wage increases of 3%, 3%, 2%, in FY 17, FY18, and FY19 respectively.



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The Fire department currently has a new five-year tentative agreement scheduled for City Council consideration on January 5, 2017, calling for wage increases of 2% in FY 18, 2.25% in FY19 and FY20, 2.75% in FY21, and 3.25% FY22, along with some \$20 million dollars in net after-wage increase savings to the municipal budget from FY18 through FY22.

Additionally, the Fire Department is expected to have two new fire recruit academies. In FY18, 80 new Fire Fighters will be added to the work force followed by 70 new Fire Fighters in FY19. The costs associated with these new fire fighter positions are reflected in FY18 through FY22.

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 2015 actuarial valuation which includes the provisions of the 2012 Funding Improvement Plan (FIP) submitted to the RI Department of Revenue. The July 2015 actuarial valuation also includes a reduction in the assumed rate of return from 8.25% to 8%, the impact of which will be phased in over FY18 and FY19.

Line items:

Departmental line items that are affected by the CPI-U are assumed to increase at the rate of 1% for all years FY 2018-FY 2022.

Heat, Light and Power:

Heat, Light and Power reflects the full LED lighting conversion of over 17,000 street lights, with annual after debt service savings of approximately \$2.2 million per year over the next ten years or \$11 million from FY18 through FY22.

Debt Service/Capital Budget:

Consistent with Mayor Elorza's initiative and as recommended in the National Resource Network (NRN) April 25, 2016 report, the city is planning to reinvest any debt service budgetary reduction that occurs in all years subsequent to FY18, thereby holding debt service straight-lined for all years FY18 through FY22. This could yield over \$250 million in capital budget/infrastructure projects during the 5 year period, if so adopted by the City Council.

Reserve Funds Restoration

Deficit Reduction Plan/Rainy Day Fund:

With a reported FY16 surplus of \$10.3 million, and an expected FY17 balanced budget, which includes a Deficit Reduction appropriation of \$6.1 million, the City is expecting to return to a cumulative fund surplus position of \$3 million by June 30, 2017.

Therefore, beginning in FY18 and continuing through FY22, the City will make Rainy Day/Surplus reserve 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 to reserve in the amounts of: \$3,542,798 is appropriated for this purpose in FY 2018, \$3,616,888 in FY 2019, \$3,661,698 in FY 2020, \$3,715,923 in FY 2021, and \$3,778,923 in 2022.

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School Budget

Overall Budget Projections

Using the FY 2017 budget as a foundation, and based upon the revenue and expenditure assumptions discussed below, school expenditures are projected to exceed revenues in each year following FY 2017 through FY 2022.

State Aid projections are based on the latest state funding formula information available.

City revenue to the School Department is projected to be flat for this analysis. The projected year end position of the School Department is as follows: FY 2018 (\$3.9M deficit), FY 2019 (\$16.3M deficit), FY 2020 (\$29.7M deficit), FY 2021 (\$42.6M deficit) and FY 2022 (\$57.0M deficit).

Major Revenue Assumptions

State Aid:

The General Assembly enacted an education formula on June 10, 2010. The Funding Formula is being transitioned over a period not to exceed seven years for districts that would be receiving more education aid and ten years for districts that would be receiving less education aid.

The last year of the transition for Providence will be in FY 2018. Under this formula, the school department is projecting additional net revenue increases for FY 2018 of \$10.0M.

While Providence continues to have highly urbanized school district needs, we have projected a conservative increase of \$1 million annually in years FY19-22.

This is based upon education work groups that are developing the basis of a new aid sharing formula and from early discussions associated with other highly urbanized school districts.

City - General Fund Appropriation:

The city's budgeted appropriation to the school department has not been increased in six years and is being projected flat at \$124,896,611 for FY 2018 – through FY 2022 in this projection.

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School Budget (cont.)

School Revenue Assumptions:

In FY18 the funding formula will be fully implemented, after that we estimate \$1 million in annual increases. Federal funding is estimated to decrease \$500,000 each year for a five year total of \$2.5 million.

School Expenditure Assumptions:

Salaries:

PTU is estimated to receive salary increases of 1.5% in FY18, 0% in FY19, 1% in FYFY20 and 1% in FY21 and FY22.

Local 1339 (clerical) is estimated to receive salary increases of 3% in FY18, 0% in FY19, 1% in FYFY20 and 1% in FY21 and FY22.

Local 1033 (BEST, TAS, PSSSO) and non-union employees are estimated to receive salary increases of 2.75% in FY18, 0% in FY19, 1% in FYFY20 and 1% in FY21 and FY22.

Employees:

We estimate a 20 FTE increase for FYE18.

Services:

Most service expenditure lines are estimated to increase 2.2% each year. Moreover, utilities are also estimated to increase 2.2% per year.

Achievement First is estimated to increase enrollment by 1,160 students by FY22. All other charter schools combined are estimated to increase by 200 students by FY22.

Respectfully submitted,

Lawrence J. Mancini
Finance Director

Robin Muksian
Chief Operating Officer

CC:

Nicole Pollock, Chief of Staff, City of Providence

Sara Silveria, Deputy Finance Director, City of Providence

Christopher Maher, Superintendent-PPSD

J. Michael D'Antuono, Deputy Chief Financial Officer-PPSD/City Controller

James J. Lombardi, City Treasurer and Senior Advisor to City Council

Matthew M. Clarkin, Internal Auditor

FY2018-FY2022 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

Municipal (General Fund)

	2017 Approved Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget
Projected Revenue - Municipal	\$478,997,754	\$493,870,184	\$503,436,273	\$502,354,742	\$511,103,664	\$520,247,099
Projected Expenditures - Municipal	\$478,997,754	\$482,569,264	\$491,420,084	\$493,403,789	\$499,364,057	\$508,108,885
Projected Budget Surplus (Deficit)	\$0.00	\$11,300,920	\$12,016,189	\$8,950,953	\$11,739,607	\$12,138,214

REVENUE SUMMARY

FY2018-FY2022 FIVE-YEAR PLAN

	2017 Approved Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget
Taxes	\$348,670,300	\$356,178,149	\$363,598,620	\$375,627,744	\$383,043,952	\$390,735,438
State Aids & Grants	68,196,077	69,752,777	68,864,109	64,276,400	64,383,944	64,383,944
Fines & Forfeits	6,000,000	6,200,000	6,400,000	6,600,000	6,800,000	7,000,000
Interest Income	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Departmental & Other Revenues	43,656,836	50,064,718	52,899,002	44,176,057	45,201,227	46,453,175
Transfers to General Fund	7,974,541	7,174,541	7,174,541	7,174,541	7,174,541	7,174,541
Total General Fund Revenues	\$478,997,754	\$493,870,184	\$503,436,273	\$502,354,742	\$511,103,664	\$520,247,099
TOTAL REVENUES	\$478,997,754	\$493,870,184	\$503,436,273	\$502,354,742	\$511,103,664	\$520,247,099

EXPENDITURE SUMMARY

GENERAL FUND EXPENSES

	2017 Approved Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget
Total - Departmental Expenditures	\$155,616,872	\$154,349,135	\$156,398,110	\$153,030,208	\$153,253,310	\$155,994,630
Heat Power & Light	3,564,400	3,973,491	3,588,425	3,469,558	3,557,165	3,646,084
Grants, Commissions & Misc.	4,978,000	4,568,000	4,568,000	4,568,000	4,568,000	4,568,000
Ceremonies	9,030	9,030	9,030	9,030	9,030	9,030
Debt Service Total	64,944,155	67,070,571	67,070,571	67,070,571	67,070,571	67,070,571
Workers Compensation	1,810,000	1,856,745	1,875,312	1,894,066	1,913,006	1,932,136
Employee Benefits						
<i>Pension</i>	59,624,483	63,787,526	68,061,290	70,550,832	73,037,716	75,612,770
<i>Medical Benefits - Active Members</i>	19,257,296	20,220,161	21,231,169	22,292,727	23,407,364	24,577,732
<i>Medical Benefits - Retirees</i>	25,149,761	26,407,249	27,727,612	29,113,992	30,569,692	32,098,176
<i>Other Employee Benefits</i>	12,862,146	13,321,632	13,811,531	14,320,597	14,849,591	15,399,307
Total Employee Benefits	115,463,686	122,304,368	129,385,079	134,817,161	140,388,765	146,197,632
Deficit Reduction Plan	6,100,000	3,541,313	3,628,945	3,648,585	3,707,598	3,794,180
School Approp. to Balance School Budget	124,896,611	124,896,611	124,896,611	124,896,611	124,896,611	124,896,611
Total General Fund Expenses	\$478,997,754	\$482,569,264	\$491,420,084	\$483,403,789	\$499,364,057	\$508,108,885
Total Surplus/(Deficit)	\$0.00	\$11,300,920	\$12,016,189	\$8,950,953	\$11,739,607	\$12,138,214

FY2018-FY2022 FIVE-YEAR PLAN

CITY - GENERAL FUND REVENUES

Taxes:

Property Taxes - Current	338,766,011.00	346,273,859.68	7,507,848.68	353,694,331.19	7,420,471.51	365,723,454.92	12,029,123.73	373,159,662.98	7,416,208.06	380,831,148.96	7,691,485.98
Property Taxes - Back	9,904,289.00	9,904,289.00	0.00	9,904,289.00	0.00	9,904,289.00	0.00	9,904,289.00	0.00	9,904,289.00	0.00
Total Taxes	348,670,300.00	356,178,148.68	7,507,848.68	363,598,620.19	7,420,471.51	375,627,743.92	12,029,123.73	383,043,951.98	7,416,208.06	390,735,437.96	7,691,485.98

Total State Aid & Grants:

Payment in Lieu of Taxes (PILOT)	30,137,743.00	28,187,312.00	(2,050,431.00)	28,087,312.00	0.00	28,087,312.00	0.00	28,087,312.00	0.00	28,087,312.00	0.00
School Debt Construction	23,903,761.00	26,892,137.00	2,988,376.00	25,745,609.00	(1,146,528.00)	20,913,955.00	(4,831,654.00)	20,913,955.00	0.00	20,913,955.00	0.00
Telephone Tax	2,203,425.00	2,485,766.65	282,341.65	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	1,882,415.00	1,868,582.00	(13,833.00)	1,868,582.00	0.00	1,868,582.00	0.00	1,868,582.00	0.00	1,868,582.00	0.00
Distressed Cities Revenue	4,699,234.00	4,955,899.00	256,665.00	4,955,899.00	0.00	4,955,899.00	0.00	4,955,899.00	0.00	4,955,899.00	0.00
Meals & Beverage Tax	5,369,499.00	5,463,080.00	93,581.00	5,621,510.00	158,430.00	5,762,047.00	140,537.00	5,762,047.00	0.00	5,762,047.00	0.00
Total State Aid & Grants:	68,196,677.00	69,182,776.65	1,556,699.65	68,864,109.32	(888,667.33)	64,276,400.21	(4,587,709.11)	64,383,944.42	107,544.21	64,383,944.42	0.00

Fines & Forfeits

Total Fines & Forfeits	6,000,000.00	6,200,000.00	200,000.00	6,400,000.00	200,000.00	6,600,000.00	200,000.00	6,800,000.00	200,000.00	7,000,000.00	200,000.00
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Interest Income:

Interest on Overdue Taxes	4,500,000.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00
Interest on Investments	0.00	0.00	0.00	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	4,500,000.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00	4,500,000.00	0.00

Departmental & Other Revenues:

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
Retirement Reimb. - Workforce Sol.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Room Tax	2,424,283.00	2,101,828.00	(122,455.00)	2,318,430.00	16,602.00	2,329,904.00	11,474.00	2,329,904.00	0.00	2,329,904.00	0.00
PILOT - Colleges, Univ. & Hospitals	5,964,401.00	5,145,892.00	(618,509.00)	5,377,856.00	31,964.00	5,410,300.00	32,444.00	5,443,230.00	32,936.00	5,476,654.00	33,424.00
Additional Transition Parcel Payment	1,439,177.00	1,165,907.00	(73,270.00)	1,354,570.00	(11,337.00)	1,311,164.00	(43,406.00)	1,308,142.00	(3,022.00)	1,308,142.00	0.00
Manchester Street / Dominion Energy Subsidization	9,000,000.00	7,600,000.00	(1,400,000.00)	7,600,000.00	0.00	7,600,000.00	0.00	7,600,000.00	0.00	7,600,000.00	0.00
PILOT - Providence Place Mall	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
PILOT - Providence Housing Authority	75,000.00	100,000.00	25,000.00	100,000.00	0.00	100,000.00	0.00	100,000.00	0.00	100,000.00	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	128,300.00	160,000.00	31,700.00	160,000.00	0.00	160,000.00	0.00	160,000.00	0.00	160,000.00	0.00
Building Administration	6,663,730.00	7,118,730.00	675,000.00	8,038,730.00	700,000.00	8,738,730.00	700,000.00	9,438,730.00	700,000.00	10,138,730.00	700,000.00
Building Board	8,400.00	10,300.00	1,900.00	10,300.00	0.00	10,300.00	0.00	10,300.00	0.00	10,300.00	0.00
Bureau of Licenses	1,541,400.00	1,728,704.00	187,304.00	1,728,704.00	0.00	1,728,704.00	0.00	1,728,704.00	0.00	1,728,704.00	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
City Collector	620,000.00	680,000.00	60,000.00	680,000.00	0.00	680,000.00	0.00	680,000.00	0.00	680,000.00	0.00
City Tax Assessor	0.00	0.00	0.00	490,000.00	490,000.00	0.00	(490,000.00)	0.00	0.00	490,000.00	490,000.00
Commissioner of Public Safety	90,000.00	90,000.00	0.00	90,000.00	0.00	90,000.00	0.00	90,000.00	0.00	90,000.00	0.00
Communications	687,500.00	687,500.00	0.00	687,500.00	0.00	687,500.00	0.00	687,500.00	0.00	687,500.00	0.00
D P Reimburse School Department	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

FY2018-FY2022 FIVE-YEAR PLAN

	2017 Approved Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022
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	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
Fire	856,000.00	856,000.00	0.00	856,000.00	0.00	856,000.00	0.00	856,000.00	0.00	856,000.00	0.00
Fire - SAFER Grant	0.00	6,451,721.00	6,451,721.00	7,983,776.00	1,532,055.00	0.00	(7,983,776.00)	0.00	0.00	0.00	0.00
Highway	528,500.00	528,500.00	0.00	528,500.00	0.00	528,500.00	0.00	528,500.00	0.00	528,500.00	0.00
Housing Court	30,000.00	35,000.00	5,000.00	35,000.00	0.00	35,000.00	0.00	35,000.00	0.00	35,000.00	0.00
Human Services	360,360.00	378,378.00	18,018.00	378,378.00	0.00	378,378.00	0.00	378,378.00	0.00	378,378.00	0.00
Law Department	121,680.00	121,680.00	0.00	121,680.00	0.00	121,680.00	0.00	121,680.00	0.00	121,680.00	0.00
North Burial Ground	260,000.00	260,000.00	0.00	260,000.00	0.00	260,000.00	0.00	260,000.00	0.00	260,000.00	0.00
Planning & Urban Development	1,675,000.00	1,845,500.00	170,500.00	1,845,500.00	0.00	1,845,500.00	0.00	1,845,500.00	0.00	1,845,500.00	0.00
Police	1,600,376.00	2,500,376.00	900,000.00	2,575,376.00	75,000.00	1,600,376.00	(975,000.00)	1,600,376.00	0.00	1,600,376.00	0.00
Probate Court	147,816.00	159,261.00	11,445.00	159,261.00	0.00	159,261.00	0.00	159,261.00	0.00	159,261.00	0.00
Public Property	128,000.00	128,000.00	0.00	128,000.00	0.00	128,000.00	0.00	128,000.00	0.00	128,000.00	0.00
Recorder of Deeds	2,447,376.00	2,531,904.00	84,528.00	2,531,904.00	0.00	2,557,223.04	25,319.04	2,852,484.62	295,261.58	2,881,009.47	28,524.85
Sewer Construction	7,200.00	7,200.00	0.00	7,200.00	0.00	7,200.00	0.00	7,200.00	0.00	7,200.00	0.00
Traffic Engineering	4,763,150.00	4,763,150.00	0.00	4,763,150.00	0.00	4,763,150.00	0.00	4,763,150.00	0.00	4,763,150.00	0.00
Treasury	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Vital Statistics	330,220.00	330,220.00	0.00	330,220.00	0.00	330,220.00	0.00	330,220.00	0.00	330,220.00	0.00
Zoning Board of Review	40,800.00	40,800.00	0.00	40,800.00	0.00	40,800.00	0.00	40,800.00	0.00	40,800.00	0.00
Total Departmental & Other Revenues	43,656,836.00	50,064,718.00	6,407,882.00	52,899,002.00	2,834,284.00	44,176,087.04	(8,722,944.96)	45,201,226.62	1,025,169.58	46,453,175.47	1,251,948.85

Transfers to General Fund:

Transfer from Fund 252	2,134,541.00	2,134,541.00	0.00	2,134,541.00	0.00	2,134,541.00	0.00	2,134,541.00	0.00	2,134,541.00	0.00
Transfer from Fund 283	4,700,000.00	4,700,000.00	0.00	4,700,000.00	0.00	4,700,000.00	0.00	4,700,000.00	0.00	4,700,000.00	0.00
Transfer from NBG (Fund 801)	340,000.00	340,000.00	0.00	340,000.00	0.00	340,000.00	0.00	340,000.00	0.00	340,000.00	0.00
Transfer from Fund 856	800,000.00	0.00	(800,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Transfers to General Fund	\$7,974,541	\$7,174,541	(800,000.00)	\$7,174,541	0.00	\$7,174,541	0.00	\$7,174,541	0.00	\$7,174,541	0.00
Total General Fund Revenues	478,997,754.00	493,870,194.33	14,872,430.33	503,436,272.51	9,566,088.18	502,354,742.17	(1,081,530.34)	511,103,664.02	8,748,921.85	520,247,098.84	9,143,434.83

	2017 Approved Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2019 - 2020	2020 Projected Budget	Variance 2020 - 2021	2021 Projected Budget	Variance 2021 - 2022
Mayor's Office									
Salaries	2,071,694.00	2,128,665.59	56,971.59	2,149,552.24	21,286.65	2,171,451.76	21,499.32	2,193,166.28	21,931.66
Services	176,400.00	178,164.00	1,764.00	179,945.64	1,781.64	181,745.10	1,799.46	183,562.55	1,817.45
Supplies	10,800.00	10,908.00	108.00	11,017.08	109.08	11,127.25	110.17	11,238.52	11,350.91
Total - Mayor's Office	2,258,894.00	2,317,737.59	58,843.59	2,340,514.96	23,177.38	2,364,334.11	23,409.15	2,387,967.35	23,879.67
City Sergeant									
Salaries	44,309.00	45,527.50	1,218.50	45,982.77	455.27	46,442.60	459.83	46,907.03	464.43
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - City Sergeant	44,309.00	45,527.50	1,218.50	45,982.77	455.27	46,442.60	459.83	46,907.03	464.43
Law Department									
Salaries	1,984,838.00	2,039,410.77	54,572.77	2,059,804.88	20,394.11	2,080,402.93	20,598.05	2,101,206.96	21,222.19.03
Services	2,124,344.00	2,145,587.44	21,243.44	2,167,043.31	21,455.87	2,188,713.75	21,670.43	2,210,600.89	21,887.14
Supplies	75,024.00	75,774.24	750.24	76,531.98	757.74	77,297.30	765.32	78,070.28	772.97
Total - Law Department	4,184,156.00	4,260,772.45	76,576.45	4,303,380.17	42,607.72	4,346,413.98	43,033.80	4,389,878.12	44,433,776.90
Finance									
Salaries	472,078.00	485,060.15	12,982.15	489,910.75	4,850.60	494,869.85	4,899.11	499,757.95	4,948.10
Services	112,676.00	113,802.76	1,126.76	114,940.79	1,138.03	116,090.20	1,149.41	117,251.10	1,160.90
Supplies	600.00	606.00	6.00	612.06	6.06	618.18	6.12	624.36	6.18
Total - Finance	585,354.00	599,468.91	14,114.91	605,463.59	5,994.69	611,518.23	6,054.64	617,633.41	6,115.18
City Controller									
Salaries	798,313.00	820,266.61	21,953.61	838,469.27	8,202.67	856,753.97	8,284.69	875,121.51	8,367.54
Services	6,900.00	6,969.00	69.00	7,038.69	69.69	7,109.08	70.39	7,180.17	71.09
Supplies	3,500.00	3,535.00	35.00	3,570.35	35.35	3,606.05	35.70	3,642.11	36.06
Total - City Controller	808,713.00	830,770.61	22,057.61	839,078.31	8,307.71	847,469.10	8,390.78	855,943.79	8,474.69
Retirement Office									
Salaries	244,238.00	250,954.55	6,716.55	253,464.09	2,509.55	255,988.73	2,524.64	258,558.72	2,569.99
Services	20,340.00	20,543.40	203.40	20,748.83	205.43	20,954.32	205.49	21,163.89	209.56
Supplies	6,300.00	6,265.00	62.00	6,324.62	63.62	6,349.87	63.25	6,375.34	63.88
Total - Retirement Office	270,778.00	277,759.95	6,981.95	280,537.54	2,777.60	283,342.92	2,805.38	286,176.35	2,833.43
City Collector									
Salaries	726,624.00	746,606.16	19,982.16	764,072.22	7,466.06	781,612.94	7,540.72	799,229.07	7,616.13
Services	1,285,975.00	1,298,713.75	12,738.75	1,311,721.00	12,887.24	1,324,808.30	13,087.30	1,338,086.68	13,278.38
Supplies	6,000.00	6,060.00	60.00	6,120.60	60.60	6,181.81	61.21	6,243.62	61.82
Total - City Collector	2,018,600.00	2,051,379.91	32,779.91	2,071,913.91	20,514.00	2,084,453.05	20,719.14	2,113,559.38	21,155.39
City Tax Assessor									
Salaries	1,603,477.00	1,631,072.62	27,595.62	1,641,383.34	10,310.72	1,651,797.18	10,413.83	1,662,315.15	10,517.97
Services	179,000.00	180,790.00	1,790.00	182,597.00	607.00	184,403.88	597.74.00	186,210.12	597.28
Supplies	2,000.00	2,030.00	30.00	2,060.00	30.00	2,090.00	30.00	2,120.00	30.00
Total - City Tax Assessor	1,884,477.00	1,913,882.62	29,405.62	1,926,020.44	612,138.83	1,944,291.06	613,339.79	1,960,725.27	612,587.24
Board of Tax Assessment & Review									
Salaries	16,000.00	16,440.00	440.00	16,604.40	164.40	16,770.44	166.04	16,938.15	167.70
Total - Board of Tax Assessment & Review	16,000.00	16,440.00	440.00	16,604.40	164.40	16,770.44	166.04	16,938.15	167.70
Recorder of Deeds									
Salaries	213,071.00	218,590.45	5,519.45	221,119.76	2,199.30	223,330.95	2,211.20	225,564.26	2,233.31
Services	115,000.00	116,150.00	1,150.00	117,311.59	1,161.59	118,484.62	1,173.12	119,669.46	1,184.55
Supplies	1,000.00	1,020.00	20.00	1,040.00	20.00	1,060.00	20.00	1,080.00	20.00
Total - Recorder of Deeds	329,071.00	335,760.45	6,689.45	339,451.36	3,380.90	342,855.57	3,394.51	346,274.33	3,427.74

	2017 Approved Budget	2017 Projected Budget	Variance 2017 - 2018	2018 Projected Budget	Variance 2018 - 2019	2019 Projected Budget	Variance 2019 - 2020	2020 Projected Budget	Variance 2020 - 2021	2021 Projected Budget	Variance 2021 - 2022
Data Processing											
Salaries	945,843.00	971,853.68	26,010.68	981,572.22	9,718.54	991,387.94	9,815.72	1,001,301.82	9,913.88	1,011,314.84	10,012.02
Services	1,127,935.00	1,139,214.35	11,279.35	1,150,603.49	11,389.14	1,162,112.56	11,509.06	1,173,733.68	11,621.13	1,185,471.02	11,737.34
Supplies	358,400.00	361,984.00	3,584.00	365,603.84	3,619.84	369,259.88	3,656.04	372,932.48	3,672.60	376,605.08	3,672.60
Total - Data Processing	2,432,178.00	2,473,852.03	40,874.03	2,497,782.55	24,730.52	2,522,760.38	24,777.83	2,547,987.98	25,227.60	2,573,467.86	25,479.88
Personnel											
Salaries	1,150,476.00	1,182,114.09	31,638.09	1,193,935.23	11,821.14	1,205,874.58	11,939.35	1,217,933.33	12,058.75	1,230,112.66	12,179.33
Services	123,150.00	124,381.50	1,231.50	125,622.32	1,240.82	126,881.57	1,256.25	128,150.38	1,268.81	129,431.89	1,281.50
Supplies	500.00	505.00	5.00	510.05	5.05	515.15	5.10	520.30	5.15	525.51	5.20
Total - Personnel	1,274,126.00	1,307,000.59	32,874.59	1,320,070.60	13,070.01	1,333,271.30	13,300.71	1,346,604.01	13,332.71	1,360,070.06	13,466.04
Commissioner of Public Safety											
Salaries	601,429.00	617,968.30	16,539.30	624,147.08	6,178.68	630,389.46	6,241.48	636,693.35	6,303.89	643,060.29	6,366.93
Services	557,418.00	562,992.18	5,574.18	568,622.10	5,629.92	574,308.32	5,686.22	580,051.41	5,743.08	585,851.92	5,808.51
Supplies	2,500.00	2,525.00	25.00	2,550.25	25.25	2,575.75	25.50	2,601.51	25.76	2,627.53	26.02
Total - Commissioner of Public Safety	1,161,347.00	1,183,485.48	22,138.48	1,195,329.33	11,834.85	1,207,273.54	11,953.20	1,219,346.27	12,072.74	1,231,539.73	12,193.46
Police											
Salaries	37,229,142.00	37,973,973.00	744,831.00	37,598,345.00	(375,628.00)	37,007,012.00	(591,333.00)	36,518,059.00	(488,953.00)	36,029,106.00	(488,953.00)
Services	880,335.00	880,335.00	0.00	880,335.00	0.00	880,335.00	0.00	880,335.00	0.00	880,335.00	0.00
Supplies	1,514,380.00	1,529,532.89	15,152.89	1,544,828.22	15,295.33	1,560,276.50	15,448.28	1,575,879.27	15,602.77	1,591,638.06	15,758.79
Total - Police	39,623,857.00	40,393,840.89	769,983.89	40,023,508.22	(370,349.67)	39,447,623.50	(575,884.72)	38,872,274.27	(551,234.23)	38,321,040.04	(551,234.23)
Fire											
Salaries	34,743,070.00	37,435,461.00	2,692,391.00	38,480,667.00	1,045,206.00	39,525,873.00	1,045,206.00	40,571,079.00	1,045,206.00	41,616,285.00	1,045,206.00
Services	5,000,000.00	5,000,000.00	0.00	5,000,000.00	0.00	5,000,000.00	0.00	5,000,000.00	0.00	5,000,000.00	0.00
Supplies	534,427.00	539,771.27	5,344.27	545,168.98	5,397.71	550,620.67	5,451.69	556,126.88	5,506.21	561,683.15	5,556.27
Total - Fire	40,277,500.00	42,975,232.27	2,697,732.27	43,525,677.00	2,547,771.00	44,576,493.67	2,551,616.33	45,627,105.88	2,555,489.73	46,677,968.15	2,560,762.27
Communications											
Salaries	4,654,913.00	4,782,923.11	128,010.11	4,830,752.34	47,829.23	4,878,581.56	48,829.22	4,927,410.78	48,829.22	4,976,239.99	48,829.21
Services	1,339,265.00	1,352,657.65	13,392.65	1,366,184.23	13,526.58	1,379,846.07	13,661.84	1,393,544.53	13,698.46	1,407,243.99	13,698.46
Supplies	158,500.00	160,085.00	1,585.00	161,655.85	1,600.85	163,232.71	1,616.86	164,855.74	1,622.93	166,503.67	1,647.93
Total - Communications	6,152,678.00	6,295,665.76	142,987.76	6,358,622.42	62,966.66	6,421,659.34	63,076.52	6,489,721.25	67,161.75	6,556,987.65	67,268.40
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	320,509.00	329,323.00	8,814.00	332,616.23	3,293.23	335,942.39	3,326.16	339,301.81	3,359.42	342,694.83	3,393.02
Services	138,984.00	139,884.00	900.00	140,784.00	900.00	141,684.00	900.00	142,584.00	900.00	143,484.00	900.00
Supplies	32,500.00	32,825.00	325.00	33,150.00	325.00	33,475.00	325.00	33,800.00	325.00	34,125.00	325.00
Total - Emergency Mgmt / Homeland Sec	492,993.00	502,032.00	9,039.00	506,470.23	3,520.23	511,091.39	4,591.16	515,700.81	4,694.42	520,303.83	4,592.94
Planning & Development											
Salaries	2,777,864.00	2,813,258.01	35,394.01	2,841,390.59	28,132.58	2,869,523.17	28,132.58	2,897,655.75	28,132.58	2,925,788.33	28,132.58
Services	1,092,900.00	1,103,425.00	10,525.00	1,114,867.25	11,442.25	1,126,312.50	11,445.25	1,137,757.75	11,445.25	1,149,203.00	11,445.25
Supplies	13,000.00	13,150.00	150.00	13,300.00	150.00	13,450.00	150.00	13,600.00	150.00	13,750.00	150.00
Total - Planning & Development	3,883,764.00	3,930,833.01	46,067.01	3,975,550.84	45,724.83	4,009,285.67	45,724.83	4,047,013.50	46,067.01	4,088,741.33	46,067.01
Traffic Engineering											
Salaries	554,605.00	569,856.64	15,251.64	575,555.20	5,698.56	581,253.76	5,698.56	587,000.32	5,746.56	592,746.88	5,746.56
Services	376,200.00	379,962.00	3,762.00	383,762.00	3,800.00	387,622.00	3,860.00	391,482.00	3,860.00	395,342.00	3,860.00
Supplies	58,000.00	58,500.00	500.00	59,000.00	500.00	59,500.00	500.00	60,000.00	500.00	60,500.00	500.00
Total - Traffic Engineering	988,805.00	1,008,318.64	19,513.64	1,018,317.20	10,000.56	1,028,375.76	10,000.56	1,038,428.32	10,000.56	1,048,588.88	10,000.56

	2017 Approved Budget	2018 Projected Budget	Variance 2017-2018	2019 Projected Budget	Variance 2018-2019	2020 Projected Budget	Variance 2019-2020	2021 Projected Budget	Variance 2020-2021	2022 Projected Budget	Variance 2021-2022
Public Works Administration											
Salaries	517,166.00	531,388.07	14,222.07	536,701.95	5,313.88	542,068.97	5,367.02	547,489.65	5,420.69	553,964.55	5,474.90
Services	30,400.00	30,704.00	304.00	31,011.94	307.04	31,321.15	310.11	31,634.36	313.21	31,950.71	316.34
Supplies	3,000.00	3,030.00	30.00	3,060.30	30.30	3,090.90	30.60	3,121.81	30.91	3,153.03	31.22
Total - Public Works Administration	550,566.00	565,122.07	14,556.07	570,773.29	5,651.22	574,481.02	5,707.73	580,245.83	5,764.81	586,068.29	5,822.46
Engineering & Sanitation											
Salaries	554,320.00	569,563.80	15,243.80	575,259.44	5,695.64	581,012.03	5,752.59	586,822.15	5,810.12	592,690.37	5,868.22
Services	100,000.00	101,000.00	1,000.00	102,010.00	1,010.00	103,030.00	1,020.00	104,060.00	1,030.00	105,101.01	1,040.00
Supplies	2,200.00	2,222.00	22.00	2,244.22	22.22	2,266.66	22.44	2,289.33	22.67	2,312.22	22.89
Total - Engineering & Sanitation	656,520.00	672,785.80	16,265.80	679,513.66	6,737.86	686,308.79	6,785.14	693,171.88	6,863.09	700,103.60	6,931.72
Environmental Control											
Salaries	443,698.00	455,899.70	12,201.70	460,438.69	4,538.99	465,063.28	4,624.59	469,713.91	4,650.63	474,411.05	4,697.14
Services	9,333,362.00	9,446,865.62	913,503.62	9,541,364.58	94,498.96	9,635,778.22	93,413.65	9,733,145.00	96,366.78	9,830,477.46	97,332.46
Supplies	3,000.00	3,030.00	30.00	3,060.30	30.30	3,090.90	30.60	3,121.81	30.91	3,153.03	31.22
Total - Environmental Control	9,880,060.00	9,965,835.32	85,775.32	10,004,863.57	39,028.25	10,104,932.40	100,068.84	10,205,981.73	101,049.32	10,308,041.55	102,059.82
Highway											
Salaries	1,000,000.00	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00
Services	2,229,492.00	2,280,803.03	61,311.03	2,333,711.06	22,908.03	2,386,848.17	23,137.11	2,440,216.65	21,368.48	2,493,831.82	22,602.17
Supplies	2,000.00	2,020.00	20.00	2,040.20	20.20	2,060.60	20.40	2,081.21	20.61	2,102.02	20.81
Total - Highway	3,231,492.00	3,282,823.03	51,331.03	3,333,751.26	53,028.23	3,388,908.77	54,165.44	3,443,391.83	54,606.06	3,497,933.84	54,541.01
Snow Removal											
Salaries	380,000.00	390,450.00	10,450.00	394,354.50	3,904.50	398,268.05	3,913.54	402,281.03	3,982.88	406,303.84	4,022.81
Services	980,480.00	980,880.00	400.00	980,880.00	0.00	979,280.00	9,600.00	979,280.00	0.00	979,280.00	0.00
Supplies	548,500.00	554,085.00	5,585.00	559,324.85	5,239.85	564,564.85	5,239.85	569,804.70	5,239.85	575,044.55	5,239.85
Total - Snow Removal	1,908,980.00	1,925,415.00	16,435.00	1,934,559.35	15,724.35	1,942,133.90	7,574.55	1,951,365.73	9,131.83	1,960,628.39	9,262.66
Sewer Construction											
Salaries	420,905.00	432,479.89	11,574.89	436,804.69	4,324.80	441,172.73	4,368.05	445,584.66	4,411.93	450,040.31	4,455.65
Services	2,325.00	2,325.00	0.00	2,325.00	0.00	2,325.00	0.00	2,325.00	0.00	2,325.00	0.00
Supplies	43,893.00	44,331.93	438.93	44,770.86	438.93	45,210.79	439.93	45,650.72	439.93	46,090.65	439.93
Total - Sewer Construction	467,298.00	479,136.82	11,843.82	483,900.54	4,765.73	488,708.52	4,817.78	493,560.38	4,851.85	498,455.96	4,895.58
Garage R&M Equipment											
Salaries	404,812.00	415,844.33	11,032.33	420,103.77	4,259.44	424,364.81	4,261.04	428,625.86	4,261.04	432,886.90	4,261.04
Services	107,700.00	107,700.00	0.00	107,700.00	0.00	107,700.00	0.00	107,700.00	0.00	107,700.00	0.00
Supplies	42,000.00	42,420.00	420.00	42,840.00	420.00	43,260.00	420.00	43,680.00	420.00	44,100.00	420.00
Total - Garage R&M Equipment	554,512.00	565,964.33	11,452.33	570,643.77	11,489.44	574,924.81	11,522.08	579,205.86	11,557.04	584,686.90	11,592.04
Parking Administration											
Salaries	181,578.00	186,571.40	4,993.40	188,437.11	1,865.71	190,302.48	1,865.37	192,167.85	1,865.37	194,033.22	1,865.37
Services	548,593.00	554,078.93	5,485.93	559,564.86	5,485.93	565,050.79	5,485.93	570,536.72	5,485.93	576,022.65	5,485.93
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	730,171.00	740,650.33	10,479.33	748,002.97	7,351.64	755,353.27	7,351.64	762,704.57	7,351.64	770,055.87	7,351.64
Recreation											
Salaries	810,646.00	832,938.77	22,292.77	841,268.15	8,329.38	849,688.83	8,420.68	858,109.21	8,420.68	866,529.89	8,420.68
Services	96,700.00	97,667.00	967.00	98,634.01	967.01	99,601.02	967.01	100,568.03	967.01	101,535.04	967.01
Supplies	58,500.00	59,085.00	585.00	59,670.01	585.01	60,255.02	585.01	60,840.03	585.01	61,425.04	585.01
Total - Recreation	965,846.00	990,690.77	23,843.77	1,000,573.16	9,881.40	1,009,524.86	9,972.70	1,019,292.28	9,767.42	1,028,589.97	9,297.69
Recreation Seasonal											
Salaries	690,000.00	708,975.00	18,975.00	716,064.75	7,089.75	723,154.50	7,089.75	730,244.25	7,089.75	737,334.00	7,089.75
Services	25,000.00	25,250.00	250.00	25,500.00	250.00	25,750.00	250.00	26,000.00	250.00	26,250.00	250.00
Total - Recreation Seasonal	715,000.00	734,225.00	19,225.00	741,564.75	7,339.75	748,904.50	7,339.75	756,244.25	7,339.75	763,584.00	7,339.75

	2017 Approved Budget	2018 Projected Budget	Variance 2017-2018	2019 Projected Budget	Variance 2019-2020	2020 Projected Budget	Variance 2020-2021	2021 Projected Budget	Variance 2021-2022
Neighborhood Park Services									
Salaries	2,455,557.00	2,523,084.82	67,527.82	2,548,315.67	25,230.85	2,573,798.92	25,483.16	2,599,536.81	25,995.37
Services	333,750.00	337,087.50	3,337.50	340,458.38	3,370.88	343,862.96	3,404.38	347,301.59	3,438.63
Supplies	246,000.00	248,460.00	2,460.00	250,944.60	2,484.60	253,434.05	2,509.45	255,988.59	2,559.89
Total - Neighborhood Park Services	3,035,307.00	3,108,632.32	73,325.32	3,139,718.64	31,086.32	3,171,115.83	31,397.19	3,202,826.99	32,038.27
Foresty Services									
Salaries	648,943.00	666,788.93	17,845.93	673,455.82	6,667.89	680,131.39	6,734.37	686,993.30	6,869.93
Services	106,106.00	107,167.06	1,061.06	108,238.73	1,071.67	109,311.12	1,082.39	110,414.33	1,103.21
Supplies	7,000.00	7,070.00	70.00	7,140.70	7,212.11	7,212.11	7,284.23	7,284.23	72.84
Total - Foresty Services	762,049.00	781,025.99	18,976.99	788,836.25	7,810.26	796,724.61	7,898.36	804,691.86	8,046.92
Zoological Services									
Salaries	1,548,307.00	1,590,885.44	42,578.44	1,606,794.30	15,908.85	1,622,862.24	16,067.94	1,639,090.86	16,228.62
Services	171,120.00	172,831.20	1,711.20	174,559.51	1,728.31	176,305.11	1,745.60	178,058.16	1,753.05
Total - Zoological Services	1,719,427.00	1,763,716.64	44,289.64	1,781,353.81	17,637.17	1,799,167.35	17,813.54	1,817,159.02	18,171.59
Greenhouse									
Salaries	347,689.00	357,250.45	9,561.45	360,822.95	3,572.50	364,431.18	3,608.23	368,075.49	3,644.31
Services	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
Total - Greenhouse	347,689.00	357,250.45	9,561.45	360,822.95	3,572.50	364,431.18	3,608.23	368,075.49	3,644.31
Roger Williams Park Services									
Salaries	821,101.00	843,681.28	22,580.28	852,118.09	8,426.81	860,639.27	8,521.18	869,245.66	8,606.39
Services	17,500.00	17,675.00	175.00	17,851.75	176.75	18,030.27	178.52	18,210.57	180.30
Supplies	3,500.00	3,535.00	35.00	3,570.35	35.35	3,606.05	35.70	3,642.11	36.06
Total - Roger Williams Park Services	844,101.00	864,891.28	22,790.28	873,540.19	8,488.91	882,275.59	8,725.40	891,098.35	8,822.76
Superintendent of Parks									
Salaries	587,270.00	603,419.93	16,149.93	609,454.12	6,034.20	615,548.67	6,094.54	621,704.15	6,155.49
Services	382,010.00	385,830.10	3,820.10	389,688.40	3,858.30	393,583.29	3,896.88	397,521.14	3,935.85
Supplies	3,200.00	3,232.00	32.00	3,264.32	32.32	3,296.96	32.64	3,329.93	32.97
Total - Superintendent of Parks	972,480.00	992,482.03	20,002.03	1,002,400.85	9,924.82	1,012,430.91	10,024.07	1,022,855.23	10,225.55
North Burial Ground									
Salaries	420,748.00	432,316.57	11,570.57	436,641.76	4,325.19	441,008.17	4,366.42	445,418.25	4,410.08
Services	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
Total - North Burial Ground	420,748.00	432,316.57	11,570.57	436,641.76	4,325.19	441,008.17	4,366.42	445,418.25	4,410.08
Building Administration									
Salaries	538,504.00	553,312.86	14,808.86	558,845.99	5,533.15	564,434.45	5,588.46	570,078.79	5,644.34
Services	817,864.00	825,537.64	8,173.64	833,798.02	8,255.38	842,130.95	8,337.93	850,552.26	8,421.31
Supplies	9,000.00	9,090.00	90.00	9,180.90	90.90	9,272.71	91.81	9,365.44	92.73
Total - Building Administration	1,365,368.00	1,387,940.50	22,072.50	1,401,819.31	13,879.41	1,415,838.10	14,018.20	1,429,986.49	14,295.96
Structures & Zoning									
Salaries	1,118,538.00	1,140,297.80	21,759.80	1,160,750.77	11,492.98	1,172,398.68	11,607.91	1,184,122.67	11,723.99
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Structures & Zoning	1,118,538.00	1,140,297.80	21,759.80	1,160,750.77	11,492.98	1,172,398.68	11,607.91	1,184,122.67	11,723.99
Plumbing Drainage & Gas Piping									
Salaries	246,004.00	252,760.11	6,756.11	255,296.80	2,537.69	257,849.77	2,552.97	260,438.27	2,588.50
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Plumbing Drainage & Gas Piping	246,004.00	252,760.11	6,756.11	255,296.80	2,537.69	257,849.77	2,552.97	260,438.27	2,588.50
Electrical Installation									
Salaries	207,897.00	213,614.17	5,717.17	215,750.31	2,136.14	217,907.81	2,157.50	220,086.89	2,179.08
Total - Electrical Installation	207,897.00	213,614.17	5,717.17	215,750.31	2,136.14	217,907.81	2,157.50	220,086.89	2,179.08

	2017 Approved Budget	2018 Projected Budget	Variance 2017-2018	2019 Projected Budget	Variance 2018-2019	2020 Projected Budget	Variance 2019-2020	2021 Projected Budget	Variance 2020-2021	2022 Projected Budget	Variance 2021-2022
Mechanical Equip & Installation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Mechanical Equip & Installation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Zoning Board of Review	15,500.00	15,526.25	426.25	16,085.51	559.26	16,246.37	160.86	16,408.83	162.46	16,572.92	164.09
Salaries	15,500.00	15,526.25	426.25	16,085.51	559.26	16,246.37	160.86	16,408.83	162.46	16,572.92	164.09
Total - Zoning Board of Review	15,500.00	15,526.25	426.25	16,085.51	559.26	16,246.37	160.86	16,408.83	162.46	16,572.92	164.09
Building Board	13,000.00	13,357.50	357.50	13,491.08	133.58	13,625.99	134.91	13,762.25	136.26	13,899.87	137.62
Salaries	13,000.00	13,357.50	357.50	13,491.08	133.58	13,625.99	134.91	13,762.25	136.26	13,899.87	137.62
Total - Building Board	13,000.00	13,357.50	357.50	13,491.08	133.58	13,625.99	134.91	13,762.25	136.26	13,899.87	137.62
Bldg Inspect Code Enforcement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Bldg Inspect Code Enforcement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bldg Inspection Prosecution	148,132.00	152,205.63	4,073.63	153,727.69	1,522.06	155,264.96	1,537.28	156,817.61	1,552.65	158,385.79	1,568.18
Salaries	148,132.00	152,205.63	4,073.63	153,727.69	1,522.06	155,264.96	1,537.28	156,817.61	1,552.65	158,385.79	1,568.18
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Bldg Inspection Prosecution	148,132.00	152,205.63	4,073.63	153,727.69	1,522.06	155,264.96	1,537.28	156,817.61	1,552.65	158,385.79	1,568.18
Public Property	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Salaries	1,555,844.00	1,608,904.71	43,060.71	1,624,993.76	16,089.05	1,641,243.69	16,249.94	1,657,656.13	16,412.44	1,674,232.69	16,576.56
Services	1,809,780.00	1,918,777.80	108,997.80	1,957,965.58	39,187.78	1,977,345.23	19,379.66	1,976,918.69	19,573.45	1,996,687.87	19,769.19
Supplies	1,584,550.00	1,600,395.50	15,845.50	1,616,399.46	16,003.96	1,632,563.45	16,163.99	1,648,889.08	16,325.63	1,665,377.97	16,488.89
Total - Public Property	5,084,174.00	5,128,076.01	43,902.01	5,179,358.79	51,282.78	5,231,152.39	51,793.59	5,283,463.90	52,311.52	5,336,298.54	52,834.64
Purchasing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Purchasing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Municipal Court	643,395.00	663,143.36	19,748.36	669,774.80	6,631.43	676,472.54	6,697.75	683,277.77	6,764.73	690,069.64	6,832.37
Salaries	1,124,266.00	1,135,508.66	11,242.66	1,146,863.75	11,355.09	1,158,332.38	11,468.64	1,169,915.71	11,583.32	1,181,614.86	11,699.16
Services	35,000.00	35,350.00	350.00	35,703.50	353.50	36,060.54	357.04	36,421.14	360.61	36,785.35	364.21
Supplies	1,804,461.00	1,834,002.02	29,541.02	1,852,342.04	18,340.02	1,870,655.46	18,313.42	1,889,574.12	18,708.65	1,908,469.86	18,895.74
Total - Municipal Court	1,804,461.00	1,834,002.02	29,541.02	1,852,342.04	18,340.02	1,870,655.46	18,313.42	1,889,574.12	18,708.65	1,908,469.86	18,895.74
Probate Court	267,453.00	274,807.96	7,354.96	277,556.04	2,748.08	280,331.60	2,775.56	283,134.91	2,803.32	285,966.26	2,831.35
Salaries	80,453.00	81,239.33	786.33	82,051.14	811.81	82,872.26	821.12	83,700.98	828.72	84,537.99	837.01
Services	600.00	600.00	0.00	612.06	12.06	618.18	6.18	624.36	6.18	630.61	6.24
Supplies	346,488.00	356,655.31	10,167.31	386,219.84	30,563.53	363,622.04	3,602.20	367,460.26	3,638.22	371,134.86	3,674.60
Total - Probate Court	267,453.00	274,807.96	7,354.96	277,556.04	2,748.08	280,331.60	2,775.56	283,134.91	2,803.32	285,966.26	2,831.35
Housing Court	254,635.00	261,637.46	7,002.46	264,253.84	2,616.37	266,896.38	2,642.54	269,565.34	2,668.96	272,260.99	2,695.65
Salaries	4,076.00	4,116.76	40.76	4,157.93	41.17	4,199.51	41.58	4,241.50	42.00	4,283.92	42.42
Services	30,700.00	30,400.00	(300.00)	30,705.01	305.01	31,012.06	307.05	31,322.18	310.12	31,635.40	313.22
Supplies	288,811.00	296,155.22	7,344.22	299,116.77	2,961.55	301,707.34	2,591.17	304,122.02	2,414.68	306,180.31	2,058.29
Total - Housing Court	254,635.00	261,637.46	7,002.46	264,253.84	2,616.37	266,896.38	2,642.54	269,565.34	2,668.96	272,260.99	2,695.65
Housing Authority	8,000.00	8,220.00	220.00	8,302.20	82.20	8,385.22	83.02	8,469.07	83.85	8,553.76	84.69
Salaries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Services	8,000.00	8,220.00	220.00	8,302.20	82.20	8,385.22	83.02	8,469.07	83.85	8,553.76	84.69
Total - Housing Authority	8,000.00	8,220.00	220.00	8,302.20	82.20	8,385.22	83.02	8,469.07	83.85	8,553.76	84.69

	2017 Approved Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022
PERA											
Salaries	45,539.00	46,791.32	1,252.32	47,259.24	467.91	47,731.83	472.59	48,209.15	477.32	48,691.24	482.09
Services	39,900.00	39,895.00	395.00	40,293.95	398.95	40,696.89	402.94	41,103.86	406.97	41,514.90	411.04
Supplies	5,000.00	5,050.00	50.00	5,100.50	50.50	5,151.51	51.01	5,203.02	51.51	5,255.05	52.03
Total - PERA	90,439.00	91,736.32	1,697.32	92,653.69	917.36	93,580.22	926.54	94,516.02	935.80	95,461.19	945.16
League of Cities & Towns											
Services	12,242.00	12,364.42	122.42	12,488.06	123.64	12,612.94	124.88	12,739.07	126.13	12,866.47	127.39
Total - League of Cities & Towns	12,242.00	12,364.42	122.42	12,488.06	123.64	12,612.94	124.88	12,739.07	126.13	12,866.47	127.39
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	41,187.00	42,319.64	1,132.64	42,742.84	423.20	43,170.27	427.43	43,601.97	431.70	44,037.99	436.02
Services	6,480.00	6,544.80	64.80	6,610.25	65.45	6,676.35	66.10	6,743.11	66.76	6,810.35	67.24
Supplies	1,800.00	1,818.00	18.00	1,836.18	18.18	1,854.54	18.36	1,873.09	18.55	1,891.82	18.73
Total - Human Relations	50,667.00	50,682.44	15.44	51,189.27	506.82	51,701.16	511.89	52,218.17	517.01	52,740.35	522.18
Arts, Culture, Film, & Tourism											
Salaries	279,218.00	286,896.50	7,678.50	289,765.46	2,868.96	292,663.11	2,897.65	295,589.75	2,926.63	298,545.64	2,955.89
Services	322,025.00	265,139.00	(56,886.00)	271,830.39	2,691.39	274,348.69	2,718.30	277,294.18	2,745.49	280,067.12	2,772.94
Supplies	1,000.00	1,010.00	10.00	1,020.10	10.10	1,030.30	10.20	1,040.60	10.30	1,051.01	10.41
Total - Arts, Culture, Film, & Tourism	602,243.00	553,045.50	(49,197.50)	562,615.95	5,570.45	568,242.11	5,626.16	573,924.53	5,682.42	579,663.78	5,739.25
Human Services											
Salaries	436,522.00	448,526.36	12,004.36	453,011.62	4,485.26	457,541.73	4,530.12	462,117.15	4,575.42	466,738.32	4,621.17
Services	19,200.00	19,352.00	152.00	19,585.52	233.52	19,781.78	195.86	19,978.60	196.82	20,179.39	198.80
Supplies	1,700.00	1,717.00	17.00	1,734.17	17.17	1,751.51	17.34	1,769.03	17.52	1,786.72	17.69
Total - Human Services	457,422.00	469,585.36	12,113.36	474,331.71	4,596.35	479,075.03	4,763.32	483,865.78	4,790.75	488,704.43	4,838.65
Vital Statistics											
Salaries	177,006.00	181,873.67	4,867.67	183,692.40	1,818.74	185,529.33	1,836.92	187,384.62	1,855.29	189,258.47	1,873.85
Services	8,500.00	8,585.00	85.00	8,670.85	85.85	8,757.56	86.71	8,845.13	87.58	8,933.59	88.45
Supplies	2,400.00	2,424.00	24.00	2,448.24	24.24	2,472.72	24.48	2,497.45	24.73	2,522.42	24.97
Total - Vital Statistics	187,906.00	192,882.67	4,976.67	194,811.49	1,928.83	196,759.61	1,948.11	198,727.20	1,967.60	200,714.47	1,987.27
Board of Commissioners											
Salaries	753,206.00	773,980.82	20,774.82	781,720.62	7,739.81	789,537.83	7,817.21	797,433.21	7,895.38	805,407.54	7,974.33
Services	163,800.00	38,830.00	(124,970.00)	39,218.30	388.30	39,610.48	392.18	40,006.59	396.10	40,406.65	400.07
Supplies	8,500.00	8,585.00	85.00	8,670.85	85.85	8,757.56	86.71	8,845.13	87.58	8,933.59	88.45
Total - Board of Commissioners	925,506.00	821,395.82	(104,110.18)	829,609.77	8,213.56	837,905.87	8,296.10	846,284.93	8,379.06	854,747.78	8,462.85
Bureau of Licenses											
Salaries	400,251.00	451,807.90	51,556.90	436,125.98	4,318.08	440,487.24	4,361.26	444,892.11	4,404.87	449,341.03	4,448.92
Services	140,800.00	142,908.00	1,408.00	145,630.08	1,422.08	148,352.38	1,456.30	151,074.04	1,458.66	153,797.07	1,463.17
Supplies	2,500.00	2,525.00	25.00	2,550.25	25.25	2,575.75	25.50	2,601.51	25.76	2,627.53	26.02
Total - Bureau of Licenses	543,551.00	576,240.90	32,689.90	584,306.31	5,765.41	589,415.37	5,823.06	596,018.67	5,881.29	603,165.63	5,940.11
City Council											
Salaries	283,768.00	291,471.62	7,703.62	294,487.34	2,915.72	297,432.21	2,944.87	300,406.53	2,974.32	303,410.60	3,004.07
Services	60,158.00	60,723.08	565.08	61,308.31	6,015.08	61,893.29	6,155.98	62,489.64	6,197.34	63,095.95	6,206.31
Supplies	1,000.00	1,010.00	10.00	1,020.10	10.10	1,030.30	10.20	1,040.60	10.30	1,051.01	10.41
Total - City Council	1,015,000.00	1,053,204.70	38,204.70	1,056,825.74	41,817.44	1,065,355.80	42,333.06	1,074,906.87	43,551.07	1,084,517.56	44,610.69
City Clerk											
Salaries	572,277.00	588,055.09	15,778.09	593,846.55	5,791.46	599,648.12	5,791.57	605,469.98	5,821.87	611,312.83	5,842.85
Services	26,512.00	26,777.12	265.12	27,044.89	267.77	27,313.94	269.05	27,584.49	270.55	27,854.98	270.49
Supplies	30.00	30.50	0.50	31.00	0.50	31.50	0.50	32.00	0.50	32.50	0.50
Total - City Clerk	598,819.00	614,862.71	16,043.71	621,822.54	16,047.71	627,996.65	16,170.12	634,128.96	16,182.31	640,480.31	16,351.35

	2017 Approved Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022
Treasury											
Salaries	379,689.00	390,130.45	10,441.45	394,051.75	3,921.30	397,972.07	3,920.32	401,951.79	3,979.72	405,971.31	4,019.52
Services	67,248.00	67,920.48	672.48	68,599.68	679.20	69,285.68	686.00	69,978.54	692.86	70,678.32	698.79
Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Treasury	446,937.00	458,050.93	11,113.93	462,651.44	4,590.51	467,257.75	4,626.31	471,930.33	4,672.58	476,649.63	4,719.30
City Council Administration											
Salaries	777,270.00	798,664.93	21,394.93	806,631.37	7,966.43	814,697.69	8,066.32	822,844.66	8,146.98	831,073.11	8,228.45
Services	44,106.00	44,547.06	441.06	44,992.53	445.47	45,444.36	449.93	45,896.88	452.42	46,355.85	458.97
Supplies	20,300.00	20,013.00	287.00	20,708.03	295.03	20,915.11	207.08	20,915.11	207.08	21,395.50	211.54
Total - City Council Administration	841,676.00	863,224.99	21,558.99	872,331.93	8,636.95	881,055.25	8,723.32	889,865.81	8,810.55	898,764.46	8,898.66
Office of the Internal Auditor											
Salaries	215,732.00	221,664.63	5,932.63	223,881.28	2,216.65	226,126.09	2,244.81	228,381.29	2,255.20	230,655.10	2,273.81
Services	70,000.00	70,000.00	0.00	71,407.00	707.00	72,814.28	714.07	73,228.28	714.07	73,642.28	714.00
Supplies	1,256.00	1,208.56	47.44	1,281.25	12.69	1,294.06	12.81	1,307.00	12.94	1,320.07	12.97
Total - Office of the Internal Auditor	286,988.00	292,873.19	5,932.63	296,508.52	2,336.33	299,158.32	2,650.80	301,916.57	2,758.25	305,627.45	3,710.88
Archives											
Salaries	167,926.00	172,543.97	4,617.97	174,269.40	1,725.44	176,012.10	1,742.69	177,772.22	1,760.12	179,549.94	1,777.72
Services	23,463.00	23,697.63	234.63	23,934.61	236.98	24,175.95	241.35	24,415.69	241.74	24,659.85	244.16
Supplies	7,100.00	7,171.00	71.00	7,242.71	71.71	7,315.14	72.43	7,388.29	73.15	7,462.17	73.88
Total - Archives	198,489.00	203,412.60	4,923.60	205,447.72	2,034.13	207,503.19	2,055.47	209,575.80	2,072.61	211,672.96	2,097.16
Total - Departmental Expenditures	155,616,872.00	154,349,135.46	(1,267,736.55)	156,398,110.47	2,048,975.01	153,030,208.45	(3,367,902.02)	153,353,310.35	221,101.89	155,994,630.47	2,741,320.12
Non Departmental-General Fund											
Competition	500,000.00	0.00	(500,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Reinvestment	1,000,000.00	0.00	(1,000,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Neighborhood Services	115,000.00	0.00	(115,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total - Non Departmental-General Fund	1,615,000.00	0.00	(1,615,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Heat Power & Light											
Heat Power & Light	3,564,400.00	3,973,491.32	409,091.32	3,588,424.79	(385,966.52)	3,469,557.50	(118,867.29)	3,557,165.11	87,607.60	3,646,094.23	88,926.13
Total - Heat Power & Light	3,564,400.00	3,973,491.32	409,091.32	3,588,424.79	(385,966.52)	3,469,557.50	(118,867.29)	3,557,165.11	87,607.60	3,646,094.23	88,926.13
Grants, Commissions & Misc.											
Grants, Commissions & Misc.	4,978,000.00	4,568,000.00	(410,000.00)	4,568,000.00	0.00	4,568,000.00	0.00	4,568,000.00	0.00	4,568,000.00	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, 2015 (without subsidies due to Federal sequestration)											
Debt Service - Per Schedule at July 1, 2015 (without subsidies due to Federal sequestration)	64,944,155.00	67,070,570.84	2,126,415.84	61,882,501.34	(5,188,069.50)	56,698,035.21	(5,184,466.13)	47,780,618.46	(8,917,416.75)	44,567,544.71	(3,213,073.73)
Capital Fund Debt Service	0.00	0.00	0.00	5,188,069.50	5,188,069.50	11,692,555.63	5,374,466.13	19,289,952.38	8,227,416.75	22,503,025.13	3,213,073.73
Debt Service Total	64,944,155.00	67,070,570.84	2,126,415.84	67,070,570.84	0.00	67,070,570.84	0.00	67,070,570.84	0.00	67,070,570.84	0.00
Workers Compensation											
Workers Compensation - Medical Expenses	1,430,000.00	1,432,000.00	2,000.00	1,446,522.00	14,522.00	1,460,987.22	14,465.22	1,475,977.09	14,989.87	1,490,353.06	14,375.97
Services	380,000.00	404,545.00	24,545.00	418,790.45	4,245.45	437,078.35	4,287.35	437,078.35	4,287.35	441,783.23	4,704.88
Workers Compensation Total	1,810,000.00	1,836,545.00	26,545.00	1,865,312.45	16,767.45	1,898,065.57	16,752.57	1,913,055.44	16,740.66	1,932,136.29	19,080.85

	2017 Approved Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022
Employee Benefits											
Auto Allowance	224,987.00	233,986.48	8,999.48	243,345.94	9,359.46	253,079.78	9,733.84	263,202.97	10,123.19	273,731.09	10,528.12
Dental Insurance	1,577,051.00	1,640,133.04	63,082.04	1,705,738.36	65,605.32	1,773,967.90	68,228.53	1,844,626.61	70,658.72	1,918,723.68	73,797.06
Education Incentives	180,160.00	166,566.40	6,466.40	173,229.06	6,662.66	180,158.22	6,929.16	187,264.55	7,106.33	194,850.13	7,585.58
Eligible Offsets Pension	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Death Benefits	200,000.00	208,000.00	8,000.00	216,320.00	8,320.00	224,972.80	8,652.80	233,971.71	8,998.91	243,330.58	9,358.87
F.I.C.A.	4,549,255.00	4,731,266.80	181,971.80	4,920,517.47	189,250.67	5,117,338.17	196,820.70	5,322,031.70	204,693.53	5,534,932.57	212,900.87
Healthcare EE Cash Payment	5,000.00	5,200.00	200.00	5,408.00	208.00	5,624.32	216.32	5,849.29	224.97	6,083.26	233.97
Healthcare International Pension	2,116,468.00	2,201,126.72	84,658.72	2,286,171.79	84,045.07	2,380,738.66	94,566.87	2,475,988.21	95,249.55	2,573,006.94	97,018.73
Legal Service	68,880.00	71,635.20	2,755.20	74,500.61	2,865.41	77,480.63	2,980.02	80,579.86	3,099.23	83,803.05	3,223.19
Local 1033 Benefits Expense	2,112,305.00	2,196,797.20	84,492.20	2,284,669.09	87,871.89	2,376,035.85	91,366.76	2,471,098.09	95,062.23	2,569,421.01	98,322.92
Medical Benefits - Active Members	19,257,296.00	20,220,160.80	962,864.80	21,231,168.84	1,010,908.04	22,292,727.28	1,061,558.44	23,407,363.65	1,114,636.36	24,577,731.83	1,170,368.18
Medical Benefits - Retirees	25,149,761.00	26,407,249.05	1,257,488.05	27,727,611.50	1,320,362.45	29,113,992.08	1,386,380.58	30,569,691.68	1,455,699.60	32,098,176.27	1,528,484.58
Medical Services - Workmans Compensation	250,000.00	260,000.00	10,000.00	270,000.00	10,000.00	281,215.00	11,215.00	292,464.64	11,249.64	304,163.25	11,698.61
Pension Contribution	59,024,483.00	63,787,526.00	4,763,043.00	68,061,290.00	4,273,764.00	70,550,832.00	2,489,542.00	73,037,716.00	2,486,884.00	75,612,770.00	2,575,054.00
Stipends	3,000.00	3,120.00	120.00	3,244.80	124.80	3,374.59	129.79	3,509.58	134.98	3,649.96	140.38
Unemployment Compensation	165,000.00	171,600.00	6,600.00	178,464.00	6,864.00	185,002.56	6,538.56	193,026.66	7,924.10	202,747.73	9,721.07
Employee Benefits - Total	115,463,686.00	122,304,367.69	6,840,681.69	129,385,079.46	7,080,711.77	134,817,160.84	5,432,081.38	140,388,765.18	5,571,604.35	146,197,631.71	5,808,866.52
Deficit Reduction / Rainy Day Fund	6,100,000.00	3,541,313.00	(2,558,687.00)	3,638,945.00	87,632.00	3,648,585.00	9,640.00	3,707,598.00	59,013.00	3,794,100.00	86,502.00
School Approp. to Balance School Budget	124,896,611.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00
Total City General Fund Expenditures	478,997,754.00	493,870,184.33	14,872,430.33	503,436,372.51	9,566,188.18	509,264,742.17	(1,083,530.34)	511,103,664.02	6,748,921.85	520,247,098.84	9,142,434.83
Compared to General Fund Revenues	0.00	11,340,020.03	11,340,020.03	12,016,188.50	715,262.47	8,959,953.96	(3,065,233.54)	11,739,007.31	2,784,654.35	12,138,214.30	394,606.99
Total Surplus (Deficit)											
Projected Expenditure Summary											
Salaries	118,553,418.00	118,134,123.17	(419,294.83)	119,230,948.06	1,096,824.89	116,101,378.42	(3,129,573.64)	115,985,187.97	(136,186.45)	117,745,626.87	1,778,438.90
Services	34,525,075.00	32,445,803.82	(2,079,271.18)	32,345,157.42	499,653.60	32,319,857.45	(425,299.85)	32,897,968.06	578,110.60	33,880,305.21	982,337.16
Supplies	7,096,579.00	7,167,544.79	70,965.79	7,239,220.24	71,675.45	7,311,612.44	72,392.20	7,384,728.56	73,116.12	7,458,575.85	73,847.29
Capital	1,001,200.00	1,000,000.00	(1,200.00)	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00
Employee Benefits											
Pension	59,024,483.00	63,787,526.00	4,763,043.00	68,061,290.00	4,273,764.00	70,550,832.00	2,489,542.00	73,037,716.00	2,486,884.00	75,612,770.00	2,575,054.00
Medical Benefits - Active Members	19,257,296.00	20,220,160.80	962,864.80	21,231,168.84	1,010,908.04	22,292,727.28	1,061,558.44	23,407,363.65	1,114,636.36	24,577,731.83	1,170,368.18
Medical Benefits - Retirees	25,149,761.00	26,407,249.05	1,257,488.05	27,727,611.50	1,320,362.45	29,113,992.08	1,386,380.58	30,569,691.68	1,455,699.60	32,098,176.27	1,528,484.58
Other Employee Benefits	12,862,146.00	13,331,631.84	459,485.84	13,811,531.11	489,899.27	14,370,596.70	559,065.58	14,849,590.95	528,994.25	15,399,306.67	540,715.73
Total Employee Benefits	116,893,686.00	123,776,567.69	6,882,881.69	130,831,601.45	7,095,033.77	136,278,148.06	5,446,546.60	141,864,362.28	5,586,214.22	147,687,984.77	5,823,622.49
Grants, Contribution, and Ceremonies	4,387,030.00	4,577,030.00	190,000.00	4,577,030.00	0.00	4,577,030.00	0.00	4,577,030.00	0.00	4,577,030.00	0.00
Debt Service	64,944,153.00	67,070,570.84	2,126,417.84	67,070,570.84	0.00	67,070,570.84	0.00	67,070,570.84	0.00	67,070,570.84	0.00
Deficit Reduction Plan	6,100,000.00	3,541,313.00	(2,558,687.00)	3,638,945.00	87,632.00	3,648,585.00	9,640.00	3,707,598.00	59,013.00	3,794,100.00	86,502.00
School Approp. to Balance School Budget	124,896,611.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00	124,896,611.00	0.00
Total	478,997,754.00	482,569,243.50	3,571,510.50	491,420,084.01	8,850,319.71	493,403,789.31	1,983,705.29	499,364,056.71	5,946,267.59	508,108,884.54	8,744,827.83

FY2017-FY2021 FIVE-YEAR PLAN

BASED UPON ASSUMPTIONS AS OUTLINED IN ALL SCHEDULES

	School Department				
	2017 Approved Budget	2018 Projected Budget	2019 Projected Budget	2020 Projected Budget	2021 Projected Budget
Projected Revenue - School	\$364,614,654	\$374,664,654	\$375,664,654	\$376,664,654	\$377,664,654
Projected Expenditures - School	\$364,614,654	\$378,586,848	\$391,976,374	\$406,319,154	\$420,291,041
Projected Budget Surplus(Deficit)	\$0.00	(\$3,922,194)	(\$16,311,720)	(\$29,654,500)	(\$42,626,387)
					(\$57,089,225)

Providence School Department
Local Budget
5 year Projection
2018-2022

SCHOOL REVENUES	2017 Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022
State Aid to Education	\$233,283,043	\$243,333,043	\$10,050,000	\$244,333,043	\$1,000,000	\$245,333,043	\$1,000,000	\$246,333,043	\$1,000,000	\$247,333,043	\$1,000,000
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	785,000	0	785,000	0	785,000	0	785,000	0	785,000	0
City Aid	124,896,611	124,896,611	0	124,896,611	0	124,896,611	0	124,896,611	0	124,896,611	0
Total School Revenues	364,614,654	374,664,654	10,050,000	375,664,654	1,000,000	376,664,654	1,000,000	377,664,654	1,000,000	378,664,654	1,000,000

SCHOOL DEPARTMENT EXPENDITURES													
	2017 Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018 - 2019	2020 Projected Budget	Variance 2019 - 2020	2021 Projected Budget	Variance 2020 - 2021	2022 Projected Budget	Variance 2021 - 2022		
Salaries:													
Salaries	\$179,930,424	\$186,718,785	\$6,848,361	\$189,571,572	\$2,792,788	\$192,392,288	\$2,820,716	\$194,408,711	\$2,016,423	\$197,277,798	\$2,869,087		
Substitute Teachers	7,093,638	7,093,638	0	7,093,638	0	7,093,638	0	7,093,638	0	7,093,638	0		
Overtime	436,760	445,495	8,735	454,405	8,910	463,493	9,088	472,763	9,270	482,218	9,455		
After School	72,695	74,149	1,454	75,632	1,483	76,388	756	77,152	764	77,924	772		
Total Salaries	\$187,533,517	\$194,392,067	\$6,858,550	\$197,195,247	\$2,803,181	\$200,025,807	\$2,830,560	\$202,052,264	\$2,026,457	\$204,931,578	\$2,879,314		
Services**:													
Auto Allowance	\$66,125	\$67,580	\$1,455	\$69,067	\$1,487	\$70,586	\$1,519	\$72,139	\$1,553	\$73,726	\$1,587		
Diagnosticians	75,000	76,650	1,650	78,336	1,686	80,060	1,723	81,821	1,761	83,621	1,800		
Speech Therapists	90,000	91,980	1,980	94,004	2,024	96,072	2,068	98,185	2,114	100,345	2,160		
Occupational Therapists	80,000	81,760	1,760	83,559	1,799	85,397	1,838	87,276	1,879	89,196	1,920		
Performing Arts Service	3,000	3,066	66	3,133	67	3,202	69	3,273	70	3,345	72		
Student Assistance	200,000	204,400	4,400	208,897	4,497	213,493	4,596	218,189	4,697	222,990	4,800		
Consultants	12,600	12,877	277	13,160	283	13,450	290	13,746	296	14,048	302		
Workshops	20,900	21,360	460	21,830	470	22,310	480	22,801	491	23,302	502		
Accounting Fees	117,800	120,392	2,592	123,040	2,649	125,747	2,707	128,514	2,766	131,341	2,827		
Recovery of Attorney Fees	32,000	32,704	704	33,423	719	34,159	735	34,910	751	35,678	768		
Miscellaneous Services	510,720	521,956	11,236	533,439	11,483	545,175	11,736	557,168	11,994	569,426	12,258		
Negotiation/Arbitration	20,000	20,440	440	20,890	450	21,349	460	21,819	470	22,299	480		
Police Details	52,383	53,535	1,152	54,713	1,178	55,917	1,204	57,147	1,230	58,404	1,257		
Physician Fees	22,000	22,484	484	22,979	495	23,484	506	24,001	517	24,529	528		
Dental Fees	70,205	71,750	1,545	73,328	1,578	74,941	1,613	76,590	1,649	78,275	1,685		
Medicaid Services	170,525	174,277	3,752	178,111	3,834	182,029	3,918	186,034	4,005	190,126	4,093		
Official & Referee Fees	109,175	111,577	2,402	114,032	2,455	116,540	2,509	119,104	2,564	121,724	2,620		
Data Processing	397,594	406,739	9,145	415,687	8,948	424,832	9,145	434,178	9,346	443,730	9,552		
Other Technical Services	463,382	473,576	10,194	483,995	10,419	494,643	10,648	505,525	10,882	516,647	11,122		
Postage	107,588	109,955	2,367	112,374	2,419	114,846	2,472	117,373	2,527	119,955	2,582		
Catering/Food Reimbursement	22,360	22,852	492	23,355	503	23,868	514	24,394	525	24,930	537		
Services (continued):													

	2017 Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018- 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022
Rubbish Disposal Service	333,661	341,002	7,341	348,504	7,502	356,171	7,667	364,006	7,836	372,015	8,008
Rental of Snow Removal	450,000	459,900	9,900	470,018	10,118	480,358	10,340	490,926	10,568	501,726	10,800
Custodial Services	17,124,493	17,284,660	160,167	17,447,780	163,120	17,618,156	170,376	17,793,611	175,455	18,238,451	444,840
Rodent & Pest Control	11,040	11,283	243	11,531	248	11,785	254	12,044	259	12,309	265
Cleaning Service	3,000	3,066	66	3,133	67	3,202	69	3,273	70	3,345	72
Non Technology Related Repairs	57,620	58,888	1,268	60,183	1,296	61,507	1,324	62,860	1,353	64,243	1,383
Repairs	3,755	3,838	83	3,922	84	4,008	86	4,097	88	4,187	90
Other Repairs	215,120	219,853	4,733	224,689	4,837	229,633	4,943	234,684	5,052	239,848	5,163
Technology Repairs	538,266	550,108	11,842	562,210	12,102	574,579	12,369	587,220	12,641	600,138	12,919
Installation of Communications	95,596	97,699	2,103	99,848	2,149	102,045	2,197	104,290	2,245	106,585	2,294
Internet Connectivity	276,441	282,523	6,082	288,738	6,215	295,090	6,352	301,582	6,492	308,217	6,635
Rental of Buildings	146,387	149,608	3,221	152,899	3,291	156,263	3,364	159,700	3,438	163,214	3,513
Miscellaneous Rentals	3,140	3,209	69	3,280	71	3,352	72	3,426	74	3,501	75
Computer Rentals	800	818	18	836	18	854	18	873	19	892	19
Graduation Rentals	38,600	39,449	849	40,317	868	41,204	887	42,111	906	43,037	926
Alarm & Fire Safety Services	811,213	829,060	17,847	847,299	18,239	865,940	18,641	884,990	19,051	904,460	19,470
Moving & Rigging	45,000	45,990	990	47,002	1,012	48,036	1,034	49,093	1,057	50,173	1,080
Transportation	16,617,369	16,902,144	284,775	17,342,680	440,536	17,862,960	520,280	18,398,849	535,889	18,950,815	551,965
Advertising	38,000	38,836	836	39,690	854	40,564	873	41,456	892	42,368	912
Printing	121,765	124,444	2,679	127,182	2,738	129,980	2,798	132,839	2,860	135,762	2,922
Binding	5,000	5,110	110	5,222	112	5,337	115	5,455	117	5,575	120
Tuition to other School Districts	1,856,169	1,856,169	0	1,856,169	0	1,856,169	0	1,856,169	0	1,856,169	0
Tuition	14,470,312	15,170,312	700,000	15,870,312	700,000	16,570,312	700,000	17,270,312	700,000	17,970,312	700,000
Tuition to Educational Services	171,575	175,350	3,775	179,207	3,858	183,150	3,943	187,179	4,029	191,297	4,118
Tuition to Charter Schools	17,252,655	18,563,481	1,310,826	19,737,171	1,173,690	21,071,700	1,334,529	22,406,229	1,334,529	23,432,121	1,025,892
Board Training	21,000	21,462	462	21,934	472	22,417	483	22,910	493	23,414	504
Subscriptions & Periodicals	33,355	34,089	734	34,839	750	35,605	766	36,389	783	37,189	801
Professional Organizational Fees	168,037	171,734	3,697	175,512	3,778	179,373	3,861	183,319	3,946	187,352	4,033
Other Fees	231,794	236,893	5,099	242,105	5,212	247,431	5,326	252,875	5,443	258,438	5,563
Total Services	\$73,784,520	\$76,382,882	\$2,598,362	\$79,005,563	\$2,622,681	\$81,879,281	\$2,873,718	\$84,776,953	\$2,897,672	\$87,654,790	\$2,877,837

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	2017 Budget	2018 Projected Budget	Variance 2017 - 2018	2019 Projected Budget	Variance 2018- 2019	2020 Projected Budget	Variance 2019- 2020	2021 Projected Budget	Variance 2020- 2021	2022 Projected Budget	Variance 2021- 2022
Supplies**:											
Testing Materials	\$28,876	\$29,511	\$635	\$30,161	\$649	\$30,824	\$664	\$31,502	\$678	\$32,195	\$693
Educational Supplies	1,204,459	1,230,957	26,498	1,258,038	27,081	1,285,715	27,677	1,314,001	28,286	1,342,909	28,908
Board Expenses	14,000	14,308	308	14,623	315	14,944	322	15,273	329	15,609	336
Wearing Apparel	29,100	29,740	640	30,394	654	31,063	669	31,747	683	32,445	698
Graduation Supplies	13,385	13,679	294	13,980	301	14,288	308	14,602	314	14,924	321
Health Supplies	54,930	56,138	1,208	57,374	1,235	58,636	1,262	59,926	1,290	61,244	1,318
Athletic Supplies	88,485	90,432	1,947	92,421	1,989	94,454	2,033	96,532	2,078	98,656	2,124
Gasoline	63,000	64,386	1,386	65,802	1,416	67,250	1,448	68,730	1,480	70,242	1,512
Propane	1,600	1,635	35	1,671	36	1,708	37	1,746	38	1,784	38
Maintenance Supplies & Parts	600	613	13	627	13	640	14	655	14	669	14
Glass	35,000	35,770	770	36,557	787	37,361	804	38,183	822	39,023	840
Lumber & Hardware	90,000	91,980	1,980	94,004	2,024	96,072	2,068	98,185	2,114	100,345	2,160
Plumbing Supplies	25,747	26,313	566	26,892	579	27,484	592	28,089	605	28,707	618
Housekeeping Supplies	5,000	5,110	110	5,222	112	5,337	115	5,455	117	5,575	120
Textbooks	268,674	274,585	5,911	280,626	6,041	286,799	6,174	293,109	6,310	299,557	6,448
Library Books	56,196	57,432	1,236	58,696	1,264	59,987	1,291	61,307	1,320	62,656	1,349
Reference Books	87,326	89,247	1,921	91,211	1,963	93,217	2,007	95,268	2,051	97,364	2,096
Computer Related Supplies	41,143	42,048	905	42,973	925	43,919	945	44,885	966	45,872	987
Non-Public Textbooks	100,000	102,200	2,200	104,448	2,248	106,746	2,298	109,095	2,348	111,495	2,400
Technology Software	368,284	376,386	8,102	384,667	8,280	393,129	8,463	401,778	8,649	410,617	8,839
Total Supplies	\$2,575,805	\$2,632,473	\$56,668	\$2,690,387	\$57,914	\$2,749,576	\$59,189	\$2,810,066	\$60,491	\$2,871,888	\$61,821

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	2017 Budget		2018 Projected Budget		Variance 2017 - 2018		2019 Projected Budget		Variance 2018 - 2019		2020 Projected Budget		Variance 2019 - 2020		2021 Projected Budget		Variance 2020 - 2021		2022 Projected Budget		Variance 2021 - 2022	
Employee Benefits:																						
Lincoln Financial Ins.	\$184,629	\$188,691	\$4,062	\$192,842	\$4,151	\$197,085	\$4,243	\$201,420	\$4,336	\$205,852	\$4,431											
Dental Insurance	2,708,539	2,879,281	170,742	2,994,452	115,171	3,114,230	119,778	3,238,799	124,569	3,368,351	129,552											
Disability Insurance	132,016	134,920	2,904	137,889	2,968	140,922	3,034	144,022	3,100	147,191	3,168											
Teacher Wellness	473,877	546,917	73,040	546,917	0	558,949	12,032	571,246	12,297	583,813	12,567											
Employee Medical	31,470,702	33,464,627	1,993,925	39,184,376	5,719,750	45,351,974	6,167,598	51,996,287	6,644,313	59,147,884	7,151,597											
Retiree Medical	6,504,521	6,829,747	325,226	7,171,234	341,487	7,529,796	358,562	7,906,286	376,490	8,301,600	395,314											
State Retirement	20,452,569	21,265,056	812,487	22,115,658	850,602	23,000,285	884,626	23,920,296	920,011	24,877,108	956,812											
City Retirement	8,395,733	8,597,231	201,498	8,803,564	206,334	9,155,707	352,143	9,521,935	366,228	9,902,812	380,877											
FICA	14,346,314	14,870,993	524,679	15,085,436	214,443	15,301,974	216,538	15,456,998	155,024	15,677,266	220,268											
Unemployment	625,631	625,631	0	639,395	13,764	653,462	14,067	667,838	14,376	682,530	14,692											
Workers Compensation	1,950,000	1,950,000	0	1,992,900	42,900	2,036,744	43,844	2,081,552	44,808	2,127,346	45,794											
Workers Compensation-Medical	550,000	550,000	0	562,100	12,100	574,466	12,366	587,104	12,638	600,021	12,916											
Employee Assistance Program	37,800	37,800	0	38,632	832	39,481	850	40,350	869	41,238	888											
Employee Tuition Reimbursement	17,500	17,500	0	17,885	385	18,278	393	18,681	402	19,092	411											
Union Benefits & Pension	4,201,764	4,361,093	159,329	4,547,037	185,944	4,737,072	190,035	4,841,288	104,216	4,947,796	106,508											
Liability Insurance	543,491	555,448	11,957	567,668	12,220	580,156	12,489	592,920	12,763	605,964	13,044											
Claims	200,000	204,400	4,400	208,897	4,497	213,493	4,596	218,189	4,697	222,990	4,800											
Total Employee Benefits	\$92,795,086	\$97,079,334	\$4,284,248	\$104,806,882	\$7,727,548	\$113,204,074	\$8,397,192	\$122,005,211	\$8,801,138	\$131,458,853	\$9,453,641											
Utilities:																						
Water	\$279,700	285,853	6,153	292,142	6,289	298,569	6,427	305,138	6,569	311,851	6,713											
Telephone	400,000	408,800	8,800	417,794	8,994	426,985	9,191	436,379	9,394	445,979	9,600											
Sewer Usage Fees	547,710	559,760	12,050	572,074	12,315	584,660	12,586	597,522	12,863	610,668	13,145											
Electricity	3,012,419	3,078,692	66,273	3,146,423	67,731	3,215,645	69,221	3,286,389	70,744	3,358,690	72,301											
Natural Gas	2,326,386	2,377,566	51,180	2,429,873	52,306	2,483,330	53,457	2,537,963	54,633	2,593,799	55,835											
Fuel	341,094	348,598	7,504	356,267	7,669	364,105	7,838	372,115	8,010	380,302	8,187											
Total Utilities	\$6,907,309	\$7,059,270	\$151,961	\$7,214,574	\$155,304	\$7,373,294	\$158,721	\$7,535,507	\$162,212	\$7,701,288	\$165,781											

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Equipment:	2017 Budget	2018 Projected Budget	Variance 2017 - 2018		2019 Projected Budget		Variance 2018 - 2019		2020 Projected Budget		Variance 2019 - 2020		2021 Projected Budget		Variance 2020 - 2021		2022 Projected Budget		Variance 2021 - 2022	
Educational Equipment	\$97,784	\$99,935	\$2,151	\$102,134	\$2,199	\$104,381	\$2,247	\$106,677	\$2,296	\$109,024	\$2,347	\$111,370	\$2,395	\$113,765	\$2,443	\$116,208	\$2,497	\$118,705	\$2,547	\$121,252
Furniture & Fixtures	227,768	232,779	5,011	237,900	5,121	243,134	5,234	248,483	5,349	253,949	5,467	259,416	5,585	264,983	5,703	270,550	5,821	276,117	5,939	281,684
Computer Hardware	692,865	708,108	15,243	723,686	15,578	739,608	15,921	755,879	16,271	772,508	16,629	789,139	16,979	805,818	17,329	822,547	17,679	839,276	18,029	856,005
Total Equipment	\$1,018,417	\$1,040,822	\$22,405	\$1,063,720	\$22,898	\$1,087,122	\$23,402	\$1,111,039	\$23,917	\$1,135,482	\$24,443	\$1,159,925	\$24,958	\$1,184,883	\$25,469	\$1,209,832	\$25,979	\$1,234,811	\$26,489	\$1,259,790
TOTAL SCHOOL EXPENDITURES	\$364,614,654	\$378,586,848	\$13,972,194	\$391,976,374	\$13,389,526	\$406,319,154	\$14,342,781	\$420,291,041	\$13,971,887	\$435,753,879	\$15,462,838	\$450,216,717	\$15,013,646	\$465,230,363	\$15,526,646	\$480,157,009	\$15,916,646	\$495,073,655	\$16,307,646	\$509,981,301